

## Semester – VII

Sl. No.	Subject Code	Subject	Theory		Practical	
			100		100	
			Int.	Ext.	Int.	Ext.
			30	70	30	70
1.	<b>BHM- 701</b>	Elective – I	30	70	30	70
2.	<b>BHM- 702</b>	Elective – II	30	70	30	70
3.	<b>BHM- 703</b>	Hotel Marketing	30	70	-	-
4.	<b>BHM- 704</b>	Entrepreneurship Development	30	70	-	-
5.	<b>BHM- 705</b>	Financial Management	30	70	-	-
6.	<b>BHM- 706</b>	Event Management	30	70	-	-
7.	<b>BHM- 707</b>	Business Communication	30	70	-	-
8.	<b>BHM- 708</b>	Facility Planning	30	70	-	-
		<b>Total Marks</b>	<b>1000</b>			

Students of BHM 7<sup>th</sup> Semester will have to opt for any two elective papers/Specialization Papers out of the four core areas of Hotel Management; i.e., Front Office, Food Production, F & B Service and House Keeping. The optional papers have been here-in indicated as BHM701/BHM 702.

## **BHM 701/BHM 702 Elective Paper (Specialization)**

### **Option - I**

#### **Front Office Operations**

**Objective:** *To have a thorough understanding of sales techniques, to deal with various situations at the front desk daily, thereby gaining an insight into problem solving in the hotel and to appreciate the role played by the supervisor in the efficient running of the Front Office.*

##### **Module – I Planning and Evaluating Front Office Operations - I**

- Management Functions
- Planning
- Organizing
- Coordinating
- Staffing
- Leading
- Controlling
- Evaluating

##### **Module – II Planning and Evaluating Front Office Operation - II**

- Establishing Room Rates
- Market Condition Approach
- Rule of Thumb Approach
- Hubbart Formula Approach
- Planned rate changes
- Evaluating Front Office Operation
- Daily Operational Report
- Occupancy Ratio
- Room Revenue Analysis
- Hotel Income Statement
- Room Division income Statement
- Room Division Budget Reports
- Operating Ratio
- Ratio Standards

##### **Module – III Yield Management - I**

- Concept and Importance
- Measuring Yield
- Formula: Potential Average single rate, Potential Average double rate, Multiple Occupancy percentage, Rate Spread, Potential Average rate, Room rate achievement factor, Yield statistics, Equivalent Occupancies, Required non-room Revenue per guest.

##### **Module – IV Yield Management – II**

- Element of Yield Management
- Group Room Sales
- Transient Room Sales

- Food and Beverage activities
- Local and Area wide activities
- Special Events
- Fair market share Forecasting
- Using Revenue Management
- Revenue Meetings
- Potential high and Low Demand Tactics
- Implementing revenue Strategies
- Hurdle rates
- Minimum length of Stays
- Close to Arrival
- Sell Through

## **Module – V      Managing Human Resource**

- Recruitment
- Internal and External
- Selecting
- Selection Tools
- Evaluating Applicants
- Interviewing
- Hiring
- Job Offers
- Processing Personnel Records
- Orienting
- Skill Training
- Prepare to Train
- Present the training
- Practice skills
- Staff Scheduling
- Alternative Scheduling Techniques
- Staff Motivation
- Training
- Cross-Training
- Recognition
- Communication
- Incentive Programmes
- Performance Appraisals

### **Practical**

The Practical exercises would include revision of the practical carried-out during all the preceding semesters alongside encompassing the following perspectives:

Mock exercises on ‘Revenue Meetings’; ‘Establishing Room Rates’, ‘Evaluation of Front Office Operations’; ‘Preparation of Daily Operational Reports’, ‘Hotel Income Statement’, ‘Room Division income Statement’, ‘Room Division Budget Reports’, and ‘Room Revenue Analysis’. There will also be case discussions on Staff Motivation

### **Suggested Readings:**

*Andrews, Sudhir: 1985, Hotel Front Office, Tata MC Graw Hill, New Delhi.*  
*Malik, S. Profile of Hotel and Catering Industry, Heinemann, 1972.*  
*Check in Check out – Jerome Vallen*  
*Front Office Procedures – Peter Abbott & Sue Lewry*  
*Basic Hotel Front Office Procedures – Peter Renner*  
*Managing Front Office Operations – G.E.Steadman*  
*Front Office Operations and Management – Dennis L.Foster*  
*Effective Front Office Operations – Michael L.Kasavana*

## **BHM 701/BHM 702 Elective Paper (Specialization)**

### **Option - II**

#### **Food Production Operations**

**Objectives:** *The module will impart knowledge on International cuisine to the students. It will include speciality preparations from selected countries of Europe and Middle East, alongside Mexico.*

#### **International Cuisine**

##### **Module I-Great- Britain, France& Italy:**

- Geographical location
- Historical background
- Staple food with regional influences
- Specialties
- Recipes
- Equipment

##### **Module II-Portugal, Germany & Scandinavia:**

- Geographical location
- Historical background
- Staple food with regional influences
- Specialties
- Recipes
- Equipment

##### **Module III-Middle East & Mexican:**

- Geographical location
- Historical background
- Staple food with regional influences
- Specialties
- Recipes
- Equipment

#### **Bakery & Confectionary**

##### **Module IV-Icings & Toppings:**

- Varieties of Icings
- Using of Icings
- Difference between Icings and Toppings
- Recipes

##### **Module V-Chocolate:**

- History
- Sources
- Manufacture & Processing of Chocolate
- Types of Chocolate
- Tempering Of Chocolate
- Cocoa butter, White Chocolate and its application.

**Practical:** Alongside revision of *the food production practical of previous semesters, following areas will be especially covered.,*

International Cooking  
Food Preparations for the Buffet  
Preparation of major Vegetable, Meat, Pasta, Pulses and Cereal Based Salads.  
Food Costing Exercises  
Confectioner Custard (A) using corn flour, Confectioner Custard (B) using refined flour  
Bread Rolls, Basic Bread  
Light Custard, Melting Moments  
Golden Goodies, Caramel Custard  
Butter Buttons (Bachelor Buttons), Vanilla Buns  
Nan Khatai, Muffins  
Fruit cake, Pea Nut Macaroons  
Chocolate Mousse, Veg Samosa  
Advanced Bakery and Confectionery Preparations.

**Suggested Readings:**

*Arora Krishna: Theory of Cookery; Frank Bros & Co.*  
*Klinton & Cesarani: Practical Cookery; Arnold Heinemann.*  
*Larousse Gastronomique- Cookery Encyclopedia by Paul Hamlyn*  
*Modern Cookery for Teaching and the Trade Vol.I & Vol. II – Thangam E.Philip (Mumbai, Orient Longman).*  
*Chef's Manual of Kitchen Management – John Fuller.*  
*Le Repertoire De La Cuisine – L.Saulnier.*

## **BHM 701/BHM 702 Elective Paper (Specialization)**

### **Option - III**

#### **Food & Beverage Services Operations**

**Objectives:** *Since the incumbent students already have ample exposure on all the basic aspects of F & B Service, this module focuses on Planning and organization of F & B operations in different outlets; Function Catering Buffets and Gueridon Service*

**Module I- Planning and Operating Various F & B Outlet:**

- Specialty Restaurant
- Coffee Shop
- Fast Food
- Pubs
- Disco
- Rooms Services etc.
- Flight Kitchen
- Industrial Canteen

**Module II-Planning & Layout**

- Physical layout of functional and ancillary areas
- Objective of a good layout
- Steps in planning
- Factors to be considered while Planning
- Calculating space requirement

- Menu Planning
- Various set-ups for seating
- Planning staff requirement
- Constraints of menu planning
- Selecting and planning of heavy duty & light equipment crockery, glassware, Steel or silver etc.
- Three Specifications
- Suppliers & Manufactures
- Approximate Cost
- Planning Décor, Furnishing fixtures etc.

**Module III-Function Catering:**

- History
- Type
- Organisation of Banquet dept.
- Function Administration
- Organizing a Function: Booking Procedure, Menus, Function Contracts, and Seating Arrangements.

**Module IV- Buffets:**

- Introduction
- Factor to Plan Buffets
- Area Requirement
- Planning & Organisation
- Sequence of Food
- Menu Planning
- Type of Buffet
- Display
- Sit Down
- Fork, Finger, Cold Buffet
- Breakfast Buffets
- Equipment
- Supplies
- Checklist

**Module V- Gueridon Service:**

- History of Gueridon
- Definition
- General Consideration Operation
- Advantage/ Disadvantage
- Type of Trolleys
- Factor to Create Impulse Buying – Trolley, Open Kitchen
- Gueridon Equipment
- Gueridon Ingredients
- Practical – Making item on Gueridon.

**Practical:**

Preparing drinks

Mixing Mocktails & Cocktails

Service of Bar Beverages & Cigars

Service of Non Alcoholic Beverages

Arrangement and set up for the Cocktail Parties.

Arrangement and set up for Banquets of different type.

Equipping Gueridon Trolley with the supplies.

Doing Flambé preparations in front of the guests.

*Note: In addition to above, practical done in previous semester will also be repeated.*

**Suggested Readings:**

*Lillicrap Dennis, Cousins John & Smith Robert: Food & Beverage Services; Hodder & Stoughton Educational.*  
*Andrews Sudhir: Food & Beverage Service Training Manual; Tata McGraw Hill.*  
*Essential Table Service for Restaurants – John Fuller*  
*The Waiter – A.J. Curry*  
*Modern Restaurant Service – John Fuller*  
*Beverage Management – Michael Coltman*  
*Table and Bar – Jeffrey Clarke*  
*Bar and Beverage Book – Costas Katsigns & Mary Porter.*  
*Mr. Boston's Bartender's and Party Guide- Warner*

## **BHM 701/BHM 702 Elective Paper (Specialization)**

### **Option - IV**

#### **House Keeping Operations**

**Objectives:** *To familiarize the students with the operation of the Housekeeping Department as well as its routine system, functions of staff.*

##### **Module – I Managing Housekeeping personnel**

- Documentation for Personnel Management
- Determining Staff Strength
- Recruiting , selection, hiring, orientation and training
- Scheduling
- Motivating employees
- Performance Appraisals
- Time and Motion study and Job Analysis
- Calculating Staff Strength and Planning Duty roster, team work and Leadership in House keeping.
- Employee Welfare and Discipline

##### **Module – II New Property Countdown / Operations**

- Starting up Housekeeping and Countdown

##### **Module – III Hotel Renovations**

- Reasons to Renovate
- Types of Renovations
- Subsidiary process in Renovation

##### **Module – IV Changing Trends in Housekeeping**

- Hygiene, Not just Cleanliness
- Outsourcing
- Training and Motivation
- Eco-friendly Amenities, Products and Processes
- New Scientific Techniques
- IT-savvy Housekeeping

##### **Module – V Ecotels**

- Ecotel Certifications
- Choosing an Eco-friendly Site
- Hotel Design and Construction
- Energy Conservation
- Water conservation

- Waste Management
- Environment friendly housekeeping

**Suggested Readings:**

*Andrews Sudhir, Hotel Housekeeping Manual, Tata McGraw Hill.*  
*Branson & Lennox, Hotel Housekeeping, Hodder & Stoughton.*  
*A.C. David, Hotel and Institutional Housekeeping.*  
*Wellek, Hotel Housekeeping.*  
*Professional Management of Housekeeping Operations, Martin Jones, Wiley.*  
*Accommodation and Cleaning Services, Vol.I & Vol.II, David.Allen, Hutchinson.*

***BHM - 703 Hotel Marketing***

**Objectives:** *The objective of the present module is to familiarize students with sales and marketing techniques especially related to hotel Industry.*

**Module I - Understanding Services:**

- What are Services
- Customers involvement in Service Processes
- Difference between Goods & Services Marketing
- Service Marketing Matrix

**Module II - Focus on the Customer:**

- Customer Behaviour in Services
- Customer Expectation of Services
- Customer Perception of Services
- Building Customer Relationships

**Module III - Service Design and Standards:**

- Service Development and Design
- Customer Defined Service Standards
- Hotel Service in Marketplace
- Positioning Hotel in Market Place
- Creating the Service Offer and Adding Value
- Pricing Strategies for Hotels

**Module IV - Planning and Maintaining Hotel Industry:**

- Creating Delivery Systems in Place
- Enhancing Hotel Value by Improving Quality and Productivity
- Balancing Demand and Capacity

**Module V - Issues for Senior Management:**

- Managing People in Hotel Organisation
- Organising for Service Leadership
- International and Global Strategies in Marketing of Hotels

**Suggested Readings:**

*Christopher Lovelock, 'Services Marketing – People, Technology, Strategy', Pearson Education, Asia*



### **BHM- 704 Entrepreneurship Development**

**Objectives:** On account of the ever-growing entrepreneurial opportunities, *Entrepreneurship Development* is strongly surging ahead as key areas of the professional studies. This module would enable the students to understand the traits and trick of Entrepreneurship Development and in the process, assess develop and refine their potential to this effect.

#### **Module I**

- Entrepreneurial traits, types and significance
- Definitions, characteristics of Entrepreneurial types
- Qualities and functions of entrepreneurs
- Role and importance of entrepreneur in economic growth

#### **Module II**

- Competing theories of entrepreneurship
- Entrepreneurial development programme in India

#### **Module III**

- Entrepreneurial behaviours
- Entrepreneurial Motivation
- N- Achievement and Management Success

#### **Module IV**

- Innovation and Entrepreneur
- Establishing Entrepreneurs System
- Search for Business Idea
- Sources of idea
- Idea Processing
- Input requirements

#### **Module V**

- Sources & criteria for financing
- Fixed and Working Capital assessment
- Technical Assistance
- Marketing Assessment
- Preparation of Feasibility Reports and Legal Formalities & Documentation

#### **Suggested Readings:**

*Essential of Management – Harold Koontz & Heinsz Weirich.*  
*Management – H. Koontz & Cyrill O' Donnell.*  
*Management Theory – Jungle, H. Koontz*

### **BHM- 705: Financial Management**

**Objectives:** This course has been design to develop understanding of the students on *h financial aspects of planning and decision making*

**Module I- Nature of Financial Management:**

- Concept of Financial Management: Meaning, Nature and Scope. Changing Role of a Funds Manager,
- Functional Aspects of Funds Managers: Financing Decisions, Investment Decisions and Dividend Decision etc.,
- Financial Goals, Financial Control,
- Financial Planning in Tourism and Hotel Industry.

**Module II- Financial Planning:**

- Time Value of Money and Its application
- Sources of Short Term, Medium Term and Long Term finance
- Capitalization and capital structure: Meaning and concept. Theories of capitalization- Brief Overview
- Cost of Capital
- Leverage Analysis: Operating and Financial Analysis
- Capital Budgeting Decision: Pay Back Period, Accounting Rate of Return, NPV, IRR, Profitability Index.
- Profit Planning: Break Even Analysis and Cost Volume and Profit (CVP) Analysis

**Module III - Budget and Budgetary Control:**

Budget- Concept, Types and Preparation Perspectives; Benefits and limitations of budget and budgetary control.

**Module IV - Financial Analysis:**

- Nature of Financial Analysis
- Significance of Financial Analysis
- Types of financial analysis,
- Tools of financial analysis: Common Size, Comparative Statement, Ratio Analysis.
- Funds flow & cash flow statements

**Module V - Working Capital Management:**

- Concept, Importance & scope, determinant of working capital, operating cycle and estimation of working capital.

**Suggested Readings:**

*Pandey, I.M., Financial Management, Vikash Publishing House.*  
*Srivastava, R.M., Financial Management, Himalaya Publishing House.*  
*Van Horne, Financial Management and Policy, Pearson Education.*  
*Ravi M Kishore, Management Accounting, Taxmans Publications.*

***BHM- 706 Event Management***

**Objectives:** The module endeavours to *familiarize the students with the scope, and structural and functional aspects of the fast growing field of Event Management.*

**Module I - Introduction to Event Management:**

- Event – Definition, concept & the changing scenario.
- Event management – Scope & growth prospects

- Significance of event management in contemporary text of globalization and technological advancement.
- Typology of events.
- Event infrastructure, core concept, people, talent, structure.

#### **Module II - Interpersonal skills and public relations:**

- Communication skills (communication process, types of communication, presentation as an effective tool, barriers & constraints, common tips.)
- Necessity of human resource management and human relationships.

#### **Module III - Conceptualizing and designing events:**

- 5 C's of events. Pre – event activities.
- Planning, organizing, staffing, leading, co-ordination, controlling.
- Keys to success, SWOT analysis.

#### **Module IV - Staging an event:**

- Choosing the event site, developing the theme, conducting rehearsals, providing services, arranging catering.
- Logistic management
- Event catering basics, Event catering, planning for a catered event, Catering tips
- Risk management.
- Ethical and legal perspective.( Catering & Logistic)

#### **Module V Event Marketing & Promotion:**

- Setting objectives- developing a strategic marketing plan.
- Purpose of promotion
- Use of different media – print, networking, radio, T.V,
- Factors to make promotion effective.

#### **Suggested Readings:**

Successful Event Management: A Practical Hand book-Anton Shone with Bryn Parry

### ***BHM- 707 Business Communications***

**Objective:** *The basic purpose of the module is to develop the skills of the students for efficient Business Communication by familiarising them with essence of effective communication, formal and informal conversation, official communication, diaries, notes and use of English for the media i.e., Print, T.V, and Radio*

#### **Module – I      Letters:**

- Formal Letters
- Informal Letter
- Conversation
- Formal Conversation (Face-to Face)
- Informal Conversation (Face-to-Face)
- Discussion
- Telephone Conversation

#### **Module – II      Other Forms of Official Communication :**

- Memoranda
- Report Writing
- Minutes of Meetings
- Telegram and Telexes

### **Module – III Interviews and Public Speaking:**

- Interviews
- Debates
- Discussions
- Speeches
- Seminar Talks

### **Module – IV Mass Media: Print**

- Writing for News Paper
- Articles for Journals
- Advertising
- Writing for Radio (movement of Sounds)

### **Module – V Mass Media: Television**

- Television Script
- Television drama
- Documentary and Feature programmes
- Interview
- Mass, Context and Words

#### **Suggested Readings:**

*Kaul Asha, 'Business Communication' Prentice Hall of India, New Delhi 1999*

*Lesikar, Pettit, 'Business Communication' Richard Irwin Inc., All India Traveller Bookseller Delhi 1996*

*Murphy and Hildbrandt, 'Essentials of Business Communication', Mc Graw Hill International, New York*

*Parag Diwan And Agarwal, Business Communications'*

### ***BHM- 708 Facility Planning***

**Objectives:** The module focuses on hotel design and architectural considerations, layout of kitchen and stores and, quality management.

#### **Module – I Facility Planning- Need, Concept and Scope.**

- Star Classification of Hotel
- Criteria for star classification of Hotel ( Five, Four, Three, Two, one and heritage)/ gradation/monitoring/periodic assessment – issues/ criteria and agencies

#### **Module – II Hotel Design:**

- Design Consideration
- Attractive Appearance
- Efficient Plan
- Good Location
- Suitable material
- Good Workmanship
- Sound financing
- Competent Management

#### **Module – II Stores / Kitchen Stewarding layout and Design**

- Stores layout and planning (Dry, Cold and bar)
- Various equipment of the Stores work flow in Stores.
- Importance of Kitchen Stewarding
- Kitchen Stewarding department layout and Design

- Equipment found in kitchen stewarding department.
- Energy Conservation

**Module – III Facilities Planning:**

- The Systematic Layout Planning pattern (SLP)
- Planning Consideration
- Flow process & Flow diagram
- Procedure for determining space consideration the guiding factors for guest room/ public facilities, support facilities & services, hotel administration, internal roads / Budget hotel / 5 star hotel
- Architectural Consideration
- Difference between carpet area plinth area and supper built area, their relationships, reading of blue print ( plumbing, electrical , A.C, ventilation, Public area)
- Approximate cost of construction estimation
- Approximate operating areas in budget type / 5star type hotel approximate other operating areas per guest room.
- Approximate requirement and Estimation of water / electrical load gas, ventilation.

**Module – V Quality Management:**

- Introduction, Role of Customer, Need of Quality, History of Quality, Relevance of Quality, Costs of Quality
- ISO 9000 Standards
- Introduction
- Framework of ISO 9000 Series of Quality Standards
- Adopting ISO 9000 Standards
- Accrediting Agencies for Registration Under ISO 9000
- Registration Under ISO 9000
- Unique Elements of ISO 9001, ISO 9002, and ISO 9003.
- Environment management System and ISO 14000
- Framework of ISO 14001
- Implementation of ISO 14001
- Complete Series of ISO 14000 Standards

**Suggested Readings:**

*Hurts R., Services and Maintenance for Hotel and Restaurant establishment.*  
*Textbook of Hotel Maintenance –Goyal and Arora.*  
*Hotel Planning & Design –Rutes & Penner*  
*Hospitality Facility Planning –David*  
*Principles of Hotel Engineering –Orsenis*  
*Principles of Hotel Maintenance –Glad Well*

## Semester - VIII

**BHM- 801 - On the Job Training Report**

**BHM- 802 - Log Book**

**BHM- 803 - Dissertation**

Semester VIII has been designed to expose the students to real life perspectives of the profession. Alongside undertaking the 23 week' on-the-job training, they will also have to maintain the training logbook, while also working on their training report and dissertation/mini research. Combination of these activities will provide opportunities to the students for self-assessment and self-realization. This in turn will also help them to perceive their interest and aptitude for specific area where they can effectively carve-out successful career niche for themselves.

**Extensive on the job training (Twenty Two Weeks') and Training Report:** Immediacy after the Seventh Semester Examinations, the Students shall be required to undertake a Twenty-Two weeks' extensive on the job training in a leading hotel/resort property, duly approved by the Department. The training reports submitted by the students on the prescribed format, will be evaluated by an external expert, while viva voce examination based on the report shall be conducted jointly by external and internal expert. Maximum marks for on-the job training shall be 200 (150 marks for report evaluation and 50 marks for viva voce examination). *Last date for submission of the report shall be May 15 (or, next working day if May 15 is a holiday) of the concerned academic year*

**Log Book:** While on the extensive on the training, the trainees shall have to systematically maintain a Log Book in the format prescribed by the Department. The Logbook, incorporating the day- to-day training inputs shall realistically indicate the training exposure *vis a vis* the professional aptitude and sincerity of the professional in making. The Log Book, to be submitted along with the training report, will be evaluated by the panel of experts (One internal and one external). Maximum marks for Log Book shall be 200 (150 for evaluation of Logbook and remaining 50 for viva voce examination). Last date for submission for submission of the Log Book shall be May 15 (*or, next working day if May 15 is a holiday*) of the concerned academic year

**Dissertation:** Immediately on the commencement of sixth semester studies, an applied research topic/problem, under the supervision of one of the faculty members of the department shall be assigned to the incumbent students. It is advised and expected that students should take the problem according to their area of interest, *vis a vis* the specialization areas they intend to opt for their studies in the seventh semester. The dissertation shall stand for 200 marks (*150 for evaluation of Dissertation and remaining 50 for viva voce examination*). The dissertation, as per norms, is to be submitted latest by May 15 (*or, next working day if May 15 is a holiday*) of the concerning academic year. No dissertation shall be entertained for evaluation without a clear certification from the supervisor that 'the work is original based on actual research findings'.

