

MASTER'S IN HOTEL MANAGEMENT & CATERING TECHNOLOGY

MHM 101: PRINCIPLES OF MANAGEMENT

Objective –To familiarize students with the concepts and principles of management in an organization with an emphasis on tourism and hotel sector.

UNIT - I: Evolution of Management Thought, Planning and Decision-making

- Management – meaning, characteristics, scope and importance, managerial skills
- Evolution of management thought, modern concepts of management
- Planning, formulation of strategies, nature of decision-making
- Control, types of control, methods of control, total quality control

UNIT - II: Organizational Behaviour and Personality

- Organizational behaviour – meaning, characteristics, scope and importance, models of organizational behaviour
- Personality and organizations – values, attitude, perception and workplace behaviour
- Managing stress, problem solving

UNIT - III: Leadership, Motivation and Organization

- Leadership concepts and theories, nature of leadership, approaches to leadership
- Motivation theories, motivation strategies
- Motivation through work and rewards
- Span of management
- Organization structure

UNIT - IV: Group Behaviour, Organizational Culture and Organizational Change

- Foundations of group behaviour, group dynamics, using teams in organizations
- Contemporary views on leadership in organizations
- Conflict and negotiations, organizational justice
- Organization design, organization culture, organization change and development

Suggested Readings –

1. Stoner, J.A.F., Freeman, R.E. and Gilbert, D.R. (2009), *Management*, Prentice Hall, New Delhi.
2. Koontz, H. and Weihrich, H. (2007), *Essentials of Management*, McGraw Hill, New Delhi
3. Hannagan, T. (2008), *Management: Concepts and Practices*, Prentice Hall, New Delhi
4. Griffin, R.W. (2007), *Principles of Management*, Cengage Learning, New Delhi
5. Luthans, F. (2005), *Organizational Behaviour*, McGraw Hill, New Delhi
6. Griffin, R.W. and Moorhead, G. (2012), *Organizational Behaviour: Managing People and organizations*, Cengage Learning, New Delhi.

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MHM 102: EMPLOYABILITY SKILLS

Objective: *The objective of this module is to bring in the students with the concepts of trade etiquettes, protocol, communication and ethics to acquaint with the basic skills desirable in the true tourism & hospitality professionals.*

UNIT - I: Personality and Communication

- Overview of communication
- Introduction to Personality
- Elements of a Good Personality
- Meaning & Importance of Soft Skills
- Non Verbal Communication
- Body Language - Physical Expression, Gestures, Hand Movements, Spatial Relationships
- Introduction to Corporate Culture
- Professionalism in Service Industry

UNIT - II: Communication Skills

- Greetings & Personal Introductions
- Sentence Starters, Fillers & Enders
- Everyday Expressions & Phrasal Verbs
- Making Requests and Receiving Instructions
- Conversational Etiquette, Audio & Video Feedbacks

UNIT - III: Business Etiquette & Ethics

- Personal Grooming: Hair & Makeup Essentials, Colour Palettes, Attire & Dress Codes, Walk & Posture,
- Positive Body Language, Social Graces
- Interview Skills - Before, During and After the Interview, Interview & Corporate Dressing
- The Rules of Engagement: Dealing with the Opposite Sex, Code of Conduct in the Workplace, Change Management, Strategic Thinking
- Service Delivery- The Client Perspectives

UNIT - IV: Employment Correspondence

- Resume Styles, Resume Writing, Elements of an effective Resume, Writing Application Letters, Other Employment Messages – Following up an Application, Accepting an Interview Invitation, Following up an Interview, Accepting Employment, Resigning from a Job
- Time Management, Presentation Skills and Confidence Building
- HSW (Health, Safety and Well Being) in the Service Sector

Suggested Readings:

1. Webster J (2009), Management Consultancy and Skills, Pearson Publication, New Jersey.
2. Parker, C. & Stone, B. (2006), Developing Management Skills for Leadership, Pearson Publication, New Jersey.

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3. Whetten, D.A. & Cameron (2008), Developing Management Skills, Student Value Edition (8th Edition), Pearson Publication, New Delhi.
4. Rae, L.(2004), Fifty Activities for Developing Management Skills, Human Resource Development Press, UK.
5. Dal, M. (2008), Developing Management Skills: Techniques for Improving Learning and Performance, Kogan Page Publication, London.

MHM 103: ACCOMMODATION OPERATION

Objective –This module is prescribed to appraise students about the role of Front Office and Housekeeping departments in hotels. It will also elaborate the accommodation product, cleaning science and organization structure of these departments.

UNIT - I: Front Office Operations

- Functions and importance of front office
- Qualities / Attributes of front office staff, staffing and scheduling
- Organizational Chart of Front Office of large, medium and small hotels
- Duties of Front Office Staff: Reservation assistant , Reception, Information Assistant, Front Office Cashier, Telephone Operator, Guest Relation Executive, Front Office Manager, Lobby Manager, Business Center, Night Auditor.
- Inter departmental coordination (H.K, F&B, Sales & Marketing, Maintenance, H.R. and Security)
- Handling Guest Complaints.

UNIT - II: The Accommodation Product

- Type of guest rooms , level of service, length of guest stay, location
- Product selling tools- Brochures, Tariff cards, summer package brochure, tent card etc.
- Introduction to guest cycle: Pre-arrival, Arrival, Stay, Departure and After Departure
- Meal Plans: AP, MAP, EP, CP, BP.
- Tariffs : Basis of charging tariff

UNIT - III: Housekeeping Operations

- Introduction, objective
- Types of establishments
- Organizational structure of Housekeeping Department (Small, medium, large).
- Duties and Responsibilities of housekeeping personnel.
- Layout of a typical Housekeeping department.

UNIT - IV: Housekeeping Control Desk

- Desk Control – records, registers, keys, types and control of keys.
- Interdepartmental – coordination, service pantry, location, layout and essential features.
- Dealing with guest, arrival – departure,
- Types of Keys and key control procedures, Lost & found management.
- Role of control desk during Emergency.

MHM 103P: ACCOMMODATION OPERATION PRACTICALS

- Basic manners and grooming standard.
- Telecommunication skills and telephone manners.
- Forms/formats related to Front Office & Housekeeping.
- Room Cleaning & Bed making

Suggested Readings –

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1. Raghubalan S. (2012), *Hotel Housekeeping Operations and Management*, Oxford University Press, New Delhi.
2. Andrews, Sudhir; (2012), *Hotel Front Office*, Tata MC Graw Hill, New Delhi.
3. S.K. Bhatnagar (2011), *Front Office Management*, Frank Bros. & Co. Ltd, New Delhi.
4. Branson & Lennox (2012), *Hotel, Hostel and Hospital Housekeeping*, Hodder & Stoughton, London.
5. Andrews Sudhir (2012), *Hotel Housekeeping Manual*, Tata McGraw Hill, New Delhi.

MHM 104: FOOD PRODUCTION

OBJECTIVE: *This paper will give the basic knowledge of cooking to the beginners. In this, they will learn about the cooking; its meaning, aims & objectives, kitchen organization structure, different kind of ingredients, techniques of pre-preparation and cooking about various stocks, & sauces, various meats and their cuts. The practical will enable the students to learn basic culinary skills.*

UNIT-I

- Cooking-Meaning, Aims & Objectives
- Introduction and history of French, Indian and Chinese cuisine.
- Types of equipments used in cooking and their selection criteria.
- Culinary terms.
- Kitchen organization structure of a large hotel
- Duties and responsibilities of various job position
- Qualities of good Food Production employee.

UNIT-II

- Cooking Ingredients- Types and their uses
- Techniques of pre-preparation and basic vegetable cuts.
- Cooking methods-types and use
- Effect of cooking on constituents of food.

UNIT-III

- Stocks-Introduction, types, their recipes and care, use
- Basic Soups & sauces-types, recipes.
- Lamb/Mutton, Poultry-Introduction, types, their cuts and standard weights, selection criteria.
- Fish and Shellfish-types, their cuts and selection criteria.

UNIT-IV

- Egg-introduction, parts selection and use
- Bakery-Introduction and ingredients used
- Types of dough/pastry
- Bread making and their faults
- Cake making and their faults

Suggested Readings

1. Arora, K. Theory of Cookery.
2. Kinton, Cesrani. Practical Cookery
3. KintonCesrani. Theory of Catering
4. P, Thangam. Theory of Cookery (part-I & II.).
5. Sethi, M., Surjeet. Theory of Catering

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MHM 104P FOOD PRODUCTION PRACTICAL

Practical will be as per the theory syllabus, these will include:

1. Making students familiar with different knives and kitchen equipment.
2. Personal grooming and kitchen hygiene.
3. Knowledge of different cooking ingredients.
4. Techniques of pre-preparation and basic vegetable cuts.
5. Different cooking methods.
6. Preparation of different types of Stocks, Soups & Mother Sauces.
7. Identification of meat (Lamb/Mutton and Poultry) cuts in whole carcass and their cutting and fish cuts.
8. Preparation of Shellfishes for cooking.

MHM 105: FOOD AND BEVERAGE SERVICE

OBJECTIVE: *The course will introduce learner to get a comprehensive knowledge and understanding of restaurant service in the hotel and catering industry. It also aims to enable the student to acquire professional competence at basic levels and to acquire the requisite technical skills in the principles of food service and its related activities.*

UNIT-I

- Introduction to Catering Industry: Introduction and Growth of Catering industry in India
- Types of Catering Establishments – Commercial (Non Residential/ Residential) Welfare (Industrial Institutional), Transport (Air Road, Rail, Sea), General overview of different types of F&B outlets.
- Departmental Organization & Staffing; Organizational Structure of F& B Department in small, medium and 5 star Hotel, Duties and Responsibilities of F&B Staff and their Attributes
- Inter Department relations of F and B department
- Activity flow chart of F & B Department.

UNIT-II

- Food Service Area and their Layout: Specialty restaurant, Coffee shop, Cafeteria, Fast Food Service, Room service Banquets, Bars, Vending Machine.
- Layout of Food Service Areas: Important points to be considered while planning a layout of coffee shop, fast food restaurant, specialty restaurant, Banquets operations, Room Service, Vending Machines
- Ancillary Departments: Pantry Food Pick up Area Store Linen room Kitchen Stewarding

UNIT- III

- Introduction of Restaurant Equipment and Restaurant Service
- Restaurant Equipments Classification of equipment (familiarization)
- Criteria for selection and requirement Quantity and Types of crockery Tableware, Glassware, Linen, Furniture, Care & Maintenance of these equipments
- Sideboard- its uses.
- Restaurant Service: Forms and Methods of service (English, French, Russian, and Gueridon service)

UNIT-IV

- Types of Meals: Breakfast, Lunch, Dinner, Supper, Brunch, High tea etc.
- Menu: Origin of menu & menu planning objectives, types of menu (table d'hôte, A la Carte, Carte jour)
- Menu planning-consideration & constraints, menu designing, courses, of menu –
- French Classical Menu & Accompaniments, Cover for each course.
- Breakfast Menu: English, American, Continental, Indian

Suggested Readings:

1. S.N Bagchi And Anita Sharma, Food And Beverage Service. Aman Publication, New Delhi.
2. Sudhir Andrew, Food And Beverage Manual, Tata Mc. Hills. New Delhi.
3. Brain Vergese, Professional Food And Beverage Service Management, Macmillan Pub. New Delhi.

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4. Vijay Dhawan, Food And Beverage Service. Frank Brothers And Company, New Delhi.

MHM 105P: FOOD AND BEVERAGE SERVICE PRACTICAL

Practical will be as per the theory syllabus, these will include:

1. Opening and Inspecting, Cleaning a Restaurant: Routine cleaning and Non Routine Cleaning.
2. Identification of Restaurant Equipments with Diagrams.
3. Mis-en-Scene, Mis-en-Place.
4. Table laying – simple covers: A la carte & Table d'hôte
5. Napkin folding, spreading & changing tablecloth.
6. Laying table for Lunch/dinner: procedure for laying the table A la carte & Table d'hôte and for breakfast.
7. Arranging of side Board /Dummy Water.
8. Wiping of Glassware, Cutlery and Crockery.
9. Special Equipments used in Restaurants.
10. Polishing Silver, Silver method, burnishing method

MHM 106: FACILITY PLANNING AND DESIGNING

Objective: To provide an insight into significance & various aspects of Facility Planning and Designing.

UNIT I:

Hotel Classification Norms

- Star Category hotels including heritage hotels.

Hotel Design

- What is Architecture?
- Design considerations for a hotel project
 - a) Good location and site
 - b) Architectural features and plans – defining flow areas i.e. how efficiently the spaces would be defined so that the movement of the guests from one area of the hotel to another
 - c) Analysis of raw material available at cheapest rate and of good quality
 - d) Structural regulations laid down by Town and Country Planning department
- Systematic layout planning
- Thumb rules for allocation of space in a hotel.
- Feasibility report
- Blue print

UNIT II:

Restaurant Design including Banqueting Facility

- Types of restaurants and their themes
- Designing and Planning of restaurant
 - a) Equipments and space needs
 - b) Space allowance for seating – and space for circulation
 - c) Ambience and décor - Lighting and colour scheme, floor finish, wall covering
 - d) Checklist for effective design.
 - e) Signages
 - f) Security systems – CC TVs, cameras, smoke detectors, and water sprinklers.
 - g) Other services – like speakers, location of LCD's

Bar Designing

- Points to be considered while planning a bar
- Equipments and space need - Furniture items / bar counters
- Space allowance for various bar styles
- Ambience and décor – include wine cellars, display racks etc.
- Lighting and colour scheme, floor finish, wall covering –

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- Special spaces if needed for smoking zones, for DJ booth etc.

UNIT III:

Kitchen Design

- Physical layout – commercial kitchen layout
- Area requirement for various types of kitchen for various types of business
- Work and method study, work flow
- Newer technological changes in kitchen and their effect on kitchen design
- Steps for designing a kitchen
- Commercial kitchen configurations and shapes
- Consideration for kitchen planning with respect to —
 - a) Performance and kitchen safety
 - b) Environmental conditions – Temperature, humidity and ventilation Lighting and colour scheme, floor finish, wall covering, sound odour, drainage system, work area, height
 - c) Equipments, electricity, gas and water supply

Designing of Receiving and Storage Area

- Types of Stores
- Work flow at storage facility
- Receiving area
 - a) Equipments
 - b) Space requirements
 - c) Time tabling of receiving
- Storage area
 - a) Layout – size and location
 - b) Space requirements
 - c) Structural features
 - d) Cold storage
 - e) Equipments and utensils
 - f) Beverage store facilities (cellar)

UNIT IV:

Designing of Front office- Lobby- Back office

- Various types of lobbies, Front desk arrangements, according to types of hotels and floor plan
- Equipments requirement
- Ambience and décor – Lighting and colour scheme, floor finish, wall covering
- Porch, Travel Desk, other areas at the Front of the house. – bell boy location / luggage rooms / safe deposit rooms / security check points etc.

Designing of House Keeping, Laundry and Guest Rooms

- Room types
- Factors to be considered for ambience and décor (Fixtures and fittings, Furniture and furnishings, Lighting and colour scheme, Floor finishes, wall covering)
- Space management in laundry
 - a) Wall Equipments required
 - b) Linen Chute, Storage area

Suggested Readings:

1. Hotel Facility Planning – Tarun Bansal
2. The Professional Housekeeper – Margaret Schneider and Georgina Tucker
3. Catering Management – Mohini Sethi

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4. The Bar and Beverage Book – Mary Porter

2nd SEMESTER

MHM 201: RESEARCH METHODOLOGY

Objective: *The objective of this paper is to develop research minds and inculcate the systematic approach amongst students for decision making and solving the organizational problems. This paper will equip the students with the fundamental knowledge of research methodology so as to make them well verse with the process, tools, techniques and methods for conducting research in scientific manner.*

UNIT I:

- **Fundamentals of Research:** Meaning, Objectives, Motivation, Utility, Barriers in accepting research, Research Process.
- **Problem Definition and Hypothesis:** Problem Identification and Definition -Management Question, Research Question, Investigation Question, Hypothesis – Meaning, Qualities of a good Hypothesis, Null Hypothesis & Alternative Hypothesis. Hypothesis Testing -Logic & Importance

UNIT II:

- **Research Design:** Concept and Importance in Research, Features of a good research design, Types of research designs – Exploratory, Descriptive and Experimental, Approaches in research – Qualitative and Quantitative, Contents of research design
- **Types and Sources of Data:** Secondary Data - Definition, Sources, Characteristics. Primary Data -Definition, Sources, Characteristics, Comparison of primary and secondary data.
- **Data Collection Methods:** Observation method, Experimental method, Focus Group, Case Study, Survey - Questionnaire method, Interviews, Schedule

UNIT III:

- **Research Instrument:** Questionnaire and Schedule, Questionnaire designing, electromechanical Instruments
- **Measurement:** Meaning, Levels of Measurement - Nominal, Ordinal, Interval, Ratio. Sources of errors in measurement, test of sound measurement

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- **Attitude Scaling Techniques:** Concept of Scale, Commonly used scales in management research – Single item scale and multiple item scale, Rating Scales, Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales– Ranking Scales – Paired Comparison & Forced Ranking

UNIT IV:

- **Sampling:** Concepts of Sample, Population, Sampling Unit, Sampling Frame, Sampling Error, Advantages of sampling, Sample Size determination, Sampling methods – Probability sampling methods (Simple Random Sample, Systematic Sample, Stratified Random Sample, Cluster sampling, Area sampling & Multi-stage sampling) and Non probability sampling methods (Judgment, Convenience, Quota & Snowball sampling), Characteristics of a good sample
- **Data Analysis and Interpretation:** Data Processing, Data Analysis – Meaning and overview of Univariate, Bivariate and multivariate analysis tools, Data presentation, Inferential analysis – Parameter estimation, hypothesis testing (z, t, chi square tests)
- **Report Writing:** Importance of report, characteristics of good report, types of reports, Layout of a Research report

Suggested Readings:

1. Research Methodology - C. R. Kothari
2. Business Research Methods - Donald Cooper & Pamela Schindler, TMGH, 9th edition.
3. Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.

MHM 202: MANAGING HUMAN RESOURCES

Objectives: *The objective of this course is to endow the student with a broad perspective on themes and issues of Human Resource Management along with their relevance and application in the Indian prospect. It will help the students to build up and refine decision making skills so that they can help organizations effectively conduct personnel management and employee relations.*

UNIT I

- Human Resources Management (HRM) : Meaning, Nature and Scope,
- Difference between HRM and Personnel Management,
- HRM functions and objectives, Evolution of HRM environment – external and internal.

UNIT II

- Human Resources Development in India: evolution and principles of HRD
- Role of HR managers.
- Strategic Human Resource Management : Nature of Strategies and Strategic Management
- Strategic Management Process – Environmental Scanning
- Strategy Formulation, implementation and evaluation.
- Human Resources planning: Definition, purposes, processes and limiting factors
- Human Resources Information system (HRIS): HR accounting and audit.

UNIT III

- Job Analysis – Job Description, Job Specification.
- The systematic approach to recruitment: recruitment policy, recruitment procedures, recruitment methods and evaluation.

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- The systematic approach to selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process.
- Training and Development: Purpose, Methods and issues of training and management development programmes.

UNIT IV

- Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360 degree Performance Appraisal, Job Evaluation.
- Compensation Administration: Nature and Objectives of compensation,
- Components of pay structure in India, Wage Policy in India – Minimum Wage, Fair Wage and Living Wage.
- Incentive Payments : Meaning and Definition, Prerequisites for an effective incentive system, Types and Scope of incentive scheme, Incentive Schemes in Indian Industries, Fringe Benefits.

UNIT V

- Discipline and Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling Procedure.
- Industrial Relations: Nature, importance and approaches of Industrial Relations.
- Promotion, Transfer and Separation: Promotion – purpose, principles and types; Transfer – reason, principles and types; Separation – lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.

Suggested Readings :

1. Bhattacharyya – Human Resource Management, Text and Cases (Excel Books.)
2. Aswathappa K - Human Resource and Personnel Management (Tata McGraw Hill, 5th Ed.).
3. Decenzo- Human Resource Management (Wiley Dreamtech)
4. Dessler – Human Resource Management (Pearson Education, 13th Ed.)
5. Ivancevich – Human Resource Management (Tata McGraw Hill, 10th Ed.)
6. Mondy – Human Resource Management (Prentice hall, 10th Ed.)
7. Bernardi – Human Resource Management (Tata McGraw Hill, 4th Ed.)
8. Singh. Nisha - Human Resource Management (Himalaya Publication)

MHM 203 HOSPITALITY LAW

Objective: To impart knowledge to the students about legislative provisions pertaining to hospitality industry, hence empowering them to manage & work with a large number of industry personnel.

UNIT I:

Business and Commercial Law

- Indian Contract Act: Types of contract, Special contracts- Franchising
- Partnership Act 1932: Meaning and definition of partnership, General duties of partner, Determination of rights and duties of partners by contract between partners
- Agencies Act- applicability to Hospitality industry

Welfare and Safety Statutory Laws

- The EPF and Miscellaneous Provision Act 1952 & ESI Act
- Payment of Gratuity Act 1972 -- applicability to Hospitality industry.
- Payment of Bonus Act 1966 -- applicability to Hospitality industry.
- Workmen's Compensation Act 1923 – Compensation liable under this act for a worker in the Hospitality industry
- Apprentices Act 1961 – Essentials pertaining to Hospitality industry
- Maternity Benefit Act 1961 -- applicability to Hospitality industry

UNIT II:

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Sale of Goods Act

- Essentials of valid Sale
- Conditions and Warranties-- applicable to Hospitality industry
- Unpaid seller and his rights – applicable to Hospitality industry
- Rights and duties of seller and buyer – Guests and Hotel Owner

Prevention of Food Adulteration Act 1954

- Principles of food laws regarding prevention of food adulteration, definition, authorities under the act, procedure of taking a sample purchase right, warranties, guest control order or food services order in force from time to time. Essential commodities etc. and AGMARK
- Food Packaging and Misbranding Laws
- Food standards code in India

UNIT III:

Licenses and permits required by Hotels in India

- Bar License & Restaurant and various types of outlets and Licenses required
- Spa and Health Club License
- Public Amusement License
- Renewal Suspension and termination of licenses
- Procedure for granting Star gradation, various approvals, permissions required to set up a hotel

Environmental Protection Act – Important provisions under

- The Water (Prevention and Control of Pollution) Act – Implementations of Provisions Under the act for Hospitality industry
- The Air (Prevention and Control of Pollution) Act – Implementations of Provisions Under the act for Hospitality industry.

UNIT IV:

Central and State Taxes

- VAT-- applicability to Hospitality industry, Service tax -- applicability to Hospitality industry.
- Luxury tax -- applicability to Hospitality industry.

Other Laws relating to Hospitality industry

- Cyber law – important provisions applicable to Hospitality industry.
- Micro, small and Medium Enterprises Development Act – important provisions applicable to Hospitality industry.
- Passport Act -- Applicable to Hospitality industry with concern with the Foreign Tourist
- Foreigners registration Act
- Foreign exchange Management Act. (FEMA)

Suggested Readings:

1. Legal Aspect for Hospitality and Tourism Industry—By Atul Bansal

MHM 204: ENTREPRENEURSHIP DEVELOPMENT

Objective: The objective of the section is to develop conceptual understanding of the topic among the students and comprehend the environment of making of an Entrepreneur. Specific topics to be covered in the section are as follows:

UNIT I

- Meaning, Definition and concept of Enterprise
- Entrepreneurship and Entrepreneurship Development,
- Evolution of Entrepreneurship, Theories of Entrepreneurship.
- Characteristics and Skills of Entrepreneurship,
- Concepts of Entrepreneurship,
- Entrepreneur v/s Entrepreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager,
- Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Problems of Entrepreneurship

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UNIT II

- Meaning and concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies
- Entrepreneurial Culture, Entrepreneurial Mobility, Factors affecting Entrepreneurial mobility, Types of Entrepreneurial mobility.
- Entrepreneurial Motivation: Meaning and concept of Motivation, Motivation theories,
- Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs

UNIT III

- Role of Government in promoting Entrepreneurship, MSME policy in India,
- Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB),
- Financial Support System: Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions

UNIT IV

- Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India,
- Concept of Social Enterprise and Social Entrepreneurship, Social Entrepreneurs, Sustainability Issues in Social Entrepreneurship, Rural Entrepreneurship, Family Business Entrepreneurship,
- Concepts of Entrepreneurship Failure, Issues of Entrepreneurial failure, Reasons of Entrepreneurial Failure, Essentials to Avoid Unsuccessful Entrepreneurship.

UNIT V

- Forms of Business Ownership, Issues in selecting forms of ownership,
- Environmental Analysis, Identifying problems and opportunities,
- Defining Business Idea, Planning Business Process,
- Project Management: Concept, Features, Classification of projects, Issues in Project Management, Project Identification, Project Formulation, Project Design and Network Analysis, Project Evaluation, Project Appraisal, Project Report Preparation, Specimen of a Project Report

Suggested Readings:

1. Lall & Sahai: Entrepreneurship (Excel Books 2 edition)
2. Couger, C- Creativity and Innovation (IPP, 1999)
3. Kakkar D N - Entrepreneurship Development (Wiley Dreamtech)
4. A.K. Rai – Entrepreneurship Development, (Vikas Publishing)
5. Sehgal & Chaturvedi- Entrepreneurship Development (UDH Publishing edition 2013)
6. R.V. Badi & N.V. Badi - Entrepreneurship (Vrinda Publications, 2nd Edition)
7. Holt - Entrepreneurship : New Venture Creation (Prentice-Hall) 1998.
8. Barringer M J - Entrepreneurship (Prentice-Hall, 1999) 9. Nina Jacob, - Creativity in Organisations (Wheeler, 1998)

MHM 205: INFORMATION TECHNOLOGY IN HOTELS

OBJECTIVE: The course will introduce learner to the role and importance of computers and information and communication technology at work. Students will be prepared to use the computer as a tool effectively as per the need of industry. The Unit are structured around computers related tasks of the manager.

UNIT-I:

- Information to Computers, Characteristics of Computers, applications of Computers, Different unit of Computers, Components of Computers, Input/output and auxiliary storage devices

UNIT-II:

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- Internet: concepts of Internet, Use of Internet, requirements of Internet, Internet Domain, Internet Server, Establishing Connectivity on the Internet, types of Internet providers, Procedure of Opening E-mail Account on Internet, Browsing the Internet, Internet and Chatting, Internet Phone and Video.

UNIT-III:

- E-Commerce Concepts: Meaning, Definition, Concepts, Features, Function of E-commerce, E-commerce practices v/s traditional practices, scope & Basic models of E-commerce, Limitations of E-commerce, Precaution for secure E-commerce. Types of E-commerce: Meaning of Business to Customers (B2C), Business to Business (B2B), Consumer to Consumer (C2C), Peer to Peer (P2P), A brief overview on: E-Marketing, E-Payments & EFinance.

UNIT-IV:

- Introduction to Information and Communication Technology: Definition, ICT in Hospitality sector: Accommodation establishment, types and ICT utilization, strategic and tactical role of ICTs for Hotels, Issues for future of E-hospitality.

Suggested Readings:

1. Leon Alexis and Mathews Leon: Introduction to Computers, Vikas Publishing House Pvt Ltd. New Delhi
2. Bhatnagar S C and Ramani K V: Computers and information management. A Primer for Practicing Managers, New Delhi, Prentice Hall of India Pvt. Ltd.
3. Bansundara, S: Computer Today.
4. Goel Ritender and D N Kakkar: Computer Application in Management, New Age International Publishers, New Delhi.
5. Jaggi V P and Jain Sushma: Computers for Every one, New Delhi, Academic India Publishers.
6. Simpson Alan: Your First Computers (2nd Edition) New Delhi-BPB Publications.
7. Saxena S: and Prabhpreet Chopra: Computer Applications in Management, Vikas Publishing house Pvt. Ltd. New Delhi.
8. Saxena S: MS Office 2000 for Everyone Vikas Publishing house Pvt. Ltd. New Delhi.
9. Saxena S: First Course in Computers 2003 (3rd Edition), Vikas Publishing house Pvt. Ltd. New Delhi.
10. Ragaraman, V: Fundamental of Computers, PHI, New Delhi.
11. Rajaaman V: Introduction to Computer Science.
12. Internet Sites and resources.

MHM 206A: BAKERY SCIENCE

Objective: The course aims to Introduce the students to Bakery knowledge which will subsequently help to understand and apply Professional Cookery during his/ her career ..

UNIT I

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- Yeast – An elementary knowledge of Baker's yeast, the part it plays in the fermentation of dough and conditions influencing its working. Effect of over and under fermentation and under proofing of dough and other fermented goods.
- Bread diseases – Rope and mold-causes and prevention.
- Bread improvers-improving physical quality.

UNIT II

- Oven & Baking : Knowledge and working of various types of oven. Baking temperatures for bread, confectionery goods.
- Bakery layout – The required approvals for setting up of a Bakery – Government procedure and Bye-laws.
- Selection of site
- Selection of equipment.
- Layout design
- Electricity.

UNIT III

- Cake making ingredients – Flour, Sugar, Shortening and egg, Moistening agents. Fats and oil. and Leavening agents.
- Cake making methods – sugar butter process, flour butter process, genoise method and blending and rubbing method. Correct temperature for baking different varieties of cakes.

UNIT IV

- Pastry making, principles and various derivatives. Characteristics of cakes : External; Internal
- Balancing of cake formula. Cake faults and their remedies. Types of icing.
- Preparation of cookies and biscuits. Factors affecting the quality of biscuits/cookies.
- Storage of confectionery product. Various types ice creams and bombs.

MHMCT 206PA: BAKERY PRACTICAL

- Bread making- white, brown & multi grain.
- Cake making- Sponge, Chocolate, Swiss Roll, Types of Pastries.
- Truffle, Fruit cake, Cookies & Biscuits, Indian Desserts

Suggested Readings:

1. The Larder Chef, M.J.Leto & W.H.K.Bode, Butterworth Heinemann
2. Larousse Gastronomique-Cookery Encyclopedia Paul Hamlyn
3. Professional Chefs-Art of Garde Manger (4th Edition) Frederic H.Semerschmid and John F.Nicolas
4. Professional baking, Wayne Glasslen
5. Classical food preparation & presentation, W.K.H.Bode
6. Classical Recipes of the World, Smith, Henry
7. Le Repertoire de la Cuisine, Louis Saulmier, Leon Jaggl & Sons
8. Baking, Martha Day, Lorenz Books
9. Professional Pastry Chef, Bo Friberg, John Wiley
10. The New Catering Repertoire, Vol. I, H.L.Cracknell & G.Nobis, Macmillan
11. The Creative Art of Garnishes, Yvette Stachowiak, Bedford Editions

MASTER'S IN HOTEL MANAGEMENT & CATERING TECHNOLOGY

MHM 206B: BAR OPERATIONS

Objective: The course will introduce Learner to get a comprehensive knowledge and understanding in food and beverage bar operations. Its aim is to enable students to acquire the professional competence at basic levels and to acquire technical skills in the principle of food and beverage bar operations and related activities.

UNIT I: Introduction to Beverages

- Alcoholic and Non alcoholic Beverage
- Venues offering beverage service –Bars- types, Lounges, Restaurants
- Bar designing and layout: important considerations.
- Staffing and Bar Equipment, Qualities of a good bartender and his job description, Beverage equipments and
- Glassware.

UNIT II: Fermented Alcoholic Beverages

- Wine: introduction, Viticulture and viticulture methods, Vinification process, Vine diseases.
- Wines classification, (Still, Sparkling, Aromatized And fortified Wines)
- Wines regions: France, Italy, Spain, Portugal, Africa, Australia , India, and California,
- Food and wine harmony, Wine glasses and equipment, Storage and service of wine.
- Beer; Introduction, ingredients used, production
- Types, brands, Indian and International.
- Storage of beer. service of bottled, canned and draught beers.
- A brief introduction to Sake, Cider and Perry.

UNIT III: SPIRITS

- Distilled Alcoholic Beverages (spirits):
- History of spirits: basic introduction to distillation process.
- Whiskey: Introduction, manufacturing process and classification.
- Brief introduction to Rum, Gin, Vodka and Brandy.

UNIT IV:

- Beverage control meaning, process and techniques
- Various liquor licenses required in India.
- Introduction to Cocktails, Brief history of development: Parts of cocktails.
- Brief introduction to Mocktails and tobacco.

MHM 206PB: BAR OPERATIONS PRACTICAL

- Identification of different types of glassware and wine bottles from different regions.
- Matching wines with food.
- Service of white, red, rose and sparkling wines; Champagne Service;
- Understanding wine terminology
- Mocktail and Cocktail Preparations
- Presentation and Service of Cocktail and Mocktails

Suggested Readings

1. CotasKatsigris, Mary Porter, Chris Thomas, The Bar And Beveragebooks, John, Wilwy And Sons, Usa.
2. Graham Brown, KaronHepner, The Wairers Handbooks, Hospitality Press, Australia.
3. Russell.S, Frank Corsar, The Bartenders 'S Guide To Cocktailss, Hospitality Press, Australia.
4. S.N BagchiAnd Anita Sharma, Food And Beverage Service, Aman Publication, New Delhi.
5. Sudhir Andrew, Food AndVeverage Manual Tata Mc. Hills. New Delhi
6. Brain Verghese, Professional Food AndVeverage Service Management. Macmillan India, Ltd.
7. Vijay Dhawan, Food And Veverage Service, Frank Brothers And Company, New Delhi.

MASTER'S IN HOTEL MANAGEMENT & CATERING TECHNOLOGY

8. B. Verjpef, The Complete Encyclopedia Of Beer, Rebo Publishers.
9. David BurrougtdAnd Norman Bezzant, Wine Regions Of The World, Butterworth Heinemann, Oxford U.K.

MHM 206C: ACCOMMODATION MANAGEMENT

Objective: The syllabus of Accommodation Management seeks to enhance the skills of students in the Rooms Division Management of hotels.

UNIT I: Introduction To Facility Management

- Scope and meaning of facilities management
- Importance of Facility management in Hotels
- Growth of Facilitate management

UNIT II: New Property Operations

- Objectives/Role
- Planning
- Operating procedures
- Count down

UNIT III: Changing Face Of HK Department

- Technological changes- Using Software, Robots in service delivery etc
- Facility changes- introduction and importance of SPA, Changing Interior design of the rooms
- Green housekeeping- practices
- Changing profile of HK personnel- changing job specifications, employee's role in customer satisfaction

UNIT IV: Revenue Management

- Concept
- Tools of Revenue management
- Essentials of Revenue Managing
- Managing occupancy
- Effectiveness of Revenue Managing (ARR, Rev PAR, GO PPAR index)

UNIT V: Application of Scientific Techniques in Rooms Division

- Application of work study
- Work measurement
- Time and motion study
- Ergonomics

MHMCT 206PC: ACCOMMODATION MANAGEMENT PRACTICAL

- Preparation of various records of financial transaction at cashier sections
- Designing of room tariff
- Designing loss prevention manual for safety & security of establishment.
- Developing SOPs for new properties

Suggested Readings:

- 1) Managing facility by Christine Jones - Hotel facility Planning by Tarun Bansal
- 2) Hotel housekeeping Operations and Management - by G Raghubalan
- 3) Hotel housekeeping Operations and Management by G Raghubalan The Professional Housekeeper by Georgina Tucker
- 4) Managing the Lodging Operations by Robert Christie Mil
- 5) Commercial Housekeeping

MASTER'S IN HOTEL MANAGEMENT & CATERING TECHNOLOGY

- 6) Professional Front Office management by Robert H. Woods

3RD SEMESTER 22 WEEKS MONTHS INDUSTRIAL TRAINING Preparation of Training Report & Logbook

4TH SEMESTER

MHM 401: HOTEL ACCOUNTANCY

Objective: This paper aims to provide students with an understanding of the finance function and use of it in the Hospitality Industry, and the ways these can aid effective managerial decision-making. It gives detailed additional coverage on Cash Budgeting, Marginal Costing and Final Accounts for internal use. It gives students the ability to interpret financial statements and also introduction to primary Indirect Taxes related to Hotel Industry.

UNIT I:

Cost Accounting

- Meaning, Distinction between Financial Accounting and Cost Accounting
- Cost Terminology: Cost, Cost Centre, Cost Unit, Classification of Cost, Type of Cost, Elements of Cost, Cost Ascertainment, Cost Sheet
- Introduction to Activity Based Costing

Budget and Budgeting Control

- Types of Budgets
- Preparation of Flexible and Cash Budget
- Zero Base Budgeting

Cost Volume Profit Analysis

- Break Even Analysis
- Decision making under marginal costing system related to Hotel Industry.

UNIT II:

Introduction to Financial Statements

- Understanding of Financial Statements
- Interpretation of Financial Statements with help of basic Accounting Ratios

Objectives of Financial Management

- Role of Financial Management in the organization
- Function of Finance Manager
- Risk-Return relationship
- Indian Financial system
- Sources of Long term finance
- Scope and Functions of Financial Management,
- Financial Planning Forecasting.

UNIT III:

Cost of Capital

- Computation for each source of finance and weighted average cost of Capital

MASTER'S IN HOTEL MANAGEMENT & CATERING TECHNOLOGY

- EBIT - EPS Analysis (Capital Structure Designing)
- Over and Under Capitalization
- Operating Leverage & Financial Leverage.

Capital Budgeting

- Nature and Significance,
- Time value of money
- Discounting of Cash Flows
- Methods of evaluating Capital Expenditure proposals(except IRR)

UNIT IV:

Working Capital Management

- Nature of Working Capital Management and need for working capital
- Operating cycle, estimation of working capital requirement (specially in Hotel Industries)
- Management of Inventory
- Introduction to Indirect Taxes like VAT, Service Tax, Luxury Tax (Provisions related to Hotel and Catering Industry only)

Suggested Readings:

1. Cost and Management Accounting - S. M. Inamdar
2. Management Accounting - Dr. Mahesh Kulkarni
3. Principles and Practice of Cost Accounting – Ashish K. Bhattacharya
4. Theory & Problems in Management & Cost Accounting - Khan & Jain
5. Cost Accounting – Jawaharlal

MHM 402: TRAVEL AGENCY AND TOUR OPERATIONS MANAGEMENT

Objective: This module will provide a precise overview on the operational and organizational perspectives of travel agencies and tour operations' business. The course systematically unravels developmental history of travel trade, explains functional differences between travel agency and tour operators and the range of services provided by each of them.

UNIT I: Introduction

- Travel Trade - Historical Perspectives – Cox & Kings, Thomas Cook, American Express, Carlson and Wagonlit , Thompson Holidays, T.C.I and SITA
- Definition of Travel Agency and Tour Operations and differentiation between Travel Agency and Tour Operation business.
- Travel Agency and Tour Operators: Linkages and arrangements with hotels, airlines and transport agencies and other segments of tourism sector.
- Types of Tour Operators - Wholesale and Retail Travel Agency business
- National & International Trade Associations: IATA, TAAI, PATA, ASTA, UFTTA, IATO

UNIT II: Functions of a Travel Agent and Tour Operator

- Functions of a large travel agency – travel information, travel documentation, room booking, ticketing, tour counseling and selling package tour.
- Functions of tour operators – market research, collection, process and dissemination of information, negotiation and contracting with principal service providers, itinerary preparation, costing, marketing, selling, appointment of franchisees and retail agents, immigration formalities, Tour Operation

UNIT III: Establishing Travel Agency or Tour Operation Enterprise

- Types of organizational set-up, approval from DOT, Government of India and other organizations
- IATA Rules and Regulations for Approval of a Travel Agency, Approval by Airlines and Railways.
- Various incentives available to travel trade in India
- Online Travel Agencies –Make my trip, Yatra.com, cleartrip.com, irctc.com, Expedia etc.

UNIT IV: Tour Packaging and Costing

MASTER'S IN HOTEL MANAGEMENT & CATERING TECHNOLOGY

- Meaning, basics of Itinerary planning, Steps in Itinerary planning, Preparation of Itineraries, tour operation and post tour management.
- Travel Terminology: Current and popular travel trade abbreviations and other terms used in preparing itineraries.
- Definition, Importance of Tour Packaging – Classifications of Tour Packages - Components of Package Tours
- Concept of costing - Types of costs – Components of tour cost - Preparation of cost sheet - Tour pricing - Calculation of tour price - Pricing strategies

Suggested Readings –

1. Swain , S.K. and Mishra, J.M. (2011), *Tourism Principles and Practices*, OUP, New Delhi.
2. Holloway, J.C. & Taylor Neil (2006), *The Business of Tourism*, Prentice Hall, New Jersey.
3. Chand, M. (2012), *Travel Agency Management: An Introductory Text*, Anmol PublicationsPvt. Ltd., New Delhi.
4. Negi. J (2010), *Travel Agency Operations: Concepts and Principles*, Kanishka, New Delhi.
5. Seth, P. N., (2012), *Successful Tourism Management Vol. 1 & 2*, Sterling Publications, New Delhi.
6. Dixit S.K. (2010) (ed), *Promises and Perils in Hospitality and Tourism Management*, Aman Publications, Darya Ganj, N.Delhi.

MHM 403: MARKETING FOR TOURISM & HOSPITALITY

Objective: *The subject focuses on the concept of services, marketing & the various aims, objectives, techniques & importance of marketing of service products.*

UNIT I:

Introduction / Foundation of Services Marketing

- Concept of Services
- Characteristics, classification designing of Services
- Importance of Services to the global economy.
- Blueprinting using technology developing human Resources and building service aspirations.

Service Environment

- Components of service environment - service scope
- Its impact on customers / responses
- Identification the correct service scope position strategy for different services.

UNIT II:

Buying Process for Services

- Purchase Model for services.
- Expectations of services by customers
- Antecedents of customer expectations

Marketing mix in Services Marketing

- 7 P's of service marketing
- Product Decision
- Pricing Strategies
- Distribution / Channel structure and options: Franchising – benefits, Branding – benefits
Distribution Management (Customer focused)
- Promotion of services
- People, Physical Evidence and Process

UNIT III:

Effective Management of Service Marketing

- Services life cycle
- Methods of positioning services
- Internal marketing of services
- Market defender strategies (blocking, retaliation, adaptation)
- External v/s Internal orientation of service strategy

MASTER'S IN HOTEL MANAGEMENT & CATERING TECHNOLOGY

- Marketing supply through Market segmentation

Delivery of Quality Service

- Cause of service quality gaps
- Customer expectation v/s perceived service gap.
- Factors and technology to resolve this gap
- Service performance gap, Key factors for closing the gap
- Promise v/s Delivery Gap
- Developing appropriate and effective communication about service quality.

UNIT IV:

Marketing of services with special reference to

- Financial services
- Health services
- Public utility services
- Educational services
- Hospitality services (Hotels, travel / tourism)

Suggested Readings:

1. Marketing Management – Mahajan and Saxena
2. Fundamentals of Marketing – Stanton
3. Services Marketing – Kenneth Clow / David Kurtz
4. Marketing Management - Philip Kotler
5. Service Marketing – S. M. Jha

MHM 404: ECOLOGICAL & ENVIRONMENT MANAGEMENT

Objective: The course aimed at familiarizing students with the need of ecological management in hotel industry, its various such as Environment. Water & Energy and Waste Management, with its benefits to hotels and environment.

UNIT I:

- Concept of Ecology, Environment, Ecosystem, Global Warming, Climatic Change and impact on hospitality industry.
- Importance of Ecological Management in Hospitality Industry
- Sustainability and conservation of Scarce Resources Environment Policy-Meaning, Amis and Importance
- Legislation relating with environment and Ecology such as Air, Water, Noise Pollution control act
- Guidelines of Department of Tourism, Ministry Tourism, Government of India
- Ergonomics in hotels-Meaning and concepts
- Non-Conventional Energy Management, solar Heater, Sensor Equipments

UNIT II:

- Indoor Environment in hotels, Types of pollution and Waste Material in Hotels
- Gas (Air Quality), Heating and Ventilation, Liquid, light, Non-Ionizing Radiation, Noise,
- Chemical Hazards, solid waste

UNIT III:

- Water management -Meaning and Concept
- Sources of Water Supplies (Natural Groundwater, Surface Water, Potable and Non-potable Water)
- Water Cycle
- Water management in Hotels
- Improving Water Quality
- Control and conservation of Water in hotel industry
- Steps of reuse, recycle, and recharging in hotel properties.

MASTER'S IN HOTEL MANAGEMENT & CATERING TECHNOLOGY

UNIT IV:

- Types of Solid Waste Materials in Hotels
- Bio/Non-Biodegradable Wastes
- Steps of conservation by: Re-using and Recycling
- Environment aspects and purchasing

Suggested Readings:

1. Environment Management for Hotels: A students Handbook-David Kirk
2. Managing Hotels and Restaurant-Dr. Jag Mohan Negi
3. Managing Environment for Leisure and Recreation-Rich Board Hurst
4. The Human Impact on the Natural Environment, Oxford-Blackwell
5. Hotel Management “Educational and Environment Aspects-Yogendra K. Sharma
6. Best Designed Ecological Hotels-Martin N. Kunz
7. Environment Management in the Hospitality Industry –Kathryn Webster
8. Environment Management for Hotels, Oxford, Butterwort-Heinemann

MHM 405: CUSTOMER RELATIONSHIP MANAGEMENT

Objective: This course aims to provide Conceptual background of CRM practice in fast growing service sector, here managing customers across life cycle (acquisition to retention) is increasingly a challenging task.

UNIT I:

CRM: Overview

- Conceptual Framework of Customer Relationship Management in service sector.
- Driving CRM culture in business
- Transition from Database Marketing to CRM
- Challenges building loyal customer
- Advantages accruing to Corporate on account of CRM practice

CRM: An enterprise wide activity

- CRM Landscape: Evolution ,types of CRM
- CRM implementation options: stage wise v/ enterprise wide
- Strategic CRM: components of strategic CRM, and Developing a CRM Strategy

UNIT II:

Relationship Marketing

- Rogers & Peper's model of relationship
- Customer engagement and experience management concept - Levels of relational bond: Financial bond, structural bond, social bond and customized bonding
- Building Relationship approach: Minimize negative service encounters during pre and post buy interaction
- Analyze service gaps using GAP model.
- Redefine service blueprint to enhance customer delight.
- Create responsibility and accountability matrix for internal customer.

MASTER'S IN HOTEL MANAGEMENT & CATERING TECHNOLOGY

- Benchmark competency and create performance reward incentive program to increase customer service levels.

UNIT III:

Building CRM process structure:

- CRM levels: Collaborative CRM, Analytical CRM, Operational CRM.
- Front end and back end business process integration using CRM process
- Sales process , Post sale Customer service process
- Marketing campaign process
- Contact and activity management process

UNIT IV:

Role information technology in building CRM

- Web based, Email based Mobile technology, Electronic kiosk etc to stay connected & collaborate with customer through personalized services.
- Building effective sales process to track lead generation to conversion. Effective Sales pipeline management. Key account Sales process for 360 degree view of the client. Analyzing client profile and transaction for effective up sale and cross sale programs
- Overview of CRM application software, RFID, Data mining tools. Drawbacks of technology customer relationship : Permission Marketing

Measuring effectiveness of CRM

- Loyalty programme, Objectives of loyalty programmes, Design characteristics of loyalty programmes
- Measuring effectiveness of Loyalty programs
- Drivers of loyalty programme effectiveness
- Empirical evidence on loyalty programmes
- Seven point check list for successful loyalty programmes
- Difference between Behavioral loyalty and attitudinal loyalty
- CRM driven ROI Metrics
- Strategic Customer Based Value metrics (RFM, LTV, Customer equity) Balanced Scorecard approach.

Suggested Readings:

1. William, G. Zikmund, Raymond McLeod Jr.; Faye W. Gilbert (2003). Customer Relationships Management. Wiley.
2. Alex Berson, Stephen Smith, Kurt Thearling (2004). Building Data Mining Applications for CRM. Tata McGraw Hill.

MHM 406A: FOOD PRODUCTION MANAGEMENT

Objective: *The course develops the knowledge and management skills of a student required for the food production department in the hospitality industry.*

UNIT I: Food Safety Management

- Introduction to Food Safety Mgmt.
- HACCP- Introduction, Principles, Advantages
- Food borne disease / Illness - Definition, Reporting illnesses
- Sanitation – Importance, Measures
- Food irradiation – Meaning, Advantages, Process
- ISO.22000 - What is ISO 22000, Advantages, and Standards

UNIT II: Menu Merchandising & Menu Engineering

- Introduction to merchandising
- Types of merchandising
- Ways of menu merchandising
- Introduction to Menu Engineering
- Elements and pre- requisites of menu engineering
- Matrix and spread sheet of menu engineering

MASTER'S IN HOTEL MANAGEMENT & CATERING TECHNOLOGY

UNIT III: Kitchen Administration

- HRM – Human Resource planning, Planning process, Training & development, Motivation
- Quality Assurance – Meaning, Importance, Q A process
- Ratio Analysis – Meaning, Importance, Objectives
- Costing and Controls – Elements of cost, Pricing considerations, Cost control

UNIT IV: Food Production – A Modern Perspective

- Molecular Gastronomy – Concept, Techniques, tools & ingredients used
- Food designing – Concept, Importance & Principles
- QSR – Concept, Technology, Latest trends
- Food tourism – Concept, Marketing, Barriers & Opportunities
- Organic food V/s Biotechnologically developed food- consumer perception
- Automation in food industry – Objectives, Latest automation trends

MHM 406A: FOOD PRODUCTION MANAGEMENT PRACTICAL

- Planning lunch and dinner Menu (Banquet).
- Food safety Procedure
- Food Costing
- Standard Recipes

Suggested Reading:

1. Food Hygiene and Sanitation- -S. Roday-Hill Publication
2. Food and Beverage Management --- Bernard Davis, Sally Stone.
3. F&B controls- Richard Kotas
4. Food safety in the Hospitality Industry - -Tim Knowles
5. Nutrition for food service and culinary professionals - -Karen Eich Drummond and Lisa M Bereferel
6. Financial planning and analysis- - Jaksa Kivela.
7. Career opportunities for Baking and pastry professionals- - The culinary Institute of America Baking and pastry
8. Book- Modern Trends in Hospitality industry - R. K. Singh
9. Food Safety Management Systems- - Nafari

MHM 406B: FOOD & BEVERAGE SERVICE MANAGEMENT

Objective: *The course develops the knowledge and management skills of a student required for the food production department in the hospitality industry.*

UNIT I:

Restaurant Planning & Layout

- Choosing of Location
- Layout Planning
- Décor
- Furnishing, Fixtures & Fittings
- Equipment Selection

Menu Planning

- Objectives & Procedures
- Menu Planning Considerations &
- Constraints
- Menu Designing

MASTER'S IN HOTEL MANAGEMENT & CATERING TECHNOLOGY

- Menu Merchandising

UNIT II:

Cycles of control

- Purchasing
- Receiving
- Storing
- Issuing
- Preparation
- Costing & Selling
- Control

Food Cost control

- Food Costing
- Checks & Checking System
- Standard Costing
- Variance Analysis

UNIT III:

Budgets & Budgetary Control

- Definition, Different Types of Budgeting
- Different Steps of Preparing Different Budgets
- Budgetary control
- Formats for Budgeting

Liquor Control

- Purchase Procedures
- Assessment of Quality
- Stock Control
- Beverage Sales Control

UNIT IV: Planning, Organizing & Executing Food & Beverage Events

- Types of events
- Role of the Event Planner
- Relationship with vendors / Suppliers
- The Planning & Organizing Process
- Executing the event
- Checklists for planning & Organizing Events

MHM 406PB: FOOD & BEVERAGE SERVICE PRACTICALS

1. Making of Classic and contemporary cocktails
2. Free Pouring
3. Bar Tricks
4. Zippo lighter tricks, working flair steps
5. Display of plate presentation minimum 10 dishes
6. Visit to a Bar
7. 5 Compulsory training sessions in a bar
8. Cold platter presentation

Suggested Readings:

1. F&B Service Manual – Sudhir Andrews
2. F&B Service – Lilicarp
3. The Waiter – John fuller
4. F&B Operations & Management – Brian Verghese
5. Bar Attendants Handbook – Global Books

MHMCT 406C: ADVANCED ACCOMMODATION MANAGEMENT

MASTER'S IN HOTEL MANAGEMENT & CATERING TECHNOLOGY

Objective: The syllabus of Accommodation Management seeks to enhance the skills of students in the Rooms Division Management of hotels.

UNIT-I: Front Office Accounting

- Front Office as revenue generating center
- Various financial records and document prepared and used at billing section
- Guest Accounting cycle
- Auditing in Front Office

UNIT-II: Communication in Rooms Division

- Role and importance of communication
- Types of communication
- Barriers in communication
- Effective communications
- E-communication in Rooms Division

UNIT-III : Evaluation of Hotel Performances,

- Hotel Performances measurement
- Yield Managements, element of yield Management, measuring of yield management.
- Benefit strategies and prospects of yield Management
- Fore casting, data required for fore casting and benefit of four casting

UNIT –IV: Quality Management

- Various meaning of TQM
- Guest perception of quality Management,
- Total Quality Management (T & M) Pillars of TQM
- Practices in Hotel quality Manager, Japanese 5-S Practices
- Benefits of TQM

MHM 406PC: ADVANCED ACCOMMODATION MANAGEMENT PRACTICAL

1. Preparation of various records of financial transaction at cashier sections
2. Fixation of room rates
3. Designing of room tariff
4. Understanding potential hazards in Guest and employee area. Dealing with emergencies
5. Fire fighting-project report on fire fighting equipments and procedures for training staff for fire fighting.
6. Designing loss prevention manual for safety & security of establishment.
7. Preparing staffing guides (recruitment and selection)
8. Developing SOPs for new properties

Suggested Readings:

1. Black Sam, Practical Public Relation, Sir Issar Pitman and Sons Ltd. London 1970.
2. Dukes Peter, Hotel Front Office Management and operation, 3rd edition Jowa Prown, 1970.
3. Robert C. Fisher FODOR, India and Nepal, Hodder and stroughton London 1987.
4. Rawat G.S. Elements of Hotel Accountancy Rawat Publication, New Delhi 1972.
5. Hotel Front office operation and Management, Jatashankar R. Tiwari, Oxford Publication U.K