Veer Madho Singh Bhandari Uttarakhand Technological University, Dehradun

Curriculum (first year)

Of

Master of Hotel Management (M.H.M.)

Duration: Two years Full time
**Program description:**

This program aims to provide professional and managerial expertise in hotel management. This course will also focus on Revenue Management and Sales & Marketing. Students will receive extensive exposure to hotel operations through practice to acquire knowledge and attitude to work in hospitality organizations.

This programme will also provide a pathway to a career in hospitality related research, teaching, and consultancy.

**Duration:** 02 years

**Semester:** 04 Semesters

**Eligibility:** as per AICTE/UGC norms

**Admission Criteria:** as per university norms

**Programme mode:** Regular

**Credits:** the entire course of MHM shall be of **111** credits. Thus, normally each of the courses credit shall be assigned on the basis of the lectures/tutorials/laboratory work/project work or other forms of learning required to complete the course contents in a semester.

1 credit = 1 hour of lecture/instruction per week

Instructions can be in the form of lecture/tutorials/laboratory work/field work. 2 hours of laboratory/field work shall be considered equivalent to 1 hour of lecture.

**Course Structure:**

**Semester- I**

<table>
<thead>
<tr>
<th>Subject Code</th>
<th>Subject</th>
<th>Credit</th>
<th>Total Hrs/week</th>
<th>Internal Marks</th>
<th>External Marks</th>
<th>Total Marks/Semester</th>
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<tbody>
<tr>
<td>MHMT-101</td>
<td>Hospitality &amp; Tourism Business</td>
<td>4</td>
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<td>MHMT-106</td>
<td>Research in Hospitality Industry</td>
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<td>MHMT-107</td>
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<td>MHMP-108</td>
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**Semester- II**

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<td>MHMT-207</td>
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**Semester- III**

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<td>MHMT-305</td>
<td>Principles &amp; Practice of Management</td>
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<td>MHMT-307D</td>
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*(Students have to choose any one course from MHMT-307A/B/C/D with their practical)*

**Semester- IV (Industry Integrated Practical Module)**

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<th>Subject Code</th>
<th>Subject</th>
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P- Practical  
T- Theory  
Total credit- 111  
Total Marks- 3280
MHMT-101
Hospitality & Tourism Business

Unit-I

Unit – II
Hospitality- Introduction, concept, development over the ages in context of Indian and International hospitality Industry. The Hotel Industry: Organization of Hotels, Ownership structure: (Sole Proprietorship, Partnership, Franchisees and Management Contract). Major Hotel Chains in India. Overview of major Hotel departments. Inter and Intra departmental relationships.

Unit- III
Tourism Impacts: Positive and Negative Impacts of Tourism; Socio Cultural, Economic, Environmental and Political.

Unit- IV
Travel Agencies and Tour-Operators: Overview and relevance in tourism. Tourism Paradigms – Eco Tourism, Green Tourism, Alternate Tourism, Heritage tourism, Sustainable Tourism, Cultural Tourism.

Suggested Reading:
- Anand, M.M., Tourism and hotel Industry in India, Prentice Hall, New Delhi, 1976
- Sevlam, M., Tourism Industry in India, Himalaya Publishing House, Bombay, 1989
- Seth, P.N., Successful Tourism Planning and Management, Cross Section Publications.
- Kaul, R.N., Dynamics of Tourism: A Trilogy, Sterling Publishers, New Delhi II.
MHMT-102
Food and Beverage Service Operation & Management-I

Unit- I
Introduction to Food and Beverage Service

Unit- II
Food & Beverage Service Equipment

Unit-III
F&B Service Methods

Unit-IV
Menu
Menu Planning, considerations and constraints French Classical Menu. Classical Foods & its Accompaniments with Cover. Rules for waiting at a Table.

Food and Beverage Service Operation & Management-I Practical: MHMP-102
- Practice on Restaurant Etiquettes
- Knowledge and Handling of F&B Service Equipments and Furniture.
- Correct handling and practice of service spoons and service forks, silver service.
- Layout of various meals
- Receiving and seating the guests, presenting menu cards and taking the order from guests and writing of KOT.
- Clearing of a meal (course by course).
- Making and presentation of a bill
- Napkin folds
- Arrangement of side board
- Role play:
  o Hostess
  o Senior captain
  o Steward/ Waiter
  o Bus boy
  o Trainee
Suggested Reading:

- Food and Beverage Service, 9th Edition by John Cousins, Dennis Lillicrap, Suzanne Weekes.
- Food & Beverage Service - Dennis R. Lillicrap & John A. Cousins. Publisher: ELBS
- Food & Beverage Service Management - Brian Varghese
- Food & Beverage Service Lillicrap & Cousins, ELBS
- Introduction F & B Service - Brown, Heppner & Deegan
- Menu Planning - Jaksa Kivela, Hospitality Press
- Restaurant management by Mill. Publisher Pearson publication.
- Food and Beverage Service by R. Singaravelavan
- Food and beverage service by Bruce Axler and Carol Litrides.
- Food and beverage service Bobby George and Sandeep Chatterjee.
- Food and beverage service operations by Dr Jagmohan Negi, S Chand Publications.
Unit-I
Introduction to Front Office
Layout of the front office, Different section of the front office and their Importance, Qualities of Front Office staff. Organizational set-up of Front office Department in small, medium and large hotels. Job description and Job specification of different front office personnel.

Unit-II
Basic Information for Front Desk Agents
Different types of rooms. Numbering of rooms and food plan, Basis of charging a guest. Tariff and tariff fixation, Terms used at Front Desk.

Unit-III
Reservation
Sources & Modes of Reservation, Types of Reservation, Systems of Reservation Amendments and cancellations procedures, Group reservation, overbooking. Modes of Payments- Advantages and Disadvantages

Unit-IV
Registration
Pre-registration activities, Methods of registration, Room & rates assignment, Handling registration of Foreigners, Room change procedure. Telephonic etiquettes/ manners, the need for developing the telephone skills

Front Office Operation & Management-I Practical: MHMP-103

- Front Office Equipments and Furniture (Rack, counter, Bell Desk)
- Filling up of Various Performa
- Welcoming of Guests
- Telephone Handling
- Role play:
  - Reservations
  - Arrivals & Departure
  - Luggage handling
  - Message and Mail Handling
  - Paging
  - HMS Training

Suggested Reading:
- Bhatnagar S, K., Front Office Management, Frank Brothers & Co.
- Bardi James, Front Office Operations
- Front office, Elsevier publications
MHMT-104
Accommodation Operation & Management-I

Unit-I
Introduction
Meaning and definition. Importance of Housekeeping; Housekeeping Department: Organizational framework of the Department (Large/Medium/Small Hotel), Roles of Key Personnel in Housekeeping. Job Description and Job Specification of staff in the department, Attributes and Qualities of the Housekeeping staff - skills of a good Housekeeper, Inter-departmental Coordination with more emphasis on Front office and the Maintenance department.

Unit-II
Cleaning Science
Types of cleaning equipments, selection, general principles; Types of cleaning daily, weekly spring and deep cleaning, Housekeeping control desk-importance, role; Types of registers and files maintained; Types of Keys and Keys control; Lost of Found procedure and formats.

Unit-III
Cleaning of Public Areas: Cleaning process, Cleaning and upkeep of Public areas, (Lobby, Cloak rooms/ Restaurant/bar/banquet halls/Administration offices/Lifts and Elevators/Staircase/back areas/ Front areas/ Corridor), Pest Control: Types of pests, Control procedures.

Unit-IV

Accommodation Operation & Management-I Practical: MHMP-104

- Rooms layout and standard supplies. (Amenities);
- Identification of cleaning equipments both manual and Mechanical. Use of different
- Brushes, brooms, mops, identification of cleaning agents.
- Maids Trolley: Set Up, Stocking and usage.
- Bed making:
  - Identifying of linen.
  - Step by step procedure for making bed/ Turn down service.
- Cleaning guestrooms (Vacant occupied, departure), placing/ replacing guest supplies and soiled linen.
- Cleaning of different surfaces e.g. windows, tabletops, picture frames under beds, on carpet, metal surfaces, tiles, marble and granite tops.

Suggested Readings:
- Hotel and Catering Studies – Ursula Jones
- Hotel Hostel and Hospital Housekeeping – Joan C Branson & Margaret Lennox (ELBS).
- House Craft – Valerie Paul
- House Keeping Management - Matt A. Casado; Wiley Publications
- Housekeeping and Front Office – Jones
- Housekeeping Management – Margaret M. Leappa & Aleta Nitschke
- In House Management by A.K. Bhatiya.
- Key of House Keeping by Dr. lal
- Commercial Housekeeping & Maintenance – Stanley Thornes
- Management of Hotel & Motel Security (Occupational Safety and Health) By H. Burstein,
  Publisher :CRC
- Managing Housekeeping Custodial Operation – Edwin B. Feldman
- Managing Housekeeping Operations – Margaret Kappa & Aleta Nitschke
- Professional Management of Housekeeping Operations (II Edn.)- Robert J. Martin & Thomas J.A.
- Jones, Wiley Publications
- Safety and Security for Woman Who Travel By Sheila Swan & Peter Laufer Publisher: Traveler’s
MHMT-105
Food of India

Unit – I
Indian Food
Introduction, Key features & factors that affect eating habits in different parts of the country i.e. geographic location, historical background, available ingredients, equipments, staple foods. Essentials of Indian Food: Spices, Herbs etc. Food of Northern India (Kashmir, Punjab, Haryana, Delhi, Himachal, Uttar Pradesh): Introduction, geographic location, historical background, available ingredients, equipments, staple foods & Regional specialties.

Unit – II
Western India (Rajasthan, Gujarat, Maharashtra) & Madhya Pradesh: Introduction, geographic location, historical background, available ingredients, equipments, staple foods & Regional specialties.

Unit – III
Food of Eastern India (West Bengal, Orissa, Bihar and North-Eastern States): Introduction, geographic location, historical background, available ingredients, equipments, staple foods & Regional specialties.

Unit – IV
Food of South India (Andhra Pradesh, Tamil Nadu, Karnataka & Kerala) & Goa: Introduction, geographic location, historical background, available ingredients, equipments, staple foods & Regional specialties.

Practical
- Students shall perform practicals in food production lab regarding regional specialties of India. The dishes will be decided by the concerned faculty member.

Suggested Readings:
- Theory of Cookery, Krishna Arora, Frank Bros. & Co.
- Food Production Operations: Parvinder S Bali, Oxford University Press
- Modern Cookery (Vol- I & II) By Philip E. Thangam, Publisher: Orient Longman
- Practical Cookery By Kinton & Cesarani
- Theory of Catering By Kinton & Cesarani
- Professional Chef: The Art of Fine Cooking by Arvind Saraswat
- Prashad by J Inder Singh & Pradeep D Gupta
- Dawaat by J Kalra
MHMT-106
Research in Hospitality Industry

Unit-I
Research

Unit-II
Research design
Meaning of research design; need for research design; features of a good Research design; different research designs. Sampling design: the concept of sampling; Aims of sampling, census versus sample survey; steps in sampling design; characteristics of a good sample design; criteria for selecting a sampling procedure; sampling techniques/methods: probability sampling and non-probability sampling.

Unit-III
Measurement and scaling techniques
Measurement in research; sources of Error in measurement; test of sound measurement; technique of developing measurement tools; measurement scales; meaning of scaling; bases of scales- classification, importance; scaling techniques-rating and ranking; types of scales. Collection of Data- nature, sources of data; methods of data collection.

Unit-IV
Processing of data
Classification and Tabulation, Interpretation of data Report writing- meaning functions; types of research report; significance of report writing report.

Suggested Reading:
- Research Methodology (Pearson Publication) by Ranjit Kumar
- Management Research Methodology (Pearson Publication) by Krishnaswamy, Sivakumar & Mathirajan
- Business Research Methods (Tata McGraw Hill Publication) by Cooper & Schindler
- Research Methodology (New Age Publishers) by C.R. Kothari
- Methods in Social Research (Surjeet Publications) by William J. Goode & Paul K. Hatt
MHMT-107
Properties Development & Planning

Unit-I
Technical requirements as established by law and Need
Introduction; developing business profile; project selection; feasibility report constitution of the establishment – type of business i.e. Sole proprietorship, partnership, companies etc.; specific clearances – land conversion, building approval, trade licenses (essential licenses/permits etc.); infrastructure requirements – specific clearances from civic bodies, financial assistance/aid; fire safety; pollution control board.

Unit-II
Facilities Design & Analysis
Overview of project design; design consideration – architectural, building, etc.; systematic layout planning – flow of guest/staff movement – diagrams, analysis of areas – operational, functional, administrative; design of areas – overview, cost considerations; facilities design for other hospitality areas e.g., hostels, hospitals, industrial canteens, flight services (including costs & controls)

Unit-III
Initiation of Green Practices in Hospitality Industry
Energy & water conservation: environment-friendly HVAC units; skylights to save energy; high efficiency lighting in guest-rooms & public areas; solar panels; occupancy sensors; water conservation fixtures; preventive maintenance. Waste minimization: organic composting; dumpster monitoring (segregation of dry & wet garbage); recycling (e.g. Individual newspapers not sent to rooms, use of bulk soap & shampoo dispensers, guestroom bathrooms, using recycled paper products like bags, coasters etc); alternatives to plastic bottled water; achieving close to zero-solid waste; sustainable food & beverage options. International certifications of green practices: eco-leaf rating; green globe rating; green key rating; Nordic swan rating; LEEDS.

Unit-IV
Planning for Special Guests
Special guests: meaning and types; planning considerations; international planning guidelines.

Suggested Reading:

- Hospitality Facilities management and Design, David M. Stipanuk, Harold Roffmann, Educational Institute, AHMA
- How things work-The Universal Encyclopedia of Machines, Volume 1 &2
- Air Conditioning Engineering, W.P.Jones,English Language Book Society/Edword Arnold
MHMP-108
Workshop on Soft Skills

Unit-I
Soft Skills for Hospitality Industry
Introduction, Defining Personality, Creating First Impression, Grooming, Attire/ Clothing, Basic Social Etiquette’s. Personality traits as antecedents of employees, performance. Attitude and behavior in Hospitality industry.

Unit-II
Body Language
Introduction, Genetics and Cultural roots, Why body language, positive body gestures, negative body gestures, leadership skills, motivational skills, self-confidence, Attitude, Self Esteem, Time management. Essentials of body language in hospitality sector: Expression while standing, sitting, and Head and Hand movement, Facial Expression. Importance of Body language for hospitality professionals.

Unit-III
Communication and Listening Skills
Introduction, guidelines for effective communications—voice modulation, Active listening skills, essentials of active listening, ways to improve active listening skills. Presentation Skills: Managing presentation nerves, six steps to conquering your presentation nerves, planning an effective presentation, delivering an effective presentation.

Unit-IV
Group Dynamics and Team Building
Importance of groups in organization, Interaction in group. Group decision, team building, how to build a good team. Introduction to Motivation, relevance and types of Motivation, Motivate the subordinates, Analysis of Motivation.

Suggested Reading:

- Rajiv. K. Mishra, Personality Development by, Rupa & co.
- Soft Skills, 2015, Career Development Centre, Green Pearl Publication.
MHMT-201
Food Production Operation & Management-I

Unit-I

Professional Kitchen & Cooking
Introduction & evolution of Cookery. Aims and objectives of cooking food. Qualities of Kitchen staff, Hierarchy of Kitchen Department, coordination of kitchen with other departments. Personal & Kitchen Hygiene, Protective clothing, Work Centres, Modern Staffing in various hotels, Duties & Responsibilities of various chefs in kitchen.

Unit- II
Kitchen Equipments, Fuels & Safety
Kitchen Equipments, Classification, Description, Usage, Upkeep and Storage, Kitchen Tools, Knives, Their Usage, Care & Maintenance, Workstations, Safety Procedures, Fuel – Types, Usage and Precautions. Fire - Introduction, Types and handling fires and usage of extinguishers; Basic First Aid- Burns, Scalds, Cuts

Unit – III
Ingredients used in cooking
Herbs & Spices, Cereals and Pulses, Fruits and Vegetables, Salt, Sweeteners, Fat, Milk and Milk Products: - Introduction, Types, Purchasing, Storing Considerations and their key uses in kitchen

Unit – IV
Methods of Cooking
Introduction, Definition, and its importance; Types- Baking, Broiling, Grilling, Frying, Steaming, Stewing, Poaching, Poeling, Roasting, Frying, Sautéing, Braising, Cooking with Microwave, Ovens, Gas, Induction Plates and other such medium.

Food Production Operation & Management-I Practical: MHMP-201

- Personal hygiene.
- Knowledge of cooking ingredients.
- Knowledge of basic first aid
- Knowledge of equipments & Fuels.
- Knowledge of pre-preparation techniques.
- Knowledge of various cooking methods. (at least 02 practicals for each)
- Planning Kitchen for various types of hotels.

Suggested Readings:
- Theory of Cookery by Krishna Arora
- Modern Cookery (Vol. I) by Philip E. Thangam
- Larousee Gastronomique by Paul Hamlyn
- The Book of Ingredients by Jane Grigson
- The professional Chef by Le Rol A. Polsom
- Professional Cooking by Wayne Gisslen
- The complete guide to the art of modern cookery by Escoffier
- Professional cooking by Wayne Glasslen
Unit-I
Non Alcoholic Beverages

Unit-II
Alcoholic Beverages

Unit-III
Wine

Unit-IV
Mixology
Bar equipment, Different kinds of glassware, Techniques of Mixology, Garnish preparation, Classic and Contemporary Cocktails and Mocktails

F & B Service Operation & Management-II Practical: MHMP-202
- Briefing and de-briefing.
- Service of hot beverages – Tea, Coffee.
- Pantry and Still room operation.
- Laying and service of banquets and buffet.
- Wine service – Taking the order, presenting the bottle, opening of cork and service of red, rose, white and sparkling wines.
- Service of spirits – whiskey, rum, gin, brandy and vodka.
- Service of cocktails and liqueurs. Service of beer.
- Mixology tips & Garnishers

Suggested Reading:
- The hospitality Managers Guide to Wines, Beers and Spirits by albert W.A. Schmid.
- Food and Beverage Service, 9th Edition by John Cousins, Dennis Lillicrap, Suzanne Weekes.
- The Bar Beverage Book by Costas Katsigris and Chris Thomas.
- Food & Beverage Service Management- Brian Varghese
- The Bar Beverage Book by Costas Katsigris and Chris Thomas and Mary Porter.
- Introduction F&B Service- Brown, Heppner & Deegan
- Managing bar and beverage operations by Lendal H Kotschevar and Mary L tanke
- Food and Beverage Service by R. Singaravelavan
Unit-I
Housekeeping Supervision
Importance of inspection, Check-list for inspection, typical areas usually neglected where special attention is required, Degree of discretion / delegation to cleaning staff.

Unit-II
Linen/Uniform Tailor Room
Layout, Types of Linen, sizes and Linen exchange procedure, Selection of linen, Storage Facilities and conditions, Par stock: Factors affecting par stock, calculation of par stock, Discard Management, Linen Inventory system, Uniform designing: Importance, types, characteristics, selection, par stock

Unit-III
Interior Decoration

Unit-IV
Laundry Management

Accommodation Operation & Management-II Practical: MHMP-203

- Laundry equipment handling
- Laundry operations
- Handling different types of fabrics in manual & mechanical laundry
- Special decorations
- Stain Removal: Different types of stains to be removed by hand using different chemicals.
- Flower Arrangements

Suggested Readings:
- Hotel and Catering Studies – Ursula Jones
- Hotel Hostel and Hospital Housekeeping – Joan C Branson & Margaret Lennox (ELBS).
- House Craft – Valerie Paul
- House Keeping Management - Matt A. Casado; Wiley Publications
- Housekeeping and Front Office – Jones
- Housekeeping Management – Margaret M. Leappa & Aleta Nitschke
• In House Management by A.K. Bhatiya.
• Key of House Keeping by Dr. Ial
• Commercial Housekeeping & Maintenance – Stanley Thornes
• Management of Hotel & Motel Security (Occupational Safety and Health) By H. Burstain, Publisher: CRC
• Managing Housekeeping Custodial Operation – Edwin B. Feldman
• Managing Housekeeping Operations – Margaret Kappa & Aleta Nitschke
• Professional Management of Housekeeping Operations (II Edn.)- Robert J. Martin & Thomas J.A. Jones, Wiley Publications
• Safety and Security for Woman Who Travel By Sheila Swan & Peter Laufer Publisher: Traveler’s Tales
• Security Operations By Robert Mc Crie, Publisher: Butterworth- Heinemann
• The Professional Housekeeper – Tucker Schneider, ; Wiley Publications
MHMT-204
Hotel Information System

Unit- I
Introduction to Computers
Introduction to Computer: Classification, Generations, Capabilities Characteristics & Limitations, Application and use of Computers in Hotel.

Unit- II
Introduction to Computer Hardware
Components of Computers-Hardware: Hardware elements - input, storage, processing & output devices. Block diagram of computer.

Unit- III
Introduction to Computer Software’s & MIS

Unit- IV
Introduction to Internet & E-Commerce

Suggested Readings:
Comer 4e, Computer networks and Internet, Pearson Education
White, Data Communications & Computer Network, Thomson Learning, Bombay.
Hanson & Kalyanam, Internet Marketing & e-commerce, Thomson Learning, Bombay
Bharat Bhasker, Electronic Commerce, TMH, N Delhi
MHMT-205
Hotel Workforce Management

Unit-I
HRM and HRD concept, objective, need and importance. HRD Philosophy and approaches: Mechanical, Paternalism and social approaches and their applicability in Hospitality Industry. Contemporary issues and challenges of HRM in Hospitality Industry.

Unit II
Hotel Manpower planning; Job analysis; Sources of Recruitment in Hospitality Industry; Selection procedures used in Hotels; Employee training and development methods used by hotels.; Placement and orientation of new employee in Hotels ; Transfers and promotions in Hotels.

Unit III
Performance Appraisal and its techniques used in Hotels; Career planning; Maintenance of Human Resource compensation; wage and salary administration, CTC (Cost to company) concepts and implications in Hospitality Industry; Stress Management and Quality Work Life in Hospitality Industry.

Unit IV
Personnel welfare and working conditions; Reasons for high employee turnover in Hospitality Industry Employee retention and strategies; Grievance Handling System in Hotels.

Suggested Reading:
- Principles and Techniques of Personnel Management Human Resource Management- Dr. Jagmohan Negi
- Human Resource Development Practice in Travel and Tourism- S.C. Bagri
- Human Resources Management: VSP Rao
Unit- I
Food and Beverage Management
Concept, importance and scope. Process of Food and Beverage Management. Cost and sales concept: Fixed and Variable Costs, Monetary and Nonmonetary sales concepts. Factors that cause industry-wide variations in cost percentages. Food & Beverage Control: Introduction and importance of Food cost control, Beverage cost control and Portion control, Duties and responsibilities of F&B controls department in F&B operations. Techniques and process of control in F&B operations.

Unit-II
Purchasing
Introduction and importance of purchasing department in food service establishment. Purchasing staff, Selection of suppliers, Purchase procedure, Different method of purchasing. Quality and Quantity purchasing standard, Characteristics of perishable and non-perishable foods. Standard purchase specifications (SPS) and their importance in F&B management department.

Unit-III
Receiving
Introduction and importance of receiving department in food service establishment. Receiving staff, Receiving procedure for different types of product, Different method of receiving, essential equipments and supplies needed for proper receiving. Duties and responsibilities of receiving clerk. Record maintained in receiving departments, Primary purpose of receiving, Standard for the receiving process.

Unit-IV
Storing & Issuing: Storing & issuing procedures, Storing & Issuing controls, Store Room personnel, Equipments needed for proper storing and issuing, Importance of establishing standards for each of the following: storage temperatures for foods, storage containers for foods, shelving, cleanliness of storage facilities and assigned locations for the storage of each particular food. Principle of stock rotation as applied to foodservice. Issuing procedures for directs and those for stores.

Suggested Readings:
- Escoffer. 1979: The complete guide to the art of modern cookery, virtue and co. ltd. Sureey.
- cooking. Arnold . Hanemann India
- Paul R. Dittmer.2003: Principles of food, beverage and labor cost control, John Wiley & sons
Unit-I
Introduction to Case Studies
Concept, Role of case studies in learning, Procedure for case preparation, Understanding and analyzing case studies. Current status & future strategies of Resorts, Condominiums and Timesharing units in India.

Unit-II
International Star Hotels
The case studies will cover-General Profiles, current strategies of Taj, Oberoi and ITC Group of Hotels., Case-I, The Taj’s people, philosophy and star system, Case-2 Four Season’s approach: The golden rule and a global strategy

Unit-III
Theme Hotels
The case studies will cover- General profiles, current status and future strategies of Theme and Heritage Hotels Case-1. Chokhi Dhani, Case-2. Uppal’s Orchid

Unit-IV
Fast Food Chains
The case studies will cover- General profiles, current status and future strategies of Fast Food Restaurant chains such as Mc Donald’s Pizza Hut and Nirula’s, Case-1. Quality Croutons, Case-2. Menu changes resulting from food delivery shortages.

Suggested Readings:

- O’Halloram, K. Jarvis and A.A. Chabot, Oearson Cases in Hospitality and Tourism Management Prentice Hall, NewJersey
- P.Kotler, Tourism Marketing, Person.
- H. Berberoglu, Tourism and Hospitality industry Case Studies, Pitman
- Mohinder Chand, Managing Hospitality Operation, Anmol Publications, NewDelhi,
MHMT-208
Business Communication

Unit-I
Communication

Unit-II
Strategies to Improve Individual Reading and Listening Skills
Developing Reading Skills: Identify The Purpose of Reading, Factors Effecting Reading, learning how to think and read, developing effective reading habits, reading tactics and strategies: training eye and training mind (SQ3R), Recognizing a broad range of thought patterns in reading selections, reading and interpreting visuals, making inferences, recognizing facts and opinions. Developing Listening Skills: importance, purpose of listening, art of listening, factors affecting listening, components of effective listening, and process of listening, principles and barriers to listening, activities to improve listening.

Unit-III
Types of Communication

Unit-IV
Developing Effective Public Relations

Suggested Readings:
• Rizvi Ashraf, Effective Technical Communication, Tata McGraw Hill
• Krizan, Buddy, Merrier, Effective Business Communication, Cengage Learning
• Poe & Fruchling, Basic Communication, AITBS
• Diwan & Aggarwal, Business Communication, Excel
• Baugh, Frayer & Thomas, How to write first class Business Correspondence, Viva Books
• Devaraj, Executive Communication, Tata McGraw Hill
• Ober, Effective Business Communication, Cengage Learning