



# Model Curriculum

**QP Name: Revenue Manager**

**QP Code: THC/Q0112**

**QP Version: 4.0**

**NSQF Level: 5.5**

**Model Curriculum Version: 4.0**

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## Training Parameters

<b>Sector</b>	Tourism and Hospitality
<b>Sub-Sector</b>	Hotels
<b>Occupation</b>	Front Office Management
<b>Country</b>	India
<b>NSQF Level</b>	5.5
<b>Aligned to NCO/ISCO/ISIC Code</b>	NCO-2015/ 1324.0500, 2412.0200
<b>Minimum Educational Qualification and Experience</b>	<p>Completed UG in relevant field with 3 years relevant experience</p> <p>OR</p> <p>Completed 2-year diploma (after 12th) with 4 years relevant experience</p> <p>OR</p> <p>12th Grade pass with 6 years relevant experience</p> <p>OR</p> <p>Previous relevant Qualification of NSQF Level 5 with 1.5 years relevant experience</p> <p>OR</p> <p>Previous relevant Qualification of NSQF Level 4.5 with 3 years relevant experience</p>
<b>Pre-Requisite License or Training</b>	NA
<b>Minimum Job Entry Age</b>	26 years
<b>Last Reviewed On</b>	31/01/2024
<b>Next Review Date</b>	31/01/2027
<b>NSQC Approval Date</b>	31/01/2024
<b>QP Version</b>	4.0
<b>Model Curriculum Creation Date</b>	31/01/2024
<b>Model Curriculum Valid Up to Date</b>	31/01/2027
<b>Model Curriculum Version</b>	4.0
<b>Minimum Duration of the Course</b>	660 Hours, 0 Minutes (Including ES and OJT)
<b>Maximum Duration of the Course</b>	660 Hours, 0 Minutes (Including ES and OJT)

# Program Overview

This section summarizes the end objectives of the program along with its duration.

## Training Outcomes

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

- Apply proper process to conduct research and formulate strategies for revenue management
- Employ proper practices to manage hotel revenue as well as the revenue management team
- Prepare pricing strategies mentioning building rates for rooms, packages, discount and special rates
- Prepare sample financial policies, regulations and revenue recognition strategies
- Draft sample revenue reports and financial statements
- Apply appropriate practices to promote effective communications with guests, colleagues, and superiors to achieve a smooth workflow
- Employ appropriate practices to ensure gender and age-sensitive service practices
- Describe the protocols to protect confidentiality of the organizational information and guests' privacy
- Apply appropriate practices to monitor health, hygiene, and safety standard at the workplace

## Compulsory Modules

The table lists the modules, their duration and mode of delivery.

NOS and Module Details	Theory Duration	Practical Duration	On-the-Job Training Duration (Mandatory)	On-the-Job Training Duration (Recommended)	Total Duration
<b>THC/N0134 &amp; V4.0: Conduct Research and Formulate Strategies</b> <b>NSQF Level 5.5</b>	<b>60:00</b>	<b>90:00</b>	<b>60:00</b>	<b>00:00</b>	<b>210:00</b>
Module 1: Introduction to the Hotel Industry and Role of Revenue Manager	05:00	00:00	00:00	00:00	05:00
Module 2: Conduct Data and Competitor Analysis to Formulate Strategies	40:00	50:00	30:00	00:00	120:00
Module 3: Develop and Implement Pricing Strategies	15:00	40:00	30:00	00:00	85:00
<b>THC/N0135 &amp; V4.0– Manage Revenue and the Team</b> <b>NSQF Level 5.5</b>	<b>60:00</b>	<b>90:00</b>	<b>120:00</b>	<b>00:00</b>	<b>270:00</b>
Module 4: Manage Hotel Revenue	30:00	45:00	60:00	00:00	135:00
Module 5: Handle Revenue Management Team	30:00	45:00	60:00	00:00	135:00
<b>THC/N9902 &amp; V2.0 – Ensure Effective Communication and Service Standard at Workplace</b>	<b>15:00</b>	<b>15:00</b>	<b>00:00</b>	<b>00:00</b>	<b>30:00</b>

<b>NSQF Level 5.5</b>					
Module 6: Promote Effective Communication and Service Standard	15:00	15:00	00:00	00:00	30:00
<b>THC/N9910 &amp; V4.0 – Ensure to Maintain Organizational Confidentiality and Guest’s Privacy</b> <b>NSQF Level 5.5</b>	<b>15:00</b>	<b>15:00</b>	<b>00:00</b>	<b>00:00</b>	<b>30:00</b>
Module 7: Organizational Confidentiality and Guest’s privacy	15:00	15:00	00:00	00:00	30:00
<b>THC/N9907 &amp; V2.0 – Monitor and Maintain Health, Hygiene and Safety at Workplace</b> <b>NSQF Level 5.5</b>	<b>15:00</b>	<b>15:00</b>	<b>00:00</b>	<b>00:00</b>	<b>30:00</b>
Module 8: Monitor Health and Safety Standard	15:00	15:00	00:00	00:00	30:00
<b>DGT/VSQ/N0103: Employability Skills (90 Hours)</b>	<b>40:00</b>	<b>50:00</b>	<b>00:00</b>	<b>00:00</b>	<b>90:00</b>
Module 9. Introduction to Employability Skills	01:30	01:30	00:00	00:00	03:00
Module 10. Constitutional values – Citizenship	0:30	01:00	00:00	00:00	01.30
Module 11. Becoming a Professional in the 21st Century	02:00	03:00	00:00	00:00	05:00
Module 12. Basic English Skills	04:00	06:00	00:00	00:00	10:00
Module 13. Career Development & Goal Setting	01:00	03:00	00:00	00:00	04:00
Module 14. Communication Skills	04:00	06:00	00:00	00:00	10:00
Module 15. Diversity & Inclusion	01:00	01:30	00:00	00:00	02.30
Module 16. Financial and Legal Literacy	05:00	05:00	00:00	00:00	10:00
Module 17. Essential Digital Skills	10:00	10:00	00:00	00:00	20:00
Module 18. Entrepreneurship	03:00	04:00	00:00	00:00	07:00
Module 19. Customer Service	04:00	05:00	00:00	00:00	09:00
Module 20. Getting Ready for Apprenticeship & Jobs	04:00	04:00	00:00	00:00	08:00
<b>Total Duration</b>	<b>205:00</b>	<b>275:00</b>	<b>180:00</b>	<b>00:00</b>	<b>660:00</b>

# Module Details

## Module 1: Introduction to the Hotel Industry and Role of Revenue Manager Bridge Module

### Terminal Outcomes:

- Outline the overview of Skill India Mission
- Describe the scope of Hospitality Industry
- Define the roles and responsibilities of a Revenue Manager
- Explain the scope of work for a Revenue Manager

<b>Duration:</b> 05:00	<b>Duration:</b> 00:00
<b>Theory – Key Learning Outcomes</b>	<b>Practical – Key Learning Outcomes</b>
<ul style="list-style-type: none"> <li>• Discuss the objectives and benefits of the Skill India Mission</li> <li>• Describe the Tourism and Hospitality Industry and its sub-sectors</li> <li>• Elaborate the hierarchy of hotel of small, medium and large establishments</li> <li>• Explain basic terminology used in hospitality parlance</li> <li>• Elaborate the job role and job opportunity for Revenue Manager in the Tourism and Hospitality Industry</li> </ul>	NA
<b>Classroom Aids</b>	
Whiteboard, Markers, Duster, Projector, Laptop, Presentation	
<b>Tools, Equipment and Other Requirements</b>	
NA	

## Module 2: Conduct Data and Competitor Analysis to Formulate Strategies

Mapped to THC/N0134 & V4.0

### Terminal Outcomes:

- Apply appropriate practices to analyse trends and reservation for hotels
- Describe various techniques to analysis competition for increasing reservation and more revenue

<b>Duration: 40:00</b>	<b>Duration: 50:00</b>
<b>Theory – Key Learning Outcomes</b>	<b>Practical – Key Learning Outcomes</b>
<ul style="list-style-type: none"> <li>• Discuss the statistical analysis techniques</li> <li>• Describe the procedure to conduct trend analysis for the hotels</li> <li>• Discuss various techniques to analyse competition for increased reservation and more revenue</li> <li>• Explain the marketing channel management procedures</li> <li>• Elaborate on the market segmentation and analysis process</li> </ul>	<ul style="list-style-type: none"> <li>• Role play a situation on how to coordinate with front desk person to track guest trends and reservations</li> <li>• Apply appropriate approach to conduct analysis of citywide and special events</li> <li>• Apply proper procedure to analyse trends in group inventories, rates and economy to determine the demand for hotel reservations based on tourism and business travel</li> <li>• Employ proper process to examine and monitor marketing channels, and other account production</li> <li>• Apply appropriate method to evaluate the prices of the competitor to determine competitive prices for increasing reservations and generating more revenue</li> <li>• Apply proper process to monitor and analyse competition through the internet, news reports, etc. for the shift in demand and strategy and to identify emerging trends</li> <li>• Employ proper practices to identify the business mix of the competitors for recognizing similar hotels to their own business and their potential advantages</li> </ul>
<b>Classroom Aids</b>	
Training kit (Trainer guide, Presentations), White board, Marker, Projector, Laptop, Presentation, Participant Handbook and Related Standard Operating Procedures	
<b>Tools, Equipment and Other Requirements</b>	
Sample list of special events, Required marketing channel	



## Module 3: Develop and Implement Pricing Strategies

Mapped to THC/N0134 & V4.0

### Terminal Outcomes:

- Apply appropriate method to identify new revenue opportunities through market analysis
- Explain the price management techniques and 4Ps of the marketing mix
- Describe the process to create promotional campaigns for increasing revenue
- Create sample pricing strategies mentioning building rates for rooms, packages, discount and special rates
- Prepare sample financial policies, regulations and revenue recognition strategies

Duration: 15:00	Duration: 40:00
Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
<ul style="list-style-type: none"> <li>• Explain the procedure to conduct market analysis to identify new revenue opportunities and keys to build a better business</li> <li>• Discuss the methods to forecast future demand, monthly revenue and pricing trends</li> <li>• Explain the role of supply &amp; demand, cost and value in pricing and techniques to set room rates and other prices to keep the hotel pricing competitive and earn revenue</li> <li>• Discuss revenue management principles, different legal and ethical aspects of revenue management and revenue optimization process</li> <li>• Elaborate effective ways of implementing revenue management operations, procedures and best practices to maximize demand generators</li> <li>• Discuss effective ways to establish goals and benchmarks to effectively measure revenue performance and evaluation procedure for revenue-generating efficiency and revenue change</li> <li>• Elaborate on the process of implementing various tools to automate and streamline consultations and document the action plans</li> <li>• Discuss the 4Ps of marketing mix and ways to explore and provide variations in the market mix for additional revenue without increasing costs</li> </ul>	<ul style="list-style-type: none"> <li>• Role-play a situation to communicate revenue opportunities to management</li> <li>• Prepare sample pricing strategies mentioning building rates for rooms, packages, discount and special rates</li> <li>• Draft sample financial policies, regulations and revenue recognition strategies</li> <li>• Employ proper techniques to review and recommend improvements to existing revenue management functions and develop internal controls system to support them</li> <li>• Create a sample promotional campaigning plan to generate business</li> <li>• Dramatize how to provide financial expertise for revenue improvements</li> <li>• Prepare sample innovative marketing strategies for attracting guest from different key segments and targeted propositions for marketing</li> <li>• Apply various approaches and techniques to critically analyse strategies, room's statistics, and demand factors</li> </ul>



<ul style="list-style-type: none"> <li>State the significance of fostering a culture of revenue management throughout all departments of the hotel</li> </ul>	
<b>Classroom Aids</b>	
Training kit (Trainer guide, Presentations), White board, Marker, Projector, Laptop, Presentation, Participant Handbook and Related Standard Operating Procedures	
<b>Tools, Equipment and Other Requirements</b>	
Sample pricing strategies, financial policies, regulations and revenue recognition strategies etc.	

## Module 4: Manage Hotel Revenue

Mapped to THC/N0135 & V4.0

### Terminal Outcomes:

- Employ proper practices to assist senior management in budget preparation and expense control activities
- Create sample revenue reports and financial statements
- Explain the financial management and accounting process to determine the hotel's revenue after expenditures
- Describe the procedure to analyze and determine the effectiveness of the marketing of hotel across electronic distribution channels

Duration: 30:00	Duration: 45:00
Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
<ul style="list-style-type: none"> <li>• Discuss the budget preparation process and expense control techniques</li> <li>• Elaborate the principles of financial management and accounting process</li> <li>• Discuss the revenue and expenditure analysis techniques and ways to increase revenue</li> <li>• Explain revenue management standards and importance of maintaining revenue management systems</li> <li>• Discuss impact analysis techniques</li> <li>• State the significance for providing management with qualified analysis on booking, occupancy, average rate, and rooms profit etc.</li> <li>• Elaborate maintenance procedures of distribution channels and ways to manage digital presence of the hotel</li> <li>• State the importance of ensuring the accuracy and consistency of room statistics reports, including the financial statement, and any other related reports and proper maintenance of all revenue management related systems, like Opera/Fidelio/Protel, etc.</li> <li>• Elaborate the procedure to analyze and determine the effectiveness of the marketing of hotel across electronic distribution channels</li> </ul>	<ul style="list-style-type: none"> <li>• Apply appropriate accounting procedures to determine revenue after the expenditure</li> <li>• Draft sample revenue reports and financial statements</li> <li>• Apply proper methods to analyze financial statements and determine monthly revenues and expenses</li> <li>• Role-play a situation to report financial information to general managers and provide suggestion for increasing revenue through changes in pricing and efforts in generating more business</li> <li>• Show how to assist the management in revenue accounting and closing processes as well as resolve revenue-related issues</li> <li>• Apply proper methods to review and measure hotel revenue performance against established goals and ensure overall development and implementation of rate and occupancy</li> <li>• Dramatize a situation on how to coordinate with departments to develop property-specific strategies to ensure positive growth</li> <li>• Employ appropriate procedure for working on all revenue management projects as requested e.g., implementing formal end of the month reporting process, providing roll-up reporting for corporate users and the brand team, etc.</li> </ul>

### Classroom Aids

Training kit (Trainer guide, Presentations), White board, Marker, Projector, Laptop, Presentation, Participant Handbook and Related Standard Operating Procedures

### Tools, Equipment and Other Requirements

Sample budget, revenue reports and financial statements etc. Required distribution channels

## Module 5: Handle Revenue Management Team

Mapped to THC/N0135 & V4.0

### Terminal Outcomes:

- Apply proper methods to assess the resource requirement for the revenue management team
- Perform the steps to delegate and brief the task to the team members
- Perform the tasks to manage the team and provide them with appropriate training

Duration: 30:00	Duration: 45:00
Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
<ul style="list-style-type: none"> <li>• Explain the procedure to conduct meetings, orientations, and training for team</li> <li>• Discuss effective methods of developing training material and schedules</li> <li>• List various employee performance parameters</li> <li>• Describe the effective ways to giving constructive feedback to team members</li> <li>• Explain the team management techniques and conflict management strategies</li> <li>• Discuss effective ways to implement new initiatives to improve the performance of the team</li> <li>• State significance to ensure that team members follow standard procedures at all times</li> </ul>	<ul style="list-style-type: none"> <li>• Apply proper methods to assess the resource requirement for the revenue management team</li> <li>• Dramatize a situation to delegate tasks and debrief the team members</li> <li>• Role-play on how to organize team meeting to get feedback, update, and maintaining good relationship among team members</li> <li>• Apply proper procedure to manage orientation and training program on the revenue management</li> <li>• Apply appropriate procedure to complete and administer employee performance appraisals</li> <li>• Role play on how to resolve conflicts among the team members</li> </ul>
Classroom Aids	
Training kit (Trainer guide, Presentations), White board, Marker, Projector, Laptop, Presentation, Participant Handbook and Related Standard Operating Procedures	
Tools, Equipment and Other Requirements	
Sample work plan, training schedule, training plan for new hiring, succession plan etc.	

## Module 6: Promote Effective Communication and Service Standard

Mapped to THC/N9902 & V2.0

### Terminal Outcomes:

- Apply appropriate practices while communicating effectively with guests, team members, and superiors
- Employ appropriate expertise to promote professional etiquette
- Perform the steps of ensuring sensitization towards different age groups, gender and persons with disabilities

Duration: 15:00	Duration: 15:00
Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
<ul style="list-style-type: none"> <li>• Discuss the importance of professionalism, etiquette and ethical behaviour at the workplace</li> <li>• Explain the importance of maintaining hygiene and wearing designated uniform</li> <li>• Discuss the importance of effective communication</li> <li>• Explain the importance of guest satisfaction and guest feedback</li> <li>• Outline the procedure and policy of handling complaints and feedback constructively</li> <li>• Discuss different ways to enhance guest experience</li> <li>• Describe various ways to handle team members</li> <li>• Discuss different ways to provide feedback to the team members</li> <li>• Explain the importance of gender and age sensitivity</li> <li>• Discuss gender and age-specific requirements of the guests</li> <li>• Discuss the specific needs of People with Disabilities</li> <li>• Discuss the standard policy to prevent Sexual harassment at workplace</li> <li>• Discuss the importance of timely submission of guests' feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate the standard procedure to welcome and greet the guests</li> <li>• Dramatize personal integrity and communication etiquette while interacting with guests, colleagues, and superiors</li> <li>• Role play a situation on how to handle guests' dissatisfaction and complaints effectively</li> <li>• Employ appropriate practices to motivate the team members to maintain communication etiquette, provide peer feedback, and adhere to the dress code</li> <li>• Role play how to ensure behavioural etiquette towards all ages, genders and differently abled people as per specification</li> <li>• Prepare a sample report regarding guests' feedback</li> </ul>
<b>Classroom Aids</b>	
Training kit (Trainer guide, Presentations), White board, Marker, Projector, Laptop, Presentation, Participant Handbook and Related Standard Operating Procedures	
<b>Tools, Equipment and Other Requirements</b>	
Sample of escalation matrix, Organisation structure	

## Module 7: Organizational Confidentiality and Guest's Privacy

Mapped to THC/N9910 & V4.0

### Terminal Outcomes:

- Explain how to protect the confidentiality of the organization
- Perform the activities to protect the privacy of guest information

<b>Duration:</b> 15:00	<b>Duration:</b> 15:00
<b>Theory – Key Learning Outcomes</b>	<b>Practical – Key Learning Outcomes</b>
<ul style="list-style-type: none"> <li>• Explain the significance of ensuring organizational confidentiality and guest privacy in the hospitality industry</li> <li>• Discuss the Intellectual Property issues and policies affecting the organization and guest privacy</li> <li>• Explain the procedures to protect the infringement of IPR to the concerned person</li> <li>• Discuss the usage, storage and disposal procedures of confidential information as per specification</li> </ul>	<ul style="list-style-type: none"> <li>• Employ appropriate ways to ensure usage, storage and disposal of the organisational and guest information</li> </ul>
<b>Classroom Aids</b>	
Training kit (Trainer guide, Presentations), White board, Marker, Projector, Laptop, Presentation, Participant Handbook and Related Standard Operating Procedures	
<b>Tools, Equipment and Other Requirements</b>	
Handouts of IPR guidelines and regulations	

## Module 8: Monitor Health and Safety Standard

Mapped to THC/N9907 & V2.0

### Terminal Outcomes:

- Perform the activities of ensuring health, hygiene, and safety practices at workplace
- Explain standard ways to prevent health issues
- Describe how to minimize potential risks and hazards
- Employ effective waste management techniques

Duration: 15:00	Duration: 15:00
Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
<ul style="list-style-type: none"> <li>• Discuss the concept and importance of personal and workplace hygiene</li> <li>• Discuss procedure to maintain personal hygiene</li> <li>• Explain the compliance norms to ensure cleanliness and sanitization of the workplace and related equipment</li> <li>• Describe standard safety procedures to be followed while handling tools, material, and equipment</li> <li>• Outline the purpose and usage of various Personal Protective Equipment (PPE) required at the workplace</li> <li>• Explain the importance of preventive health check-up organized by the company</li> <li>• List the components of the first-aid kit</li> <li>• Describe the methods to minimize accidental risks and potential hazards in the workplace</li> <li>• Explain different safety warning signs and labels at workplace</li> <li>• Discuss ways to identify and segregate different types of waste at the workplace</li> <li>• Explain the procedure to report accident and other health related issues as per SOP</li> </ul>	<ul style="list-style-type: none"> <li>• Employ appropriate inspection method to ensure routine cleaning and sanitization of tools, equipment, crockery and other articles</li> <li>• Dramatize a situation to ensure work area is clean, hygienic and hazard free</li> <li>• Demonstrate how to use and dispose of relevant protective equipment as per tasks and work conditions</li> <li>• Apply appropriate practices to follow basic first-aid procedures by self and team members</li> <li>• Apply effective waste management procedures at the workplace depending on the types of waste</li> <li>• Role play a situation on reporting safety and security issues to the concerned authority</li> <li>• Prepare a sample incident report</li> </ul>
<b>Classroom Aids</b>	
Training kit (Trainer guide, Presentations), White board, Marker, Projector, Laptop, Presentation, Participant Handbook and Related Standard Operating Procedures	
<b>Tools, Equipment and Other Requirements</b>	
Personal Protection Equipment: Safety glasses, Head protection, Rubber gloves, Safety footwear, Warning signs and tapes, Fire extinguisher, First aid kit, Relevant Standard Operating Procedures and Sample reports	



## Module 9: Introduction to Employability Skills

*Mapped to: DGT/VSQ/N0103*

### Terminal Outcomes:

- Discuss about Employability Skills in meeting the job requirements

<b>Duration: 01:00</b>	<b>Duration: 01:30</b>
<b>Theory – Key Learning Outcomes</b>	<b>Practical – Key Learning Outcomes</b>
<ul style="list-style-type: none"> <li>• Outline the importance of Employability Skills for the current job market and future of work</li> <li>• List different learning and employability related GOI and private portals and their usage</li> </ul>	<ul style="list-style-type: none"> <li>• Research and prepare a note on different industries, trends, required skills and the available.</li> </ul>
<b>Classroom Aids</b>	
LCD Projector for PPT and Video Presentation, Speakers, and Whiteboard & marker	
<b>Tools, Equipment and Other Requirements</b>	

## Module 10: Constitutional values - Citizenship

*Mapped to: DGT/VSQ/N0103*

### Terminal Outcomes:

- Discuss about constitutional values to be followed to become a responsible citizen

<b>Duration:</b> 00:30	<b>Duration:</b> 01:00
<b>Theory – Key Learning Outcomes</b>	<b>Practical – Key Learning Outcomes</b>
<ul style="list-style-type: none"> <li>• Explain the constitutional values, including civic rights and duties, citizenship, responsibility towards society and personal values and ethics such as honesty, integrity, caring and respecting others that are required to become a responsible citizen</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate how to practice different environmentally sustainable practices</li> </ul>
<b>Classroom Aids</b>	
LCD Projector for PPT and Video Presentation, Speakers, and Whiteboard & marker	
<b>Tools, Equipment and Other Requirements</b>	

## Module 11: Becoming a Professional in the 21st Century

*Mapped to: DGT/VSQ/N0103*

### Terminal Outcomes:

- Demonstrate professional skills required in 21<sup>st</sup> century

<b>Duration: 02:00</b>	<b>Duration: 03:00</b>
<b>Theory – Key Learning Outcomes</b>	<b>Practical – Key Learning Outcomes</b>
<ul style="list-style-type: none"> <li>• Discuss relevant 21st century skills required for employment</li> </ul>	<ul style="list-style-type: none"> <li>• Highlight the importance of practicing 21st century skills like Self-Awareness, Behavior Skills, time management, critical and adaptive thinking, problem-solving, creative thinking, social and cultural awareness, emotional awareness, learning to learn etc. in personal or professional life</li> <li>• Create a pathway for adopting a continuous learning mindset for personal and professional development</li> </ul>
<b>Classroom Aids</b>	
LCD Projector for PPT and Video Presentation, Speakers, and Whiteboard & marker	
<b>Tools, Equipment and Other Requirements</b>	

## Module 12: Basic English Skills

*Mapped to: DGT/VSQ/N0103*

### Terminal Outcomes:

- Practice basic English speaking.

<b>Duration: 04:00</b>	<b>Duration: 06:00</b>
<b>Theory – Key Learning Outcomes</b>	<b>Practical – Key Learning Outcomes</b>
<ul style="list-style-type: none"> <li>Read and understand text written in basic English</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Show how to use basic English sentences for everyday conversation in different contexts, in person and over the telephone</li> <li>Write a short note/paragraph / letter/e - mail using correct basic English</li> </ul>
<b>Classroom Aids</b>	
LCD Projector for PPT and Video Presentation, Speakers, and Whiteboard & marker	
<b>Tools, Equipment and Other Requirements</b>	

## Module 13: Career Development & Goal Setting

*Mapped to: DGT/VSQ/N0103*

### Terminal Outcomes:

- Demonstrate Career Development & Goal Setting skills

<b>Duration: 01:00</b>	<b>Duration: 03:00</b>
<b>Theory – Key Learning Outcomes</b>	<b>Practical – Key Learning Outcomes</b>
<ul style="list-style-type: none"> <li>• Discuss need of career development plan</li> </ul>	<ul style="list-style-type: none"> <li>• Create a career development plan</li> <li>• Identify well-defined short- and long-term goals</li> </ul>
<b>Classroom Aids</b>	
LCD Projector for PPT and Video Presentation, Speakers, and Whiteboard & marker	
<b>Tools, Equipment and Other Requirements</b>	

## Module 14: Communication Skills

*Mapped to: DGT/VSQ/N0103*

### Terminal Outcomes:

- Practice basic communication skills

<b>Duration: 04:00</b>	<b>Duration: 06:00</b>
<b>Theory – Key Learning Outcomes</b>	<b>Practical – Key Learning Outcomes</b>
<ul style="list-style-type: none"> <li>• Explain the importance of communication etiquette including active listening for effective communication</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate how to communicate effectively using verbal and nonverbal communication etiquette</li> <li>• Write a brief note/paragraph on a familiar topic</li> <li>• Role play a situation on how to work collaboratively with others in a team</li> </ul>
<b>Classroom Aids</b>	
LCD Projector for PPT and Video Presentation, Speakers, and Whiteboard & marker	
<b>Tools, Equipment and Other Requirements</b>	

## Module 15: Diversity & Inclusion

*Mapped to: DGT/VSQ/N0103*

### Terminal Outcomes:

- Describe PwD and gender sensitization

<b>Duration:</b> 01:00	<b>Duration:</b> 01:30
<b>Theory – Key Learning Outcomes</b>	<b>Practical – Key Learning Outcomes</b>
<ul style="list-style-type: none"> <li>Discuss the significance of escalating sexual harassment issues as per POSH act</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate how to behave, communicate, and conduct appropriately with all genders and PwD</li> </ul>
<b>Classroom Aids</b>	
LCD Projector for PPT and Video Presentation, Speakers, and Whiteboard & marker	
<b>Tools, Equipment and Other Requirements</b>	



## Module 16: Financial and Legal Literacy

*Mapped to: DGT/VSQ/N0103*

### Terminal Outcomes:

- Describe ways of managing expenses, income, and savings.

<b>Duration: 05:00</b>	<b>Duration: 05:00</b>
<b>Theory – Key Learning Outcomes</b>	<b>Practical – Key Learning Outcomes</b>
<ul style="list-style-type: none"> <li>Discuss various financial institutions, products, and services</li> <li>Explain the common components of salary such as Basic, PF, Allowances (HRA, TA, DA, etc.), tax deductions</li> <li>Discuss the legal rights, laws, and aids</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate how to conduct offline and online financial transactions, safely and securely and check passbook/statement</li> <li>Calculate income and expenditure for budgeting</li> </ul>
<b>Classroom Aids</b>	
LCD Projector for PPT and Video Presentation, Speakers, and Whiteboard & marker	
<b>Tools, Equipment and Other Requirements</b>	

## Module 17: Essential Digital Skills

*Mapped to: DGT/VSQ/N0103*

### Terminal Outcomes:

- Demonstrate procedure of operating digital devices and associated applications safely.

<b>Duration: 10:00</b>	<b>Duration: 10:00</b>
<b>Theory – Key Learning Outcomes</b>	<b>Practical – Key Learning Outcomes</b>
<ul style="list-style-type: none"> <li>• Describe the role of digital technology in day-to-day life and the workplace</li> <li>• Discuss the significance of displaying responsible online behavior while using various social media platforms</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrate how to operate digital devices and use the associated applications and features, safely and securely</li> <li>• Demonstrate how to connect devices securely to internet using different means</li> <li>• Follow the dos and don'ts of cyber security to protect against cyber crimes</li> <li>• Create an e-mail id and follow e- mail etiquette to exchange e -mails</li> <li>• Show how to create documents, spreadsheets and presentations using appropriate applications</li> <li>• utilize virtual collaboration tools to work effectively</li> </ul>
<b>Classroom Aids</b>	
LCD Projector for PPT and Video Presentation, Speakers, and Whiteboard & marker	
<b>Tools, Equipment and Other Requirements</b>	

## Module 18: Entrepreneurship

Mapped to: DGT/VSQ/N0103

### Terminal Outcomes:

- Describe opportunities as an entrepreneur

<b>Duration:</b> 03:00	<b>Duration:</b> 04:00
<b>Theory – Key Learning Outcomes</b>	<b>Practical – Key Learning Outcomes</b>
<ul style="list-style-type: none"> <li>Explain the types of entrepreneurship and enterprises</li> <li>Discuss how to identify opportunities for potential business, sources of funding and associated financial and legal risks with its mitigation plan</li> <li>Describe the 4Ps of Marketing-Product, Price, Place and Promotion and apply them as per requirement</li> </ul>	<ul style="list-style-type: none"> <li>Create a sample business plan, for the selected business opportunity</li> </ul>
<b>Classroom Aids</b>	
LCD Projector for PPT and Video Presentation, Speakers, and Whiteboard & marker	
<b>Tools, Equipment and Other Requirements</b>	

## Module 19: Customer Service

*Mapped to: DGT/VSQ/N0103*

### Terminal Outcomes:

- Describe ways of maintaining customer

<b>Duration: 04:00</b>	<b>Duration: 05:00</b>
<b>Theory – Key Learning Outcomes</b>	<b>Practical – Key Learning Outcomes</b>
<ul style="list-style-type: none"> <li>Classify different types of customers</li> <li>Discuss various tools used to collect customer feedback</li> <li>Discuss the significance of maintaining hygiene and dressing appropriately</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate how to identify customer needs and respond to them in a professional manner</li> </ul>
<b>Classroom Aids</b>	
LCD Projector for PPT and Video Presentation, Speakers, and Whiteboard & marker	
<b>Tools, Equipment and Other Requirements</b>	

## Module 20: Getting ready for Apprenticeship & jobs

*Mapped to: DGT/VSQ/N0103*

### Terminal Outcomes:

- Describe ways of preparing for apprenticeship & Jobs appropriately.

<b>Duration: 04:00</b>	<b>Duration: 04:00</b>
<b>Theory – Key Learning Outcomes</b>	<b>Practical – Key Learning Outcomes</b>
<ul style="list-style-type: none"> <li>Discuss the significance of maintaining hygiene and dressing appropriately for an interview</li> <li>List the steps for searching and registering for apprenticeship opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Draft a professional Curriculum Vitae (CV)</li> <li>Use various offline and online job search sources to find and apply for jobs</li> <li>Role play a mock interview</li> </ul>
<b>Classroom Aids</b>	
LCD Projector for PPT and Video Presentation, Speakers, and Whiteboard & marker	
<b>Tools, Equipment and Other Requirements</b>	

## Module 21: On-the-Job Training

### Mapped to Revenue Manager

**Mandatory Duration: 180:00**

**Recommended Duration: 00:00**

**Location: On Site**

#### Terminal Outcomes

- Role play a situation on how to coordinate with front desk person to track guest trends and reservations
- Apply appropriate approach to conduct analysis of citywide and special events
- Apply proper procedure to analyse trends in group inventories, rates and economy to determine the demand for hotel reservations based on tourism and business travel
- Employ proper process to examine and monitor marketing channels, and other account production
- Apply appropriate method to evaluate the prices of the competitor to determine competitive prices for increasing reservations and generating more revenue
- Apply proper process to monitor and analyse competition through the internet, news reports, etc. for the shift in demand and strategy and to identify emerging trends
- Employ proper practices to identify the business mix of the competitors for recognizing similar hotels to their own business and their potential advantages
- Role-play a situation to communicate revenue opportunities to management
- Prepare sample pricing strategies mentioning building rates for rooms, packages, discount and special rates
- Draft sample financial policies, regulations and revenue recognition strategies
- Employ proper techniques to review and recommend improvements to existing revenue management functions and develop internal controls system to support them
- Create a sample promotional campaigning plan to generate business
- Dramatize how to provide financial expertise for revenue improvements
- Prepare sample innovative marketing strategies for attracting guest from different key segments and targeted propositions for marketing
- Apply various approaches and techniques to critically analyse strategies, room's statistics, and demand factors
- Apply appropriate accounting procedures to determine revenue after the expenditure
- Draft sample revenue reports and financial statements
- Apply proper methods to analyze financial statements and determine monthly revenues and expenses
- Role-play a situation to report financial information to general managers and provide suggestion for increasing revenue through changes in pricing and efforts in generating more business
- Show how to assist the management in revenue accounting and closing processes as well as resolve revenue-related issues
- Apply proper methods to review and measure hotel revenue performance against established goals and ensure overall development and implementation of rate and occupancy
- Dramatize a situation on how to coordinate with departments to develop property-specific strategies to ensure positive growth
- Employ appropriate procedure for working on all revenue management projects as requested e.g., implementing formal end of the month reporting process, providing roll-up reporting for corporate users and the brand team, etc.
- Apply appropriate techniques to promote effective communication standard and

etiquette while interacting with guests, colleagues, and superiors

- Role play on how to segregate and dispose of the waste as per the standards
- Demonstrate strong communication skills and workplace etiquette to achieve a smooth workflow
- Perform the steps to ensure sensitization towards different age groups, gender, and persons with disabilities
- Demonstrate the process of monitoring confidentiality of the organizational information and guests' privacy
- Employ appropriate practices to maintain personal and team hygiene and grooming at workplace
- Dramatize a situation on how to identify hazards at workplace and report to the higher authority
- Perform basic activities to ensure gender and age-sensitive service practices
- Perform all the activities to ensure health, hygiene, and safety standards at the workplace



# Annexure

## Trainer Requirements

Trainer Prerequisites						
Minimum Educational Qualification	Specialization	Relevant Industry Experience		Training Experience		Remarks
		Years	Specialization	Years	Specialization	
Diploma / Degree / Postgraduate	Hotel/ Hospitality	5	Front Office	1	Front Office	

Trainer Certification	
Domain Certification	Platform Certification
“Revenue Manager”, “THC/Q0112”, Minimum accepted score is 80%	Recommended that the trainer is certified for the job role “Trainer (VET and skills)” ,mapped to the qualification pack “MEP/Q2601, V2.0” . The minimum accepted score is 80%

## Assessor Requirements

Assessor Prerequisites						
Minimum Educational Qualification	Specialization	Relevant Industry Experience		Training Experience		Remarks
		Years	Specialization	Years	Specialization	
Diploma / Degree / Postgraduate	Hotel/ Hospitality	5	Front Office	0	-	-

Assessor Certification	
Domain Certification	Platform Certification
"Revenue Manager", "THC/Q0112", Minimum accepted score is 80%	Recommended that the assessor is certified for the job role "Assessor (VET and skills)", mapped to the qualification pack "MEP/Q2701, V2.0". The minimum accepted score is 80%

## Assessment Strategy

This section includes the processes involved in identifying, gathering and interpreting information to evaluate the learner on the required competencies of the program.

1. Assessment System Overview:
  - Batches assigned to the assessment agencies for conducting the assessment on SDSM/SIP or email
  - Assessment agencies send the assessment confirmation to VTP/TC looping SSC
  - Assessment agency deploys the ToA certified Assessor for executing the assessment
  - SSC monitors the assessment process & records
  - If the batch size is more than 30, then there should be 2 Assessors.
2. Testing Environment: Assessor must:
  - Confirm that the centre is available at the same address as mentioned on SDMS or SIP
  - Check the duration of the training.
  - Check the Assessment Start and End time to be as 10 a.m. and 5 p.m.
  - Check that the allotted time to the candidates to complete Theory & Practical Assessment is correct.
  - Check the mode of assessment—Online (TAB/Computer) or Offline (OMR/PP).
  - Confirm the number of TABs on the ground are correct to execute the Assessment smoothly.
  - Check the availability of the Lab Equipment for the particular Job Role.
3. Assessment Quality Assurance levels / Framework:
  - Question papers created by the Subject Matter Experts (SME)
  - Question papers created by the SME should be verified by the other subject Matter Experts along with the approval required from THSC
  - Questions are mapped with NOS and PC
  - Question papers are prepared considering that level 1 to 3 is for the unskilled & semi-skilled individuals, and level 4 and above are for the skilled, supervisor & higher management
  - Assessor must be ToA certified
  - Assessment agency must follow the assessment guidelines to conduct the assessment
4. Types of evidence or evidence-gathering protocol:
  - Time-stamped & geotagged reporting of the assessor from assessment location
  - Centre photographs with signboards and scheme specific branding
  - Biometric or manual attendance sheet (stamped by TP) of the trainees during the training period
  - Time-stamped & geotagged assessment (Theory + Viva + Practical) photographs & videos
5. Method of verification or validation:
  - Surprise visit to the assessment location
  - Random audit of the batch
  - Random audit of any candidate
6. Method for assessment documentation, archiving, and access
  - Hard copies of the documents are stored
  - Soft copies of the documents & photographs of the assessment are uploaded / accessed from Cloud Storage and are stored in the Hard Drives

## References

## Glossary

Term	Description
<b>Declarative Knowledge</b>	Declarative knowledge refers to facts, concepts and principles that need to be known and/or understood in order to accomplish a task or to solve a problem.
<b>Key Learning Outcome</b>	Key learning outcome is the statement of what a learner needs to know, understand and be able to do in order to achieve the terminal outcomes. A set of key learning outcomes will make up the training outcomes. Training outcome is specified in terms of knowledge, understanding (theory) and skills (practical application).
<b>OJT (M)</b>	On-the-job training (Mandatory); trainees are mandated to complete specified hours of training on site
<b>OJT (R)</b>	On-the-job training (Recommended); trainees are recommended the specified hours of training on site
<b>Procedural Knowledge</b>	Procedural knowledge addresses how to do something, or how to perform a task. It is the ability to work, or produce a tangible work output by applying cognitive, affective or psychomotor skills.
<b>Training Outcome</b>	Training outcome is a statement of what a learner will know, understand and be able to do upon the completion of the training.
<b>Terminal Outcome</b>	Terminal outcome is a statement of what a learner will know, understand and be able to do upon the completion of a module. A set of terminal outcomes help to achieve the training outcome.

## Acronyms and Abbreviations

Term	Description
QP	Qualification Pack
NSQF	National Skills Qualification Framework
NSQC	National Skills Qualification Committee
NOS	National Occupational Standards
TVET	Technical and Vocational Education and Training
HACCP	Hazard Analysis and Critical Control Points
OH&S	Occupational Health and Safety
PPE	Personal Protective Equipment
IPR	Intellectual Property Rights
ISO	The International Organization for Standardization