



## **Course Curriculum and Syllabus for**

**M.Sc. - MBA in Hospitality and Hotel Administration**

8

**Conducted by Guru Nanak Institute of Hotel Management, Kolkata**

**Under Affiliation form JIS University, Kolkata**

**SEMESTER - 1**

<b>Subject</b>		<b>Code</b>	<b>Theory</b>	<b>Practical</b>	<b>credit</b>
1	Food Production Operation	MHH - 101	3		3
2	Food and Beverage Service Operation	MHH - 102	3		3
3	Front Office Operation	MHH - 103	2		2
4	Accommodation Operation	MHH - 104	2		2
5	Introduction to Hotel - Hospitality Industry	MHH - 105	2		2
6	Principles and Practices of Management	MHH - 106	2		2
7	Communication Skills in English	MHH - 107	2		2
8	Computer Applications in Hotels	MHH - 108	2		2
9	Skill Development	MSD-182	1		1
10	Project and Seminar	MSD_181	1		1
<b>Practical</b>		<b>Code</b>	<b>Theory</b>	<b>Practical</b>	<b>credit</b>
1	Food Production Operation	MHH - 191		3	3
2	Food and Beverage Service Operation	MHH - 192		3	3
3	Front Office Operation	MHH - 193		2	2
4	Accommodation Operation	MHH - 194		2	2
<b>TOTAL CREDIT</b>					<b>28</b>

**SEMESTER - 2**

<b>Subject</b>		<b>Code</b>	<b>Theory</b>	<b>Practical</b>	<b>credit</b>
1	Advance Food Production Operation	MHH - 201	3		3
2	Advance Food and Beverage Service Operation	MHH - 202	3		3
3	Advance Front Office Operation	MHH - 203	2		2
4	Advance Accommodation Operation	MHH - 204	2		2
5	Introduction to Travel - Tourism Industry	MHH - 205	2		2
6	Hospitality Sales and Marketing	MHH - 206	2		2
7	Business Communication	MHH - 207	2		2
8	Research Methodology	MHH - 208	2		2
9	Values and Ethics	MHH -209	2		2
10	Skill Development	MSD-282			1
11	Project and Seminar	MSD-281			1
<b>Subject</b>		<b>Code</b>	<b>Theory</b>	<b>Practical</b>	<b>credit</b>
1	Advance Food Production Operation	MHH - 291		3	3
2	Advance Food and Beverage Service Operation	MHH - 292		3	3
3	Advance Front Office Operation	MHH - 293		2	2
4	Advance Accommodation Operation	MHH - 294		2	2
<b>TOTAL CREDIT</b>					<b>32</b>

## INDUSTRIAL TRAINNING

### SEMESTER - 3

Subject		Code	Theory	Practical	credit		
1	Industrial Exposure Training	MHH - 301			28		
C. SESSIONAL							
		Subjects	Contacts (Periods/week)				Credit points
			L	T	P	Total	
1.		Log Book				3	
2.		Project Work				12	
3.		Attendance				2	
4.		Presentation & viva				11	
TOTAL CREDIT					28		

**SEMESTER - 4**

<b>Subject</b>	<b>Code</b>	<b>Theory</b>	<b>Practical</b>	<b>credit</b>
1 Food Production Management	MHH - 401	3		3
2 Food and Beverage Service Management	MHH - 402	3		3
3 Front Office Management	MHH - 403	2		2
4 Accommodation Management	MHH - 404	2		2
5 Facility Planning and Management	MHH - 405	2		2
6 Hotel Accounts and Financial Management	MHH - 406	2		2
7 Environmental Science	MHH - 407	2		2
8 Entrepreneurship Development	MHH - 408	2		2
9 Food Science and Nutrition *	MHH - 409	2		2
9- Human Resources Management and OB *	MHH - 410	2		2
Skill Development	MSD-482			1
Project and Seminar	MSD-481			1

<b>Subject</b>	<b>Code</b>	<b>Theory</b>	<b>Practical</b>	<b>credit</b>
1 Food Production Management	MHH - 491		3	3
2 Food and Beverage Service Management	MHH - 492		3	3
3 Front Office Management	MHH - 493		2	2
4 Accommodation Management	MHH - 494		2	2
TOTAL CREDIT				32

\* Food Science and Nutrition and Human Resources Management and OB are for M.Sc. and MBA respectively.



## **FOOD PRODUCTION OPERATION (MHH - 101)**

### **1. Introduction to Professional Cookery**

Attitudes and behaviour in the kitchen, levels of skills and experiences, personal hygiene, uniforms and protective clothing, safety procedure in handling equipment, culinary history, origin of modern cookery

### **2. Hierarchy and Staff Organization**

Classical kitchen brigade, modern staffing in various category hotels, roles of executive chef, duties and responsibilities of various chefs, cooperation with other departments

### **3. Culinary Terms**

List of culinary (common and basic) terms, explanation with examples

### **4. Aims and Objects of Cooking Food**

Aims and objectives of cooking food, various textures, various consistencies, techniques used in pre-preparation, techniques used in preparation

### **5. Methods of Cooking Food**

Roasting, grilling, frying, baking, broiling, poaching, boiling (principles, methods, care and precautions to be taken, selection of food and equipment for each type of cooking)

### **6. Vegetable and Fruit Cookery**

Introduction - classification of vegetables, pigments and colour changes, effects of heat on vegetables, cuts of vegetables, classification of fruits, uses of fruits in cookery, salads and salad dressings

### **7. Stocks**

Definition of stock, types of stock, preparation of stock, recipes, storage of stocks, uses of stocks, care and precautions

### **8. Sauces**

Classification of sauces, recipes for mother sauces, storage and precautions

### **9. Egg Cookery**

Introduction to egg cookery, structure of an egg, selection of egg, uses of egg in cookery

### **10. Kitchen Commodities**

- A. Shortenings (Fats and Oils): Types, varieties, role of shortenings, varieties of shortenings, advantages and disadvantages of using various shortenings
- B. Raising Agents: Classification of raising agents, role of raising agents in cooking
- C. Thickening Agents: Classification of thickening agents, role of thickening agents
- D. Sweetening Agents: Importance, types, various usage in cooking
- E. Colouring and Flavouring Agents: Importance, types, various usage in cooking

## **FOOD AND BEVERAGE SERVICE OPERATION (MHH - 102)**

### **1. The Hotel and Catering Industry**

Introduction to the hotel industry and growth of the hotel industry in India, role of catering establishment in the travel/tourism industry, types of F&B operations, classification of commercial, residential/non-residential, welfare catering - industrial/institutional/transport such as air, road, rail, sea, etc., structure of the catering industry - a brief description of each

### **2. Departmental Organization and Staffing**

Organization of F&B department of hotels, principal staff of various types of F&B operations, French terms related to F&B staff, duties and responsibilities of F&B staff, attributes of a waiter, inter-departmental relationships (within F&B and other departments)

### **3. Food Service Areas (F & B Outlets)**

Specialty restaurants, coffee shop, cafeteria, fast food (quick service restaurants), grill room, banquets, bar, vending machines, discotheque

### **4. Ancillary Departments**

Pantry, food pick-up area, store, linen room, kitchen stewarding

### **5. F & B Service Equipment**

Familiarization and selection factors of cutlery, crockery, glassware, flatware, hollowware and all other equipment used in F&B service, French terms related to those equipment

### **6. Non-Alcoholic Beverages**

Classification (nourishing, stimulating and refreshing beverages)

- A. Tea: origin and manufacture, types and brands
- B. Coffee: Origin and manufacture, types and brands
- C. Juices and Soft Drinks: Varieties and popular brands
- D. Cocoa and Malted Beverages: Origin and manufacture

## **FRONT OFFICE OPERATION (MHH - 103)**

### **1. Introduction to Lodging Industry**

Growth and development of lodging industry worldwide and in India, major international and national lodging companies and their brief history, future of lodging industry

### **2. Constituents of Lodging Industry (Classification of Hotels)**

- A. Different types of hotel-guests, necessity and criteria for classification of hotels
- B. Definition and Classification of Hotels on the Basis of: size, location, clientele, ownership (management contracted, franchise and affiliated hotels), facilities and services (star classification), chain/group of hotels, supplementary accommodation, time shares and condominium

### **3. Hotel Organization and Core Operational Areas**

Organization of large, medium and small hotels, departmentalization and its necessity, core (major) and non-core (minor) operational departments, revenue earning and non-revenue earning departments, sub-departments or sub-sections

### **4. Introduction to Hotel Front Office and its Organization**

Functions and importance of the hotel front office, functional organization of front office, layout of front office department including lobby and back office, front office staff organization (hierarchy), job description and job specification, duties and responsibilities, personality traits

### **5. Front Office Equipment, Forms and Formats**

- A. Equipment: Front desk and its layout, computer, printer, fax, telephone, EDC machine, key-card programming machine, folio bucket, key rack, room rack
- B. Forms and Formats: Reservation form, cancellation/amendment form, hotel diary, hotel register, guest registration card, arrival-departure register, message slip, vouchers, bill folio, feedback form

### **6. Different Room Types and Rates**

- A. Room Types: Definition and description of single, double, twin, suite and all other room types, room configuration requirement for star hotels
- B. Room Rates: Rack rate, corporate rate, discounted rate, promotional rate, group rate, travel agent/tour operator rate, package rate and all other room rates

### **7. Basis of Charging and Meal Plan**

- A. Basis of Charging: Check out time basis, 24 hours basis, night basis and day rate
- B. Meal Plans: European, Continental, Bermuda, American and Modified American Plan, Go Plan, usage, purpose and benefit of different meal plans

## **ACCOMMODATION OPERATION (MHH - 104)**

### **1. The Role and Importance of Housekeeping in Hospitality Operation**

Introduction to professional housekeeping, role of housekeeping in hospitality establishments, importance of housekeeping in guest satisfaction and repeat business

### **2. Organization of Housekeeping Department**

hierarchy in small, medium, large and chain hotels, identifying housekeeping responsibilities, personality traits of housekeeping management personnel duties and responsibilities of housekeeping staff, layout of the housekeeping department

### **3. Cleaning Organization**

Principles of cleaning, hygiene and safety factors in cleaning, methods of organizing cleaning, frequency of cleaning daily, periodic, special, design features that simplify cleaning, use and care of equipment

### **4. Cleaning Agents**

General criteria for selection, classification, polishes, floor seats, use, care and storage, distribution and controls, use of eco-friendly products in housekeeping

### **5. Care and Cleaning of Different Surfaces**

Metals, glass, leather, leatherites, rexines, plastic, ceramics, wood, wall finishes, floor finishes

### **6. Inter Departmental Relationship**

With front office, maintenance, security, stores, accounts, personnel

### **7. Use of Computers in Housekeeping Department**

Purpose and applications of computers in housekeeping operations



## **INTRODUCTION TO HOTEL - HOSPITALITY INDUSTRY (MHH - 105)**

### **1. Introduction to Hotel - Hospitality Industry**

Concepts, origin and development, hospitality sectors and their characteristics, scope, future and current developments in the industry, definition and explanation of hotel

### **2. International Hotel - Hospitality Industry**

- A. International Hotel Chains: Accor, Best Western International, Carlson Rezidor, Fairmont, Four Seasons, Hilton, Holiday Inn, Hyatt, InterContinental, Kempinski, Marriott, Radisson, Sheraton, Starwood, Swissôtel, Westin
- B. Important international chain of restaurants

### **3. Hotel - Hospitality Industry in India**

- C. History and development of lodging industry in India, patterns and trends
- D. Structure of Indian Hotel Industry: Premium and luxury segment, mid-market segment, budget segment, heritage hotels
- E. Indian Hotel Chains: Clarks Group of Hotels, HHI Group of Hotels, ITC Hotels, Jaypee Hotels, Oberoi Hotels, Pride Hotels, Royal Orchid Hotels, Sarovar Hotels, Taj Hotels, Ashok Group of Hotels, Lalit Group of Hotels, Leela Palaces Hotels, The Park Hotels
- F. Important Indian chain of restaurants

### **4. Hotel Organization**

- A. Departments: Food production, food and beverage service, front office, housekeeping, engineering and maintenance, security, human resource, sales and marketing, purchase and stores, accounts.
- B. Organization structure of different types/categories of hotels and their departments

### **5. Government Policies and Incentives for Hotel Industry In India**

- A. Department of Tourism, Govt. of India, tourism policy of India
- B. Procedures for establishing and starting new hotels in India
- C. Opportunities and challenges of hotel industry in India

## **PRINCIPLES AND PRACTICES OF MANAGEMENT (MHH - 106)**

### **1. Basic Concepts of Management**

- A. Definition, concept, need and scope, science or art, process and functions
- B. Different Schools of Management: Behavioural, Scientific, Systems, Contingency
- C. Management levels, managerial skills and managerial roles
- D. Management and the society

### **2. Management Theories**

- A. F.W. Taylor
- B. Henry Fayol
- C. Elton Mayo

### **3. Role of a Manager**

Management as a profession, professional manager and his tasks, managerial ethics and organization's culture, external and internal factors that affect management

### **4. Functions of Management**

- A. Planning: Definition, nature, purpose, process and types, Management by Objectives
- B. Organizing: Concept of organizing and organization, line and staff, authority and responsibility, span of control, delegation, centralization and de-centralization, organizational structure and design
- C. Leading: Nature, importance and scope, leadership concepts and definitions, theories and styles, situational lead, team building
- D. Controlling: Basic concepts and definitions, process, methods and techniques
- E. Staffing: Definition, nature, importance, steps
- F. Decision Making: Definition, nature, importance, steps, techniques and processes
- G. Motivation: Basic concept, definition, theories and practices of motivating employees
- H. Coordination: meaning, concept, purpose and techniques
- I. Communication: Process, types, principles and barriers of effective communication, listening, significance of non-verbal communication

## COMMUNICATION SKILLS IN ENGLISH (MHH - 107)

### **1. Introduction to Communication Skills**

Importance utility of communication skills in hospitality industry

Types of Communication: verbal, non-verbal (written and body language), communication process and principles of communication

### **2. Verbal Communication**

Public speaking (elocution/extempore/welcome speech/vote of thanks/presentation-with and without use of audio visual aids), interview and interview techniques, personal interview, group discussion and debates, types of verbal communication (grapevine, face to face, telephonic, negotiation, formal and informal etc.), listening skills, barriers in verbal communication

### **3. Non-Verbal Communication, Body Language and Kinesics**

Physical appearance, postures, gestures, dress code for formal and informal occasions (postures and gestures should include hand and legs movement, whole body movement, sitting, standing, walking style, facial expressions etc.), paralinguistic, manners and etiquettes, barriers in non-verbal communication

### **4. Written Communication**

- A. Letter Writing: Types of business letter (internal and external business environment), types and formats (British and American style), job applications, resume writing
- B. Other Forms of Written Communication: Memo, agenda, minutes of the meeting, press releases, handouts, notice, circulars etc.
- C. Recent developments in Communication: Internet, e-mail, video conferencing etc.

## COMPUTER APPLICATIONS IN HOTELS (MHH - 108)

### **1. Information Concepts and Processing**

Definitions, need, quality and value of information, data processing concepts

### **2. Elements of a Computer System**

Definitions, characteristics of computers, classification of computers, limitations

### **3. Hardware Features and Uses**

Components of a computer, generations of computers, primary and secondary storage concepts, data entry devices, output devices

### **4. Software Concepts**

System software, application software, language classification, compilers and interpreters

### **5. Operating Systems/Environments**

A. Basics of MS-DOS: Internal commands, external commands

B. Introduction to Windows: GUI features, parts of a typical window and their functions

### **6. Computer Networks**

A. Network Topology: Bus, star, ring, client-server, network applications

B. Types of Network: LAN, MAN, WAN

C. Network Configuration Hardware: Server, nodes, channel, client, twisted, co-axial, fiber optic, hubs, network interface card, arcnet, ethernet

D. Network Software: Novel, Windows NT

### **7. Windows Operations**

Creating folders, creating shortcuts, copying files/folders, renaming files/folders, deleting files, exploring windows, quick menus

### **8. Introduction and Overview of MS Office**

MS Word, MS Excel, MS PowerPoint and MS Access (basic applications of each)

## **ADVANCE FOOD PRODUCTION OPERATION (MHH - 201)**

### **1. Sauces and Gravies**

Difference between sauce and gravy, derivatives of mother sauces and their compositions, contemporary and proprietary sauces

### **2. Soups**

- A. Classification with examples
- B. Basic recipes of Consommé with 10 garnishes, basic recipes other than consommé with menu examples, broths, bouillon, puree, cream, veloute, chowder, bisque etc., international soups, cold soups, garnishes and accompaniments of different soups

### **3. Meat Cookery**

- A. Introduction to meat cookery
- B. Cuts of: beef/veal, lamb/mutton, pork, poultry
- C. Cooking with variety of meats and poultry (with menu examples of each)

### **4. Fish Cookery**

- A. Introduction to fish cookery
- B. Classification of fish with examples, cuts of fish with menu examples, selection of fish and shell fish, cooking of fish (effects of heat)

### **5. Rice, Cereals and Pulses**

- A. Introduction to rice, cereals and pulses
- B. Classification and identification, cooking of rice, cereals and pulses, varieties of rice and other cereals

### **6. Basic (Bakery) Commodities:**

- A. Flour: Structure of wheat, types of wheat, types of flour, processing of wheat to flour, uses of flour in food production, cooking of flour (starch)
- B. Milk: Introduction, processing of milk, pasteurization and homogenization, skimmed and condensed milk, nutritive value of milk
- C. Butter: Introduction, processing of butter, types of butter
- D. Cream: Introduction, processing of cream, types of cream
- E. Cheese: Introduction, processing of cheese, types of cheese, classification of cheese, curing of cheese, uses of cheese

### **7. Simple Breads**

Principles of bread making, simple yeast breads, role of each ingredient in bread making, baking temperature and its importance, bread faults

### **8. Pastry**

- A. Different Types of Pastry: Short Crust, Laminated, Choux, Hot Water/Rough Puff
- B. Recipes and methods of preparation, differences, uses of each pastry, care to be taken while preparing pastry, role of each ingredient, temperature of baking pastry

## **ADVANCE FOOD AND BEVERAGE SERVICE OPERATION (MHH - 202)**

### **1. Planning and Operating Various F&B Outlets**

Physical layout of functional and ancillary areas, criteria for good layout, steps in planning, calculating space requirement, various set ups for seating, planning staff requirement, menu planning, selecting and planning of heavy duty and light equipment, quantities of equipment required like crockery, glassware, cutlery - steel or silver etc., manufacturers and suppliers, approximate cost, planning décor, furnishing fixture etc.

### **2. Meals and Menu Planning**

- A. Origin of menu, objectives of menu planning, types of menu, courses of French classical menu, sequence, examples, cover and accompaniments of each course, French names of dishes
- B. Types of Meals: Early morning tea, breakfast (English, American, Continental, Indian), brunch, lunch, afternoon high tea, dinner, supper

### **3. Preparation for Service**

- A. Organizing mise-en-place
- B. Organizing mise-en-scene

### **4. Types of Food Service**

Silver service, pre-plated service, cafeteria service, room service, buffet service, gueridon service, lounge service

### **5. Sales Control System**

KOT/bill control system (manual), triplicate checking system, duplicate checking system, single order sheet, quick service menu and customer bill, making bill, cash handling equipment, record keeping (restaurant cashier)

### **6. Tobacco**

- A. History, processing for cigarettes, pipe tobacco and cigars
- B. Cigarettes: Types and brand names
- C. Pipe Tobacco: Types and brand names
- D. Cigars: Shapes, sizes, colours and brand names
- E. Care and storage of cigarettes and cigars

## **ADVANCE FRONT OFFICE OPERATION (MHH - 203)**

### **1. Front Office and Guest Handling**

Introduction to guest cycle (pre arrival > arrival > during guest stay > departure > after departure activities)

### **2. Reservations**

Importance of reservation, reservation handling sequence (for transient and group reservations), modes of reservation, channels and sources (intermediaries: tour operators and travel agents, airlines, referral groups, CRS, GDS, property direct), types of reservations (tentative, confirmed, guaranteed reservations), systems (non-automatic, semi-automatic, fully-automatic), cancellation and amendments, reservation cancellation policies for transient and group reservations, no shows and overbooking, booking out

### **3. Arrivals and Check In**

Preparing for guest arrivals at reservation and front office, receiving and welcoming guests, pre-registration, registration sequence (non-automatic, semi-automatic, fully-automatic), relevant records for FITs, GITs, VIPs and Crews

### **4. During the Stay Activities**

Information services, message and mail handling, key handling, complaints handling

### **5. Front Office Coordination**

Importance of intra-departmental and inter-departmental coordination, liaison with all other departments of the hotel, starting from housekeeping

### **6. Uniformed (Staff) Services**

- A. Bell Desk: Functions, duties and responsibilities
- B. Concierge: Functions, duties and responsibilities
- C. Doorman: Duties and responsibilities
- D. Valet Parking: Functions, duties and responsibilities

### **7. Front Office Accounting**

- A. Accounting fundamentals, types of folios and accounts, vouchers, posting
- B. Accounting systems: Non-automated (visitors tabular ledger, guest weekly bill), semi-automated, fully-automated
- C. Cash and Credit Control: Floor limit, scanty baggage guests, PIA guests, no post guests, cash sheet, city ledger, accounting cycle

### **8. Check Out and Settlement Procedures**

- A. Conventional check out, express check out, self-check out
- B. Guest Accounts Settlement: Cash and credit settlements

## **ADVANCE ACCOMMODATION OPERATION (MHH - 204)**

### **1. Room Layout and Guest Supplies**

Standard room, VIP room, special requests

### **2. Area Cleaning**

Guest rooms, front-of-the-house areas, back-of-the house areas, work routine and associated problems e.g. high traffic areas, façade cleaning etc.

### **3. Routine Systems and Records of House Keeping**

A. Routine Systems of Housekeeping

B. Housekeeping Reports: Room occupancy report, guest room inspection, entering checklists, floor register, work orders, log sheet, lost and found register and enquiry file, maid's report and housekeeper's report, handover records, guest's special requests register, record of special cleaning, call register, VIP lists

### **4. Types of Beds and Mattresses**

Types of beds and mattresses

### **5. Pest Control**

Areas of infestation, preventive measures and control measure

### **6. Keys**

Types of keys, computerized key cards, key control system

### **7. Flower Arrangement**

Flower arrangement in hotels, equipment and material required for flower arrangement, conditioning of plant materials, styles of flower arrangements, principles of design as applied to flower arrangements

### **8. Indoor Plants**

Selection, care and applications



## **INTRODUCTION TO TRAVEL - TOURISM INDUSTRY (MHH - 205)**

### **1. Introduction to Travel and Tourism Industry**

- A. Origin, development and growth of tourism in international and Indian perspective
- B. Definition and explanation of tourism
- C. Basic tourism glossary
- D. Travel motivators, barriers and purposes

### **2. Types and Forms of Tourism**

Domestic, inbound, outbound, internal, national and international tourism, accessible tourism, alternative tourism, eco-tourism, mass tourism, niche tourism, responsible tourism, special interest tourism, sustainable tourism and all other different types of tourism, emerging tourism sectors in India

### **3. Tourism Products**

Concept, definition and examples, components of tourism products (four As of tourism), characteristics of tourism products, tourism products of India

### **4. The Tourism Industry**

- A. Constituents of Travel - Tourism Industry: Primary and secondary constituents
- B. Linkage between tourism and hospitality industry

### **5. Tourism Impacts**

- C. Socio-cultural impacts of tourism
- D. Economic impacts of tourism
- E. Environmental impacts of tourism
- F. Infrastructural impacts of tourism

## **HOSPITALITY SALES AND MARKETING (MHH - 206)**

### **1. Introduction to Hospitality Sales and 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, marketing strategies, marketing mix, marketing analysis, marketing planning, marketing implementation, marketing department organization, marketing control and the marketing environment.

### **2. Consumer Markets and Consumer Buyer Behavior**

Characteristics, factors affecting consumer behavior, types of buying decision behavior, buying decision process, buyers' decision process for new products, consumer behavior across international borders, business buyer behavior, market segmentation, targeting, and positioning

### **3. Product and Services Strategy**

What is product, product classification, individual product decisions, services marketing, international product and services marketing, New Product Development (NPD) strategy

### **4. Integrated Marketing Communication**

Marketing communications mix, the changing face of marketing communications, integrated marketing communications, socially responsible marketing communication, advertising, sales promotion, public relations

### **5. Hospitality Pricing**

Approaches to hospitality service pricing, marketing intermediates in hospitality business, channel behaviour and channel relations, aspects of supply chain management; advertising and promoting hospitality products

## **BUSINESS COMMUNICATION (MHH - 207)**

### **1. Oral Communication**

Meaning and significance in business organizations, principles of successful oral communication, barriers to communication, conversation control, reflection and empathy, modes of oral communication, listening as a communication skill, non-verbal communication.

### **2. Written Communication**

- A. Purpose of writing, clarity in writing, principles of effective writing
- B. Approaching the Writing Process Systematically: The 3x3 writing process for business communication - pre writing > writing > revising > specific writing features > coherence
- C. Electronic writing process

### **3. Business Letters and Reports**

- A. Introduction to business letters, types of business letters, writing routine and persuasive letters, positive and negative messages
- B. Writing Reports: Purpose, kinds and objectives of reports, organization and preparing reports, short and long reports,
- C. Writing Proposals: Structure and preparation
- D. Writing Memos: Purpose, structure and preparation

### **4. Presentation skills**

- A. Introduction and purpose presentation, elements of presentation, designing and delivering business presentations, advanced visual support for managers
- B. Negotiation Skills: Negotiation nature and need for negotiation, factors affecting negotiation, stages of negotiation process, negotiation strategies

### **5. Employment Communication**

- A. Introduction, composing job application, writing CVs, group discussions, interview skills, impact of technological advancement on business communication
- B. Technology-Enabled Communication: Communication networks, intranet, internet, e-mails, teleconferencing, videoconferencing

### **6. Group Communication**

- A. Meetings: Planning meetings, objectives, participants, timing, venue of, meetings, meeting documentation - notice, agenda, resolution and minutes
- B. Seminars, workshop, conference and convention
- C. Media Management: The press release, press conference, media interviews

## **RESEARCH METHODOLOGY (MHH - 208)**

### **1. Introduction To Research Methodology**

Meaning and objectives of research, types of research, research approaches, significance of research, research methods vs methodology, research process, criteria of good research, problem faced by researches, techniques involved in defining a problem

### **2. Research Design**

Meaning and need for research design, b. features and important concepts relating to research design, different research design, important experimental designs

### **3. Sample Design**

Censure and sample survey, implication of sample design, steps in sampling design, criteria for selecting a sampling procedure, characteristics of a good sample design, different types of sample design, measurement scales, important scaling techniques

### **4. Methods of Data Collection**

Collection of primary data, collection through questionnaire and schedule collection of secondary data, difference in questionnaire and schedule, different methods to collect secondary data

### **5. Data Analysis Interpretation and Presentation Techniques**

Hypothesis testing, basic concepts concerning hypothesis testing, procedure and flow diagram for hypothesis testing, test of significance, chi-square analysis, report presentation techniques



## **INDUSTRIAL EXPOSURE TRAINING (MHH - 301)**

### **1. Industrial Exposure Training**

All students are supposed to undergo 22 weeks long industrial training at different hospitality organizations in their area of preference/specialization. The training will mostly be arranged by the institute and the students will have to submit training report on the basis of their training experience and learning outcomes.



## **FOOD PRODUCTION MANAGEMENT (MHH - 401)**

### **1. Kitchen Organization and Layout**

General layout of the kitchen in various organizations, layout of receiving areas, layout of service and wash up

### **2. Quantity Food Production Equipment**

Equipment required for mass/volume feeding, heat and cold generating equipment, care and maintenance of this equipment, modern developments in equipment manufacture

### **3. Menu Planning**

- A. Basic principles of menu planning, points to be considered in menu planning for various volume feeding outlets such as industrial, institutional, mobile catering units
- B. Planning Menus for: School/college students, industrial workers, hospitals, outdoor parties, theme dinners, transport facilities, cruise lines, airlines, railway

### **4. Indenting for Food Production**

Principles of indenting for volume feeding, portion sizes of various items for different types of volume feeding, modifying recipes for indenting for large scale catering, practical difficulties while indenting for volume feeding

### **5. Planning for Food Production**

Principles of planning for quantity food production with regard to space allocation, equipment selection and staffing

### **6. Basic Indian Cookery**

- A. Condiments and Spices: Introduction to Indian food, spices used in Indian cookery, role of spices in Indian cookery, Indian equivalent of spices (names)
- B. Indian Masalas: Blending of spices, different masalas used in Indian cookery, wet masalas, dry masalas, composition of different masalas, varieties of masalas available in regional areas, special masala blends

### **7. Chinese Cuisine**

Introduction to Chinese foods, historical background, regional cooking styles and methods of cooking, equipment and utensils used in Chinese cookery

### **8. International Cuisines**

Geographic location, historical background, staple food with regional influences, specialties, recipes, equipment used in relation to: Great Britain, France, Italy, Spain and Portugal, Scandinavia, Germany, Middle East, Oriental, Mexican, Mediterranean

### **9. Food Costing**

Definition, cost control, production cycle, yield, different formulas, forms and formats

## **FOOD AND BEVERAGE SERVICE MANAGEMENT (MHH - 402)**

### **1. Banquet Management**

- A. History, types, organization of the department, duties and responsibilities, sales, booking procedure, banquet menus
- B. Banquet Protocol: Space/area requirement, table plans/arrangement, misc-en-place, services, toast and toast procedures,
- C. Informal Banquet: Reception, cocktail parties, convention, seminar, exhibition, fashion shows, trade fair, wedding, outdoor catering

### **2. Buffet Management**

Introduction, factors to plan buffets, area requirement, planning and organization, sequence of food, menu planning, types of buffet (display, sit down, fork, finger, cold buffet, breakfast buffets), equipment, supplies, check list

### **3. Bar Operations and Management**

Introduction and definition, types of bar (cocktail bar and dispense bar), area of bar, front bar, back bar, under bar (speed rack, garnish container, ice well etc.), bar equipment bar stock, bar control, opening and closing duties

### **4. Alcoholic Beverages**

- A. Introduction and definition, production of alcohol (fermentation and distillation process), classification with examples
- B. Wines: Definition and history, classification with examples (table/still/natural, sparkling, fortified, aromatized), production of each classification, food & wine harmony, storage of wines, old world wines (principal wine regions, wine laws, grape varieties, production and brand names) from France, Germany, Italy, Spain, Portugal, new world wines (principal wine regions, wine laws, grape varieties, production and brand names) from USA, Australia, India, Chile, South Africa, Algeria, New Zealand
- C. Beer: Introduction and definition, types of beer, production of beer, storage
- D. Spirits: Introduction and definition, production of spirit (pot-still and patent-still method), production of Whisky, Rum, Gin, Brandy, Vodka, Tequilla
- E. Aperitifs: Introduction and definition, types of aperitifs, Vermouth (definition, types and brand names) and Bitters (definition, types and brand names)
- F. Liqueurs: Definition and history, production of liqueurs, broad categories of liqueurs (herb, citrus, fruit/egg, bean and kernel), popular liqueurs (name, colour, predominant flavour and country of origin)

### **5. Cocktails and Mixed Drinks**

Definition and history, classification, recipe, preparation and service of popular cocktails

## FRONT OFFICE MANAGEMENT (MHH - 403)

### **1. Room Selling Techniques**

Different selling techniques and approaches, up selling, up grading, discounting

### **2. Room Rate Fixation**

Room Rate Fixation by cost based approach (rule of thumb, Hubbart formula) and market condition approach

### **3. Room Availability Forecasting**

Forecasting techniques, forecasting room availability, useful forecasting data, forecast formula, types of forecast (ten days and three days forecast), sample forecast forms

### **4. Budgeting**

Types of budget and budget cycle, factors affecting budget planning, capital and operations budget for front office, refining budgets, budgetary control

### **5. Yield Management**

- A. Concept and importance, history and applicability to rooms division
- B. Tools and elements of yield management
- C. Measurement yield statistics with application of various formulas
- D. Potential high and low demand tactics

### **6. Night Audit**

Introduction, purpose, steps and relevant reports

### **7. Safety and Security Concerns of Front Office**

Importance of security systems, safe deposit lockers, key control, handling emergency situations (accident, illness, theft, fire, bomb)

## ACCOMMODATION MANAGEMENT (MHH - 404)

### **1. Planning and Organizing the House Keeping Department**

- A. Area inventory list, frequency schedules,
- B. Performance and productivity standards, time and motion study, job allocation and work schedules, calculating staff strengths and planning duty rosters, training and devising training programmes for HK staffs
- C. Standard Operating Procedures (SOPs) and manuals
- D. Inventory level for non-recycled items
- E. Budget and budgetary controls, the budget process, planning for capital and operational budget, controlling expenses, income statement
- F. Purchasing systems, methods of buying
- G. Stock records, issuing and control

### **2. Linen Room**

Activities of the linen room, layout and equipment in the linen room, selection criteria for various linen items and fabrics suitable for this purpose, purchase of linen, calculation of linen requirements, linen control-procedures and records, stocktaking-procedures and records, recycling of discarded linen, linen hire

### **3. Uniforms and Sewing Room**

- A. Advantages of providing uniforms to staff, issuing and exchange of uniforms, type of uniforms, selection and designing of uniforms, layout of the uniform room
- B. Activities and areas to be provided, equipment provided

### **4. Laundry Operations**

Commercial and on-site laundry, flow process of industrial laundering, stages in the wash cycle, laundry equipment and machines, layout of the laundry, laundry agents, dry cleaning, guest laundry/valet service, stain removal

### **5. Layout of Guest Rooms**

Sizes of rooms, sizes of furniture, furniture arrangement, principles of design, refurbishing and redecoration

### **6. Interior Decoration**

Elements of design, colour and its role in décor, types of colour schemes, windows and window treatment, lighting and lighting fixtures, floor finishes, carpets, furniture and fittings, accessories

### **7. Contract Services**

Types of contract services, guidelines for hiring contract services, advantages and disadvantages of contract services



## **FACILITY PLANNING AND MANAGEMENT (MHH - 405)**

### **1. Hotel Design**

Design consideration, attractive appearance, efficient plan, good location, suitable material, good workmanship, sound financing, competent management

### **2. Facility Planning for Hotels**

The Systematic Layout Planning (SLP), planning considerations, flow process and flow diagram, procedure for determining space considering the guiding factors for guest room/public facilities, support facilities and services, hotel administration, internal roads/budget hotel/5 star hotel, planning for physically challenged

### **3. Architectural Considerations**

Difference between carpet area plinth area and super built area, their relationships, reading of blue print (plumbing, electrical, ac, ventilation, FSI, FAR, public areas), approximate cost of construction estimation, approximate operating areas in budget type/5 star type hotel approximate other operating areas per guest room, approximate requirement and estimation of water/electrical load gas, ventilation

### **4. Star Classification of Hotels**

Criteria for star classification of hotels (five, four, three, two, one & heritage)

### **5. Kitchen Lay Out and Design**

Principles of kitchen layout and design, areas of the various kitchens with recommended dimension, factors that affect kitchen design, placement of equipment, flow of work, space allocation, kitchen equipment, manufacturers and selection, layout of commercial kitchen (types, drawing a layout of a commercial kitchen), budgeting for kitchen equipment

### **6. Kitchen Stewarding Layout and Design**

Importance of kitchen stewarding, kitchen stewarding department layout and design, equipment found in kitchen stewarding department

### **7. Planning of Various Support Services**

Pot wash, wet grinding, chef room, larder, store and other staff facilities

### **8. Stores - Layout and Design**

Stores layout and planning (dry, cold and bar), various equipment and work flow in stores

### **9. Energy Conservation**

Necessity for energy conservation, methods of conserving energy in different area of operation of a hotel, developing and implementing energy conservation program for a hotel

### **10. Car Parking**

Calculation of car park area for different types of hotels

### **11. Project Management**

Introduction to Network Analysis, basic rules and procedure, CPM and PERT, comparison of CPM and PERT, network crashing, determining crash cost, normal cost

## **HOTEL ACCOUNTS AND FINANCIAL MANAGEMENT (MHH - 406)**

### **1. Introduction to Accounting**

Meaning and definition, types and classification, principles of accounting, systems of accounting, Generally Accepted Accounting Principles (GAAP)

### **2. Primary Books (Journal)**

Meaning and definition, format of journal, rules of debit and credit, opening entry, simple and compound entries

### **3. Secondary Book (Ledger) Meaning and uses, formats, posting**

### **4. Subsidiary Books**

Need and use, classification, purchase book, sales book, purchase returns, sales returns

### **5. Cash Book**

Meaning, advantages, simple, double and three columns, petty cash book with imprest system (simple and tabular forms)

### **6. Trial Balance**

Meaning, methods, advantages, limitations

### **7. Final Accounts**

Meaning, procedure for preparation of final accounts, difference between trading accounts, profit & loss accounts and balance sheet, adjustments (only four), closing stock, pre-paid expenses, outstanding expenses, depreciation

### **8. Uniform System of Accounts For Hotels**

Introduction to uniform system of accounts, contents of the income statement, contents of the balance sheet (under uniform system), practical problems, departmental income statements and expense statements

### **9. Internal Control**

Definition and objectives of internal control, characteristics of internal control, implementation and review of internal control

### **10. Internal Audit and Statutory Audit**

Introduction to internal and statutory audit, distinction between internal audit and statutory audit, implementation and review of internal audit

### **11. Financial Management**

Meaning and scope, meaning of business finance, meaning of financial management, objectives of financial management

### **12. Financial Statement**

Analysis and interpretation, meaning and types of financial statements, techniques of financial analysis, limitations of financial analysis, practical problems

## **nENTREPRENEURSHIP DEVELOPMENT (MHH - 408)**

### **1. Introduction to Entrepreneurship**

Entrepreneur, types of entrepreneurs, difference between entrepreneur and intrapreneur, entrepreneurship in economic growth, factors affecting entrepreneurial growth

### **2. Motivation**

Major motives influencing an entrepreneur, achievement motivation training, self-rating, business game, Thematic Apperception Test, stress management, entrepreneurship development programs, needs and objectives

### **3. Business**

Small enterprises, definition, classification, characteristics, ownership structures, project formulation, steps involved in setting up a business, identifying, selecting a good business opportunity, market survey and research, techno economic feasibility assessment, preparation of preliminary project reports, project appraisal, sources of information, classification of needs and agencies

### **4. Financing and Accounting**

Needs and sources of finance, term loans, capital structure, financial institution, management of working capital, costing, break even analysis, network analysis techniques of PERT/CPM, taxation, income tax, excise duty, sales tax

### **5. Support to Entrepreneurs**

Sickness in small business, concept, magnitude, causes and consequences, corrective measures, government policy for small scale enterprises, growth strategies in small industry, expansion, diversification, joint venture, merger and sub-contracting

## **FOOD SCIENCE AND NUTRITION (MHH - 409)**

### **1. Basics of Food Science**

Definition and scope of food science and its inter-relationship with food chemistry, food microbiology and food processing

### **2. Carbohydrates**

Introduction, effect of cooking (gelatinization and retrogradation), factors affecting texture of carbohydrates (Stiffness of CHO gel and dextrinization), uses of carbohydrates in food preparations

### **3. Proteins**

Basic structure and properties, type of proteins based on their origin (plant/animal), effect of heat on proteins (denaturation, coagulation), functional properties of proteins (gelation, emulsification, foamability, viscosity), commercial uses of proteins in different food preparations (like egg, gels, gelatin gels, cakes, confectionary items, meringues, soufflés, custards, soups, curries etc.)

### **4. Fat and Oils (Lipids)**

Classification (based on the origin and degree of saturation), autoxidation (factors and prevention measures), flavour reversion, refining, hydrogenation and winterization, effect of heating on fats and oils with respect to smoke point, commercial uses of fats (with emphasis on shortening value of different fats)

### **5. Vitamins**

Definition and classification (water and fats soluble vitamins), food sources, function and significance of fat soluble vitamins (vitamin A, D, E, K), water soluble vitamins (vitamin C, thiamine, riboflavin, niacin, cyanocobalamin folic acid)

### **6. Minerals**

Definition and classification (major and minor), food sources, functions and significance of calcium, iron, sodium, iodine and fluorine

### **7. Water**

Definition, dietary sources (visible, invisible), functions of water, role of water in maintaining health (water balance)

### **8. Emulsions**

Theory of emulsification, types of emulsions, emulsifying agents, role of emulsifying agents in food emulsions

### **9. Colloids**

Definition, application of colloid systems in food preparation

### **10. Flavour**

Definition, description of food flavours (tea, coffee, wine, meat, fish spices)

### **11. Browning**

Types (enzymatic and non-enzymatic), role in food preparation, prevention of undesirable browning

### **12. Food Processing**

Definition, objectives, types of treatment, effect of factors like heat, acid, alkali on food constituents

### **13. Balanced Diet**

Definition, importance of balanced diet, RDA for various nutrients based on age, gender, physiological state, menu planning

### **14. Micro-Organisms in Food**

General characteristics of micro-organisms based on their occurrence and structure, factors affecting their growth in food (intrinsic and extrinsic), common food borne micro-organisms - bacteria (spores/capsules), fungi, viruses, parasites

### **15. Beneficial Role of Micro-Organisms**

Fermentation and role of lactic and bacteria, fermentation in foods (dairy foods, vegetable, Indian foods, bakery products and alcoholic beverages), miscellaneous (vinegar and anti-biotics)

### **16. Food Spoilage and Food Preservation**

Types and causes of spoilage, sources of contamination, spoilage of different products (milk and milk products, cereals and cereal products, meat, eggs, fruits and vegetables, canned products), basic principles of food preservation, methods of preservation (high temperature, low temperature, drying, preservatives & irradiation)

### **17. Evaluation of Food**

Objectives, sensory assessment of food quality, methods, introduction to proximate analysis of food constituents, rheological aspects of food

## **HUMAN RESOURCES MANAGEMENT AND OB (MHH - 410)**

### **1. Human Resources Management in Hospitality Industry**

Meaning, definition, explanation, significance, functions, and objectives, Human Resource Planning (HRP) at different levels, process of HRP, ethical issues in HRM, human relation and human need, understanding human behavior

### **2. Human Resource Development**

Significance of HRD, concept, scope, need, objectives of HRD, functions of HRD manager, performance appraisal, meaning, need and purpose of performance appraisal and development, methods of performance appraisal-trait methods, behavioural methods and result methods, use of performance appraisal

### **3. Strategic Human Resource Environment**

Introduction, internal and external environment, introduction to strategic HRM, meaning of strategy and strategic management, strategic management process  
Management Development, introduction, meaning, objectives, essential ingredients of the management development programme, techniques of management development, on the job techniques, off the job techniques

### **4. Organizational Behaviour**

Introduction, definition, contributing disciplines 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, functions of managers

### **5. Power and Politics in Organization**

Conflict Management, stress management, crisis management, organizational change and development, innovation, creating learning organization, organizational culture, organizational effectiveness