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CUET · HOME SCIENCE · CLASS XII · CODE 315

Hospitality Management

CUET unit: Resource Management (Unit V) — Hospitality
Management

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Snapshot

- Establishes hospitality as the relationship between guest and host — providing lodging, food, entertainment and comfort ("A Home Away From Home").
- Explains the four-stage "Guest Cycle" (Pre-arrival, Arrival, Occupancy, Departure) — a high-yield CUET concept.
- Details the three principal operational departments of a hotel: Front Office, Housekeeping, and Food & Beverages, along with back-office support departments.
- Lists designations and duties of front-office and housekeeping personnel (Front Office Manager, Bell Captain, Executive Housekeeper, Room Attendant, etc.) — frequently tested as match-the-following.
- Covers scope, essential competencies and career opportunities in hospitality management.

Detailed Notes

2.1 Core concepts

- **Hospitality** is the relationship between the guest and the host — the act/practice of being hospitable including friendly, generous reception/welcoming of guests, their entertainment and providing services with warmth and courteousness (NCERT §Basic Concepts, p. 208).
- Indian culture treats guests as God-like, captured in the words "**Athithi Devo Bhava**"; in ancient times people stayed with relations/friends or in **dharmashalas** (NCERT §Introduction, p. 207).
- The hospitality industry provides "A Home Away From Home" and is one of the fastest growing industries due to globalisation, business travel, medical tourism, pilgrimages, leisure travel and events such as Pushkar/Kumbh melas, Dusshera at Mysore, Ganapati festival in Mumbai/Pune (NCERT §Significance, p. 208).
- Establishments offering hospitality: **hotel** (commercial establishment offering lodging, meals and other services); **motel** (hotel with parking near room/door opening onto parking lot); **lodge** (rented accommodation mainly for sleeping, may not offer food); **resort** (leisure attraction with amenities, sports, vacation experience); **furnished apartments** (essential amenities); **furnished camps** (for hiking, adventure sports) (NCERT §Basic Concepts, pp. 208–209).

- The **Guest Cycle** has four stages (Fig. 17.2, p. 210): (1) **Pre-arrival** — quoting rates and reserving a room through central reservation system; (2) **Arrival** — guest arrives, registers/checks-in; (3) **Occupancy** — providing services, ensuring security, securing 'customer loyalty'; (4) **Departure** — check-out, maintaining 'guest history' with feedback (NCERT pp. 210–211).
- **Front Office** is the focal point of any hotel — the guest comes in contact with hotel staff here first. Services include welcoming guests, reservation status, registering and allocating rooms, maintaining check-in/check-out records, porter services, issuing room keys, passing messages, providing information and settling bills (NCERT §Departments, p. 211).
- Front Office personnel (Table 17.1, p. 212): **Front Office Manager** (manages front office, lobby, transport; schedules shifts as hotels run 24 hours; checks VIP arrivals); **Front Office Supervisor** (one per shift; meets/greets arrivals, ensures speedy rooming); **Front Office Cashier** (maintains bills, receives payments at checkout); **Telephone Operator/Information Assistant** (information and communication with in-house guests/visitors); **Lobby Manager** (organises uniformed services); **Receptionist/Front Office Agent** (reserves, registers, assigns rooms, provides information); **Bell Captain** (controls uniformed services and bell boys, supervises baggage movement); **Bellboy** (shifts baggage in/out of the room); **Doorman** (welcomes guests and escorts to registration desk).
- **Housekeeping Department** is primarily responsible for providing a healthy environment by ensuring cleanliness, high standards of hygiene and aesthetics (NCERT §Housekeeping Department, p. 213).
- Functions of Housekeeping (pp. 213–214): cleaning of public areas and guestrooms; supply, upkeep of laundry and exchange of linen and uniforms; internal flower arrangement and external landscape/garden; coordination with other departments through control desk; pest control.
- Housekeeping sections (p. 214): Housekeeping control desk, Housekeeping management, Guestroom brigade, Public area brigade, Linen and uniform room, Horticulture and flower arrangement team, Lost and found section.
- Housekeeping personnel (Fig. 17.6 and pp. 215–216): **Executive Housekeeper** (manages department through judicious use of manpower, materials, money, time); **Assistant Housekeeper** (one per shift in large hotels; prepares duty schedule); **Desk control supervisor** (coordinates with front office; manned 24 hours); **Floor supervisor** (one per floor; cleanliness of guest rooms, corridors, staircase, floor pantries); **Room attendant** (actual cleaning of guest rooms and bathrooms; housemen do heavy cleaning — vacuuming, mopping, sweeping, furniture shifting); **Public Area Supervisor** (cleanliness of main entrance, corridor, offices, banquet halls, restaurants); **Florist/Gardner**; **Linen room/uniform room supervisor**.
- Cleaning activities are done on **daily, weekly, monthly or seasonal** basis. Surfaces include wood, granite, marble, ceramic tiles, stones, linoleum, plastic, vinyl, fibre glass, metals, leather, cane, rubber, cloth, paints, wall papers (NCERT p. 216).

- Cleaning agents — water, ammonia, vinegar, soaps and detergents, washing soda, abrasives, polishes, acids — must be chosen carefully as strong agents can damage surfaces.
- Eco-friendly practices in hotels: 100% organic cotton bed sheets, chemical-free laundry, non-toxic/biodegradable agents, cards urging reuse of towels, energy-efficient bulbs (NCERT p. 218).
- **Food and Beverages Department** is responsible for the sale of food and beverages; service departments include kitchen(s), banquets, restaurants, room service, stewarding and bars/coffee shops (NCERT p. 218).
- **Kitchen** is where food is prepared; in large hotels it has independent sections — butchery (raw meat), bakery and confectionery, vegetable preparations, soups, pantry, hot range. The **Executive Chef (Chef-de-cuisine)** heads the kitchen; next is the deputy chef; section supervisors are called "**Chef-de-parties**" (NCERT p. 218).
- **Kitchen Stewarding** is concerned with storage, maintenance, cleanliness and issue of cutlery, crockery and glassware to restaurant and kitchen; cleans pots and pans and the kitchen itself (NCERT p. 219).
- **Restaurant** is a commercial facility providing food and beverages; staff includes restaurant manager, restaurant supervisor, head waiter, waiters/stewards (serve food) and assistant waiter (clears the table) (NCERT p. 219).
- **Support Service ("back office") Departments:** Finance and Accounts, Engineering, Human Resources, Sales and Marketing (NCERT p. 219).
- **Management functions** in hotels: planning, organising, co-ordinating, staffing, directing, controlling and evaluating use of resources (NCERT §Management Functions, p. 219).
- **Scope & competencies:** hospitality industry prefers youth (high energy, long hours, open to new technology). Essential competencies — well-groomed, good hygiene, orderliness, manners, etiquette, smiling face, courtesy, physical fitness, communication skills, multiple language skills, neat uniform, manicured nails (NCERT pp. 219–220).
- **Career opportunities:** positions in housekeeping at various levels, entrepreneurial opportunities in housekeeping, positions in front office/reception/control desk, supply of flower arrangements, theme-based events (NCERT p. 220).

Hospitality Management is the entrepreneurial-services chapter of HEFS Class XII. India's hospitality sector is among the country's largest organised employers — the Federation of Hotel & Restaurant Associations of India (FHRAI) estimates ~4.4 crore direct/indirect jobs in tourism and hospitality (pre-Covid baseline), contributing ~9% of GDP through the broader Travel & Tourism sector. The Ministry of Tourism's Hotel & Restaurant Approval & Classification Committee (HRACC) classifies Indian hotels into 1- to 5-star and 5-star Deluxe categories, alongside Heritage Hotel categories.

Indian hospitality history is anchored in Atithi Devo Bhavah ('Guest is God') — a Sanskrit verse from the Taittiriya Upanishad — and ancient institutions like dharmashalas (rest houses near pilgrimage sites), sarais (Mughal-era roadside inns), and choultries (south Indian rest houses). Modern Indian hospitality begins with the Taj Mahal Palace in Bombay (1903, founded by Jamsetji Tata) and grows through The Oberoi (Mohan Singh Oberoi, 1934), ITC Hotels (1975), Indian Hotels Company Limited (Taj group), East India Hotels (Oberoi group), and post-liberalisation entrants like Marriott, Hyatt, Hilton, Accor and the Indian brands Lemon Tree, Ginger, Treebo.

The core concept is the Guest Cycle — Pre-arrival, Arrival, Occupancy, Departure — which begins before the guest physically enters the hotel and ends with guest-history recording after departure. Pre-arrival activities include marketing, reservations (via call centre, OTAs like MakeMyTrip/Booking.com/Goibibo, hotel website, GDS like Amadeus/Sabre), rate quoting, room blocking. Arrival activities include doorman welcome, baggage handling, check-in registration, room key issue. Occupancy spans housekeeping service, food & beverages, concierge services, business centre, fitness/spa, banquet events, in-room dining, laundry. Departure includes settlement of bills, baggage off, transport assistance, guest-history update (preferences, complaints, feedback for personalisation on next visit). Customer Loyalty Programmes (Taj InnerCircle, Marriott Bonvoy, Hilton Honors) are built on guest-history data.

Three principal operational departments: Front Office is the 'face' of the hotel — the first and last touchpoint. It comprises Reception, Reservation, Information, Cash, Bell Desk and Telephone Operator sections. Housekeeping is the largest department by manpower, responsible for cleanliness, hygiene, aesthetics, linen, uniforms, public-area maintenance and pest control. Food & Beverages (F&B) includes kitchens (with butchery, bakery, confectionery, vegetable preparation, soups, pantry, hot range sections), banquets, restaurants, room service, bars, coffee shops, and stewarding (handling cutlery/crockery/glassware/utensil cleaning).

Front Office personnel hierarchy: Front Office Manager → Front Office Supervisor (one per shift) → Lobby Manager / Reception / Cashier / Bell Captain / Telephone Operator → Bellboy / Doorman. Each role is precisely scoped — Bell Captain supervises uniformed services and baggage movement; Bellboy actually shifts the baggage; Doorman welcomes and escorts to the registration desk; Receptionist registers, allocates rooms, provides information; Cashier maintains bills and receives payments.

Housekeeping personnel hierarchy: Executive Housekeeper → Assistant Housekeeper → Desk Control Supervisor (24-hour coordination with front office) → Floor Supervisor (one per floor) → Room Attendant + Housemen (heavy cleaning). Public Area Supervisor handles common areas; Florist/Gardener handles internal flowers and external landscape; Linen/Uniform Supervisor handles linen room operations.

Cleaning frequencies: daily (rooms, public areas, food service areas), weekly (deep clean of glass, mirrors, drapes), monthly (carpet shampoo, heavy upholstery), seasonal/annual (general maintenance, repainting). Surface-cleaning agents must be matched to surface

— water and detergent for most surfaces; ammonia for glass; vinegar for limescale; abrasives for stainless steel sinks; polishes for wood and metal; mild acids for ceramic and porcelain (with caution). Eco-friendly hospitality has become standard: organic cotton bed linen, chemical-free laundry, biodegradable agents, towel-reuse cards, energy-efficient LED lighting, water-saving fixtures, solar water heating.

Food and Beverages kitchen hierarchy: Executive Chef / Chef-de-cuisine (overall head) → Sous Chef / Deputy Chef → Chef-de-parties (section supervisors — Chef Garde Manger for cold kitchen, Chef Saucier for sauces, Chef Pâtissier for pastry/bakery, Chef Boucher for butchery, Chef Poissonier for fish, Chef Rôtisseur for grills, etc.) → Commis (apprentice cooks) → Stewards. The Restaurant has its own hierarchy: Restaurant Manager → Restaurant Supervisor → Head Waiter → Waiters/Stewards → Assistant Waiters (clear tables).

Back-office / support departments: Finance & Accounts, Engineering & Maintenance, Human Resources, Sales & Marketing — and increasingly IT, Security, Sustainability and Compliance. Management functions classically include planning, organising, coordinating, staffing, directing, controlling and evaluating — corresponding to the POSDCORB and Henri Fayol traditions.

Indian career landscape: degree programmes from IHM (Institute of Hotel Management — 21 central, 30 state, total ~70+ campuses) under the National Council for Hotel Management & Catering Technology (NCHMCT); private institutes (Welcomgroup Manipal, Oberoi Centre of Learning & Development, Taj's Tata Management Training Centre); IGNOU's diploma in Hotel Operations. Career paths span hotel chains, airlines (Air India catering, cabin crew), cruise lines, railways (Indian Railway Catering & Tourism Corp — IRCTC), hospitals, corporate guest houses, banquet halls, wedding planners, event management, entrepreneurial homestays (Airbnb hosts), boutique hotels, restaurant ownership and culinary entrepreneurship.

2.2 Definitions to memorise

Term	Definition	Page
Hospitality	Relationship between guest and host; act of being hospitable, welcoming guests with warmth and providing services courteously	208
Tourist	One who travels and stays temporarily in another place	208
Hotel	Commercial establishment offering lodging, meals and other services to guests	208
Motel	Provides services like a hotel and provides parking facility near the room/room door opening onto parking lot	208
Lodge	Offers rented accommodation especially for sleeping; may not offer food and other services	208
Resort		209

Term	Definition	Page
	Known for leisure attraction; offers amenities, sports facilities and leisure activities for a total vacation experience	
Guest Cycle	Four-stage cycle (Pre-arrival, Arrival, Occupancy, Departure) starting even before the guest physically steps into the hotel	210
Guest history	Up-to-date record of room occupancy and other information about the guest including feedback, maintained at departure	210–211
Executive Chef (Chef-de-cuisine)	Head of the kitchen responsible for planning, organising and controlling kitchen operations	218
Chef-de-parties	Supervisors of some sections of the kitchen	218
Kitchen Stewarding	Department concerned with storage, maintenance, cleanliness and issue of cutlery, crockery and glassware	219

2.3 Diagrams / processes to remember

- **Fig. 17.1 (p. 209):** Departments/Sectors in Hospitality Industry — radial diagram around "Hospitality Industry" showing Food & Beverages, Housekeeping, Front Office (Reception), Sales, etc.
- **Fig. 17.2 (p. 210):** Stages of the Guest Cycle — cyclic diagram showing Pre-arrival → Arrival → Occupancy → Departure.
- **Fig. 17.3 (p. 211):** Organisation of the Front Office Department — Front Office Manager at top branching to Receptionist (Agent), Cashier, Bell Captain → Bell Boys, and Telephone Operator.
- **Fig. 17.6 (p. 215):** General Organisational Chart of a Housekeeping Department — Executive Housekeeper at top, with Interior Decorator and Assistant Housekeeper; Housekeeping control desk; Floor supervisor → Room Attendant → Housemen; Public area supervisor → Head Housemen → Housemen; Florist/Gardner; Linen/Uniform Supervisor → Helper.

2.5 Key data / hospitality table (Indian context)

Item	Value / fact	Source
Sanskrit motto	Atithi Devo Bhavah	NCERT p. 207
Stages of Guest Cycle	Four (Pre-arrival; Arrival; Occupancy; Departure)	NCERT p. 210
Front office is the	Focal point of the hotel	NCERT p. 211
Three principal departments	Front Office; Housekeeping; Food & Beverages	NCERT p. 209
Support departments		

Item	Value / fact	Source
	Finance; Engineering; HR; Sales & Marketing	NCERT p. 219
Hotel star categories (India)	1- to 5-star + 5-Star Deluxe + Heritage	India context
Kitchen head designation	Executive Chef / Chef-de-cuisine	NCERT p. 218
Kitchen section supervisor	Chef-de-parties	NCERT p. 218
Indian apex hotel-management body	NCHMCT; IHM campuses	India context
Indian hotel-classification body	HRACC, Ministry of Tourism	India context
Iconic Indian hotel (first)	Taj Mahal Palace, Bombay (1903)	India context
Major Indian hotel chains	Taj (IHCL); Oberoi (EIH); ITC; Lemon Tree; Ginger	India context
Floor Supervisor span	One per floor	NCERT p. 216
Front Office hierarchy top	Front Office Manager	NCERT p. 212
Housekeeping hierarchy top	Executive Housekeeper	NCERT p. 215
Lobby Manager function	Organises uniformed services	NCERT p. 212
Restaurant clears tables	Assistant Waiter	NCERT p. 219
Hotel runs hours/day	24 hours	NCERT p. 212
Indian railway catering body	IRCTC	India context
Indian travel/tourism share of GDP	~9% (pre-Covid)	India context

2.4 Common confusions / NTA trap points

- **Hotel vs Motel vs Lodge vs Resort** — students confuse these. Key trigger words: motel = parking near room; lodge = mainly sleeping, may not offer food; resort = leisure/vacation; hotel = lodging + meals + other services.
- **Bell Captain vs Bellboy** — Bell Captain organises/supervises uniformed services and baggage movement; Bellboy actually shifts the baggage.
- **Doorman vs Receptionist** — Doorman welcomes and escorts the guest to the registration desk; Receptionist registers and assigns the room.

- **Kitchen vs Kitchen Stewarding** — Kitchen prepares food; Kitchen Stewarding handles cutlery/crockery/glassware storage and washing — it does NOT prepare food (a common true/false trap, see Review Q.7(d), p. 221).
- **Housekeeping does NOT provide food** to customers (Review Q.7(c), p. 221) — that is the Food & Beverages department.
- **Chef-de-cuisine = Executive Chef** (head of kitchen); **Chef-de-parties = section supervisors** — easy to swap.
- Guest Cycle starts **before** the guest physically enters the hotel (at Pre-arrival), not at Arrival.
- Atithi Devo Bhavah is from the **Taittiriya Upanishad** — not from the Mahabharata.
- Housekeeping is operational (front-of-house), not back-office.
- Engineering & Maintenance is back-office support, NOT operational.
- Sous Chef / Deputy Chef is **between** Executive Chef and Chefs-de-parties — three-level hierarchy.

Practice MCQs

PYQ Alignment

Hospitality Management is a high-yield chapter under CUET Home Science Unit V (Resource Management); roughly 8–12 MCQs per year are drawn from this chapter and the allied Catering/Event Management chapters. NTA frequently asks definitions of hospitality establishments (hotel/motel/lodge/resort), stages of the Guest Cycle, designation-vs-duty match-the-following from Table 17.1, and statement-based questions distinguishing the roles of Front Office, Housekeeping, Kitchen Stewarding and Food & Beverages.