

Tribhuvan University  
**Faculty of Management**  
**Office of the Dean**



Course detail of  
BHM (Bachelor of Hotel Management) 2<sup>nd</sup> Semester

May 2024

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# MGT 151: Organizational Behavior and Human Resource Management

BHM 2<sup>nd</sup>

Credits: 3  
Lecture Hours: 48

## Course Objectives

The objective of this course is to introduce the basic concepts of Organizational Behavior and Human Resource Management in the hospitality industry. It also enables the students to function more effectively in their present and future roles as managers in this industry.

## Course Description

This course contains an introduction to OB, perception and learning, personality, organizational conflict and stress, and organizational change and development. It also includes introduction to HRM, job analysis and design, human resource acquisition and development, performance appraisal and reward management, and employee maintenance.

## Course Details

### Part I: Organizational Behavior

#### Unit 1: Introduction

5 LHs

Concept and importance of organizational behaviour (OB); Basic assumptions of OB; Organizational behavior system; Levels of OB analysis; Contributing disciplines to the field of OB; New challenges for manager in OB of hospitality industry.

#### Unit 2: Perception and Learning

5 LHs

Concept, nature and importance of perception; Perceptual process; Factors influencing perception; Perception and individual decision making; Concept and significance of learning; Principles of learning; Factors influencing Learning.

#### Unit 3: Personality

4 LHs

Concept and features of personality; Determinants of personality; Personality traits and characteristic at workplace; Major personality attributes influencing OB.

#### Unit 4: Organizational Conflict and Stress

5 LHs

Concept, nature, and levels of conflict; Sources of conflict; Approaches to conflict management; Concept of organizational stress; causes of organizational stress (work stressors); Organizational stress management strategies/approaches.

#### Unit 5: Organizational Change and Development

5 LHs

Concept, nature and forces of organizational change; Resistance to change; Approaches to managing organizational change; Concept and features of organizational development (OD); Values and prerequisites to OD.

## Part II: Human Resource Management

### Unit 6: Introduction to Human Resource Management 5 LHs

Concept, characteristics, objectives and functions (components) of human resource management; Human resource outcomes; Contemporary challenges (issues) of human resource management for hospitality industry.

### Unit 7: Job Analysis and Design 4 LHs

Meanings of job-related terminologies: job, task, position and occupation; Concept and purposes of job analysis; Sources of job analysis information; Concept, benefits and methods of job design.

### Unit 8: Human Resource Acquisition and Development 5 LHs

Concept, characteristics and importance of human resource planning. Human resource planning process; Recruitment: concept, sources and methods; Concept of selection; Selection process; Concept and process of socialization; Concept and benefits of training; Training methods: on - the - job and off - the - job training; Concept and methods of management development.

### Unit 9: Performance Appraisal and Reward Management 5 LHs

Concept of performance appraisal; Methods of performance appraisal: graphic rating scale, alternative ranking, paired comparison, forced distribution, critical incident, essay and checklist methods; Concept of reward management; Types and qualities of effective rewards

### Unit 10: Employee Maintenance 5 LHs

Employee health and safety; Benefits of Employee Health and Safety at Workplace; Employee welfare: concept, types and importance; Social security: concept and types; Employee grievance: concept and causes; Employee discipline; General guidelines in administrating employee's discipline.

### Suggested Reading

Adhikari, D.R. & Shrestha, P., *Organizational Behavior and Human Resource Management*, Kathmandu: Kriti Publication Pvt. Ltd.

Arnold, H.J. & Fieldman, D.C. *Organizational Behavior*. New York: McGraw Hill Book Company.

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

Chalise, M. & Gautam, P., *Organizational Behavior and Human Resource Management*, Kathmandu: KEC Publication.

Decenzo, D.A. and Robbins, S.P., *Human Resource Management*, New Delhi: Prentice Hall of India Pvt. Ltd.

Dessler, Gary & Varkkey, B., *Human Resource Management*. New Delhi: Pearson Education, Inc.

Poudyal, S.R. & Pradhan, G.M., *Organizational Behavior and Human Resource Management*, Kathmandu: Advance Saraswati Prakashan Pvt. Ltd.

Robbins, S.P., Judge, Timothy A. & Vohra, N., *Organizational Behavior*, New Delhi: Pearson Education Limited.

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# ENG 151: English II

BHM 2<sup>st</sup> Semester

Credits: 3

Lecture Hours: 48

## Course Objectives

This course enables students to use language and communication skills in different cultural contexts, familiarizes them with contemporary trends of writing in English, employs a great range of communicative activities including a case study approach, integrates technology in writing, and critically boosts up their confidence in their professional life on hospitality and tourism sectors.

## Course Description

This course is designed as a sequel to the course prescribed in the first semester. It consists of two major components: cross-cultural communication strategies and English for professional writing. The first part provides students with fundamental concepts of cross-cultural communication that pave the ground for their future careers in the hospitality and tourism industries in the global context. The contents included in this part will enhance students' knowledge through the case studies approach, information gaps, interviews, and role play to encourage them to think critically, solve problems, and develop their oral communication skills. The activities are supplied with cultural information from many countries so that students can compare their own ideas and traditions to those of people from other countries. The second part incorporates managerial writing designed to help students communicate effectively and efficiently. Good oral and written communication skills are the most essential skills required for hospitality practitioners at different positions and levels. The course will equip the students with oral and written skills from routine messages to international correspondences and presentations. The students are expected to actively participate in the classroom teaching learning activities individually, in pairs, and in groups. Upon the completion of the course, the students are largely expected to compete in tourism and hospitality management in national and international settings.

## Course Details

### Unit 1: Cross-Cultural Understanding

8 LHs

- a. Stereotypes Across Cultures
- b. Hospitalities Across Cultures
- c. Decision Makers Across Cultures

### Unit 2: Human Relations in Business

8 LHs

- a. Negotiating Across Cultures
- b. Contracts Across Cultures
- c. Marketing Across cultures

### Unit 3: Professional Management

8 LHs

- a. Management and Employee Relations Across Cultures
- b. The International Businessperson Across Cultures

c. Case Studies on Communication

**Unit 4: Contemporary writings in English** **8 LHs**

- a. Language Fundamentals
- b. The Writing Process
- c. Varieties of Writings

**Unit 5: Writing and Technology** **8 LHs**

- a. Document Design and Graphics
- b. Writing for the Web
- c. Employment Writing

**Unit 6: Oral Correspondences** **8 LHs**

- a. Reports
- b. Proposals
- c. Presentations

**Suggested Readings**

English, L. M. & Sarah L. (1995). *Business Across Cultures (English for Business Success)*. Addison-Wesley.

Adhikari, B. & Khum P. S. (2024). *English for Professional Writing*. Asmita Publication.

Bisen, V. & Priya. (2009). *Business Communication*. New Age International.

Visit "www.blipzims.com" for Notes & Past Year Question

# ACC 151: Financial Accounting

BHM 2<sup>nd</sup> Semester

Credits: 3hrs

Lecture Hours: 48

## Course Objectives

This course aims to provide the students with the fundamental knowledge of accounting principles and practices in order to handle accounting functions in a hospitality business and use for managerial decision making.

## Course Description

This course presents a thorough and systematic knowledge of accounting, process of accounting, cash and banking transaction, financial statement and its analysis and capital & revenue concept required to fulfill the need for hospitality accounting department.

## Course Details

### Unit 1: Introduction 2 LHs

Meaning, importance and limitations of accounting; Accounting principles and concept; Concept, objectives and differences of Financial, Cost and Management Accounting,

### Unit 2: The Accounting Process/Cycle 7 LHs

Concept, importance and features of Double Entry System; Accounting cycle; Rules of Debit and Credit, Journal of transaction, Ledger Accounts, Sub-divisions of journals: Purchase Book, Sales Book, Purchase Return, Sales Return; Trial Balance: concept, importance and methods of Preparation

### Unit 3: Cash and Banking Transaction 5 LHs

Meaning of cash, cheque and bank; Types of bank account; Concept of Cash Book and preparation of Triple Column Cash Book; Bank Reconciliation Statement

### Unit 4: Capital and Revenue concept 2 LHs

Concept and types of capital & revenue expenditure, income, profit; Concept and types of reserve and provisions and accounting treatment

### Unit 5: Financial statement 16 LHs

Concept, objectives and preparation of Profit/Loss Account, Balance Sheet, Final Account with Adjustment, Closing and Opening Entries; Concept, importance and direct method of preparation of Cash Flow Statement.

### Unit 6: Conceptual foundation of hospitality industry 3 LHs

Meaning and nature of hospitality industry; Revenue and non-revenue generating departments of hotel; Night auditor: Role and functions; Airline operation accounting (revenue, expenses, travel and trekking accounting).

**Unit 7: Accounting for Guest ledger**

**2 LHs**

Concept, preparation and accounting treatment of Guest Ledger and Cityledger

**Unit 8: Uniform System of Accounts**

**3 LHs**

Meaning, Departmental Profit/loss Statement, Room Sales, Food and Beverage Sales, Minor Department Sales

**Unit 9: Financial Statement Analysis of Hospitality**

**8 LHs**

Concept and need of financial statement analysis; Concept, importance and limitations of ratio analysis, Types of ratios: liquidity ratios, leverage ratios, efficiency and profitability ratios; Operating ratios: Average room achieved, Revenue per available room, Room occupancy ratios, Double occupancy ratio, Yield management ratio, Cost per available room, Cost per occupied room, Beverages cost ratio, Food cost ratio, Average food spent cover, Average beverage spent per cover, Seat turnover ratio.

**Suggested Reading**

American Hotel and Lodging Association. (Publication date not available, but likely before 2009) (Note: Since this is the 4th edition, the original publication date must be before 2009)  
Coltman, Michael M. (1998). *Hospitality Management Accounting*. John Wiley & Sons.  
Cote, R. *Understanding Hospitality Accounting-I*, 4th ed. USA: Educational Institute of  
Dopson, L. R., & Hayes, D. K. (2009). *Managerial accounting for the Hospitality Industry*.  
Kotas, R & Conlan, M (1997). *Hospitality Accounting*, Pat Bond  
Schmidgall, R. S. & Damitio, J. W. *Hospitality Industry Financial Accounting*. 2nd ed. USA:  
USA: Educational Institute of American Hotel and Lodging Association.  
Wiley. *Hospitality accounting*. (2013). Pearson



# BHM 152: Food and Beverage Service II

Credits: 3  
Lecture Hours: 48

## Course Objective

This course aims to make students understand both the theoretical knowledge and practical skill of meals and cover service sequences, and beverages and tobacco studies in the hotel and catering industry.

## Course Description

This course includes knowledge of different types of meals, the control system in the food and beverage industry, tobacco products and service skills, Basic knowledge of beverages including alcoholic and nonalcoholic, and understanding guest service and dining experience.

## Course Details

### Unit 1: Understanding guest service and the meal experience

2 LHs

Difference between products and services, understanding the needs and wants of customers, Why do people dine out? How do people choose a restaurant? Suggestive Selling Skills.

### Unit 2: Types of Meals

2 LHs

Introduction, Types of Meals; Breakfast, Brunch, Lunch, Hi-tea, Supper and Dinner, Types of Breakfast (Continental, English, and American).

### Unit 3: Room Service

2LHs

Introduction and types of room service, Room Service Organization, Room Service Equipment, Room Service Menu, Tray Set up. Tray Clearance

### Unit 4: Butler Service

2 LHs

Meaning of Butler, Attributes of a butler, Duties, and Responsibilities of Butler, Service methods.

### Unit 5: Gueridon Service

2 LHs

Introduction, Advantages & Disadvantages, Types of Trolley, Equipment, and Dishes used in Gueridon Service.

### Unit: 6: Introduction of Tobacco

2 LHs

Introduction, History, and Varieties of Tobacco, Products of Tobacco, Cigar, and Cigarette, Service of cigarette and cigar.

### Unit 7: Introduction of Beverage

4LHs

Definition & Classification of Beverage; Non-Alcoholic and Alcoholic Non-Alcoholic Beverages; *Stimulating*; Tea, Coffee, *Refreshing*; Water, Aerated Water, Syrup, Squash *Nourishing*; juices, Milk Based. Introduction & Classification of an Alcoholic Beverage, Fermented, Distilled, Compounded.

**Unit 8: Beer**

**2 LHs**

Beer, Beer Making Ingredients, Types of Beer, Brewing Process, Popular Brand Names

**Unit 9: Wines**

**3 LHs**

Introduction and classification of wine, Types of Grapes, Winemaking Calendar, Manufacturing Process, Factors affecting the taste and quality of wine, wine-producing regions of France, and Popular Brands of wines.

**Unit 10: Champagne**

**3 LHs**

Introduction, Origin, Types, Areas of Production and Grape Varieties, Manufacturing Process, Brand Names by size.

**Demonstration + Practical**

**24 LHs**

Demonstration (Service of Cigar & Cigarette)

Demonstration (Service of Beer)

Demonstration (Service of table wine and Sparkling Wine)

Service sequence of pre-plated and platter (Demonstration + Practical)

Pre-plated service of four-course Continental menus - 1 Nos

Platter/silver Service of four-course Indian menus – 4 Nos

Platter/silver Service of four-course Regional Nepali menus – 3 Nos

**Suggested Reading**

Andrews, S. *Food & Beverage Management*. New Delhi: Tata McGraw Hill.

Cichy, R. & Philip Hickey. *Managing Service in Food and Beverage Operations*. New York: AH&LA.

Lillicrap, D. & Cousins, J. *Food & Beverage Service*. London: ELBS Publishers.

Magris, M. & McCreery. *Introduction to Food & Beverage Services*. Cathy.

Ninemeier, J. D. *Management of Food and Beverage Operations*. New York: AH&LA.

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

# BHM 151: Food Production and Patisserie II

*Credits: 3*

*Lecture Hours: 48*

## **Course Objectives:**

This course targets to make students understand both the theoretical knowledge and practical skill of food production foundation basically in Indian, Nepali & Western cookery including Patisserie practiced in the hotel and catering industry. This course also brings in the food knowledge required for productions of various regional foods from various cuisine.

## **Course Description:**

This course presents a thorough and systematic coverage of theoretical and practical knowledge of Pasta, Indian and Nepali Cuisine, Food Commodities, Salad & Dressing including Cakes & Pastes.

## **Course Details.**

### **Unit 1: Indian Cuisine**

**4 LHs**

Introduction to Indian Cuisine, Influences of the invaders and travelers on Indian Cuisine, Features of Regional Indian Cuisine (North & South), Basic Indian Gravies (Fresh, Makhani, Yellow and White).

### **Unit 2: Nepali Cuisine**

**4 LHs**

Introduction to Nepali Cuisine, Features of Nepali Cuisine, Regional Nepali Cuisine and some authentic regional dishes, Nepali Cooking techniques, Tools and equipment used in Nepali Cuisine.

### **Unit 3: Food Commodities**

**4 LHs**

Egg, Cereals (Rice, Wheat, Rye, Barley, Oats, Corn, Millet, Buckwheat, Sago), Fats and Oil, Nuts, Sugar and its types (Granulated, Castor, Icing, Brown, Palm, Jaggery, Molasses), storage and ideal temperature).

### **Unit 4: Salad & Dressing**

**4 LHs**

Salad: Introduction, classification with examples and compositions. Dressings: Introduction, Feature/functions, Classification (oil based, fresh cream based, and mayonnaise-based dressings, Yoghurt/Curd based).

### **Unit 5: Cakes & Pastes**

**4 LHs**

Introduction, ingredients used in cake making, Principles behind making of sponge, Types of cake, Cake serving/ Standard portioning. Introduction to paste, type and steps (Short crust, Sweet, Suet, Choux, Puff).

**Unit 6: Pasta****4 LHs**

Introduction to Pasta, its history, types (Dry and Fresh) & shape of pasta, basic ingredient to make pasta, Pasta sauces, Pasta storage points.

**Practical****24 LHs**

Four Course Continental Menu	1 Nos.
Four Course Indian Menu	4 Nos.
Four Course Regional Nepali Menu	3 Nos.

**Suggested Reading**

Arora, K. (2018). *Theory of Cookery*. New Delhi: Franks Bros. & Co. Ltd.

Bali, P. S. (2012). *International Cuisine and Food Production Management*. New Delhi: Oxford Press Publication.

Bali, P. V. (2011). *Quantity Food Production Operations and Indian Cuisine*. New Delhi: Oxford Press Publication.

Bali, P. V. (2020). *Food Production Operations*. New Delhi: Oxford Press Publication.

Foskett, D. & Ceserani, V. *Theory of Catering 9<sup>th</sup> edition (1999)*. London: Book Power.

Gisslen, W. (2007). *Professional Cooking, 6<sup>th</sup> edition*. New Jersey, John Wiley & Sons, Inc., Hoboken.

Jyoti, P. (2019). *Taste of Nepal*. New Delhi: Adarsh Book

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# **BHM 153: Housekeeping Operations II**

*Credits: 3*

*Lecture Hours: 48*

## **Course Objectives:**

This course aims to impart knowledge on linen, fabrics, uniform, laundry; develop skills on room inspection, stain removal, housekeeping inventory, gardening and flower arrangement in different styles; Safety and Security; and acquaint the students with concepts of operating housekeeping department.

## **Course Description:**

Introduction to Hotel Linen and Uniforms; Fibers and Fabrics; Laundry Operation; Housekeeping Inventories; Hotel Gardening and Flower Arrangement; Safety and Security in Housekeeping

## **Course Details**

### **Unit 1: Hotel Linen and Uniforms**

**8 LHs**

Hotel Linen and its Classification; Standard Sizes of Linen; Layout, Location and Functions of the Linen Room; Duties of Linen Room Staff; Equipment Used in the Linen Room; Linen Purchase; Linen Par stock, Storage and Inspection of Linen; Stock Taking Procedures; Linen Condemnation; Linen Movement; Purpose and Par-Stock Determination of Uniform; Selection, Issuing Procedure, Care and Storage of Uniform;

### **Unit 2: Fibers and Fabrics**

**5 LHs**

Introduction to Fabrics; Types, Classification and Characteristics of Fibers; Fabric Used; Selection Criteria of Fabrics; Curtains (Introduction to Curtain, Types of Curtain Fabric, Blinds and its Types, Hanging Qualities)

### **Unit 3: Laundry Operation**

**3 LHs**

Basic Layout Plan; Types of Laundry; Laundry Equipment; Importance of Laundry; Laundry Process; Guest Laundry and Valet Services

### **Unit 4: Housekeeping Inventory**

**2 LHs**

Area Inventory List; Frequency Schedules; Equipment and Supply Inventory Levels

### **Unit 5: Hotel Gardening and Flower Arrangement**

**4 LHs**

Gardening and its Types; Preparation of Garden; Types, Basic Rules and Principles of Flower Arrangement; Names of Flowers and Foliage; Prolonging the Life of Flowers

## **Unit 6: Safety and Security in Housekeeping**

**2 LHs**

Introduction to Safety and Security; 3 E's of Safety; Potential Hazards in Housekeeping Operations; Safety Ergonomics and Accident Prevention; Roles of Housekeeping in Safety

### **Practical (8 practical of 3 hours each)**

**24 LHs**

Inspection of Rooms; Inspection of Public Areas; Stain Removal; Flower Arrangement; Gardening; Maintenance Work Procedure (Rooms and Public Area); Setting of First-aid; Practice of Event and Festival Decorations; Towel Arts

### **Property Visit:**

Any one Commercial Laundry Visit

### **Suggested Reading**

Andrews, S. *Hotel Housekeeping Management and Operations, Training Manual*. New Delhi: Tata McGraw.

Baradley, L. A. *The Selection, Care & Laundering of Institutional Textiles*. American Hotel & Motel Association.

Iris Jones Cynthia Phillips – *Commercial Housekeeping and Maintenance* – Stanley Thomes Ltd.

Raghubalan, G. & Raghuballa, S. *Hotel Housekeeping Operation and Management*. India: Oxford University Press.

Singh, M. & George, J.B. *Housekeeping- Operation, Design and Management*. JAICO Publishing House.

Teshigahara, S. *Ikebana Card Book*-Shufunotomo Co. Ltd.

Westland, P. *Flower Arranging for Special Occasions*. Columbus