

### Course Details: BHM, Semester VI

Course Code	Course Description	Credits Hours
PRG 451	Project Work	3
	<b>Specialization I (Any One)</b>	
FNB 371	Advanced Food and Beverage Management	3
RDM 381	Advanced Accommodation Operation	
	<b>Specialization II (Any One)</b>	
FNB 372	Advanced Food Production Management	3
RDM 382	Advanced Room Division Management	
	<b>Elective I (Any One)</b>	
MGT 412	Strategic Management	3
MGT 216	Tourism Business Environment	
	<b>Elective II (Any One)</b>	
HEM 384	Hotel Engineering and Management	3
EMT 385	Event Management	
CMI 386	Casino Management and Inflight Catering	
BNC 387	Bakery and Confectionery	
	<b>Total Credits</b>	<b>15</b>



**Pokhara University**  
**Faculty of Management Studies**

Course code.: PJR 451  
 Course title: **Project Work**  
 Nature of the course: Theory  
 Year: Third, Semester VI  
 Level: Bachelor

Full marks: 100  
 Pass marks: 45  
 Time per period: 1 hr  
 Total periods: 48  
 Program: BHM

### **Project Work**

Students are required to do an independent capstone project that involves fieldwork and its empirical analysis. At the end, students are required to prepare a report of their project work in the prescribed format and submit to the authorized person/body. The objective of this project work is to develop students' skills in research, particularly in areas of data collection, processing, analysis, and report writing. The concerned college authority will evaluate these reports.

This assignment specifically aims to develop knowledge, skills and attitudes necessary for conduct of individual research at a level, which will make a distinct contribution to knowledge. Students are expected to demonstrate the use of appropriate research, methodology, and written skills through the preparation and presentation of their investigation.

Through this PW, students gain a new perspective into the real world. It is also an excellent networking platform for students to get acquainted with people from different organizations, business backgrounds, skills, expertise, etc. This will improve the student's networking skills and also expand their networking group. Specifically, the objectives of the PW include:

- To provide an opportunity for the student to integrate classroom knowledge and practice.
- To enable graduate students to do an independent study to reflect a creative endeavour that can make some contribution to knowledge in a given field.
- To develop students' ability to read professional literature, reports, and other works critically in their design, treatment of data, and conclusions.
- To strengthen the ability of students in presenting their research work in a clear, concise, and logical manner and enable other readers to use the results of their investigations.

Students must complete an **Expression of Interest** (FORM) and submit it to the PW Committee of their respective school/college. The PWC of the school/college will make its decision on student applications. Once the PW proposal submitted by the student is approved, the student is required to work under the guidance of the supervisor as assigned to him/her by the PWC.



**TITLE OF THE PROJECT WORK REPORT**

**BY**  
**Candidate's Full Name**

A Project Work Report Submitted to Pokhara University in Partial  
Fulfillment of the Requirements for the Degree of

**Bachelor of Hotel Management**

at the  
Name of the School/College  
Pokhara University

Place  
Month/Year



### Declaration

I hereby declare that the project work report entitled “.....(Topic of the PW Report).....” submitted for the BHM is my original work and the Project Work Report has not formed the basis for the award of any degree, diploma, or other similar titles.

Signature  
Name of the  
Student  
Date



## CERTIFICATE

This is to certify that the Project Work titled “**Title of the Project Work**“ submitted by (**Name of the Student**) (**Roll No.**) for the partial fulfillment of the requirements of BHM embodies the bonafide work done by him/her under my supervision.

\_\_\_\_\_  
Signature of the Supervisor

Name

Date

Name and Signature

In-Charge of Research/Proj

Date



## Sequence of Items in the Project Report

The following sequence may be followed in the preparation of the Manuscript as well as the final report (Manuscript can be spiral bound):

### **Preliminary Information**

Cover Page (On the black spiral bound cover) Title  
Page  
Declaration  
Certificate from the Supervisor  
Acknowledgements  
Table of Contents

### **Main Body of the Report**

#### **Chapter I: Introduction**

Background  
Statement of the Problem  
Objectives of the Study  
Significance of the Study  
Literature Review  
Research Methods Used

#### **Chapter II: Descriptive Analysis**

Data Analysis and  
Presentation  
Main Findings

#### **Chapter III: Summary and Conclusion**

Summary  
Conclusion  
Recommendations

### **References**

Follow APA system of citation and referencing

### **Appendices (if any)**

Checklist for the items in the report



## **Project Report Format (Guidelines)**

**Length:**

Approx. 30 to 35 pages (About 8000 to 10,000 words)

**Paper:**

A4 White paper

**Typing:**

Font – Times New Roman

Standard letter size: Title – 14 and Text – 12

Black Colour

One side of the paper

One and half line

spacing

**Margin:**

Left and Top – 35 mm

Right and Bottom – 20

mm

**Page Numbers:**

All the pages in the initial part are in small roman centrally located at the bottom of the pages.

Each chapter should begin on a new page



	<b>Elective I (Any One)</b>	
MGT 412	Strategic Management	3
MGT 216	Tourism Business Environment	



**Pokhara University**  
**Faculty of Management Studies**

Course code.: MGT 216  
Course title: **Tourism Business Environment**  
Nature of the course: Theory  
Year: Third, Semester VI  
Level: Bachelor

Full marks: 100  
Pass marks: 45  
Time per period: 1 hr  
Total periods: 48  
Program: BHM

### 1. Course Description

This course delivers an analytical and systematic knowledge about Tourism, its major components, tourism products which are closely related to tourism businesses because of which the social, cultural, environment and economy are being affected in a positive or negative way. And also, the course focuses on the techniques, theories and roles of different organization in international or national way, which can foster the tourism to calculate the cost and benefit of tourism in a sustainable manner.

### 2. General Objectives

The travel and tourism industry are going through a state of change, affected by developments in new facet and systems, consumer demand, regulation, competition and general political and economic forces. This module provides an introduction planning and policies and strategies of tourism businesses operating within a dynamic environment. This course will also encourage students to develop their awareness of historical and current events/issues that impact on tourism businesses and to overcome its dimensions with sustainable aspects.

### 3. Contents in Detail with Specific Objectives

Specific Objectives	Contents
<ul style="list-style-type: none"> <li>To explain professionals with leadership skills to administer and manage business units in the tourism and hospitality industry.</li> <li>To compute the student to develop professional competencies about knowing how components matches with the scope of tourism and hospitality industry.</li> <li>To explain the tasks relating to the tourism and hospitality industry in traditional and niche tourism.</li> <li>To make them identify the trends of tourism, nationally and internationally and to familiarize the student with the recent trends in the tourism and hospitality industry and its challenges and also make them able to</li> </ul>	<p><b>Unit 1: Introduction to Tourism (8 Hours)</b></p> <ul style="list-style-type: none"> <li>1.1 Concept of tourism</li> <li>1.2 Global Importance of tourism</li> <li>1.3 Components of tourism</li> <li>1.4 Scope of tourism</li> <li>1.5 Differentiate between traditional and Niche Tourism</li> <li>1.6 Factors affecting tourism management in 21st century.</li> <li>1.7 contemporary tourism trends and practice</li> </ul>



suggest or recommend possible remedies.	
<ul style="list-style-type: none"> <li>To identify the relationships between social, cultural, environmental, and global issues, and the industry.</li> <li>To explore the strategic issues in tourism and hospitality business development through its protection and preservation of social-cultural and heritage aspects.</li> </ul>	<b>Unit 2: Impact of Tourism (8 Hours)</b> 2.1 Tourism impact on society-culture 2.2 Tourism impact on economy 2.3 Tourism impact on environment 2.4 Preservation, conservation, and promotion of socio-culture, tradition and heritage
<ul style="list-style-type: none"> <li>To use the knowledge and the impact of the present century on the industry and explore its future in relation to tourism and environment.</li> <li>To explain the students with the principles of alternative tourism which can create positive impact through analyzing different components of it and way to overcome tourism impact.</li> </ul>	<b>Unit 3: Tourism and Environment (7 Hours)</b> 3.1 concept of Sustainable tourism/ principles/ dimensions 3.2 Introduction to ecotourism/ principles and ASTA commandments. 3.3 Alternative tourisms and its forms 3.4 protected areas and its major issues. 3.5 Carrying capacity/ factors/components 3.5 Visitor impact management/ Environmental impact assessment/ Limit of acceptable change.
<ul style="list-style-type: none"> <li>To distinguish the students with the major theories which can act as a major model to indicate, find out and implement the measures to overcome the impacts of tourist practices and create a sustainable industry.</li> </ul>	<b>Unit 4: Tourism Theories (8 Hours)</b> 4.1 Butler's tourism area life cycle model (TALC theory) 4.2 Stanley Plog destination rise and fall in popularity 4.3 Leiper's tourism system model. 4.4 Doxey irritation index model 4.5 Jafari platform for tourism
<ul style="list-style-type: none"> <li>To explain an attitude of enquiry in students about how destinations are managed.</li> <li>To explain the students with different types of tourist destination its attractions and competitiveness among destinations.</li> <li>To identify the students to different organization about the organization its objective and features regarding destination management.</li> <li>To make them identify to find out steps in destination development and how it</li> </ul>	<b>Unit 5: Tourism Destination Management and Awareness (10 Hours)</b> 5.1 Concept to tourist destination 5.2 Concept of destination management 5.3 Types of tourist destination 5.3 Destination attraction and its competitiveness 5.4 Milieus of tourism 5.5 Destination management organizations / objective/partnership/



functions.	characteristics 5.6 Tools for destination management 5.7 steps in destination development
<ul style="list-style-type: none"> <li>To make the students use to about the concept of tourism plan and policy relating with its significance for tourism industry.</li> <li>To make the students aware to know about the approaches and the steps followed in planning tourism.</li> <li>To interpret the students with knowledge about how to overcome the hurdles in tourism industry.</li> <li>To make them compute with organization along with their objectives to uplift industry as a whole.</li> </ul>	<b>Unit 6: Tourism Policy and Planning (7 Hours)</b> 6.1 concept of Tourism plan and policy 6.2 Significance of planning and policy in tourism 6.3 Approaches to tourism planning 6.4 Tourism planning process 6.4 Hurdles in achieving plan and policies 6.5 National and international organization and their objectives to uplift tourism business.

*Note: The figures in the parentheses indicate the approximate periods for the respective units.*

#### 4. Methods of Instruction

Lecture, discussion, question-answer, brainstorming, project work, lab work, fieldwork etc.

#### 5. Evaluation System and Students' Responsibilities

##### Internal Evaluation

In addition to the formal end- semester exam(s), the internal (formative) evaluation of a student may consist of quizzes, assignments, lab reports, projects, class participation and presentation etc. The tabular presentation of the internal evaluation is as follows. The components may differ according to the nature of the subjects.

External Evaluation	Marks	Internal Evaluation	Weight	Marks
Semester-end examination	50	Assignments	15%	50
		Quizzes	10%	
		Attendance	5%	
		Class participation	10%	
		Term exam	60%	
Total external	50	Total Internal	100%	50
Full Marks 50+50 = 100				



### Student Requirements:

Each student must secure at least 45% marks in internal evaluation with 80% attendance in the class in order to appear in the semester-end examination. Failing to get such score will be equated with NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Semester examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. Failure of a student to attend a formal exam, quiz, test, etc. won't qualify him/her for re-exam. **Students are required to complete all the requirements defined for the completion of the course**

## 6. Prescribed Books and References

### Prescribed Text Books

- Kamra, K. K., & Chand, M. (2004). *Basics of tourism: Theory, operation and practice*. Kanishka Publishers, Distributors.
- Swain, S. K., & Mishra, J. M. (2012). *Tourism principles and practices*. Oxford Univ. Press.
- Goeldner, C. R., & Brent, R. J. R. (2012). *Tourism: Principles, practices, Philosophies*. Wiley.
- Seth, P. N., & Bhat, S. S. (2008). *Successful tourism management* (Vol. 1 & 2). Sterling Publishers.

### Reference Books

- Satyal, Y. R. (2000). *Tourism monograph of Nepal*. Adroit Publishers.
- Sharpley, R., & Telfer, DJ. (2011). *Tourism and development*. Viva Books



**Pokhara University**  
**Faculty of Management Studies**

Course code.: MGT 412

Course title: **Strategic Management**

Nature of the course: Theory

Year: Third, Semester VI

Level: Bachelor

Full marks: 100

Pass marks: 45

Time per period: 1 hr

Total periods: 48

Program: BHM

### 1. Course Description

The course is designed to provide students with an in-depth understanding and able to analyze fundamentals of strategic management. The course covers the key concepts of strategic management, strategy formulation, implementation, and control. The course is designed to prepare entrepreneur or key level managers in competitive environment. The course is designed to provide knowledge of competitive environment and its implication for sustainability of organization.

### 2. General Objectives

The course is designed with the following general objectives:

- To familiarize the students with the meaning of strategic management and explain why this strategy is require for sustainability of organization in competitive environment.
- To familiarize students about the strategic vision, mission and objective and its relevancy in strategic formulation process
- To understand internal and external environment analysis for strategic analysis
- To know impact of global environment and its implication in strategic formulation process
- To familiarize students which strategic options is best fit to the different situations of the organization
- To know the importance of implementation process for achieving vision, mission and objective of the organization
- To acquaint students with corporate, functional and operational level measurement including BCG, GE nine cell and Space matrixes for strategic control

### 3. Contents in Detail with Specific Objectives

Specific Objectives	Contents
<ul style="list-style-type: none"> <li>• Familiar with the concept of strategic management through strategic management model and relate with hospitality industry</li> <li>• Describe the concept of globalization and formality of strategic management</li> </ul>	<p><b>Unit 1: Introduction (8 Hours)</b></p> <p>1.1 Meaning of strategy and strategic management</p> <p>1.2 Components of strategic management</p> <p>1.3 Challenges to strategic management</p> <p>1.4 Strategic management process</p> <p>1.5 Strategic Management Model</p>



	1.6 Formality in strategic management. 1.7 Role of middle level manager in strategic formulation process
<ul style="list-style-type: none"> <li>• Explain concept of vision, mission, objectives</li> <li>• Identify values of vision, mission and objective for hospitality industry</li> <li>• Familiar with the concept of policies and its implication in strategy formulation and implementation process</li> </ul>	<b>Unit 2: Company Direction (8 Hours)</b> 2.1 Concept of strategic vision mission and objective 2.2 Application of vision, mission and objective in strategic plan 2.3 Qualities of vision, mission and objective 2.4 Levels of objective 2.5 Financial vs Strategic objective 2.6 Long term vs short term objective 2.7 Policies for strategic plan
<ul style="list-style-type: none"> <li>• Apply Porter's five forces model in real business world</li> <li>• Analyze the position of different organizations through strategic group mapping</li> <li>• Describe the significance of competitive advantage, core competencies and distinctive competencies</li> <li>• Able to explain organization's competitive position in strategic formulation process</li> </ul>	<b>Unit 3: Strategic Analysis (8 Hours)</b> 3.1 Internal and External Environment 3.2 Global environment 3.4 PEST analysis 3.5 Porter's Five Forces Model 3.6 Strategic group mapping 3.7 Driving forces 3.7 Value-chain-analysis 3.8 Resource-based view of strategy 3.8 Resources competencies, core competencies and distinctive competencies
<ul style="list-style-type: none"> <li>• Explain the ways through which competitive advantage can be achieved through Porter's generic strategies</li> <li>• Explain different strategic option and its relevancy in formulation of strategic choice</li> <li>• Discuss the role of BCG matrix and GE matrix and space matrix for strategy selection</li> </ul>	<b>Unit 4: Strategic Options (8 Hours)</b> 4.1 Steps for making strategic choice 4.2 Porter's generic strategies: Cost leadership, differentiation and focus strategy 4.3 Grand strategies: Growth, Market development, product development, stability, diversification, integration, merger, retrenchment and liquidation 4.4. Corporate level analytical tools 4.2.1 BCG matrix 4.2.2 GE nine cell matrices 4.2.3 Space matrix
<ul style="list-style-type: none"> <li>• Explain the basic concept of strategy implementation</li> <li>• Explain the issues of operationalization and institutionalization strategy</li> </ul>	<b>Unit 5: Strategic Implementation (8 Hours)</b> 5.1 Concept of strategy implementation 5.2 Challenges of strategy implementation 5.3 Operationalization of strategies: Annual objectives, functional strategies and policies 5.4 Institutionalization strategies: Allocating resources, fit organizational structure, instituting best practices for continuous



	improvement, installing support system, reward and punishment, shaping corporate culture to fit strategy, exercising strategic leadership, build up capable organization
<ul style="list-style-type: none"> <li>• Concept of strategic control</li> <li>• Explain about the process of control</li> <li>• Discuss different strategic control tools and their applications</li> <li>• Explain measurement of corporate, divisional, operational level of performance and balance scorecard approach for strategic control</li> </ul>	<b>Unit 6: Strategic Control (8 Hours)</b> 6.1 Concept of strategic control 6.2 Process of control 6.3 types of strategic control: Premise control, Special alert control, Implementation control, Strategic surveillance 6.4 Measure of corporate level performance, divisional level performance, operational level performance and balance scored card approach

*Note: The figures in the parentheses indicate the approximate periods for the respective units.*

#### 4. Methods of Instruction

Lecture, discussion, question-answer, brainstorming, project work, lab work, fieldwork etc.

#### 5. Evaluation system and students' responsibilities

##### Internal Evaluation

The tabular presentation of the internal evaluation is as follows.

External Evaluation	Marks	Internal Evaluation	Weight	Marks
Semester-end examination	50	Assignments	15%	50
		Quizzes	10%	
		Attendance	5%	
		Class participation	10%	
		Term exam	60%	
Total external	50	Total Internal	100%	50
Full Marks 50+50 = 100				

##### Student Requirements:

Each student must secure at least 45% marks in internal evaluation with 80% attendance in the class in order to appear in the semester-end examination. Failing to get such score will be equated with NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Semester examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. Failure of a student to attend a formal exam, quiz,



test, etc. won't qualify him/her for re-exam. **Students are required to complete all the requirements defined for the completion of the course**

## 6. Prescribed Books and References

### Prescribed Text Book

- Pearce, J. A., Robinson, R. B., & Subramanian, R. (2000). *Strategic management: formulation, implementation, and control*. OH: Irwin/McGraw-Hill.
- Hitt, M. A., Ireland, R. D., Hoskisson, R. E., & Manikuttu, S. (2012). *Strategic management, south asian perspective*, (Indian edition), Cengage Learning India Pvt. Ltd. ISBN-13, 978-81.
- Henry, E.A. (2021). *Understanding strategic management*, Oxford University Press

### Reference Books

- Wheelen, T. L. (2011). *Concepts in strategic management and business policy*. Pearson Education India.
- Dess, G. G., Lumpkin, G. T., Eisner, A. B., & McNamara, G. (2014). *Strategic management: text and cases* (Vol. 2). New York: McGraw-Hill Education.
- Thomson, A., & Strickland, A. (2001). *Strategic management*. Tata McGraw Hill.



	<b>Specialization I (Any One)</b>	
FNB 371	Advanced Food and Beverage Management	3
RDM 381	Advanced Accommodation Operation	



**Pokhara University**  
**Faculty of Management**

Course code.: RDM 381

**Course Title: Advance Accommodation Operation Management**

Nature of the course: Theory

Year: Third, Semester VI

Level: Bachelor

Full Marks: 100

Pass Marks: 45

Time per period: 1hrs.

Total Period: 48

Program: BHM

### 1. Course Description

Advanced hotel housekeeping is intended to augment the skills of individual who are already working as housekeeping supervisors or coordinators. Again, this program is designed to be delivered on site at your hotel or resort. The modules include supervisor and executive housekeeping issues, executive housekeeping and hotel management issues. Provide students with advanced insights and in-depth understanding of managerial operations within accommodation management. Cover various aspects, including accommodation management, human resource management, administrative control, and technical skill management. Equip students with the skills and knowledge necessary to effectively handle the diverse challenges associated with accommodation operations, fostering competence in areas such as human resources, administration, and technical skill management.

### 2. General Objectives

The general objectives of this courses are:

- Obtain comprehensive knowledge of organizational departments and their management practices.
- Explore the roles, challenges, and opportunities inherent in effective management within organizations.
- Develop skills crucial for leadership, decision-making, and strategic planning to contribute to successful operational performance.

### 3. Contents in Detail with Specific Objectives

Specific Objectives	Contents
<ul style="list-style-type: none"> <li>• Demonstrate a comprehensive grasp of principles and practices in managing lodging operations, including planning, organizing, and overseeing accommodation services.</li> <li>• Examine the historical development and structural aspects of lodging operations, understanding their evolution and organizational frameworks.</li> <li>• Acquire knowledge about specific characteristics of the American lodging industry, identifying key trends and factors, and differentiating between</li> </ul>	<p><b>Unit 1: Introduction to Accommodation Management (3 Hours)</b></p> <p>1.1 Introduction to Accommodation Management</p> <p>1.1.1 Management of lodging operation</p> <p>1.1.2 History and structure of lodging operation</p> <p>1.1.3 Lodging industry in Nepal</p> <p>1.1.4 Types of lodging establishments.</p>



<p>various types of lodging establishments for a nuanced industry understanding.</p>	
<ul style="list-style-type: none"> <li>• Efficiently manage administrative tasks like scheduling and payroll within the housekeeping department.</li> <li>• Develop strategies to reduce turnover and absenteeism, such as improving working conditions and offering incentives.</li> <li>• Attract and select suitable candidates, onboard new hires smoothly, and provide comprehensive training.</li> <li>• Conduct fair performance evaluations and ensure employees are fairly compensated based on their contributions.</li> <li>• Recognize achievements, provide development opportunities, and gather feedback to improve morale.</li> <li>• Enforce policies consistently to maintain accountability and address performance issues promptly.</li> <li>• Promote inclusivity and understanding among employees of diverse backgrounds through training and open communication.</li> </ul>	<p><b>Unit 2: Managing Housekeeping Personnel in Housekeeping Department (4 Hours)</b></p> <p>2.1 Introduction to Human Resource Management in Housekeeping</p> <p>2.1.1 Personnel Administration</p> <p>2.1.2 The need to curb high employee turnover and absenteeism,</p> <p>2.1.3 Recruiting, Selecting, Hiring and Training housekeeping employees,</p> <p>2.1.4 Employee Evaluation and compensation,</p> <p>2.1.5 Creating worker satisfactions, Employees Discipline, Cultural Diversity in the housekeeping Department.</p>
<ul style="list-style-type: none"> <li>• Implement effective operational control measures, including man-hour justification, profit and loss statements, productivity control, payroll management, and computerized housekeeping management.</li> <li>• Classify housekeeping materials, distinguish between capital and operating budgets, and demonstrate proficiency in purchasing materials and implementing inventory control.</li> <li>• Explore contemporary methods such as computerized housekeeping management, integrating weekly labor forecasting for optimized workforce planning and operational alignment with organizational goals.</li> </ul>	<p><b>Unit 3: Administrative Control and Technical Skill Management (10 Hours)</b></p> <p>3.1 Introduction to Administrative Control</p> <p>3.1.1 Controlling Operation</p> <p>3.1.2 Housekeeping operating Budget</p> <p>3.1.3 Selecting housekeeping Man-hour justification,</p> <p>3.1.4 The profit and loss statement, productively control, Weekly labor forecasting, payroll control, Computerized housekeeping management.</p> <p>3.2 Management of Inventory and equipment</p> <p>3.2.1 Classification of Material</p> <p>3.2.2 Capital expenditure and operating Budget,</p> <p>3.2.3 Purchasing housekeeping</p>



	Material, 3.2.4 Inventory Control
<ul style="list-style-type: none"> <li>• Prioritize hygiene standards for a safe environment, embracing comprehensive outsourcing beyond traditional cleanliness.</li> <li>• Implement effective training programs to enhance personnel skills and motivate staff through innovative strategies.</li> <li>• Integrate eco-friendly amenities, products, and processes to align with sustainable and environmentally conscious trends, contributing to the growing demand for eco-friendly hospitality options.</li> </ul>	<b>Unit 4: Changing Trends in Housekeeping (3 Hours)</b> <ul style="list-style-type: none"> <li>4.1 Hygiene standard, safe environment, embracing comprehensive outsourcing beyond cleanliness.</li> <li>4.2 Training on skill development and motivation of staffs</li> <li>4.3 Eco-friendly amenities product and processes</li> </ul>
<ul style="list-style-type: none"> <li>• Initiate and execute housekeeping operations in a new property, ensuring readiness for guest arrival during the countdown phase of opening.</li> <li>• Initiate housekeeping operations in a new property, ensuring all necessary resources are in place.</li> <li>• Execute procedures for guest readiness during the countdown phase of property opening.</li> <li>• Determine the specific objectives and motivations behind undertaking a renovation project, such as improving guest satisfaction or maintaining competitiveness.</li> <li>• Classify renovation efforts into different types based on their scope and objectives, such as cosmetic updates, structural enhancements, or functional improvements.</li> <li>• Manage auxiliary tasks associated with renovation projects, such as procurement of materials, scheduling of contractors, and communication with stakeholders.</li> </ul>	<b>Unit 5: New Property Operation Contracts, Outsourcing, and Hotel Renovation (14 Hours)</b> <ul style="list-style-type: none"> <li>5.1 Introduction to New property operation <ul style="list-style-type: none"> <li>5.1.1 Starting up housekeeping</li> <li>5.1.2 Housekeeping in a new property, Countdown</li> </ul> </li> <li>5.2 Defining outsourcing and contracts <ul style="list-style-type: none"> <li>When are outsourced and considered,</li> <li>5.2.1 Contract services in housekeeping</li> <li>5.2.2 Hiring contracts providers, Pricing of contracts</li> <li>5.2.3 Advantages and disadvantages of outsourcing</li> </ul> </li> <li>5.3 Reasons to renovation</li> <li>5.4 Types of renovation</li> <li>5.5 Subsidiary processes in renovation</li> </ul>
<ul style="list-style-type: none"> <li>• Pay close attention to guest actions and reactions to ensure their needs and preferences are understood and addressed.</li> <li>• Address and resolve guest concerns promptly and effectively to ensure a positive experience and satisfaction.</li> <li>• Navigate and overcome communication</li> </ul>	<b>Unit 6: Interacting with the Hotel Guest, Managing Environmental Management (6 Hours)</b> <ul style="list-style-type: none"> <li>6.1 Observing the guest behavior <ul style="list-style-type: none"> <li>6.1.1 Handling guest complaint</li> <li>6.1.2 The challenges of cross- cultural Communication</li> <li>6.1.3 Dealing with special request and</li> </ul> </li> </ul>



<p>barriers arising from cultural differences to ensure effective interaction and understanding.</p> <ul style="list-style-type: none"> <li>• Accommodate special guest requests while ensuring their privacy and confidentiality are maintained.</li> <li>• Implement measures to reduce or eliminate sources of environmental pollution within the hospitality operation.</li> <li>• Educate staff and guests about environmental issues and promote sustainable practices to minimize ecological impact.</li> <li>• Establish and adhere to environmental management programs and international EMS (Environmental Management System) standards to ensure responsible environmental stewardship.</li> </ul>	<p>manage Guest privacy.</p> <p>6.2 Environment and ecology</p> <p>6.2.1 Environmental pollution</p> <p>6.2.2 Environmental education</p> <p>6.2.3 Environmental management in hospitality industry (environment management program, international EMS standard)</p>
<ul style="list-style-type: none"> <li>• Implement energy-efficient technologies and practices to reduce energy consumption throughout the hotel property.</li> <li>• Establish waste reduction programs and promote recycling initiatives to minimize waste generation and promote sustainable waste management practices.</li> </ul>	<p><b>Unit 7: Housekeeping Project Work (8 Hours)</b></p> <p>Design and implement a sustainability initiative for a hotel property, focusing on reducing energy consumption minimizing waste, and promoting eco- friendly practices</p>

*Note: The figures in the parentheses indicate the approximate periods for the respective units.*

#### 4. Methods of Instruction

Lecture, discussion, question-answer, brainstorming, project work, lab work, fieldwork etc.

#### 5. Evaluation System and Students' Responsibilities

##### Internal Evaluation

In addition to the formal end- semester exam(s), the internal (formative) evaluation of a student may consist of quizzes, assignments, lab reports, projects, class participation and presentation etc. The tabular presentation of the internal evaluation is as follows. The components may differ according to the nature of the subjects.



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Semester-end examination	50	Assignments	10%	40%
		Quizzes	5%	
		Attendance	5%	
		Project work	5%	
		Class Presentation	5%	
		Class participation	10%	
		Term exam	60%	
Total external	50	Total Internal	100%	50
Full Marks 50+50 = 100				

### Student Requirements:

Each student must secure at least 45% marks in internal evaluation with 80% attendance in the class in order to appear in the semester-end examination. Failing to get such score will be equated with NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Semester examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. Failure of a student to attend a formal exam, quiz, test, etc. won't qualify him/her for re-exam. **Students are required to complete all the requirements defined for the completion of the course**

## 6. Prescribed Books and References

### Prescribed Text Books

Anderws, S. (2008). *Hotel housekeeping management and operations*. Tata McGraw-Hill.

Raghubalan, G., & Raghubalan, S. (2017). *Hotel housekeeping: operations and management*. Oxford University Press.

### Reference Books

Branson, J. C., & Lennox, M. (1977). *Hotel, hotel and hospital houskeeping*. Edward Arnold.

Kappa, M. M., Nitschke, A., & Schappert, P. B. (1997). *Housekeeping management*. Educationel Institute of The American Hotel & Motel Association.



**Pokhara University**  
**Faculty of Management**

Course code.: FNB 371

Course title: **Advance Food and Beverage Management**

Nature of the course: Theory

Year: third, Semester VI

Level: Bachelor

Full marks: 100

Pass marks: 45

Time per period: 1 hr

Total periods: 48

Program: BHM

### 1. Course Description

This program 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 management themes in context of managing a food and beverage operation: Operational challenges, Controlling System in F & B, Marketing and creativity in functions with excellence human resource management. This is designed to acquire a thorough knowledge of various services and managing cost control, revenue which provided in hotel industry. It deals with banquet operation and management, function of food and beverage management, cost control, revenue, staffing, determining cost percentage and base selling price, quality of work balance.

### 2. General Objectives

The general objectives of this course are:

- Develop a comprehensive understanding of Food and Beverage (F&B) management and operational challenges, including the ability to analyze and address issues related to the F&B industry.
- Foster a deep comprehension of the intricate relationships among owners, labor, and executives within the F&B sector, enabling effective collaboration and communication to achieve organizational goals.
- Cultivate the skills necessary to successfully control, maintain, and enhance the quality, standards, and profitability of food and beverage products and services, encompassing budget preparation, event organization, and effective human resources management and leadership.

### 3. Contents in Detail with Specific Objectives

Specific Objectives	Contents
<ul style="list-style-type: none"> <li>• Define: What are the main components of the Food and Beverage (F&amp;B) industry, and what sets it apart, including its classification and characteristics?</li> <li>• Analyze: What key aspects of the management process are crucial for understanding how the F&amp;B industry operates?</li> <li>• Identify: Can you recognize and understand the</li> </ul>	<p><b>Unit 1: Fundamentals of F &amp; B Management and Control (7 Hours)</b></p> <p>1.1 Introduction of F &amp; B Industry, 1.2 Classification and characteristics, 1.3 Management process, 1.4 F &amp; B managerial relationship, 1.5 F &amp; B operational challenges. 1.6 The Control Function</p>



<p>complex relationships that play a role in F&amp;B managerial interactions, particularly between owners, labor, and executives?</p> <ul style="list-style-type: none"> <li>• Evaluate: How do you assess and comprehend the specific operational challenges faced by the F&amp;B industry, and what insights can be gained to address these challenges effectively.</li> <li>• Gain a comprehensive understanding of the essentials of a control system within the context of F&amp;B management</li> <li>• Learn to align management resources effectively with organizational objectives for optimal control and performance.</li> <li>• Acquire proficiency in the control process, covering the establishment of standards, observation of performance, decision-making, implementation of corrective action, and follow-through.</li> <li>• Recognize and understand the roles of individuals involved and responsible for control within the F&amp;B industry.</li> </ul>	<p>1.6.1 Essential of control system, 1.6.2 Management resources and objectives, the control process (establishing standards, observing performance, Deciding, and implementing corrective action, follow through), 1.7 Duties and Responsibilities of F and B. controller</p>
<ul style="list-style-type: none"> <li>• Acquire the skills to perform monthly calculations of the cost of sales, including identifying sources of information for cost of sales and determining the overall inventory value.</li> <li>• Learn to analyze control data effectively, identify areas of concern or improvement, and implement corrective actions to enhance overall control efficiency within the F&amp;B establishment.</li> </ul>	<p><b>Unit 2: Using Information from the Control System (6 Hours)</b></p> <p>2.1 Use of computer in control system 2.2 Yield management and calculating yield 2.3 Calculating actual F &amp; B costs, Monthly calculation (cost of sales, source of information for cost of sales, calculation inventory value), Daily calculation (component of food cost, cost information, calculation daily food cost), 2.4 F &amp; B Control analysis, 2.5 Taking Corrective action.</p>
<ul style="list-style-type: none"> <li>• Develop the ability to identify critical control points within food service operations, ensuring comprehensive control throughout the service cycle.</li> <li>• Gain a clear understanding of the control cycle, from planning to implementation, to maintain effective control over various aspects of menu management.</li> <li>• Acquire proficiency in menu planning,</li> </ul>	<p><b>Unit 3: The Menu: The Foundation for Control (10 Hours)</b></p> <p>3.1 Food service control Points, Control cycle, Menu planning (theme and atmosphere, menu planning strategy), 3.2 Menu merchandising, Menu pricing (subjective and objective pricing method),</p>



<p>including considerations for theme and atmosphere, and develop effective strategies to align the menu with overall business goals. Learn and apply menu merchandising techniques to enhance the presentation and appeal of menu items, attracting customers and optimizing sales.</p> <ul style="list-style-type: none"> <li>• Understand both subjective and objective pricing methods and acquire the skills to determine appropriate pricing strategies for menu items.</li> <li>• Learn how to assess the profitability and popularity of menu items, utilizing tools such as menu engineering worksheets and evaluation criteria.</li> <li>• Gain skills in utilizing menu engineering principles to improve the overall performance of the menu, including optimizing profitability and enhancing customer satisfaction.</li> </ul>	<p>3.3 Evaluating the menu (defining profitability, defining popularity, menu engineering work sheet, evaluating menu items, how to improve the menu through menu engineering.)</p>
<ul style="list-style-type: none"> <li>• Develop proficiency in the process of budget forecasting, understanding the key elements and techniques involved in predicting financial outcomes.</li> <li>• Gain a comprehensive understanding of the sequential steps involved in budget development, ensuring a systematic approach to financial planning.</li> <li>• Acquire practical skills by applying budget development principles to a real-world example, reinforcing the ability to create accurate and effective operational budgets.</li> <li>• Learn to conduct Cost-Volume-Profit (CVP) analysis, understanding the relationships between costs, sales volume, and profitability to make informed budgeting decisions.</li> </ul>	<p><b>Unit 4: Operations Budgeting (6 Hours)</b></p> <p>4.1 Budget forecasting, 4.2 Steps in budget development, 4.3 Budget development example, Cost volume profit analysis.</p>
<ul style="list-style-type: none"> <li>• Develop the ability to create comprehensive staffing plans, considering the specific needs and requirements of the Food and Beverage (F&amp;B) industry.</li> <li>• Gain proficiency in identifying F&amp;B staffing requirements, conducting effective recruitment, and employing a thorough selection process to build a qualified and capable workforce.</li> <li>• Acquire skills in designing and implementing training programs, as well as conducting performance appraisals, to enhance the skills</li> </ul>	<p><b>Unit 5: Managing Human Resource in F &amp; B (6 hours)</b></p> <p>5.1 Developing staffing plans, 5.2 Requirement and selection, 5.3 Training and performance appraisal, 5.4 Staffing guide and labor control, 5.5 Labor law and current issues</p>



<ul style="list-style-type: none"> <li>and efficiency of F&amp;B staff.</li> <li>• Learn to effectively use staffing guides for labor control, ensuring optimal resource allocation and management within the F&amp;B establishment.</li> <li>• Develop an understanding of labor laws relevant to the F&amp;B industry and stay informed about current issues, enabling effective human resource management in compliance with legal standards.</li> </ul>	
<ul style="list-style-type: none"> <li>• Develop a foundational understanding of quality within the context of the Food and Beverage (F&amp;B) industry, emphasizing its significance in delivering superior products and services</li> <li>• Acquire practical knowledge and skills in implementing sanitation and food hygiene practices to maintain high standards of cleanliness and safety in F&amp;B operations.</li> <li>• Gain insights into the principles and practices of Total Quality Management (TQM) within the F&amp;B industry, focusing on continuous improvement, customer satisfaction, and overall operational excellence.</li> </ul>	<b>Unit 6: Quality Management (6 Hours)</b> <ul style="list-style-type: none"> <li>6.1 Introduction quality,</li> <li>6.2 Sanitation and food hygiene,</li> <li>6.3 Total quality management</li> </ul>
<ul style="list-style-type: none"> <li>• Develop a skill of planning and designing an outlet.</li> <li>• Implement all the knowledge and skills learned in sample project work.</li> </ul>	<b>Unit 7: F&amp; B Project Work (7 Hours)</b> <ul style="list-style-type: none"> <li>7.1 Design and conduct a project of an food and beverage outlet. Compile a menu comprising all the knowledge taught and practiced in food and beverage service and management, make a formal presentation.</li> </ul>

*Note: The figures in the parentheses indicate the approximate periods for the respective units.*

#### 4. Methods of Instruction

Lecture, discussion, question-answer, brainstorming, project work, lab work, fieldwork etc.

#### 5. Evaluation System and Students' Responsibilities

##### Internal Evaluation

In addition to the formal end- semester exam(s), the internal (formative) evaluation of a student may consist of quizzes, assignments, lab reports, projects, class participation and presentation etc. The tabular presentation of the internal evaluation is as follows. The components may differ according to the nature of the subjects.



External Evaluation	Marks	Internal Evaluation	Weight	Marks
Semester-end examination	50	Assignments	10%	40%
		Quizzes	5%	
		Attendance	5%	
		Project work	5%	
		Class Presentation	5%	
		Class participation	10%	
		Term exam	60%	
Total external	50	Total Internal	100%	50
Full Marks 50+50 = 100				

### Student Requirements:

Each student must secure at least 45% marks in internal evaluation with 80% attendance in the class in order to appear in the semester-end examination. Failing to get such score will be equated with NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Semester examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. Failure of a student to attend a formal exam, quiz, test, etc. won't qualify him/her for re-exam.

**Students are required to complete all the requirements defined for the completion of the course**

## 6. Prescribed Text Books and References

### Prescribed Text Books

Ninemeier, J. D. (2021). *Management of food and beverage operations*. American Hotel & Lodging Association

Ninemeier, J. D., & Kasavana, M. L. (2004). *Planning and control for food and beverage operations*. H & LA Publication.

George, B., & Chatterjee, S. (2008). *Food beverage service and management*. Jaico Publishing House

### Reference Books

Singaravelavan, R. (2012). *Food and beverage service*. Oxford University Press Publication.

Andrews, S. (2013). *Food & beverage management*. Tata McGraw Hill.



	<b>Specialization II (Any One)</b>	
FNB 372	Advanced Food Production Management	3
RDM 382	Advanced Room Division Management	



**Pokhara University**  
**Faculty of Management Studies**

Course code.: RDM 382

Course title: **Advance Room Division Management**

Nature of the course: Theory

Year: Third, Semester VI

Level: Bachelor

Full marks: 100

Pass marks: 45

Time per period: 1 hr

Total periods: 48

Program: BHM

### 1. Course Description

This course presents a through and systematic coverage of hotel industry, front office department, managing budget and controlling costs, room selling techniques, managing service experience, hospitality law, career management and development of leadership, personality and team, service management and recovery.

### 2. General Objectives

The purpose of this course is to provide the students with a broad and integrative introduction of the hotel industry in today's world, managing the front office department as well as the concept of law regarding the hospitality industry. The course also attempts to enables the students to understand the importance of personality, team and leadership as well as to manage their career.

### 3. Contents in Detail with Specific Objectives

Specific Objectives	Contents
<ul style="list-style-type: none"> <li>Explain the concepts &amp; procedures, as well as processing of hospitality financial data.</li> <li>Describe the flow of financial information in the accounting cycle.</li> </ul>	<b>Unit I: Hospitality Accounting Concepts (4 Hours)</b> <ul style="list-style-type: none"> <li>1.1 Introduction: Concepts and procedures,</li> <li>1.2 the processing of hospitality financial data and the flow of financial information in the accounting cycle those results in the production of financial statements.</li> </ul>
<ul style="list-style-type: none"> <li>Learn budget management and cost control techniques:</li> <li>Understand the importance of managing budgets and</li> </ul>	<b>Unit II: Managing Budget and Controlling Expenses (8 Hours)</b> <ul style="list-style-type: none"> <li>2.1 Introduction: Budgeting (Types, Objective, advantage and limitations),               <ul style="list-style-type: none"> <li>2.1.1 Budget planning process,</li> <li>2.1.2 The operating budget as a control tool,</li> <li>2.1.3 Identify the skills needed and manage effectively the departmental budget, Inventory, Material classification and any related pre-opening operations.</li> <li>2.1.4 Room Division Managers role in the hotel income</li> </ul> </li> </ul>



<p>controlling costs in the hospitality industry.</p> <ul style="list-style-type: none"> <li>• Learn techniques for budget planning.</li> <li>• Identify the skills needed and manage effectively the departmental budget.</li> <li>• Describe the role of Rooms Division manager in hotel's income statement &amp; room's division income statements.</li> </ul>	<p>statements and room's division income statements.</p>
<ul style="list-style-type: none"> <li>• Understand the front office selling tips, sales man's Bye laws, service selling, code of quality services, the service pyramid etc.</li> <li>• Explain the service pyramid, market places, and planning of sales calls.</li> <li>• Mention the discount fixation policy</li> <li>• List the various up selling, down selling &amp; substitute</li> </ul>	<p><b>Unit III: Room Selling Techniques (5 Hours)</b></p> <p>3.1 Introduction: Front office selling tips, Sales and marketing teams, Sales Man's</p> <p>3.2 BYE Laws,</p> <p>3.3 Service and service selling,</p> <p>3.4 Code of quality services,</p> <p>3.5 The service pyramid,</p> <p>3.6 Market places,</p> <p>3.7 Planning of sales call,</p> <p>3.8 Discount and discount fixation policy,</p> <p>3.9 Up selling, Down sell, Substitute selling.</p>



selling techniques.	
<ul style="list-style-type: none"> <li>• Introduction to service quality, nature of service etc.</li> <li>• Explain the various types of guest needs, moment of truth etc.</li> <li>• Explain the basic differences between goods &amp; services.</li> <li>• Explain the various gaps leading to customer dissatisfaction &amp; prescription for closing service quality gaps.</li> <li>• Understand quality service &amp; customer care, understanding cultural differences.</li> <li>• List out &amp; explain the benefits of receiving complaints &amp; how to prevent complaints</li> </ul>	<p><b>Unit IV: Service Management and Recovery (10 Hours)</b></p> <p>4.1 Introduction (Service quality, Nature of service),</p> <p>4.2 Guest, Guests needs (Tangible and Intangible Needs),</p> <p>4.3 Moment of Truth (MOT),</p> <p>4.4 Unhappy guest (Why do guest not come back?, Value of a loyal guest.),</p> <p>4.5 Basic difference between goods and services,</p> <p>4.5.1 Gaps leading to customer dissatisfaction,</p> <p>4.6 Prescription for closing service quality gaps,</p> <p>4.7 building a service quality information system,</p> <p>4.8 Quality service and customer care,</p> <p>4.9 Understanding cultural differences,</p> <p>4.10 Customer delight,</p> <p>4.11 Service recovery (Benefits of receiving complaints, Entry point for complaints, Some common causes of complaints, Turning situation into complaints, How to prevent complaints, Cause and symptom based solution, Complaint resolution procedure).</p>
<ul style="list-style-type: none"> <li>• Introduction to experience economy.</li> <li>• Explain the trends to be addressed for successful services, creating successful &amp; satisfying experiences.</li> <li>• Understand the key dimensions to focus on during experience creation, evaluating service experience</li> </ul>	<p><b>Unit V: Managing Service Experience (6 Hours)</b></p> <p>5.1 Introduction: Experience economy,</p> <p>5.1.1 Why care about experiences?,</p> <p>5.1.2 Trends to be addressed for successful services,</p> <p>5.1.3 Creating successful and satisfying experiences,</p> <p>5.1.4 Key dimensions to focus on during experience creation (Engagement, Context, Time),</p> <p>5.1.5 Evaluating service experience.</p>



etc.	
<ul style="list-style-type: none"> <li>• Introduction to personality. Describe the various personality determinants, personality traits, the big five model, emotional intelligence, matching personality and jobs etc.</li> <li>• Introduction to leadership. Describe the nature of leadership, functions of leadership.</li> <li>• Explain the top 10 leadership qualities.</li> <li>• Introduction to teamwork.</li> <li>• Differentiate between group &amp; team.</li> <li>• Explain quality circles, team building</li> </ul>	<p><b>Unit VI: Personality, Leadership and Team Work (8 Hours)</b></p> <p>6.1 <b>Introduction, Personality</b> (Personality determinants, Personality traits/ characteristics,</p> <p>6.1.1 The Big Five Model,</p> <p>6.1.2 Matching personality and Jobs,</p> <p>6.1.3 Emotional Intelligence).</p> <p>6.2 <b>Leadership</b> (The nature of leadership, Manager vs. Leaders (Difference), Functions of Leadership, Top 10 leadership qualities).</p> <p>6.3 Team, Types of teams, Difference between group and team, Quality circles, Team building (How to build successful work teams).</p>
<ul style="list-style-type: none"> <li>• Familiarize with hospitality law:</li> <li>• Gain knowledge of the legal and regulatory framework in the hospitality industry.</li> <li>• Understand the rights</li> </ul>	<p><b>Unit VII: Understanding Hospitality Law (7 Hours)</b></p> <p>7.1 Introduction, Overview of legal obligations,</p> <p>7.2 Front office contracts for guest accommodation (Contract basics, Accommodation of guests),</p> <p>7.3 Front desk and legal concerns: Guest Safety (Guest Privacy, Guest Removal, Guest Property, Guest Nonpayment, Illness and Death in Guest rooms), the hotel and its employees, and laws relating to general hotel.</p>



and responsibilities of hotels and guests. • Learn about key legal issues such as contracts, liability, and intellectual property	
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*Note: The figures in the parentheses indicate the approximate periods for the respective units.*

#### 4. Methods of Instruction

Lecture, discussion, question-answer, brainstorming, Project work, lab work, fieldwork etc.

#### 5. Evaluation System and Students' Responsibilities

##### Internal Evaluation

In addition to the formal end- semester exam(s), the internal (formative) evaluation of a student may consist of quizzes, assignments, lab reports, projects, class participation and presentation etc. The tabular presentation of the internal evaluation is as follows. The components may differ according to the nature of the subjects.

External Evaluation	Marks	Internal Evaluation	Weight	Marks
Semester-end examination	50	Assignments	15%	50
		Quizzes	10%	
		Attendance	5%	
		Class participation	10%	
		Term exam	60%	
Total external	50	Total Internal	100%	50
Full Marks 50+50= 100				

##### Student Requirements:

Each student must secure at least 45% marks in internal evaluation with 80% attendance in the class in order to appear in the semester-end examination. Failing to get such score will be equated with NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Semester examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. Failure of a student to attend a formal exam, quiz, test, etc. won't qualify him/her for re-exam. **Students are required to complete all the requirements defined for the completion of the course.**



## 6. Prescribed Books and References

### Prescribed Text Books

- Tewari, J. R. (2009). *Hotel front office: Operations and management*. Oxford University Press.
- Bhatnagar, S. K. (2011). *Front office management*. Frank Brothers.
- Andrews, S. (2013). *Hotel front office: A training manual*. Tata McGraw-Hill Education.

### Reference Books

- Andrews, S. (2013). *Hotel front office: A training manual*. Tata McGraw-Hill Education.
- Kasavana, M. L., Brooks, R. M., & Steadmon, C. E. (1991). *Managing Front Office Operations*. AH&LA.
- Woods, R. H., Ninemeier, J. D., Hayes, D. K., & Austin, M. A. 2007). *Professional Front Office Management*. Pearson.
- Kotler, P., Bowen, J. T., & Makens, J. C. (2010). *Marketing for hospitality and tourism*.
- Metters, R., King-Meters, K., Pullman, M. and Walton, S. (2006). *Service Operation Management*. Cenage Learning.
- Gary, D. (2011). *Human resource management*. Pearson Education India.
- Greenberg, J. (2011). *Behavior in organizations*. Prentice Hall.
- Robbins, S. P., Judge, T., & Vohra, N. (2019). *Organizational behavior*. Pearson.



**Pokhara University**  
**Faculty of Management Studies**

Course code.: FNB 372

Course title: **Advance Food Production Management**

Nature of the course: Theory

Year: Third, Semester VI

Level: Bachelor

Full marks: 100

Pass marks: 45

Time per period: 1 hr

Total periods: 48

Program: BHM

### 1. Course Description

This course presents a thorough and systematic coverage of theoretical and practical aspects of bakery production, equipment and their operating procedures, menu designing, costing and evaluating, operating procedures of in-flight catering, and food preservation process, texture, accompaniments and garnishes. This is designed to offer comprehensive coverage by exploring theoretical and practical facets of bakery production, including equipment operation. It deals with understanding menu design and costing, providing the knowledge to design menus with a focus on cost evaluation and effective pricing strategies. This includes the examination of in-flight catering, enabling students to understand the unique operational procedures involved in catering for in-flight services. It covers the comprehension of food preservation processes, emphasizing texture, accompaniments, and garnishes. It incorporates the study of a systematic approach, ensuring students acquire a well-rounded understanding of various elements in bakery and catering principles.

### 2. General Objectives

The general objectives of this course are,

- To familiarize the students with managerial knowledge and skills applicable to the catering industry's food production department.
- To make students able to comprehend the intricacies of designing and engineering menus, including the process of costing recipes.
- To enable the students to delve into the details of bakery productions, fostering a comprehensive understanding of baking processes.
- To provide the students with the ability to master the skills required for gastronomy and molecular gastronomy.
- To equip the students with knowledge about the practical application of managerial concepts in the culinary field.
- To make the students competent in utilizing their skills to design, cost, and implement effective menu strategies in a catering setting.
- To foster a deep understanding of bakery productions, emphasizing hands-on skills and theoretical knowledge.
- To prepare students to apply gastronomic and molecular gastronomic principles, contributing to innovative and high-quality culinary practices in the industry.

### 3 Contents in Detail with Specific Objectives

Specific Objectives	Contents
<ul style="list-style-type: none"> <li>• Interpret the principles of baking for diverse bakery products.</li> </ul>	<b>Unit 1: Bakery (12 Hours)</b> 1.1 Principles of Baking



<ul style="list-style-type: none"> <li>Examine the role of ingredients in bread making.</li> <li>Follow the 13 steps involved in bread making.</li> <li>Identify and comprehend various raising and thickening agents used in baking.</li> <li>Analyze common faults in bread production and propose solutions.</li> <li>Identify the equipment used in the baking process.</li> <li>Explore and appreciate bread variations from different countries.</li> </ul>	1.2 Role of ingredients in bread Making 1.3 13 Steps of Bread Making 1.4 Raising & Thickening Agents (Yeast, Baking Powder, Baking Soda, Cream of Tartar, Bread Improver, Pectin, Gelatin, Agar agar ) 1.5 Bread Faults 1.6 Equipment used in Baking 1.7 Breads of World (France, Italy, Germany, UK, USA)
<ul style="list-style-type: none"> <li>Introduce the importance of textures in culinary creations.</li> <li>Understand the role and types of textures.</li> <li>Identify incorrect textures and propose corrections.</li> <li>Explore the meaning and significance of accompaniments.</li> <li>Study various types of garnishes and their purposes.</li> </ul>	<b>Unit 2: Textures, Accompaniments and Garnishes (6 Hours)</b> 2.1 Introduction 2.2 Importance of Texture 2.3 Types of Texture (Appearance, Feel to Touch, Softness, Mouth feel) 2.4 Wrong/ Incorrect Textures 2.5 Accompaniments (Meaning, Importance) 2.6 Garnishes 2.6.1 Types (Simple/ Composite, Functional/ Non-Functional) 2.6.2 Main Purpose of Garnish
<ul style="list-style-type: none"> <li>Define food preservation and its significance.</li> <li>Understand the various methods of food preservation.</li> <li>Explore processes such as salting, smoking, pickling, chilling, and freezing.</li> </ul>	<b>Unit 3: Food Preservation Processes (4 hours)</b> 3.1 Meaning 3.2 Definition and concept of Food Preservation 3.3 Methods of Preservation 3.3.1 Salting 3.3.2 Smoking 3.3.3 Pickling 3.3.4 Chilling 3.3.5 Freezing and their processes)
<ul style="list-style-type: none"> <li>Redesign and develop menus for enhanced appeal.</li> <li>Evaluate and engineer menus for profitability.</li> <li>Utilize menu engineering worksheets for analysis.</li> <li>Classify menu items as Stars, Horses, Dogs, or Puzzles for strategic planning.</li> <li>Design standard recipes for accurate costing and pricing.</li> </ul>	<b>Unit 4: Menu Engineering, Recipe costing and Pricing (14 Hours)</b> <b>4.1 Menu Engineering and Planning</b> 4.1.1 Menu Redesigning and developing 4.1.2 Menu Evaluation and Engineering 4.1.3 Menu Engineering Worksheet 4.1.4 Treating Stars, Horse, Dogs &



<ul style="list-style-type: none"> <li>• Perform recipe calculations for effective cost management.</li> <li>• Conduct canned and drained weight tests for precise ingredient measurements.</li> <li>• Calculate yields to optimize production efficiency.</li> <li>• Implement standard portion control measures.</li> <li>• Analyze profit and loss data in relation to costing and pricing.</li> <li>• Explain the concept and objectives of Menu Planning and elaborate on the fundamental concept and overarching objectives of Menu Planning to provide a clear understanding for practitioners.</li> <li>• Identify crucial points for effective Menu Planning and enumerate key considerations and factors essential for creating a well-rounded and impactful menu in the dynamic hospitality environment.</li> </ul>	<p>Puzzles in the menu</p> <p>4.1.5 Meaning, Definition, Concept and Objectives of Menu Planning.</p> <p>4.1.6 Points to consider For Menu Planning</p> <p><b>4.2 Recipe costing and Pricing</b></p> <p>4.2.2 Designing Standard Recipe</p> <p>4.2.3 Recipe Calculation</p> <p>4.2.4 Canned &amp; Drained Weight Test</p> <p>4.2.5 Yield Calculation</p> <p>4.2.6 Standard Portion Control</p> <p>4.2.7 Analyzing the data of Profit &amp; Loss in relation with Costing &amp; Pricing</p> <p><b>4.3</b> Meaning, Definition of Portion Control and its Consideration</p> <p>4.3.1 Standard Portion Sizes of various Dishes</p> <p><b>4.4</b> Objectives and Concept of Standard Recipe Card</p>
<ul style="list-style-type: none"> <li>• Introduce students to in-flight catering principles.</li> <li>• Design efficient in-flight food production kitchens.</li> <li>• Understand the workflow process for in-flight catering.</li> <li>• Develop production planning strategies.</li> <li>• Implement effective production control measures</li> </ul>	<p><b>Unit 5: In-Flight Catering (6 Hours)</b></p> <p>5.1 Introduction</p> <p>5.2 Design of In- flight Food Production Kitchen</p> <p>5.3 Workflow Process</p> <p>5.4 Production Planning</p> <p>5.5 Production Control</p>
<ul style="list-style-type: none"> <li>• Introduce students to the principles of gastronomy and molecular gastronomy.</li> <li>• Understand the core concepts, ingredients, terms, and techniques involved.</li> <li>• Explore the concept of fusion in culinary practices.</li> </ul>	<p><b>Unit 6: Gastronomy and Molecular Gastronomy (4 Hours)</b></p> <p>3.1 Introduction</p> <p>3.2 Concept</p> <p>3.3 Ingredients</p> <p>3.4 Terms and Techniques</p> <p>3.5 Fusion</p>
<ul style="list-style-type: none"> <li>• Explain the quality management system (ISO 9001) and food safety management system (ISO 22000).</li> </ul>	<p><b>Unit 7: ISO 9001: ISO 22000 (2 Hours)</b></p> <p>7.1 Quality Management System</p> <p>7.2 Food Safety Management System</p>

*Note: The figures in the parentheses indicate the approximate periods for the respective units.*



#### 4. Methods of Instruction

Lecture, discussion, question-answer, brainstorming, Project work, lab work, fieldwork etc.

#### 5. Prescribed Text Books and References

##### Prescribed Text Books

- Foskett, D., & Cesevani, V. (2007). *The theory of catering*. Hodder and Stoughton.  
 Bali, P. S. (2014). *Food production operations*. Oxford University Press.  
 Majumder, S. (2011). *Basic training kitchen*. Aman Publication.

##### Reference Books

- Bali, P. S. (2011). *Quantity food production operations and indian cuisine*. Oxford University Press.  
 Pauli, E. (1989a). *Classical cooking the modern way*. Van Nostrand Reinhold.  
 Gringson, J. (1967). *The book of ingredients*. Michel Joshef Ltd.  
 Dodgshun, G., Peters, M., & O'Dea, D. (2017). *Cookery for the hospitality industry*. Cambridge University Press.



**Pokhara University**  
**Faculty of Management Studies**

Course code.: RDM 382  
Course title: **Advance Room Division Management**  
Nature of the course: Theory  
Year: Third, Semester VI  
Level: Bachelor

Full marks: 100  
Pass marks: 45  
Time per period: 1 hour  
Total periods: 48  
Program: BHM

### 1. Course Description

This course presents a through and systematic coverage of hotel industry, front office department, managing budget and controlling costs, room selling techniques, managing service experience, hospitality law, career management and development of leadership, personality and team, service management and recovery.

### 2. General Objectives

The purpose of this course is to provide the students with a broad and integrative introduction of the hotel industry in today's world, managing the front office department as well as the concept of law regarding the hospitality industry. The course also attempts to enables the students to understand the importance of personality, team and leadership as well as to manage their career.

### 3. Contents in Detail with Specific Objectives

Specific Objectives	Contents
<ul style="list-style-type: none"> <li>Explain the concepts &amp; procedures, as well as processing of hospitality financial data.</li> <li>Describe the flow of financial information in the accounting cycle.</li> <li>Learn budget management and cost control techniques:</li> <li>Understand the importance of managing budgets and controlling costs in the hospitality industry.</li> <li>Learn techniques for budget planning.</li> <li>Identify the skills needed and manage effectively the departmental budget.</li> <li>Describe the role of Rooms Division manager in hotel's income statement &amp; room's division income statements.</li> </ul>	<p><b>Unit I: Hospitality Accounting Concepts, Managing Budget and Controlling Expenses (10 Hours)</b></p> <p><b>1.1 Hospitality Accounting Concepts</b></p> <p>1.1.1 Introduction: Concepts and procedures,</p> <p>1.1.2 The processing of hospitality financial data</p> <p>1.1.3 The flow of financial information in the accounting cycle those results in the production of financial statements.</p> <p><b>1.2 Unit Managing Budget and Controlling Expenses</b></p> <p>1.2.1 Introduction: Budgeting (Types, Objective, advantage and limitations)</p> <p>1.2.2 Budget planning process,</p> <p>1.2.3 The operating budget as a control tool,</p> <p>1.2.4 Identify the skills needed and manage effectively the departmental budget, Inventory,</p> <p>1.2.5 Material classification and any related pre-opening operations.</p> <p>1.2.6 Room Division Managers role in the hotel income statements and room's division income statements.</p>
<ul style="list-style-type: none"> <li>Understand the front office selling tips, sales man's Bye laws, service</li> </ul>	<p><b>Unit II: Room Selling Techniques (5 Hours)</b></p> <p>2.1 Introduction: Front office selling tips</p>



<p>selling, code of quality services, the service pyramid etc.</p> <ul style="list-style-type: none"> <li>• Explain the service pyramid, market places, and planning of sales calls.</li> <li>• Mention the discount fixation policy.</li> <li>• List the various up selling, down selling &amp; substitute selling techniques.</li> </ul>	<p>2.2 Sales and marketing teams, 2.3 Sales Man's BYE Laws, 2.4 Service and service selling, 2.5 Code of quality services, 2.6 The service pyramid, 2.7 Market places, 2.8 Planning of sales call, 2.9 Discount and discount fixation policy, 2.10 Up selling, Down sell, Substitute selling.</p>
<ul style="list-style-type: none"> <li>• Introduction to service quality, nature of service etc.</li> <li>• Explain the various types of guest needs, moment of truth etc.</li> <li>• Explain the basic differences between goods &amp; services.</li> <li>• Explain the various gaps leading to customer dissatisfaction &amp; prescription for closing service quality gaps.</li> <li>• Understand quality service &amp; customer care, understanding cultural differences.</li> <li>• List out &amp; explain the benefits of receiving complaints &amp; how to prevent complaints</li> </ul>	<p><b>Unit III: Service Management and Recovery (9 Hours)</b></p> <p>3.1 Introduction (Service quality, Nature of service), 3.2 Guest, Guests needs (Tangible and Intangible Needs), Moment of Truth (MOT), Unhappy guest (Why do guest not come back?, Value of a loyal guest.), 3.3 Basic difference between goods and services, 3.4 7 Gaps leading to customer dissatisfaction, Prescription for closing service quality gaps, Building a service quality information system, Quality service and customer care, 3.5 Understanding cultural differences, Customer delight, Service recovery (Benefits of receiving complaints, 3.6 Entry point for complaints, Some common causes of complaints, Turning situation into complaints, How to prevent complaints, 3.7 Cause and symptom-based solution, Complaint resolution procedure).</p>
<ul style="list-style-type: none"> <li>• Introduction to experience economy.</li> <li>• Explain the trends to be addressed for successful services, creating successful &amp; satisfying experiences.</li> <li>• Understand the key dimensions to focus on during experience creation, evaluating service experience etc.</li> </ul>	<p><b>Unit IV: Managing Service Experience (4 Hours)</b></p> <p>4.1 Introduction, Experience economy, 4.2 Why care about experiences?, 4.3 Trends to be addressed for successful services, 4.4 Creating successful and satisfying experiences, 4.5 Key dimensions to focus on during experience creation (Engagement, Context, Time), 4.6 Evaluating service experience.</p>
<ul style="list-style-type: none"> <li>• Introduction to personality. Describe the various personality determinants, personality traits, the big five model, emotional intelligence, matching personality and jobs etc.</li> </ul>	<p><b>Unit V: Personality, Leadership and Team Work (6 Hours)</b></p> <p><b>5.1 Introduction, Personality</b> 5.1.1 Personality determinants, 5.1.2 Personality traits/ characteristics, 5.1.3 The Big Five Model,</p>



<ul style="list-style-type: none"> <li>• Introduction to leadership. Describe the nature of leadership, functions of leadership.</li> <li>• Explain the top 10 leadership qualities.</li> <li>• Introduction to teamwork.</li> <li>• Differentiate between group &amp; team.</li> <li>• Explain quality circles, team building</li> </ul>	<p>5.1.4 Matching personality and Jobs, 5.1.5 Emotional Intelligence).</p> <p><b>5.2 Leadership</b></p> <p>5.2.1 The nature of leadership, 5.2.2 Manager vs. Leaders (Difference), 5.2.3 Functions of Leadership, 5.2.4 Top 10 leadership qualities).</p> <p><b>5.3 Team Work</b></p> <p>5.3.1 Team, Types of teams, 5.3.2 Difference between group and team, 5.3.3 Quality circles, 5.3.4 Team building (How to build successful work teams).</p>
<ul style="list-style-type: none"> <li>• Understand career management &amp; career development.</li> <li>• Various stages of career, needs &amp; objectives for career planning.</li> <li>• Explain the various processes of career planning &amp; development.</li> <li>• Discuss the employees &amp; managers role in career planning &amp; development.</li> </ul>	<p><b>Unit VI: Career and Career Management (4 Hours)</b></p> <p>6.1 Introduction Career, Career management 6.2 Career development (internal and external career), 6.3 Career stages, 6.4 Need and objectives for career planning, 6.4.1 Process of career planning and development 6.4.2 Employees role in career planning &amp; development, 6.4.3 Managers role in career planning and development.</p>
<ul style="list-style-type: none"> <li>• Explain the basic communication system.</li> <li>• Understand the communication process &amp; hotel's interdepartmental communication.</li> <li>• List &amp; explain the various barriers of communication.</li> <li>• Familiarize with hospitality law</li> <li>• Gain knowledge of the legal and regulatory framework in the hospitality industry.</li> <li>• Understand the rights and responsibilities of hotels and guests.</li> <li>• Learn about key legal issues such as contracts, liability, and intellectual property</li> </ul>	<p><b>Unit VII: Interpersonal Communication &amp; Understanding Hospitality Law (7 Hours)</b></p> <p><b>7.1 Interpersonal Communication</b></p> <p>7.1.1 Basic communication system, 7.1.2 Communication process, 7.1.3 Hotel interdepartmental communication, 7.1.4 Barriers of communication.</p> <p><b>7.2 Understanding Hospitality Law</b></p> <p>7.2.1 Introduction, Overview of legal obligations, 7.2.2 Front office contracts for guest accommodation (Contract basics, Accommodation of guests), 7.2.3 Front desk and legal concerns: Guest Safety (Guest Privacy, Guest Removal, Guest Property, Guest Nonpayment, Illness and Death in Guest rooms), 7.2.4 The hotel and its employees and laws relating to general hotel.</p>

*Note: The figures in the parentheses indicate the approximate periods for the respective units.*

#### 4. Methods of Instruction

Lecture, discussion, question-answer, brainstorming, Project work, lab work, fieldwork etc.



## 5. Evaluation System and Students' Responsibilities

### Internal Evaluation

In addition to the formal end- semester exam(s), the internal (formative) evaluation of a student may consist of quizzes, assignments, lab reports, projects, class participation and presentation etc. The tabular presentation of the internal evaluation is as follows. The components may differ according to the nature of the subjects.

External Evaluation	Marks	Internal Evaluation	Weight	Marks
Semester-end examination	50	Assignments	15%	50
		Quizzes	10%	
		Attendance	5%	
		Class participation	10%	
		Term exam	60%	
Total external	50	Total Internal	100%	50
Full Marks 50+50= 100				

### Student Requirements:

Each student must secure at least 45% marks in internal evaluation with 80% attendance in the class in order to appear in the semester-end examination. Failing to get such score will be equated with NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Semester examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. Failure of a student to attend a formal exam, quiz, test, etc. won't qualify him/her for re-exam. **Students are required to complete all the requirements defined for the completion of the course**

## 6. Prescribed Books and References

### Prescribed Text Books

Tewari, J. R. (2009). *Hotel front office: Operations and management*. Oxford University Press.

Bhatnagar, S. K. (2011). *Front office management*. Frank Brothers.

Andrews, S. (2013). *Hotel front office: A training manual*. Tata McGraw-Hill Education.

### Reference Books

Andrews, S. (2013). *Hotel front office: A training manual*. Tata McGraw-Hill Education.

Kasavana, M. L., Brooks, R. M., & Steadmon, C. E. (1991). *Managing front office operations*. AH&LA.

Woods, R. H., Ninemeier, J. D., Hayes, D. K., & Austin, M. A. (2007). *Professional front office management*. Pearson.

Kotler, P., Bowen, J. T., & Makens, J. C. (2010). *Marketing for hospitality and tourism*.

Metters, R., King-Meters, K., Pullman, M. and Walton, S. (2006). *Service Operation Management*. Cenage Learning.

Gary, D. (2011). *Human resource management*. Pearson Education India.

Greenberg, J. (2011). *Behavior in organizations*. Prentice Hall.

Robbins, S. P., Judge, T., & Vohra, N. (2019). *Organizational behavior*. Pearson.



	<b>Elective II (Any One)</b>	
HEM 384	Hotel Engineering and Management	3
EMT 385	Event Management	
CMI 386	Casino Management and Inflight Catering	
BNC 387	Bakery and Confectionery	





**Pokhara University**  
**Faculty of Management Studies**

Course code.: THS 161  
Course title: **Hotel Engineering and Management**  
Nature of the course: Theory  
Year: Third, Semester VI  
Level: Bachelor

Full marks: 100  
Pass marks: 45  
Time per period: 1 hr  
Total periods: 48  
Program: BHM

### 1. Course Description

This course contains physical plant and building, design and planning, management method system, Hospitality Engineering, Food service refrigeration, Conservation.

### 2. General Objectives

This course aims to provide students both the theoretical and practical knowledge regarding planning of facility management in aspects of engineering terminology in hospitality industry. The course emphasis in manage the facility of hospitality industry.

### 3. Contents in Detail with Specific Objectives

Specific Objectives	Contents
<ul style="list-style-type: none"> <li>Explain the concept of physical plant and building</li> <li>Identify the low-rise and high-rise building structure</li> <li>Distinguish between star, resort and home stay properties</li> </ul>	<b>Unit 1: Physical Plant and Building (4 Hours)</b> 1.1 Concept, 1.2 Types of structure (Low rise building, High rise building), 1.3 Classification of hotels (Star hotel, Resort, Home stay)
<ul style="list-style-type: none"> <li>Describe the concept of designing &amp; planning, identifying need of landscaping, ground, parking</li> <li>Explaining lobby, kitchen, restaurant, exterior and interior designs</li> </ul>	<b>Unit 2: Design &amp; Planning (4 Hours)</b> 2.1 Concept 2.2 Landscaping and ground, Parking, Flooring and furnishing, Guestroom design & planning, Lobby design & planning, Kitchen and restaurant design & planning, Exterior design & planning, Interior design & planning
<ul style="list-style-type: none"> <li>Identifying cost of project (structure, finishing and land development)</li> </ul>	<b>Unit 3: Hotel Building Economic (3 Hours)</b> 3.1 Capital project costs (building cost) 3.1.1 Building structure costs 3.1.2 Finishing costs 3.1.3 Land development costs.
<ul style="list-style-type: none"> <li>Identifying departmental</li> </ul>	<b>Unit 4: Hospitality Engineering (3 Hours)</b>



<p>hierarchy</p> <ul style="list-style-type: none"> <li>• Explaining duties and responsibilities of chief engineer</li> <li>• Describe the coordination between engineering department and other departments of hotel</li> <li>• Identify the importance of maintenance</li> <li>• Describe types of maintenance system</li> <li>• Compute the knowledge of various aspect of electrical works.</li> <li>• Explain the use and function of all electrical units used in hotel</li> <li>• Distinguish various fuel used in hotel and identify the importance of fuel in regular operation.</li> <li>• Explain various sources of fuel, its type and calorific value</li> <li>• Identify the importance of heat</li> <li>• Explain how heat is transferred, units of heat, natural and artificial light and sources of light</li> <li>• Explain water and waste management</li> <li>• Identify the sources of water, types of water, its demand, water analysis, impurities in water</li> <li>• Explain pollution and waste water management, treatment plant, water and sewage, plumbing, drainage system and recreation of water.</li> <li>• Explain heating process (water and oil)</li> </ul>	<p>4.1 Organization chart of engineering department</p> <p>4.1.1 Responsibilities of engineering department,</p> <p>4.1.2 Duties and responsibilities of chief engineer,</p> <p>4.1.3 Relationship with other department,</p> <p>4.1.4 Facility providing departments of hotel: Kitchen, Restaurant, Housekeeping Front Office and Engineering department.</p> <p><b>4.2 Maintenance (2 Hours)</b></p> <p>4.2.1 Importance of maintenance,</p> <p>4.2.2 Types of maintenance,</p> <p>4.2.3 Maintenance management system</p> <p><b>4.3 Electricity (7 Hours)</b></p> <p>4.3.1 Importance of electricity,</p> <p>4.3.2 AC &amp; DC, Ampere, Volt, Watt, Resistance, Power,</p> <p>4.3.3 Calculation of unit,</p> <p>4.3.4 Live (phase) &amp; Neutral, Three phase, Earthing, Fuse, Circuit breaker, Distribution, Transformer,</p> <p>4.3.5 Safety precaution,</p> <p>4.3.6 Symbols of electrical engineering,</p> <p>4.3.7 Basic electronics and communication system</p> <p><b>4.4 Fuel (2 Hours)</b></p> <p>4.4.1 Types of fuel, Importance of fuel,</p> <p>4.4.2 Sources of fuel, Primary and Secondary fuel,</p> <p>4.4.3 Calorific value</p> <p><b>4.5 Heat &amp; Light (2 Hours)</b></p> <p>4.5.1 Importance of heat,</p> <p>4.5.2 Transfer of heat,</p> <p>4.5.3 Unit of heat,</p> <p>4.5.4 Natural and artificial light,</p> <p>4.5.5 Sources of light</p> <p><b>4.6 Water and waste water system (8 Hours)</b></p> <p>4.6.1 Water and waste water management</p> <p>4.6.2 Sources of water, Rainwater harvesting,</p> <p>4.6.3 Types of water, Water demand, Air, water and land,</p> <p>4.6.4 Water analysis,</p> <p>4.6.5 Impurities in water,</p> <p>4.6.6 Pollution and waste water management,</p> <p>4.6.7 Treatment plant; water and sewage,</p> <p>4.6.8 Plumbing fitting,</p>
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<ul style="list-style-type: none"> <li>Describing the principle of air conditioning, types of air conditioning</li> <li>Identify the importance of ventilation</li> <li>Explain various safety measures and system in hotel.</li> <li>Identify the importance of monitoring</li> <li>Explain types of fire, types and uses of fire extinguishers, fire protecting devices, conducting fire drills fire escape and evacuation plan.</li> <li>Explain need and uses of lift, Escalator and dumbwaiter</li> </ul>	<p>4.6.9 Drainage system/sewage, 4.6.10 Recreation water</p> <p><b>4.7 Heating, ventilation and Air conditioning (3 Hours)</b></p> <p>4.7.1 Heating process: water and oil, 4.7.2 Principle of air conditioning, 4.7.3 Types of Air conditioning, 4.7.4 Importance of ventilation</p> <p><b>4.8 Safety &amp; Securities (3 Hours)</b></p> <p>4.8.1 Safety measures, Security systems, Monitoring, 4.8.2 Classes of fire, Fire extinguishers and its types, Fire protecting devices, Fire drill, Fire escape and evacuation plan</p> <p><b>4.9 Vertical Transportation (1 Hours)</b></p> <p>4.9.1 Lift, 4.9.2 Escalator, 4.9.3 Dumbwaiter</p>
<ul style="list-style-type: none"> <li>Explain refrigeration cycle and its components</li> <li>Explain COP and electrical components of refrigerators</li> </ul>	<p><b>Unit 5: Food Service Refrigeration (3 Hours)</b></p> <p>Refrigeration cycle and its major components, COP, Electrical components of refrigerators</p>
<ul style="list-style-type: none"> <li>Describe conservation and its importance, such as energy and water conservation</li> <li>Explain and observe electrical supply system, water pump, water treatment, refrigeration system through demonstration</li> </ul>	<p><b>Unit 6: Conservation (3 Hours)</b></p> <p>Importance of conservation, Energy conservation, Water conservation</p> <p><b>Demonstrative Practical/Observation</b></p> <p>Electrical supply system Water pump Water treatment Refrigeration system</p>

Note: The figures in the parentheses indicate the approximate periods for the respective units.

#### 4. Methods of Instruction

Lecture, discussion, question-answer, brainstorming, Project work, lab work, fieldwork etc.

#### 5. Evaluation System and Students' Responsibilities

##### Internal Evaluation

In addition to the formal end- semester exam(s), the internal (formative) evaluation of a student may consist of quizzes, assignments, lab reports, projects, class participation and presentation etc. The tabular presentation of the internal evaluation is as follows. The components may differ according to the nature of the subjects.



External Evaluation	Marks	Internal Evaluation	Weight	Marks
Semester-end examination	50	Assignments	15%	50
		Quizzes	10%	
		Attendance	5%	
		Class participation	10%	
		Term exam	60%	
Total external	50	Total Internal	100%	50
Full Marks 50+50 = 100				

### Student Requirements:

Each student must secure at least 45% marks in internal evaluation with 80% attendance in the class in order to appear in the semester-end examination. Failing to get such score will be equated with NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Semester examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. Failure of a student to attend a formal exam, quiz, test, etc. won't qualify him/her for re-exam. *Students are required to complete all the requirements defined for the completion of the course*

## 6. Prescribed Books and References

### Prescribed Text Books

Bansal, T. (2014). *Hotel facility planning*. Oxford University Press.

Ghosal, S. (2011). *Hotel engineering*. Oxford University Press.

### Reference Books

Goyal, N. C., & Arora, K.C. (2007). *Text book of hotel maintenance*. Jain Book



**Pokhara University**  
**Faculty of Management Studies**

Course code.: BNC 387

Course title: **Bakery and Confectionery**

Nature of the course: Theory

Year: Third, Semester VI

Level: Bachelor

Full marks: 100

Pass marks: 45

Time per period: 1 hr

Total periods: 48

Program: BHM

### 1. Course Description

This course presents a thorough and systematic coverage of theoretical aspects of bakery and confectionery production, designing and layout of bakery and confectionery kitchen, equipment and materials used in making bakery and confectionery items, knowledge of cake, pastry and confectionery making, knowledge of frozen desserts and ice-cream and sugar techniques.

### 2. General Objectives

The purpose of this course is to provide students with managerial knowledge and skill of bakery and confectionery applicable to the catering industry. Students will also develop their knowledge in bakery productions which are popular worldwide.

### 3. Contents in Detail with Specific Objectives

Specific Objectives	Contents
<ul style="list-style-type: none"> <li>Identify bakery design including storage of goods, working area with marble top, Dough mixture, Dough divider, proving chamber, Bread sheeter, Convection oven, Bread trolley, Cookies trolley, Bread storage area, walking cooler, chocolate room, Pastry work area, ice-cream cabinet, pot wash area, equipment racks, cooking burners area etc. and other tools, utensils and equipment used in bakery and confectionery.</li> <li>tools, utensils and equipment used in bakery and confectionery.</li> </ul>	<p><b>Unit I: Design and Layout of Bakery and Confectionery Kitchen (4 Hours)</b></p> <p>1.1 Bakery design including of storage of goods,</p> <p>1.1.1 working area with marble top,</p> <p>1.1.2 Dough mixture and Dough divider,</p> <p>1.1.3 Proving chamber,</p> <p>1.1.4 Bread sheeter,</p> <p>1.1.5 Convection oven,</p> <p>1.1.6 Bread trolley and Cookies trolley</p> <p>1.1.7 Bread storage area</p> <p>1.1.8 Walking cooler</p> <p>1.1.9 Chocolate room,</p> <p>1.1.10 Pastry work area,</p> <p>1.1.11 Ice-cream cabinet,</p> <p>1.1.12 Pot wash area, Equipment racks, Cooking burners area etc.</p> <p>1.1.13 Other tools, utensils and equipment used in bakery and confectionery.</p>
<ul style="list-style-type: none"> <li>Explain Flour: structure of wheat, by-products of wheat, and types of flour</li> </ul>	<p><b>Unit II: Basic Commodities Used in</b></p>



<p>obtained from wheat, mixing and gluten development.</p> <ul style="list-style-type: none"> <li>• Describe Fats and Oil: rendering fat, butter, lard, suet, margarine, types of oil, uses Cream: single cream, double cream, whipping cream, clotted cream, sour cream, imitation cream Sweeteners</li> <li>• Identify Origin, Breads of the World: French, Italian, German, U K, USA, Middle East.</li> <li>• Describe types of sugar and jaggery,</li> <li>• Describe Raising and Thickening agents: yeast, dough improver, pectin, bicarbonate of soda, baking powder, salt of hart's horn, cream of tartar, agar, gelatins,</li> <li>• Explain Coloring agents: Food dyes used in bakery and confectionery Confections: coconut, marzipan fruits, mixed peels, gum drop diamonds, candy violets, baking chocolate, sugar drop, glace cherry.</li> </ul>	<p><b>Bakery and Confectionery (12 Hours)</b></p> <p>2.1 Flour: structure of wheat, by-products of wheat, and types of flour obtained from wheat, mixing and gluten development</p> <p>2.2 Fats and Oil: rendering fat, butter, lard, suet, margarine, types of oil, uses</p> <p>2.3 Specialty Breads</p> <p>2.3.1 Origin, Breads of the World: French, Italian, German, U K, USA, Middle East.</p> <p>2.4 Cream: single cream, double cream, whipping cream, clotted cream, sour cream, imitation cream</p> <p>2.5 Sweeteners: types of sugar and jaggery, functions</p> <p>2.6 Raising and Thickening agents: yeast, dough improver, pectin, bicarbonate of soda, baking powder, salt of hart's horn, cream of tartar, agar, gelatins,</p> <p>2.7 Coloring agents: Food dyes used in bakery and confectionery</p> <p>2.8 Confections: coconut, marzipan fruits, mixed peels, gum drop diamonds, candy violets, baking chocolate, sugar drop, glace cherry.</p>
<ul style="list-style-type: none"> <li>• Explain Origin, Sponge and their uses</li> <li>• Describe Common faults in making sponge, Composition of classical cakes and pastry</li> <li>• Explain Art of balancing ingredients (Softner, Toughner, Moistner and Drier),</li> <li>• Explain Modern trends of cake and pastry making, Types of cakes and their classification, Approach to cake decoration and serving, Cake decoration items, writing and piping on cakes,</li> <li>• Describe decoration items, writing and piping on cakes, Equipment used in cake making and decorations, Common fault in making cake and pastries,</li> <li>• Explain Common fault in making cake and pastries, Meringue and types (French,</li> </ul>	<p><b>Unit IV: Cake and Pastry (12 Hours)</b></p> <p>4.1 Origin: Sponge and their uses,</p> <p>4.1.1 Points to be remember while making sponge and cakes,</p> <p>4.1.2 Common faults in making sponge,</p> <p>4.1.3 Composition of classical cakes and pastry,</p> <p>4.1.4 Art of balancing ingredients (Softner, Toughner, Moistner and Drier)</p> <p>4.1.5 Modern trends of cake and pastry making,</p> <p>4.1.6 Types of cakes and their classification,</p> <p>4.1.7 Approach to cake decoration and serving,</p> <p>4.1.8 Cake decoration items,</p>



<p>Italian and Swiss)</p> <ul style="list-style-type: none"> <li>• Explain Methods of making puff pastry, Methods of making Danish pastry, Methods of making croissant,</li> <li>• Explain Common faults in making pastries.</li> </ul>	<p>4.1.9 Writing and piping on cakes, 4.1.10 Equipment used in cake making and decorations, 4.1.11 Common fault in making cake and pastries, 4.2 Meringue and types (French, Italian and Swiss) <b>4.3 Laminated Pastries</b> 4.3.1 Methods of making puff pastry, 4.3.2 Methods of making Danish pastry, 4.3.3 Methods of making croissant, 4.3.4 Common faults in making pastries.</p>
<ul style="list-style-type: none"> <li>• Describe Cookies, Biscuits, Scones, Candied nuts, Chocolates, Chewing-gum, Sweetmeats, Muffins, Dry fruits cakes, Banana cakes, Carrot cakes, and other confections that are made primarily of sugar.</li> </ul>	<p><b>Unit V: Confections (6 Hours)</b> 5.1 Cookies, 5.2 Biscuits, 5.3 Scones, 5.4 Candied nuts, 5.5 Chocolates, 5.6 Chewing-gum, 5.7 Sweetmeats, 5.8 Muffins, 5.9 Dry fruits cakes 5.10 Banana cakes, 5.11 Carrot cakes, 5.12 Other confections that are made primarily of sugar.</p>
<ul style="list-style-type: none"> <li>• Describe Sauces used in bakery and confectionery</li> <li>• Explain types, components, classical and contemporary sauces,</li> <li>• Explain storage and services of sauce and coulis.</li> </ul>	<p><b>Unit VI: Sauce and Coulis (6 Hours)</b> 6.1 Sauces used in bakery and confectionery 6.1.1 Types 6.1.2 Components 6.1.3 Classical and contemporary sauces, 6.1.4 Storage and Services.</p>
<ul style="list-style-type: none"> <li>• Explain Introduction and Classification of churn-frozen desserts, self-frozen desserts,</li> <li>• Describe the commodities used in making frozen desserts,</li> <li>• Explain the , equipment used in making</li> </ul>	<p><b>Unit VII: Ice-cream and Frozen Dessert (4 Hours)</b> 7.1 Introduction and Classification, 7.2 Churn-frozen desserts, 7.3 Self-frozen desserts</p>



frozen desserts, storage and service.	7.4 Commodities used in making frozen desserts, 7.5 Equipment used in making frozen desserts 7.6 Storage and service.
<ul style="list-style-type: none"> <li>Describe Boiling syrups for sugar work, Spun sugar &amp; Caramel Decorations, Poured Sugar, Pulled &amp; Blown Sugar, Boiled Sugar Confections (Hard Candies, Toffee, Peanut Brittle, Caramels).</li> </ul>	<b>Unit VIII: Sugar Technique (4 Hours)</b> 8.1 Boiling syrups for sugar work, 8.2 Spun sugar & Caramel Decorations, 8.3 Poured Sugar, 8.4 Pulled & Blown Sugar, 8.5 Boiled Sugar Confections (Hard Candies, Toffee, Peanut Brittle, Caramels)
<ul style="list-style-type: none"> <li>Prepare</li> <li>Chocolate woks and preparation of assorted cookies</li> <li>Preparation of few specialty breads</li> <li>Fancy/ Ornamental cake decoration and preparation</li> <li>Piping skill using creams, chocolates, ganache, glaze, several types of meringue preparation including baked meringue</li> <li>Preparation of puff pastry, danish and croissant</li> <li>Preparation of few flavored sorbet and ice-cream</li> <li>Stages of sugar development and caramel works.</li> </ul>	<b>Practical</b> <ul style="list-style-type: none"> <li>Chocolate woks and preparation of assorted cookies</li> <li>Preparation of few specialty breads</li> <li>Fancy/ Ornamental cake decoration and preparation</li> <li>Piping skill using creams, chocolates, ganache, glaze, several types of meringue preparation including baked meringue</li> <li>Preparation of puff pastry, danish and croissant</li> <li>Preparation of few flavored sorbet and ice-cream</li> <li>Stages of sugar development and caramel works.</li> </ul>

*Note: The figures in the parentheses indicate the approximate periods for the respective units.*

#### 4. Methods of Instruction

Lecture, discussion, question-answer, brainstorming, Project work, lab work, fieldwork etc.

#### 5. Evaluation System and Students' Responsibilities

##### Internal Evaluation

In addition to the formal end- semester exam(s), the internal (formative) evaluation of a student may consist of quizzes, assignments, lab reports, projects, class participation and presentation etc. The tabular presentation of the internal evaluation is as follows. The components may differ according to the nature of the subjects.



External Evaluation	Marks	Internal Evaluation	Weight	Marks
Semester-end examination	50	Assignments	15%	50
		Quizzes	10%	
		Attendance	5%	
		Class participation	10%	
		Term exam	60%	
Total external	50	Total Internal	100%	50
Full Marks 50+50 = 100				

### Student Requirements:

Each student must secure at least 45% marks in internal evaluation with 80% attendance in the class in order to appear in the semester-end examination. Failing to get such score will be equated with NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Semester examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. Failure of a student to attend a formal exam, quiz, test, etc. won't qualify him/her for re-exam. **Students are required to complete all the requirements defined for the completion of the course**

## 6. Prescribed Books and References

### Prescribed Text Books

Bali, P. S. (2014). *Food production operations*. Oxford University Press.

Bali, P. S. (2012a). *International cuisine & food production management*. Oxford University Press.

Gisslen, W. (2009). *Professional baking*. (7th ed.). John Wiley & Sons Inc.

### Reference Books

Gringson, J. (1967). *The book of ingredients*. Michel Joshef Ltd.

Dodgshun, G., Peters, M., & O'Dea, D. (2017). *Cookery for the hospitality industry*. Cambridge University Press.

Shrestha, S.K., Shrestha, J., & Subedi, S. (2021) *Food production principles and practices*. Dreamland Publications.



**Pokhara University**  
**Faculty of Management Studies**

Course code.: FNB 372  
 Course title: **Bakery and Confectionery**  
 Nature of the course: Practical  
 Year: Third, Semester VI  
 Level: Bachelor

Full marks: 100  
 Pass marks: 45  
 Time per period: 1 hour  
 Total periods: 24  
 Program: BHM

### 1. Course Description

This course presents a thorough and systematic coverage of theoretical and practical aspects of bakery and pastry production, ingredients and equipment used in bakery and pastry productions.

### 2. General Objectives

The purpose of this course is to provide students with managerial thorough knowledge and skill in bakery and pastry productions applicable for small to large catering establishment.

### 3. Contents in Detail with Specific Objectives

Specific Objectives	Contents
<ul style="list-style-type: none"> <li>• Prepare varieties of paste products: Learn different types of paste products such as puff pastry, short crust pastry, and choux pastry. Understand the techniques for making and handling paste dough to achieve desired textures and flavors. Gain proficiency in shaping and baking paste products to ensure proper rise, crispness, and overall quality.</li> <li>• Prepare varieties of breads: Acquire knowledge of different types of breads, including artisan breads, rolls, and specialty breads. Understand the principles of bread fermentation, proofing, and baking. Learn techniques for shaping, scoring, and decorating breads to achieve desired textures and appearances.</li> <li>• Prepare chocolate products: Learn about the properties of chocolate and the different types of chocolate used in confectionery. Acquire skills in tempering chocolate to achieve a glossy finish and proper texture. Gain proficiency in making chocolate truffles, molded chocolates, and other chocolate-based products.</li> <li>• Prepare icing for cake decoration: Understand the types of icing used in cake decoration, such as buttercream, royal icing, and fondant. Learn techniques for preparing icing, including color mixing, consistency adjustment, and piping. Acquire skills in icing cakes, creating smooth finishes, and decorating with various designs and patterns.</li> <li>• Prepare sweets and desserts: Learn to make a variety of</li> </ul>	<p><b>Pastry/Bakery</b></p> <ul style="list-style-type: none"> <li>• French, German, Italian, U K, USA breads,</li> <li>• Laminated dough and paste products such as Danish, Croissants, Puffs, Doughnuts, Cookies,</li> <li>• Chocolates,</li> <li>• Fondants;</li> <li>• Hot, cold and frozen sweets and desserts.</li> </ul>



sweets and desserts, such as mousses, puddings, tarts, and pies. Understand the principles of dessert assembly, layering, and garnishing. Gain knowledge of flavor combinations, presentation techniques, and appropriate portioning.	
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*Note: The figures in the parentheses indicate the approximate periods for the respective units.*

#### 4. Methods of Instruction

Lecture, discussion, question-answer, brainstorming, project work, lab work, fieldwork etc.

#### 5. Evaluation System and Students' Responsibilities

##### Internal Evaluation

In addition to the formal end- semester exam(s), the internal (formative) evaluation of a student may consist of quizzes, assignments, lab reports, projects, class participation and presentation etc. The tabular presentation of the internal evaluation is as follows. The components may differ according to the nature of the subjects.

External Evaluation	Marks	Internal Evaluation	Weight	Marks
Semester-end examination	50	Assignments	15%	50
		Quizzes	10%	
		Attendance	5%	
		Class participation	10%	
		Term exam	60%	
Total external	50	Total Internal	100%	50
Full Marks 50+50 = 100				

##### Student Requirements:

Each student must secure at least 45% marks in internal evaluation with 80% attendance in the class in order to appear in the semester-end examination. Failing to get such score will be equated with NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Semester examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. Failure of a student to attend a formal exam, quiz, test, etc. won't qualify him/her for re-exam. **Students are required to complete all the requirements defined for the completion of the course**

#### 6. Prescribed Books and References

##### Prescribed Text Book

Foskett, D., Paskins, P., Rippington, N., & Thorpe, S. (2019). *Practical cookery*. Hodder Education.

##### Reference Books

Bali, P. S. (2014). *Food production operations*. Oxford University Press.

Pauli, E. (1989). *Classical cooking the modern way*. Van Nostrand Reinhold.



**Pokhara University**  
**Faculty of Management Studies**

Course code.: CMI 386

Course title: **Casino Management and Inflight Catering**

Nature of the course: Theory

Year: Third, Semester VI

Level: Bachelor

Full marks: 100

Pass marks: 45

Time per period: 1 hr

Total periods: 48

Program: BHM

### 1. Course Description

This course is designed to give the student a broad overview of the workings of a typical commercial casino hotel environment. They will review the history of legal gambling and how it has evolved into the present. The students will be able to understand the types of casinos, organizational structure, the financial flow of various departments, table games, slots, race and sports books, operational analysis, casino marketing, special events and the regulatory environment in various venues.

### 2. General Objectives

The purpose of this course is to:

- Develop a comprehensive understanding of various services within the hotel industry, focusing on effective cost control and revenue management.
- Acquire knowledge in banquet operation and management, with a specific emphasis on the functions of food and beverage management.
- Gain practical skills in cost control, revenue optimization, and staffing within the hotel industry.
- Understand and apply techniques for determining cost percentage and establishing base selling prices to maintain financial efficiency.
- Explore strategies for balancing the quality of work in hotel operations, ensuring high standards in service delivery.
- Develop skills in staffing and workforce management to achieve optimal efficiency and customer satisfaction.
- Foster self-learning among students by utilizing a pedagogical approach that incorporates experiential exercises, group work, and lab activities.
- Employ electronic tests, presentations, and case analysis to enhance understanding and application of theoretical concepts.
- Provide students with opportunities for practical application through project work, allowing them to integrate theoretical knowledge into real-world scenarios.
- Emphasize the importance of project work in reinforcing learning outcomes and enhancing problem-solving and decision-making skills.

### 3. Contents in Detail with Specific Objectives

Specific Objectives	Contents
<ul style="list-style-type: none"> <li>• Describe the concept of gaming and Gambling and elaborate the history of</li> </ul>	<b>Unit 1: Introduction to Casino Management (6 Hours)</b>



<p>gaming.</p> <ul style="list-style-type: none"> <li>• Explore the definition of casino management and examine the historical responsibility of casino management.</li> <li>• Analyze the most famous gaming destination.</li> </ul>	<p>1:1 Concept of Gaming and Gambling,  1:1:2 The History of Marden Gaming,  1:2 Definition of Casino Management,  1:2:1 The Management Pyramid,  Casino Organizational Structure,  Casino Non-Gaming Division,  1:3 Brief responsibilities of casino personnel. Casino Useful Definition (Pit, Fill, Cheque, Chip, Credit, Marker, Jackpot, Hopper),  1:4 Most Famous Gaming Destination.</p>
<ul style="list-style-type: none"> <li>• Examine the historical evolution of gaming control in Nevada, highlighting the contributions of figures like Estes Kefauver and outlining the organizational structure, roles of the Gaming Commission, and the Gaming Control Board.</li> <li>• Analyze and assess the three primary objectives of gaming control, emphasizing their role in ensuring integrity, fairness, and transparency within the gaming industry.</li> <li>• Study Nevada's Regulation 6A model, focusing on prohibited transactions, Currency Transaction Reports (CTR), and the Multiple Transaction Log (MTL), and assess their effectiveness in monitoring and ensuring compliance within the gaming sector.</li> </ul>	<p><b>Unit 2: Gaming Regulation and Control (6 Hours)</b></p> <p>2.1 Brief History of gaming control in Nevada (Estes Kefauver, Nevada Gaming Control, Nevada Gaming Control Organizational Structure,  2.2 The Gaming Commission, Gaming Control Board), Three Common Objectives of Gaming Control, Gaming Licensing (Restricted and Non-Restricted),  2.3 Nevada's regulation 6a model (Prohibited Transactions, Currency Transaction Reports, Multiple Transaction Log (MTL), Monitoring Compliance with Regulation 6A),  2.4 Basic casino rules and regulation of Nepal</p>
<ul style="list-style-type: none"> <li>• Acquire proficiency in managing casino cage operations and understanding different types of casino credit.</li> <li>• Develop skills to make informed credit decisions, evaluate credit applications, and set appropriate limits based on risk assessment.</li> <li>• Gain expertise in the collection process within casino operations, including settlements and write-offs.</li> <li>• Implement effective strategies for managing outstanding debts and maintaining financial stability in the casino environment.</li> <li>• Identify and analyze different classes of customers applying for casino credit.</li> <li>• Learn the procedures involved in granting credit, ensuring a thorough understanding of</li> </ul>	<p><b>Unit 3: Casino Cage, Credit, and Collections (4 Hours)</b></p> <p>3.1 Casino cage, Casino credit,  3.1.1 Types of Casino Credit, Credit Granting Procedures,  3.2 Classes of Customers Applying for Casino Credit,  3.2.1 The Credit Decision and Setting Limits,  3.3 The Collection Process, Settlements and Write-Offs,</p>



<p>creditworthiness within the casino industry.</p> <ul style="list-style-type: none"> <li>• Acquire a thorough understanding of various types of slots and major categories of slot machines.</li> <li>• Familiarize oneself with essential slot terms such as Coin In, Hopper, Drop, Progressive, and Handpay, enabling effective communication within the slot management context.</li> <li>• Develop skills to determine the slot win and assess slot volatility.</li> <li>• Implement floor configuration strategies to optimize the placement of slot machines for enhanced performance and player engagement.</li> <li>• Utilize slot terminology such as Casino Advantage, Hold, Play Line, Tokens, Wager Proposal, Hit Frequency, and Machine Fill in practical scenarios.</li> <li>• Apply acquired knowledge to communicate effectively with industry professionals and make informed decisions in slot management.</li> </ul>	<p><b>Unit 4: Slot Management (5 Hours)</b></p> <p>4.1 Introduction to Slot and Types of Slots,</p> <p>4.2 Slot Machine and Major Categories of Slot Machine,</p> <p>4.3 Slot Terms(Coin In, Hopper, Drop, Casino Advantage, Hold, Progressive, Machine Fill, Play Line, Tokens, Wager Proposal, Handpay, Hit Frequency.),</p> <p>4.4 Determining the Slot Win, Slot Volatility, Floor configuration.</p>
<ul style="list-style-type: none"> <li>• Acquire a thorough comprehension of the concept of casino table games, covering various popular games such as dice games, roulette, poker, blackjack, baccarat, Pai Gow poker, and keno.</li> <li>• Gain expertise in dice games, including basic craps, and understand key concepts like the pass bet, come bet, field bet, odds bets, and place bets.</li> <li>• Develop proficiency in roulette, covering its mechanics and betting strategies for an immersive gaming experience.</li> <li>• Learn the rules of blackjack, including double down, split, insurance, and surrender, and develop strategies for successful gameplay.</li> <li>• Acquire a comprehensive understanding of poker, including video poker strategy, winning hands, and their descriptions, enhancing decision-making skills in poker games.</li> </ul>	<p><b>Unit 5: Introduction to Table Games (6 Hours)</b></p> <p>5.1 Concept of Casino Table Games,</p> <p>5.1.2 Dice (Basic Craps, Coming Out, The Pass Bet, The Come Bet, The Field Bet, Odds Bets, Place Bets), Roulette, Poker (Video Poker Strategy, the winning Hands of Video Poker, Winning Hands Descriptions), Blackjack,</p> <p>5.2 Blackjack Rules: Double Down, Split, Insurance, Surrender),</p> <p>5.3 Baccarat (Rules, Hand Values, Mini Baccarat, Tips), Pai Gow Poker (House Edge), Keno, Bet on Specific Sports.</p>
<ul style="list-style-type: none"> <li>• Develop a comprehensive understanding of the concept of in-flight catering, including the unique challenges and considerations involved in providing catering services for airline passengers.</li> <li>• Gain proficiency in designing the layout of</li> </ul>	<p><b>Unit 6: In-Flight Catering, Organizational structure and Stake holder's Role (10 Hours)</b></p> <p>6:1 Concept of Inflight Catering,</p> <p>6:2 Design Layout of Kitchen for inflight Catering,</p>



<p>kitchens specifically tailored for in-flight catering operations.</p> <ul style="list-style-type: none"> <li>• Understand area layout and allocation for various functions in in-flight catering, such as receiving, storing, pre-preparation, cooking, cooling, portioning, and packing.</li> <li>• Familiarize oneself with basic terminology relevant to in-flight catering, ensuring effective communication within the industry.</li> <li>• Acquire a vocabulary that encompasses the specific functions and processes involved in the different stages of in-flight catering operations.</li> <li>• Explore the roles and relationships within the organizational structure, including key positions like Production Director, Quality Manager, Chefs (Hot, Cold, Pastry), Commis, and Trainees.</li> <li>• Explore the dynamics of relationships and the impact each stakeholder group has on the overall in-flight catering process</li> <li>• Understand the roles and expectations of airlines, distributors, and suppliers in the in-flight catering supply chain.</li> </ul>	<p>6:2:1 Area layout and allocation for Inflight Catering (Receiving, storing, Pre-Preparation, Cooking, Cooling, Portioning, Packing),</p> <p>6:3 Basic Terminology for Inflight Catering</p> <p><b>6.4 Organization Chart of Inflight Catering</b></p> <p>6.4.1. Concept of Organization Chart,</p> <p>6.4.2 Duties and Responsibilities, Production Director, Quality Manager, Chefs (Hot, Cold, Pastry), Commis, Trainees;</p> <p><b>6.5 Stakeholders Roles and Influences</b></p> <p>6.5.1 Passenger, Airlines, Distributers, Providers (Caterers), Suppliers (Food and Non-Food)</p>
<ul style="list-style-type: none"> <li>• Develop a comprehensive understanding of the in-flight food production system, covering the entire workflow from procurement of goods to serving.</li> <li>• Explore each stage, including receiving, storing, pre-preparation, cooking, blast chilling, portioning, packing, cook-chill, cook freeze, assembling, dispatch, reheating, reassembling, and serving.</li> <li>• Gain proficiency in the execution of each stage in the in-flight food production workflow.</li> <li>• Understand the nuances of processes such as blast chilling, cook-chill, and cook freeze, ensuring the efficient and safe handling of food for airline passengers.</li> <li>• Explore strategies for optimizing in-flight food production to ensure both quality and safety.</li> <li>• Emphasize key considerations in procurement, storage, cooking, and serving to meet the stringent standards required for in-flight catering operations.</li> </ul>	<p><b>Unit 7: In Flight Food Production System (Work-Flow) (4 Hours)</b></p> <p>7:1 Concept of Inflight Food Production,</p> <p>7:1:2 Procurement of goods, Receiving, Storing, Pre-preparation, Cooking, Blast Chilling, Portioning, Packing, Cook-Chill, Cook Freeze, Assembling, Dispatch, Reheating, Reassembling, Serving.</p>

*Note: The figures in the parentheses indicate the approximate periods for the respective units.*



#### 4. Methods of Instruction

Lecture, discussion, question-answer, brainstorming, Project work, lab work, fieldwork etc.

#### 5. Evaluation System and Students' Responsibilities

##### Internal Evaluation

In addition to the formal end- semester exam(s), the internal (formative) evaluation of a student may consist of quizzes, assignments, lab reports, projects, class participation and presentation etc. The tabular presentation of the internal evaluation is as follows. The components may differ according to the nature of the subjects.

External Evaluation	Marks	Internal Evaluation	Weight	Marks
Semester-end examination	50	Assignments	15%	50
		Quizzes	10%	
		Attendance	5%	
		Class participation	10%	
		Term exam	60%	
Total external	50	Total Internal	100%	50
Full Marks 50+50 = 100				

##### Student Requirements:

Each student must secure at least 45% marks in internal evaluation with 80% attendance in the class in order to appear in the semester-end examination. Failing to get such score will be equated with NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Semester examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. Failure of a student to attend a formal exam, quiz, test, etc. won't qualify him/her for re-exam. **Students are required to complete all the requirements defined for the completion of the course**

#### 6. Prescribed Books and References

##### Prescribed Text Books

Kilby, J., Fox, J., & Lucas, A. F. (2005). *Casino operations management*. John Wiley & Sons.

Jha, A. (2020). *Flight catering*. Dr. Babasaheb Ambedkar Open University, Ahmedabad

##### Reference Books

Schwartz, D. G. (2013a). *Nevada gaming revenues: Long-term trends*. Retrieved From: University of Nevada Las Vegas; Center for Gaming Research.

Schwartz, D. G. (2013b). *Nevada table games: Historical hold variations*. Retrieved From: University of Nevada Las Vegas; Center for Gaming Research.

Nepal Rastra Bank. (2022). *International transaction reporting system (ITRS ) guidelines*. Nepal Rastra Bank, Economic Research Department, Balance of Payments and International Finance Division.



**Pokhara University**  
**Faculty of Management Studies**

Course code.: EMT 385  
Course title: **Event Management**  
Nature of the course: Theory  
Year: Third, Semester VI  
Level: Bachelor

Full marks: 100  
Pass marks: 45  
Time per period: 1 hr  
Total periods: 48  
Program: BHM

### 1. Course Description

Planning & Delivering Operational, Functions & Events for an Bachelor hospitality management program is designed to provide students with a comprehensive understanding of the principles, concepts, and practices of event and function planning in the hospitality industry. The course will focus on the strategic planning, marketing, and execution of events and functions. The course will also cover the logistics and operations of events, budgeting and financial management, and event evaluation and improvement. Develop a comprehensive understanding of various services within the hotel industry, focusing on effective cost control and revenue management. Acquire knowledge in banquet operation and management, with a specific emphasis on the functions of food and beverage management. Explore strategies for balancing the quality of work in hotel operations, ensuring high standards in service delivery. Develop skills in staffing and workforce management to achieve optimal efficiency and customer satisfaction.

### 2. General Objectives

The purpose of this course is to:

- Understand the significance of business events as a tourism product and the role they play in the hospitality industry
- Understand the principles of strategic event and function planning, including market research, target audience identification, and event design
- Plan and organize an event, including logistics, budgeting, and operations
- Evaluate and improve events through the use of key performance indicators and customer feedback
- Develop skills in marketing, promotion and event design
- Develop skills in budgeting, financial management and event evaluation
- Understanding and shaping events from experience perspective

### 3. Contents in Detail with Specific Objectives

Specific Objectives	Contents
<ul style="list-style-type: none"> <li>• Describe a comprehensive understanding of the principles, concepts, and practices of event and function planning in the hospitality industry. Acquire knowledge of the key components and considerations involved in</li> </ul>	<p><b>Unit 1: Introduction to Events and Events Sector (6 Hours)</b></p> <p>1.1 Overview of events and their significance in the hospitality industry</p> <p>1.1.1 Typology of events including</p>



<p>planning and delivering successful events and functions.</p> <ul style="list-style-type: none"> <li>• Explain how to develop strategic plans for events and functions, considering the objectives, target audience, and desired outcomes. Understand the importance of aligning event planning with the overall goals and objectives of the organization or client.</li> <li>• Identify the knowledge of effective marketing and promotion strategies for events and functions, including target audience identification, branding, and advertising. Learn how to develop marketing materials and utilize various marketing channels to reach the intended audience.</li> <li>• Identify the logistical aspects of event and function planning, including venue selection, equipment and resource management, and staffing. Understand the importance of effective coordination and communication during the execution of events and functions.</li> <li>• Identify skills in budgeting and financial management for events and functions, including cost estimation, revenue generation, and expense control. Understand the financial considerations and implications of different aspects of event planning, such as catering, entertainment, and decor.</li> <li>• Explain how to evaluate the success and effectiveness of events and functions using various evaluation techniques and metrics. Understand the importance of feedback and continuous improvement in event planning and execution.</li> </ul>	<p>MICE, Sporting, Entertainment, Arts &amp; Culture, Marketing &amp; Promotion, Festivals, Fundraising etc.</p> <p>1.1.2 Market trends and opportunities in the business events industry</p> <p>1.1.3 Impacts and challenges of business events on tourism</p> <p>1.1.4 The role of government and industry organizations in promoting and supporting business events</p> <p>1.1.5 Events in History &amp; Culture</p>
<ul style="list-style-type: none"> <li>• Identify a thorough understanding of events as projects, exploring project management perspectives and integrating risk management strategies for successful event execution.</li> <li>• Explain the strategic project planning process specific to events, focusing on optimization, efficient resource allocation, and the ability to evaluate and review projects effectively.</li> <li>• Develop skills in identifying and analyzing stakeholders, target market, and competitors in the context of events planning.</li> </ul>	<p><b>Unit 2: Events Planning and Managing as Projects (5 Hours)</b></p> <p>2.1 Events as projects, project management perspectives, events as project risk management</p> <p>2.2 Strategic project planning process, project optimization, project evaluation and review</p> <p>2.3 Identifying and analyzing stakeholders, target market and competitors</p> <p>2.4 Developing a value proposition and</p>



<ul style="list-style-type: none"> <li>Acquire the ability to create compelling value propositions and unique selling points, ensuring the successful positioning of events in the market.</li> </ul>	<p>unique selling points</p> <p>2.5 Events planning process and communication through correspondences</p> <p>2.6 The project management triangle and tools (WBS, GANTT, PERT, and CPM)</p>
<ul style="list-style-type: none"> <li>Develop the ability to identify and critically evaluate potential event venues, considering factors such as accessibility, capacity, and suitability for the event's nature and objectives.</li> <li>Demonstrate proficiency in developing creative concepts and themes for events, showcasing skills in event staging and incorporating design elements such as dias with stationeries, lighting, sound, special effects, visual effects, and decor arrangements.</li> <li>Understand the nuances of creating memorable event experiences, considering the holistic impact of design elements, venue selection, and sustainable practices on overall attendee satisfaction.</li> </ul>	<p><b>Unit 3: Site Selection and Event Design (7 Hours)</b></p> <p>3.1 Understanding the importance of site selection and event design</p> <p>3.2 Identifying and evaluating potential event venues</p> <p>3.3 Developing concept and theme, event staging</p> <p>3.4 Design elements for events: Dias with stationeries, light, sound, special and visual effects and decor arrangements</p> <p>3.5 Designing the event layout and floor plan</p> <p>3.6 Incorporating sustainable practices into event design</p> <p>3.7 Managing vendor relationships and contracts</p> <p>3.8 Understanding event experiences</p>
<ul style="list-style-type: none"> <li>Develop expertise in coordinating diverse event logistics, encompassing transportation, lodging, and catering, ensuring seamless execution and a positive experience for attendees.</li> <li>Acquire the skills to manage event staff and volunteers, ensuring proper delegation of tasks, effective communication, and a cohesive team for successful event execution.</li> <li>Implement and enforce comprehensive safety and security measures, demonstrating the ability to prioritize attendee well-being and respond effectively to potential challenges.</li> <li>Develop a thorough understanding of legal and regulatory requirements related to event planning and operations.</li> </ul>	<p><b>Unit 4: Event Logistics and Operations (8 Hours)</b></p> <p>4.1 Understanding the logistics and operational aspects of event planning</p> <p>4.2 Coordinating event logistics, including transportation, lodging and catering</p> <p>4.3 Managing event staff and volunteers</p> <p>4.4 Implementing and enforcing safety and security measures</p> <p>4.5 Ensuring compliance with legal and regulatory requirements</p>
<ul style="list-style-type: none"> <li>Develop the ability to create comprehensive</li> </ul>	<p><b>Unit 5: Event Budgeting and Financial</b></p>



<p>event budgets, utilizing both Zero-Based Budgeting (ZBB) and Continuity budgeting methods to accurately forecast and allocate resources.</p> <ul style="list-style-type: none"> <li>• Acquire skills in managing expenses effectively, identifying cost-saving opportunities, and ensuring financial stability throughout the event planning and execution process.</li> <li>• Demonstrate proficiency in utilizing financial management tools and techniques to track and monitor budgetary aspects of events.</li> <li>• Explore and apply relevant financial tools to streamline processes, enhance decision-making, and maintain financial transparency throughout the event lifecycle.</li> <li>• Develop strategies for securing and managing events sponsorship, including the ability to create compelling sponsorship proposals and foster successful partnerships.</li> </ul>	<p><b>Management (8 Hours)</b></p> <p>5:1 Understanding budgeting and financial management for events</p> <p>5:1:2 Developing a budget (ZBB and Continuity) and managing expenses</p> <p>5:2 Utilizing financial management tools and techniques</p> <p>5:3 Analyzing financial performance and adjusting as needed</p> <p>5:4 Events Sponsorship</p>
<ul style="list-style-type: none"> <li>• Develop the ability to identify and target the right audience by understanding the demography of the target customer.</li> <li>• Develop comprehensive marketing plans, incorporating strategies for promoting the event, packaging, and branding to enhance visibility and attract the target audience.</li> <li>• Explore and utilize various marketing channels and platforms, including digital and traditional methods, to reach a wider audience and enhance event promotion.</li> <li>• Understand the process and intricacies of international bidding for events.</li> </ul>	<p><b>Unit 6: Event Marketing and Promotion (6 Hours)</b></p> <p>6:1 Understanding the marketing and promotion process for events</p> <p>6:2 Identifying and targeting the right audience, demography of target customer</p> <p>6:3 Developing a marketing plan, promoting the event, event packaging and branding</p> <p>6:4 Utilizing various marketing channels and platforms</p> <p>6:5 Measuring the effectiveness of marketing efforts</p> <p>6:6 International bidding</p>
<ul style="list-style-type: none"> <li>• Develop the ability to identify and analyze key performance indicators relevant to events, aligning them with the overall goals and objectives of the event planning process</li> <li>• Develop strategies for gathering customer feedback and assessing overall satisfaction with events.</li> <li>• Demonstrate the ability to implement corrective actions based on the findings from evaluations, ensuring continuous improvement for future events.</li> </ul>	<p><b>Unit 7: Event Evaluation and Improvement (8 Hours)</b></p> <p>7:1 Understanding the importance of evaluating and improving events</p> <p>7:2 Identifying and analyzing key performance indicators</p> <p>7:2:1 Gathering customer feedback and assessing satisfaction</p> <p>7:3 Implementing corrective actions to improve future events</p> <p>7:4 Continuously monitoring and</p>



<ul style="list-style-type: none"> <li>• Emphasize the importance of ongoing assessment to adapt to changing circumstances and maintain a high standard of event quality.</li> <li>• Understand the process and considerations involved in event termination and shutdown.</li> </ul>	<p>evaluating event performance</p> <p>7:5 Event termination and shutdown</p>
<ul style="list-style-type: none"> <li>• Equip students with the skills to craft comprehensive event proposals, including elements such as event concept, budget, marketing strategies, and logistical plans.</li> <li>• Emphasize clarity, persuasiveness, and professionalism in proposal writing to effectively communicate event ideas to stakeholders.</li> <li>• Evaluate the application of concepts and skills learned throughout the course, emphasizing practical problem solving, teamwork, and adaptability in the dynamic environment of event management.</li> <li>• Facilitate learning through guest speakers from the industry, providing students with valuable insights into the day-to-day operations, challenges, and best practices in the field of event management.</li> </ul>	<p><b>Practical:</b></p> <ul style="list-style-type: none"> <li>• Proposal writing for an event.</li> <li>• Event Planning and Execution: Students plan and execute a real-world event to apply the concepts and skills learned in the course.</li> <li>• Site Visits: Students visit event venues, hotels, and other event spaces to observe event logistics and operations in real-world settings.</li> <li>• Guest Speakers: Inviting industry professionals to speak to the class, providing valuable insights into the industry and daily operations of events.</li> <li>• Case Studies and Group Discussions: Students analyze real-world examples of events and functions, discussing successes and challenges to apply their knowledge in a practical context.</li> <li>• Teamwork and presentation: students work in teams to plan and execute a small-scale event, such as a school or community event, or even a school-wide event.</li> </ul>

*Note: The figures in the parentheses indicate the approximate periods for the respective units.*

#### 4. Methods of Instruction

Lecture, discussion, question-answer, brainstorming, project work, lab work, fieldwork etc.

#### 5. Evaluation System and Students' Responsibilities

##### Internal Evaluation

In addition to the formal end- semester exam(s), the internal (formative) evaluation of a student may consist of quizzes, assignments, lab reports, projects, class participation and presentation etc. The tabular presentation of the internal evaluation is as follows. The components may differ according to the nature of the subjects.



External Evaluation	Marks	Internal Evaluation	Weight	Marks
Semester-end examination	50	Assignments	15%	50
		Quizzes	10%	
		Attendance	5%	
		Class participation	10%	
		Term exam	60%	
Total external	50	Total Internal	100%	50
Full Marks 50+50 = 100				

### Student Requirements:

Each student must secure at least 45% marks in internal evaluation with 80% attendance in the class in order to appear in the semester-end examination. Failing to get such score will be equated with NOT QUALIFIED (NQ) and the student will not be eligible to appear in the End-Semester examinations. Students are advised to attend all the classes and complete all the assignments within the specified time period. Failure of a student to attend a formal exam, quiz, test, etc. won't qualify him/her for re-exam. ***Students are required to complete all the requirements defined for the completion of the course.***

## 6. Prescribed Books and References

### Prescribed Text Books

Bowdin, G., Allen, J., Harris, R., McDonnell, I., & O'toole, W. (2012). *Events management*. Routledge.

Bladen, c., Kennell, J. Abson, E., &Wide, N. (2017). *Event Management an Introduction*. Routledge.

### Reference Books

Allen, J. (2008). *Event planning: The ultimate guide to successful meetings, corporate events, fundraising galas, conferences, conventions, incentives and other special events*. John Wiley & Sons.

Allen, J. (2008). *Event planning: The ultimate guide to successful meetings, corporate events, fundraising galas, conferences, conventions, incentives and other special events*. John Wiley & Sons.

Rieple, A. (2015). *Event management and sustainability*. Routledge.

Taylor, D. (2018). *The event manager's bible: The complete guide to planning and organizing a voluntary or public event*. Kogan Page.

Tassiopoulos, D. (2010). *Events management: A developmental and managerial approach*. Juta Publ.

Wagen, L.V. D., & Carlos, B. R. (2009). *Event management for tourism, culture, business and sporting events*. Pearson

