

B.Sc. DEGREE
IN
HOSPITALITY & HOTEL ADMINISTRATION

CURRICULUM
(B.Sc. HHA SEMESTER V)

NATIONAL COUNCIL FOR HOTEL MANAGEMENT
AND CATERING TECHNOLOGY
NOIDA
(NCHMCT)

AND
JAWAHARLAL NEHRU UNIVERSITY
(JNU)



SEMESTER – V (18 WEEKS)**MINIMUM CONTACT HOURS FOR EACH SUBJECT**

No.	Subject code	Subject (Credits)	Credits	Contact Hours per Semester	
				Th.	Pr.
1	BHA501	International Cuisine-I (Theory)	02	30	-
2	BHA502	International Cuisine-I (Practical)	04	-	120
3	BHA503	Advance Food & Beverage Management-I (Theory)	02	30	-
4	BHA504	Advance Food & Beverage Management-I (Practical)	01	-	30
5	BHA505	Rooms Division Management-II (Theory)	02	30	-
6	BHA506	Rooms Division Management-II (Practical)	01	-	30
7	BHA507	Facility Planning	02	30	-
8	BHA508	Financial Management	02	30	-
9	BHA509	Fundamentals of Marketing Skills	02	30	-
10	BHA510	Fundamentals of Management Skills	02	30	-
TOTAL:			20	210	180
GRAND TOTAL				390	

WEEKLY TEACHING SCHEME (18 WEEKS)

No.	Subject code	Subject	Hours per week	
			Th.	Pr.
1	BHA501	International cuisine-I (Theory)	02	-
2	BHA502	International cuisine-I (Practical)	-	08
3	BHA503	Advance Food & Beverage Service Management-I (Theory)	02	-
4	BHA504	Advance Food & Beverage Service Management-I (Practical)	-	02
5	BHA505	Rooms Division Management-II (Theory)	02	-
6	BHA506	Rooms Division Management-II (Practical)	-	02
7	BHA507	Facility Planning	02	-
8	BHA508	Financial Management	02	-
9	BHA509	Fundamentals of Marketing Skills	02	-
10	BHA510	Fundamentals of Management Skills	02	-
TOTAL:			14	12
GRAND TOTAL			26	



EXAMINATION SCHEME

No.	Subject code	Subject	Term Marks*	
			Th.	Pr.
1	BHA501	International cuisine-I (Theory)	100	-
2	BHA502	International cuisine-I (Practical)	-	100
3	BHA503	Advance Food & Beverage Service Management-I (Theory)	100	-
4	BHA504	Advance Food & Beverage Service Management-I (Practical)	-	100
5	BHA505	Rooms Division Management-II (Theory)	100	-
6	BHA506	Rooms Division Management-II (Practical)	-	100
7	BHA507	Facility Planning	100	
8	BHA508	Financial Management	100	
9	BHA509	Fundamentals of Marketing Skills	100	-
10	BHA510	Fundamentals of Management Skills	100	-
TOTAL:			700	300
GRAND TOTAL			1000	

* Term marks will comprise 40% Internal Evaluation (IE) & 60% End Semester Examination (ESE) marks.



BHA501- INTERNATIONAL CUISINE – I (THEORY)

1. Preamble

Course Title	International Cuisine - I (Theory)
Course Code	BHA501
Credits	02
Number of hours per group	30 class hours

2. Course Description

This course offers an immersive journey into the diverse and rich culinary traditions of world cuisines, with a special focus on Asian gastronomy. Guided by expert chefs, who bring a wealth of knowledge and refined skills, this program serves as the ideal pathway to elevate your culinary expertise and broaden your global perspective.

With the increasing impact of globalization, understanding world cuisine has become more essential than ever. Asia, home to over half of the world's population, boasts an incredibly diverse culinary landscape. This course provides an in-depth exploration of Asian cuisine, highlighting its unique flavours, cooking techniques, and cultural significance.

Culinary historians categorize Asian dietary traditions into three distinct styles. Southwest Asian Cuisine encompasses the flavours of India, Pakistan, Sri Lanka, and Burma, this tradition is characterized by aromatic spices, bold flavours, and rich curries. Northeast Asian Cuisine rooted in the culinary practices of China, Korea, and Japan, this tradition emphasizes balance, fermentation, and umami-rich ingredients. Southeast Asian Cuisine representing Thailand, Laos, Cambodia, Vietnam, Indonesia, Malaysia, Singapore, and Brunei, this style is known for its fresh herbs, bold spices, and harmonious sweet, sour, salty, and spicy flavours.

Among these, Chinese, Japanese, and Thai cuisines stand out as foundational pillars of Asian gastronomy and are widely recognized for shaping global culinary trends. This course delves into their fundamental techniques, flavours profiles, and cultural philosophies, providing students with a comprehensive understanding of Asian culinary artistry.

This course also provides an in-depth understanding of flour treatments, gluten development, and bakery product troubleshooting. Students will explore flour additives, gluten control techniques, and various flour types to enhance baking performance. Additionally, the course covers bakery faults and their remedies, the science behind quick breads, and the art of preferment's and sourdough.

By the end of this program, the learner will have gained the skills and knowledge necessary to approach world cuisines with a more global perspective, refining their skills and expanding their culinary horizons.

3. Learning Outcomes

By the end of the course, the learner will be able to

Knowledge

1. Comprehend the history and philosophy of Chinese, Japanese and Thai cuisines.
2. List and select the special ingredients used in all these cuisines.
3. Elaborate the importance and uses of different tools and specific techniques involved.
4. Analyse flour treatments and their impact on dough quality.
5. Identify and control gluten development for different baked goods.
6. Implement corrective measures to overcome common bakery faults.
7. Utilize preferment's and sourdough techniques to enhance flavour and texture.



Competencies

1. Maintain the standard of choosing right tools and techniques for achieving the best result associated to each cuisine.
2. Plan the menu from the respective cuisines without losing its main attributes.
3. Assemble all the finer aspects of cuisines into action for the best outcome.
4. Showcase these cuisines to meet the global demand in highest order.
5. Develop advanced skills through hands-on practice and operational training.
6. State the various processes of making international breads, desserts and cakes.

Mindset

1. Develop deep sentiment related the historic and philosophical roots of each cuisine.
2. Enhance analytical thinking in evaluating flour treatments and fostering a scientific approach to baking.
3. Aspire for innovation in utilizing preferment's and sourdough techniques.
4. Appraise the aesthetic sense in all activities.

BHA501- INTERNATIONAL CUISINE- I (THEORY)

Unit 1: INTRODUCTION TO CHINESE CUISINE- a) Geographical location b) Historical and cultural backdrop c) Staple food with regional influence d) Tools/techniques/ utensils used e) Specialty ingredients f) Cooking Chinese hot-pot g) Dim-sum guidelines h) Popular dishes

Unit 2: INTRODUCTION TO JAPANESE CUISINE- a) Geographical location b) Historical and cultural backdrop c) Staple food with regional influence d) Tools/techniques/ utensils used e) Specialty ingredients f) Eating etiquettes g) Importance of UMAMI h) Popular dishes i) Comparison with Chinese cuisine

Unit 3: INTRODUCTION TO THAI CUISINE- a) Geographical location b) Historical and cultural backdrop c) Influence of Buddhism, Monarchy, Faith and Believes, Social values d) Staple food with regional influence e) Tools/techniques/ utensils used f) Specialty ingredients g) Popular dishes h) Comparison with Chinese and Japanese cuisine

Unit 4: FLOUR AND DOUGH ADDITIVES AND TREATMENTS- a) Vitamins and minerals, Bleaching and maturing agents b) Determining the strength of the flour (hand/ colour test) c) Bread flour, Artisan Flour, Pastry flour, Cake Flour, All-purpose flour d) Importance of Gluten e) Determining gluten requirements (Windowpane Test) f) Controlling gluten development g) Dough Relaxation h) Retarding Fermentation

Unit 5: BAKERY PRODUCTS- FAULTS AND REMEDIES- a) Bread, cake, cookies & pies faults (causes and remedies) b) Gluten development in quick breads (tunnelling, over mixing) c) Preferment's and sourdough starters- Poolish, Biga, Levain d) Sourdough making, storing & refreshing starter



BHA502- INTERNATIONAL CUISINE – I (PRACTICAL)

Course Title	International Cuisine -I (Practical)
Course Code	BHA502
Credits	04
Number of hours per group	120 class hours

BHA502- INTERNATIONAL CUISINE – I (PRACTICAL)

<p>Unit 1: CHINESE CUISINE-a) Snacks, Soups and Starters- Vegetables Spring Roll, Deep Fried Chicken Dumpling, Sesame Toast, Steamed Prawns with Ginger, Hot and Sour Soup, Sweet Corn Soup, Wonton soup b) Dim Sum and Dumplings- Classic Spring Rolls, Steamed Chicken and Mushroom Dumplings c) Chinese Main Course- Stir Fried Mixed Vegetables, Broccoli in Oyster Sauce, Spinach, Mushroom and Baby corn, Fried Chicken with Lemon Sauce, Crispy Fried Chicken, Chicken Finger Green Chilli, Chicken Cashew Nut Green Pepper, Chicken with Dry Chilli Sauce, Kung Pao Chicken, Lamb in Honey Sauce, Braised Vegetables with Chicken, Sweet and Sour Fish, Prawn in Garlic Sauce, Lobster in Black Bean, Fish with Ginger and Spring Onions, Paper thin Mutton with Spring Onions, Chili Chicken with Basil d) Chinese Desserts- Sweet Peanut Nuggets, Fresh Mango Pudding, Shaved Ice with Fresh Fruits, Sweet Boba Milk Tea, Banana toffee with Ice Cream & Date Pancakes with Ice Cream</p>
<p>Unit 2: THAI CUISINE- a) Snacks, Soups and Starters- Thai Spring Rolls, Papaya Salad (Som Tam), Thai Mango Salad, Thai Cucumber Salad, Thai Leaf-Wrapped Tidbits (<i>Miang</i>), Thai Chicken Salad (<i>laab</i>), Thai Seafood Salad, Kasma's Spicy Eggplant Salad, Chicken in Coconut Milk (Tom Kha), Glass Noodle Soup, Tom Yum Goong, Tom Yum Taleh (Mixed Seafood), Egg Rolls b) Thai Main Course- Thai Green Curry, Panang Curry Recipe, Massaman Curry, Chicken with Holy Basil, Street Vendor Roti Recipe, Traditional Thai Red Curry, Crab Curry Recipe, Thai Jasmine Rice, Fried Rice (Kao Paht), Sticky Rice, Coconut-Rice Pancakes c) Thai Desserts- Sticky Rice with Mango, Kanom Krok (Thai Pancakes), Pumpkin in Sweet Coconut Sauce, Grilled Coconut Cake, Sankaya (Pumpkin Custard)</p>
<p>Unit 3: JAPANESE CUISINE- Sushi, Rice Balls (Onigiri), Kare Raisu (Curry Rice), Fried Rice (Chahan), Chazuke (Ochazuke), Kayu, Sashimi, Yakizakana. <i>Noodles-</i> Soba, Udon, Ramen, Somen, Yakisoba, <i>Nabe Dishes (hot pot)-</i> Oden, Shabu Shabu, Sukiyaki. <i>Meat Dishes-</i> Yakitori, Nikujaga, Teppanyaki. <i>Soybean Dishes-</i> Hiyayakko, Agedashidofu & Miso Soup, Tempura, Omuraisu, Japanese Pickles, Bento Meals</p>
<p>BAKERY (Practical)</p>
<p>Unit 4: RICH YEAST DOUGH, DECORATIVE CAKES, BREADS & COOKIES- Danish Pastry, Hot Cross Buns, Baba/ Savarin, Croissant, Panettone, Stollen, Pizza, Focaccia, Challah, Ciabatta, Pita, Bagel, Lavash, Red Velvet Cake, Carrot Cake, Fudge Cake, Tiramisu, Fondant, Chocolate Glaze, Butter Cream, Marzipan, Pastillage, Royal Icing, French Bread, Bread Sticks, Tart Tatin, Multigrain Bread, Whole Wheat Bread, Tulies, Brownie</p>
<p>Unit 5: PUDDING, MOUSSE, SOUFFLÉS PASTRY , FROZEN DESSERT & SUGAR WORK- Crème Brulee, Pancotta, Baked Cheese Cake, Cold Cheese Cake, Baked Soufflé, Baklava, Apple Strudel, Mille Feuille, Chocolate Parfait, Ice Cream, Toffee, Spun sugar, Artistic Sugar, Soft Caramel</p>

BHA503 - ADVANCE FOOD & BEVERAGE MANAGEMENT- I (THEORY)

1. Preamble

Course Title	Advance Food & Beverage Management-I (Theory)
Course Code	BHA503
Credits	02
Number of hours per group	30 class hours

2. Course Description

This course provides a practical and analytical approach to revenue control, cost management, food & beverage control, sales forecasting, and event management in the catering industry. Learner will develop critical financial and operational skills to optimize profitability, prevent frauds, and ensure seamless event execution. Through hands-on exercises, case studies, and real-world applications, the learner will gain proficiency in budget control, pricing strategies, and forecasting techniques essential for efficient hospitality operations.

This course will also equip the learner with the essential skills to develop, manage, and grow hospitality businesses, including restaurants, start-ups, event-planning enterprises, and customer loyalty programs. The learner will gain hands-on experience in business feasibility analysis, financial planning, branding, vendor management, and the use of modern technology to streamline operations. A practical approach to dossier preparation and event execution will ensure that the learner is industry-ready.

3. Learning Outcomes

By the end of the course, the learner will be able to

Knowledge

1. Define cost, describe elements of cost and classify cost.
2. Calculate pre and post P&L to measure financial performance of the business.
3. List various bar licenses.
4. Recall various stages of the F&B Control cycle.
5. Describe the importance of beverage and forecasting control.
6. Identify key factors for financial stability in the catering business.
7. Illustrate the scope of event management.
8. Discuss Break Even Analysis, PV Ratio and Contribution margin.

Competencies

1. Calculate different cost from a given sample.
2. Draw the format of a bin card, meat tag.
3. Prepare the staffing guidelines, prepare work schedules and analyze labour cost.
4. Implement best practices for purchasing, receiving, storing, issuing and production control.
5. Handle Imprest system, manual and electronic check systems (ECR, NCR & POS), credit card processing, digital payments etc.
6. Organize MICE and special events.
7. Design Event Dossier.
8. Create customer loyalty programs using technology-driven engagement tools.



Mindset

1. Develop cost control strategies and revenue management skills for hospitality businesses.
2. Implement food & beverage control measures to prevent fraud and improve efficiency.
3. Utilize forecasting tools and budget management techniques for profitability.
4. Plan, organize, and execute hospitality events with financial and operational precision.
5. Apply break-even analysis to make informed business decisions.

BHA503 - ADVANCE FOOD & BEVERAGE MANAGEMENT– I (THEORY)

Unit 1: REVENUE CONTROL- a) Cost (Elements & Classification) b) Labor Control - Establishing Standard Staffing Guideline, Preparing work schedule, Analyzing labor cost c) Costing, Pre & Post P&L

Unit 2: FOOD & BEVERAGE CONTROL- a) Different types of bar licenses b) Purchasing c) Receiving d) Storing e) Issuing f) Production Control g) Standard Recipe h) Standard portion size i) Bar frauds j) Books maintained k) Beverage control l) Volume forecasting m) Bin card n) Meat tag

Unit 3: SALES/ REVENUE / BUDGET CONTROL SYSTEM- a) Sales concepts b) Sales forecasting for business plans c) Procedure of cash control (Imprest amount) d) Manual/ Electronic Check Systems- ECR/NCR/ POS e) Processing Credit Cards f) Reports g) Types of thefts h) Cash and digital payment handling i) Budgetary control- Objectives, Framework, Key factors

Unit 4: EVENT MANAGEMENT- a) Definition & Objectives b) MICE c) Theme & budgeting d) Destination wedding e) Product launch f) Organizing Food Festival by Hotel g) Selection of venue h) Supplier management i) Event Marketing j) Dossier

Unit 5: BREAK EVEN ANALYSIS – a) Breakeven chart b) PV Ratio c) Contribution d) Marginal Cost f) Graphs



BHA504 - ADVANCE FOOD & BEVERAGE MANAGEMENT– I (PRACTICAL)

Course Title	Advance Food & Beverage Management-I (Practical)
Course Code	BHA504
Credits	01
Number of hours per group	30 class hours

BHA504 - ADVANCE FOOD & BEVERAGE MANAGEMENT– I (PRACTICAL)

Unit 1: DEVELOPING RESTAURANT BUSINESS PLAN- a) Study global dining establishment/ international brands and their presence b) Design Restaurant Feasibility Report- Location, Cuisine/ Menu designing principles, Pricing, Marketing, Reports, Business registration and licences, Vendor management, Food Aggregators

Unit 2: EVENT MANAGEMENT BUSINESS MODEL – a) Identifying niche (Wedding, Corporate, Concerts) b) conduct market research c) Design business plan- objectives, budget, pricing, registering business d) Networking with venues- catering establishments, decorators', entertainers and suppliers, marketing and branding e) Technology automation- Use of Event management tools (Eventbrite, Trello, etc.)

Unit 3: DESIGN CUSTOMER LOYALTY PROGRAMS- a) Point- Based, Subscription/ Membership based b) Cashback, Rewards and incentives- free meals, discounts, VIP tables, chef's special, free desserts c) Easy accessibility- Mobile apps, QR Codes d) Websites or social media links, Apps or Loyalty Cards, Personalized Engagement, e) SMS Marketing f) Omni channel Integration- Dine In, take away and online orders, Referral and Social Media Engagement, Gamification rewards, Data Analytics

Unit 4: PREPARATION OF SAMPLE EVENT DOSSIER- a) Cost b) Material c) Vendor identification d) Presentation e) Local produce

Unit 5: ORGANIZING A VERTICAL AND HORIZONTAL EVENTS- a) Organizing Industry specific events b) Organizing Conferences, Meeting, Seminars, Annual Student Events- Musical festivals, Food festivals, Trade shows, Career Fairs etc.

BHA505- ROOMS DIVISION MANAGEMENT– II (THEORY)

1. Preamble

Course Title	Rooms Division Management – II (Theory)
Course Code	BHA505
Credits	02
Number of hours per group	30 class hours

2. Course Description

This course provides a comprehensive understanding of housekeeping operations, interior decoration, store and contract management, hotel maintenance, and building systems. With a practical and hands-on approach, learner will learn about inventory control, staff planning, renovation processes, pest control, sustainable housekeeping practices, and modern building technologies, including smart room systems and fire safety. This course is designed for future hospitality professionals seeking expertise in managing hotel facilities efficiently.

This course also offers an in-depth understanding of housekeeping planning, guestroom and departmental layouts, interior decoration, inventory control, and property maintenance. Through a practical approach, the learner will develop essential operational documents, design guestroom layouts, create mood boards, establish stock management procedures, and handle property maintenance and outsourcing effectively. This course equips the learner with industry-relevant skills essential for managing housekeeping operations in modern hospitality establishments.

3. Learning Outcomes

By the end of the course, the learner will be able to

Knowledge

1. Design division of work, area inventory list and frequency schedule.
2. Enlist housekeeping tasks, prepare job description and set the productivity standard.
3. Illustrate the importance of Inventory management.
4. Discuss workforce coordination.
5. Elaborate the principles of interior decoration.
6. Explain the Prang Colour System.
7. List the types of renovation.
8. Prepare the Snag List.
9. List outsourcing requirements.
10. Explain pest control.
11. Highlight the need of outsourcing and vendor management.
12. Discuss various sustainable practices with respect to waste management and energy consumption.
13. Deliberate the significance of technology in housekeeping with respect to smart rooms and robotics.

Competencies

1. Formulate area inventory list & division of work document.



2. Develop the SOP of various housekeeping skill-oriented tasks such as bed making, bathroom cleaning, guest room cleaning etc.
3. Establish par levels, purchase specification, stock taking.
4. Draw various inventory formats, indent format.
5. Design Snag and De-Snag List.
6. Draw to the scale guestrooms and sub department layouts.
7. Calculate staffing requirement and prepare Duty Roster.
8. Design AMC Proposal.
9. Design the mood board and material board.
10. Administer first aid in a medical situation and handle various unprecedented situations.

Mindset

1. Acknowledge the importance of housekeeping department operations, staff and inventory management.
2. Develop interest in interior decoration by understanding the impact of colours, furniture placement, and renovation processes.
3. Engage in continuous learning of various procedures related to procurement, building maintenance and outsourcing strategies.
4. Develop interest to explore technology driven hotel building systems such as smart rooms, robotics and sustainable practices.

BHA505- ROOMS DIVISION MANAGEMENT– II (THEORY)

Unit 1: PLANNING & ORGANIZING THE HOUSE KEEPING DEPARTMENT – a) Division of work Document **b)** Area Inventory List **c)** Frequency Schedule **d)** Performance standard- Task List, Job description, SOP **e)** Productivity standard **f)** Inventory management: Guest Supplies, Cleaning agents, Linen, Uniform, Equipment **g)** Establishing par Levels **h)** Purchase Specifications of all inventories **i)** Stock taking **j)** Formats/ Records **k)** Work Schedules **l)** Coordinating, Directing and controlling- Types of shifts, Planning duty, Training of HK employees (Benefits, Types & Four Step Training) **m)** Staffing- Staffing guide, Calculating staff strength, Job allocation

Unit 2: INTRODUCTION TO INTERIOR DECORATION - a) Role of Interiors in guest satisfaction **b)** Elements and Principles of Design **c)** Selecting Colors schemes for different areas of a hotel - Dimensions of colours, Prang colour system , Color schemes & Emotional Effect of Colours **d)** Lighting in Interiors- Direct, indirect, semi direct, incandescent, fluorescent light, architectural and non- architectural lighting, lighting different areas **e)** Furniture – Specifications and Placement (Room accessories, Fabric and Upholstery, Floor & Floor Finishes, Wall & Wall finishes & Room Layouts **f)** Renovation-Types of renovation, Process of Refurbishment & Procedure for Redecoration **g)** New property count down

Unit 3: STORE MANAGEMENT & CONTRACT MANAGEMENT – a) Indent- Purchase- Storage- Issue-Records - Purchase Principles, Types of purchasing, Purchase cycle, store management, issuing of linen, laundry, guest room supplies, Record keeping **b)** Pest control management- Identify the pests, Areas of infestation in the hotel, Prevention & Treatment, **c)** Outsourcing / contract services / Vendor Management- Need, types of outsourced jobs, Steps / guidelines involved when hiring on contract, Pricing, Contract clauses, Annual Maintenance Contract

Unit 4: HOTEL MAINTENANCE - a) Definition of Maintenance **b)** Types of maintenance- Routine maintenance, Preventive maintenance, Corrective maintenance, Predictive maintenance, Emergency maintenance, Deep cleaning/ seasonal maintenance, Guestroom maintenance, Contract maintenance **c)** Snagging and de-snagging / Maintenance log book **d)** Role of hotel maintenance/ hotel engineering department **e)** Interdepartmental coordination **f)** Room division audit- Types of audit (Brand audit, ISO audit, Internal and third party audit) **g)** Sustainable housekeeping practices- Waste management (Types of waste, segregation and

disposal of waste), conserving energy and eco-friendly practices **h**) Maintenance of Security and surveillance system

Unit 5: HOTEL BUILDING SYSTEMS- **a**) Electricity terminologies-Definitions, units, symbols, Identifying electrical faults, Basic meter reading techniques and Calculation of electricity consumption **b**) Plumbing and sanitary terminology- Definitions, plumbing fittings and fixtures (Water taps, traps, grease traps, heat pumps, R.O, water purifier, flushing cisterns, flushing valve, water closets, bidets, water pipes), STP, Care and maintenance of plumbing fittings and fixtures, identification and reporting of plumbing issues **c**) HVAC Systems Terminologies (relative humidity, humidification, de-humidifying, dew point control, unit of air conditioning, Principles of refrigeration cycles and characteristics of refrigerants, Window, split and central Air conditioning system - Chiller-water & Air cooled, VRF), inspection checklist of HVAC, role of HVAC in guest experience and conditions for comfort **d**) Building transportation systems, Operation, Care and maintenance of passenger elevators, freight elevators, Escalators and Sidewalks **e**) Smart Rooms Technology **f**) Robotics in Routine Cleaning **g**) Care and maintenance of audio visual equipment used in hotel (Channel and public address system), Care and maintenance of overhead projector, slide projector, LCD and power point presentation units, PC, CPU, Modem, UPS, Printer, laptops, server, P.A. System, Channel music system, fire panels **h**) Fire Identification: smoke, heat and gas leak detectors, Fire evacuation: Fire staircases, Fire routes, Fire suppression, operating fire extinguishers



BHA506 – ROOMS DIVISION MANAGEMENT– II (PRACTICAL)

Course Title	Rooms Division Management – II (Practical)
Course Code	BHA506
Credits	01
Number of hours per group	30 class hours

Unit 1: HOUSEKEEPING PLANNING – a) Develop division of work document **b)** Designing area inventory list **c)** Establishing frequency schedule for cleaning task and conducting mock inspections **d)** Calculating staffing requirement **e)** Setting duty roster **f)** Developing SOP's for skill Oriented tasks

Unit 2: DESIGNING GUEST ROOM LAYOUT – a) To the scale guestroom designing (Twin room, double room, suite room, especially abled room **b)** To the scale sub department layouts (Linen room/ Uniform Room/ Laundry / Control desk)

Unit 3: INTERIOR DECORATION: a) Develop different dimensions of colours using Prang Colour System **b)** Create mood board and material board for guestrooms and offices **c)** Study the impact of colours, lighting and furniture on guest experience

Unit 4: INVENTORY MANAGEMENT- a) Create indent for different supplies (linen, uniform, cleaning agents) **b)** Calling for quotations and raising purchase order **c)** Organizing Housekeeping Stores **d)** Establishing Par Stock for regular operations/ Stock taking **e)** Regular pest control

Unit 5: PROPERTY MAINTENANCE: a) Developing Snag List **b)** Identifying different renovation requirements **c)** Listing outsourcing requirements **d)** Designing AMC Proposal **e)** Staff Training for handling: EDC Machine, Housekeeping Mobile Apps, IoT Enabled Devices, First Aid, Fire Evacuation, Medical and Emergency situations



BHA507- FACILITY PLANNING

1. Preamble

Course Title	Facility Planning
Course Code	BHA507
Credits	02
Number of hours per group	30 class hours

2. Course Description

This course provides a comprehensive understanding of hotel classification, design, planning, and layout of key operational divisions. Learner will learn about hotel star classification guidelines, architectural planning, feasibility studies, sustainable practices, and the functional design of rooms division, food & beverage outlets, and food production areas. By integrating theoretical knowledge with practical applications, the course will equip learner with essential skills for designing efficient and aesthetically pleasing hospitality spaces.

3. Learning Outcomes

By the end of the course, the learner will be able to

Knowledge

1. Explain the key Design, Layout and planning considerations in a hotel.
2. Describe various statutory clearances required.
3. Allocate space for different facilities in a hotel.
4. Explain the procedure of green certification.
5. Identify the appropriate equipment in F & B, House Keeping and other departments.
6. Discuss the Project Management and network analysis.
7. Set up and arranging of facilities for operational efficiency.

Competencies

1. Provide an insight into significant & crucial aspects of facility planning & designing.
2. Prepare & explain blue prints of F & B outlets, House Keeping & Front Office areas.
3. Draw flow process diagram.

Mindset

1. Appreciate the role of Facility Planning.
2. Clarifying the procedure seeking Licenses and hotel Classification.
3. Advocate the importance of green practices & waste management in hospitality areas.



BHA507- FACILITY PLANNING

Unit 1: HOTEL STAR CLASSIFICATION AND GUIDELINES- a) Criteria for star classification of hotel (architectural facilities, features and services 1-5 star deluxe, heritage and apartment hotels) b) Constitution of Hotel Classification Committee: State and central) c) Formats used for applying / replying for classification d) Necessary Licenses, permits and clearances required at different stages of hotel project development

Unit 2: HOTEL DESIGN- a) Basic Terminologies: Floor area, carpet area, plinth area & super built area, their relationships, Floor Area Ratio/ floor space index b) Hotel design Consideration and Automation c) Project management d) Types of Feasibility Report e) Role of Hospitality professionals f) Systematic layout planning pattern (SLP) g) Role of hospitality professionals h) Building Envelope: building and exterior facilities, building types, structural frame, exterior facilities, parking areas, landscaping and grounds, types of drawings: Plan views, Elevation views, detail views, models, section views, Three Dimensions, mechanical views, single line diagram (SLD), Refracted ceiling plans, Hotel signage and sub signage i) Planning for Front of the House: Procedure for determining space considering the guiding factors for guest room/ public facilities, support facilities & services, hotel administration, internal roads/ budget hotel/ 5 star hotel j) Estimation of construction cost k) Planning for Back of the House: Work flow in back of the house (receiving, garbage and staff movement – lockers, change room, cafeteria and administrative office) l) Approximate requirement & estimation of water/ electrical load, gas, ventilation m) Green hotel practices/ Certification

Unit 3: DESIGNING AND PLANNING OF ROOMS DIVISION- a) Various types of lobbies, front desk arrangements, according to types of hotel & hotel floor plan b) Factors to be considered for ambience & décor (Fixture & fittings, furniture & furnishings, lighting (temperature and lux levels) & color scheme, floor finishes, wall covering) c) Porch, travel desk, Bell boy desk/ luggage rooms/ security checks points etc. d) Room types: Typical floor plan of Guest rooms and bathrooms, shafts, staircases and features of physically challenged room and washroom e) Space management in laundry, control desk, storages, party uniform room.

Unit 4: DESIGNING AND PLANNING OF FOOD & BEVERAGE DIVISION- a) Layout, design considerations, space & equipment requirement for food and beverage outlets: Restaurant, Bar, in room dining, Banquet QSR b) Developing specification for various restaurant equipment c) Budgeting & forecasting d) Ambience & Décor- Lighting & color scheme, floor finish, wall covering e) Special spaces if needed for smoking zones, DJ booth, bar, Buffets (Hot, cold, and dessert) f) Planning of various support services (pantry, Back area & other staff facilities)

Unit 5: DESIGNING AND PLANNING OF FOOD PRODUCTION- a) Principles of kitchen layout & design configuration b) Planning of live, interactive kitchen, cloud kitchen and conventional kitchen c) Kitchen work flow and planning for receiving, storage, pre- preparation, preparation, pick up and pot wash area d) Effect of technology (Automation and semi automation) in kitchen design e) Kitchen environmental planning (Air pollution & ventilation) f) Kitchen flooring & wall finishes g) Vendor management h) Back of the House planning of Food production i) Stores - Stores layout and planning (dry, cold and bar), Work flow in back of the house (receiving, garbage and staff movement- Lockers), Various equipment of the stores



BHA508- FINANCIAL MANAGEMENT

1. Preamble

Course Title	Financial Management
Course Code	BHA508
Credits	02
Number of hours per group	30 class hours

2. Course Description

This course provides a comprehensive understanding of financial management principles and their application in the hospitality industry. It covers key financial concepts such as short-term financing, cash and inventory management, risk analysis, capital budgeting, valuation, and corporate finance strategies. Through theoretical concepts and practical case studies, students will develop financial decision-making skills crucial for managing hospitality firms effectively.

3. Learning Outcomes

By the end of the course, the learner will be able to

Knowledge

1. Understand cash flow and net working capital.
2. Describe short term financial policies and budgeting.
3. Explain Credit policies, Risk assessment and collection strategies.
4. Illustrate the relationship between strategic decision making and corporate financing decisions.
5. Calculate the Weighted Average Cost of Capital and financial leverage.
6. Write the financial statement.
7. Explain mathematics of risk and return, describe how risk affects the value of the asset in equilibrium.
8. Describe the characteristics of derivative assets.
9. Calculate Working Capital requirements.

Competencies

1. Prepare Budget.
2. Maintain inventory control.
3. Calculate the working capital.
4. Study financing options such as IPOs, debt issuance, leasing, and franchising.



Mindset

1. Appreciate the importance of finance management in successful business.
2. Apply short-term financial planning techniques to optimize cash flow and working capital.
3. Implement effective cash, inventory, and receivable management strategies.
4. Evaluate financing decisions and risk analysis methods to enhance business sustainability.
5. Conduct valuation of hospitality businesses using qualitative and quantitative approaches.
6. Assess corporate growth strategies and dividend policies for financial planning.

BHA508- FINANCIAL MANAGEMENT

Unit 1: SHORT-TERM FINANCING AND PLANNING- a) Tracing Cash and Net Working Capital b) Defining Cash in Terms of Other Elements c) The Operating Cycle and the Cash Cycle d) Some Aspects of Short-Term Financial Policy e) Cash Budgeting f) The Short-Term Financial Plan f) The Short-Term Financial Plans in India

Unit 2: CASH AND INVENTORY MANAGEMENT & RECEIVABLES MANAGEMENT- a) Reasons for Holding cash b) Determining the Target Cash Balance c) Managing the Collection d) Investing Idle Cash e) Need to hold inventory f) Inventory Management Techniques g) Terms of the Sale h) The Decision to Grant Credit: Risk and Information i) Optimal Credit Policy j) Credit Analysis k) Collection Policy

Unit 3: FINANCING DECISIONS, RISK ANALYSIS AND CAPITAL BUDGETING- a) Financial Institutions, Markets and Instruments b) An overview of Indian Financial System- Can Financing Decisions Create Value, Description of Efficient Capital Markets, Different Types of Efficiency, The Evidence, Behavioural Challenge to Market Efficiency, Empirical Challenge to Market Efficiency, Reviewing the Differences, Implications for Corporate Finance, Ratio Analysis c) The Capital Structure- The Capital Structure Question, The Pecking Order Theory, Cost of Financial Distress; Signaling, Maximizing Firm Value versus Maximizing Stockholders Interests, Financial Leverage and Firm Value: An Example, Modigliani and Miller: Proposition II, Growth and Debt-Equity Ratio, How Firms Establish Capital Structure, Shirking, Perquisites, and Bad Investments: Agency Cost of Equity d) Financing Options- i. *Issuing Securities to the Public:* The IPO Route (Public Issue), The Announcements of New Equity and the Value of the Firm, The Cost of New Issues, The Rights Issue, The Private Equity Market ii. *Financing Options: Long-Term Debt:* Long-Term Debt: A Review, The Public Issue of Bonds, Bond Ratings, Different Types of Bonds, Direct Placement Compared to Public Issues, Long-Term Syndicated Bank Loans iii. *Leasing/ Franchising:* Types of Leases, Accounting and Leasing , The Cash Flows of Leasing, NPV Analysis of the Lease-versus-Buy Decision, Debt Displacement and Lease Valuation, Expansion Via Franchising, Expansion Via Management Contracts e) Risk and Value in the Hospitality Firm- The Timing and Value of Cash Flows, Valuation and Required Rates of Return, Scenario Analysis and Break-Even Analysis, Decision Trees

Unit 4: VALUATION OF A HOSPITALITY FIRM/ CORPORATION- a) Qualitative Factors that affect Valuation: location, star rating, feedback area b) Various Approaches to Quantitative Valuation- Discounted Cash Flow Approach, Cash Flow to Equity Approach, Cash Flow to Firm Approach, Weighted Average Cost of Capital Beta and Leverage, Relative Valuation or Multiples

Unit 5: INORGANIC GROWTH, DIVIDENDS AND OTHER PAYOUTS- a) Mergers and Acquisitions: Basic Forms of Acquisitions, Synergy, Sources of Synergy, Friendly vs. Hostile Takeovers, Defensive Tactics, Do Mergers Add Value b) Different Types of Dividends, Standard Method of Cash Dividend Payment, The Benchmark Case: An Illustration of the Irrelevance of Dividend Policy, Repurchase of Stock, Repurchase of Shares in India, Personal Taxes and Dividends, Real-World Factors Favouring a High-Dividend Policy, ESOP's, Stock Dividends and Stock Splits



BHA509- FUNDAMENTALS OF MARKETING SKILLS

1. Preamble

Course Title	Fundamentals of Marketing Skills
Course Code	BHA509
Credits	02
Number of hours per group	30 class hours

2. Course Description

This course provides a comprehensive introduction to marketing, covering its fundamental principles, strategic frameworks, and practical applications. Through this course, the learner will gain an in-depth understanding of marketing concepts, the market environment, consumer behavior, and digital marketing strategies. By the end of the course, the learner will be equipped with essential marketing skills applicable to real-world hotel business scenarios.

This course will also provide a comprehensive understanding of Digital Marketing, covering essential strategies, tools, and techniques to effectively promote businesses, brands, and products online. The Learner will gain hands-on experience in search engine optimization (SEO), content marketing, social media marketing, paid advertising (PPC), email marketing, affiliate marketing, influencer collaborations, conversion optimization, and web analytics. The course includes website content creation, design, domain hosting, security, and compliance.

3. Learning Outcomes

By the end of the course, the learner will be able to

Knowledge

1. Define and illustrate the scope of marketing.
2. Explain traditional and modern marketing approaches.
3. Illustrate marketing mix- 4 P's.
4. Explain various marketing matrix.
5. Discuss the advantages and disadvantages of Qualitative and quantitative research in marketing.
6. Illustrate the evolution and concept of digital marketing.
7. Explain the steps in website marketing.

Competencies

1. Conduct primary and secondary research to study the market condition.
2. Gather and analyze competitors' data.
3. Design and host company website for product marketing.
4. Implement data driven marketing decision.
5. Learn SEO techniques to optimize website rankings and increase organic traffic.
6. Analyze user behaviour and website performance



Mindset

1. Appreciate the fundamental philosophy of Marketing Management.
2. Analyze the market environment using strategic tools.
3. Learn to integrate the conceptual models of Marketing.
4. Differentiate between consumer and organizational buying behaviours.
5. Develop and optimize websites for effective online marketing.
6. Utilize social media platforms to enhance brand presence and customer engagement.
7. Apply conversion rate optimization (CRO) strategies to boost sales and user engagement.

BHA509- FUNDAMENTALS OF MARKETING SKILLS

Unit 1: INTRODUCTION TO MARKETING - a) Marketing **b)** Marketing vs. Sales **c)** Evolution of Marketing Concept **d)** Role of Marketing in an Organization **e)** Core concepts of marketing skills- Need, Want, Demand, Customer, Value **f)** Value Exchange Process- i. Barriers in Value Exchange ii. Role of Marketing in Value Exchange iii. Marketing Mix: 4 Ps of Marketing **g)** Types of Goods, Meaning of Goods, Goods vs. Services

Unit 2: MARKETING ENVIRONMENT- a) 5 Cs: Customer, Company, Competitor, Collaborator, Context **b)** PESTEL Analysis **c)** SWOT Analysis **d)** BCG Matrix **e)** Porter's 5 Forces Analysis

Unit 3: SCANNING THE MARKET ENVIRONMENT- a) Methods of Market Research **b)** Qualitative vs. Quantitative Research **c)** Competitive Intelligence

Unit 4: CONSUMER PRODUCT ACQUISITION PROCESS- a) Types of customers: Individual vs. Organization **b)** Buying Roles **c)** Key Difference between Individual Purchases vs. Organizational Purchase

Unit 5: DIGITAL MARKETING - a) Search Engine Optimization SEO **b)** Content Marketing **c)** Social Media Marketing **d)** PPC Advertising **e)** Email Marketing **f)** Affiliate Marketing **g)** Influencer Marketing **h)** Conversion Rate Optimization **i)** Web Analytics: Website content creation, Website design, Strategy & planning, Domain hosting, Security & compliance



BHA510- FUNDAMENTALS OF MANAGEMENT SKILLS

1. Preamble

Course Title	Fundamentals of Management Skills
Course Code	BHA510
Credits	02
Number of hours per group	30 class hours

2. Course Description

This course introduces the fundamental concepts of management, exploring the roles of managers, planning techniques, decision-making processes, organizational structure, and team dynamics. Through this course, the learner will develop a strong foundation in management principles, strategic planning, leadership, and motivation. By the end of the course, the learner will be equipped with key managerial skills applicable in various organizational settings.

3. Learning Outcomes

By the end of the course, the learner will be able to

Knowledge

1. Define the concept of management.
2. Discuss the role of management.
3. Describe planning and types of managerial plans.
4. Explain different tactical planning tools.
5. List and explain different types of Decision – Making Styles.
6. Explain the role of technology in decision making and hospitality management.
7. Illustrate the organizational design application.
8. Differentiate between leadership and Supervision.
9. Outline the characteristics of High-Performance Work team.
10. Discuss the motivation theories.

Competencies

1. Analyze the leadership function, recognizing leadership as the relationship between a supervisor and subordinates in an organizational environment.
2. Recognize the symptoms of organizational conflict, describe its sources, and discuss the manager's role in conflict management.
3. Implement Information Control System in hotel.
4. Recognize the role of robotics in industry.
5. Discuss the impact of productivity on corporate and managerial success.

Mindset

1. Appreciate the dynamic nature of the management and organizational behavior.
2. Advocate the purpose for learning the management principles and leading to the realization of an ideal characteristics of a manager.
3. Apply planning and decision-making techniques in a business environment.
4. Analyze organizational structures and their effectiveness.

5. Utilize technology for work process optimization.
6. Develop strategies to build and manage high-performance teams.

BHA510- FUNDAMENTALS OF MANAGEMENT SKILLS

<p>Unit 1: MANAGERS AND MANAGEMENT- a) Manager b) Roles of management c) The importance of studying management d) The systems approach e) The contingency approach f) Foundation of planning: Defining planning, Planning in uncertain environments, Types of plans (Specific plans, Standing plans) g) Organizational strategy</p>
<p>Unit 2: PLANNING TOOLS AND TECHNIQUES- a) Assessing the environment- Forecasting, Benchmarking, Budgets b) Tactical planning tools- Scheduling, Break-even analysis, Queuing theory c) Foundations of decision-making process- Certainty, Risk Uncertainty d) Decision making styles e) Making decisions in groups- Brainstorming, Electronic meetings</p>
<p>Unit 3: TECHNOLOGY AND THE DESIGN OF WORK PROCESS- a) Technology and productivity b) Robotics c) Just-in-Time d) Flexible manufacturing systems e) Information technology- Workflow automation, Enhancing internal communications, Decision making f) Work design, Work schedule options g) Control tools and techniques h) Information control systems- Management information system (MIS), Maintenance control, Quality control, Financial controls, Ratio analysis</p>
<p>Unit 4: BASIC ORGANIZATION DESIGNS- a) Organizational Structures b) Chain of command c) Span of control d) Authority and responsibility e) Organization design applications-The simple structure, The divisional structure, The matrix structure, Organization culture f) Leadership and supervision- Behaviour theories of leadership (Autocratic style, Democratic style, Laissez-faire style)</p>
<p>Unit 5: WORK TEAM- a) Understanding work teams b) Popularity of teams c) Types of work teams- Functional work teams, Problem-solving work teams, Self- managed work teams, Cross-functional work teams d) Characteristics of high-performance work teams e) Motivating and rewarding employees f) Motivating and individual needs g) Early theories of motivation- i. Maslow's Hierarchy of needs ii. McGregor's Theory X and Theory Y iii. Herzberg's motivation-hygiene theory h) Contemporary theories of motivation- i. McClelland's three-needs theory ii. Adams' equity theory iii. Vroom's expectancy theory i) Contemporary issues in motivation</p>

B.Sc. DEGREE
IN
HOSPITALITY & HOTEL ADMINISTRATION

CURRICULUM
(B.Sc. HHA SEMESTER VI)

NATIONAL COUNCIL FOR HOTEL MANAGEMENT
AND CATERING TECHNOLOGY
NOIDA
(NCHMCT)

AND
JAWAHARLAL NEHRU UNIVERSITY
(JNU)



SEMESTER – VI (18 WEEKS)**MINIMUM CONTACT HOURS FOR EACH SUBJECT**

No.	Subject code	Subject	Credits	Contact Hours per Semester	
				Th.	Pr.
1	BHA601	International Cuisine – II (Theory)	02	30	-
2	BHA602	International Cuisine – II (Practical)	04	-	120
3	BHA603	Advance Food & Beverage Management-II (Theory)	02	30	-
4	BHA604	Advance Food & Beverage Management-II (Practical)	01	-	30
5	BHA605	Revenue Management & AI (Theory)	02	30	-
6	BHA606	Revenue Management & AI (Practical)	01	-	30
7	BHA607	Entrepreneurship Development	02	30	-
8	BHA608	Hospitality Law	02	30	-
9	BHA609	Human Resource Management	02	30	-
10	BHA610	Appreciation of Cultural Diversity	02	30	-
TOTAL:			20	210	180
GRAND TOTAL				390	

WEEKLY TEACHING SCHEME (18 WEEKS)

No.	Subject code	Subject	Hours per week	
			Th.	Pr.
1	BHA601	International Cuisine – II (Theory)	02	-
2	BHA602	International Cuisine – II (Practical)	-	08
3	BHA603	Advance Food & Beverage Management-II (Theory)	02	-
4	BHA604	Advance Food & Beverage Management-II (Practical)	-	02
5	BHA605	Revenue Management & AI (Theory)	02	-
6	BHA606	Revenue Management & AI (Practical)	-	02
7	BHA607	Entrepreneurship Development	02	-
8	BHA608	Hospitality Law	02	-
9	BHA609	Human Resource Management	02	-
10	BHA610	Appreciation of Cultural Diversity	02	
TOTAL:			14	12
GRAND TOTAL			26	



EXAMINATION SCHEME

No.	Subject code	Subject	Term Marks*	
			Th.	Pr.
1	BHA601	International Cuisine – II (Theory)	100	-
2	BHA602	International Cuisine – II (Practical)	-	100
3	BHA603	Advance Food & Beverage Management-II (Theory)	100	-
4	BHA604	Advance Food & Beverage Management-II (Practical)	-	100
5	BHA605	Revenue Management & AI (Theory)	100	-
6	BHA606	Revenue Management & AI (Practical)	-	100
7	BHA607	Entrepreneurship Development	100	-
8	BHA608	Hospitality Law	100	-
9	BHA609	Human Resource Management	100	-
10	BHA610	Appreciation of Cultural Diversity	100	-
TOTAL:			700	300
GRAND TOTAL			1000	

* Term marks will comprise 40% internal evaluation (IE) & 60% End Semester Exam (ESE) marks.

BHA601 – INTERNATIONAL CUISINE – II (THEORY)

1. Preamble

Course Title	International Cuisine -II (Theory)
Course Code	BHA601
Credits	02
Number of Hours per Group	30 class hours

2. Course Description

This course particularly increases knowledge about oriental, middle- east, Mediterranean, Latin American, Scandinavian and French cuisine. This includes about historical background, staple food and their specialties. Keeping the modern trends of food trade like food photography and fusion cuisine etc. it also reveals the concept of food photography. Food photography includes concept, art and elements of food photography and latest trends in food production management.

3. Learning Outcomes

By the end of the course, learner will be able to:

Knowledge

1. Categorize the International cuisine (Oriental, Middle east, Mediterranean, Latin American, Scandinavian, French cuisine)
2. Elaborate different trends in the fusion cuisine.
3. Interpret the concept of cloud Kitchen management.
4. Explain the concept of studio kitchen.
5. Understand the food photography principles.
6. List the basic principles of food photography.

Competencies

1. Consolidate the international specialty food.
2. Discover the new trends of food photography.
3. Compare different trends in fusion cuisine options accepted in global demand market.
4. Identify the concepts of latest food production management

Mindset

1. Moderate trends of international cuisine and fusion cuisine.
2. Adapt to principles of food photography and styling of food.
3. Appraise the concepts of food production management.



BHA601 – INTERNATIONAL CUISINE – II (THEORY)

Unit 1: MEDITERRANEAN CUISINE – Greek, Italian, Spanish, Lebanese & French Cuisine: All these cuisines will be discussed on basis of Geographic location and regions, Historical background, Special ingredients used (Vegetables, Grains and beans, Herbs and flavourings, Fish, Shellfish and Meat items & Wines used in cooking), Tools and equipment, cooking methods, Cooking Medium used, Classical dishes & Eating habits and etiquettes, Influences, Specialties & Recipes.

Unit 2: LATIN- AMERICAN CUISINE-Mexican All these cuisines will be discussed on basis of Geographic location and regions, Historical background, Special ingredients used (Vegetables, Grains and beans, Herbs and flavourings, Fish, Shellfish and Meat items & Wines used in cooking), Tools and equipment, cooking methods, Cooking Medium used, Classical dishes & Eating habits and etiquettes, Influences, Specialties & Recipes. **Fusion cuisine-**a) Fusion Cuisine b) Imagination and improvisation, c) The blending of Western laws of cooking with the exotic and spicy nuances of Eastern foods.

Unit 3: FOOD PHOTOGRAPHY & LATEST TRENDS IN FOOD PRODUCTION MANAGEMENT - a) Concept and Working in Studio Kitchen: Layout and Equipment of studio kitchen b) Art of photography - Basic principles c) Elements of Food Photography- art and Design and their application d) Food Blogging e) Food Journalism. **Trends-** a) Global Footprints of Indian Cuisine b) Cloud Kitchen - Business Models. c) Social media trends (Instagram cakes, viral desserts), d) E-commerce and online businesses.

Unit 4: MODERN BAKERY & CONFECTIONERY: a) Overview of traditional vs. modern trends, b) Influences of global cuisines and fusion baking, c) Artisanal vs. commercial production techniques, **Health and Wellness Trends-**a) Gluten-free, sugar-free, keto, and vegan bakery products, b) Use of alternative flours (almond, quinoa, millet, etc.), **Sustainability in Baking:** a) Plant-based, b) zero-waste baking.

Unit 5: CHOCOLATE: a) History and origins of chocolate. b) Cocoa types, varieties, and sources. c) Composition and properties of cocoa and chocolate. d) Types of chocolates: dark, milk, white, couverture. e) Factors affecting chocolate quality—moisture, temperature, and handling. f) Chocolate tempering: purpose and techniques (manual, machine, tabling, seeding). g) Faults in chocolate work: fat bloom, sugar bloom, improper tempering—causes and remedies. **Artistic Presentation and Product Innovation:** a) Edible flowers, metallic finishes, and decorative techniques, b) Mirror glaze, drip cakes, and textural contrasts,

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BHA602 - INTERNATIONAL CUISINE – II (PRACTICAL)

1. Preamble

Course Title	International Cuisine -II (Practical)
Course Code	BHA602
Credits	04
Number of Hours per Group	120 class hours

BHA602 - INTERNATIONAL CUISINE – II (PRACTICAL)

Unit 1 & Unit 2 - The chef trainer will plan the menu keeping in mind all the factors like Planning of menu both for a la carte and buffet, Indenting, Mise – en – place, Hot range, Live counters, practicing rechauffe cooking, Stock taking, Food cost analysis & Yield testing. The sample menus from the reference point of view are given in the chart, the trainer can modify the menu items as per the convenience.

Cuisine	Set 1 Menu	Set 2 Menu	Set 3 Menu
Greek	Appetizer: Dolmades Soup: Avgolemono Main Course: Moussaka Bread: Pita Bread Dessert: Galaktoboureko	Appetizer: Saganaki Soup: Fasolada Main Course: Souvlaki Bread: Lagana Dessert: Loukoumades	Appetizer: Grilled Halloumi Soup: Tomato & Orzo Soup Main Course: Braim Bread: Tsourekli Dessert: Portokalopita
Italian	Appetizer: Bruschetta Soup: Minestrone Main Course: Chicken Cacciatore Bread: Focaccia Dessert: Tiramisu	Appetizer: Arancini Soup: Zuppa Toscana Main Course: Osso Buco Bread: Ciabatta Dessert: Panna Cotta	Appetizer: Caprese Skewers Soup: Ribollita Main Course: Eggplant Parmigiana Bread: Panettone Dessert: Buccellato
Spanish	Appetizer: Patatas Bravas Soup: Gazpacho Main Course: Paella Valenciana Bread: Pan con Tomate Dessert: Crema Catalana	Appetizer: Croquetas de Jamón Soup: Caldo Gallego Main Course: Pollo al Ajillo Bread: Spanish Olive Bread Dessert: Tarta de Santiago	Appetizer: Spinach Croquettes Soup: Escudella Main Course: Vegetable Paella Bread: Barra Dessert: Flan
Lebanese	Appetizer: Falafel with Tahini Soup: Shorbat Adas Main Course: Chicken Shawarma Bread: Manakish Dessert: Baklava	Appetizer: Baba Ghanoush Soup: Freekeh Soup Main Course: Kafta Bil Sanieh Bread: Saj Bread Dessert: Sfouf	Appetizer: Soup: Adas bil Hamod Main Course: Stuffed Bell Peppers with Bulgur Bread: Kaak Dessert: Maamoul
French	Appetizer: Quiche Lorraine Soup: French Onion Soup Main Course: Coq au Vin Bread: Baguette Dessert: Mille-feuille	Appetizer: Gougères Soup: Shrimp Bisque Main Course: Vichyssoise Bread: Pain de Campagne Dessert: Tarte Tatin	Appetizer: Cheese Tartlets Soup: Potage aux Légumes Main Course: Ratatouille Bread: Brioche Dessert: Crème brûlée
Mexican	Appetizer: Nachos with Guacamole Soup: Sopa de Tortilla Main Course: Enchiladas with Mole Bread: Conchas Dessert: Churros	Appetizer: Quesadilla with Pico de Gallo Soup: Pozole Rojo Main Course: Chicken Tinga Tostadas Bread: Bolillo Roll Dessert: Flan de Cajeta	Appetizer: Nachos with Beans & Cheese Soup: Vegetarian Tortilla Soup Main Course: Veg Enchiladas Bread: Corn Tortillas Dessert: Tres Leches Cake



Unit 3- FOOD PHOTOGRAPHY & FOOD BLOGGING - Food styling plays a crucial role in enhancing the visual appeal of your dishes. Practice styling your plated food and observe the transformation by capturing 'before and after' examples, (Landscape Technique, Food on organic materials Technique, The Nordic Look Technique, Bathing Technique, Free-form Technique, Futuristic Technique, Hide and Seek Technique & Super Bowl Technique). Setting up camera, lighting, right surface, Using props, Mobile Food Photography, key editing effects for food photos, composition & framing. Editing and sharing from mobile, Building Your Food Blog, Adding Quality Content - Writing compelling blog posts and recipes, Recipe formatting essentials: ingredients, steps, prep and cook time, servings. Using storytelling: background stories, cooking tips, and personal experiences. Types of food blog posts (seasonal recipes, ingredient spotlights, food trends, kitchen hacks) Website Optimization & Tracking, SEO (Search Engine Optimization), Monetization & Others.

Unit 4 – MODERN BAKERY & CONFECTIONARY: Healthy and Alternative Baking: Gluten-free almond or quinoa flour cake, Low-sugar fruit tarts using stevia/honey, **Fusion and Artisanal Products:** Fusion desserts (e.g., Rasmalai mousse cake, chai-spiced muffins), Sourdough or flavoured breads (e.g., beetroot focaccia, jalapeño-cheddar rolls), **Sustainable and Eco-Friendly Baking:** Zero-waste bakes (e.g., carrot top muffins, banana peel loaf), Edible or compostable packaging demonstration (cookie cups, rice paper wraps)

Unit 5 - CHOCOLATE WORK AND INNOVATIONS: Tempering of chocolate (manual & tabling method), Chocolate garnishes: curls, fans, and feathers, Moulded chocolates with contemporary fillings (e.g., salted caramel, raspberry balsamic), Artistic chocolate showpieces (simple structures with modern finishes), Coloured cocoa butter painting and transfer sheets. **Digital Appeal and Market-Ready Products:** Designer cupcakes and theme cakes, Packaging for gifting and e-commerce (cake jars, dessert boxes)



BHA603 - ADVANCE FOOD & BEVERAGE MANAGEMENT– II (THEORY)

1. Preamble

Course Title	Advance Food & Beverage Management– II (Theory)
Course Code	BHA603
Credits	02
Number of Hours per Group	30 class hours

2. Course Description

This course equips students with advanced skills in cost and variance analysis, modern inventory control, menu merchandising, and menu engineering. Students learn practical applications using industry tools, software, and real-world case studies, enabling data-driven decision-making, profitability optimization, sustainable operations, and strategic management of F&B outlets through MIS and analytics.

3. Learning Outcomes

By the end of the course, learner will be able to:

Knowledge

1. Classify cost.
2. Enumerate different types of Variance.
3. Describe methods of inventory control.
4. Discuss Menu Merchandising.
5. Express importance of Menu Engineering.

Competencies

1. Prepare MIS reports given in a shift activity.
2. Apply menu engineering and evaluate menu item performance.
3. Compare different menus.

Mind Set

1. Judge the performance of a F&B outlet based on menu statistics provided.
2. Critique Menu Merchandising Technique used by F&B Outlets.



BHA603- ADVANCE FOOD & BEVERAGE MANAGEMENT -II (THEORY)

Unit 1: ADVANCED VARIANCE ANALYSIS IN HOSPITALITY a) Elements of Cost with Industry Examples b) Standard Costing Concepts & Hospitality Applications, c) Tools & Software for Variance Analysis d) Cost Variance: Theory and Real-World Scenarios e) Material, Labour, Overhead, Fixed Overhead, Sales, and Profit variance (Cases & Calculations), f) Managerial Interpretation & Action Planning Based on Variance Results

Unit 2: MODERN INVENTORY CONTROL TECHNIQUES: a) ABC Analysis with Case Studies b) Inventory Valuation Methods: FIFO, LIFO, Weighted Average, and Practical Implications c) Mini-Max, Just-in-Time (JIT), Periodic & Perpetual Inventory Systems d) Integration of Technology: POS, Barcode, and RFID Systems e) Inventory Shrinkage, Waste, and Loss Prevention: Real-World Failures and Successes f) Sustainability in Inventory Management (e.g., Reduction of Food Waste)

Unit 3: MENU MERCHANDISING AND INNOVATION: a) Menu Control and Audit Practices b) Menu Structure, Types, and Trends (Physical, Digital, Interactive Menus) c) Menu Planning Considering Operational Constraints and Customer Preferences d) Menu Pricing Strategies Including Decoy and Anchor Pricing e) Menu as a Marketing and Branding Tool f) Basic Menu Layout & Graphic Design (including Colour Psychology and Placement) g) Guest Behaviour and Psychology Influencing Menu Design

Unit 4: MENU ENGINEERING & PROFITABILITY ANALYSIS: a) Definition, Objectives & Strategic Role in F&B, b) Menu Item Profitability Classification (Stars, Plow horses, Puzzles, Dogs) Based on Contribution Margin Analysis, c) Data-Driven Decisions: Using POS Data for Continuous Menu Optimization, d) Cross-Functional Project: Collaborate with Culinary Students for Feasibility and Profitability, e) Industry Software Tools for Menu Engineering

Unit 5: MANAGEMENT INFORMATION SYSTEMS FOR F&B OPERATIONS: a) Types of MIS Reports: Daily/Monthly Food Cost, Actual vs Budgeted Reports b) Revenue and Statistical Reports: MTD/YTD, Cumulative and Non-Cumulative) c) P&L Analysis for Outlets; Benchmarking with Industry Standards d) Practical Applications: Dashboard Reporting & Data Visualization (Power BI/Tableau) e) Integrated Reporting: Linking Inventory, Labour, and Sales Data f) Sustainability Metrics: Waste, Water, and Energy Usage Reporting, g) Emerging Trends: Digital Transformation, Sustainable Sourcing, Health & Nutrition in Menus

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BHA604- ADVANCE FOOD & BEVERAGE MANAGEMENT– II (PRACTICAL)

1. Preamble

Course Title	Advance Food & Beverage Management– II (Practical)
Course Code	BHA604
Credits	01
Number of Hours per Group	30 class hours

2. Course Description

To independently prepare cocktails given its ingredients, analyse sales summary sheets and suggest menu modification to make outlets more profitable.

3. Learning Outcomes

At the end of the course, the learner will be able to:

Knowledge

1. Define aspects of setting up a Bar
2. List different types of garnishes used in making classical cocktails.
3. Describe various elements of menu engineering

Competency

1. Prepare classical cocktails as per standard recipe
2. Perform menu engineering exercise on a given data
3. Serve different cocktails as per SOP'S

Mind Set

1. Enthral guest with their skills of innovating cocktails.
2. Assess menu items as per sales summary sheet provided.

BHA604- ADVANCE FOOD & BEVERAGE MANAGEMENT - II (PRACTICAL)

Unit 1: BAR OPERATIONS- a) Designing & setting the bar b) Preparation for service.

Unit 2: PREPARATION OF COCKTAILS

Cocktails & Mixed Drinks

A. Definition and History B. Classification C. Recipe, Preparation and Service of Popular Cocktails –

Category	Cocktail Name	Base Spirit
peritif Cocktails	Martini (Dry/Sweet)	Gin / Vodka
	Manhattan (Dry/Sweet)	Whisky
	Dubonnet	Fortified Wine
	Roy-Roy	Scotch Whisky
	Bronx	Gin
	Gin Sling	Gin
Classic Gin- Based	White Lady	Gin
	Pink Lady	Gin
	Gimlet (Dry/Sweet)	Gin
	Singapore Sling	Gin
	John Collins	Gin
	Tom Collins	Gin
	Gin Fizz	Gin
Brandy- Based	Side Car	Brandy
	Between the Sheets	Brandy/Rum
	B&B	Brandy & Bénédictine
	Bombay Cocktail	Brandy
Rum-Based	Bacardi	White Rum
	Planter's Punch	Dark Rum
	Pina Colada	White Rum
	Daiquiri	White Rum
	Cuba Libre	White Rum

Category	Cocktail Name	Base Spirit
Whisky / Bourbon- Based	Whisky Sour	Whisky
	Rusty Nail	Scotch Whisky
Vodka-Based	Bloody Mary	Vodka
	Screwdriver	Vodka
	Black Russian	Vodka
	Blue Lagoon	Vodka
	Harvey Wallbanger	Vodka
Tequila- Based	Tequila Sunrise	Tequila
	Margarita	Tequila
Wine / Champagne- Based	Champagne Cocktail	Champagne
	Pimm's Cup (No. 1-5)	Varies
Egg & Cream-Based	Flips	Varies
	Noggs	Varies
	Alexandra	Brandy / Gin
Trending Cocktails	Espresso Martini	Vodka
	Aperol Spritz	Aperol
	Mezcal Negroni	Mezcal
	Paloma	Tequila
	Paper Plane	Bourbon
	Clover Club	Gin

Unit 3: MENU ENGINEERING EXERCISE-a) Creation of hypothetical sales summary sheet of restaurant (5 star)
b) Performance of menu engineering exercise c) Analysis, deletion & addition of dishes d) Increase or decrease of price accordingly

Unit 4: PREPARATION OF BUSINESS MODEL FOR BEVERAGE OUTLET- a) Cost b) Material c) Vendor identification d) Presentation e) Local produce

Unit 5: ORGANIZING A SMALL EVENT with beverage operations as per guest requirement

Project: Students **Design** and Present a **Menu** for a Chosen Concept

Case Study Presentation: Menu Redesign for Improved Profitability

Workshop: Analyzing and Interpreting Real/Simulated F&B Data for Management Decisions

Capstone Project

Students will work in groups or individually to:

- Select a real or hypothetical F&B outlet/hotel operation.
- Perform thorough cost and variance analysis.
- Propose specific improvements in menu, inventory, and MIS practices.
- Present a final report and actionable recommendations



BHA605- REVENUE MANAGEMENT & AI (THEORY)

1. Preamble

Course Title	Revenue Management & AI (Theory)
Course Code	BHA605
Credits	02
Number of Hours per Group	30 Class hours

2. Course Description

Revenue Management is an exciting and challenging area of the industry. It is a complex biome which covers the financial wellbeing of an organization. It involves marketing, economics, leadership, ethics and much more to create the perfect synergy between its components.

Revenue Management focuses on maximizing room revenues while taking into account factors influencing business trends. It is also an evaluative tool that allows Front Office Management to compare actual revenue with the potential revenue. Revenue Management seeks to maximize revenue and is based on conditions of supply and demand. Revenue Management uses a set of demand-forecasting techniques to determine effective prices for a forecasted volume of business.

This course offers strategies used in revenue management analysis. This module will enable the learner to effectively apply the revenue management practices in the industry.

A thorough understanding of Revenue Management process is essential for managing Front Office operation profitability.

3. Learning Outcomes

By the end of the course, learners will be able to

Knowledge

1. Explain how managers maximize revenue by using the tools of capacity management, discount allocation and duration control.
2. Elaborate the concept of strategic, value based and differential pricing.
3. Describe the function and types of Distribution Channels.
4. Determine the market mix and recognize the market segments under Inventory management
5. Explain and compute yield statistics.
6. Differentiate between high and low demand tactics.
7. Elucidate different revenue strategies.
8. Explain how artificial intelligence enhances revenue management through dynamic pricing, demand forecasting, and data-driven decisions.

Competencies

1. Apply the tools of Revenue Management to maximize yield in operations
2. Calculate potential revenue and measure yield.
3. Apply suitable pricing strategies for maximizing yield
4. Choose the ideal Channel Manager for effective inventory management
5. Analyze important business information and make appropriate revenue management decisions.
6. Create and Design unique Room codes

7. Handle data and generate yield statistics using Revenue Management Software.
8. Plan and organize a Revenue Management team
9. Analyze Hotel's performance with Competitive set through statistics available in various market reports.
10. Apply AI-enabled software and analytical tools to forecast demand, set optimal room rates dynamically, and design personalized revenue strategies.

Mind set

1. Appreciate that with effective implementation of revenue management strategies, yield output can be maximized.
2. Acknowledge that continuous comprehensive evaluation of performance in comparison to previous years and with competitors is extremely important and beneficial.
3. Appraise the role of revenue manager in maximizing the profits.

BHA605- REVENUE MANAGEMENT & AI (THEORY)

Unit 1: METRICS, CAPACITY MANAGEMENT AND YIELD OPTIMIZATION: a) Introduction to the concept b) Importance in the Hotel industry c) Benefits of revenue Management in Hotels d) Hotel Metrics and KPIs e) Capacity Forecasting and Demand Curves f) Yield Management and Overbooking Strategies , Discount Allocation and Rate Fences , Duration Control and LOS (Length of Stay) Optimization g) Measuring yield-i) Introduction ii) Potential average single rate iii) Potential average double rate iv) Multiple occupancy% v) Rate Spread vi) Potential average rate vii) Room rate achievement factor viii) Yield statistic ix) Identical yield & Equivalent occupancy x) RevPAR, RevPAG & GOPAR

Unit 2: STRATEGIC SALES AND CHANNEL MANAGEMENT: a) Channel Strategy and Distribution Management, Various hotel distribution channels (direct, OTAs, GDS, wholesalers) b) Optimize channel mix for profitability (Net RevPAR) and visibility, c) Group and Corporate Negotiation in Revenue Management, d) Evaluate pricing strategies for group bookings and corporate accounts, displacement cost analysis to assess profitability of group vs. transient bookings , volume agreements, RFPs, blackout dates, and stay restrictions , e) Negotiation tactics (tiered pricing, bundling, upselling)

Unit 3: DECISION MAKING: a) Economic Principles of Revenue Management, Supply vs demand, willingness to pay and price sensitivity, rate fences to segment markets, optimizing demand curves to set price thresholds, price elastic and price inelastic demands, b) Allocating Rooms to Categories, Decision Rules: Accept or Reject Bookings, solving linear optimization problems, maximizing revenue, changing allocations,

Unit 4: UNDERSTANDING PRICING STRATEGY: a) Pricing Strategy, Integrated Marketing Strategy, Decisions and Outcomes, Customer Centricity, Customer Focus vs Product Focus, Role of price in creating pull, Price acting as a barrier to entry for new players b) Willingness to Pay- how consumer profiles influence their price sensitivity and value perception. c) Multiple Segments, Brand Architecture and Pricing- Brand Architecture, Target Segments, and Pricing Strategy in Multi-Brand Hotel Chains d) Formulating Pricing Strategy using Market Research, creating integrated strategy and pricing decision

Unit 5 : APPLICATION OF AI IN REVENUE MANAGEMENT : a) AI-Based Dynamic Pricing & Forecasting: Leveraging AI for real-time demand prediction and dynamic pricing by analyzing historical data, competitor rates, and market trends to optimize room rates and maximize revenue.b) Automated Personalization & Segmentation: Using AI tools to automate guest segmentation, personalize pricing and offers, and streamline routine revenue management tasks, allowing for more strategic and efficient decision-making c) Technology in Revenue Management -use of software, Excel Solver and Gen AI

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BHA606- REVENUE MANAGEMENT & AI (PRACTICAL)

1. Preamble

Course Title	Revenue Management & AI (Practical)
Course Code	BHA606
Credits	01
Number of Hours per Group	30 Class hours

2. Course Description

Revenue Management is an applied discipline that plays a vital role in ensuring the financial success of hospitality organizations. It integrates concepts from marketing, economics, operations, leadership, and ethics to achieve an optimal balance between demand and profitability. This course enables learners to apply practical strategies and analytical tools used in revenue management to enhance operational performance. Students will learn to evaluate business trends, forecast demand, set dynamic pricing strategies, and measure revenue performance against potential benchmarks.

3. Learning Outcomes

By the end of this course, students will develop the ability to manage and optimize revenues effectively in real industry settings, ensuring profitability and sustainable growth of hospitality enterprises.

Through case studies, simulations, and real-world problem-solving, learners will be able to:

1. Implement revenue optimization techniques to improve room and service profitability.
2. Analyze market data and demand patterns to make informed pricing and inventory decisions.
3. Apply forecasting methods to anticipate occupancy levels and adjust rates strategically.
4. Integrate revenue management principles into front office operations for maximum yield and guest satisfaction.
5. Use revenue performance indicators (RevPAR, ADR, GOPPAR, etc.) to evaluate and improve business results.

BHA606- REVENUE MANAGEMENT & AI (PRACTICAL)

Exercise 1: Use of an interactive business simulation platform such as Cesim Hospitality Simulation or any similar platform to help learners manage a virtual hotel or hotel chain and maximize profitability, guest satisfaction, and market share through coordinated decision-making.

Exercise 2 to 8: Seven Case lets /case studies provided by NCHMCT for class room discussions, presentations by students and consolidation of learning outcome through faculty feedback.

Exercise 9: Field Research on 'Willingness to Pay'

Objective: To help students understand how consumer profiles influence their price sensitivity and value perception.

1. Activity: Student teams are assigned a consumer persona (e.g., Solo backpacker, Corporate traveler, Family with kids, Elderly couple, International tourist).
2. Each team must interview **3–5 people** (friends/family who match the persona or via social media) and gather responses on:
 - What kind of hotels they typically stay in.
 - What features/services they value the most.
 - What they are willing to pay per night in different cities.

- How they decide between hotel options.
- 3. Teams prepare a short presentation answering:
 - Estimated WTP range for their segment.
 - Key features driving WTP.
 - Recommendations for pricing strategy for that segment.
 - Upsell opportunities or add-on services that can increase Customer Life time value (CLTV)

Exercise 10. Evaluating Hotel Brand Portfolios – ITC, IHCL, Oberoi etc

Objective

To enable students to:

- Understand how hospitality companies use **brand architecture** to target different market segments.
- Analyze how **pricing strategy aligns** with positioning and consumer expectations.
- Evaluate how hotels differentiate offerings across economy, midscale, upscale, and luxury tiers.

Overview

Each student team will analyze the brand portfolio of **one hotel group** (assigned or chosen by them) – They will:

- Identify and classify the sub-brands.
- Define the target customer profile for each brand.
- Analyze the positioning, key value propositions, and pricing strategy.
- Compare within-group brand differentiation and across groups

Exercise 11. Assignment: Branding & Pricing Strategy – Taj, Marriott, Hilton

Objective

To enable students to:

- Analyze and compare **branding stances** (emotional, functional, combination) across top hotel groups.
- Understand how **brand positioning influences pricing** and customer expectations.
- Reflect on how intangible brand elements are translated into measurable pricing strategies.
- Build the ability to decode the pricing-branding equation in real-world hospitality marketing.

Assignment Tasks

Each student group will complete a structured comparison of the three hotel chains across the following dimensions:

Section A: Branding Strategy Breakdown

- For each hotel group, describe:
 - **Branding stance:** Emotional / Functional / Combination
 - **Taglines, campaigns, or themes** that illustrate the stance
 - **How brand promise is delivered** at property level
 - **Emotional cues vs. functional cues** used in marketing and service design

Section B: Pricing Strategy and Positioning

- For similar locations and dates (e.g., Mumbai, Delhi, Bengaluru), compare pricing for different hotel brand segments:
- Example
 - **Taj properties** (Taj Mahal Palace, Taj Lands End, etc.)
 - **Marriott brands** (JW Marriott, Renaissance, Courtyard)
 - **Hilton brands** (Conrad, DoubleTree, Hilton Garden Inn)
- Identify:
 - **Price ranges** across property tiers
 - **Seasonal pricing differences**
 - **Any dynamic pricing or package strategy**
 - Loyalty program benefits influencing pricing

Students can use hotel websites, Booking.com, Agoda, or Google Hotels for pricing.



Section C: Brand-Pricing Alignment Analysis

- How does the **brand stance justify the price** being charged?
- Which brand communicates **premium value more effectively**, and how?
- Are **emotional brands priced higher** than functional ones? Why or why not?
- Do customers **pay more for emotion, function, or a blend**?

Exercise 12: Roleplay: A wedding party and a corporate house request blocks during a partially high-demand weekend.

Task: Students analyze forecast, calculate total revenues, and negotiate group rates using trade-offs.

Exercise 13: Students (in teams) are required to evaluate any 3 Revenue Management Systems in the market (but one of them needs to be Ideas SaaS, the other two are upto the discretion of the student teams).

Students need to prepare a detailed feature wise comparison and strengths and weaknesses of the systems

Exercise 14: Calculate Yield % following the numerical steps on the basis of data provided



BHA607- ENTREPRENEURSHIP DEVELOPMENT

1. Preamble

Course Title	Entrepreneurship Development
Course Code	BHA607
Credits	02
Number of Hours per Group	30 class hours

2. Course Description

The main objective of this course is develop entrepreneurial abilities by providing background information about support systems, skill sets, financial and risk covering institutions and other for building an enterprise so that future budding entrepreneurs can make right decisions for starting and running a venture. With a solid introduction to the entrepreneurial process of creating new businesses, role of Creativity and innovation in Entrepreneurial start-ups, manage family-owned companies ,context of social innovation and social entrepreneurship and issues and practices of financing entrepreneurial businesses., and live cases of social , techno, women entrepreneurs along with visit and interaction with entrepreneurship development institutes in India, helps the participants in learning basic fundamentals of decision making towards establishing enterprises in real life situations. This course is intended to be a foundation course for those who plan to work and start a business enterprise.

3. Learning Outcomes

By the end of the course, learners will be able to

Knowledge

1. Explain the evolution of entrepreneurship.
2. Define entrepreneurial management.
3. List different types of entrepreneurships.
4. State the role of Entrepreneur.

Competencies

1. Plan strategies for business.
2. Generate ideas for startup.

Mindset

1. Appreciate the concept of entrepreneurship.
2. Advocate the importance startup.



BHA607- ENTREPRENEURSHIP DEVELOPMENT

Unit 1: INTRODUCTION to Hospitality Entrepreneurship and Its Evolution: a) **Entrepreneurial Management in Hospitality**, Nature and scope of entrepreneurship in hotels, restaurants, tourism, and events. Distinction between small and large hospitality enterprises. b) **Roles of the Hospitality Entrepreneur:** Intrapreneurship within hotels and food service companies. Case studies of successful hospitality entrepreneurs. c) **Opportunity and Idea Generation in Hospitality:** Identifying and evaluating business ideas specific to the hospitality sector. Screening and selecting innovative hospitality concepts (e.g., boutique hotels, experiential dining). Fundamentals of managing land, staff, equipment, and other resources in hospitality start-ups.

Unit 2: LEADING TEAMS AND ESTABLISHING OWNERSHIP in Hospitality Enterprises: a) **Strategic Planning for Hospitality Ventures:** Crafting business plans tailored to hospitality operations. Setting SMART goals for new hotels, restaurants, and travel services. b) **Forms of Ownership:** Sole proprietorship, partnerships, limited companies—hospitality business focus. Joint ventures, management contracts, and consortia in hospitality. c) **Franchising: Model, Benefits and Challenges:** Franchising as a common business model in hotels and restaurants. Assessing benefits, challenges, and processes unique to hospitality franchising. Notable hotel and restaurant franchise case studies

Unit 3: MANAGING GROWTH in Hospitality Ventures: a) **Business Valuation in Hospitality:** Techniques for valuing hotels, restaurants, and event businesses. b) **Corporate Entrepreneurship in Hospitality:** Innovation and new product/service development within established hospitality brands. Corporate social responsibility and sustainable practices as growth drivers. c) **Managing Growth, Expansion, and Exit:** Expansion strategies (e.g., chain development, new market entry). Merger & acquisition.

Unit 4: HOSPITALITY ENTREPRENEURSHIP IN THE ERA OF GLOBALIZATION: a) **Environment and Strategy:** Assessing the global business environment for hospitality, including trends (eco-tourism, digitalization). Adapting business models to multi-cultural and international tourism markets. b) **Entrepreneurship, Creativity, and Innovation:** Design thinking and concept innovation for hospitality services and experiences. Use of technology and digital platforms in hospitality innovation. c) **Incubation and Support Centers:** Hospitality incubators, accelerators, and networks. Government resources for hospitality start-ups.

Unit 5: SOCIAL AND FAMILY ENTREPRENEURSHIP IN HOSPITALITY: a) **Social Entrepreneurship:** Social impact ventures (e.g., sustainable tourism, community-based hotels). Role of NGOs and non-profits in hospitality and tourism. b) **Innovation in Social Context:** Integrating sustainability and local community benefit into hospitality offerings. c) **Sustainability of Hospitality Non-profits:** Fundraising, donor relations, and grant opportunities. d) **Family Business in Hospitality:** Identifying and resolving conflicts in family-run hotels and restaurants. Leadership, succession, and governance for next-generation entrepreneurs

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BHA608- HOSPITALITY LAW

1. Preamble

Course Title	Hospitality law
Course Code	BHA608
Credits	02
Number of Hours per Group	30 class hours

2. Course Description

Hospitality laws relate to food service, travel, and lodging industries. It governs the various nuances of the hotel, restaurant, bar, spa, country club, meeting, and convention industries, among others. Hospitality law commonly encompasses a wide array of laws including contracts, cyber law, license & permits and many others.

This module focuses on the key provisions of various acts applicable to the hotel & lodging establishments.

3. Learning Outcomes

By the end of the course, learners will be able to:

Knowledge

1. Explain the importance of law in the hotel industry and the key provision of various acts applicable to the hotel & lodging establishments.
2. Describe the Apprenticeship Act, 1961 & the Employment Exchange Act, 1959.
3. Explain the relevance of cyber space law in hotel industry.
4. Elaborate the foreign exchange regulations.

Competencies

1. Carry out day to day functioning by observing the provisions of applicable acts.

Mindset

1. Authenticate the cyber technology up gradation to meet the technology change.
2. Appreciate & encourage the compliance of the legal procedures & practices in the hotel.

BHA608- HOSPITALITY LAW

Unit 1: INTRODUCTION TO HOSPITALITY LAW- a) Definition of law, Sources of Indian law, Preamble to the Indian Constitution, Fundamental rights & fundamental duties b) Role of law in hotel industry c) Importance of law in hospitality d) The legal requirements before and at the time of commencement of hotel business
Unit 2: FOOD LEGISLATION- a) Prevention of food adulteration act b) Food Safety and Standards Act, 2006 c) Role & power of a Food Inspector under the act d) Procedure of taking sample
Unit 3: UNDERSTANDING LAWS & PROCEDURES- a) Hotel owners, managers and the law b) Comprehension of the provisions of hotel laws c) Advantages of hotel laws awareness d) The rights of a hotelier e) Bailment
Unit 4: CYBER LAWS- a) Introduction to information technology law/cyber space law b) Privacy rights c) Online access to justice d) High technology litigations e) new trends of cybercrime.
Unit 5: LAWS RELATING TO HOSPITALITY BUSINESS including industrial and commercial legislation- a) Labor laws b) Trade Union act c) Public health and environmental laws d) Shops & establishment act, 1954 e) Apprentices act, 1961 f) The employment exchange act, 1959 g) Indian Contract act, 1872 h) Industrial disputes act i) Consumer protection act j) Workmen's compensation act k) Licenses (including food legislation and Liquor licensing, Music and dancing license etc.) & permits l) Foreign exchange regulations m) Pollution Control Act, 1981 (Air Pollution, Water Pollution, Prevention & Control Act, 1986)

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BHA609- HUMAN RESOURCE MANAGEMENT

1. Preamble

Course Title	Human Resource Management
Course Code	BHA609
Credits	02
Number of Hours per Group	30 class hours

2. Course Description

Human Resource Management is a central function of any organization. A significant part of an organization's operating budget is used to pay the people who work there. HR management can be defined as the effective use of human capital in an organization through the management of people related activities. It involves leadership, values, employment planning, recruiting & selecting employees, training & compensating them, & evaluating their performance.

The general purpose of human resource management course is to familiarize students with the basic principles & techniques of human resource management. The course takes a practical view that integrates the contributions of the behavioral sciences with the technical aspects of implementing the HR function in the 'real world'. Certainly, not everyone who takes this course will become a human resource professional, although they will learn a great deal about those roles. However, all managers, no matter what their specialization, play an integral role in carrying out HR policies & practices in their organization & they have to deal with their organization's human resources department. A key objective of this course is to show that HR management is more than just accepting employment applications & keeping records; it is a central & strategic organizational activity of increasing complexity & importance.

3. Learning Outcomes

Knowledge

1. Develop strategic human resources orientation needed to meet organizational goals & objectives.
2. Understand & develop techniques for effective planning & utilizing human resource.
3. Understand the process of job analysis & discuss its importance as a foundation for human resource management practice.
4. Developing understanding about selection & recruitment method & placement of human resources.

Competencies

1. Describe the steps required to designing, developing & evaluating employee training program.
2. Analysis of evaluating & managing employee performance.
3. Identify & explain the issues involved in establishing compensation systems.
4. Explain, how legislation impacts human resource management practice.

Mindset

1. Understand individual legal obligations as a manager in conforming legal issues that arise in the workplace.
2. Experience & assess the collective bargaining process, including preparation, negotiation & impasse/settlement.
3. Understanding of the labour laws governing organizations & their use in specific context.

BHA609- HUMAN RESOURCE MANAGEMENT

Unit 1: INTRODUCTION TO HRM-HRM as system & as an integrated business process, Emerging strategic HR roles & new challenges for HR & line managers. Human Resource Planning- a) HR concepts b) Critical role of HR c) Process of HR planning & its linkages with corporate strategy d) Job Analysis: Job Description & Job Specification, Competency Based Analysis

Unit 2: RECRUITMENT & SELECTION:-a) Understanding concepts, b) Tools & trends in recruitment & selection; c) Understanding recruitment processes & interview techniques. **Performance Management**:-a) Understanding Performance Management & Performance Appraisal Concepts; b) Objectives & methods of Performance & Potential Appraisal; c) Performance Interviews & Counseling Techniques

Unit 3: REWARD MANAGEMENT:- a) Job Evaluation techniques) Methods of reward & incentive systems; c) Compensation strategies, Performance based Rewards. **Development & Capability Building**:- a) Understanding Human Resource Development concepts & processes, b) Steps of designing a training programmes; c) Training methods & training evaluation processes

Unit 4: EMERGING TRENDS IN HRM; a) Globalization & emerging roles & practices in HRM; b) New trends in career & succession planning; c) Emergence of e-HRM & management of global workforce. **Industrial Relations concepts & contours**; a) Different models & approaches to study IR, b) Actors of IR; c) New trends & challenges in the field of IR. d) Overview of IR in India: Role of Trade Unions – Rationale, background & current status & changing role of trade unions.

Unit 5: DYNAMICS OF LABOUR MANAGEMENT RELATIONS;-Concepts of Industrial democracy & workers participation in management. Collective Bargaining. **Legal Framework**: a) Understanding Indian Labour Laws – ID Act, TU Act, & Industrial Employment (Standing Order) Act. b) Grievance management & Discipline & course integration

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BHA610- APPRECIATION OF CULTURAL DIVERSITY

1. Preamble

Course Title	Appreciation of Cultural Diversity
Course Code	BHA610
Credits	02
Number of Hours per Group	30 Class hours

2. Course Description

Cultural behavior is end product of millennia of collective wisdom, filtered and passed down through hundreds of generations and translated into hardened, undiscussable core beliefs, values, notions and persistent action patterns. Culture is a largely finite, predictable and enduring phenomenon. A hospitality professional deals with guests from different nationalities. It is important to understand their social and business behavior, values, basic concepts, customs, traditions, preferences, practices, taboos and cultural black holes. This course gives a deep understanding of differences in cultures and gives an insight into classification of cultures by different researchers. This also enables the students to interact guests from different nationalities appreciating their social behavior, values and preferences.

3. Learning Outcomes

By the end of the course, learners will be able to

Knowledge

1. Explain what culture is.
2. Analyze the factors responsible for differences in culture.
3. Distinguish between different categories of culture.
4. Appraise likings, disliking and behavior of different nationalities.

Competencies

1. Design the service delivery keeping guest's culture in mind.
2. Interact with the guest considering the cultural differences.
3. Avoid doing anything that may be offensive in some cultures.

Mindset

1. Appreciate the differences in different cultures.
2. Acknowledge that different cultures have differences in social behavior.
3. Recognize the importance of cultural sensitivity.



BHA610- APPRECIATION OF CULTURAL DIVERSITY

<p>Unit 1: UNDERSTANDING CULTURE AND DIVERSITY</p> <ul style="list-style-type: none">• Definitions and concepts: culture, diversity, cultural diversity• Significance of cultural diversity in hospitality• Stereotypes, biases, and cultural sensitivity
<p>Unit 2: INDIAN CULTURAL AND REGIONAL DIVERSITY</p> <ul style="list-style-type: none">• Major regions, language groups, and religions of India• Overview of traditions, values, and customs• Major dance forms, music forms and handicrafts• Influence of regional cuisines, festivals, and rituals on hospitality
<p>Unit 3: GLOBAL CULTURAL DIVERSITY AND COMMUNICATION</p> <ul style="list-style-type: none">• Introduction to prominent world cultures relevant to hospitality (USA, UK, Japan, Australia, Canada, France and Germany)• Comparison with Indian context• Fundamentals of cross-cultural communication• Overcoming barriers and building intercultural competence
<p>Unit 4: MANAGING DIVERSITY IN HOSPITALITY OPERATIONS</p> <ul style="list-style-type: none">• Culturally sensitive service delivery: etiquette, attire, and traditions• Creating inclusive guest experiences• Managing multicultural teams and workforce diversity• Legal and ethical aspects; dealing with conflict and discrimination
<p>Unit 5: CULTURE, HERITAGE & CONTEMPORARY ISSUES IN TOURISM</p> <ul style="list-style-type: none">• Link between cultural heritage, tourism, and hospitality• Presentation and preservation of local and tribal cuisines• Organizing culturally sensitive events, festivals, and guest experiences• Recent challenges: cultural shock, adaptation, and case studies

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