

THE INSTITUTE OF COMMERCIAL MANAGEMENT

SUBJECT SYLLABUS



**Fundamentals of the
Hotel & Catering Industry**

Staying Away from Home:

- The Importance of Hotels
- Travel & Hotels
- Two Centuries of Hotelkeeping
- Hotels in the Total Accommodation Market
- Hotel Location
- Types of Hotels

Hotel Products & Markets:

- The Hotel as a Total Market Concept
- Hotel Facilities & Services as Products
- Hotel Accommodation Markets
- Hotel Catering Markets
- Hotel Demand Generating Sources
- Hotel Market Areas
- Hotel Market Segmentation
- Buying & Paying for Hotel Services
- Hotel Marketing Orientation

Hotel Policies, Philosophies & Strategies:

- Objectives & Policies
- General & Sectional Policies
- Policy Formulation, Communication & Review
- Hotel Philosophies
- Hotel Plans & Strategies
- The Framework of Hotel Management

Rooms & Beds:

- Room Sales
- Guest Accounts
- Mail & Other Guest Services
- Uniformed Services
- Hotel Housekeeping
- Organisation & Staffing
- Accounting & Control

Food & Drink:

- The Food Cycle
- The Beverage Cycle
- Hotel Restaurants
- Hotel Bars
- Room Service
- Functions
- Food & Beverage Support Services
- Organisation & Staffing
- Accounting & Control

Miscellaneous Guest Services:

- Guest Telephones
- Guest Laundry
- Rentals & Concessions Other Income
- Accounting & Control

Hotel Organisation:

- Rooms
- Food & Beverages
- Miscellaneous Guest Services
- Hotel Support Services
- The Management Structure
- Organisation Structure of a Large Hotel
- Accounting & Control

Hotel Staffing:

- Determinants of Hotel Staffing
- Numbers & Payroll
- Hotel Products & Staffing
- Organisation of the Personnel Function
- Organisation of Training
- Functions of the Training Division

Productivity in Hotels:

- Measures of Labour Productivity
- Physical Measures
- Financial Measures - Sales & Payroll
- Physical/Financial Measures - Sales Per Employee
- Productivity Measures - Value Added Approach
- Some Ways to Higher Productivity
- Productivity Standards
- Computers in Hotels

Marketing:

- From Product to Sales to Marketing
- The Marketing Concept
- Special Features of Hotel Marketing
- The Marketing Cycle
- Marketing Resources
- Hotels in the Total Tourist Product

Property Ownership & Management:

- Property Ownership
- Property Operation & Maintenance Energy

Finance & Accounts:

- The Hotel Balance Sheet
- Balance Sheet Ratios & Analysis
- The Hotel Profit & Loss Statement
- Profit & Loss Ratios & Analysis
- Hotel Operating Profit
- Balance Sheet & Profit & Loss Relationships
- Liquidity Ratios

The Small Hotel:

- Products & Markets
- Ownership & Finance
- Organisation & Staffing
- Accounting & Control
- The Future of the Small Hotel

Hotel Groups:

- Advantages of Groups
- Problems of Groups
- Scope for Centralisation
- A Concentrated Hotel Group
- A Dispersed Hotel Group

International Hotel Operations:

- Products
- Markets
- Cost & Profit Ratios
- Ownership & Finance
- Organisation & General Approach

Reading List

Main text:

The Business of Hotels (Third Edition) - S Medlik (Butterworth/Heinemann)