

B.Sc. DEGREE
IN
HOSPITALITY & HOTEL ADMINISTRATION

CURRICULUM
(B.Sc. HHA SEMESTER VI)

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

AND
JAWAHARLAL NEHRU UNIVERSITY
(JNU)



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

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

WEEKLY TEACHING SCHEME (18 WEEKS)

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



EXAMINATION SCHEME

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

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



BHA601 – INTERNATIONAL CUISINE – II (THEORY)

1. Preamble

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

2. Course Description

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

3. Learning Outcomes

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

Knowledge

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

Competencies

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

Mindset

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



BHA601 – INTERNATIONAL CUISINE – II (THEORY)

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

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

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

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

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

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BHA602 - INTERNATIONAL CUISINE – II (PRACTICAL)

1. Preamble

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

BHA602 - INTERNATIONAL CUISINE – II (PRACTICAL)

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

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



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

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

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



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

1. Preamble

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

2. Course Description

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

3. Learning Outcomes

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

Knowledge

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

Competencies

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

Mind Set

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



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

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

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

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

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

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

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

1. Preamble

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

2. Course Description

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

3. Learning Outcomes

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

Knowledge

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

Competency

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

Mind Set

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



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

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

Unit 2: PREPARATION OF COCKTAILS

Cocktails & Mixed Drinks

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

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

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

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

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

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

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

Case Study Presentation: Menu Redesign for Improved Profitability



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

Capstone Project

Students will work in groups or individually to:

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



BHA605- REVENUE MANAGEMENT & AI (THEORY)

1. Preamble

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

2. Course Description

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

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

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

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

3. Learning Outcomes

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

Knowledge

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

Competencies

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



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

Mind set

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

BHA605- REVENUE MANAGEMENT & AI (THEORY)

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

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

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

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

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



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BHA606- REVENUE MANAGEMENT & AI (PRACTICAL)

1. Preamble

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

2. Course Description

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

3. Learning Outcomes

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

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

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

BHA606- REVENUE MANAGEMENT & AI (PRACTICAL)

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

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

Exercise 9: Field Research on 'Willingness to Pay'

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

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



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

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

Objective

To enable students to:

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

Overview

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

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

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

Objective

To enable students to:

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

Assignment Tasks

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

Section A: Branding Strategy Breakdown

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

Section B: Pricing Strategy and Positioning

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

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



Section C: Brand-Pricing Alignment Analysis

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

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

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

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

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

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



BHA607- ENTREPRENEURSHIP DEVELOPMENT

1. Preamble

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

2. Course Description

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

3. Learning Outcomes

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

Knowledge

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

Competencies

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

Mindset

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



BHA607- ENTREPRENEURSHIP DEVELOPMENT

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

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

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

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

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

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- Steve Jobs by Walter Isaacson
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- The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses by Eric Ries
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- Zero to One: Notes on Startups, or How the Build the Future by Peter Thiel



BHA608- HOSPITALITY LAW

1. Preamble

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

2. Course Description

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

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

3. Learning Outcomes

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

Knowledge

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

Competencies

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

Mindset

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



BHA608- HOSPITALITY LAW

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

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BHA609- HUMAN RESOURCE MANAGEMENT

1. Preamble

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

2. Course Description

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

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

3. Learning Outcomes

Knowledge

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

Competencies

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

Mindset

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



BHA609- HUMAN RESOURCE MANAGEMENT

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

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

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

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

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

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BHA610- APPRECIATION OF CULTURAL DIVERSITY

1. Preamble

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

2. Course Description

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

3. Learning Outcomes

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

Knowledge

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

Competencies

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

Mindset

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



BHA610- APPRECIATION OF CULTURAL DIVERSITY

Unit 1: UNDERSTANDING CULTURE AND DIVERSITY • Definitions and concepts: culture, diversity, cultural diversity • Significance of cultural diversity in hospitality • Stereotypes, biases, and cultural sensitivity
Unit 2: INDIAN CULTURAL AND REGIONAL DIVERSITY • Major regions, language groups, and religions of India • Overview of traditions, values, and customs • Major dance forms, music forms and handicrafts • Influence of regional cuisines, festivals, and rituals on hospitality
Unit 3: GLOBAL CULTURAL DIVERSITY AND COMMUNICATION • Introduction to prominent world cultures relevant to hospitality (USA, UK, Japan, Australia, Canada, France and Germany) • Comparison with Indian context • Fundamentals of cross-cultural communication • Overcoming barriers and building intercultural competence
Unit 4: MANAGING DIVERSITY IN HOSPITALITY OPERATIONS • Culturally sensitive service delivery: etiquette, attire, and traditions • Creating inclusive guest experiences • Managing multicultural teams and workforce diversity • Legal and ethical aspects; dealing with conflict and discrimination
Unit 5: CULTURE, HERITAGE & CONTEMPORARY ISSUES IN TOURISM • Link between cultural heritage, tourism, and hospitality • Presentation and preservation of local and tribal cuisines • Organizing culturally sensitive events, festivals, and guest experiences • Recent challenges: cultural shock, adaptation, and case studies

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