



**RKDF UNIVERSITY RANCHI**

**Regulation and Courses of Study  
For  
MBA – Hotel Management  
Under  
CHOICE BASED CREDIT SYSTEM  
(CBCS)**

**Introduction:**

**Department of Hotel Management** has been established in 2019 under RKDF University, Ranchi, Jharkhand with the vision **to produce highly qualified skilled, trained, competent professionals for hospitality and tourism services.**

**Mission to establish the department is to focus on:**

- To provide quality education and skilled professional
- To promote research and development in respective field
- To groom every student to be an excellent professional who follows Indian Culture, loving Moral values and the dictum “Atithi Devo Bhava”

**Programme Objectives:**

- To carry out research work in the respective fields.
- The basic objective of the MBA-Hotel Management programme is to provide to the hospitality industry a steady stream of competent young men and women with the necessary knowledge, skills, values and attitudes to occupy key operational positions.
- Create a blue print in hospitality career & get exposed to crucial hospitality management concepts.
- Introduction to key principles of Human Resources, Customer Centered Marketing and specific Finance & Accounting for Hotel industry.
- Focus on delivering superior performance and value to the customer.
- Provide a common body of knowledge in hospitality management coupled with a broad education and awareness of skills and attitudes which will prepare students for responsible leadership roles in the hospitality industry.
- Develop employability skills required of hotel-restaurant management and culinary professionals through the use of a competency-based program.
- Provide students with relevant hands-on operational experience in some facet of the hospitality industry.
- To impart to the students latest and relevant knowledge from the field of hotel management theory and practice.
- To provide opportunities to the students within and outside the institution for developing necessary operating skills relating to the Service Industry.

- To develop the right kind of values and attitudes to function effectively in the hospitality trade.

This programme enables the student to acquire skills for future management roles of various types of hospitality units and being aware & conscious of social responsibilities that an organization owes to its employees & clients.

#### **Eligibilities for Admission:**

- For admission in MBA Hotel Management programme, the applicant should have passed with a minimum aggregate of 50% in Graduation or equivalent from a recognized university.
- The applicants may be required to appear at an entrance test followed by group discussion, interview and counseling before admission.
- The reservation policy of the state government shall be followed.

#### **Duration of the course:**

The MBA-Hotel Management course shall be offered for 2 years duration. It will consist of four semesters of six months each. Each paper will be of 100 Marks of which 70 Marks will be End Semester Examination (ESE) and 30 Marks for Internal Assessment (IA).

<b>Components</b>	<b>Marks</b>
<b>Mid-term Written Test</b>	<b>30</b>

#### **Industrial Internship (Training):**

The student is required to complete 8 weeks Industrial Internship (Training) in all four major departments. During the training the student has to maintain a log book which will carry 100 marks. At the end of the training the student has to present a training report with a presentation on his training in all major departments and it carries 100 marks.

## The Course Structure:

### Semester – I

Sl. No.	Sub. Code	Sub. Name	Hours Per Week	Credit	Assignment Marks	Theory Marks		Practical Marks		Pass Marks	Total Marks	
						Max	Min	Max	Min			
1	MBAHM101	Principles and Practices of Management (Theory)	4	4	30	70	21	-	-	35	100	
2	MBAHM102	Organizational Behavior (Theory)	4	4	30	70	21	-	-	35	100	
3	MBAHM103	Accommodation Management – I (Theory)	4	4	30	70	21	-	-	35	100	
4	MBAHM104	Food & Beverage Management –I (Theory)	4	4	30	70	21	-	-	35	100	
5	MBAHM181	Food Science, Nutrition and Dietetics Management (Theory)	4	4	30	70	21	-	-	35	100	
6	MBAHM182	Communication & Soft Skills (Theory)	4	4	30	70	21	-	-	35	100	
7	MBAHM151	Accommodation Management –I (Practical)	4	2	-	-	-	100	50	50	100	
8	MBAHM152	Food & Beverage Management –I (Practical)	4	2	-	-	-	100	50	50	100	
Total				28							310	800

**Semester – II**

Sl. No.	Sub. Code	Sub. Name	Hours Per Week	Credit	Assignment Marks	Theory Marks		Practical Marks		Pass Marks	Total Marks
						Max	Min	Max	Min		
1	MBAHM201	Human Resource Management <b>(Theory)</b>	4	4	30	70	21	-	-	35	100
2	MBAHM202	Marketing Management <b>(Theory)</b>	4	4	30	70	21	-	-	35	100
3	MBAHM203	Accommodation Management – II <b>(Theory)</b>	4	4	30	70	21	-	-	35	100
4	MBAHM204	Food & Beverage Management – II <b>(Theory)</b>	4	4	30	70	21	-	-	35	100
5	MBAHM281	French <b>(Theory)</b>	4	4	30	70	21	-	-	35	100
6	MBAHM282	Workshop on Executive Communication <b>(Theory)</b>	4	4	30	70	21	-	-	35	100
<b>Total</b>				<b>24</b>						<b>210</b>	<b>600</b>

**Semester – III**



Sl. No.	Sub. Code	Sub. Name	Hours Per Week	Credit	Assignment Marks	Theory Marks		Practical Marks		Pass Marks	Total Marks
						Max	Min	Max	Min		
1	MBAHM301	Applied Operations Research <b>(Theory)</b>	4	4	30	70	21	-	-	35	100
2	MBAHM302	Financial Management <b>(Theory)</b>	4	4	30	70	21	-	-	35	100
3	MBAHM303	Facilities Design and Management <b>(Theory)</b>	4	4	30	70	21	-	-	35	100
4	MBAHM304	Hospitality Sales & Marketing <b>(Theory)</b>	4	4	30	70	21	-	-	35	100
5	MBAHM381	Hospitality Law <b>(Theory)</b>	4	4	30	70	21	-	-	35	100
6	MBAHM382	Fundamentals of Tourism and Tourism Products <b>(Theory)</b>	4	4	30	70	21	-	-	35	100
<b>Total</b>				<b>24</b>						<b>210</b>	<b>600</b>

**Semester – IV**

Sl. No.	Sub. Code	Sub. Name	Hours Per Week	Credit	Assignment Marks	Theory Marks		Practical Marks		Pass Marks	Total Marks
						Max	Min	Max	Min		
1	MBAHM401	Strategic Management <b>(Theory)</b>	4	4	30	70	21	-	-	35	100
2	MBAHM402	Management Information System <b>(Theory)</b>	4	4	30	70	21	-	-	35	100
3	MBAHM403	Final Research Project and Viva Voce <b>(Theory)</b>	4	4	30	70	21	-	-	35	100
4	MBAHM451	Management Information System <b>(Practical)</b>	8	4	-	-	-	100	50	50	100
5	MBAHM461	Industrial Internship <b>(Training)</b>	16	8	-	100	35	100	50	85	200
<b>Total</b>				<b>24</b>						<b>240</b>	<b>600</b>

**COURSES OF STUDY**  
**For**  
**MBA – Hotel Management**  
**Semester – I**  
**Paper – 1**  
**MBAHM101: Principles & Practices of Management**

**UNIT I**

- Definition, nature, purpose and scope of management.
- Functions of a manager, an overview of planning, organizing and controlling.

**UNIT II**

- Evolution of management thought - Contributions made by Taylor, Maslow, Hertzberg.
- Management Science, Operations Research/Mathematical School/ Decision Theory 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.

**UNIT IV**

- Organizing: Concept of organization, process of organizing, bases of departmentalization
- Authority & power - concept & distinction

**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.

**Books Recommended:**

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



**Semester – I**  
**Paper – 2**  
**MBAHM102: Organizational Behavior**

**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.
- 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:**

1. Organisational Behavior - Stephen Robbins
2. Organisational Behaviour - Keith & Davis
3. Organisational Behaviour - Fred and Luthans
4. Organisational Behaviour - K. Ashwatthapa.

**Semester – I**  
**Paper – 3**  
**MBAHM103: Accommodation Management - I**

**UNIT-I**

**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-II**

**House Keeping Procedures**

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

**UNIT – III**

**Cleaning Science**

- Characteristics of good cleaning agent
- Application of cleaning agent
- Types of cleaning agent
- Cleaning products
- Cleaning equipments

**UNIT - IV**

**Fabrics & Fibers**

- Fabric- basic types and types of weaves.
- Laundry services- dry cleaning and stain removal, valet services.
- Bed & bedding- size, care & cleaning of beds- bed linen, blankets, bed spreads, mattress covers & pillows.

**UNIT- V**

**Floors & Arranging Flowers**

- Floor finishes- points to be considered in floor finishes and types of floor finishes.
- Principles of Flower arrangement.
- Types of flower arrangements.

**Care and Cleaning of Metals**

- Brass, Copper, Silver, EPNS, Bronze, Stainless Steel.
- Cleaning agents and methods used.

**UNIT VI****LIGHT AND LIGHT FITTING**

- Light and types of Light Source of Light
- Windows and Window treatments- (Blinds -Roller, Venetian, Draperies, Casements, Curtains, Glass Curtains
- 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)

**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.

**Semester – I**  
**Paper – 4**  
**MBAHM104: 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, 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 and Criteria for selection.
- Classification of crockery/ cutlery/ glassware/ hollowware/ flatware/ special equipment upkeep and maintenance of equipment, Furniture & Fixtures, Linen

**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-III**

**Menus and Covers**

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

**UNIT –IV**

**Wines**

- Introduction, definition and classification of wines, Storage and service of wine
- Viticulture and Vinification of wine (Still, Sparkling..) Vine diseases
- Wines – France, Italy, Spain, Portugal, and India.
- Food and wine harmony

**Fermented and Brewed Beverages**

- Introduction – Beers, Sake, Cider, Perry.
- Types and Brands - Indian and International.

**UNIT- V**

**Purchases**

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

## **UNIT – VI**

### **Control Procedures**

- Essentials of a control system, functions of a control system.
- Methods of food and beverage control, Duplicate and Triplicate system, KOTs and BOTs,
- Calculation of food cost
- Sales promotion, Food & beverage facilities- advertising, merchandising, public relations

**Semester – I**  
**Paper – 5**  
**MBAHM181: Food Science, Nutrition & Dietetics Management**

**UNIT-I**

**Introduction to Nutrition & Dietetics**

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

**UNIT-II**

**Food Groups**

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

**UNIT-III**

**Water**

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

**UNIT-IV**

**Food Microbiology**

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

**UNIT- V**

**Food Processing**

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

**UNIT-VI**

**Evaluation of Food**

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

## **UNIT-VII**

### **Balanced Diet**

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

## **UNIT-VIII**

### **Meal Planning**

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

### **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.

**Semester – I**  
**Paper – 6**  
**MBAHM182: Communication & Soft Skills**

**UNIT I**

**Office Management:**

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

**UNIT II**

**Letter & Resume Writing:**

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

**UNIT III**

**Presentation Skills:**

- Importance of Presentation Skills
- Guidelines to make Presentation Interesting
- Body Language
- Voice Modulation
- Audience Awareness
- Presentation Plan
- Visual Aids

**UNIT IV**

**Interview Preparation:**

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

**UNIT V**

**Group Discussion & Presentation:**

- Definition
- Process
- Guidelines
- 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

**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 - Flattery.
8. MLA's Handbook.
9. Business Research Methods- Cooper and Schneider
10. Business Research Methods - Zikmund

**Semester – I**  
**Paper – 7**  
**MBAHM151: Accommodation Management – I (Practical)**

***Practical Schedule:***

- Guest Room Layout
- Identification of cleaning agents
- Identification of Cleaning Equipments (Manual and Mechanical).
- General Cleaning, Polishing.
- Use of Abrasives, Polishes / Chemical Agents
- Room Attendant Trolley / Maid's Cart
- Bed Making
- Forms and Formats.

**Semester – I**  
**Paper – 8**  
**MBAHM152: Food & Beverage Management – I (Practical)**

***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

**COURSES OF STUDY**  
**For**  
**MBA – Hotel Management**  
**Semester – II**  
**Paper – 1**  
**MBAHM201: Human Resource Management**

**UNIT I**

- Introduction: Meaning, scope, objectives and importance of Human Resource Management, Personnel Management, its functions, policies & roles.
- 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
- 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.

**Semester – II**  
**Paper – 2**  
**MBAHM202: 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.

**References**

Philip kotler ,Marketing management

**Semester – II**  
**Paper – 3**  
**MBAHM203: Accommodation Management - II**

**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**

**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 III**

**Planning and evaluating Front Office Operations**

- Room Rates and its types
- Criterion of establishing room rates. The Rule Of Thumb Approach.
- The Hubbart's Formula – introduction.
- Forecasting - Room Availability. Room Revenue
- Daily operation reports.

**UNIT- IV**

**Credit control-**

- Meaning of credit control; objectives of credit control measures; hotel credit control policy; guest with guaranteed bookings; 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,

## **UNIT - V**

### **Property Management Systems**

- Introduction.
- Selection of PMS as per the property.
- PMS in Front Office and its different interface.

## **UNIT –VI**

### **Yield Management**

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

**Semester – II**  
**Paper – 4**  
**MBAHM204: Food & Beverage Management - II**  
**(SECTION I - BAR MANAGEMENT)**

**UNIT-I**

**Introduction to Bar Operations**

- A brief history of the Bar, Types of Bar
- The primary legal concerns with regard to Alcohol service Off-hour service, the service of Alcohol beverages to minor.
- Physical effects of Alcohol on our body defining Blood Alcohol concentration (BAC) effects on our body systems.

**UNIT- II**

**Architecture & Interior Design**

- Planning, Regulatory compliance's – permits and licenses
- Interior design- theme, planning for space allocation, furniture and equipment, sound control-lighting control
- The Front Bar Definition-the back bar, under bar, under bar equipment's like speed rack, ice bin, glass etc.
- Bar equipment's (includes glassware )
- Bar layout -a model.

**UNIT-III**

**Service and Selling Techniques**

- 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

**UNIT -IV**

**Bar Control System**

- What is beverage control?
- Product Control and Cash Control
- Establishing standards of operations, Standards recipes, Portion control - Glassware used & Prices
- Preventing pilferage & fraud

**UNIT V**

**JOB DESCRIPTIONS OF VARIOUS KITCHEN STAFF**

- Executive chef,
- Second chef / Sous chef
- Chef garde manager / larder chef
- Butcher / bouchier
- Pastry chef / chef pâtissier
- Night duty chef / chef de nuit



## **UNIT -VI**

### **FUELS USED IN COOKING**

- Cooking by fire
- Cooking by oil
- Cooking by gas
- Cooking by electricity
- Fuel less cooking.

**Semester – II**  
**Paper – 5**  
**MBAHM281: French**

**UNIT – I**

- Intro to the language
- Letters of the alphabet and their pronunciation
- Distinction between vowels and consonant words and their use of different accents.

**UNIT - II**

- Articles. Definite articles- Le, la, L' and Les
- Infinite articles- Un, Une and Des. Verbs- present indicative tense.
- To be – etre
- To have- avoir
- To live- habiter
- To call oneself- s' appeler

**UNIT - III**

- 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.

**UNIT – IV**

- 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.

**Semester – II**  
**Paper – 6**  
**MBAHM282: Workshop on Executive Communication**

**UNIT I**

- Meaning and importance of communication in business
- The process of communication
- Models of communication

**UNIT II**

- Channels of communication
- Media of communication
- Barriers to communication
- Approaches to effective communication
- Tools of communication

**UNIT III**

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

**UNIT IV**

- 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.

**COURSES OF STUDY**  
**For**  
**MBA – Hotel Management**  
**Semester – III**  
**Paper – 1**  
**MBAHM301: 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

**Semester – III**  
**Paper – 2**  
**MBAHM302: 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.

**Semester – III**  
**Paper – 3**  
**MBAHM303: Facilities Design and Management**

**UNIT I**

**Lodging Planning & Design**

- 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.

**UNIT II**

**Food Service Planning & Design**

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

**UNIT III**

**Building & Exterior Facilities**

- Storm water drainage systems
- Landscaping & open spaces.
- Parking Areas – parking lots, 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, electronic equipment
- Heating, Ventilation & Air Conditioning Systems
- Lighting Systems – sources, lighting system maintenance.
- Safety & Security Systems – Importance of safety & security in hospitality industry, fire safety, fire prevention, fire drills, fire fighting systems & procedures

**UNIT V**

**Energy Conservation & Management**

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

**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.

**Semester – III**  
**Paper – 4**  
**MBAHM304: Hospitality Sales & Marketing**

**UNIT I**

**Introduction to Hospitality Sales and Marketing**

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

**UNIT II**

**Services Marketing Concepts**

- Hospitality marketing Mix
- Characteristics of Service, Types of services, 3Ps of Service Marketing.
- Market Segmentation - concept, relevance to hospitality industry, market segment groups.
- Marketing Concepts and Tasks, Defining and delivering customer value and satisfaction
- Value chain - Delivery network, Marketing environment.
- 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.
- Types of sales in different departments of a hotel.
- Telemarketing.
- 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, MIS, 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 - Golgatia, Delhi.
6. Marketing Management – S. Jayachandran - TMH, 2003.



**Semester – III**  
**Paper – 5**  
**MBAHM381: 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.

**UNIT II**

**Overview of Applicable Acts & Laws**

- The Indian Contract Act - Definition and importance with various provisions.
- Sale of Goods Act 1930
- The Companies Act 1956
- Indian Partnership Act 1932.
- 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.

**UNIT III**

**Hotel – Guest Relationship**

- Right to receive or refuse accommodation to a guest.
- Guests' right to privacy.
- Tenancy laws.
- Duty to protect guest.

**UNIT IV**

**Liquor Legislation**

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

**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

## **Semester – III**

### **Paper – 6**

#### **MBAHM382: Fundamentals of Tourism & Tourism Products**

##### **UNIT- I**

- Introduction to tourism-Definition and meaning.
- 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
- 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**

- Meaning of travel agency and tour operator. Distinction or difference between the two.
- Tour operators- inbound and outbound
- Operational modalities of travel agency and tour operator restricted to air tickets, airlines and routings and itinerary making.

##### **UNIT V**

- 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.

**COURSES OF STUDY**  
**For**  
**MBA – Hotel Management**  
**Semester – IV**  
**Paper – 1**  
**MBAHM401: 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, organizational capabilities in various functional areas and Strategic Advantage Profile. Methods and techniques used for organizational 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; Porter'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.

**Semester – IV**  
**Paper – 2**  
**MBAHM402: Management Information System**

**UNIT-I**

**MANAGEMENT INFORMATION SYSTEM - AN OVERVIEW**

- Meaning and Role MIS, Objectives of MIS, Elements of MIS, characteristics of MIS.
- Application of MIS
- 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 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.

**Semester – IV**  
**Paper – 3**  
**MBAHM403: Final Research Project and 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:** GUIDE to change/amend & approve the Synopsis
- **Step 3:** Student to submit the Project Work one month before the final examinations.
- **Step 4:** Viva Voce on the Project work by the GUIDE/COMMITTEE

**Division of Marks:**

- **Synopsis, Method of R&A adopted, Project Report: 70**
- **Viva Voce: 30**

**Semester – IV**  
**Paper – 4**  
**MBAHM451: Management Information System (Practical)**

- 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 & Organization.
- 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.

**Semester – IV**  
**Paper – 5**  
**MBAHM461: Industrial Internship (Training)**

- **Duration:** A minimum of 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.