

BHM 320 Front Office Management

Crédits: 3
Lecture Hours: 48

Course Objectives

This course aims to familize students with the operaional and managerial prospect of the front office department in the hotel industry.

Course Description

Introduction to property management system (PMS), front office accounting; planning and evaluating operations, front office budgeting, visitors tabular ledger (VTL), sales record and control of sale of room and food, settlement of bills, night audit, credit control, occupancy ratios and yield management.

Course Details

Unit 1: The property management system (PMS)

LH 4

Introduction to PMS, Different property management systems used in hotel.

Unit 2: Front office accounting

LH 6

Introduction to front office accounting, its types, objectives, operation modes and documents required. Folios and types of folios – guest, master, non-guest, employee; Ledger and types of ledger – guest ledger, city ledger; Vouchers and types of vouchers – cash, miscellaneous charge, transfer, allowance, paid out.

Unit 3: Planning and evaluating operation

LH 7

Management function – planning, organizing, coordinating, staffing, leading, controlling, evaluating; Establishing room rate, Factors considered while establishing room rate, Ways of establishing room rate, Basis for charging room rates, Tasks; Forecasting room availability, its' importance and basis of forecasting rooms.

Unit 4: Front office budgeting

LH 4

Introduction to budget, budgeting, preparing a budget, Budget planning.

Unit 5: Visitors tabular ledger (VTL)

LH 4

Introduction to VTL, its importance, advantages, disadvantages, posting procedure; Tasks.

Unit 6: Sales record and control of revenue producing sections

LH 4

Flow chart showing sales record and control of sale of room and food, Forms and formats used for keeping sales records and control on sale of rooms and food.

Unit 7: Settlement of bills

LH 6

Cash mode, Credit mode, Foreign exchange regulation and procedure; Tasks – Foreign Exchange Encashment Receipt (FEER), Guest bill (final), Guest weekly bill, Travel agency voucher.

Unit 8: Night Audit

LH 4

Introduction to night audit, night auditor, Duties and responsibilities of night auditor; Night audit process.

Unit 9: Credit control

LH 2

Introduction and importance of credit security measures.

Unit 10: Occupancy ratios

LH 2

Occupancy ratios; Tasks.

Unit 11: Yield Management

LH 5

Defining yield, yield management, Benefits of yield management, Elements of yield management, Yield management strategies, Yield management software system, Measuring yield; Task.

Practical Tasks

Charging room rates; VTL postings; Preparing FEER, guest weekly bill, final guest bill and travel agency voucher; Occupancy Ratios; Computer software used in hotels.

References:

Andrews, S. *Hotel Front Office, A Training Manual*, New Delhi :McGraw Hill

Bhakta, A. Professional Hotel Front Office Management, New Delhi: McGraw Hill

Ismail, A. *Front office Operations and Management*, Bangalore: Eastern Press

Kasavana,M. *Front Office Management, New York:* American Hotel & Lodging Association (AH&LA)

Negi, J. *Hospitality Reception and Front Office Procedures and Systems*, New Delhi: S. Chand&Company

Tewari, J. R. *Hotel Front Office Operations and Management*,New Delhi: Oxford UniversityPress

BHM 325: Food Production Management

Credits: 3

Lecture Hours: 48

Course Objectives

This course aims to make students understand both the theoretical knowledge and practical skills of food production management. This course also imparts the knowledge of overall planning of kitchen and food production system practiced in food industry.

Course Description

This course includes the knowledge of kitchen planning, design and layout, food production system, food preservation, portion control, standard recipe and food costing, quality assurance in food production, and training & development in kitchen department.

Course Details

Unit 1: Kitchen Planning, Design and Layout

LH 6

Introduction: Types of Kitchen, Kitchen Planning Considerations, Work Flow of Various Types of Kitchen, General Kitchen Layout (Commissary kitchen, Butchery, Main kitchen, Bakery and Pastry) Banquet/Bulk Kitchen, Show Kitchen, Layout of Combine Preparation and Finish Kitchen, Kitchen Planning mechanism, Setting up of Work Stations, Plans for Temporary Kitchens, Outdoor Catering Kitchen Requirements.

Unit 2: Food Production System

LH 4

Introduction: Methods of Centralized Food Production System, Cook Chill and Cook Freeze Process, Sous Vide Process, Call order Process, Assembly Process and Conventional Food Production System.

Unit 3: Purchasing, Receiving and Storing of Goods

LH 5

Introduction of purchasing, receiving and storing: Consideration for Purchasing of Goods, Purchase System and Specifications, Guidelines for Receiving and Issuing of Goods, Principles of Indenting for Volume, Storing System of Goods, Storage Accommodations of Goods Perishable and Non-perishable, Inventory Control in Stores.

Unit 4: Kitchen Cost Control

LH 4

Introduction: Meaning, Definition of Portion Control and its Considerations, Necessity for Portion Control, Standard Recipe, Objectives and Components of Standard Recipe, Portion Sizes of Various Dishes, Costing and Pricing Food items.

Unit 5: Menu Engineering

LH 3

Menu redesigning, Menu evaluation and engineering, Menu engineering grid, Computing the cost of menu, Yield management.

Unit 6: Icings and Advance Cake Decoration

LH 3

Introduction: Different types of icings & frosting and their uses, Advance cake decoration elements and practices.

Unit 7: Food Presentation

LH 2

Introduction: Guidelines of Food Presentation: Integration of Flavors Shapes and Textures on the Plates.

Unit 8: In-flight catering **LH 3**
Introduction, Design of in-flight food production kitchen, Work flow process, Production planning, Production control.

Unit 9: Training and Development of Kitchen Staffs **LH 3**
Introduction, Induction training, Professional skill based training, On the Job training, Internship, Deskilling, and Multi-skilling.

Unit 10: Kitchen Communication **LH 3**
Introduction, Communication with internal customers (inter departments), external customers such as suppliers, medias, guests, local food inspections authority.

Unit 11: Production Management **LH 4**
Introduction, Kitchen organization, Allocation work & duty rosters, Production planning & scheduling, Production quality and quantity control, Forecasting and budgeting.

Unit 12: Quality Assurance in Food Industry **LH 5**
Introduction, Aspects of health and safety in food industry, application of hazard analysis and critical control points (HACCP), ISO 22000, and Signage in the kitchen environment.

Unit 13: Case Study **LH 3**

Demonstration` **LH 9**
Cake Decorations
Carvings (Vegetable/Ice)

Practical
Italian Cuisine **2 menus**
Mexican Cuisine **1 menu**
A la carte (fast food) **1 menu**
A la carte (fine dining) **1 menu**
State Banquet **1 menu**

References

Foskett, D. & Ceserani, V. *Theory of Catering*. London: Book Power.
Bali, P. S. *International Cuisine and Food Production Management*. New Delhi: Oxford Press Publication.
Bali, P. S. *Quantity Food Production Operations*. New Delhi: Oxford Press Publication.

BHM 326: Food and Beverage Management

Credits: 3
Lecture Hours: 48

Course Objectives

The aim of this course is to help students understand, gain knowledge, and develop an appreciation of the multifaceted elements of food and beverage service and operation. This course also aims to develop the skills and resources required for planning and management and its implications in varied forms in the hotel industry with business trends in the hotel.

Course Description

This programme is intended to work and specialize in the food industry and to improve the skills and abilities in order to enhance job prospects, particularly in the fields of Food and Beverage. The course modules are presented on different service and operation themes in context of managing a food and beverage operation: Operational challenges, Controlling System in F & B, Designing and creativity in functions with excellence human resource management.

Course Details

Unit 1: Menu

LH 6

Objectives of menu, Nature of menus, Menu planning, Menu Pricing, Menu engineering, Menu merchandising, Gastronomical rules, Don'ts & Do's of menu? (Writing).

Unit 2: Banquet and Buffet service

LH 10

Introduction, Type of Banquet, Organization chart, Banquet planning, Organizing the operation & service of a banquet, Banquet seating plan, Banquet Space Calculation (size, table no., sprigs, staff) Banquet booking procedure, Banquet function prospectus (format), Banquet workflow, Buffet and types, Types of Buffet Menu, Buffet and Banquet equipments.

Unit 3: Event Management

LH 6

Introduction, Categories of events, Event planning (five steps for successful event), Role and responsibilities of event team members (information, security, event manager & coordinator and marketing), Technology and Event Management.

Unit 4: F & B Control System

LH 8

Purchasing control, Receiving control, Storing control, Issuing control, Production and Service control, Revenue control, Preventing pilferage theft of revenues, Importance of computer technology in control, Standard purchase specifications (sample and information), Standard recipes, Germination and terminations of forms and formats used in these areas, Standard yield (importance of yield, yield terminology, how to compute yield Percentage), Elements of Cost (Calculating Food Cost, Labor Cost and Overhead Cost and expressing in terms of percentage), Calculating daily food & beverage cost & its format, Food & Beverage Controller, Department, function and responsibilities, Cellar Management; introduction and importance.

Unit 5: Staffing and Restaurant Etiquette

LH 6

Introduction, Making of a sample duty roster and exercise, Requirement and selection, Training and performance appraisal – Compensation and benefits, Restaurant Etiquette (To be followed by the guest and staff the set rules in relation to communication, approach, body language. Posture, pitch and service etiquette. Difference in Europe and America)

Unit 6: Restaurant Management

LH12

General Décor, Design and Maintenance of Dining Areas (To cover furnishing, fittings, matching service appointment as per the theme and service standard of an outlet), Dining Room Décor and Ambience, Role and importance of colors in an outlet environment, Psychology of lights and lightings, Creation of theme and its importance in business, Planning and effective Design, Design team members, Factors to be considered in selecting a design team, Role and responsibility of design team members, Outlet trends locally and globally, General Physical Layout (The Front Concept, The Interior Concept, The Rear Concept), Steps in planning a design.

Reference Books

Charles, E.E. *Food Service Management*; New Delhi: Shafach Publication

Singaravelvar, R. *Food and Beverage Service*, New Delhi: Oxford Press Publication

Ninemeier, J. D. *Food and Beverage Operation: New York*: American Hotel & Lodging Association (AH&LA)

Ninemeier, J. D. *Planning and Control for Food and Beverage Operation*: New York: American Hotel & Lodging Association (AH&LA)

George, B. & Chatterjee, S. *Food & Beverage service and Management*, India: Jaico Publishing House.

Andrew, S. *Food and Beverage Service Management*, New Delhi: Tata McGraw Hill.

George, B. & Chatterjee, S. *Food and Beverage Service Management*; India: Jaico Publishing House.

FIM 311: Financial Management

Credits: 3
Lecture Hours: 48

Course Objective

This course aims to provide students basic understandings of fundamental concepts and principles of financial management. It deals with how effectively financial resources are raised and used in business. This course also equips the students with fundamental tools and techniques of financial management that are useful to undertake financial decisions.

Course Description

This course contains introduction to financial management, time value of money, cost of capital, inventory management, capital structure and leverage, short-term financing, basics of capital budgeting decisions.

Course Details

Unit 1: Introduction to financial management

LH 3

Nature and functions of financial management, the goal of the financial management, the agency problem.

Unit 2: Time value of money

LH 10

Concept and significance of time value of money, Cash flow timeline, Future value and compounding, present value and discounting, finding discount rate and number of periods, annuity, solving interest rate in annuities, present value of perpetuity, uneven cash flow streams, semi-annual and other compounding, amortized loans.

Unit 3: Cost of capital

LH 5

Concepts and uses of cost of capital, component cost of capital: Cost of debt, cost of preferred stock, cost of retained earnings, cost of common stocks, Weighted Average Cost of capital.

Unit 4: Inventory management

LH 4

Purpose and significance of inventory management, Basic inventory costs, The economic order quantity model, re-ordering level, safety stock, minimum stock level, maximum stock level, ABC analysis system and perpetual inventory system.

Unit 5: Capital structure and leverage

LH 8

Capital structure and financial structure, Optimal capital structure and WACC, Business risk and financial risk, Degree of operating leverage, financial leverage and total leverage, factors affecting capital structure decisions.

Unit 6: Short-term financing

LH 8

Need of short-term fund, sources of short-term financing, accruals and deferred income, trade credit, short-term bank loans, cost of bank loans, commercial paper, inventory financing, account receivable financing.

Unit 7: Basics of Capital Budgeting Decisions

LH 10

Concepts and significance of capital budgeting, Process of capital budgeting decisions, Classification of capital projects, Capital Budgeting technique: payback period, discounted payback period, accounting rate of return, net present value, IRR, profitability index, Evaluating techniques.

References

Brigham, E. F. & Houston, J. F. *Fundamentals of Financial Management*, New Delhi: Cengage Learning, Thomson South Western

Pandey, I. M. *Financial Management*, New Delhi: Vikash Publishing House

Gitman, L.J. *Principles of financial management*, New Delhi: Pearson Education, Prentice Hall

Van Horne, J.C. & Wachowicz, J. R. *Fundamental of financial management*, New Delhi: Pearson Education Prentice Hall

MGT 314: Human Resources Management

Credits: 3
Lecture hours: 48

Course Objectives

The basic objective of this course is to come out with comprehensive knowledge to students about the concepts, functions and techniques of Human Resource Management in the context of Hospitality Arena.

Course Description

The Goals of this course is to familiarize students with Human Resource as an important resource, their roles, functions, planning process, controlling and motivating techniques, and tools on enhancing organizational goals along with the contemporary issues and challenges.

Course Details

Unit 1: Introduction to Human Resource Management

LH 5

Concept, Characteristics, Objectives and functions (Components) of Human Resource Management. Contemporary challenges (Issues) of Human Resource Management for Hospitality Industry.

Unit 2: Human Resource Planning:

LH 10

Concept, Characteristics and importance for Human Resource Planning. Human Resource Planning process – (Assessing current human resources, Demand and Supply. Forecasting, Human Resource Inventory, Human Resource Information System, Succession. Planning). Succession Planning and its Importance for Hospitality Industry.

Unit 3: Job Design and Analysis

LH 5

Meaning of job, task, and occupation; Concept, and benefits of job design; Meaning, Importance, process and techniques of Job analysis; Differences between Job description and Job Specifications.

Unit 4: Recruitment, Selection and Socialization

LH 5

Meaning of Recruitment, Selection and Socialization; Internal and External sources of recruitment; The selection process and methods; The process of Socialization

Unit 5: Training and Development

LH 5

Concept, Objectives and benefits of training, determining training needs. Training Methods (on - the - job and off - the - job); Concept and Techniques of Management Development; Evaluating training effectiveness.

Unit 6: Motivation

LH 8

Concept, types and importance of motivation, Motivation and Performance, Techniques of Motivation, Frustration – concept, causes and cure, Job satisfaction - concept and factors related to job satisfaction, Technique for improving job satisfaction

Unit 7: Performance Appraisal and Reward Management:

LH 5

Meaning, purpose and techniques/ Methods of performance appraisal (Graphic rating scale, alternative ranking, paired comparison, forced distribution, critical incident, essay and Checklist methods); Concept, Importance and methods of reward management.

Unit 8: Employees Discipline and Grievances:

LH 5

Concept, disciplinary problems (Causes) and methods of handling disciplinary problems
Concept and methods of handling grievance.

References

Achary, B. S. ***Frame Work of Human Resource Management***. Kathmandu: Asmita Publicatoion

Adhikari, D. R. & Gautam, D. K. ***Human Resource Management: Text and Cases***, Kathmandu: Buddha Academic Publishers

Agrawal, G. R. ***Human Resource Management in Nepal***, Kathmandu: M.K. Publishers

Aswathappa K. ***Human Resource and Personnel Management: Text and Cases, New Delhi:*** Tata McGraw Hill.

Hayes, D. K & Ninemeier, J. D. ***Human Resources Management in the Hospitality Industry***, New York: American Hotel & Lodging Association (AH&LA)

Decenzo and Robbins, ***Human Resource Management, New Delhi:*** Prentice Hall of India Pvt.

Dessler, G. A ***Framework of Human Resource Management, New Delhi:*** Pearson Education

Jyothi, P. & Venkatesu, D.N., ***Human Resource Management, New Delhi:*** Oxford University Press.