



**CHENNAIS AMIRTA**

INTERNATIONAL INSTITUTE OF HOTEL MANAGEMENT

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**ANNAMALAI UNIVERSITY**

ANNAMALAINAGAR

**MBA- HOSPITALITY MANAGEMENT**

(FULL-TIME)

(2018 Onwards)

**2<sup>nd</sup> YEAR  
SYLLABUS**



## Second Year: Third Semester

Course Code	Course Name	Credits	Internal	External
301	Soft Skills for Hospitality	4	25	75
302	Event management	3	25	75
303	Travel Agency and Tour Operations	2	25	75
304	Legal aspects in Hospitality Management	2	25	75
305	Training and Development	4	25	75
306	Food Safety and Quality Management	3	25	75
307	Hotel Management	2	25	75
308	Project Viva	2	25	75

## Second Year: Fourth Semester

Course Code	Course Name	Credits	Internal	External
401	Hotel Operations	2	25	75
402	Indian Culture and Heritage	2	25	75
403	Customer Relationship and Services Management	3	25	75
404	Resort Planning and Development	3	25	75
405	Entrepreneurship Management	4	25	75
406	Food and Beverage Control	2	25	75
407	Accommodation Management	2	25	75
408	Hospitality Strategic Management	2	25	75
409	Interim Training Cum Viva (Hotel Industry)	2	25	75

- Note:**
1. Industrial Visits /Educational Tour Reports and subjects will be evaluated and examined in the viva.
  2. Syllabus for MBA Programmes Appendix I (PP: 20- 147)
  3. The Elective Courses offered by Business Administration Department from Semester I to Semester IV are enclosed in Appendix II (PP: 148 - 152)



## **301 - SOFT SKILLS FOR HOSPITALITY**

### **Unit – I Soft skills and Personality Development**

Soft Skills: Meaning and importance- Hard skills versus Soft skills – Self concept: Self awareness, Self development and Self realisation- Power of Positive attitude – Etiquette manners.

Listening: Types of Listening. Effective listening and Barriers to listening – Assertive communication.

### **Unit – II Communication Skills**

Oral communication: Forms, Types of Speeches and Public speaking – Presentation: elements of effective presentation and use of visual aids in Presentation.

Written communication: Strategies of writing – Business letters: forms, structure and formats, - Types of Business letters – memos –agenda and minutes.

Non verbal communication: Body language and proxemics.

### **Unit – III Interpersonal Skills**

Interpersonal skills: Relationship Development and Maintenance and Transactional analysis. Conflict resolution skills: levels of conflict and handling conflict – persuasion – empathy – managing emotions – negotiation: types, stages and skills – counselling skills.

### **Unit – IV Employability Skills**

Goal setting – Career planning – Corporate skills – Group Discussions – Interview skills – types of interview – email writing – Job application – cover letter- Resume preparation.

### **Unit – V Professional Skills**

Decision making Skills – Problem Solving – Emotional intelligence – Team building skills – Team spirit – Time management – Stress Management: Resolving Techniques.



## **References**

- 1) Ghosh, B.N. Managing Soft Skills for Personality Development (Ed). New Delhi Tata McGraw Hill education Pvt. Limited. 2012.
- 2) Krishna Mohan and Meera Banerjee. Developing communication Skills (2<sup>nd</sup> Edition), New Delhi. Macmillan Publishers India Limited., 2009.
- 3) Neera Jain and Shoma mukherji, Effective Business Communication. New Delhi Tata McGraw Hill education Pvt. Limited. 2012.
- 4) Rao. M.S. Soft Skills – Enhancing Employability: Connecting Campus with Corporate. New Delhi. I.K International Publishing House Private Limited. 2012.
- 5) Ashraf Rizwi.M. Effective Technical Communication. New Delhi Tata McGraw Hill education Pvt. Limited. 2010.



## **302: EVENT MANAGEMENT**

### **Unit - I Event**

History and evolution, events industry, impact analysis, participants and spectators, balancing impacts, Handling Unethical Behavior.

### **Unit - II Event Marketing**

Event planning , pricing and promotion; volunteer team building; sourcing and managing staff Special events-types , traditional, cultural, Riviera, galas, mega-events, trade shows, exhibitions, conferences and conventions, end-to-end tours, excursions, out-door events, social events, seasonal events, environmental impacts, marketing plan; lead-generation, management and follow up,

### **Unit - III Event Planning & Administration**

Sponsorships, screening, budget and controls, fund-raising, negotiation and contracts; role of Government, Negotiation and contracts; Promotional Items, give-aways, Event planning, space management, use of web technology , Develop In-Office and On-Site Ethics and Business Etiquette Policies.

### **Unit- IV Event Logistics**

Transportation; booth/space design, internal communications, public relations, networking, media handling, checklists, safety and precautions, Other considerations-entertainment, photo/video coverage, prizes and gifts, risk assessment, safety and security arrangements, Venue and supplier checklist

### **Unit - V Location & Event Design**

Venue Essentials, Creative events concepts, tabletops , other décor props, understanding clients, fundraising galas, Conferences and Conventions, Incentives and Other Special Events, Event Planning Ethics and Etiquette, Protocol, Site selection, requirements and constraints, new venues, ancillaries and amenities, final touches



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## **References**

- 1) Lynn, Brenda R. Carlos, Event Management.
- 2) Judy, Event Planning Ethics and Etiquette: A Principled Approach to the Business of Special Event Management, 2009.
- 3) Johnny Allen, William O'Toole , Robert Harris , Ian McDonnell, Festival and Special Event Management.
- 4) Joe Success, Judy, Special Events: A New Generation and the Next Frontier.
- 5) Julia Rutherford Silvers, Professional Event Coordination, The Wiley Event Management Series.
- 6) Allison, The Event Marketing Handbook: Beyond Logistics & Planning.



## **303: TRAVEL AGENCY AND TOUR OPERATIONS**

### **Unit-I Introduction to Travel Trade**

Travel Trade - Historical Perspectives - Emergence of Thomas Cook and American Express Company - Types of Tour Operators - Wholesale and Retail Travel Agency business - Linkages and Integration with the Principal Service Providers - the Changing Scenario of Travel Trade.

### **Unit-II Travel Agency and Operations**

Travel Agency and Tour Operation Business - Functions of Travel Agency - Setting up a full-fledged Travel Agency - Sources of Income of a travel agency - Diversification of Business - Travel Insurance, Forex, Cargo & MICE - Documentation - IATA Accreditation - Recognition from Government.

### **Unit-III Itinerary Planning**

Itinerary Planning & Development - Meaning, Importance and Types of Itinerary - Resources and Steps for Itinerary Planning - Do's and Dont's of Itinerary Preparation - Tour Formulation and Designing Process - FITs & Group Tour Planning and Components - Special Interest Tours (SITs).

### **Unit-IV Packages and Cost**

Tour Packaging & Costing - 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 - Tour packages of Thomas Cook, SOTC, Cox & Kings and TCI.

### **Unit-V Travel Associations And Roles**

Role and Responsibility of Travel Trade Associations: Objectives - Roles and functions of UFTAA, PATA, ASTA, TAAI, IATO, ATAIOI, ADTOI, IAAI, FIYTO, TAFI.

### **References**

- 1) Chand, M. (2002), Travel Agency Management: An Introductory Text, Anmol Publications Pvt. Ltd., New Delhi.
- 2) Negi. J (2005), Travel Agency Operations: Concepts and Principles, Kanishka, New Delhi.
- 3) Holloway, J.C. (2002), The Business of Tourism, Prentice Hall, London, pp.220-279.
- 4) Roday. S, Biwal. A & Joshi. V. (2009), Tourism Operations and Management, Oxford University Press, New Delhi, pp-164-296.
- 5) Goeldner, R & Ritchie. B (2010), Tourism, Principles, Practices and Philosophies, John Wiley & Sons, London.



## **304: HOSPITALITY LAWS**

### **Unit I Introduction to Hospitality Laws**

Definition of law – classification of law – Source of law – Definition of Industry, Employers, Workers and Consumers (Guests) – Their rights and duties – Definition of Hospitality industry – Procedural law – Indian Judicial System- Remedies and Settlement.

### **Unit II Commercial and Corporate Law of Hospitality Industry**

Company Law - Definition of Company- Nature and Types of Companies - Formation - Powers, Duties and Liabilities of a Director - Corporate Governance. Essential Elements of Contract – Indian Contract Act, 1872. Definition of Sale – Sale of Goods Act, 1930. Salient Features of Negotiable Instruments Act, 1881- Relevance of these Laws to the Hospitality Industries.

### **Unit III Travel And Tourism Laws**

Rights of Guests as Buyers of Goods, Consumer of Goods and services including rights of passengers and tourists. Standard of Care for their life, body and property. Hospitality practices- compensation for injury for loss- health and safety laws- Essentials of Food and Drug laws. Passport and Visa Laws- Laws related to Foreign Guests.

### **Unit IV Industrial Laws, Consumer Protection Act And Vat**

The provident fund and miscellaneous provisions act 1952-the payment of gratuity act 1972- Industrial Disputes Act – Payment of Wages Act – Payment of Bonus Act – Consumer Protection Act – VAT –Service tax- Corporate Tax-FEMA-Customs-RBI guidelines

### **Unit V Cyber Laws, IPR And Copy Rights In Hospitality Industry**

Cyber Crimes– IT Act 2000 – Environmental protection Laws – Definition of Intellectual Property Rights – Copy rights – Trademarks –International Tourism Laws.

### **References**

- 1) Legal Aspects of Business, Texts, justiceprudence and cases, Daniel Albuquerque, Oxford University press
- 2) Legal Aspects of Business, Akileshwar Pathak,Tata McGraw –Hill, Fourth Edition
- 3) N.D.Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 2006.
- 4) Twomey & Jennings, Business Law: Principles for Today's Commercial Environment. 1st Edition.
- 5) Handbook of Environmental Law, P.B. Sahasranaman, Oxford University Press,





## **305: TRAINING AND DEVELOPMENT**

### **Unit-I : Introduction**

Concepts of Training and Development – Learning principles – Learning curve – Identifying training needs – Structure and functions of training department – Evaluation of Training programme – Roles, Responsibilities and Challenges to Training Managers.

### **Unit-II : Training Techniques**

Techniques of on-the-job training – Coaching – Apprenticeship – Job rotation – Job instruction Training – Training by supervisors – Techniques of off-the-job training; Lectures, Conferences, Group, discussion – Case studies, Role playing, Programmed instruction, T-Group Training – Simulation, Brain Storming, Audio visual lessons – In basket games, Transcendental meditation and Psychodrama.

### **Unit-III : Career – Planning**

Concept of Career – Career Stages – Career planning and Development – Need – Steps in Career plan – Methods of career planning and Development – Career problems and solution – Guidelines for Career Management.

### **Unit-IV : MDP and Training Institutions**

Concept of Management Development – Need and importance of management Development – Management development process – Components of MD programme – Need for Training in India – Government – Policy on Training – Training institutes in India.

### **Unit-V : MDP Institutions**

Management Development Institute: – Management development programmes in public sector and private sector organizations – Productivity councils – Management Associations – Educational Institute – Consultant – Critical appraisal of training and development programme in India.



## References

- 1) Janakiraman. B, *Training and Development - Indian Text Edition*, Dreamtech Press, 2007.
- 1) KVSS N. Rao, *Training and Development, Creative Common Attribution*, 2012.
- 2) Lynton, R. Pareek, U., *Training for Development*, Vistaar, 2<sup>nd</sup> ed., New Delhi, 1990.
- 3) Raymond Andrew Noe, *Employee Training & Development*, Tata McGraw Hill, International Ed., New Delhi, 1999.
- 4) Robert Craig, *The ASTD Training and Development Handbook: A Guide to Human Resource Development American Society for Training and Development*, USA.
- 5) Rolf Lynton and Udai Pareek, *Training for Development*, Sage Publications India (P) Ltd., New Delhi, 1990.



## **306: FOOD SAFETY AND QUALITY MANAGEMENT**

### **Unit I Food Safety**

Introduction - Food Hazards – Risks – Contaminants - Food Hygiene - Food preservation, Physical agents, Chemical agents, Use of low temperature in food preservation, Preservation by drying, Preservation of meat, fish & egg using different methods.

### **Unit II Food Microbiology**

General characteristics of micro-organisms - common food borne microorganisms- Bacteria, Fungi, Viruses, Parasites; - micro-organisms that bring about useful changes in food, fermentation, vinegar, anti-biotic; - Food poisoning - Food infections - Food borne diseases - preventive measures.

### **Unit III Food Quality**

Food standards - need for food laws; - Food adulteration & Additives - Detection of food adulterants, Prevention of food adulteration act standards; - Fruit product order standards - Agmark standards - Indian standards institution - International – Codex Alimentarius, ISO, Regulatory agencies; - HACCP.

### **Unit IV Hygiene And Sanitation**

General principles of food hygiene - general hygiene practices for commodities, equipment, work area and personnel; - Hygiene storage – Food spoilage – Food contamination due to pests, cross contamination; - cleaning and disinfection - safety aspects of processing water, waste water & waste disposal.

### **Unit V Recent Trends**

Emerging pathogens - Genetically modified foods - Food labelling - Newer trends in food packaging and technology - BSE (Bovine Serum Encephalopathy)



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## **References**

- 1) Jacob M. Safe Food Handling:A Training Guide for Managers of Food Service Establishments
- 2) James M. Jay, Martin J. Loessner, David A. Golden. (2005). Modern Food Microbiology. Seventh edition. Springer
- 3) Hobbs Betty. Food Processing
- 4) Rangana S. Handbook of analysis and Quality Control for fruits and vegetables. Tata Mc Graw Hill
- 5) World Health Organization. (2000). Foodborne Disease: A Focus for Health Education. Stylus Pub Llc



## **307: HOTEL MANAGEMENT**

### **Unit – I Evolution and Network**

Evolution of Hospitality Services: Meaning & Nature of Hospitality, Features of Hospitality Services, Structure of Accommodation Industry, Operation of Accommodation Units, Yield Management, Hospitality Industry Network, Determinants of Hospitality Network Demand & Supply for Accommodation in India

### **Unit – II Functions**

Management Function in Hotel Industry- Front Office Desk – Front Office Staff – Qualities of Front Office Staff – Hotel Reservation, Housekeeping, Organization Structure, Layout of Housekeeping Department, Functions of Housekeeping Department, Managing Guest Amenities.

### **Unit – III Services and Organization**

Food and Beverage Services Outlets – Various Types of Food Services – Restaurant Organization - Equipments - Room Service.

### **Unit – IV Accounting**

Hotel Accounting: Concepts and Conventions – Double Entry System –Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet.

### **Unit – V Finance**

Elements of Cost – Preparation of Cost Sheet – Types of Costs, Finance Functions – Major Financial Decisions – Sources of Finance – Long Term and short Term – Advantages and Disadvantages of Different Sources of Funds.



## **References**

- 1) Yogendra K. Sharma, Hotel Management, Kanishka Publishers, New Delhi
- 2) Vijay Dhawan, Food Beverage Service, Frank Bros and Co.,
- 3) S.Kannan, Hotel Industry in India, Deep and Deep Publications, Pvt Ltd, New Delhi
- 4) R.K.Malhotra, Food Service and Catering Management, Anmol Publication Pvt Ltd, New Delhi.
- 5) Sudhir Andrew, Food Beverage Service Training Manual, Tata MC Graw – Hill Publishing Co Ltd, New Delhi.
- 6) D.R.Lillicrap, Food Beverage Service, Edward Arnold Publishers Ltd, London.
- 7) Lal, J. Accounting for Management, Himalayan Publishing House, Mumbai.
- 8) Prasanna C. Financial Management- Theory and Practice, Tata McGraw-Hill, New Delhi.



## **401: HOTEL OPERATIONS**

### **Unit I Reservation & Registration**

Sources and modes of reservation, Types of plans, types of room rate, Discount and allowances, Group reservation, Fore-casting room reservation, Walk - in reservation, Reservation chart and guest history card, Registration of guest at reception, Guest registration card, arrival and departure register, C- Form, Lobby errand card, arrival and departure report.

### **Unit II Rooms Division**

Functions of front office and house keeping department, Hierarchy of front office and housekeeping department, their Attributes, duties and responsibilities, Interdepartmental coordination, Departmental layout of Housekeeping, Functions of various Departments of Housekeeping and front office, yield management: concept & function.

### **Unit III Restaurant Operations**

Restaurant equipments: Types, standard sizes, care, cleaning and Polishing of various equipments, Duties of a waiter, mise-en -scene and mise - en -place, Welcoming the guest, Rules to be observed while laying a table and waiting at a table Different Types And Styles Of Services - Silver Service, American Service, English, French, Russian, Buffet, Counter, Cafeteria, Food Courts, Room Service and Bar Service.

### **Unit IV Hotel Engineering**

Electricity – sources, safety, uses; Water supply – Removal of contaminants, distribution system, plumbing; Heating – Insulation, types of fuels, heating system; Ventilation and Air Conditioning – Elevators and escalators – other engineering functions.

### **Unit V Hotel Operations**

HOTEL OPERATIONS IN INDIA: Leading multinational hotel chains operating in India, Public sector in Hotelliering Business – Role, Contribution & Performance, Time share establishments

### **References**

- 1) S.K.Bhatnagar, Front Office Management, Frank brother Publisher
- 2) Sudhir Andrews Front Office Training Manual, Tata Mcgraw Hill
- 3) Sudhir Andrews, Hotel H. K. Training Manual, Tata Mcgraw Hilt
- 4) Manoj Madhukar, Proffessional House Keeping-Rajat Publications



## **402: INDIAN CULTURE AND HERITAGE**

### **Unit – I Culture**

Glimpses of Indian cultural history – Pre and Post Vedic periods - Ancient Indian Literatures - Sacred Literature - Secular Literature - Ancient Society & Culture – Ashramas - Varna System – Purushartha - Indian vs. Western Culture.

### **Unit – II Religions**

Religions of India-Religious Shrines & Centers - Hindu, Buddhist, Jain, Sikh, Muslim, Christian and others-Basic Tenets – Indian Vs Western Philosophy.

### **Unit – III Heritage and Practices**

Cultural Heritage - Ayurveda, Yoga and meditation - Performing Arts: Dance Forms - Music – Vocal & Instruments - Folk Arts - Indian Paintings and Sculpture.

### **Unit – IV Architecture**

Architectural Heritage - Rock cut Architecture - Buddhist Architecture - Gandhara & Mathura Schools of Art - Hindu Temple Architecture - Indo-Islamic Architecture - Modern Architecture - Forts, Palaces and Havelies.

### **Unit –V Traditions**

Museums and Art Galleries - Fairs and Festivals - Indian Cuisine - Traditional Arts and Crafts - World Heritage sites in India - Problems and Prospects of Cultural Tourism in India.

### **References**

- 1) Basham.A.L (1988), The Wonder that was India, Rupa and Com, Delhi
- 2) S.P. Gupta (2002), Cultural Tourism in India, Indraprastha Museum of Art and Archaeology, New Delhi.
- 3) Hussain.A.K (1987), The National Culture of India, National Book Trust, New Delhi.
- 4) Robinet Jacob (2007), Indian Tourism Products, Abhijeet publications.
- 5) Surendra Sahai (2006), Indian Architecture: Hindu Buddhist and Jain, Prakash Books.
- 6) The Gazette of India: History and Culture, Vol.2, publication division, Ministry of Information and Broadcasting, Government of India, 1988.





## **403: CUSTOMER RELATIONSHIP AND SERVICES MANAGEMENT**

### **Unit I Understanding the Customers**

Customer Relationship Management in Tourism – Customer Acquisition and Retention – Customer Loyalty - Customer Profitability and value Modeling – Customer Satisfaction Measurement - Customer Feedback and Service Recovery.

### **Unit II Data Sharing**

Managing and Sharing Customer data - Customer Information Databases – Ethics and Legalities of data use – Data Warehousing and Data Mining – Data Analysis – Market Basket Analysis (MBA) – Click Stream Analysis - Personalization and Collaborative Filtering.

### **Unit III Services**

Marketing of Services – Tourism as a Service - Characteristics of Services – Classification of Services – Building Service Aspirations - Consumer Behaviour in Service Encounters.

### **Unit IV Tourism**

Tourism as a major component of Service Sector – Service Design and Development – Technology as an enabler of Service - Service Development and Design, Using Technology as an enabler of Service.

### **Unit V Service Quality**

Service Delivery – Types and Causes of Service Quality Gaps – Measuring and Improving service Quality - Strategies to resolve the gaps.



## **References**

- 1) Christopher Lovelock & Jochen Wirtz (2004), Services Marketing, Pearson Education, Delhi.
- 2) Gilmore (2004), Services Marketing and Management, Response Books, New Delhi.
- 3) Zeithmal, Parasuraman & Berry – Delivering quality service, The Free press, New York.
- 4) Andry Silmore (2001), Services Marketing & Management, Response Books, Sage Publications, Delhi.
- 5) Jagdish Seethi, Etal (2000), Customer Relationship Management. Stancles A.Brown, Customer Relationship Management, John Wiley & Sons.
- 6) Lovelock (2003), Services Marketing – People, Technology & Strategy, Pearson Edn, Singapore.
- 7) Iqbal S. Sachdeva (2009), Public Relations Principles and Practices, Oxford University Press, New Delhi.



## **404: RESORT PLANNING AND DEVELOPMENT**

### **Unit – I Introduction**

Resort: Concept, Evaluation. Scope, Trends and development. Roles of Resorts in Tourism and Hospitality, Nature of Demand of Resort.

### **Unit – II Organization**

Deferent Types of Resorts- Product, Functional specifications. Strategy and organizational structures.

### **Unit – III Planning**

Resort Planning: Location, Feasibility analysis, Architecture, Macro & Micro business environment. The five phases of Resort planning and development.

### **Unit – IV Analysis**

Economic analysis of Resort operation and Forecasting.

### **Unit – V Implementation**

Impact analysis of Resorts: Social Impact, the economic impact, physical and environmental.

### **References**

- 1) Gee Chuck Y., Resort Development and Management -
- 2) Stipnauk, David M. and Roffman, Harold, Facilities Management
- 3) Lawson , Hotels and Resorts: Planning, Design and Refurbishment



## **405: ENTREPRENEURSHIP MANAGEMENT**

### **Unit-I : Entrepreneur**

The Entrepreneur – Definition – Characteristics – Types – Development of Entrepreneur: Training and Development – State participation in financial institutions, Promotional agencies and NGOS.

### **Unit-II : Institution Interaction**

Interaction between Government, Business and Different Chambers of Commerce and Industry in India – Industrial policy resolution – New Industrial policy of the government – Concentration of economic power – Role of multinationals – Foreign capital and Foreign collaborations.

### **Unit-III : Small Business**

Check list for Organising and Operating small business – Entrepreneurs and Business executives – Personnel – Administration and Management development

Small scale industries – Definition – Classification of small scale industries – Government's policy with regard to small scale industries – Its significance in the Indian economy – Problems and possibilities of ancillary industries – Sickness in small scale Industries – Causes and Remedies – Government clearance for establishing a new enterprise.

### **Unit-IV : Finance for Entrepreneurs**

Capital structure and working capital – Management – Role of banks and credit appraisal by banks – Appraisal of new project – Classification of advances – Institutional finance – Small scale industries – Incentives – Institution arrangement and encouragement of entrepreneurship.

### **Unit-V : Marketing in Small Business**

Marketing methods – New product ideas and evaluation – Pricing policy and distribution channel – The public distribution system – Government control over price and distribution – Consumer protection act (CPA) and the role of voluntary organization in protecting consumer rights – Export problems of small scale units.

### **References**

- 1) Bhatia, B.S. and G.S. Batra, *Entrepreneurship and Small Business Management*, Deep & Deep Publication, New Delhi, 2003.
- 2) Kondaian and Chukka, *Entrepreneurship in the New Millennium: Challenges and Prospects*, Tata McGraw Hill, New Delhi, 2002.
- 3) Robert D. Hisrich and Micheal P. Peters, *Entrepreneurship*, 5<sup>th</sup> Edition, Tata McGraw Hill, New Delhi, 2000.
- 4) Sharma, D.D. and S.K. Dharmya, *Entrepreneurial Development in India*, Chandigarh, Abhishek Publications, 2002.
- 5) Vasanth Desai, *Management of Small Business*, HPH, Bombay, 2010.



## **406: FOOD AND BEVERAGE CONTROL**

### **Unit I An Introduction**

Definition of Food & Beverage Control - Need- Objectives - Fundamentals of Control - Elements of Control-Special Problems of Food & Beverage Control - The Reality of Control

### **Unit II Procurement, Production And Service Control**

Aids to Purchasing - Purchasing of F&B- Specifications- Selection of a Supplier, Rating- EOQ Analysis. Receiving of F&B- Quantity, Quality & Inspection- Storing and Issuing of F&B Transfer Notes, Breakages and Damaged Goods - Stocktaking of F&B- Stock Turnover, Stock Levels- ABC Analysis. F&B Production Methods- - F&B Service Methods-Classification of F&B Service- F&B Control

### **Unit III Financial Control**

Types of Budget - Basic Stages in the Preparation of Budgets-Welfare Operations - Costs, Profits & Sales - Breakeven Analysis-Pricing Considerations-Menu Pricing-Revenue control Manual Systems- Machine Systems

### **Unit IV Control System**

Essentials of a control system- Necessity and Functions of a control system- Calculation of F&B cost- Methods of F&B control, F&B Control Checklist - Frauds in Purchasing, Receiving, Storing, Issuing, Preparing and Selling.

### **Unit V Inventory Control System**

Frauds in Inventory- Methods, Levels, Techniques, Perpetual Inventory, Monthly Inventory, Comparing of Physical and Perpetual Inventory. Operating Frauds in Bar Control- Social Concern and Legal Concern- Preventing Pilferage & Fraud- Portion control - Glassware used & Prices. Yardsticks- Total F&B sales, departmental profit, ratio of food, ASP, sales mix, payroll costs, index of productivity, stock turnover, sales/ waiter.

### **References**

- 1) Richard Kotas & Bernard Davis, Food and Beverage Control, Springer, 1981
- 2) Bernard Davis & Sally Stone, Food and Beverage Management, Routledge, 5th Edition, 2001
- 3) Bernard Davis, Andrew Lockwood and Sally Stone, Food and Beverage Management, Butterworth - Heinemann, 3rd Edition, 1998.



## **407: ACCOMMODATION MANAGEMENT**

### **Unit I Introduction**

Role of Housekeeping in Hospitality Operations: Housekeeping-Layout of Housekeeping Department-Hierarchy of Room divisions-Team work in Housekeeping department. - Scope of Housekeeping in Lodging Industry: Overview Housekeeping as a business. Housekeeping for different institutions - Airlines, Hospitals, Hostels, Corporate, Industry etc.

### **Unit II Housekeeping Functions**

Duties & Responsibilities of Housekeeping department: Executive Housekeeper, Asst Executive Housekeeper-Middle level Management-Skill based employee's responsibilities-Communication responsibilities-Total quality innovations-tariffs

### **Unit III Infrastructure Management**

Interior decoration & design: Elements and Purpose-Fixtures & Furniture's-Carpets & Floor Lighting & Colours-Managing Inventories:-Linen & Uniforms-Cleaning equipments & Agents Budget Process-Safety & Security-pest control-Safety and security.

### **Unit IV Hospitality Personnel Management**

Managing Human Resources:-Induction and Training-Recruiting, Selecting-Skill Training & Coordination-Motivation & Employee Discipline

### **Unit V Green Hospitality**

Eco housekeeping – Horticulture - Contemporary spas - Conservation practices and methods- Eco hotels and recent trends- Emerging trends- Practices at private and public sector.



### **References**

- 1) Sudhir Andrews, Hotel House Keeping Training Manual, Tata Mc Graw Hill Publishers, New Delhi, Edition 2, 2005.
- 2) Hotel Front office & Operations management, Oxford University Press, Jatashankar R.Tiwari
- 3) Matt A. A Casado, Housekeeping Management
- 4) Aleta Nitschke, Marget M.M. Kappa, Managing Housekeeping operations
- 5) Robert J. Martin, Professional Management of Housekeeping operations
- 6) George Trucker, Madelin Schacider, Mary Scoviak, The Professional Housekeeper Rosemary Hurst, Heinemann, House Keeping Management for Hotels,
- 7) Joan C. Branson & Margaret Lennox, Hotel, Hostel & Hospital House Keeping, ELBS David . Allen, Accommodation & Cleaning Services, Volume I & II, Hutchinson



## **408: HOSPITALITY STRATEGIC MANAGEMENT**

### **Unit I Introduction to Strategic Hospitality Management**

Strategic Management–Origin, Concept, Scope and Process; Strategic Thinking; Global competitiveness; Key Players in Indian Hospitality and Tourism Industry.

### **Unit II Micro and Macro Strategic Environment**

Analysis of External Stakeholders and the Operating Environment, Organizational Resources and Competitive Advantage - Internal Analysis and Competitive Advantage, Value-Adding Activities, Tangible and Intangible Resources, Financial Resources, Physical Resources, Human-Based Resources, Organisation Structure and Culture, Knowledge-Based Resources.

### **Unit III Strategic Direction and Formulating Basic Strategies**

Strategic Direction- Mission Statements, Organizational Vision, Strategy Formulation at the Business-Unit Level-Generic Business Strategies, Competitive Dynamics, Strategic Group Mapping; Concentration Strategies, Vertical Integration Strategies, Diversification Strategies, Mergers and Acquisitions, Strategic Restructuring, Portfolio Management.

### **Unit IV Implementing Strategies and Establish Control Systems**

Interorganizational Relationships and the Tourism Cluster; Functional-Level Resource Management; Organizational Design and Control- Organizational Structures design, Organizational Control, power and politics.

### **Unit V Strategies for Hospitality Entrepreneurship**

Strategies for Entrepreneurship and Innovation -Entrepreneurial Start-ups, Innovation and Corporate Entrepreneurship; Global Strategic Management and the Future- Global Strategies, International Market Selection, Global Stakeholders, Emerging Trends; Strategic issues in not-for-profit organisation and Small & Medium Size Enterprises.





### **References**

- 1) Enz, C. A. (2009). Hospitality Strategic Management: Concepts and Cases (2nd ed.). Wiley.
- 2) Okumus, F., Altinay, L., & Chathoth, P. (2010). Strategic Management for Hospitality and Tourism (1st ed.). Butterworth-Heinemann.
- 3) Olsen, M., & Zhao, J. (Eds.). (2008). Handbook of Hospitality Strategic Management. Butterworth-Heinemann.
- 4) David, F. R. (2010). Strategic Management (13th ed.). Prentice Hall.
- 5) Hill, C. W. L., & Jones, G. R. (2009). Strategic Management: An Integrated Approach (9th ed.). South-Western College Pub.

### **409: Interim Training Cum Viva (Hotel Industry)**

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