



Model Curriculum

QP Name: Restaurant Manager

QP Code: THC/Q2703

QP Version: 2.0

NSQF Level: 7

Model Curriculum Version: 1.0

Table of Contents

Training Parameters	2
Program Overview	3
Training Outcomes	3
Compulsory Modules	3
Module 1: Introduction to the Restaurant and Restaurant Manager	5
Module 2: Develop Strategies for Effective Operation of Business	6
Module 3: Manage Financial and Administrative Activities	7
Module 4: Develop and Manage a Team Effectively	9
Module 5: Communication and Interpersonal Skills	10
Module 6: Organizational Confidentiality and Guest's Privacy	12
Module 7: Create and Maintain Health and Safety Standards	13
Module 8: On-the-Job Training	15
Annexure	16
Trainer Requirements	16
Assessor Requirements	17
Assessment Strategy	18
References	20
Glossary	20
Acronyms and Abbreviations	21

Training Parameters

Sector	Tourism and Hospitality
Sub-Sector	Restaurant
Occupation	Food Production and Kitchen
Country	India
NSQF Level	7
Aligned to NCO/ISCO/ISIC Code	NCO-2015/1412.9900
Minimum Educational Qualification and Experience	12th Class/I.T.I. (two years after class 10th) with 3 Years of experience as Outlet Manager/Assistant Restaurant Manager OR 10th Class/I.T.I. (two years after class 8th) with 10 Years of experience In Restaurants/food and beverage sector OR 10th Class/I.T.I. (two years after class 8th) with 5 Years of experience as an Outlet Manager/Assistant Restaurant Manager
Pre-Requisite License or Training	NA
Minimum Job Entry Age	23 years
Last Reviewed On	24/12/2020
Next Review Date	24/12/2023
NSQC Approval Date	24/12/2020
QP Version	2.0
Model Curriculum Creation Date	24/12/2020
Model Curriculum Valid Up to Date	24/12/2023
Model Curriculum Version	1.0
Minimum Duration of the Course	812 Hours, 0 Minutes
Maximum Duration of the Course	812 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:

- Describe the procedure to develop strategies to grow the business
- Explain how to operate the business efficiently and profitably
- Perform the tasks to manage Inventory for uninterrupted operation
- Perform overall financial and administrative activities of the organization
- Explain the procedure of developing and managing a team effectively
- 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 the Restaurant and Restaurant Manager	08:00	00:00	00:00	00:00	08:00
THC/N2709 – Develop Strategies to Operate Business Profitably NOS Version No. 1.0 NSQF Level 7	56:00	80:00	64:00	00:00	200:00
Module 2: Develop Strategies for effective operation of Business	56:00	80:00	64:00	00:00	200:00
THC/N2711 – Engage with Guests and take Orders NOS Version No. 1.0	56:00	80:00	56:00	00:00	192:00

NSQF Level 7					
Module 3: Manage Financial and Administrative Activities	56:00	80:00	56:00	00:00	192:00
THC/N0427– Build and Manage Team NOS Version No. 1.0 NSQF Level 7	56:00	72:00	64:00	00:00	192:00
Module 4: Develop and Manage a Team Efficiently	56:00	72:00	64:00	00:00	192:00
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 – Apply Health and Safety Practices at 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 Practices	24:00	40:00	16:00	00:00	80:00
Total Duration	248:00	324:00	240:00	00:00	812:00

Module Details

Module 1: Introduction to the Restaurant and Restaurant Manager

Bridge Module

Terminal Outcomes:

- Outline the overview of Skill India Mission
- Describe the Hospitality Industry
- Define the roles and responsibilities of a Restaurant Manager
- Explain the scope of work for a Restaurant 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 Restaurant Management, Food and Beverage Service and Food and Beverage Production • Discuss the role and responsibilities of a Restaurant Manager • List the attributes required for a Restaurant Manager • Elaborate various job opportunities for a Restaurant Manager in the Tourism and Hospitality Industry • Classify different types of restaurants 	NA
Classroom Aids	
Whiteboard, Marker, Duster, Projector, Laptop, PowerPoint Presentation	
Tools, Equipment and Other Requirements	
NA	

Module 2: Develop Strategies for Effective Operation of Business

Mapped to THC/N2709 v 1.0

Terminal Outcomes:

- Discuss how to develop different strategies to grow the business
- Employ appropriate techniques to operate the business efficiently and profitably

Duration: 56:00	Duration: 80:00
Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
<ul style="list-style-type: none"> • Discuss the tools and techniques required for gathering information to prepare a strategic plan. • Describe the importance and steps of creating a business expansion plan • Explain various promotional strategies to capture the market share and expand the business • Explain the procedures of conducting market surveys and competitor analysis • Explain the steps to develop protocols, procedures, and processes (SOPs) for various activities in an organization • Define the process of preparing action plans for daily operations • Discuss the operational cost analysis and management methods • Describe various root cause analysis and risk assessment methods • Outline the overview of designing and implementing organizational management system • Discuss various techniques of demand forecasting and budget planning • Elaborate the process of internal audit and the role of auditing in successful operations • Elaborate the importance and strategies of innovating products and services for customer satisfaction 	<ul style="list-style-type: none"> • Demonstrate how to create a sample business expansion plan • Employ appropriate practices to develop a strategic promotional and discount plan for brand awareness and growth of the business • Apply appropriate practices to prepare a sample report on market research and competitor analysis • Demonstrate how to create relevant sample Standard Operation procedures (SOPs) • Perform the steps of developing a sample action plan for day-to-day activities or problems • Perform the operational cost analysis for each activity • Employ professional practices to prepare a sample report on root cause analysis of the problems and fault management • Perform the steps to conduct risk assessment procedures • Demonstrate how to prepare sample annual budget • Perform the activities of monitoring expenditures and variances for fault analysis and corrective action • Demonstrate how to create a project report on innovative products and services
Classroom Aids	
Whiteboard, Marker, Duster, Projector, Laptop, PowerPoint Presentation	
Tools, Equipment and Other Requirements	
Participant Handbook and Related Standard Operating Procedures	

Module 3: Manage Financial and Administrative Activities

Mapped to THC/N2711 v 1.0

Terminal Outcomes:

- Perform inventory management activities for smooth operations
- Perform financial responsibilities of the organization
- Describe the procedure of managing overall administration of the organization

Duration: 40:00	Duration: 56:00
Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
<ul style="list-style-type: none"> • Discuss stock monitoring and control techniques • Describe the inventory management procedures • Discuss effective ways and best practices for negotiating with vendors • Elaborate effective vendor management process • Describe the principles of financial management and budgeting process • Explain the ways for cost control in restaurants • Discuss various methods for pricing menu items • Describe ways of preparing quotation for catering services • Elaborate the effective ways to maintain the budget, employee records • Discuss the statutory and legal guidelines for restaurant business such as requirement of license for serving alcoholic beverage, pollution control etc. • Discuss the procedures and importance of maintaining various relevant records 	<ul style="list-style-type: none"> • Employ different techniques to monitor stock • Perform the resource and inventory management activities for uninterrupted operation • Role play how to negotiate with the suppliers for the proper pricing of the supplies and materials • Employ appropriate practices to develop a sample budget for a restaurant • Perform the activities of sample menu preparation with pricing of each item • Perform the tasks of preparing sample quotation for catering services • Perform relevant accounting activities to receive day to day collection, details of card/net banking and expenditure details from the cashier • Demonstrate how to access stored data/ files using relevant tools and techniques • Dramatize how to maintain effective communication with customers, employees, suppliers, licencing authorities, sales representatives, etc. • Employ appropriate ways to maintain employee records and carryout bookkeeping • Demonstrate how to prepare sample purchase report, sales report, revenue, and expenditure related reports
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

Training kit (Trainer guide, Presentations), Forms and formats management systems, Material stock, Employee records, pay bills, and Bookkeeping records, Related Standard Operating Procedures, Key Responsible Area guidelines, Key Performance Indicator guidelines

Module 4: Develop and Manage a Team Effectively

Mapped to THC/N0427 v 1.0

Terminal Outcomes:

- Develop supervisory and operational teams
- Perform effective team management activities

Duration: 56:00	Duration: 72:00
Theory – Key Learning Outcomes	Practical – Key Learning Outcomes
<ul style="list-style-type: none"> • Discuss the significance and procedure of writing appropriate job description for vacancy advertisements • Discuss significance of and various activities related to recruitment, induction, and training of the staff • List various performance management techniques • Discuss ways to devise performance parameters for different job roles like KRA, KPI etc. • Discuss various ways to increase team productivity and efficiency • Explain the importance and benefits of delegation of responsibilities • Discuss different ways to give directions/instructions to the team effectively • Discuss effective team management strategies • Describe effective leadership practices. • Elaborate the motivational approaches to ensure a positive work environment • Discuss effective ways of giving constructive feedback • Explain the importance of maintaining personal integrity & ethical behaviour at the workplace 	<ul style="list-style-type: none"> • Create sample job descriptions for different job roles in a restaurant • Role play how to conduct the procedures to recruit, induct, and train the employees • Prepare sample performance parameters (KRA/KPI) for various job roles in a restaurant • Role play how to provide instructions to team • Dramatize the ways of motivating the employees and establishing positive work environment • Role play a situation to create healthy, positive, and emotional work culture • Employ appropriate ways to convey feedback to the team members • Apply professional techniques to manage the team effectively
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	
Standard Operating Procedures, Participant Handbook, Sample report, Business correspondence, Related SOPs, Sample of escalation matrix, Organisation structure, sample guest feedback form	

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:

- Describe the procedure to protect the confidentiality of the organization
- Discuss how 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/N9907 v 2.0

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 Restaurant Manager

Mandatory Duration: 240:00	Recommended Duration: 00:00
Location: On Site	
Terminal Outcomes	
<ul style="list-style-type: none"> • Perform the activities to develop the strategies to grow the new or existing business • Demonstrate the professional efficiency while operating the business efficiently and profitably • Demonstrate how to manage Inventory for uninterrupted operation • Demonstrate how to monitor stock levels of supplies and materials against the business volume and consumption pattern • Perform the procedures to manage overall financial and administrative responsibilities of the organization • Perform the activities to create business forecast and Prepare budget and other relevant reports for the management • Apply proper practices to monitor expenditures, variances and initiate corrective actions where necessary • Demonstrate professional strength while building a team and managing it effectively • Perform the tasks to promote effective communication in the organization and to develop interpersonal skills among the team • Perform the process of developing sensitization towards different age groups, gender, and persons with disability • Demonstrate how to develop the protocols to maintain confidentiality of the organizational information and guests' privacy • Perform the procedures to create and Implement health, hygiene, and safety practices at the workplace • Demonstrate efficiency while performing waste management procedures effectively 	

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	Food and Beverage Service/Hospitality Management/ Production	5	Food and Beverage Service/Hospitality Management/ Production	1	Food and Beverage Service/Hospitality Management/ Production	

Trainer Certification	
Domain Certification	Platform Certification
"Restaurant Manager", "THC/Q2703, V2.0", Minimum accepted score is 80% OR Certified in 'relevant CITS course'	"Trainer", "MEP/Q2601, V1.0" with a scoring of minimum 80%

Assessor Requirements

Assessor Prerequisites						
Minimum Educational Qualification	Specialization	Relevant Industry Experience		Training/Assessment Experience		Remarks
		Years	Specialization	Years	Specialization	
12 th Class/I.T.I. or Certificate/Diploma/Degree	Food and Beverage Service/Hospitality Management/Production	5	Food and Beverage Service/Hospitality Management/Production	1	Food and Beverage Service/Hospitality Management/Production	

Assessor Certification	
Domain Certification	Platform Certification
"Restaurant Manager", "THC/Q2703, V2.0", Minimum accepted score is 80% OR Certified in 'relevant CITS course'	"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
NSQC	National Skills Qualification Committee
NOS	National Occupational Standards
TVET	Technical and Vocational Education and Training
SOP	Technical and Vocational Education and Training
OH&S	Occupational Health and Safety
PPE	Personal Protective Equipment
HACCP	Hazard Analysis and Critical Control Points
FSSAI	Food Safety and Standards Authority of India
ISO	International Standards Organization
IPR	Intellectual Property Rights
IATA	International Air Transport Association
WHO	World Health Organization
ICAO	International Civil Aviation Organization
IRDA	Insurance Regulatory and Development Authority of India