



Model Curriculum

QP Name: Front Office Manager

QP Code: THC/Q0105

QP Version: 1.0

NSQF Level: 7

Model Curriculum Version: 1.0

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Training Parameters

Sector	Tourism and Hospitality
Sub-Sector	Hotels
Occupation	Front Office Management
Country	India
NSQF Level	7
Aligned to NCO/ISCO/ISIC Code	NCO-2015/ NIL
Minimum Educational Qualification and Experience	Graduate with 8 years of experience as a Duty Manager OR 3 Years Diploma (After class 12th) in relevant trade with 10 Years of relevant experience OR Certificate-NSQF (level - 6 Duty Manager) with 4 Years of Relevant experience
Pre-Requisite License or Training	NA
Minimum Job Entry Age	28 years
Last Reviewed On	24/02/2022
Next Review Date	24/02/2025
NSQC Approval Date	24/02/2022
QP Version	1.0
Model Curriculum Creation Date	24/02/2022
Model Curriculum Valid Up to Date	24/02/2025
Model Curriculum Version	1.0
Minimum Duration of the Course	2512 Hours, 0 Minutes
Maximum Duration of the Course	2512 Hours, 0 Minutes

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 procedure to manage front office staff and operations
- Prepare a sample job descriptions and performance parameters like KRA and KPI for the front office staff
- Employ appropriate methods to prepare budget and reports of front office
- Draft a sample annual budget for the front office department
- Describe the ways to promote effective communication in the organization and interpersonal skills
- Perform the activities to develop sensitization towards gender and persons with disability
- Employ appropriate professional expertise to maintain confidentiality of the organizational information and guests' privacy
- Apply proper practices to create and Implement health, hygiene, and safety practices at the workplace.
- Perform effective waste management

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
Bridge Module	08:00	00:00	00:00	00:00	08:00
Module 1: Introduction to Tourism and Hospitality Industry and Front Office Manager	08:00	00:00	00:00	00:00	08:00
THC/N0121: Manage Front Office Staff and Operations NOS Version No. 1.0 NSQF Level 7	228:00	276:00	1084:00	00:00	1588:00
Module 2: Manage Front Office Staff	104:00	128:00	484:00	00:00	716:00
Module 3: Manage Front Office Operations	124:00	148:00	600:00	00:00	872:00
THC/N0122: Prepare Budget and Reports NOS Version No. 1.0 NSQF Level 7	104:00	112:00	480:00	00:00	696:00
Module 4: Prepare Budget and Reports	104:00	112:00	480:00	00:00	696:00

THC/N9911– Promote Hospitable and Courteous Behavior NOS Version No. 1.0 NSQF Level 7	32:00	48:00	32:00	00:00	112:00
Module 5: Communication and Interpersonal Skills	32:00	48:00	32:00	00:00	112:00
THC/N9910 – Ensure to Maintain Organizational Confidentiality and Guest’s Privacy NOS Version No. 2.0 NSQF Level 6	16:00	04:00	08:00	00:00	28:00
Module 6: Organizational Confidentiality and Guest’s privacy	16:00	04:00	08:00	00:00	28:00
THC/N9912 Create and Maintain a Safe and Healthy Workplace NOS Version No. 1.0 NSQF Level 7	24:00	40:00	16:00	00:00	80:00
Module 7: Create and Maintain Health and Safety Standards	24:00	40:00	16:00	00:00	80:00
Total Duration	412:00	480:00	1620:00	00:00	2512:00

Module Details

Module 1: Introduction to Tourism and Hospitality Industry and Front Office Manager

Bridge Module

Terminal Outcomes:

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

Duration: 08:00	Duration: 00:00
Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
<ul style="list-style-type: none"> • Discuss the objectives and benefits of the Skill India Mission • Describe the Tourism and Hospitality Industry and its sub-sectors • Elaborate the hierarchy of hotel of small, medium and large establishments • Elaborate the basic terminology used in the hospitality parlance • Discuss various facilities and amenities in the Hospitality Industry • Elaborate the job role and responsibilities for a Front Office Manager in the Tourism and Hospitality Industry • Explain the grooming standards for a Front Office Manager 	NA
Classroom Aids	
Whiteboard, Markers, Duster, Projector, Laptop, Presentation	
Tools, Equipment and Other Requirements	
NA	

Module 2: Manage Front Office Staff

Mapped to THC/N0121 v 1.0

Terminal Outcomes:

- Explain effective methods to evaluate staffing needs for front office operations
- Prepare a sample job descriptions and performance parameters like KRA and KPI for the front office staff
- Create sample training manuals and SOP for all front office operations
- Role play on how to communicate rosters to appropriate colleagues within designated timeframes

Duration: 104:00	Duration: 128:00
Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
<ul style="list-style-type: none"> • Describe effective methods to evaluate staffing needs for front office operations • Explain the procedure to prepare effective job descriptions and draft staff performance parameters like KRA and KPI • State the significance of ensuring that the front office staff is trained, cross-trained or retrained as per requirement • Explain the procedure to prepare duty rosters and work schedule for front office staff and significance of maintain the same as per standard procedure • Discuss effective debriefing techniques and team management process • Describe the procedure to conduct staff appraisals • Explain conflict management techniques for team members and effective ways to provide feedback to them • Outline the important of arranging and facilitating team building activities 	<ul style="list-style-type: none"> • Apply proper practices to apprise the senior management and HR about the staffing needs of the department • Draft a sample job descriptions and performance parameters like KRA and KPI for the front office staff • Apply proper practices to assist HR in the selection of front office personnel • Draft sample training manuals and SOP for all front office operations • Apply appropriate procedure to approve the rosters as per standard procedures • Employ proper practices to assign responsibilities and resources to the staff while maintaining an efficient working environment • Show how to supervise the workload of the staff during the shifts and combine duties where appropriate to ensure effective use of staff • Role play on how to communicate rosters to appropriate colleagues within designated timeframes • Apply proper process to administer records of shift time completed by the staff and their performance appraisals • Apply proper methods to monitor the performance of staff and provide constructive feedback, if required
Classroom Aids	
Training kit (Trainer guide, Presentations), White board, Marker, Projector, Laptop, Participant	

Handbook

Tools, Equipment and Other Requirements

Sample job descriptions and performance parameters like KRA and KPI, training manuals , SOP, Work schedule, duty roaster for the front office staff

Module 3: Manage Front Office Operations

Mapped to THC/N0121 v 1.0

Terminal Outcomes:

- Employ proper methods to maintain required parts of all front office and stationary supplies
- Explain the operating procedure of PMS (Property Management System)
- Role play on how to inquire about the overall experience of the guest, resolve any problems of conflicts and ensure a cordial relationship is maintained
- Apply proper methods to review daily front office work, activity reports, front office logbook and guest feedback forms

Duration: 124:00	Duration: 148:00
Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
<ul style="list-style-type: none"> • State the significance of ensuring proper standards of services, housekeeping and decoration is met at all times • Describe the inspection procedure of lobbies, front desk and other public areas for cleanliness and proper upkeep • Discuss inventory management process • State the significance of ensuring front desk is tidy and has all necessary stationery and material • Explain the operating procedure of PMS (Property Management System) • Explain the sequence and details of activities carried out by the front office staff • Outline the importance of ensuring that employees are, at all times, attentive, friendly, helpful and courteous to all guests • Explain the effective ways for guest problem identification and resolve them quickly, efficiently, and courteously • State the importance of ensuring timely and accurate customer service and handling their complaints • Explain methods to identify quality problems and issues in front office operations and make appropriate adjustments to procedures and systems, with relevant approvals 	<ul style="list-style-type: none"> • Apply proper methods to maintain required parts of all front office and stationary supplies • Show how to supervise daily operation of front office like reservations, registrations, and checkouts • Employ appropriate methods to verify that accurate room status information is maintained and properly communicated and monitor the reservation system • Role play on how to inquire about the overall experience of the guest, resolve any problems of conflicts and ensure a cordial relationship is maintained • Apply proper techniques to review daily front office work, activity reports, front office logbook and guest feedback forms • Employ appropriate methods to maintain an organised and comprehensive filing system with documentation of purchases, vouchering, schedules, forecasts, reports and tracking logs for front office operations • Apply proper practices to initiate short-term actions to resolve immediate problems where appropriate
Classroom Aids	

Training kit (Trainer guide, Presentations), White board, Marker, Projector, Laptop, Participant Handbook

Tools, Equipment and Other Requirements

Sample activity reports, front office logbook and guest feedback forms, Required documentation of purchases, vouchering, schedules, forecasts, reports and tracking logs for front office operations etc.

Module 4: Prepare Budget and Reports

Mapped to THC/N0122 v 1.0

Terminal Outcomes:

- Explain the methods to analyse rooms revenue from past years, past room sales and average daily rates
- Prepare a sample annual budget for the front office department
- Describe the methods to review the financial accounting procedures and cost benefit analysis on any expenditure of front office
- Role play on how to inform and train employees on cost effective processes

Duration: 104:00	Duration: 112:00
Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
<ul style="list-style-type: none"> • Discuss the methods to analyse rooms revenue from past years, past room sales and average daily rates • State the various methods of identifying expenses for front office operations like payroll and related expenses, laundry, guestroom laundry, hotel merchandising (in-room guest directory and promotional brochures), travel agent commissions and direct reservation expenses along with fixed and variable cost associated with the front office operations • Describe budget and forecasting techniques • Explain basics of financial management and statistical analysis techniques • Discuss various format and technique to review cost benefit analysis • Explain methods of determining areas where cost can be controlled and implement appropriate cost control methods 	<ul style="list-style-type: none"> • Apply proper procedure to forecast room revenues considering the variety of different rates according to room types, guest profiles, days of the week, and seasonality of the business for upcoming week, month, or other time period • Draft a sample annual budget for the front office department • Apply proper methods to review the financial accounting procedures and cost benefit analysis on any expenditure of front office • Employ appropriate techniques to analyse budget compliance to identify any deviation and implement corrective actions in case of any deviation • Role play on how to inform and train employees on cost effective processes • Apply proper practices to take key decisions on room rates, budget allocation, sales targets etc.
Classroom Aids	
Training kit (Trainer guide, Presentations), White board, Marker, Projector, Laptop, Participant Handbook and Related Standard Operating Procedures	
Tools, Equipment and Other Requirements	
Sample budget Required financial reports for review etc.	

Module 5: Communication and Interpersonal Skills

Mapped to THC/N9911 v 1.0

Terminal Outcomes:

- Promote effective communication in the organization
- Describe the ways of developing interpersonal skills
- Practice and promote sensitization towards different age groups, gender, and persons with disability

Duration: 32:00	Duration: 48:00
Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
<ul style="list-style-type: none"> • Discuss the importance of professionalism, etiquette, and ethical behaviour at the workplace • Discuss the importance of effective communication • Explain the importance of guest satisfaction and guest feedback • Outline the procedure of receiving feedback and complaints • Describe various ways to handle guest complaints • Discuss different ways to improve the guest experience • Explain the importance of gender and age sensitivity • Explain the importance of implementing standards, guidelines and practices pertaining to gender sensitivity, work ethics and workplace etiquette • Describe the specific needs of People with Disabilities • Explain the ways to handle sexual harassment at workplace and ways of reporting it • Elaborate the POSH (Prevention of Sexual harassment) policy guidelines • Discuss ways of escalating problems, reporting workplace issues, and receiving feedback from the superiors • Discuss effective ways of handling problems and issues reported by the subordinates 	<ul style="list-style-type: none"> • Dramatize a situation to promote respectful behaviour in the organization • Role play a situation on how to assist team members with information and knowledge • Role play a situation on how to handle guest complaints effectively • Employ professional techniques to establish service standards specific to different age, gender, and differently abled people at the workplace • Employ appropriate policies to promote equal treatment and prevent sexual harassment at the workplace • Employ practices to promote inclusive work environment for all age-groups, gender and people with disability
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 of escalation matrix, Organisation structure

Module 6: Organizational Confidentiality and Guest's Privacy

Mapped to THC/N9910 v 2.0

Terminal Outcomes:

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

Duration: 16:00	Duration: 04:00
Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
<ul style="list-style-type: none"> • Explain the significance of ensuring organizational confidentiality and guest privacy in the hospitality industry • Discuss the Intellectual Property issues and policies affecting the organization and guest privacy • Explain the procedures to protect the infringement of IPR to the concerned person • Discuss the usage, storage and disposal procedures of confidential information as per specification 	<ul style="list-style-type: none"> • Employ appropriate ways to ensure usage, storage and disposal of the organisational and guest information
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	
Handouts of IPR guidelines and regulations	

Module 7: Create and Maintain Health and Safety Standards

Mapped to THC /N9912 v 1.0

Terminal Outcomes:

- Employ proper expertise while developing health, hygiene, and safety standards at workplace
- Apply precautionary health measures
- Employ effective waste management

Duration: 24:00	Duration: 40:00
Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
<ul style="list-style-type: none"> • Discuss the process and importance of developing safety procedures in the workplace • Outline the framework of HACCP (Hazard Analysis and Critical Control Points), ISO 22000 (International Organization for Standardization), and FASSI (Food Safety and Standard Authority of India) • Discuss the concept and importance of personal and workplace hygiene • Discuss best practices to maintain personal hygiene • Outline the purpose and usage of various Personal Protective Equipment (PPE) required at the workplace • Explain the ways to ensure that the workplace and related equipment are clean and sanitized • Explain the concept of cross contamination and the ways to prevent it. • Explain the importance of preventive health check-up organized by the company • Describe the causes of risks and potential hazards at the workplace and ways to prevent them • Explain the process and importance of optimum utilization of resources • Describe different types of wastes • Describe the concept of waste management and methods of waste disposal • Explain the procedure to report accident and other health related issues as per SOP 	<ul style="list-style-type: none"> • Employ proper practices to develop • Safety Procedures to be followed by the team members while handling different tools and materials • Demonstrate how to use and dispose of relevant protective equipment as per tasks and work conditions • Employ different ways to comply with all safety procedures in the workplace • Perform basic first-aid procedures • Prepare regular plans of mock safety drills for emergency situations, sensitization training and health check ups • Demonstrate how to ensure personal and workplace hygiene • Employ ways for efficient utilization of material and energy • Perform waste disposal procedures at the workplace depending on the types of waste • Role play a situation on reporting safety and security breaches to the supervisor
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

Personal Protection Equipment: Safety glasses, Head protection, Rubber gloves, Safety footwear, Warning signs and tapes, Fire extinguisher, First aid kit, and Sample reports

Module 8: On-the-Job Training

Mapped to Front Office Manager

Mandatory Duration: 16200:00

Recommended Duration: 00:00

Location: On Site

Terminal Outcomes

- Apply proper practices to apprise the senior management and HR about the staffing needs of the department
- Draft a sample job descriptions and performance parameters like KRA and KPI for the front office staff
- Apply proper practices to assist HR in the selection of front office personnel
- Draft sample training manuals and SOP for all front office operations
- Apply appropriate procedure to approve the rosters as per standard procedures
- Employ proper practices to assign responsibilities and resources to the staff while maintaining an efficient working environment
- Show how to supervise the workload of the staff during the shifts and combine duties where appropriate to ensure effective use of staff
- Role play on how to communicate rosters to appropriate colleagues within designated timeframes
- Apply proper process to administer records of shift time completed by the staff and their performance appraisals
- Apply proper methods to monitor the performance of staff and provide constructive feedback, if required
- Apply proper methods to maintain required pars of all front office and stationary supplies
- Show how to supervise daily operation of front office like reservations, registrations, and checkouts
- Employ appropriate methods to verify that accurate room status information is maintained and properly communicated and monitor the reservation system
- Role play on how to inquire about the overall experience of the guest, resolve any problems of conflicts and ensure a cordial relationship is maintained
- Apply proper techniques to review daily front office work, activity reports, front office logbook and guest feedback forms
- Employ appropriate methods to maintain an organized and comprehensive filing system with documentation of purchases, vouchering, schedules, forecasts, reports and tracking logs for front office operations
- Apply proper practices to initiate short-term actions to resolve immediate problems where appropriate
- Apply proper procedure to forecast room revenues considering the variety of different rates according to room types, guest profiles, days of the week, and seasonality of the business for upcoming week, month, or other time period
- Draft a sample annual budget for the front office department
- Apply proper methods to review the financial accounting procedures and cost benefit analysis on any expenditure of front office
- Employ appropriate techniques to analyse budget compliance to identify any deviation and implement corrective actions in case of any deviation
- Role play on how to inform and train employees on cost effective processes
- Apply proper practices to take key decisions on room rates, budget allocation, sales

targets 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	
12 th Class/I.T.I. OR Certificate/ Diploma/ Degree	Front Office Management / Hospitality Management/ Hotel management	5	Front Office Management / Hospitality Management / Hotel management	1	Front Office Management / Hospitality Management/ Hotel management	

Trainer Certification	
Domain Certification	Platform Certification
“Front Office Manager”, “THC/Q0105, V1.0”, Minimum accepted score is 80%	“Trainer”, “MEP/Q2601, V1.0” with a scoring of minimum 80%

Assessor Requirements

Assessor Prerequisites						
Minimum Educational Qualification	Specialization	Relevant Industry Experience		Training Experience		Remarks
		Years	Specialization	Years	Specialization	
12 th Class/I.T.I. OR Certificate/ Diploma/ Degree	Front Office Management / Hospitality Management/ Hotel management	5	Front Office Management / Hospitality Management/ Hotel management	1	Front Office Management / Hospitality Management/ Hotel management	

Assessor Certification	
Domain Certification	Platform Certification
“Front Office Manager”, “THC/Q0105, V1.0”, Minimum accepted score is 80%	“Assessor”, “MEP/Q2701. V1.0” with the scoring of minimum 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
Declarative Knowledge	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.
Key Learning Outcome	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).
OJT (M)	On-the-job training (Mandatory); trainees are mandated to complete specified hours of training on site
OJT (R)	On-the-job training (Recommended); trainees are recommended the specified hours of training on site
Procedural Knowledge	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.
Training Outcome	Training outcome is a statement of what a learner will know, understand and be able to do upon the completion of the training.
Terminal Outcome	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
NOS	National Occupational Standards
TVET	Technical and Vocational Education and Training
PPE	Personal Protective Equipment
IPR	Intellectual Property Rights
ISO	The International Organization for Standardization
SOP	Standard Operating Procedure
PMS	Property Management System
PwD	Persons with Disability
KRA	Key Responsibility Area
KPI	Key Performance Indicator