

**Syllabus Scheme**  
**(1<sup>st</sup> to 4<sup>th</sup> Semester)**  
**For**

**MBA in**  
**Hotel Management**

## **MBA 101 PRINCIPLES & PRACTICES OF MANAGEMENT**

### **UNIT I**

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

### **UNIT II**

- Evolution of management thought - Contributions made by Taylor, Gantt, Gilbreth, Fayol, Weber, Elton Mayo, Chester Bernard, Maslow, Herzberg, Likert and McGregor.
- Management Science, Operations Research/Mathematical School/ Decision Theory approach.
- Systems Approach: Key concepts in systems - Closed system versus open system, Subsystems, System Boundary.
- McKinsey's 7-S Approach. .

### **UNIT III**

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

### **UNIT IV**

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

### **UNIT V**

- Coordination- Concept and importance of coordination; factors which make coordination difficult; techniques or methods to ensure effective coordination.

- Control: Concept, planning-control relationship, process of control -setting objectives, establishing standards, measuring performance, correcting deviations.
- Human response to control. Dimensions or Types of Control - (a) Feed forward control (b) Concurrent Control (Real Time Information & Control), (c) Feedback Control v) Techniques of Control - Brief review of Traditional Techniques & Modern Techniques of Control.
- Comparative study: Comparative study of main features of Japanese Management and Z-culture of American Companies.

### **Books Recommended:**

Principles and Practices of management - Shejwalkar  
 Essential of management - Koontz H and Weirich  
 Principles and Practices of Management - T. N. Chabra  
 Management by Stomen and Jane

## **MBA 102 ORGANISATIONAL BEHAVIOUR**

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### **UNIT I**

Organizational Behaviour - What managers do, definition of OB, contributing discipline to OB, challenges and opportunities for OB.

Foundations of Individual behaviour - biographical characteristics, ability, and learning.

Values, Attitudes and Job satisfaction.

Personality and Emotions

Perception.

### **UNIT II**

Motivation - Concept, Theories of Maslow, Herzberg, McClelland, Porter & Lawler Model, Application of Motivation concept.

Foundations of Group Behaviour - Group formation, development and structure, group processes, group decision – making techniques, work teams.

Interpersonal Skill - Transactional analysis, Life Positions, Johari Window.

Leadership: Concept, theories, Styles and their application.

### **UNIT III**

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

### **Books Recommended:**

Organisational Behavior - Stephen Robbins

Organisational Behaviour - Keith & Davis

Organisational Behaviour - Fred and Luthans

Organisational Behaviour - K. Ashwatthapa.

**UNIT-I**

**Introduction to Hotel Industry**

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

**UNIT-II**

**The Guestrooms & Facilities**

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

**UNIT-III**

**Front Office Procedures**

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

**UNIT-IV**

**House Keeping Procedures**

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

**UNIT-IV**

**House Keeping Procedures**

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

## **UNIT – V**

### **Cleaning Science**

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

## **UNIT VII**

### **Fabrics & Fibers**

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

## **UNIT VIII**

### **Floors & Arranging Flowers**

- Floor finishes- points to be considered in floor finishes and types of floor finishes.
- Carpeting- purpose and points considered while selecting a carpet, cleaning of carpet.
- Soft furnishing- curtains, blinds, loose covers and cushions.
- Principles of Flower arrangement.
- Types of flower arrangements.

### **Care and Cleaning of Metals**

- Brass, Copper, Silver, EPNS, Bronze, Gun Metal, Chromium, Pewter, Stainless Steel.
- Types of tarnish
- Cleaning agents and methods used.

### **Practical Schedule:**

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

### **References:**

1. Hotel Hostel and Hospital Housekeeping – Joan C Branson & Margaret Lennox (ELST).

- 2.** Managing Housekeeping Operations – Margaret Kappa & Aleta Nitschke
- 3.** Hotel House Keeping – Sudhir Andrews (Tata McGraw Hill).
- 4.** The Professional Housekeeper – Tucker Schneider, VNR.

## **1. MBA 104**

## **FOOD & BEVERAGE MANAGEMENT I**

### **UNIT I**

#### **Introduction to the Food and Beverage Operations**

- The evolution of catering operations & its scope.
- Structure of F & B Operations – Service Areas & Production Areas.
- Organisational structure of F & B Department – F & B Services & Food Production Divisions, Duties & Responsibilities of Staff, Attributes required, etc.
- Back areas: Still Room, Wash-up, Hot-Plate, Plate Room, Kitchen Stewarding, Kitchen Stores.

### **UNIT II**

#### **Food and Beverage Equipment**

Operating Equipment, Requirements, and Criteria for selection, quantity and types.

Classification of crockery/ cutlery/ glassware/ hollowware/ flatware/ special equipment upkeep and maintenance of equipment.

Furniture & Fixtures.

Linen

Disposables, Packing Materials.

### **UNIT-III**

#### **Menus and Covers**

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

### **UNIT – IV**

#### **Food and Beverage Service Methods**

- Table Service – Silver/English, Family, American, Butler/ French, Russian
- Self Service - Buffet and Cafeteria Service
- Specialized Service – Gueridon, Tray, Trolley, Lounge, Room etc.
- Single Point Service- Takeaway, Vending, Kiosks, Food Courts, Bars.
- Room Service

### **UNIT – VI**

#### **Food and Beverage Working Environment**

- The working environment
- Maintaining a safe and secure environment
- Maintaining a professional & hygienic appearance, maintaining effective working relationships contributing to the development of self and others.
- Selection, uses and care of knives and equipment
- Maintaining clean food production areas.



- Nutrition and healthy eating.

## **UNIT – VII**

### **Food and Beverage Production Methods**

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

## **UNIT –VIII**

### **Wines**

- Introduction, definition and classification of wines
- Viticulture and viticulture methods
- Vinification – Still, Sparkling, Aromatized and Fortified wines
- Vine diseases
- Wines – France, Italy, Spain, Portugal, South Africa, Australia, India and California
- Food and wine harmony
- Wine glasses and equipment
- Storage and service of wine

### **Fermented and Brewed Beverages**

- Introduction – Beers, Sake, Cider, Perry, Alcohol free wines.
- Ingredients & Production
- Types and Brands - Indian and international

## **UNIT- IX**

### **Purchases**

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

## **UNIT – X**

### **Control Procedures**

- Essentials of a control system
  - Billing methods – Duplicate and Triplicate system, KOTs and BOTs, Computerized KOTs
  - Necessity and functions of a control system, F&B Control cycle and monitoring.

- Calculation of food cost
- Methods of food control, food control checklist.
- Beverage controlling- calculation of beverage cost, methods of beverage control, control checklist.
- Operating Yardsticks- Total food & beverage sales, departmental profit, ratio of food and beverage sales to total sales, ASP, sales mix, payroll costs, index of productivity, stock turnover, sales/ waiter and sales/ sq. foot.

#### **UNIT - XI**

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

#### ***Practical Schedule:***

- Service Grooming and Restaurant Etiquettes.
- Mis-en- place and Mis-en-scene
- Identification of equipments
- Food and Beverage service sequence
- Rules for laying table - Laying covers as per menus
- Sideboard setup
- Silver service & American service
- Situation handling
- Restaurant reservation system
- Order taking – writing a food KOT, writing a BOT

**UNIT-I**

**Introduction to Nutrition & Dietetics**

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

**UNIT-II**

**Food Groups**

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

**UNIT-III**

**Water**

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

**UNIT-IV**

**Food Microbiology**

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

**UNIT- V**

**Food Processing**

- Definition.
- Types of treatment
- Effects of heat, acid, alkali on food constituents.

**UNIT-VI**

**Evaluation of Food**

- Definition.
- Objectives, sensory assessment of food quality.
- Introduction to proximate analysis of food constituents.

## **UNIT-VII**

### **Balanced Diet**

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

## **UNIT-VIII**

### **Meal Planning**

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

### **Reference:**

1. Clinical Dietetics & nutrition – F.P.Anita
2. Food Science Chemistry & Experimental foods – Dr. M. Swaminathan
3. Normal & Therapeutic Nutrition – H. Robinson
4. Microbiology – Anna K Joshna
5. Food & Nutrition - Dr. M. Swaminathan
6. Food Science – Sumathi Mudambi
7. Food Science – Potter & Hotchkiss
8. Principles of food science – Borgstrom & Macmillon.

**UNIT I**

**Essentials of Grammar:**

- Parts of Speech
- Punctuation
- **Vocabulary Building**
- Phonetics

**UNIT II**

**Office Management:**

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

**UNIT III**

**Letter & Resume Writing:**

- Types of Letters-Formal / Informal
- Importance and Function
- Drafting the Applications
- Elements of Structure
- Preparing the Resume
- Do's & Don'ts of Resume
- Helpful Hints

**UNIT IV**

**Presentation Skills:**

- Importance of Presentation Skills
- Capturing Data
- Voice & Picture Integration
- Guidelines to make Presentation Interesting
- Body Language
- Voice Modulation
- Audience Awareness
- Presentation Plan
- Visual Aids
- Forms of Layout
- Styles of Presentation.

**UNIT V**

**Interview Preparation:**

- Types of Interview
- Preparing for the Interviews
- Attending the Interview
- Interview Process
- Employers Expectations
- General Etiquette
- Dressing Sense
- Postures & Gestures

**UNIT VI**

**Group Discussion & Presentation:**

- Definition
- Process
- Guidelines
- Helpful Expressions
- Evaluation

(Note: Every student shall be given 15 minutes. of presentation time & 45 minutes of discussion on his/ her presentation.)

**The student will be evaluated on the basis of :**

- His / her presentation style
- Feedback of Faculty & Students
- General Etiquette
- Proficiency in Letter Drafting / Interview Preparation
- The paper is internal and at least 3 tests will be taken. Best 2 of 3 shall account for final grades (70% Test & 30% Presentation)

**Reference Books :**

1. Business Communication – K.K.Sinha.
2. Business Communication – Pal & Korlahalli.
3. Basic Grammar – Wren & Martin
4. Better Business Communication - Denish Murphy
5. Written Executive Communication - Shurter
6. Model Business Letters - Gartside.
7. Business Communication - Lesikar - Pettit - Flatery.
8. MLA's Handbook.
9. Business Research Methods- Cooper and Schneider
10. Business Research Methods - Zikmund

## **MBA 201     HUMAN RESOURCE MANAGEMENT**

### **UNIT I**

- Introduction: Meaning, scope, objectives and importance of Human Resource Management, Personnel Management, its functions, policies & roles.
- Organizing the Human Resource Management department in the organisation. Human Resource Management practices in India.
- HR audit
- Human Resource Planning: Definition, objectives, process and importance, job analysis, description, specification, Recruitment, selection, placement and induction process.

### **UNIT II**

Personnel Development Program: Employee training, executive development and career planning & development, performance appraisal.

Job Compensation: Job evaluation, wage & salary administration, incentive plans & fringe benefits, variable compensation individual & group.

Promotions, demotions, transfers, separation, absenteeism & turnover.

### **UNIT III**

Quality of work life & quality circles, job satisfaction and morale. Social security, health and safety, employee welfare

Counseling for effective Human Resource Development.

Human Relations: definition, objectives & approaches to human relations, employee grievances and discipline, participation & empowerment, Introduction to collective bargaining.

### **Reference:**

1. Human Resource Management - Satyadian S. Mirza
2. Designing and Managing Human Resource Systems - Pareek, Udai and Rao T.V.
3. Recent Experience in Human Resource Development - Rao T.V. and Pereira, D.H.
4. Performance Appraisal - Theory and Practice - Rao T.V.
5. Effective Human Resource Development - Neal E. Chalofsky, Carlene Reinhart.
6. TQM in managing Human Resources - Joseph A Petric & Diana S. Furr
7. Organization Development - Franch and Bell; Organization Behaviour - Fred Luthans
8. Human Behaviour at Work - Keith Davis; Organizational Design for Excellence - Khandawalla
9. Training in Organization - Irwin L. Goldstein, J. Kevin Ford.
10. Effective Training: System Strategies & Practices - P Nick Blanchard James W Thacker.
11. Training For Organizational Transformation - Rolf P Lynton Udai Pareek.
12. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India P.Ltd., Pearson.

13. David A. DeCenzo & Stephen P. Robbins, Personnel/Human Resource Management, Third edition, PHI/Pearson.
14. VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books, New Delhi - 2000.
15. Dr. R. Venkatapathy & Assissi Menacheri, Industrial Relations & Labour Welfare, Adithya Publications, CBE, 2001.
16. Robert L. Gibson and Marianne H. Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005.

**MBA 202      MARKETING MANAGEMENT**

**UNIT I**

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

**UNIT II**

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

**UNIT III**

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



## **MBA 203      ACCOMMODATION MANAGEMENT II**

### **UNIT I**

#### **Planning and evaluating Front Office Operations**

Room rate structure.  
Criterion of establishing room rates.  
The Rule Of Thumb Approach.  
The Hubbard's Formula – introduction.  
Room rate designations  
Forecasting - Room Availability.  
Room Revenue  
Daily operation reports.

### **UNIT –II**

#### **Yield Management**

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

### **UNIT-III**

#### **Room Sales Management**

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

### **UNIT V**

#### **Credit control-**

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

## **UNIT VI**

### **Property Management Systems**

- Introduction.
- Evolution and technology in PMS.
- Selection of PMS as per the property.
- Various affiliated menus of PMS & their interface with Front Desk System.
- PMS in House Keeping – interfaces, inventory management, par stock applications, stores, etc.

## **UNIT VII**

### **DESIGN AND TYPE OF DESIGN**

- Elements of Design (Line, Shape, Form, Color, Size, Texture, Direction, Value).
- Principles of Design(Scale, Composition, Harmony, Rhythm Proportion, Balance, focal point)
- Color and color scheme uses, factors affecting the Color scheme of a guest room.

## **UNIT VIII**

### **LIGHT AND LIGHT FITTING**

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

## **MBA 204    FOOD & BEVERAGE MANAGEMENT II**

### **SECTION I   BAR MANAGEMENT**

#### **UNIT I**

##### **Introduction to Bar Operations**

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

#### **UNIT II**

##### **Architecture & Interior Design**

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

#### **UNIT-III**

##### **Service and Selling Techniques**

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

#### **UNIT -IV**

##### **Marketing Bar Operations**

- Marketing Segmentation -Market Research -Selecting & Target Market
- Beverage – Pricing strategies -Pricing methods -promotions -Developing promotions -(Budgeting, Selecting & developing the idea, establishing a time table)

- Selecting media strategies, delivering what you promise, Evaluating the results. Promotional mix advertising –Print Media- Television, Cable & Radio -word of mouth (components of mix) public relation -Sales promotions - personal selling Merchandising.

## **UNIT-V**

### **Bar Control System**

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

## **SECTION II KITCHEN OPERATIONS MANAGEMENT**

### **UNIT VI**

#### **JOB DESCRIPTIONS OF VARIOUS KITCHEN STAFF**

- Executive chef,
- Second chef / Sous chef
- Chef garde manager / larder chef
- Chef poissonnier / fish cook
- Butcher / bouchier
- Salad maker / saladier
- Roast cook / chef rôti
- Grill cook / chef grillardin
- Carver / trancheur
- Pastry chef / chef pâtissier
- Baker / boulanger
- Ice cream chef / glacier
- Sauce cook / chef saucier
- Soup cook / chef potage
- Vegetable egg & noodle cook / cook entremet eu`r
- Relief cook / chef tournant
- Duty cook / chef de garde
- Night duty chef / chef de nuit
- Banquet chef / chef de banquets
- Breakfast cook / chef de petit
- Staff cook / chef communal

### **UNIT IV**

#### **FUELS USED IN COOKING**

- Cooking by fire
- Cooking by oil
- Cooking by gas

- Cooking by electricity
- Fuel less cooking.

## MBA 205 FRENCH

Objective: to enable the students to understand hotel and catering terminology thro simple speaking and writing exercises developing correct pronunciation and thro simple grammar principle.

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

## **MBA 206 WORKSHOP ON EXECUTIVE COMMUNICATION**

### **UNIT I**

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

### **UNIT II**

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

### **UNIT III**

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

### **UNIT IV**

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

### **UNIT V**

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

**MBA 301      APPLIED OPERATIONS RESEARCH**

**UNIT I**

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

**UNIT II**

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

**UNIT III**

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



## **MBA 302      FINANCIAL MANAGEMENT**

### **UNIT I**

- Evolution of financial-management, scope and objectives of financial management.
- Capital budgeting: Capital Budgeting Process, Project formulation & Project Selection, Introduction to Various Capital Budgeting Techniques; Payback Period Method, Average rate of return, Net Present Value method, IRR, Benefit-Cost Ratio, Capital Rationing.
- Sources of Long term funds: Equity shares, Preference shares, Debentures, Public deposits, factors affecting long term funds requirements.

### **UNIT II**

- Lease financing: Concept, types. Advantages and disadvantages of leasing.
- Capital Structure: Determinants of Capital Structure, Capital Structure Theories, Cost of Capital, Operating and Financial Leverage.
- Working Capital: Concepts, factors affecting working capital requirements, Determining working capital requirements, Sources of working capital.

### **UNIT III**

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

**UNIT I**

**Lodging Planning & Design**

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

**UNIT II**

**Food Service Planning & Design**

- Concept Development
- Feasibility study
- Regulations & Laws
- Layout planning – receiving, storage areas, kitchens, office spaces.

**UNIT II**

**Building & Exterior Facilities**

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

**UNIT IV**

**Facility Systems**

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

**UNIT IV**

**Energy Conservation & Management**

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

**Reference:**

1. Hospitality Facilities Management & Design – David M Stipanuk & Harold Hoffman
2. How things work – The Universal Encyclopedia of machines – Vol 1 & 2.
3. Text Book of Hotel Maintenance – MS Swaminathan.

## **MBA 304     HOSPITALITY LAW**

### **UNIT I**

#### **Introduction to Hotel Law**

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

### **UNIT II**

#### **Overview of Applicable Acts & Laws**

- The Indian Contract Act - Definition and importance with various provisions.
- Factories Act 1944 – working environment welfare health and safety measures
- Sale of Goods Act 1930
- The Companies Act 1956
- Indian Partnership Act 1932.
- The standards of weight and measures Act 1956
- Prevention of food adulteration Act 1954 - Jurisdiction of inspectors.
- The payment of Wages Act 1948
- The minimum Wages Act 1948
- Payment of Bonus Act 1965
- Employees Provident Fund and miscellaneous Payment of Gratuity Act 1972
- Workmen Compensation Act 1948.
- Environment Protection Act.
- Consumer Protection Act.

### **UNIT III**

#### **Hotel – Guest Relationship**

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

### **UNIT IV**

#### **Laws governing lost and found property**

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

### **UNIT V**

#### **Food Legislation**

- Hotel's liability regarding guest property unclaimed property loss of property.

- Central State and local food laws.
- Warranty.
- Truth in menu and labeling laws.
- Food adulteration.
- Powers and duties of a Food Inspector.

## **UNIT VI**

### **Liquor Legislation**

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

## **UNIT VII**

### **Taxation**

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

### **Reference:**

1. Mercantile Law – ND Kapoor
2. Mercantile Law – SP Iyengar
3. Principles of Business Law – Aswathapa K
4. Business Law – MC Kuchal
5. Bare aspects of respective legislation
6. Shops & Establishments Act.
7. Industrial Laws - P.L. Malik
8. Industrial Laws - Sanjeev Kumar
9. Labour Law Journals - Monthly
10. Current Labour Reporter - Monthly
11. CLR Annual Digest - 1999 – 2005
12. Hotel & Tourism Laws – Dr. Jagmohan Negi.

## **MBA 305     HOSPITALITY MARKETING & SALES**

### **UNIT I**

#### **Introduction to Hospitality Sales and Marketing**

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

### **UNIT II**

#### **Services Marketing Concepts**

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

### **UNIT III**

#### **Marketing Plan**

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

### **UNIT IV**

#### **The Sales Office**

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

## **UNIT V**

### **Sales Techniques for hotel industry**

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

## **UNIT – VI**

### **Advertising, Public relations and Publicity**

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

## **UNIT – VII**

### **Competitive Marketing**

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

## **UNIT – VIII**

### **Marketing Channel Systems**

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

## **UNIT – IX**

### **Marketing Information Systems**

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

**References:**

1. Marketing Management – Philip Kotler
2. Hospitality Sales & Marketing – Jagmohan Negi
3. Marketing Management - Rajan Saxena - Tata McGraw Hill, 2002.
4. Marketing Management - Ramasamy & Namakumari - Macmilan India, 2002.
5. Case and Simulations in Marketing - Ramphal and Gupta - Golgotia, Delhi.
6. Marketing Management – S.Jayachandran - TMH, 2003.



**UNIT I**

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

**UNIT II**

- Types or forms of tourism- heritage and historical, adventure, sports, conference, Convention, etc.
- Tourist product- meaning or concept, how they are different from other consumer products.
- Components of tourist product-Attractions-tourist destinations or places & tourist spots having tourist value from heritage or historical point of view or sports and recreational point of view, dance, fair festivals, trade fair, conferences and exhibitions etc.
- Religion based- Hindu, Muslim , Sikh, Buddhist, Jain and Christian
- Wild life sanctuaries- national parks, adventure, eco tourism destinations.

**UNIT III****Tourist Facilities & Transportation**

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

**UNIT IV****Travel lingo-** Technical terminology of Tourism.**UNIT V**

- Meaning of travel agency and tour operator. Distinction or difference between the two.
- Classification of travel agency- GSA, PSA, Stock holder.

**UNIT VI**

- Tour operators- inbound and outbound and immigration companies.
- Operational modalities of travel agency and tour operator restricted to air tickets, airlines and routings and itinerary making.
- Immigration Companies, Operation Modalities of Travel Agency and Tour Operator restricted to air tickets. Routing and Itinerary.

**UNIT VII**

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

**Reference Books:**

1. Profile of Indian Tourism – Shalini Singh
2. Tourism Today – Ratandeep Singh
3. Tourism Principles and Practices – A.K. Bhatia
4. Tourism and Cultural Heritage of India – Ram Acharya.

## **MBA 401 STRATEGIC MANAGEMENT**

### **UNIT I**

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

### **UNIT II**

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

### **UNIT III**

- Strategic Analysis and choice—Corporate level analysis (BCG, GE Nine-cell, Hofer's product market evolution and Shell Directional policy Matrix). Industry level analysis; Porters's five forces model. Qualitative factors in strategic choice.
- Strategy implementation: Resource allocation, Projects and Procedural issues. Organisation structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans.
- Strategic control and operational Control. Organisational systems and Techniques of strategic evaluation.

## **MBA – HM 402, MIS**

### **UNIT-I**

#### **MANAGEMENT INFORMATION SYSTEM - AN OVERVIEW**

- Meaning and Role MIS, Objectives of MIS, Elements of MIS, characteristics of MIS.
- Application of MIS (Briefly): Accounting and Finance Management, Marketing Management, Materials Management, Production Management, Personnel Management.
- Role of Computers in MIS: Data base concepts, Decision support system.

### **UNIT-II**

#### **INTRODUCTION TO POWER POINT**

- Power point Terminology. Getting into Power Point. Creating, Opening and Saving Presentations. Quitting Power Point.
- Types of Views: Outline View, slide Sorter View, Notes Pale View, Master Views.
- Creating Presentation the easy way, Using Auto Content Wizard, working with Blank Presentation, Using the Templates, Using the Slide Master, Working with Colour Schemes, working with slides, Making a new slide, Move Copy or duplicate slides, Delete a Slide, Copy a slide from one presentation to another, Go to a specific slide, change the layout of a slide Zoom in or out of slide.
- Working with Text in Power Point-Cutting, Copying and Pasting, Formatting Text, changing Font & size Shadowing, Embossing. Aligning the Text -Left, Centre, Right and Justify. Power of Graphics in Power Point, Working with Clip -Art Picture.

### **UNIT- III**

#### **DATABASE MANAGEMENT SYSTEM -LEARNING MICROSOFT ACCESS**

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

### **UNIT -IV**

#### **ROLE OF PERSONAL COMPUTER IN OFFICE AUTOMATION**

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

### **UNIT-V**

### **A CASE STUDY -THROUGH A HOTEL MANAGEMENT SYSTEM PACKAGE (Field Activity)**

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

**MBA 403**

### **PRACTICAL IN MANAGEMENT INFORMATION SYSTEM**

- Introduction: Definition & Significance, Evolution, MIS Support for Programmed and Non-Programmed Decision Making, Model of Decision Making.
- Structure of MIS: Based on Management Activity & Organisational Function, Conceptual & Physical Structure of MIS.
- Systems Concept: Definition of a System, Types of Systems, Sub-System, and Systems Concepts & Organisation.
- Information Concept: Definition of Information, Information Presentation, Quality of Information.
- Decision Support Systems: Characteristics of DSS, Decision Support & Structure of Decision Making. Decision Support & Repetitiveness of Decisions. Classes of DSS, DSS Users, GDSS, Characteristics of GDSS.
- Organisation & Information Systems : Relationship, Salient Feature of Organisation, Effect of organisation on Information Systems and Vice Versa.
- Advanced Information Systems: Knowledge Work Systems, Executive Support Systems, Expert Systems Artificial intelligence.
- ERP: An Introduction, Application Examples of Information Systems.

## **MBA 404 FINAL RESEARCH PROJECT & VIVA VOCE**

### **(TO BE INITIATED AT THE BEGINNING OF THE SEMESTER)**

- **Step 1:** Student to forward a Synopsis of the Topic chosen (any industry)
- **Step 2:** LC to change/amend & approve the Synopsis
- **Step 3:** LC to appoint/approve a guide from the LC staff or from any other Educational Institution or corporate professional.
- **Step 4:** Student to submit the Project Work one month before the final examinations.
- **Step 5:** Viva Voce on the Project work by the LC

### **Division of Marks:**

- **Synopsis, Method of R&A adopted, Project Report: 60**
- **Viva Voce: 40**

## **MBA 405     INDUSTRIAL EXPOSURE TRAINING**

- **Duration:** A minimum of 6 - 8 weeks training must be undertaken by each student in the relevant Organizations (Hotels, Airlines, Fast Food Chains, and Restaurants etc.)
- **Guideline:** To be exposed to at least the core areas (Front Desk, Restaurant, Housekeeping and Kitchen).
- **Detailed report of the Industrial Training Undertaken** - by the student must be submitted in the form of "Industrial Training Report" at the end of the training. The report should contain the following items in the sequence mentioned below , amongst other things:
  - Cover Page
  - Student Details Page (Name, Roll Number, Class, Semester etc.)
  - Certificate of Completion of Training to be issued by the Hotel and countersigned by the Learning Centre Head.
  - Index Page
  - Objectives of the Training
  - Student Declaration Page  
(Stating that the information stated in the project is True)
  - Brief Details of the Hotel (Introduction, Management, Facilities, Services etc.)
  - Details of Trainings Undertaken (Department, Description of Training, Duration, details etc.)
  - Remarks / Certificate from the Department Heads of the Hotel
  - Summary Page (Mentioning the skills acquired by the student)
  - Learning Centre Remarks Page (to be filled & signed by the Learning Centre Training Coordinator and Centre Head)
  - Appendix, containing the following:
    - Copy of Letter of Recommendation for Training to the Hotel from the Learning Centre
    - Copy of Letter of Training Approval from the Hotel for the Student.
    - Copy of Tariff Card of the Hotel
    - Copy of the Menu of the Hotel
    - Copy of Brochure of the Hotel.