

MUKTHAGANGOTHRI, MYSURU-570 006.

DEPARTMENT OF STUDIES AND RESEARCH IN MANAGEMENT

M.B.A III Semester

Course-18 E: TOURISM

HOSPITALITY MANAGEMENT BLOCK 1: GROWTH OF HOSPITALITY INDUSTRY UNIT-1: THE HOSPITALITY INDUSTRY 01-16 UNIT-2 GROWTH AND CLASSIFICATION OF HOTELS 17-40 UNIT-3 INTRODUCTION TO THE CATERING INDUSTRY 41-54 UNIT-4 ORGANISATIONAL STRUCTURE AND JOB DESCRIPTION OF FOOD AND BEVERAGE DEPARTMENT 55-72 BLOCK 2: DISTRIBUTION CHANNELAND ENVIRONMENT UNIT-5 THE CONCEPT OF PROFESSIONALISM IN HOTELS 73-100 UNIT-6 **THE RESTAURANT** 101-131 **UNIT - 7**

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Dear learner,

It gives me immense pleasure to welcome you again to the department of management to study MBA second year in the esteemed university. I hope you have enjoy the First and Second semester MBA.

I am extremely happy in placing this study material in your hand. The Department Of Studies and Research in Management, Karnataka State Open University is providing you Self Learning Materials (SLM) for all the courses developed by team of experts drawn from conventional universities, B—Schools management institution and professionals.

This study material explains even the most complicated topics in a very simple and user-friendly manner, it starts with the objectives, explanation of concepts followed by Case Study, Notes, Summary, Keywords, Self Assessment Questions and References. It is a sincere attempt to provide more value added information on contemporary issues.

Department has focused on conceptual learning and on avoiding bulky and prolonged description. Every concept have been simplified in the study material, so that the learner can learn easily.

As you know, the Department of Management, Karnataka State Open University is offering three elective or specialize i.e., Finance, Marketing and People Management. Hope you will gain expertise in your field.

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Tourism - Over the periods, tourism has experienced continuous progress and developing sectors in the world. No doubt it has become the fourth largest industry in the global economy. Tourism has become a booming global industry to shape developing countries like India Similarly, in developing country like India tourism has become one of the key sectors of the economy it contributing to a large proportion of the National Income and creating enormous employment opportunities. It has become the fastest developing service industry in the country with great potentials for its further growth, development and diversification. India is a country known for its lavish treatment to all visitors, no matter where they come from. Its visitor-friendly traditions, varied life styles and cultural legacy and colourful fairs and festivals held abiding attractions for the tourists. Nevertheless, there are pros and cons involved with the growth of tourism industry in the country. The Ministry of Tourism is the nodal agency for the development and promotion of tourism in India and maintains the "*Incredible India*" campaign. Let us discuss the development of tourism industry.

In addition to the study material provided to you, I advise you to go through the books which are suggested in the reference of every unit. Further I also suggest you to make yourself acquainted by reading newspapers and journals.

Moreover, the curriculum designed by the board of studies helps you to prepare for UGC NET, various state commission examinations and UPSC examinations. With these words I welcome you for the wonderful learning experience of business education.

I with all the best and good luck in your education and successful management career.

Prof. C.Mahadevamurthy

Professor and Chairman

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BLOCK 1: GROWTH OF HOSPITALITY INDUSTRY

UNIT 1 – THE HOSPITALITY INDUSTRY

STRUCTURE

1:0	Learning Objectives
1:1	Introduction
1:2	Definition of Hospitality Industry
1:3	Origins of Hospitality Industry
1:4	Nature of the Hospitality Industry
1:5	Meaning of Hotel
1:6	Hospitality Management
1:7	Definition of Hotel
1:8	Manager's role in the Hospitality Industry
1:9	Hotel Organisation Chart of Hotel
1:10	Summary
1:11	Keywords
1:12	Self Assessment Questions
1.13	Further Readings

1.0 LEARNING OBJECTIVES

After studying this Unit the students should be in the position to:

- (1) Define the term hospitality.
- (2) Figure out the organisation structure of small, medium, large hotel.
- (3) Understand the role of managers in the hospitality industry.
- (4) Describe the origin and nature of hospitality industry.
- (5) Understand the meaning of hotel.

1.1 INTRODUCTION

HOSPITALITY is defined as the friendly reception and treatment of strangers. For most people hospitality means entertaining guests with courtesy and warmth. Hospitality is also an industry made up of businesses that provide lodging, food and other services to travelers. The main components are hotels, motels, inns, resorts and restaurants. In these businesses the friendly reception and treatment of strangers is paramount to success.

Lodging establishments (hotels) represent the seventh largest industry in the world and generate approximately \$36 billion in annual sales.

The hospitality industry is both national and international in nature and in terms of accommodation it ranges from luxury to budget hotel, from city centre business properties to tourism resorts and from motels to health spas. In the wider sense, time-share, caravanning and camping should be considered a part of the industry.

Hotels are changing and will continue to change. As a result, the techniques of management of modern hotels have to adapt to changing circumstances. Technology in the form of computers and labour-saving mechanical equipment will have a major effect on the way in which hotels are managed and operated.

1.2 DEFINITION OF HOSPITALITY INDUSTRY

Hospitality is treating people like you would want to be treated when you are travelling. In other words, it means making a tourist feel totally welcome not only as your guest, but also as the guest of the complete family of the Hotel. Hospitality is genuine smiling face.

Hospitality can be termed as a deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and the public i.e., the business of making and keeping friends, and promoting an atmosphere of better understanding. As per the Oxford Dictionary Hospitality is defined as "Reception and entertainment of guests, visitors, or strangers with liberality and goodwill." The word hospitality is derived from the latin word "Hospitalitias".

Very frequently we hear phrases like "He is always hospitable to his visitors", "We are grateful to friends for their hospitality in putting us up while we were on holiday", "She is so inhospitable that she grudges giving us anything to eat or drink when we visit her", etc. All such statements are suggesting a positive or negative attitude of welcome towards visitors, friends or strangers. Hospitality activity covers everything - providing attentive and courteous services, facilities and amenities to a traveller, meeting and greeting him at the door, providing efficient and caring service of food and beverage to him in his room i.e., providing "A Home away from Home", and making his visit a memorable and pleasant experience.

Reception, welcome and, in general, the treatment of a guest or a stranger in the most friendly manner is Hospitality. In most of the countries all over the world a guest is received with a great amount of courtesy and warmth and is provided with entertainment. The basic concept of Hospitality is to make the guest feel that he has come amongst friends and that GUESTS ARE ALWAYS WELCOME. Although the basic concept of hospitality has remained the same, yet with the passage of time and development of technology and science, the needs and wants of travellers have changed greatly thus providing numerous services and facilities in terms of accommodation and other basic needs such as food and beverages. In olden days kings, lords, maharajas, landlords and sometime the panchayats used to provide food and shelter to travellers

and their animals free of charge and it used to be a benevolent activity. But with the passage of time it has not only remained a benevolent activity but has also become a flourishing business.

A part of hospitality activity is being attentive, alert, and cordial with the guest without forcing yourself and your ideas on him, and at the same time being very polite and cooperative. All those working in hospitality industry have one common objective - "Creating an image of friendly reception and treatment" for guests and visitors.

As front office personnel, the hotel staff, in order to provide hospitality, should make his guests feel at home and use a pleasant tone of voice smilingly, and offer his assistance wherever possible. Don't ignore the guest, and don't be abrupt no matter how busy you are: anticipate his needs and wants and provide the same without his asking them - this should be the motto.

As a hotelier, keep on checking the hospitality attitude of your organization. Make a check list and be sure that you and your staff are fulfilling each and every point of the check list. The check list may include areas such as front desk and lobby, etc. Make sure that the front desk is always kept clean, orderly and well lighted. Even the stationery used should be so designed that it does not create confusion and clearly indicates how it is to be filled in, and should be inviting. The lobby should be kept clean and furniture kept at proper place. Lighting system should be soft and appealing. The welcome spirit that the guest is looking for should be there. Floor covering, pictures, furnishing, etc. should be appealing, attractive and aesthetically designed.

Further, the check list should include the intangibles such as training of the staff and willingness and positive attitude of the staff. The arriving guest is always greeted with a smile and proper salutation to show interest in his trip and his well being. Hospitality means anticipating and satisfying a guest's needs.

1.3 ORIGINS OF HOSPITALITY INDUSTRY

Early travellers were either warriors or traders or people in search of knowledge and there were no hotels. Warriors and conquerors pitched their tents for accommodation while traders and persons travelling for knowledge placed a high value on hospitality and sometimes traded their merchandise for lodging.

Inn keeping can be said to be the first commercial enterprise and hospitality one of the first service for which money was exchanged. Inns of the Biblical times offered only a cot or a bench in the corner. Guests stayed in large communal rooms with no sanitation and privacy. The rates were, of course, reasonable. The company was rough. Travellers shared the same quarters with their horses and animals.

King James Version of Bible mentions that Mary and Joseph were turned away by a Bethlehem innkeeper, because there was "no room at the inn". According to Biblical scholars the innkeeper may have meant that the room was unsuitable for a woman about to give birth to a child. At that time, and probably for several centuries after that, men and women shared the same accommodation accompanied by their horses and livestock. The stable where Mary and Joseph spent the night was probably almost as comfortable as an inn and at the same time certainly more private than the inn itself.

In the 3rd century AD, the Roman Empire developed an extensive network of brick paved roads throughout Europe and Asia Minor, and a chain of roadside lodges was constructed along the major thoroughfare from Spain to Turkey.

Till the Industrial Revolution of the 1700s, no significant improvement was made in the inns and taverns and they were not very suitable for aristocrats. To accommodate wealthy travellers, luxurious structures were constructed with private rooms, individual sanitation and comforts of an European castle. These elegant new establishments adopted the French word for mansion-'Hotel'. Their rates were beyond the reach of an ordinary person.

In America, early inns were modelled after European taverns with sleeping quarters shared by two or more guests.

Sharing beds was a very common practice in early American and European inns. Throughout the 1800s American innkeepers improved their services and continued to build larger and more amply equipped properties and most of these properties were located near seaport towns.

The tendency of Americans to travel more provided an inspiration to lodging operators. The nation's democratic spirit also led to the development of comfortable and sanitary lodging within the reach of an ordinary person.

Hospitality Industry can be broadly defined as the collection of businesses providing accommodation and/or food and beverages to people who are away from home.

1.4 NATURE OF THE HOSPITALITY INDUSTRY

Basically for all those who are away from their home, hospitality industry provides services. Hospitality industry consists of all those businesses and institutions that provide food and lodging - such as hotels, motels, lodges, inns, cruise ships, restaurants, etc. To some extent it also includes the airlines industry. In a broad sense, any group engaged in tourism, entertainment, transportation and lodging are covered under hospitality industry. Hospitality industry provides services for people who are away from home. The services vary with the needs of the user. For example, the needs of a tourist are different as compared to the needs of a businessman, and hence, the provider must understand the needs of user before providing the services.

Hospitality industry is a part of the travel and tourism industry. Early travellers were mostly warriors, businessmen, scholars in search of knowledge or people in search of occupation. Mostly warriors would pitch their tents for accommodation while businessmen would look for a comfortable and safe place, and would often pay through their merchandise or cash to people providing them accommodation and food. The poor people travelling to far off places in search of job or occupation were provided with the facilities of food and accommodation free of charges. As per some authentic sources, to facilitate travel throughout Western Europe a highway was constructed in 312 BC. People could travel on this highway by chariots. Later in 117 AD this roadway was reconstructed and covered a distance of nearly 50,000 miles.

Hospitality business now is both profit making as well as non-profit making. For example, commercial hotels are profit making while canteens, cafeterias and religious catering outlets such as langars and bhandaras are non-profit making.

Hospitality industry provides services which are need oriented and the services vary with the needs. For example, the needs of a business executive is a business hotel while the needs of a student is generally a youth hostel.

Traditional ways of providing hospitality in our country varies from place to place. In Jammu and Kashmir, Kashmiri Pandits, who are very God-fearing people, consider guests as epitome of God Almighty himself and welcome the guests by a rangoli called Vyog patterned on their doorsteps out of flowers and leaves. When the guests come, the host takes a glass of water and touch it to their forehead, so as to drive all evil spirits away from them. A special herb called Isbandh is also touched to the forehead and then burnt in the Kangri. The head of the Dogri family, another community of Jammu, goes to the door of the house to welcome the guest. The head female member of the family performs aarti of the guest and puts a tilak on the forehead of the guest. Every day in the southern part of the country, ladies make rangoli of rice, flowers, flour, etc. It is believed that by doing so they are inviting guests and giving a message that the house is open to welcome guests. Greeting guests with folded hands, touching their feet in respect, performing aarti and puja, garlanding, applying tilak and ringing of bells, are numerous other ways of providing warm reception and welcome - and hence hospitality - in various parts of our country. Beating of drums, dhols, blowing of trumpets, exotic dances and shows such as puppetry etc., are all different ways of expressing warm hospitality in our country. In some states such as Nagaland, tribal shawls are given to the guest. In Punjab guests are greeted by traditional dances such as Bhangara and 'Gidda', and are given traditional food such as Sarson Ka Saag, Makke de Roti, and Lassi and presented with Saropa. Traditional head wears are given in various parts of country such as Rajasthan and Punjab.

In different parts of the world, traditional style hospitality is provided. For example, ladies decorated with flowers greet the guests in Honolulu. In some countries, local people gather to welcome visitors at airports. Providing shoeshine service for every guest in the morning in a hotel in Bangkok is a part of welcome to the guests. In one of the hotels in Mauritius, after the dinner service is over the staff collects in the dining area and sings local songs in honour of the guests. Memorizing the names of the guests and addressing them by their names is another way

of providing hospitality in one of the hotels in France. Singing melodious songs at the time of departure of a guest is done in one of the resorts in Fiji.

All the above mentioned examples along with many others reflect the concept of hospitality provided by highly trained and experienced staff. Through their sincere efforts every guest feels like a VIP and a welcome syndrome is generated.

1.5 MEANING OF HOTEL

As per the Hotel Proprietors Act, 1956, a hotel is an Establishment held out by the proprietor as offering food, drink and if so required, sleeping accommodation, without special contract to any traveller presenting himself who appears able and willing to pay a reasonable sum for the services and facilities provided and who is in a fit state to be received." As a result of this definition establishments such as Hospitals, Hostels, Apartments and Prisons, although provide accommodation to people yet do not come under Hotels.

Common Law states that a "Hotel is a place where all who conduct themselves properly, and who being able to pay and ready to pay for their entertainment, are received, if there be accommodation for them, and who without any stipulated engagement as to the duration of their stay or as to the rate of compensation, are while there, supplied at a reasonable cost with their meals, lodging and other services and attention as are necessarily incident to the use as a temporary home."

A hotel may be called as an establishment where primary business is to provide to the general public lodging facilities and which may also furnish one or more of the various services such as food, beverage, laundry, uniformed services etc. Hence, hotel can also be called as home multiplied by commercial activities.

As per the Reader's Digest Dictionary the term 'Hotel' refers to 'a house of entertainment of travellers'.

According to the Encyclopaedia Britannica the word 'Hotel' is of ancient origin, but its use in English for a house offering lodging and food for travellers is recent. The Hostlers of

London took the name of Innkeeping in 1473. The word 'Hostler' or 'Osiler' having come to mean an inn servant.

The term 'Hotel' was used in England in about 1760. Hotel or inn is defined by British law as a "place where a bonafide traveller can receive food and shelter, provided he is in a position to pay for and is in a fit condition to be received".

A hotel or an inn may also be defined as an establishment whose primary business is providing lodging facilities for the general public and which furnishes one or more of the following services a) Food and Beverage service b) Room service c) Uniformed service d) Laundry service and d) use of furniture and fixture etc.

In legal terminology a hotel is an inn and is required under common law to offer to its visitors lodging, food and protection to their baggage. Hotel service is generally based on these three fundamental necessity of life. In addition to these a modern hotel provides its visitors many luxuries of modern urban city living, all under one roof.

1.6 HOSPITALITY MANAGEMENT

When most people think of the hospitality industry, they usually think of hotels and restaurants. However, the true meaning of hospitality is much broader in scope. According to the Oxford English Dictionary, hospitality means "the reception and entertainment of guests, visitors or strangers with liberality and good will." The word hospitality is derived from hospice, the term for a medieval house of rest for travelers and pilgrims. Hospice - a word that is clearly related to hospital - also referred to an early form of what we now call a nursing home.

Hospitality, then, not only includes hotels and restaurants but also refers to other kinds of institutions that offer shelter, food, or both to people away from their homes. We can also expand this definition, as many people have, to include those, institutions that provide other types of services to people away from home. This might include private clubs, casinos, resorts, attractions, and so on.

These different kinds of operations also have more than a common historical heritage. They share the management problems of providing food and shelter - problems that include erecting a building; providing heat, light, and power; cleaning and maintaining the premises; overseeing employees; and preparing and serving food in a way that pleases the guests. We expect all of this to be done "with liberality and good will" when we stay in a hotel or dine in a restaurant, but we can also rightfully expect the same treatment from the dietary department in a health care facility or while enjoying ourselves at an amusement park.

Turning our attention now from the facilities and services associated with the hospitality industry to the people who staff and manage them, let us consider the profession of the hospitality provider. The hospitality professions are among the oldest of the humane professions, and they involve making a guest, client, member, or resident (whichever is the appropriate term) feel welcome and comfortable. There is a more important reason, however, that people interested in a career in these fields should think of hospitality as an industry. Today, managers and supervisors, as well as skilled employees, find that opportunities for advancement often mean moving from one part of the hospitality industry to another. For example, a hospitality graduate may begin as a management trainee with a restaurant company, complete the necessary training, and shortly thereafter take a job as an assistant manager in a hotel. The next job offer could come from a hospitality conglomerate, such as ARAMARK. ARAMARK provides food service operations not only to businesses but also in such varied areas as recreation centers, sports stadiums, college and university campuses, health care facilities, convention centers, and gourmet restaurants. Similarly Holiday Inns is in the hotel business. But it is also one of the largest food service companies in the United States.

The point is that the hospitality industry is tied together as a clearly recognizable unit by more than just a common heritage and a commitment to "liberality and good will."

Hospitality Management is one of the few remaining places in our increasingly specialized world of work that calls for a broadly gauged generalist.

1.7 **DEFINITION OF HOTEL**

A commercial establishment providing lodging, meals and other guest services, in general to be called a hotel, an establishment must have a minimum of six letting bedrooms, at least three of which must have attached (en suite) private bathroom facilities. Although hotels are

classified into "Star categories (1-star to 5-stars), there is no standard method of assigning these rating and compliance, with customary requirement in voluntary. A US hotel with a certain rating, for sample is may look very different from a European or Asian hotel with the same rating, and would provide a different level of amenities, range of facilities, and quality of service. Whereas hotel chains assure uniform standards throughout, non-chain hotels; hotels may not agree on the same standards. In Germany, for example, only about 30 percent of the hotels choose to comply with the provisions of the rules established by the German hotels and Restaurant association. The entire membership of the Paris-based international hotel and Restaurant (IH&RA) oppose any such move. According to IH&RA, to to harmonize hotel classification based on a single grading (which is uniform across national boundaries) would be an undesirable and impossible task. As a rough guide: A1-star hotel provide a limited range of amenities and services but adheres to a high standard of facility-wide cleanliness, A2-star hotel provides good accommodation and better equipped bedrooms, each with a telephone and attached private bedrooms, A3-star hotel has more spacious rooms and adds high-class decorations and furnishings and colour TV. It also offers one or more bars or lounges. A4-star hotel is much comfortable and larger, and provides excellent cuisine, (table d'hote and alacarte), room service, and other amenities. A5-star hotel offers most luxurious premises, widest range of guest services, as well as swimming pool, and sport and exercise facilities. The official hotel guide has its own classification scheme that rank hotels in nine categories as (1) moderate tourist class (2) tourist class, (3) superior tourist class, (4) moderate first class (5) limited service first class, (6) First-class (7) Moderate deluxe (8) Deluxe and (9) Super deluxe.

1.8 THE MANAGER'S ROLE IN THE HOSPITALITY INDUSTRY

As a successful Manager in the hospitality industry, you must exhibit many skills and command much specialized knowledge, all directed at achieving a variety of management objectives. The manager's role is wide and varied. Let's now discuss three general kinds of hospitality objectives with which management must be concerned:

1. A manager wants to make the guest feel welcome. This requires both a friendly manner on your part toward the guest and an atmosphere of "liberality and good will" among the

- people who work with you in serving the guest. That almost always translates to an organization in which workers get along well with one another.
- 2. A manager wants to make things work for the guest. Food has to be savory, hot or cold according to design, and on time. Beds must be made and rooms cleaned. A hospitality system requires a lot of work, and the manager must see that it is done.
- 3. A manager wants to make sure that the operation will continue to provide service, while also making a profit. When we speak of "liberality and good will", we don't mean giving the whole place away! In a restaurant or hotel operated for profit, portion sizes are related to cost, and so menu and room prices must consider building and operating costs. This enables the establishment to recover the cost of its operation and to make enough additional income to pay back any money borrowed as well as to provide a return to the owner (or investor), who risked a good deal of money-and time-to make the establishment a reality. The key lies in achieving a controlled profit, loss, or break-even operation. A good term to describe this management concern is "conformance to budget." Simply stated, these objectives suggest that managers must be able to relate successfully to employees and guests direct the work of their operation and achieve operating goals within a budget.

1.9 HOTEL ORGANISATION CHART OF HOTEL (SMALL, MEDIUM, LARGE)

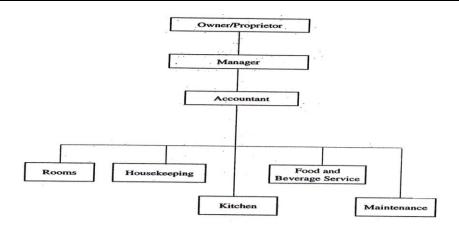
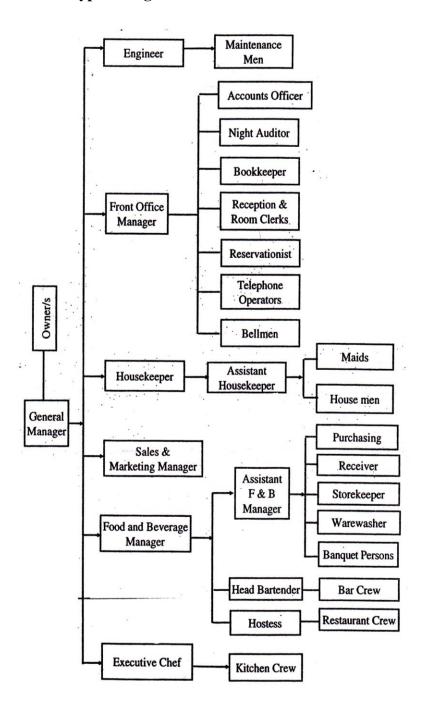


Figure 1.1 A typical Departmental Structure in a Small Hotel.

Figure 1.2 A Typical Organizational structure for a Medium sized Hotel.



A Typical Organisation Chart for a Large Deluxe Hotel (500-1500 Rooms) President Vice President General Manager Finance & Audit Resident Manager Advertising Sub-Rentals Controller Dir-Food & Beverage Director-Sales Building Supt. Accts Rec Chief Dir-Rooms Director Dir-Catering Manager Accountant Executive Director-Division Reservations & Conv Chef National Sales Restaurants Prop Maint. Manager Catering Manager Accountant Dir-House-Accts Rec Rooms Dept Coffee Shop Mgr Chef de Manager keeping Supervisor Manager Cuisine Conv Sales Managers Dir-Public Service Mgr Relations Restaurant Chief Asst. Hosue Payroll Accounts 'A' Mgr Pastry Manager Payable Clerks keepers Banquet Chef Managers Main Dining Catering Room Mgr General Personnel Accounts Coffee shop Sales Rep Manager Cashier Manager Sous Chef Chief of Bar Mgr Security. Banquet Headwaiter Profit Imp. Assistant Revenue Main Dining Auditor Manager Center Dir-PBX Room Room Head Sous Chef Dept. Service Mgr Houseman Purchasing Night Laundry & Agent Auditor Beverage Night Club Night Club Valet Mgr Sous Chef Manager Manager Parking Executive Supt of Manager Emp. Cafeteria

Steward

Manager

Figure 1:3.

Service

1.10 SUMMARY

As we have seen, the hospitality includes hotels and restaurants as well as many other types of institutions that offer shelter and /or food to people away from home. A manager in the hospitality industry, therefore must keep in mind the following three objectives, 1. making the guest welcome personally, 2) making thinks work for the guest, and 3) making sure that the operation will continue to provide service and meet its budget.

This chapter mentioned about the origins and the nature of the hospitality industry the role of the managers also defines the term "hospitality".

1.11 KEYWORDS

- 1. Hospitality:- The cordial and generous reception and entertainment of guests or strangers either socially or commercially.
- 2. Catering:- Providing the service of food and beverage.
- Hotel:- A hotel is defined as a place where a bonafide travellers can receive food and shelter, provided he/she is in a position to pay for it, and is in a fit condition to be received.
- 4. Cuisine:- A style or method of cooking it also means kitchen in French.

1.12 SELF ASSESSMENT QUESTIONS

- 1. Differentiate between Hospitality and hotel.
- 2. Draw the Staff organisational chart of large hotel and explain.
- 3. Write brief note on the nature of hospitality industry.
- 4. What is the role of a manager in hospitality industry.
- 5. What do you mean by hospitality management.
- 6. Write note on
 - (i) Origin of hospitality

(ii) Definition of hotel.

1.13 SUGGESTED READINGS

- 1. Tourism and travel Management, edited by Dr. Biswanath Ghosh, Department of Commerce and Management, Burdwan University, Vikas Publishing house pvt. ltd.
- 2. Front office Management edited by Sushil Kumar Bhatnagar, published by Frank Bros. & Co.
- Introduction to the hospitality industry sixth edition edited by TOM Powers and Clayton W. Barrows.
- 4. Professional Hotel Management, edited by Jagmohan Negi, published by S.Chand & Company ltd., New Delhi.

UNIT – 2: GROWTH AND CLASSIFICATION OF HOTELS

Structure

- 2.0 Learning Objectives
- 2.1 Introduction
- 2.2 Development of Hotels
- 2.3 Growth of Indian Hotels
 - 2.3.1 The Story of Taj Group of Hotels
 - 2.3.2 Oberoi Hotels
 - 2.3.3 India Tourism Development Corporation.
 - 2.3.4 The Ashok Group
 - 2.3.5 Welcome Group
- 2.4 Classification of Hotels
 - 2.4.1 Size
 - 2.4.2 Star System
 - 2.4.3 Classification on Basis of Ownership
 - 2.4.4 Other Categories
- 2.5 Summary
- 2.6 Keywords
- 2.7 Self Assessment Questions
- 2.8 Suggested Readings

2.0 LEARNING OBJECTIVES

- 1. Explain the development of hotel industry.
- 2. Identify the four criteria for classifying hotels and name the types of hotels in each classification.
- 3. Describe the history of Indian hotels.
- 4. Know the general features available in different Star category hotels.

2.1 INTRODUCTION

The hotel and tourism industry is one of the fastest growing industries. The hotel industry is a service oriented industry run by the people and for the people with the advent of modern technology the industry is posited for further growth, an unprecedented growth in the economy has changed the life-style of a large cross-section of society. Today, people all over the world travel more frequently both for business and pleasure. There is also a growing awareness among people that a vacation away from home can be a positive and welcome change. A few years ago, most people did not take a planned vacation, and if they did, they travelled between their own home and a relative's home for a break. Nowadays many people visit places where they do not have any relatives. Thus using hotel accommodation, and availing of the service provided by the hotel and tourism industry.

The demand for hotel rooms to accommodate all these people on the move is on the increase. A number of hotels/restaurants all over the country have sprung up to cater to their needs. When people travel away from their homes, they need other services such as food, entertainment, business and leisure-linked activities. To provide these services to discerning travellers and guests, the industry provides not just a room and a restaurant, but a specialised experience created by professional. The Government of India and the individual State Governments have approved the addition of numerous hotels, resorts and restaurants to the already existing numbers.

2.2 DEVELOPMENT OF HOTELS

Today's lodging industry is complex and diverse. From the inns of Biblical times to modern resort complexes, the evolution of lodging establishment has been influenced by social, cultural, economic and political changes in society.

When ancient humans first ventured beyond their tribal settlements, there were no hotels to accommodate them. These early travellers were mostly traders. Inn keeping was one of the first commercial enterprises and hospitality was one of the first services for which money was exchanged.

The inns of Biblical lives offered little more than cot or bench in the corner of a room where sanitation or privacy was non-existent.

It was not until the Industrial Revolution that European taverns began to combine food and beverage service with lodging. In colonial America, inns were modelled after European taverns.

The first American hotel, the City Hotel opened in 1794 in the seaport of New York city. In 1829, Isaiah Rogers built a new hotel in Boston. His creation - Tremont House - was the earliest first class Hotel in America. With the end of World War II, the hotel industry unexpectedly entered a new era of prosperity. With automobile in every house, Americans began to travel with their families.

The early hotels were .small and were called Mom and Pop properties, owned and operated by couples. California was the site of the first motel revolution.

The historical development of hotel industry is linked up with the development of transportation and in turn the tourism product. With the emergence of railway network there came the need for accommodation and so the building of railway hotels. Increased travel by the upper classes stimulated the building of luxury hotels, since the 60s the hospitality industry grew due to a number of factors—increase in real income, living standards and leisure time. The increase of car ownership was also a contributory factor. Another influence was the development of air transport since the 60s which played a significant role in the accessibility of resorts and

location of hotels. The location of industry and trade and the expansion of motorway network has created a demand for accommodation.

By the year 2000 the largest industry- in the world is likely to be tourism. Total world arrivals have, over the past two decades, expanded by an average growth rate of 5.1 per cent per year. Receipts from tourism worldwide for the same period have risen by a similar rate.

2.3.1 THE STORY OF THE TAJ GROUP OF HOTELS

The Taj Group of Hotels is one of the largest chain in India with several hotels abroad also. The parent hotel, the Taj Mahal Hotel, Bombay is rated among the 10 best in the world.

The founder of the House of Tatas, Mr. Jamshedji Ratanji Tata in 1897, formed the Indian Hotel Company, and built the exquisitely beautiful Taj Mahal Hotel in Bombay. The door opened in 1903 and has been an important landmark opposite the Gateway of India ever since.

In 1971, the 220-room Taj Mahal hotel in Bombay was converted into a 325 room hotel, and a multi-storey structure was built adjoining the original property.

In 1972 the Lake Palace at Udaipur and Rambagh Palace in Jaipur were linked to the Taj and a chain was born.

In 1974, a new company was floated, which created the Taj Coramandel in Madras. In the same year the chain broadened with acquisition of the Fort Aguade Beach Resort in Goa.

In 1976, the Fisherman's Cave was built. It is a 30 minutes drive from Madras on the Bay of Bengal with a private beach:

In the same year the Taj Group opened the Taj Flight Kitchen in Bombay catering to both domestic and international flights.

In 1978 the glittering Taj Mahal Hotel was opened in Delhi and this was followed two years later in Varanasi by the Taj Ganges.

The 1980's saw the rapid expansion of the group—the gigantic Taj Palace in New Delhi; the Shiv Nivas Palace at Udaipur; another Flight kitchen in New Delhi airport; the Taj Residency in Bangalore, at Ooty; the Raj Mahal Palace at Jaipur and the Taj View Hotel in Agra, Sri Lanka. And the chain continues to expand.

2.3.2 OBEROI HOTELS (The Story of Rai Bahadur M.S. Oberoi)

Rai Bahadur Mohan Singh Oberoi, Chairman and founder of Oberoi Hotel was born in August 1900 in Bhaun, a small village in what is now Pakistan.

Soon after his marriage in 1922 he arrived penniless in Simla, and found a job as a Front Office Clerk in the Cecil Hotel at a salary of Rs. 40 per month. Some years later he moved to Clerker hotel (also in Simla) and gained experience in all aspects of the hotel operations. In 1934 he bought Clerker hotel by mortgaging all his assets and selling his wife's jewellery.

In the early 1930's a cholera epidemic struck Calcutta and the Grand Hotel, the largest in the city was forced to close. In 1938 Mr. Oberoi acquired the Grand and converted it into a profitable business venture. The Oberoi Grand remains to this day Calcutta's leading hotel.

In 1943 Mr. Oberoi took over the Associate Hotel of India (AHI) with eight hotels in Northern India including the Cecil in Simla, Maidens and Imperial in Delhi, and 4 hotels now in Pakistan. The Qberoi chain grew rapidly with hotels in Gopalpur, Darjeeling, Chandigar and Srinagar.

The Oberoi International in New Delhi, which opened in 1965 was the first modern luxury hotel in the Capital. The 35-storey Oberoi Towers opened in Bombay in 1978, the tallest building in India.

Mr. Oberoi's dedication to the industry is evident from the Oberoi Centre of Learning and Development based in Delhi.

Oberoi is now part of the International .Chain of Hotels with has properties not only in India but also in Australia, Indonesia, Egypt, Iraq Sri Lanka, Singapore, Zanzibar and Nepal.

Mr. Oberoi was named as 'Man Of the World' for 1983 at the annual convention of the International Hotel Association in New York and selected as the outstanding hotelier of the year by the Hotels and Restaurants International.

2.3.3 INDIA TOURISM DEVELOPMENT CORPORATION

ITDC (India Tourism Development Corporation) that runs the largest hotel chain of India has largely contributed in the development of tourism industry in India. It was founded in 1965.

ITDC after its formation put in exceptional effort to promote the hotel industry as well as tourism by developing new hotels and tourism spots.

ITDC launched its own project for a five star hotel in Bangalore that is Bangalore Ashok and soon launched another hotel in Delhi in the name of Akbar hotel and thus started the unending story of grouping upcoming new hotels all over India and abroad which has now made ITDC one of the largest international hotel chains.

The Ashok group of hotels is but one of the services provided by the state - owned by the Indian Tourism Development Corporation. It has the largest network of hotels in the country. ITDC has promoted the concept of joint venture hotels, both with the state government and private entrepreneurs for setting up, running and marketing hotels under the Ashok brand name.

ITDC runs duty-free shops at all international airports, both in the arrival and departure halls. It's range of products on sale and the competitive prices make the ITDC duty-free shops a real bargain in Asia.

The corporation also runs a few restaurants, with specialized cuisine, It has restaurants, in Agra, en route Agra, in distant Moscow, the Soviet capital city and in Wellington, New Zealand.

ITDC has also entered into agreements for running hotels overseas; and the first of its hotels is under way in Cuba. Other hotel and restaurants project have also been taken over at other places all over the world.

2.3.4 THE ASHOK GROUP-THE LARGEST CHAIN OF INDIA

The Ashok Group of Hotels has been India's gracious and regal host to leading national and international visitors. The group is known for its unique mix of traditional Indian facilities that are beyond compare. The group has 39 hotels in 32 major destinations, The range of hotels varies from five star deluxe to first class to budget, depending on tourist needs.

The hotels have now been classified into three categories—Elite, Classic and Comfort. The six Elite hotels are Ashok group's five star deluxe properties that cater to the upmarket clientele. The Classic group comprises of sixteen units that meet the expectations of the business travellers and mid-market guests. The Comfort category provides home comforts at three locations across the country.

The hub of the Ashok group's activities is in New Delhi, India's ancient capital. It has been apparently called the 'Conventional capital of Asia' largely due to the presence of the Ashok group, which offers over two thousand rooms in it's various hotels strategically, located across the Capital.

The Ashok Hotel, the group's flagship,' offers the largest conventional hall in. India with a capacity of seating 2500 people and is named after the legendary philanthropist emperor Ashok. The other hotels of the group are the Samrat, Qutab, Kanishka, Janpath, Lodhi, Ranjeet and Ashok Yatri Niwas-their names reflecting India's rich heritage.

Six Ashok Group Hotels are situated in west India-Jaipur, Udaipur, Aurangabad, Kolhapur and Pune. Udaipur studded with palaces, lakes and temples has the. Laxmivilas Palace Hotel. Jodhpur, another beautiful city of Rajasthan, has Ratanada Ashok. Aurangabad, situated in the heart of Maharashtra, is the base for visiting Ajanta and Ellora. Shaline Palace Ashok in the princely town of Kolhapur and Executive Ashok in Pune complement the Ashok group in the west.

In central India, the Varanasi Ashok situated in the holy hindu city, provides a base for tourists to explore the city. Located atop Shamlan Hills in Bhopal is Hotel Khajuraho Ashok built in the shadows of the famous, thousand year old Khajuraho Temples. Hotel Jammu Ashok, in the north of the country, provides a convenient base for excursions into the beautiful valley of Kashmir. Manali, in Himachal hills has Manali Ashok. The Bharatpur Forest Lodge is

strategically positioned in the haven of indigenous and migratory binds. Agra, the city of Taj Mahal, has Hotel Agra Ashok.

Even within a nation as varied as India, the diversity of culture and landscape of eastern India encapsulates the mystery and beauty of the Orient. There are Ashok Group Hotels at Ranchi, Calcutta, Pun and Bhubaneswar. The latter is an excursion base for the Sun Temple at Konark and Chilka bird sanctuary. Pun combines the pleasure of a seaside resort with the privilege of being one of the most sacred pilgrim centers of India.

The Soundproof Ashok at Dum Dum airport in Calcutta is ideal for transit passengers. From Brahmaputra Ashok at Guwahati one can explore Kaziranga-the home of the one-horned rhinoceros. In Shillong, the capital city of Meghalaya, the-Ashok group is represented by Pine Wood Ashok. Japfu Ashok named after one of the peaks of Nagaland is positioned at Kohima. Imphal Ashok nestles in Manipur's wooded hills.

The Ashok group offers a complete Indian experience with an ever-increasing network, taking care of its guests with a combination of dependable comfort and traditional Indian hospitality.

2.3.5 WELCOMGROUP HISTORY

Welcomgroup is the Hotel Division of 1TC Ltd. ITC entered the field of hoteliering. in 1975 with the opening of Chola in Madras. Two more hotels, Mughal in Agra in 1976 and Maurya in New Delhi in 1977 followed in rapid succession, firmly establishing Welcomgroup as one of the fastest growing groups in India. After 1977. Welcomgroup went into the management operation and marketing of hotels owned holly by other entrepreneurs, or jointly with ITC.

Welcomgroup is a completely new concept in hoteliering in India. The chain's philosophy of individuality was set up by it first three hotels, each of which took as its themes a famous dynasty from India's past namely, Chola, Mughal and the Mauryan.

ITC Sheraton Management signed an exclusive agreement with Welcomgroup in 1979, in the field of Marketing and Reservations for the first three hotels of Welcomgroup. In 1987 Welcomgroup Windsor Manor and Sea Rock were Sheratonised. Welcomgroup Adyar Park has been included in this agreement renaming the hotel as WG Park Sheraton. Recently opened

Welcomgroup Rajputana Palace Sheraton Hotel in Jaipur has also been brought under the Sheraton banner.

All Welcomgroup hotels are equipped to meet the most stringent international standards of efficiency service and state of art technology. In every hotel, local Indian elements are blended beautifully with the most sophisticated comfort and facilities.

2.4 CLASSIFICATION OF HOTELS

Since the hotel industry comprises of numerous hotels, and they provide numerous services, facilities and goods, the hotel industry lacks a single identity. Although the basic concept of hospitality, food and accommodation are same, yet hotels may have different characteristics and assets and each hotel would like to attempt to cash on its assets and develop its share of the particular market, and gain more and more recognition because of that asset. Placing a hotel into a particular group is not easy because of the diversity of services, facilities and amenities provided or not provided. Most of the hotels don't fit in any specific well-defined category. Nonetheless, several general classifications do exist.

BASIS OF CLASSIFICATION OF HOTELS

Hotels are classified into several distinct categories to help the prospective guest in identifying the right type of hotel matching his standard and requirement. However, for the sake of convenience, we shall put them under four broad categories as given below.

- 1. On the basis of size.
- 2. On the basis of star system.
- 3. On the basis of ownership.
- 4. Other categories.

2.4.1 SIZE

Classification on the basis of size refers to the number of rooms (bed capacity) and should not be confused with the building height, or the area of the property, or the gross sales etc. The term number of rooms refers to the lettable rooms and does not include those rooms which are converted for other use such as for manager, house keeper, accounts etc. and rooms on the ground floor and basement which are generally used for offices, rentals, support services or other operational facilities leased for businesses and associations.

Usually the distribution is,

- (i) a hotel of 25 rooms or less is called a small hotel,
- (ii) one with 26 to 99 rooms is an average hotel,
- (iii) from 100 to 299 it is called as above average, and
- (iv) a hotel of more than 300 rooms is classified as a large hotel.

2.4.2 STAR SYSTEM

This system is one of the most commonly understood, accepted and recognised systems in India. This is also an official system of classification. In this system hotels are classified on the basis of have facilities which the hotels and the services which the hotels provide to the guests. Based on the number of services and facilities and their quality and. standards, which may vary from a basic bedroom to-a luxury room with modern fittings and equipment, the hotels are awarded stars ranging from one to five star deluxe.

Eligibility for Star Classification

To be eligible to apply for classification, a functioning hotel must fulfill the following minimum basic requirements:

- (i) The hotel must have at least 10 lettable bedrooms.
- (ii) Carpet areas in respect of rooms and areas of bathrooms should by and large adhere to the following limits:

Category of Hotel	Area Standard for Bedroom/Bathroom
5-Star/5-Star Deluxe Hotels	

Single	180 sq. ft.
Double	200 sq. ft.
Bathrooms	45 sq. ft.
4-Star and 3-Star Hotels	
Single A/C and Single Non A/C	120 sq. ft.
Double A/C and Double Non A/C	140 sq. ft. (Extra area may be provided if twin beds are to be provided 36 sq. ft.)
Bathrooms	36 sq. ft.
2-Star and 1-Star Hotels	
Single A/C and Single Non A/C	100 sq. ft.
Double A/C and Double Non A/C	120 sq. ft. (All rooms should have proper ventilation and ceiling fans)
Bathrooms	30 sq. ft. or subject to local bylaws.

Failure to satisfy the above conditions will disqualify a hotel for consideration.

In some countries hotels classified on the basis of facilities are:

- (a) Full service hotels: Which provide all possible services and amenities of the highest standard to a guest.
- (b) Budget Hotels: Provides economical and basic guest rooms with limited Food and Beverage services.
- (c) Self Catering Service: Such as efficiency hotels and cottages with Food and beverage cooking and services facilities.

2.4.3 CLASSIFICATION ON THE BASIS OF OWNERSHIP

Another way to classify hotels is to examine the ownership through which a hotel can be classed. The classification is as follows:

1. Independent Hotel

These hotels are on ownership basis and do not have any affiliation or contract through any other property. And also they do not have any tie up with any other hotels with regards to policy, procedures and financial obligations. The advantage in this type of hotel is that they need not maintain a particular image and they are not bound to maintain any set targets, but can independently adopt quickly to the changing trends. They are usually autonomous.

2. Management Contractual Hotel

Another type of chain organization which operate properties owned by individuals or partners are management contract hotels. The contract is entered on long term basis between the owner and the operator and usually as per the contract

- owner retains the legal and financial responsibilities.
- operator pays for the operating expenses and recovers from the owner an agreed upon fees.
- owner is responsible for paying taxes, insurance and debts.

3. Chains

There are many single owned hotels, yet more and more hotels and motels are now getting affiliated to each other. This gives them the advantage of a large central organization providing reservation system, management aids, financial strength, expertise, manpower specialties, merchandises and promotional help.

Affiliation

- (i) Two or more operations belonging to some organizations; for example, Holiday Inns, Ramada, Sheraton Corp., Trust house Forte, Hilton Corp., Howard Johnson, Balkan tourist, Day Inns-Travel Lodge, Intercontinental Hotels, Hyatt, Marriott Corp, etc. Within one chain the type of affiliation may vary.
- (ii) A "Referral Chain" is made up of independently owned and operated hotel and motel and provides shared advertisement, joint reservation system and standardized quality. Virtually no shared managements or financial functions.

(iii) Another chain operation is "Multi-unit company" usually with a head office and several operations across the country and abroad.

2.4.4. OTHER CATEGORIES

- 1. On the basis of clientele: In U.S of A and some other countries the hotels are also classified on the basis of the clientele or guest patronage (i.e.) the targeted market. This means hotels cater to specific-group of guests only. For example some hotels cater to families only while some other may cater to commercial man only. Similarly there may be hotels which may cater to men only or women only. Probably the beginning of organization such as YMCA (Young men Christians association) and YWCA (Young women Christians association) started with this concept only. In some cases we find the patronage or clientele base classification may include hotels for sports man only. The type of patronage to which one hotel caters gives it a separate character. The type of classification of hotels an patronage/clientale basis was common in olden days, nowadays such classification are not very common. Although we still have hotels such as Ashok hotel and rail Yatri Niwas or Ashok Yatri Niwas which may be classified as hotels for aristocrats and riches and hotel, for economy or budget tourist respectively but even these establishments don't make any water tight compartments while taking their guests. Another factor why this type of classification is fast fading out is that it brings in a feeling of class consciousness (i.e.) the sense of superiority or inferiority complex in the guests. Further it is also important that if the hotel are operating on this type of classification it becomes very difficult for the hotel to get business after sometime because the market gets saturated.
- 2. **On the basis of location:** Downtown hotels, suburban hotels, hotels situated on highways, motels motor hotels and motor lodges, hotels on hill stations etc., hotels on boat boatels and flotels, and Airport hotels can be included in this group. These hotels are near to the Airport for example "Centaur hotel" in Delhi. These hotels usually cater to transit passengers, overnight stay and short stay guest such as lay over passengers or cancelled flight passengers. Airlines crews also are accommodated in such hotel.
- 3. **On the basis of length of stay:** In some cases hotels are also classified on the basis of length of stay of the guest in the hotel. This is also called on the basis of stopover of the guest in

the hotel. Some hotels accommodate guests for a short period of time only for example as less as one day only or sometime may be even less than that (i.e.) on half day rate basis only. In such cases the guest does not have to enter into a specific bond or lease. Of course a Guest Registration Card has to be filled in by the guest which is a mandatory requirement. Such hotels are usually situated on high ways near airports or interstate or international bus terminals etc. where transit guest come and hence such hotels are called transit or transient hotels. The guest of the this type of hotel is required to pay an daily basis. Another group of hotels under this classification is where the guest stay in hotel for a longer period of time say a month or even more. This group of hotels is called residential hotels. The guest usually do not pay on daily basis in this type of hotels. The guest of a purely residential hotel must sign a lease which is a mandatory requirement that describe in details the terms (including the rent which may be on weeks, fortnightly or monthly basis) or duties and responsibilities of both the guest and the hotel. In other words the lessor and lessee, and both the parties have to honour the lease in its full respect. Another group that is the third group under the classification is of those hotels which incorporates the features of both the transient and residential hotels which means that in addition to taking guests on transit basis they have some rooms for housing guests on permanent basis (i.e.) on lease basis also. These types of hotels are called semi residential hotels.

4. In Europe star classification by AA (Automobile Association) is often regarded as an accepted mark of quality like in India and stars five to one are awarded.

AA Rosette are also awarded in certain cases which depend upon specially recommended food. For example:

Single Rosette: Food standard higher than expected of the hotels of their standard. Double Rosette: Much higher food standard than expected of the hotels of that standard.

Three Rosette: Outstanding standard food than expected of the hotels of that standard.

- 5. According to Guide Michelin symbols as follows are used-
- 6. In some of the European countries hotels are classified according to the standard as deluxe, first class, second class, third class and fourth class also. Another way of categorization

in U.K. is as deluxe for best, first class for second grade, middle class for third grade and moderate class for fourth and fifth grade hotels.

7. Residential Hotels

Residential hotels are also called as apartment hotels or apartment house. Rooms in a residential hotel are sold on a monthly or yearly basis. Rooms may be furnished or unfurnished, single or en suite. Almost all residential hotels operate a restaurant, offer telephone service, laundry and valet service. Advance rents are usually collected while other charges are billed weekly. These type of hotels normally operate on European plan. Recent developments in this area include cooperative hotels and condominiums in which the tenants own the apartment and pay the management a fee for maintenance. When the rooms are not occupied by the owner the management often has the right to rent them on temporary basis, so that the hotel will contain both residential and transient guests. They are also called as 'en pension'. Such establishments are very popular in U.S. and Europe. Long staying guests generally stay from months to year and rent may be paid per week or per month. Facilities are less than that of commercial hotels.

8. Semi Residential Hotels

These hotels provide accommodation to guests on weekly or monthly basis like residential hotels as well as on per day basis like transient hotels. Reduced rates are provided to long staying guests. Transient guests who want to take the advantage of reduced rates for longer stay also come to such establishments.

9. Transient/Transit Hotels

Hotel guests who fall under the category of transient guests are those who are en route guests i.e. who are in the process of moving from one destination to another and stop at the hotel for a short period of time as against a terminal guest who has reached his final destination. Hence hotels, which cater to a transient/transit guest are called transient hotels. They find their origin in olden days inns. Examples of transient hotels are motels, motor hotels, airport hotels etc. In large cities they operate on European plan generally while in small towns they may operate on American plan. The olden days establishments such as theatrical hotels popular in rural areas are also included under this heading. Transient hotels such as airport hotels attract its clientele from

layover passengers and crew members of the airlines. Such hotels are situated generally near port of entry i.e. airport or seaport, or international bus terminal etc. Generally the length of stay is short i.e. few hours to few days.

10. Resort Hotels

Resort hotels are located at resort places such as islands, exotic locations, hill stations, beaches and health resorts and spas i.e. summer resorts, winter sports resorts and all season resorts etc. with breathtaking beauty and typical scenery. People go to these places for relaxation, to enjoy themselves, and to get away from the hectic city or for health reasons away from hectic city life or to pursue a specific interest/activity. Depending upon the location specially designed activity programmes are made. A resort manager should along with other office job should focus upon meeting and greeting guests getting close to the guest can be achieved by arranging formal get together parties may be once a week with all managers in attendance. The focus should be on practical communication methods to enhance the guest stay in the hope that they will become a much appreciated 'Repeat Guest'. Creativity is critical to the success of the hotel. An entertainment menu that is sensitive to the needs of various market segments coupled with ideas to reinforce the status of a repeater e.g. the planting of small trees with the guest name and address printed on a plaque beside it can provide final touch.

Generally a guest stay is long such as a week or more and normally holidaymakers, sportsmen and patients who have been advised by doctors etc. go to the resort hotels. In resort hotels, such as hill resort hotels, business is dependent on season and they have off season and full season tariff. Resort hotels have homely and informal atmosphere. No dress code is required; more social contact with guests, lot of entertainment items such as housie, beauty contest, floor shows, cabarets, fancy dress parties and stage shows etc. are popular. In addition recreational facilities like table tennis, badminton, golf, water games etc. can be there. Growth of resort hotels in U.S. took place due to vast highway construction programmes, as more people started travelling by cars. Many resort properties are at Florida, California, Arizona, Michigan, Wisconsin and Carolina etc Resort hotels are not very popular in India because of various causes, the main reason being highways are not very well developed in India. Fuel for car is very costly,

automobile industry is not as developed as in Europe and America and, most important, people are not so rich and don't have as much spare and leisure time to enjoy.

Resort hotels have facilities like

- (i) Extensive entertainment program
- (ii) Tennis court, golf course with trainer
- (iii) Saddled horses with trainer
- (iv) Car parking and garaging and service facilities
- (v) Mini golf course, squash, billiards, etc.

11. Commercial Hotels

Commercial hotels are situated in the heart of the city i.e. downtown busy commercial areas and urban areas. Mainly businessmen and commercial executives patronize these hotels. Generally duration of stay is a few days only and weekend business is slack. Best possible facilities of high standard are provided in commercial hotels. These days, business centre in a commercial hotel is a must. They must have services like facilities to meet the basic business demands, swimming pool, speciality restaurant, bar, disco, 24 hours room service, health club etc. Commercial hotels are sometimes also called downtown hotels. In addition to businessmen these hotels also accommodate tour groups small conference groups, and individual guest.

12. Suburban Hotels

Suburban hotels are situated in suburbs, with quiet surroundings. They have moderate to low tariff and are generally patronized by budget guests.

13. Retirement Hotels

Hotels of this category are not popular these days. Such hotels cater to the needs of retired persons. They take care of their meals and lodging. They also offer some mild recreational activities to the senior citizens. Normally all the services are offered as inclusive package rate to

the retired persons. Nowadays such establishments are called "Old Homes" and "Sandhya Houses" in India.

14. Green Hotels (Eco-friendly Hotels)

If we kill the environment we kill ourselves. Environment has always been a touchy subject visa-vis the hospitality industry. The spread of unplanned tourism and its allied evils hardly show any regard for the pristine beauty of the places identified for development and on grand plans. As a result, many rare flora and fauna that live on the thin red line of extinction are lost forever as the sacrificial pigs of progress. Tourist activities are claimed to uproot the locals from their habitats, robbing them of their livelihood, eroding the quality of their life, disrupting their lifestyle, corrupting their value system, impinging on their socio-cultural ethos, polluting their soil, water and air and depleting natural resources and wreaking havoc on the region's flora and fauna.

15. Floating Hotels

This type of hotels are located on the surface of water such as sea, lake etc. Such hotels provide exclusive and exotic atmosphere. All the facilities of a first class hotel are there in this category of hotels. In many countries old luxury ships have been converted into floating hotels. In India in Kashmir valley, houseboats are used as first class luxury hotels. They provide wonderful experience to a tourist. The First Floating Hotel of India, a Rs. 31 crore hotel with four storeys will be operational in Kolkata very soon. The hotel with a coffee shop and 73 rooms and three suites can be called the First Floating Hotel of India.

16. International Hotels

These hotels are situated in metropolitan cities and provide modern western style luxury to their guests. They can also be called as full service hotels. Many such hotels are owned by big international chains. Such hotels find good market in commercial towns.

17. Motels

Motels, motor hotels and motor courts are designed to serve the needs of motorists. They must provide car parking, garage, accommodation, rest facilities and recreational facilities and

hence motels are generally equipped with filling stations, motor garage, service stations, accessories, elevator service to automobile entrants, restaurants etc. The tariff is very low as compared to city hotels. They have easy access from highways, being located on highways or at road junctions. Motel accommodation is ranked with hotels in general in many countries.

Motel accommodation may provide bedroom and bathroom facilities or include a large living area and a kitchenette. The latter is applicable to tourist area where longer staying guests require self catering provisions and also for families relocated or temporary employees in that area, etc.

18. Casino Hotels

The focus in this type of hotels is on gambling and provision of casino. Casino hotels are not seen in India but are very popular in America, particularly in Las Vegas—Nevada. Top artistes come to the hotel and give their live performances and entertain the guests. These are high class hotels with luxurious rooms and other top class services and amenities.

19. Condominiums

Condominium development involves a joint ownership of a complex. Each owner purchases and has full benefit of an unit such as a guestroom, suite, apartment or a villa and shares the cost common to the whole complex such as taxes, maintenance and upkeep of buildings and grounds, parks, tennis court, swimming pools, provision of services such as security, letting and management, etc.

Each owner can occupy or sell his unit independently but is obliged under the terms of contract to contribute towards the pool of common facilities and services. Condominiums have many advantages over simply leased property. In a condominium the capital appreciates with rising value particularly on coast or lake sides. It relieves the owner of maintenance and upkeep worries. The owner can enjoy extensive recreational facilities exclusive to the complex. Condominium management look after the unit in the absence of the owner and if required, let it to provide income. In some instances letting or lease-back conditions may be written into the contract, particularly where the condominium unit in a complex may be used as a back up to a hotel operation. In some cases the developer may act as an estate agent and manager.

20. Apartotel

It is an apartment building also used as a residential hotel. Purchase of the apartment entitles full services of the hotel and during the period it is not occupied it can be added to the hotel pool for getting income. The concept was initially developed by Melia Coy of Spain in 1970.

21. Auberge, Gasthof, Herberge

These are the counterpart of inn in various countries. They represent a smaller unit which may have complimentary bar, restaurant and bedrooms for travellers. Here emphasis is given to eating and drinking facilities.

22. Boarding Houses

Boarding houses are establishments providing accommodation usually with meals and for a definite period of time - commonly for a week or longer. The facilities are generally restricted to use by resident guests. It can also be called a guesthouse, a private hotel, and is known in Europe as 'pension' or 'pension de famille'. Distinctions in these depend variously on length of stay, location, facilities and levels of sophistication of premises.

23. Holiday Villages

Providing extensive recreation and sporting facilities on an inclusive basis. In multiple units and provide self-catering (individual kitchen).

24. Supplementary Accommodation

This group includes all forms of rented accommodation other than the above mentioned categories such as youth hostels, dak bungalows, forest lodges, travellers' lodges, recreational centre for children, dharamshalas, sanitaria and convalescent centres, camping grounds - these are sites demarcated with amenities for living in the open air in a tent, trailer or any other mobile provisional type of accommodation unit. Usually camping sites fall into four main groups. those for transit, weekend, holiday and tourist use.

25. Bed and Breakfast Inns

Also called as B & B Inns. These are lodging establishments that provide room with breakfast ranging from continental to a full breakfast. Usually they are converted residences or country estates. Main meals are not served. They are located along commercial and holiday routes and in rural and resort areas.

26. Time Share

This concept is also becoming popular these days. This is also known as 'vacation ownership', or 'holiday ownership' concept. The concept is that for a set period which may be one week or more each year and for a number of years the person gets the right to enjoy stay and other facilities and services in an apartment or any other type of lodging in a tourist complex. It is like advance purchase of time in holiday accommodation. Purchaser has to pay a onetime capital sum and then an annual contribution towards the maintenance of the property. The fee usually covers services such as cleaning and maintenance of apartment and public areas, electricity, gas and water, insurance, operation of resort facilities e.g. swimming pool, local taxes and sinking funds for redecoration and replacement of equipment etc.

27. Boutique Hotels

A new concept in India. They are different from the hotels in that each room has a distinct personality. It is a small but very expensive hotel. Professional but at the same time very personal and intimate services by staff are prominent feature to give guest a richer experience; each restaurant of a boutique hotel has a different entertainment concept which include lighting that changes with the mood of the guest. For more personalized services and attention restaurant are kept small. They are each theme based and everything from decoration to food to service must be in tune with the theme. 'Guest needs understanding' is the highlight of this type of hotel.

28. Level of Service.

Sometime in America hotels are also classified on the basis of range of services provided by the hotels to their guest. The size of the hotel does not matter in this case. Hotels under this group are usually classified into 3 groups a) Full range or world class service hotels which provide all

possible services and can be compared to a five star or a five star deluxe hotel, b) Mid range service hotels which can be compared to a 3-4 star hotel and c) Limited service or an economy hotel which may be compared to a one or two star hotel of India.

29. Conference Hotels

These are hotels which are specially designed to accommodate group meetings. Most full service hotels of this category offer overnight stay facilities to the conference delegates to make the meeting a success. They also provide extensive leisure facilities such as golf course. Swimming pool, fitness centre, jogging and hiking facility and may be spas also. They may usually operate on special tariff for group such as an all inclusive tariff which includes room, meals, meeting room, audio visual and other related services. Taj palace New Delhi is an example of conference/convention centre.

30. All suite hotels

It is a relatively new concept in which the guestrooms of the hotel are with living room or parlor. These rooms sometime have a small kitchnette, a refrigerator and a sink for washing of dish. The clientelee of such hotels are business people, vacationers and professionals such as accountant and lawyers etc. People are more attracted to such hotels as they get two rooms instead of one and can work and entertain in an area which is separate from bed room. Usually such hotels provide complimentary continental breakfast.

2.5 SUMMARY

This chapter offered an introduction to a variety of aspects of industry. It began with an overview of development of hotel industry. Downtown hotels once served railroad passengers and still serve the needs of travelers who have business or entertainment interests in the centre City. Motel and Motor hotels serve people traveling by car, as airport hotels do air-passengers.

Hotels can be classified according to various criteria such as size, star system, ownership, other categories. Types of hotel properties according to price range include limited-service hotels are designated by function. The location category includes downtown hotels as well as those in the suburbs, those along the highways and interstates, and those near airports.

The functional category includes executives conference centres, resorts, and health spas. Health spas are increasingly found in resort hotels and time sharing is one of the fastest growing travel and tourism segments. Additional types of hotels include those offering a particular, distinctive style, such as all suite hotels, extended stay hotels, boutique hotels.

Hotel guests can be grouped according to the purpose of their travel. The highest percentage of travellers are business travellers (54 percent), with 46 percent being on vacation or travelling for personal reasons.

Business travellers have a growing and distinct need for certain hotel services and guest room amenities increasingly, these are tied to technological needs, such as access to the internet and data ports in guest rooms, as well as newer technological advances such as wireless access for laptop computers. Hotels are also adapting services and amenities for the growing percentage of international travelers, senior travelers, female travelers and families traveling with children.

2.6 KEYWORDS

- 1. Resorts:- Resort hotels are located at resort places such as islands, Exotic locations, hill stations, beaches and health resorts and spas.
- 2. Motels:- Motels, motor hotels and motor courts are designed to serve the needs of motorists.
- 3. Commercial Hotels:- Hotels situated in the heart of the city.
- 4. Boutique hotels:- A new concept in India. It is small but very expensive hotel. They are different from the hotels in that each room has a distinct personality.
- 5. Floating hotels:- Hotels are located on the surface of water such as sea, lake etc.
- 6. Suburban hotels:- Hotels are situated in suburban with quiet surroundings.
- 7. Bread and breakfast Inns: Called as B & B. Inns these are lodging establishment that provide room with breakfast ranging from continental to a full breakfast.

2.7 SELF ASSESSMENT QUESTIONS

- 1. Classify the hotel based on ownership.
- 2. Write note on (i) Boutique hotel, (ii) Condominiums
- 3. What do you mean by Star system? explain.
- 4. Describe the general features provided by 5 Star deluxe category hotel.
- 5. What are the four general ways of classifying hotels?
- 6. What are some distinction between resort hotels and commercial hotels?
- 7. Give a description of the development of hotel industry?
- 8. Explain the following:
 - (i) Oberoi hotel
 - (ii) India Tourism Development Corporation
- 9. Write brief note on Taj group of hotels; and Oberoi hotel?

2.8 SUGGESTED READINGS

1. Tourism and Travel Management

Edited by Dr. Biswanath Ghosh, Department of Commerce and Management, Burdwan University.

2. Front Office Management

Edited by Sushil Kumar Bhatnagar, published by Frank Bros. & Co.

3. Food and Beverage Service

Edited by Vijay Dhawan, Institute of hotel management, Catering and nutrition Pusa, New Delhi, published by Frank Bros. & Co.

UNIT -3: INTRODUCTION TO THE CATERING INDUSTRY

Structure

3.9

3:0	Learning objectives		
3.1	Introduction		
3.2	Definition of Catering Industry		
3.3	Development of Catering Industry		
3.4	Scope of the Catering Industry		
3.5	Types of catering establishment		
	3.5.1 Commercial catering		
	3.5.2 Welfare catering		
	3.5.3 Industrial catering		
	3.5.4 Transport catering		
	3.5.5 Other aspects of catering		
	3.5.6 In flight catering		
3.6	Summary		
3.7	Keywords		
3.8	Self Assessment Questions		

Suggested Readings

3.0 LEARNING OBJECTIVES

After studying this unit, the student should be in a position to:

- 1. Define the catering industry
- 2. Describe the catering establishment
- 3. List the various types of catering establishment
- 4. Know about the consumer demand
- 5. Understand the development of catering industry
- 6. To know about the scope of catering industry

3.1 INTRODUCTION

Whenever people gather together for several hours, they're going to require food and beverages, at business meetings coffee, tea, and bottle water – at the very least – are made available for attendees. Celebratory occasion such as weddings, christenings, birthday parties, bar and anniversaries call for special food and drink to complete the festivities these are all prime occasions for catering. Catering is usually done by prearranged contract-food and drink provided at a certain cost to a specific number of people. The menu at a catered event is usually more limited than a restaurant Menu and is chosen in advance by the client. The way the food is prepared is different, too. Although both restaurant and catering chefs do the mis-en-place, or prepare the food ahead of time to a certain extent, catering chefs prepare their food, so that it only needs final cooking, reheating, or assembly prior to service.

The opportunities for a catering business multiply every year, given the right demographics-individuals, groups, or business as who are able for the services.

3.2 DEFINITION OF THE CATERING INDUSTRY

The catering industry which is sometimes referred to as the hospitality industry provides food, drink and, in certain sections, accommodation for people at school, in hospital, at work and at leisure.

Economics

Because of a steady growth in the standard of living, an increasing number of people take more holidays and eat away from home. As a result the catering industry has grown steadily since the 1950s. It is one of the largest employers, one of the biggest industries in the country and makes a major contribution to the gross national product; in consequence, it is considered one of the country's most important industries.

Function

The function of the catering industry is to provide food, drink and accommodation at any time of the day or night for people of all ages, races, creeds and from all walks of life.

Consumer demand

Because it is a service industry, caterers must, at all times, be concerned and seek to identify and meet customer requirements. Business and leisure travel is continually increasing and more overseas visitors from a wide variety of countries spend time here. Different races and creeds may have social and religious requirements that are reflected in the request for certain foods or dishes.

One thing is common to all - the need for food to be cooked and served well. Certain groups of people, however, have special food requirements; for example, some old people, due to poor digestion and because they may have dentures, require foods that are easily digested and need little chewing. Likewise when young people are catered for, it is particularly important to consider the nutritional needs of those who are still growing. An adequate supply of protein and calcium is essential.

In a world of increased travel and better communications, it is increasingly important to be aware of the social and religious requirements of others. Social customs involving the use of certain foods or dishes often originated because of religious events such as fasts or feasts. Many of the traditional observances are declining and the origins forgotten. Fish on Friday and pancakes on Shrove Tuesday have less significance today. This is not only because of the changing influence of religion, social attitudes and customs, but also because of increased use of technology: perishable foods, for example, are now refrigerated and fish does not have to be dried and salted to meet religious demands. The geographical situation dictates what constitutes a national diet. In certain areas of the world, rice will be commonplace, in other areas yams or sweet potatoes, and elsewhere wheat. Nationals from other countries should be considered so that the foods they require are available to them.

People restrict themselves to a vegetarian diet on religious grounds, for ethical reasons (because they consider eating meat morally wrong) or because they are concerned with their physical well-being. The provision of vegetarian foods should be available for those preferring them.

An awareness of people's food needs and how to meet them is the responsibility of those employed in the catering industry.

3.3 THE DEVELOPMENT OF THE CATERING INDUSTRY

The history of the hotel industry, to be absolutely complete, would go back 12,000 years. However, from a rational standpoint, inn-keeping was not possible until the adoption of a standardised medium of exchange. With the establishment of money sometime in the 6th century B.C., came the first real impetus for people to travel and trade. As the traveller's radius of movement widened, his need for lodging became greater.

Food service systems in operation today have become an accepted way of life and tend to be regarded as recent innovations. However, they have roots in ancient civilizations.

The modern catering industry dates back to the inns of the biblical period, which served food to travelers. The industry was gradually built up through the ages by inns, taverns, cook shops, and tea and coffee houses. It was also influenced by the religious orders and the houses of the nobility, which catered to large numbers of people. The partaking of food was generally a social event for the entire family with its guests.

The ancient Greek tavern keeper, like his modern day counterpart, offered food, drinks and sometimes a bed. The wine was both domestic and imported. The food served might have been goat's milk cheese, barley bread, cabbage, peas, broad beans and lentils. Figs and olives were also available. Cheesecakes, honey buns and sesame seed cakes were favoured. If there was meat, it was usually goat, pork, or lamb. A banquet might include thrushes, finches and hares. Stuffed paunch of ass was considered a delicacy in Athens. Sausages and hog puddings might also have been offered. Fish and eel were also common. Coriander was the most popular seasoning, but cumin, fennel and mint were also used.

For practical reasons, the early tavern might be located near a temple. Animals, after being sacrificed in a religious rite, were taken to the tavern and eaten.

In the country were rustic pubs where the owner might grow his own grapes and make his own wine. Small dried cheese that hung around the room in rush baskets were also available.

Hospitality terminology owes much to the Romans. The word hospitality is derived from the Latin word hospitium.

3.4 SCOPE OF THE CATERING INDUSTRY

1. The schools of hote1 management and restaurant administration have attracted young men and women to the industry. This has helped to bring a new character and enthusiasm to the hotel and restaurant operations.

- 2. The hotel industry is closely linked to the travel business; since people have become more travel conscious, it has become one of the most vital industries worldwide.
- 3. The efficient food and beverage control methods developed by accounting specialists in the catering industry can be pointed out as a vital contribution to more profitable operations. The lure of profits is attracting more and more people to join the bandwagon of caterers; and this ultimately results in a wider scope for the industry.
- 4. The industry press represented by magazines serving hotels, restaurants, hospitals, schools, clubs and other sister concerns has been an important source of influence, providing an impetus to the industry.

In short, the management of places of business where the public is housed and fed away from home contributes a lot to the welfare of our scheme of life. They represent an industry, which has grown more than three fold in a matter of a few years. In India, the central and state governments have granted 'Travel, Tourism and Hospitality' the status of an industry.

The opportunities for expanding hotel and restaurant services have, by no means, reached their limits. The primary objective of executives working and being trained in the hotel and restaurant business for various positions is to work with all their efforts and might for the betterment of this very important industry.

3.5 TYPES OF CATERING ESTABLISHMENTS

Students need to be aware of the scope for employment in the industry, and should realise both the social and. economic importance of the industry. The economic health of a nation is reflected by the food served in the home and in the eating establishments of the country. With full employment, businesses boom; with the expansion of overseas tourism, the catering industry also expands. Initial employment is usually in one of four areas: food preparation, food services, housekeeping or reception.

The UK needs an industry capable of contributing to the stability of the national economy, therefore all aspects of the catering industry have an important part to play.

The various types of catering establishments are listed in the table below.

VARIOUS TYPES OF CATERING ESTABLISHMENTS

HOTELS AND	WELFARE AND	TRANSPORT	OTHER ASPECTS
RESTAURANTS	INDUSTRIAL		
hotels/motels	hospitals	railways	contracts
restaurants	nursing homes	motorways	outdoor
cafés	residential	airlines	Services
clubs	establishments, e.g.	ferries, cruise	- Navy
public houses	schools and	ships etc.	- Army
wine bars	colleges		- Air Force
speciality	halls of residence		police
restaurants	hostels		prisons
fast foods	old people's homes		
take-aways	workers in industry		
departmental stores	and commerce		
chainstore cafeterias			
ethnic			

3.5.1 COMMERCIAL CATERING

HOTELS AND RESTAURANTS

The great variety of hotels and restaurants can be demonstrated by comparing the palatial, first-class luxury hotel with the small hotel owned and run as a family concern. With restaurants, a similar comparison may be made between the exclusive top-class restaurant and the small one which-may just serve a few lunches.

Hotels are residential and most of them will provide breakfasts, lunches, teas, dinners and snacks. In some hotels, conferences and banquets will be an important part of the business.

Restaurants will vary with the kind of meals they serve. Some will serve all types of meals whilst others will just serve lunch and dinner or lunch and tea. Again, banqueting may form an important part of the restaurant's service.

In some cases special types of meal service, such as grill rooms or speciality restaurants, may limit the type of foods served.

WINE BARS, FAST FOODS, TAKE-AWAY

Customer demand has resulted in the rapid growth of a variety of establishments offering a limited choice of popular foods at a reasonable price, with little or no waiting time, to be consumed either on the premises or taken away.

CLUBS

These are usually administered by a secretary or manager appointed by a management committee formed from club members. Good food and drink with an informal service in the old English style are required in most clubs, particularly in the St James's area of London.

Night clubs and casinos usually have the type of service associated with the restaurant trade.

CHAIN-CATERING ORGANISATIONS

There are many establishments with chains spread over wide areas and in some cases overseas. Prospects for promotion and opportunities are often considerable, whether it is in a chain of hotels or restaurants. These are the well-known hotel companies, restaurant chains, the popular type of restaurant, chain stores and the shops with restaurants, which often serve lunches, teas and morning coffee, and have snack bars and cafeterias.

LICENSED-HOUSE (PUB) CATERING

To many people the food served in public houses is ideal for what they want, that is, often simple, moderate in price and quickly served in a congenial atmosphere.

There is great variety in public-house catering, from the ham and cheese roll operation to the exclusive ala carte restaurant. Public-house catering can be divided into four categories:

- the luxury-type restaurant;
- the speciality restaurant, e.g. steak bar, fish restaurant; carvery, theme;
- fork dishes served from the bar counter where the food is consumed in the normal drinking areas;
- finger snacks, e.g. rolls, sandwiches.

3.5.2 WELFARE CATERING

The fundamental difference between welfare catering and the catering of hotels and restaurants is that the hotel or restaurant is run to make a profit and provide a service. The aim of welfare catering is to minimise cost by achieving maximum efficiency. The standards of cooking should be equally good, though the types of menu may be different.

HOSPITAL CATERING

Hospital catering is classified as welfare catering, the object being to assist the nursing staff to get the patient well as soon as possible. To do this it is necessary to provide good quality food which has been carefully prepared and cooked to retain the maximum nutritional value, and presented to the patient in an appetising manner.

It is recognised that the provision of an adequate diet is just as much a part of the patient's treatment as careful nursing and skilled medical attention. Within the health service approximately two million meals are served every 24 hours and the number served in one establishment can vary from 20 to 2000 people. In nearly all hospitals patients are provided with a menu choice. The staff in the hospital catering service are organised as follows:

- Catering managers plan menus, obtain supplies and supervise the preparation, cooking
 and service of the meals, and are also responsible for training and safety. They visit the
 wards to advise on the service of food to the patients, and control the provision of the
 catering facilities for the doctors, nurses and other hospital employees.
- Assistant catering managers assist and deputise for the catering managers with all or part of their duties, or they may be responsible for a small hospital.
- Kitchen superintendents are responsible to the catering manager or the assistant catering manager for the running of one or more hospital kitchens.
- Cooks are graded: 1. assistant cook, 2. assistant head cook, 3. head cook. The head cook would be in charge of a kitchen under the control of the kitchen superintendent or catering manager.
- Dining room supervisors are in charge of the staff during meal service and they are responsible to the catering manager.

Many hospitals are managed by Trust Boards, some of which have chosen to appoint a Hotel Services Manager, who has responsibility for the management of catering, domestic, portering and other services.

People interested in being of service to the community and gaining job satisfaction could find this aspect of catering rewarding. Conditions, hours of work and pay as well as promotion prospects are factors which contribute to making this a worthwhile career.

3.5.3 CATERING FOR INDUSTRY (INDUSTRIAL CATERING)

The provision of staff dining rooms for industrial workers has allowed many catering workers employment in first-class conditions. Apart from the main lunch meal, tea trolley rounds and/or vending machines may be part of the service. In some cases a 24-hour service is necessary

and it is usual to cater for the social activities of the workers. Not only are lunches provided for the manual workers but the clerical staff and managerial staff will in most cases have their meals from the same kitchen and dining-room. There is ample scope for both men and women, and in this branch of the industry there are many top jobs for women.

Many industries have realised that output is related to the welfare of the employees. Well-fed workers produce more and better work and because of this a great deal of money is spent in providing first-class kitchens and dining-rooms and in subsidising the meals. This means that the workers receive their food at a price lower than its actual cost, the rest of the cost being borne by the company.

LUNCHEON CLUBS

Clerical staffs in large offices are provided with lunching facilities, usually called a luncheon club or staff restaurant. These are often subsidised and in some instances the meal may be supplied without charge. The catering is frequently of a very high standard and the kitchen or kitchens will provide meals for the directors, which will be of the very best British fare or international cuisine.

Business lunches are served in small rooms so that there is privacy; the standard of food served will often be of the finest quality since the company will probably attach considerable importance to these functions. The senior clerical staff may have their own dining-room, whilst the rest of the staff will in some cases have a choice of an a la carte menu, a table d'hote menu, waitress service or help-yourself and snack-bar facilities.

Luncheon clubs are provided by most large offices belonging to business firms, such as insurance head offices, petroleum companies, banks, etc. When luncheon facilities are not provided, many firms provide their employees with luncheon vouchers.

Large stores also provide lunching arrangements for their staff as well as the customers' restaurants.

3.5.4 TRANSPORT CATERING

AIRCRAFT

Aircraft catering is concerned with the provision of meals during flights and this form of catering presents certain problems. Owing to very limited space on the plane special ovens are provided to heat the food, which may be frozen or chilled. The food is prepared by the aircraft company or by an outside contract company.

RAILWAY

Meals on trains may be served in restaurant cars and snacks from buffet cars. The space in a restaurant car kitchen is very limited and there is considerable movement of the train, which causes difficulty for the staff.

Two train services run by separate companies are plying the route through the Channel Tunnel. One is Euro Tunnel's Le Shuttle train, which transports drivers and their vehicles between Folkestone and Calais in 35 minutes. Food and drink is limited to that bought on dry land before the train departs.

Foot passengers wishing to ride from Waterloo to Paris or Brussels travel on Eurostar Trains. Eurostar sees the airlines its direct competition; therefore it provides airline catering standards on board the train. Meals are served by uniformed stewards and stewardesses in an environment similar to airline's club class. This food is included in the ticket price.

Depending on the time of departure, a main meal of breakfast, lunch or dinner will be served, supplemented by a snack such as afternoon tea or mid-morning elevenses. Menu planning must take into account the combination of departure time, body clock and time difference between countries.

MARINE

The large liner's catering is of similar standard to the big first-class hotels and many shipping companies are noted for the excellence of their cuisine. The kitchens on board ship are usually oil-fired and extra precautions have to be taken in the kitchen in rough weather. Catering at sea includes the smaller ship, which has both cargo and passengers, and the cargo vessels which include the giant tankers of up to 100000 tones.

3.5.5 OTHER ASPECTS OF CATERING

CONTRACT CATERING

There are many catering concerns which are prepared to undertake the catering for businesses, schools or hospitals, leaving these establishments free to concentrate on the business of educating or nursing, etc. By employing contract caterers and using the services of people who have specialised in catering, organisations can thus relieve themselves of the worry of entering a field outside their province. Contract caterers are used by nearly every type of organisation, including the armed forces. The arrangements made will vary - the contractor may meet certain operating costs or receive a payment from the company employing the contractor. Often the cost of food, wages and light equipment is the responsibility of the contractor, whilst the cost of fuel and heavy equipment maintenance is borne by the company.

OUTSIDE CATERING

When functions are held where there is no catering set-up or where the function is not within the scope of the normal catering routine, then certain firms will take over completely. Considerable variety is offered to people employed on these undertakings and often the standard will be of the very highest order. A certain amount of adaptability and ingenuity is required especially for some outdoor jobs, but there is less chance of repetitive work. The types of function will include garden parties, agricultural and horticultural shows, the opening of new buildings, banquets, parties in private houses, etc.

3.5.6 IN-FLIGHT CATERING

In-flight catering is one of the extensive production operations within the catering industry. Some in-flight caterers may produce up to 36000 meals a day during the peak season. This section describes a typical system that would be used by many in-flight caterers throughout the world. Caterers involved in large scale production are able to learn from the inflight production system, in particular the production planning process, production scheduling and the production systems.

Basic principles of the design of in-flight food production kitchens

Factors which will influence the design are similar to designing other food production systems

- the size and extent of the operations in terms of the maximum number of flight meals to be produced;
- amounts of capital expenditure costs;
- policy on the use of pre-prepared products;
- the use of latest technology;
- hygiene, food safety legislation.

Production planning.

Good production planning for in-flight caterers involves a similar principle to JIT (just-intime production techniques), meaning 'producing the necessary units, in the necessary quantities, at the necessary time'. This concept has in some way been used by large-scale caterers for some time, the difference being they have never referred to it as JIT, just good business practice. The principles of JIT are:

• stock levels kept down to the level as and when required; order in as and when needed (stockless production);

- elimination of waste;
- enforced problem solving;
- continuous flow manufacturing.

There is and has to be a strong emphasis on continual improvement rather than accepting the status quo.

BALANCING RESOURCES AND PASSENGER NEEDS IN A PRODUCTION PLAN

To achieve the tight balance between passenger needs and resources, the following need to be considered:

• Orders

- from the airline;
- for stock;
- broken down into details.

• Priority

- sequenced into date, time aircraft is due to take off;
- special meal requirements identified;
- evenly balanced-work load where appropriate.

Availability

- labour;
- equipment;
- if overload, work can be subcontracted if necessary (in peak periods some caterers may subcontract some of their work).

• Cost

- balance of high/low margin orders;
- down-time costs from excessive change-overs;
- cost of subcontracting.

OVERALL PRODUCTION CONTROL

A production plan is rarely, if ever, carried out in all its details. Equipment breaks down, staff can be off sick, suppliers fail to deliver, skilled people leave the company, etc.

The function of production control is to ensure that production is maintained in line with the production plan wherever possible and secondly, to respond to the things which do go wrong and rework the plan in to get back on schedule.

The food production managers monitor the supply and production process to ensure that there is always up-to-date information on what has been-achieved and what further actions may be necessary to maintain the production flow. Where deviations from the production plan are spotted, corrective action is then taken to overcome any shortfalls in the production.

Regular checks must be made on food availability and alternative suppliers must be identified in cases of emergency where a designated supplier fails to deliver on time or the exact quantity.

All food production managers and supervisors must be aware of what labour. hours are available and how the operation is performing in terms of quality and productivity.

3.6 SUMMARY

- 1. Various catering establishment are categorised by the nature of the demand they meet.
- 2. The main purpose of a hotel is to provide accommodation with or without food and Beverage service.
- 3. Transport catering provides food and beverage services to passengers travelling by air, rail and surface transport.
- 4. Catering to people is undertaken in a wide range of establishments such as restaurants, pubs, clubs and fast food outlets.
- 5. Welfare catering is the provision of food and beverage to people to fulfill a social need determined by are cognised authority.
- 6. Industrial catering is the provision of food and beverage to people at work in industries and factories at highly subsidised area rates.

3.7 KEY WORDS

1. Catering:- Meeting the basic needs of food, drink and accommodation.

- 2. Industrial catering:- The provision of food and beverages to people at work, in industries and factories at highly subsidised rates.
- 3. Welfare catering:- The provision of food and beverages to people to fulfill a social need, determined by a recognised authority.
- 4. Transport catering:- The provision of food and beverages to passengers, before, during and after a journey on trains, aircrafts, ships and in buses (on private vehicles).
- 5. Pub:- Short for public house. A place where beer and spirits are served.
- 6. Shrove Tuesday:- Tuesday before Ash Wednesday.

3.8 SELF ASSESSMENT QUESTIONS

- 1. What is catering establishment?
- 2. Define the term Catering. Explain the activities involved in catering services.
- 3. How are catering establishment classified?
- 4. Describe the following:
 - (i) Welfare catering
 - (ii) Commercial catering
- 5. Write the importance of contract catering.
- 6. Write brief note on in-flight catering.
- 7. Explain the different types of transport catering.
- 8. Discuss why Industrial catering is an important aspect of the catering industry.

3.9 SUGGESTED READINGS

- 1. The theory of catering edited by Roald Kinton, Victor Ceserani.
- 2. Professional Food and Beverage Service Management. Edited by Brian Verghese.
- 3. Food and Beverage Service, edited by Bobby George, published by Jaico publishing house.

UNIT - 4 : ORGANISATIONAL STRUCTURE AND JOB DESCRIPTION

Structure

4.0	Learning Objectives
4.1	Introduction
4.2	Organisation Structure of restaurant
4.3	Organisation Chart Of A Modern Kitchen Department Of Large Size Hotel
4.4	Job Description of an Executive Chef
4.5	Job Description of Bakery Chef
4.6	Job Description of Chef de Partie
4.7	Job Description of Food and Beverage Manager.
4.8	Equipment Used In Kitchen
4.9	Latest Equipment Used In Today's Kitchen
4.10	Summary
4.11	Key Words
4.12	Self Assessment Questions
4.13	Further Readings

4.0 LEARNING OBJECTIVES

After studying this unit, the students should be in a position to:-

- 1. Understand the organizational structure of restaurant, kitchen, Bakery department.
- 2. Know about the duties and responsibilities of Executive chef, Bakery chef, Chef de partie, Food and Beverage Manager
- 3. Know about various types of equipments used in the kitchen and bakery

4.1 INTRODUCTION

This chapter deals with the various level of hierarchy in the professional restaurant, kitchen and bakery. It also focus on the job responsibilities of various personnel working in restaurant, kitchen and bakery and helps to understand the various types of equipments used in the kitchen and bakery.

4.2 ORGANISATION OF A RESTAURANT

A restaurant is a commercial facility that provides food and beverages to customers. Basically, it is equipped with dining tables and chairs. It has a captive kitchen that prepares food that is served by a restaurant crew. Fig. 4.1 gives the organisation chart of a typical restaurant:

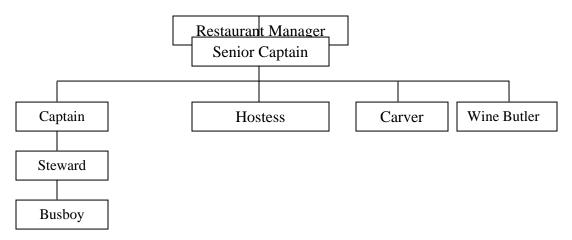


Fig. 4:1 Organisation Chart of a Restaurant

Let us examine the roles of each job position in the chart above.

Restaurant Manager: He/ She is responsible for the commercial viability of the restaurant. He/ She is given a said target by the owner and employs measures to achieve those revenue figures by active selling in the market; in-house selling; upselling; good service; hygiene and sanitation standards; safety standards; and making sure that guests pay their bills. The restaurant manager must exhibit leadership qualities to motivate and maintain staff discipline.

Senior Captain: Known as the 'Restaurant Supervisor' or 'Maitre de Hotel'. He/ She oversees the work of all restaurant captains and their service standards. Service standards include cleanliness, service preparedness, staff turnout, briefing and training, service flow between kitchen and restaurant; and salesmanship.

Captain: Known as 'Head Waiter' or 'Chef de Rang'. The captain is responsible for a set of tables called station. The station has a sideboard, also called a 'dummy waiter' that is equipped with the crockery, cutlery, linen and serviceware for a station. The captain leads a team of waiters and busboys ire accountable for the service and sales targets of a station. The restaurant will, therefore, have more than one captain based on the number of stations.

Hostess: She is the person who makes table reservations, receives the guests at the restaurant door, allots tables ensuring a balanced workload at each station, seats guests, presents the menu, and periodically checks with guests if the standard of service meets their expectations.

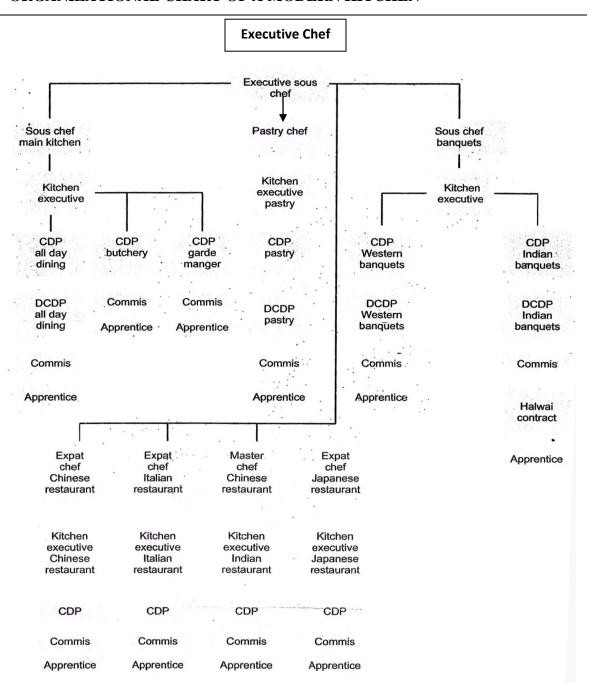
Wine Butler: Known as the sommelier in French, he is a specialist in wines and spirits and provides beverage service at the table-side from a wine trolley. Such service is found in upmarket restaurants where beverage serving is viewed as a fine art.

Carver: Known as a trancheur in French, a Carver is a specialist in carving roasts at the tableside. He has a trolley equipped with a cutting board, platters, knives and forks for serving roasts that he cuts. We will find carvers in upmarket restaurants that include roasts as essential features of the restaurant menu. Stewards/Stewardesses: Also known as 'waiters', 'servers' or 'commis de rang', are the ones who provide the actual service to the guests. Being contact persons, they have to exhibit good customer skills along with technical ability to provide food and beverage service of high standards. They have to be hygienically clean and upsell to get the extra dollar from the guest.

Busboys: They clear tables and replenish the sideboard with supplies.

Disc Jockey (DJ): While not included in a traditional organisation chart, he/she is a specialist specific to a discotheque. He/ She is qualified and experienced in music trends and plays recorded music for dancing.

4.3 ORGANIZATIONAL CHART OF A MODERN KITCHEN



4.4 JOB RESPONSIBILITIES OF EXECUTIVE CHEF

Job title : Executive chef

Department: Kitchen

Division : Food and beverage (F&B)

Reports to : F&B manager/general manager

The executive chefs are the heads of the kitchens and they do all the planning and execution of the menus. They have to enact many roles in the kitchen and apart from being skilled cooks, they have to lead the team not by authority, but by inspiring them. They have to be mentors, leaders, and counsellors. They have to know the skills of handling volatile teams, as there are always petty issues between the kitchen staff themselves and also with the service teams. The animosity between the food and beverage (F&B) service and the cooks is not hidden from any professional working in the hotels and in spite of trainings and team building exercises, neither of the teams appreciates or is empathetic towards the other. The executive chefs are the role models or the budding chefs and so their job in the kitchen is very stressful.

An executive chef has to direct and guide the food production team in providing a consistent quality of food and beverage in all outlets, as per international standards, in order to achieve the maximum level of guest satisfaction and organizational profitability in an atmosphere of high employee morale. The specific responsibilities of an executive chef are to:

- 1. Drive the vision and the goal of the company.
- 2. Reflect the company's philosophy by providing the highest standard of personalized and attentive, but discrete service in a professional and friendly manner, which exemplifies the best of hospitality.
- 3. Always lead by example, adopting a positive attitude to keep the team spirit at its highest levels.

- 4. Greet with a smile, colleagues and guests at any time or place within the hotel, whether front or back of house.
- 5. Anticipate guests' needs and wishes, and surpass their expectations.
- 6. Look continuously for ways to achieve the hotel's strategic vision and goals by working as a team and being a team player.
- 7. Be proactive in developing oneself by taking advantage of all learning opportunities and by striving to achieve the goals of one's personal career development plan and personal mission statements.
- 8. Be committed to quality and profitability of product to ensure that guests return and to aim to be the best hotel or outlet.
- 9. Identify and develop new products and equipment, to enhance the product quality.
- 10. Develop and define quality standards of food preparation and presentation.
- 11. Define the organization of work within the department including assignments, time schedules, and vacations of staff.
- 12. Ensure the quality of food preparation and presentation, as per organizational standards.
- 13. Ensure availability of stock and raw ingredients by proper planning and coordination with purchase and stores.
- 14. Coordinate with the engineering department to carry out preventive maintenance programme in the kitchen.
- 15. Establish recipes and methods of preparation, inform the F&B director of significant change in prices affecting the preparation of menu items.
- 16. Recommend menu pricing in coordination with F&B director/F&B manager/F&B, controller/banquet manager:
- 17. Be responsible for the hygiene and cleanliness of the kitchen areas, equipment and staff.

- 18. Ensure compliance with company and hotel policies department employees.
- 19. Constantly monitor key performance indicators for the department and take appropriate action.
- 20. Analyse and monitor costs, (material, energy, and staff) to ensure high profitability on a regular basis and initiate corrective action whenever necessary.
- 21. Ensure that menus are changed on a regular basis, as per corporate guidelines and market needs, in coordination with F&B manager/F&B director.
- 22. Ensure that the best quality of raw material is procured and used in food preparation.
- 23. Prepare capital and operational budget in order to achieve.
- 24. Ensure storage of raw and cooked food/raw material as per international standards.
- 25. Keep oneself updated with market knowledge and trends by conducting regular market surveys in coordination with the purchase department.
- 26. Ensure department employees are fully trained through constant on-the-job training.
- 27. Attend behavioural and vocational training in own and related work areas to enhance skills and develop multifunctionality.
- 28. Ensure practice of hygiene and safety precautions as well as compliance with hotel and company policies by the kitchen staff through training.
- 29. Provide career development and succession planning for subordinates through training.

4.5 BAKERY CHEF JOB DESCRIPTION

Job description. Mix and bake ingredients to produce breads, rolls, cookies, cakes, pies, pastries, or other baked goods.

1. Measure or weigh flour or other ingredients to prepare batters, doughs, fillings, or icings, using scales, or graduated containers.

- 2. Set over temperatures and place items into hot ovens for baking.
- 3. Check equipments to ensure that it meets health and safety regulations and perform maintenance or cleaning as necessary.
- 4. Check the quality of raw materials to ensure that standards and specifications are met.
- 5. Combine measured ingredients in bowls of mixing, blending or cooking machinery.
- 6. Apply glazes, icings or other toppings to baked goods, using spatulas or brushes.
- 7. Set time and speed controls for mixing machines, blending machines, or steam kettles so that ingredients will be mixed or cooked according to instructions.
- 8. Order or receive supplies or equipment.
- 9. Place dough in pans, molds or sheets and bake in production oven or on grills.
- 10. Prepare or maintain inventory or production records.
- 11. Adapt the quantity of ingredients to match the amount of items to be baked.
- 12. Roll, knead, cut or shape dough to form sweet rolls, pie crusts, tarts, cookies or other products.
- 13. Observe color of product being baked and adjust oven temperatures, humidity or conveyor speeds accordingly.
- 14. Decorate baked goods, such as cakes or pastries.
- 15. Direct or coordinate bakery deliveries.
- 16. Operate slicing or wrapping machines.
- 17. Develop new recipes for baked goods.

4.6 JOB RESPONSIBILITIES OF CHEF DE PARTIE

Job title : Chef de partie

Department: Kitchen

Division : F&B

Reports to : Kitchen executive

A chef de partie assists his/her superior in maintaining the highest standard of quality in food preparation by following standard recipes and high level of hygiene standards maintained as per the hazard analysis and critical control points (HACCP) standards in his/her area, in order to maximize guest satisfaction and profitability in an atmosphere of high employee morale. The specific responsibilities of a chef de partie are to:

- 1. Ensure prompt and accurate service by all kitchen staff under his/her control, to all the customers to achieve a high level of customer satisfaction.
- 2. Be responsible for implementing hotel standards on food quality, preparation, and presentation in his/her section/shift.
- 3. Recommend changes in systems and procedures to increase efficiency and improve service levels.
- 4. Recommend changes in menu at the time of new menu by introducing new dishes/presentation.
- 5. Ensure that the hygiene and cleanliness of the kitchen area is maintained as per predetermined standards.
- 6. Be responsible for controlling food wastage, without compromising on food quality.
- 7. Ensure proper security and safety of raw and cooked food, and equipment by proper Storage.
- 8. Make sure that all the kitchen equipment is operated, maintained and stored properly and is safe to use.
- 9. Check that all the kitchen records are maintained properly at all times.

- 10. Ensure .that organizational policies and standards are adhered to by all in the department.
- 11. Ensure availability of ingredients in the kitchen, at all times, in order to provide prompt service.
- 12. Assist the sous chef and higher authorities to define the organization of work with his/her kitchen department including assignments, time schedules, and vacations.
- 13. Control food wastage without compromising on food quality.
- 14. Check that inter-kitchen food transfers are accurate and conform to hotel policy.
- 15. Ensure proper misc en place in his/her production sections for speedy preparation and service.
- 16. Make sure that hygiene and cleanliness of the kitchen area/equipment is maintained as per predetermined HACCP standards.
- 17. Discuss production planning with his/her commis, demi chef de partie, and concerned higher kitchen authorities.
- 18. Ensure all the company SOPs (Standard Operational Procedure) are followed by all the team members.
- 19. Make sure that cleaning schedules by kitchen stewarding- department are being followed in timely manner.
- 20. Ensure par level of dry stores and perishables are maintained on daily basis, and also ensure of correct store requisitioning.
- 21. Receive daily requirement from storeroom and get it checked and duly signed by his/her senior kitchen executive.
- 22. Recommend quality status on all the products in his/her kitchen to senior authority and rectify it as soon as possible.

- 23. Register complaints regarding improper machinery functioning, or employees behaviour to his/her kitchen executive.
- 24. Brief his/her team members on menu changes or introduction of new ingredients new dishes on the menu.
- 25. Provide functional assistance to all subordinates and peers of various kitchens.
- 26. Ensure excellent relations and professionalism amongst all staff in his/her kitchen and with related departments.
- 27. Maintain appropriate and professional communication with all the team members all given times.

4.7 DUTIES AND RESPONSIBILITIES OF FOOD AND BEVERAGE MANAGER

The person responsible for this department is known as Food and Beverage Manager. He heads department that involves guest relations as well. He is concerned with the smooth flow of foods and service before they reach the guest. He must have organisational ability and foresightedness. He must have thorough knowledge of hotel organisation, supervisory techniques in the catering field and labour legislation. In addition, a food and beverage manager must have the knowledge of commerce and accounting and a perfect and up-to-date knowledge of the preparation of dishes and prices of foodstuffs. He is directly responsible to the general manager for all service activities, bars and restaurants. In small properties he is responsible for the buying, receiving and storing of foodstuffs and beverages. He is to organise banquets and put forward proposals to the general manager, regarding the marketing and pricing. He and the Executive Chef work together on menu designing, pricing, catering, banquet arrangements and staffing.

The duties and responsibilities of the food and beverage manager depend on the size and type of the establishment. He is either responsible for the implementation of agreed policies or for contributing to the setting of catering policies. The larger the organisation the less likely the manager is to be involved in policy- setting. In brief, the food and beverage manager is responsible for:

- Ensuring that required profit margins are achieved
- Up-dating and compiling new wine list
- For compiling menus in liaison with the kitchen
- The purchasing of food and drinks
- Ensuring that quality in relation to price paid is maintained
- Determine the portion size in relation to selling price
- Maintenance of the professional standards
- Departmental training and promotions
- Discipline of the staff
- Holding regular meetings with sectorial heads to ensure all areas are working efficiently
- Coordination with other departments.

The food and beverage manager should concentrate on the short-term and long-term needs of the operation in the confines of hotel's needs and objectives. He is responsible for personally supervising the daily food and beverage operation entirely including:

- Quality and consistency of service and product
- All cost factors
- Cleanliness of F & B areas
- Final selection and training of staff
- Production of department profit
- The implementation and exercise of all policies and procedures.

He should also be involved in the financial planning including:

- Preparation of monthly and annual forecasts and budgets
- Development of recommended concept changes
- Development of profit potentials.

4.8 EQUIPMENT USED IN THE KITCHENS

A professional kitchen set-up can be very confusing for beginners. At times it looks like a science laboratory where people are performing experiments. It looks so because the sparkling kitchens are adorned with sophisticated machines and equipment. Chefs use equipment and utensils in the kitchen to cook meals. Equipment can be further classified as the following.

Capital Equipment

These are also known as large equipment or fixed equipment and they include ovens, gas ranges, and grillers. These equipments are usually fixed and inventoried. Inventory is a procedure followed to audit physical presence of the equipment. The capital expenditure would depreciate over the period of time and hence, it would include items that are expensive to buy. The inventories can be done quarterly or annually depending on a hotel's policy. When the yearly budgeting takes place, the chef in conjunction with the F&B manager prepares a budget for capital expenditure, which is then moderated by accounts and presented to the approving authority through the general manager. These budgets are usually presented during financial review meetings and once they are approved, the purchase department sources out-the same at best possible prices.

Operational Equipment

These are used directly to operate the basic jobs in cooking and all the utensils, moulds, knives, etc. are categorized under this heading. These equipments are also inventoried to keep a check and discarded when they become unsafe to use. An annual budget is made for the operational equipment based on those to be discarded and those purchased in lieu.

Commonly Used Equipment and their Operating Procedures

All equipment used in the kitchen have certain procedures of operating and cleaning them. The equipments are very expensive, and the breakdown of the same due to improper handling can cause huge loss to business. So it is very important for chefs to ensure that the operating procedures of equipment are adhered to.

Gravity slicer and buffalo chopper

The slicer and buffalo chopper are the most dangerous of all kitchen equipment and should always be handled with extreme care.

Food processor and robot coupe

Bench saw/bone saw

Deep fat fryer

Flat top (grill)

Oven

Salamander

Universal dough mixer

Dough sheeter

Microwave ovens

Pasta boiler

Steam kettles

Tilting brat pan

Vacuum packing machine

These are the most basic equipment used in every kitchen and apart from these, with the modernization and change in food habits, new machines are used in the professional kitchens. Walk-in refrigerators and deep freezers are large rooms where one can easily walk inside. Blast chillers are used in flight catering and institutional catering where the food has to be quickly chilled and packed for further usage. Live cooking stations have again given rise to artistically fabricated kitchen concepts that are very appealing to the eye.

Increasing health awareness has given rise to sophisticated steam cookers which preserve nutrition and use minimal oil for preparing dishes;

4.9 SOME LATEST EQUIPMENT USED IN TODAY'S KITCHENS

Induction Cookers

Induction cooking works on the principles of transformers. A coil of wire is placed under a cooking surface usually made of heat-resistant ceramic glass. The electricity when passed through this coil generates a strong magnetic field. When the cooking equipment, which is magnetic in nature, comes in contact with the magnetic field, an electric current is passed to the cooking pot. The pot which is not a good conductor offers some electrical resistance; this results in high-intensity heat which is then used for cooking.

Only special pots of iron or steel, which are magnetic in nature, are used for such cooking apparatus. These are very expensive, but nevertheless more efficient than normal electrical stoves. The induction cooker can be mounted onto a stainless steel unit or embedded into buffet counters. It provides flameless cooking and conserves energy, because as soon as the pot leaves the contact surface, the heat ceases due to break in flow of magnetic field.

Infrared Cookers

This is by far the most advanced method of cooking food, in which food retains all the natural juices and nutrition.

Heat is always transmitted to food mainly in three ways - conduction, convection, and radiation. Conduction is when the food comes in- contact with the heat and the molecules in the food get heated up. In convection the heat passes through the medium of gas or liquid. The heated molecules heat up these mediums by colliding against thefts and hence, the heat transfers to the food. Radiation on the other hand is emission of the heat from an external source and does not need any medium. It heats the molecules that come in its way and transfers heat to the food that needs to be cooked.

Electromagnetic waves- are of varied wavelengths. The shorter ones are ultraviolet rays, X-rays, and gamma rays and the longer ones are radio waves, microwaves, and infrared waves. This electromagnetic spectrum is separated by the visible light waves starting from red, orange, yellow, green, blue, and violet. That is the reason why the waves above this light spectrum ending with violet are called ultraviolet rays. Similarly, the electromagnetic waves just below the red spectrum are called infrared waves or infrared energy. When these waves strike any organic molecule such as food, it causes the molecules to vibrate and this then generates a very high-intensity heat which is used in modern infrared cookers.

Oriental Cooking Ranges

Chinese and Thai cuisines use high-pressure burners which are powered by air thrust to bring the flame out of the cooking pit, so that the food can be tossed into the flame for the chargrilled effect.

These are very sophisticated ranges, which have complete arrangement for cooking, washing, etc. The regulation of flame in some of these ranges are operated by knees. As these cooking ranges are of low height they require constant bending to operate with hands.

An Oriental kitchen can be a very noisy and busy kitchen. The high-pressure ranges cook the food fast and efficiently. The regulation of the heat requires lots of skill as food can burn very fast on thin woks on these flames.

4.10 SUMMARY

Organisation is basically concerned with matters such as the decision of tasks within the hotel, position of responsibilities and authority and the relation between them. It helps in introducing the concepts of span of control level of management and delegation. An organisation is a unified consolidated group of element or a body of persons organised for some specific purpose. In order to function smoothly and to fulfill the objectives of hotel business, its various components must be systematically arranged.

It is very important to have a well laid out organizational chart with listed job opportunities to carry out the various jobs in a kitchen effectively and professionally.

4.11 KEY WORDS

- 1. Restaurant:- A commercial facility that provides food and beverage to customers.
- 2. Station:- A set of tables and chains assigned to a dedicated crew.
- 3. Side board:- A furniture that stocks serviceware and linen for a station.
- 4. Buffet:- A table spread with a variety of foods for guests to help themselves.
- 5. Hostess:- A woman professional who receives guests in a restaurant.
- 6. Flatware: Flatware is the term for those tools in dining that help to cut, mix and hold food in sizes and portions that are easy to eat.
- 7. Glassware:- Combined term for drinking receptacles.
- 8. Chinaware:- Porcelain pottery originally from China.
- 9. Holloware:- Metals or ceramic containers for food service.
- 10. Capital equipment:- Fixed equipment, usually a machine used in the hotel.
- 11. Induction:- A type of transference of heat through electromagnetic waves.
- 12. Operational equipment: Basic tools and utensils used for operating a job.
- 13. Buffalo chopper:- A machine that uses a sharp blade to mince or chop commodities.
- 14. Butchery:- A kitchen in a hotel, which processes all the meat and fish for usage in the kitchen.
- 15. Garde manger:- French name for cold kitchen.
- 16. Gravity Slicer: An equipment used for slicing commodities.
- 17. Satellite kitchen:- The kitchen attached with a restaurant which is responsible only for the food prepared for that restaurant only.
- 18. Pulverizer:- A machine used in make puree or paste.
- 19. Chef de cuisine:- French name for Executive chef.
- 20. Bus boy: Assistant waiter.
- 21. Sommelier:- Wine butler.
- 22. Trancheur:- Carver
- 23. HACCP:- Hazard Analysis and Critical Control Points.

4.12 SELF ASSESSMENT QUESTIONS

- 1. Draw an organisational chart of Kitchen and list the duties of an executive chef.
- 2. Describe the duties and responsibilities of a Food and Beverage Manager in a five star hotel.
- 3. Explain the following:-
 - (i) Chef de-partie
 - (ii) Chef de-cuisine
- 4. Explain the role of Bakery Chef in a five star hotel.
- 5. List out the large equipments used in the modern kitchen.
- 6. List at least five job responsibilities of Chef de partie.
- 7. Write notes on:
 - (i) Restaurant Manager
 - (ii) Hostess
 - (iii)Wine butler
 - (iv)Steward
- 8. Draw an organisation chart of a restaurant and write the duties of restaurant manager.

4.13 SUGGESTED READINGS

- 1. Food and Beverage service, by Sudhir Andrews, published by Tata Mc-graw Hill publishing company limited, New Delhi.
- 2. Professional food and beverage service management, by Brian Verghese, published by Macmillan India limited.
- 3. Food production operations, by Parvinder.S.Bali, published by Oxford University Press, New Delhi.

UNIT – 5: THE CONCEPT OF PROFESSIONALISM IN HOTELIERING

Structure

5.0	Learning objectives				
5.1	Introduction				
5.2	Hoteliering				
5.3	Dimensions				
5.4	Objectives, Strategies and policies				
	5.4.1	Employment			
	5.4.2	Room structure			
	5.4.3	Advertisement			
	5.4.4	Accounting			
	5.4.5	Credit			
	5.4:6	Catering			
	5.4.7	Financial			
	5.4.8	Operational			
	5.4.9	Post operational control			
5.5	Profitability and customer's satisfaction				
5.6	Techniques				
5.7	Summary Key words				
5.8					
5.9	Self Assessment Questions				
5 10	Further Readings				

5.0 LEARNING OBJECTIVES

After studying this chapter, students should be able to

- 1. Understand hoteliering as a profession
- 2. Know the dimensions of the Industry
- 3. Understand business policies and strategies for hotels
- 4. Explain the policy of :-
 - (i) Employment
 - (ii) Advertisement
 - (iii) Accounting
 - (iv) Credit
 - (v) Catering
 - (vi) Financial
 - (vii) Post operation control
- 5. Understand the techniques of management of hotel business.

5.1 INTRODUCTION

Hoteliering has now acquired the status of an industry, Hotels constitute almost 76.8 percent of the capital invested in tourism. Hotels and resorts are increasingly becoming important landmarks of the urban Indian landscape. Several factors have contributed to his development. The prime factors include the increasing impetus to tourism and changing economic scenario of the country in the recent years. The organisation of tourism and the realisation of the necessity to boost up accommodation sector has resulted in the development of a chain of hotel/resorts by private companies, as well as the Centre and the State Governments.

Industrialization, development of means of communication and mechanisation have led people to undertake travel more on account of business, profession, education pleasure and social calls, etc. Hotels and resorts basically caters to the needs of the people for accommodation who have to stay away from their homes. They cater to international and domestic tourist businessmen, professionals and several other categories of people. Hence it is said that they are essential utility services. Hotels and resorts have various other uses also. They bring in foreign exchange. About 50% of exchange earnings from the tourists comes from the sector. The development of hotels and resorts has a sociological aspects too. These are said to have made it easier for the people to know each other in different countries and promote international understanding.

5.2 HOTELIERING

Hoteliering is an art as well as a science. In fact, contemporary economic conditions have caused 'hoteliering' as an art concept to recede to the background. The emphasis now is on the protection of capital and maximising profit for the owner. Profit connected with the hotel business does not usually come as profit generated by the sale of food, beverages and lodging to the general public. Most of the finances in this business come as a result of acquiring as much real estate manipulation, as actual hoteliering.

Managing a hotel is a complex activity involving the application of a wide range of skills and a broad spectrum of knowledge to many types of business problems. It essentially deals with employees, guests, suppliers and other trade men who have the prime human relationship through which the hotel functions.

The task of directing and coordinating the work of all departments demands considerable expertise on the part of the management. The conditions in which a hotel functions constantly change. With increasing rapidity, - costs of operation are continuously rising, manpower is in short supply, finance is proving difficult to secure etc.

The scope of management in the hoteliering and catering industry demands expertise unlike that in most other industries, as being an integral part of the hotel industry it demands 24-hour service throughout the year and a full range of commercial activities occur under the same

roof. The purchase of raw materials and their subsequent preparation and processing, are linked closely to the sale of finished goods/articles.

Hotel management, whether at a small, medium or large scale, must be concerned with ways to trim costs and expenses and beware of the amount of increase in prices. Basic hotel management optimizes the return on the resources of the enterprises and provides a healthy climate where hospitality can be extended. It is a science of knowledge based on certain basic principles.

5.3 DIMENSIONS

In the past quarter century, hotels have widened their horizons to include 'marketing', 'sales', 'blitz', 'franchise' and 'FIT', one-number reservation systems, development of indoor courtyards, sauna, solar heating pools and female staff management. The hotel and catering industry is a rich field that is waiting to be harvested. A study sponsored by the American Hotel and Motel Association noted that the lodging industry is: "an industry facing a market of tremendous potential, beset on every side by rising costs and declining service, operating in an era of truly dynamic change, that is hoping for, but not stimulating the technological and management breakthrough to solve the problems ahead".

Successful future hotel managers will be those who anticipate change, who are willing to accept challenges, and are confident to succeed. The authority of the hotel manager stems from competence, position, personality and character. The aspirants to the hotel and catering industry need to understand and develop management skills, to cope with the versatile functions and competitiveness of today's hotel. In the past, education for the hotel manager was rough experience. Most managers did not have the advantage of college/institutional education. As the demand for the hotel industry grew there was a great need for trained managers and departmental heads."The bulk of future management requirements of the hotel industry had to be met from graduates from Hotel Management Institutes and Food Craft Institutes, who are educated and trained in the field of hotel management.

Hotel management can be interpreted as "management is what management does". It is dynamic. It is result oriented. The success of hotel lies in good management. Traditionally, all

hotel managers spend their time in doing, instead of planning, organising, staffing, directing and controlling the actual tasks of management; they were involved with the routine jobs of production and service at the cost of other important managerial jobs. This tendency is still prevalent in some establishments, firstly, due to the small size and expensive nature of introduction of sound management programmes and secondly, the concept of combining management and working positions. Another factor responsible for this state of affairs may be the traditional concept of entertaining that has long been associated with the independently owned hotels. Hotel managers in these establishments remain in touch with the needs of their guests which tempts management to participate in the minute details of service.

Men of outstanding technical competence sometimes fail when they assume the management of a department or business. A highly skilled cook may not be a capable Chef de Cuisine (Executive Chef) despite his outstanding culinary skill. Similarly, an outstanding Room Clerk may prove to be a failure as a house manager/resident manager despite his knowledge. Hotel management is a combination of professional and technical abilities. (The starting point of hotel management is managerial principles.) The large number of graduates from hotel and catering institutions entering directly into management jobs, indicate the growing need for professionals. Less technical skill is needed in this industry compared to some other professions but this does not mean that no technical competence at all is necessary. It is only technical competence that can assure the successful implementation of managerial principles. All the managerial functions which include planning, organising, staffing, directing and controlling, are applied to the hotel trade. The levels of management depend on the technical knowledge of the hotel staff.

In a hotel, all management including supervisory management, carries out the same basic work, although the means of its implementation differ due to the peculiar characteristics of the business. **Planning** is the projected course of action. In this function, the hotel management attempts to include and control the speed and direction of change. It determines what must be done to bring about the desired objectives and then decides how to do it. Planning occurs at all, levels of the hotel organisation. Hotel management at the higher level plans issuing of stock for company expansion. The supervisory hotel management plans for the work schedule for the

following week. Large hotel companies have three, five, or even more levels of management. Good managers consult, advise and suggest as they plan and make decisions. The objective cannot be reached without integrated planning and support of several managers. For example, the top hotel management decides the food cost. This objective will be meaningless without the knowledge and support of the Chef, who plans and prices the menu. In order to assure the success to the plan, chef can re-order the menu combinations. The sales manager no longer discounts high food cost items as his major sales promotion technique. The steward begins a campaign to reduce waste and spoilage, and the hostess trains her dining room staff to sell high profit desserts and appetizers.

Organisation is the establishment of a structure through which subdivisions of the job are defined, arranged and coordinated. The whole work is divided into different sections. Like planning, organisation is also carried out at all levels which is management's responsibility. In small hotels, interaction can take place on a personal level by communicating with each other. To organise in this context means, first, to identify and arrange systematically, i.e., department-wise, all the different types of jobs, that the various departments need so that they function in harmony attempting to co-ordinate. The total organisation is known as 'structure' which includes every level of management, every job and sub-division of each job. Such organisation may be presented in the form of charts and diagrams. In small hotels plans can easily be carried out informally through direct verbal instructions. In large hotel companies organisation is a management science and is a means for affecting all the objectives. In considering the hotel organisation structure the principle of departmentalisation and span of management are to be considered. The organisational analysis could be presented through organisational manuals and organisation charts. The process of organisation consists of delegation, decentralisation, etc.

Staffing involves recruiting, selecting, orienting, training and developing employees who are capable of carrying out their assignments. In large hotels, staffing is handled by Personnel Departments. There is a Personnel Department which recruits all employees for operational jobs, and some of the lower management jobs like assistant departmental heads. For senior management levels, the personnel department's role is finding and screening the• most qualified applicants, with the final selection left to the concerned departmental heads. The management

makes the final selection of departmental managers. Hotel Management in the collective sense identifies those who are charged with directing the affairs of the hotel business. It is a group of persons who get their authority and responsibility from ownership. The authority, responsibility and the other resources of the enterprise are utilised to provide efficient service to the clientele. From the sale of this service, hotel management earns its own compensation, the salaries of the employees and the dividend for the owners/shareholders. Hotel management personnel carry the titles of managers or supervisors, like F & B Manager/supervisor, Front Office Manager, Catering Manager, Laundry Manager, Lobby Manager etc. There are jobs like hostess, bell captain and headwaiter etc., which lack management titles. The duties and responsibilities are the distinguishing characteristics of these hotel managerial positions.

In small hotels such as sole proprietorship, the owner is the sole member of the top management. In the case of medium sized hotels like partnership, firms/private companies, the departmental heads are next highest in responsibility and authority. There are also some Supervisors or Assistant Managers. In the case of large organisations like joint stock companies, top management includes only the limited number of important executives within any organisation.

Directing is the technique of inducing employees to do their jobs effectively and efficiently. Unfortunately, many hotel managers fail to cultivate a rapport with their colleagues. An understanding of human relations is essential for the desired results, which includes:

- Following the right pattern of leadership
- The ability to communicate
- Motivating employees
- Proper supervision and
- Personnel planning.

Control is the process by which hotel management reviews and evaluates the results of its other functions. For dynamic hotel management, control is imperative. The management process is a continuous one. It is modified by the knowledge and experience. It is concerned with the

immediate direction to his staff and its review. In large hotels higher level managers are sometimes prone to do more than controlling the lower level staff. There are several budgetary and non-budgetary control measures. Control, therefore, may be defined as the interpretation of information, so that correct action may be taken in order to achieve the objectives.

Standardisation in policy is not possible for efficient and successful running of the hotel business. Many factors, like central, and municipal, state, local laws and regulations, customs, trade unions, trade associations, availability of qualified personnel, environmental consideration etc. require constant modification and complete reversal of certain laid-down hotel policies. In a sole proprietorship or partnership organisation, the owners have the authority to establish the overall policy for its operation but it is delegated to the general manager. In large hotel companies, the control office formulates broad management policies and assigns home executives to see to it that they are properly implemented but the standard cannot always be followed; therefore, the ultimate decision is made by the general manager.

5.4 OBJECTIVES, STRATEGIES AND POLICIES

Every hotel has a set objectives or targets. In large hotels, objectives are arranged in hierarchy in which small unit constitutes the realisation of a large unit's objective. Strategies are the complex plans for bringing the hotel from a given posture to a desired position in the future. Policies are general statements which provide guidance in decision making to various managers. Policy means the art of manner of governing a nation, the line of conduct which rulers of a nation adopt on a particular question, relating to foreign countries, the principle on which any measure of close action is based. Considering these facts, in hotel operation, the definition of policy may be termed as "a statement of general understanding which provides guidelines in decision making to members of an organisation in respect to any course of action".

'Strategy' may be defined as the determination of organisational objectives of a hotel in the light of environmental variables and determination of course of action and commitment of organisational resources to achieve those objectives. Policies are the rules on which management bases its decision to conduct the business. These rules are supported by the philosophies of the hotel which may be termed informal rules and conventions. Plans and strategies are the instruments which direct management towards the attainment of the objectives with the use of different techniques such as Budgetary Control and Management by Objectives.

In any business, there are three main parties with one or more objectives. For the owner/shareholder the hotel business provides the return of investment. Thousands of people earn their living by owning and operating hotels. For employees a hotel is a source- of income and for community and hotel customers, the purpose of the hotel is to provide certain facilities and services to its customers. Therefore, in a financial terminology, the hotel owners/shareholders are interested in high profit and security of their investments; employees with- high salaries and wages and good working conditions; and customers have interest in low prices and high quality of facilities and services. Therefore a careful analysis of these varying interests of three parties seems to be in conflict. A responsible management will endeavour to reconcile these compelling and conflicting objectives and accordingly, appropriate objectives of the hotel business and its operations. For sustained prosperity, the management must look into all aspects of running a hotel. Once objectives are clear the management must concentrate on actions and policies. Necessary guidelines or policies may be formulated wherein the hotel defines attitudes and approach in its dealing with customers, employees, shareholders, suppliers etc. The general guidelines or general policy for the whole hotel is formulated by top management, i.e., the owner in small hotels, the partner(s) in partnership business, and Board of Directors, in the case of a company.

To clearly define the objectives and policies of the hotel, is the responsibility of the management, but this extends from the director to the managers, then departmental heads and supervisors. Management at all levels is required to contribute to the attainment of the objectives and for the implementation of policies. The owners/shareholders, employees, customers and suppliers are the main group of people who have direct dealing with the hotel. Departmental/sectional policies are formulated in relation to each of the parties in dealing with the internal and external aspects of the hotels. Thus,

- A shareholders' policy defines what the owners are entitled to expect in terms of their rewards, information and participation in the business, and what is expected from them.
- A personnel policy or employment policy indicates such as recruitment, selection, training, remuneration, condition of employment, welfare, promotion, termination, consultation, negotiation and handling of disputes.
- A customers' policy clarifies what the hotel is aiming to do in terms of its markets and
 quality standards of what it provides, including its concept of goods, value and its
 approach to price, discount and credit. It also states the hotel's attitude to complaints and
 refunds.
- A hotel suppliers' policy indicates what the hotel expects from them regarding the quality of supplies, delivery and terms.

In each of the above four relationships, the elements of the financial .guidelines may be viewed as an extension of a policy to suppliers. Hotel departments having the responsibilities of accommodation, food, beverage and functions could be provided with a set of guidelines relating to each department.

In a large hotel, these policies are statements in writing, to be followed at all times. They are relevant to all hotel employees and partially to customers. Most of the hotel companies distribute these policies to those concerned. They feel that to tell their customers about their policies could be a powerful marketing tool. Similarly, the personnel policies communicated to the staff can have a favourable impact on their image, on employees, and on personal relations and to provide clear guidelines for all financial areas and departments, to those operating them. It is highly conducive to smooth and efficient operation of the hotel business.

The wide variety of provisions for recreation and leisure, provide new opportunities and changes keep occurring in the running of a hotel. New customer or employment legislation may require for changes in the determined policies of the hotel towards its customers, employees and outsiders. Therefore, the management of the hotel has to keep their objectives and policies under constant review.

The main areas connected with the hotel policies are

5.4.1 EMPLOYMENT

Salaries and wages are the largest single expenses in the hotel's budget. The initial staffing of a new hotel requires top management decision. The position of the general manager, sales manager, personnel manager and controller are filled by interviews. Their salaries are predetermined. The salaries of other departmental heads and their assistants are flexible and depend on the availability of trained/experienced people. The salaries Of other staff including unskilled ones depend on the Minimum Wages Act, local customs, union contracts and the availability of labour. Fringe benefits, medical benefits, insurance, pensions, gratuity, saving plans etc. are generally uniform.

5.4.2 RATE STRUCTURE

The room rate is predetermined by the management in the initial planning stage of the buildings as per the style and the type of the hotel to be built, the appointment and facilities to be provided and the class of guests to be served. The location, availability of rooms, the potential volume of business and other guidelines developed in the feasibility study, help in the determination of room rates. Similarly, the prices of food and beverage menu are also fixed. In many independent hotels the rate schedule is prepared by the General Manager and the home office staff. Any change required are made by the General Manager with the consent of the control office. It is also imperative to lay the necessary guidelines for stores and concessions available for rental.

5.4.3 ADVERTISEMENT

The main objective of an advertisement policy is to popularise the name of the hotel based on the assumption that most travellers would stay or eat at well-known hotels. Room, food and beverages are common in all the hotels. Advertisements help in the desired publicity needed for each hotel, specially for banquet facilities, speciality restaurants, cocktail lounges, bars etc.

The amount to be allocated in the budget for local advertising, the copy and the media to be used, must be properly decided.

The General Manager has the responsibility to project, develop and maintain the image of the hotel. He must be consulted before any copy is finally approved for publication. He is the person to establish contacts with the political leaders, influential citizens, press, and other media. He secures publicity for the hotel and builds and projects the desired image. His knowledge and familiarity with regional customers will help in initiating, recommending, supervising and assuming all responsibility for local advertising publicity.

5.4.4 ACCOUNTING

There must be a complete standardisation in accounting systems and information. Hotels do forecast, prepare reports, statistics and operating results. The comparison of this information to judge the operation of each hotel by the management will be meaningless unless they agree to the methods adopted to assemble the information.

5.4.5 CREDIT

Credit policy is similar in all the hotels of the same chain. All hotels in the group are required to honour certain credit cards. The rate of discount charged by credit card companies and banks varies accordingly to the volume of business generated by their clients. The credit card companies advertise to solicit new members and popularise the use of their cards. The credit card companies often include, in the monthly billing, the card holder's literature supplied by the establishments honouring the cards. The time and number of mailing is negotiable.

A liberal credit policy will tend to expand the hotel market, but it entails a certain amount of credit risk. A clear distinction must be made between a inhouse guest and non-house guest. Most of the credit privileges extended to inhouse guests are for room charges, food, beverages, laundering, valet, items purchased in the stores and concessions, telephone services, entertainment and cash, excluding city ledger billing, and the collection procedure should be covered by the credit policy. Therefore, the credit policy should cover the following periods

- Prior registration of guests and before the function starts
- While the guest is in the residence and the function is in progress
- At the check-out time of the registered guest or at the end of the function.
- Prior registration of guests and before the function starts: The hotel should check the financial position of firms, associations, groups, industry and unknown companies.

Credit ranking should be given-to each group as:

-	High	1
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- Good 2

- Fair 3

- Limited 4

While the guest is in residence and the function is in progress: Suitable- system should be evolved for:

- Guest registration
- Credit department billing procedures
- Group and convention billing
- Check cashing system :
 - Credit Card
 - Approvals
 - Registration:
 - Post-dated cheques
 - Second party cheques
 - Counter cheque

	Cheque organisation		to	corporations,	companies,	firms	and					
	Others											
	Recording											
	Traveller's	s Cheques										
	- Restaurants											
	Stamps											
	— Group and convention guests:											
_	Guest char	ges										

At the check-out time of the guest or at the registered end of the function a basic policy must be observed regarding:

— Charges for non-resident guests

- Check-out
- Collection
- Bad debts
- Legal aspects of collection

5.4.6 CATERING

It provides food facilities and describes the methods by which objectives are to be achieved. In this case, the management assesses the market and describes how it is to be catered to

- What type of customers is the hotel catering to:
 - Foreign tourists
 - Domestic tourists

- Local residents
- Businessmen
- Managers/executives
- Banquets
- Others.
- What are the requirements of the hotel's customers?
 - Type of menu
 - a la carte menu
 - *table d'hote* menu
 - Both
 - How much variety do they require?
 - Any specialities, e.g. regional dishes?
 - Appropriate portion sizes
 - Most suitable type of service
 - Degree of comfort to be provided
 - Appropriate price level.
- Thus, a catering policy basically will be concerned with:
 - Type of clientele
 - The type of menu(s)
 - The methods of buying
 - Food quality standards
 - Type and quality of service
 - Degree of comfort and decor

• Cost and profit targets as determined by financial considerations.

5.4.7 FINANCIAL

This policy sets out the intentions of the management/owner with regard to the envisaged profitability of the establishment. The financial policy involves :

- The setting of a profit target
- The determination of departmental profit targets
- The planning of a whole pattern of differential profit margins in respect of each item

Thus, a financial policy must specify:

- What is the policy of the hotel with regard to capital and profitability?
- What is the requirement of fixed and working capital?
- How to obtain the financial requirements?
- What profit should be aimed at on capital?
- What profit should be got from sales?
- What gross profit should be gained?
- How much margin should be given to different sections of sales?
- Should the hotel impose:
 - Minimum charge?
 - Cover charge?
 - Service charge, etc?
- What volume of sales should the hotel achieve to secure the desired net profit?

Thus, a financial policy should determine

- The return of capital invested i.e., overall profit target
- The percentage of net profit on sales

- The type of service and the degree of comfort to be provided
- The percentage of revenue required to cover labour costs and overheads
- The percentage of revenue available to cover the cost of sales
- The cost of sales of each department of the business
- The differential profit margins for each group of items offered on menu, wine list, etc.

5.4.8 OPERATIONAL

The operational policy consists of the total sum of the built-in system, technological procedures and clerical procedures. It should be planned so as to cover the whole cycle of hotel and catering operations. Operational policies are laid down relating to:

- Purchasing
- Receiving
- Storing
- Issuing
- Preparing
- Selling

Purchasing

Many of the big hotel chains have a Control Department. They do all the buying and selling of the merchandise for all the individual hotels. Bulk buying helps in reducing cost. Certain items can be purchased directly from the manufacturers which facilitates discount and reduction in costs. It also helps in quality control. In case of food items it is not possible to have central purchasing, as food is perishable, difficult to repackage and retransport. As regards to beverages, there are different regulations and licensing requirements. The central office establishes the brand of liquor that is to be used in the bars.

Hotels should not buy and store more food items and ingredients than is necessary. The volume of items to be purchased depends on location and delivery schedules. The hotel needs to keep food in reserve to meet unexpected demands. It is not advisable to buy large amounts to

take advantage of particular market situation. In hotel business, the amount saved does not make up for the money in storage costs, possible damage in storage and pilferage. In case the price of items is expected to go up, it is prudent for the purchase department to buy a little more than usual and pay the market price afterwards. The food store room inventory should turn over at least four times the amount every month.

Thus, a purchase policy sets out:

- Technical procedures, for e.g. yield test in case of food items
- Purchase specifications
- Methods of buying
 - Open market
 - Contracts
 - Inviting suppliers to submit tenders.
 - Clerical procedures such as origin, sanctions, placing of orders and documentary evidence to be used.

Receiving

Receiving policy includes three basic considerations:

- Quality control
- Quantity inspection
- Clerical procedures

Thus, a receiving policy must clarify:

- Staff responsible for controlling the quality of all incoming goods
- Staff responsible for quantity inspection

- Appropriate procedures for dealing with instances of short delivery and non-delivery of goods
- 'Blind Receiving', its uses and desirability
- Purchase specifications and their use in the goods received department.

Storing and Issuing

A storing and issuing policy gives guidance about the daily recurring process of storing incoming goods and releasing or issuing them for use in the appropriate departments. The policy sets out the followings:

- Stock records
- Pricing of issues
 - Actual purchase price
 - Simple average price
 - Weighted average price
 - Inflated price
 - Standard price.
- Clerical procedures.

Thus, the policy regarding storing and issuing must clearly determine:

- Necessity of stock records
- Staff authorised to requisition food
- Use of written requisition notes
- Methods of pricing stores issues
- Records of food kept outside the food store
- Frequency of stocktaking
- Rate of stock turnover
- Staff responsible for stocking

- Procedure for writing off losses of stock
- Availability of adequate storage space
- Staff who has access to store keys outside normal working hours.

Preparation

In order to reduce over-production, loss from inefficient purchasing and excessive portion sizes, following four main stages may be helpful in planning and controlling the preparation of food:

- Volume forecasting or production planning
- Standard yields
- Standard recipes
- Standard portion sizes.

The management must specify:

- The system of volume forecasting
- Desirability of cyclical menus
- Optimum length of the menu cycle
- Sales histories and their use for volume forecasting purposes
- System of pre-costing
- Use of standard recipes
- Preparation and approval of standard recipes
- Establishment of portion control equipment
- Familiarity of staff with correct portion sizes.

Selling

Financial and catering policies define monetary aspects of the hotel. Therefore, the main factors involved, regarding sales, are:

Pricing problem

- Billing problem
- Control of cash and credit sales.

Thus, the sales policy of a hotel deals with the following:

- Correctness of room tariff and pricing of menu keeping in mind the financial and catering policies
- Staff responsible for room tariff and pricing of menus
- Revision of room tariffs and menus
- Size of the groups
- Amount of advance deposit to be received
- Commission to be paid
- Requirements such as rooming lists, pre-labelling of baggage, reassignment of rooms and overall handling
- Number of complementary rooms to be given to groups
- Correct methods of pricing to achieve profit targets
- Adequacy of operation of accounting and control procedures with regard to both cash and credit sales of the hotel
- Daily intact banking of cash sales
- Maintaining of sales histories
- Availability of cash floats
- Sales analysis: Sales mix, sales per room, occupancy, average spending power etc.

5.4.9 POST-OPERATIONAL CONTROL

The main objective of post-operational control is to examine all the stages of the catering cycle, purchasing, receiving, storing and issuing, preparing and selling, ascertaining trading results and establishing remedial actions. This has three main aspects

- Cost reporting
- Assessment of results
- Corrective action where required.

The management should clearly lay down policies relating to:

- Information required by the management for control purposes
- Preparation of reports in respect to:
 - Sales volume
 - Net profit
 - Profit margin
 - Cost levels
 - Departmental trading results
- Use of reports sent to management
- Assessment of current results in comparison to budget for previous periods
- Establishment of permissible deviations from desired results to enable management by exceptions
- Introduction of a current system of control
- Periodic review of the current system of control

In addition to the above policies, there are other fields which require policy decisions. It would be financially prohibitive to maintain a separate legal department in each in each hotel. These hotels need attorneys to handle the company's business and acquisition or sale of property. A central reservation office is also needed to complement the individual hotel reservation. It will process requests for information for rooms generated by chain advertising, channel them to the proper location and negotiate package deals and special group rates with associations, corporations, clubs, travel agents, etc.

A construction/engineering department can supervise the building or acquisition of new hotels. It is to direct and be responsible for any major improvement or alterations in the existing properties.

5.5 PROFITABILITY AND CUSTOMER'S SATISFACTION

In this business, there are two main objectives: profitability and the customer. Profitability implies the ability to stay in the hotel business, maintaining and increasing the capital in use and generating sufficient funds to retain in the business. The profitability of the hotel is the ultimate objective whereas the provision of a satisfactory standard of accommodation facility and food and beverage service is the means by which an ultimate objective is achieved.

Thus professional management of hotels is a dynamic task of constantly balancing two main factors: profitability and customer satisfaction. A successful manager will be one who anticipates the thrust of change, who directs and opts for action. The success in this highly competitive and lucrative industry lies in the fact that you progress from limited skills and horizons of a specialists, to broader concepts and talents of a generalist manager. Hotel management is complex and requires professional skills. It requires purposive application of the techniques of planning, organising, integrating and measuring business efforts. Your ability to get work done through others can stem from competence, position, personality or character. Of all the attributes, character may well be the most essential.

Authority can be conferred, earned or achieved. The most rewarding authority is that which is deserved. Authority of knowledge combined with character, will make you a successful manager in this hospitable industry. As a good hotel manager, you should inculcate highly developed analytical skills to evaluate opportunities and to anticipate problems in order to establish objectives that set appropriate priorities and which are realistic in the light of the available human and material resources.

5.6 TECHNIQUES

You may use a number of modern and sophisticated management tools and techniques in the management and operation of hotel business. Some of these techniques are:

- System analysis
- Management information system
- Forecasting/futuristic system
- Programme evaluation technique.

System Analysis

- This is the most basic technique and involves a circular process of:
- Defining of objectives
- Designing alternative systems to achieve those objectives
- Evaluating the alternatives in terms of their effectiveness and costs
- Questioning the objectives and other assumptions underlying the analysis
- Opening up new alternatives
- Establishing new objectives, and then repeating the whole process through new orders.

Management Information System

Management information system in hotels could be made possible and successful by introducing advance computers. MIS will benefit from improved data acquisition, data processing, data analysis, data retrieval and data reporting. Through computers, you can convert raw data into information, to help the business more effectively, printing out payroll checks, mailing labels etc. Computers can also be used in reservation system, room management, finance and accounting, sales and marketing, food and beverage control and

Forecasting

Forecasting is a fundamental part of modern business planning. The main purpose of forecasting is to equip hotel managers to make better choices. It involves the following steps:

- An examination of possible events and the probabilities of their taking place
- An assessment of the interactions among these events
- Identification of these events that can be controlled and the extent to which such control is possible
- Evaluation of alternative future possibilities considering to what degree they might be controlled, and
- Finally, arriving at an assessment of the impact of the possible future

Through this process you may be able to forecast profit and loss, cash flows and the balance sheet statement for future years. The generating of 4-5-year detailed profit and loss projection takes only 45 minutes.

Programme Evaluation Techniques

PERT identifies where, when and by whom decisions are made. It is a valuable management tool in reducing costs and improving planning and control. The technique is based on a graphic representation of the steps necessary to complete a particular job as well as the-operations that connect the various steps. The graphic representation is expressed as the PERT network, wherein the steps or 'events' point in time marking the beginning or completion of specific tasks in the assignment. The operation of 'activities' are the physical process connecting one 'event' with another. Utilising this information, you, as a manager, can foretell the consequences of variations from a logical plane and take remedial measures, before the deviation takes place in the operation.

The graphic representation shows how certain tasks in a given job must be completed before initiating the other jobs. Under this technique identify the key activities related to main function (the critical path), pinpoint auxiliary activities which are required and may be performed concurrently, and highlight the slack or delay and lost time involving employees awaiting critical activity to be completed.

You may exemplify the PERT by the bar charts to keep track of construction progress. Inter-continental Hotels have bar charts to prepare staffing tables so the required people and skills are available as needed at various phases of construction and operations of a new property. You may also pre- - pare program charts which may be helpful in planning for delivery and installation of furniture, fixtures, and equipment in the hotel.

You may use PERT in improving operating efficiency and employees' productivity. PERT can be applied in:

- Night auditing
- Accounting
- Scheduling of housekeeping and maintenance
- Room reservations .- -
- Laundry and kitchen production scheduling and
- Other activities where time and cost relationships are important

You may diagram the PERT network in night audit procedures. The various activities performed in the procedure, the sequence of 'events' representing the beginning or end of each activity and the time required to perform each activity may be diagrammed. Then you may identify the key activities relating to critical path, auxiliary activities and slack or delay time. This will eliminate delays and set up the fastest way of accomplishing critical activities. After the study of the PERT network, you may assign duties and balance the job functions. This will enable you to achieve considerable reduction in slack-float time and more efficient night auditing procedure/operation with fewer employees required.

Advantage of PERT may be summed up as:

- Points out the way to more productive personnel
- Simplifies procedures
- Faster and more efficient operations and

Reduction in cost

5.7 **SUMMARY**

Hoteliering is an art as well as science. The profit connected with the hotel business do not usually come as profit generated by the sale of food, beverages and lodging to the general public. Most of the finances in this business as a result of acquiring as much real estate manipulation, as actual hoteliering. Modern competitive conditions in hotel tourism and catering industry demand a scientific approach for its successful operation.

The field of hotel management is inter-disciplinary. It draws ideas from tourism, travel, economics, psychology, accounting, and finance, food technology, management, food chemistry, microbiology, physics, architecture, engineering, marketing, law etc. and from these disciplines are mulated approaches, systems, and analytical tools designed to make hoteliering a satisfying experience for people when they are away from home.

Hotel management can be interpreted as or management is what management does. It is dynamic. The success of hotel lies in good management. Hotel management is a combination of professional and technical abilities. All the managerial functions which include planning, organising, staffing, directing and controlling, are applied to the hotel trade the levels of management depend on the technical knowledge of the hotel staff.

5.8 KEY WORDS

- 1. **Staffing:-** Recruiting, selecting, orienting, training and developing employees who are capable of carrying out their assignments.
- 2. **Directing:** Technique of inducing employees to do their Jobs effectively and efficiently.
- 3. **Strategy:-** Defined as the determination of organisational objectives of a hotel in the light of environmental variable and determination of course of action and commitments of organisational resources to achieve those objectives.
- 4. **PERT:-** Programme Evaluation Technique is valuable management tool in reducing cost and improving planning and control.

5.9 SELF ASSESSMENT QUESTIONS

- 1. Write brief note on Hoteliering.
- 2. What do you mean by managerial functions? Explain.
- 3. Write note on
 - (i) Post Operational control
 - (ii) Advertisement
- 4. Explain the objectives and policies of the hotel.
- 5. Explain the policy of
 - (i) Employment
 - (ii) Credit
- 6. Explain in detail the profitability and customer's satisfaction.
- 7. Describe the techniques of management of hotel business.

5.10 SUGGESTED READINGS

- 1. Professional Hotel Management, by JagMohan Negi, published by S.Chand & Company ltd, New Delhi.
- 2. Introduction to the Hospitality Industry, by Tom Powers and Clayton W.Barrows, published by John Wiley & Sons Inc.

UNIT- 6: THE RESTAURANT

Structure Learning Objectives 6:0 6.1 Introduction 6.2 Meaning of Restaurant 6.3 Restaurant Restaurant Layout 6.4 6.5 Duties And Responsibilities Of Restaurant Personnel. Types OF Restaurants And Bars 6.6 6.7 Restaurant Service Equipments 6.7.1 Furniture 6.7.2 Linen 6.7.3 **Tableware** 6.7.4 Glassware 6.7.5 Chinaware 6.7.6 Holloware 6.7.7 Service trolley 6.8 Summary 6.9 Key Words **Self Assessment Questions** 6.10 Further Readings 6.11

6.0 LEARNING OBJECTIVES

After studying this chapter the students should be able to:-

- 4. Define the term restaurant
- 5. To understand different types of restaurant
- 6. To familiarise all the essential equipment and accessories used in the restaurant.
- 7. To familiarise the typical restaurant, layout, organisational structure and Job description of the restaurant brigade.

6.1 INTRODUCTION

A restaurant is a commercial facility that provides food and beverages to customers for profit. Basically, it is equipped with dining tables and chairs with the crockery, cutlery and linen suited to the objectives and standards of the establishment. Therefore, a luxury restaurant will have fine China and glassware with linen table cloths and napkins, while economy restaurants may have table, mats, steel plates and glassware with paper napkins. Independent restaurants have captive kitchens that prepare food while restaurants in hotels have central kitchens that serve several restaurants of a hotel. Specialty restaurant in hotels have captive satellite kitchens because of the unique nature of the cuisine, special equipment required, and special storage and preparation condition.

6.2 MEANING OF RESTAURANT

The word restaurant covers a broad range of food service operations. The term comes from the French word restaurant, meaning "restorer of energy." The term was used as early as the mid-1700s to describe public places that offered soup and bread. Today, any public place that specializes in the sale of prepared food for consumption on- or off-premise can be described as a restaurant. Food service is generally used to represent the broader term, which encompasses all sorts of public and private locations that provide food for sale.

6.3 RESTAURANT

The provision of restaurant and other food and beverage facilities must be based on detailed analysis of market considerations and economic feasibility. Examination of surveys should provide a basis for assessing:

- The type of food and beverage facilities
- Pattern of demand, hours of use, peak demand etc.
- Menu choice
- Method of service
- Staffing requirements
- Size of the restaurant
- Seating capacity
- Seat occupancy over meal periods
- Flexibility in use and space separation
- Changes in service and arrangement.

Entry to a restaurant should be through a reception lounge or foyer. This area may be little more than a widening of the entrance corridor to provide space for seats and tables and will be used as an assembly point before entering or on leaving the restaurant and as a lounge for cocktails and other drinks. The bar should be on the remote side of the lounge extension so that the guests entering the restaurant do not need to cross directly along the front of the bar and the guests can use the bar without having to pass through the lounge cloakrooms and toilets should be near the entrance lobby. All entrance and exist should be positioned to allow proper vision and control.

Restaurant layout should take account of the features of the room, external vistas and internal displays and entertainment, circulation patterns of customers and staff, method of food service, seat groupings and type of furniture to be used.

Restaurant areas require sophisticated environmental control. Depending on location and case, windows may be provided to take advantage of the view and/or to attract outside attention as a form of merchandising. For example, in resort areas the windows may be an important feature of the restaurant's attractions by opening on to swimming pools, gardens or vistas of the land or natural scenery. In case of other type of restaurant intended for mainly evening dining, these may be completely enclosed within the interior of the building. Provision must be made for adequate ventilation and air- conditioning. Lighting is an important feature of design and atmosphere. Incandescent lamps should be used rather than fluorescent types, but the latter may be sociable as background lighting in coffee shops and fast food operations provided the colour balance is

corrected for display purposes. Light with a spectrum of greater emphasis towards red must be selected and infra-red-luminescent lamps nay be maintained over hot counters. Within the restaurant use a wide variety of light fittings. Indirect light be frequently employed around the parameter to emphasise wall texture and other features. Background lighting may be provided within or immediately below the ceiling. Local lighting over tables, recesses and seating enclosures serve to create individuality. It is necessary to provide several lighting circuits with dimmer switches for control purposes.

Ceilings should normally be at least 2750 mm (9 ft) high and should provide sound absorption and sound damping of machinery vibrations and transmission noise. The ceiling construction may be based on panels, to allow access, or continuous surfaces, with relief provided by mouldings and **architraves**. Alternative wall surfaces include dry linings of laminated plastic, panels of glass, plastered surfaces, slabs of stones/marble and exposed brickwork. The main points to be considered are:-

- Resistance to damage
- Resistance to staining
- Safety
- Replacement

Floors and floor coverings require special attention. Most restaurants are carpeted to reduce noise and to create a sense of comfort and warmth. Floor Tiles are appropriate for tourist or economy class hotels. These may be used in coffee shops and bars, particularly in the heavily used areas in front and behind the counters. Stone slabs and mosaics may be introduced. Wood block or strip flooring provide an intermediary effect. Strip flooring is most suitable for dance areas. Wood construction is also advisable for stages and entertainment areas.

The furniture must complement the theme and decor of the restaurant. The main features and considerations to be taken into account are:

- Dimensions
- Spacing
- Adaptability
- Durability
- Safety

- Appearance
- Comfort
- Fixed and movable
- Construction material
 - Frameworks
 - Surfaces
 - Upholstery finishes.

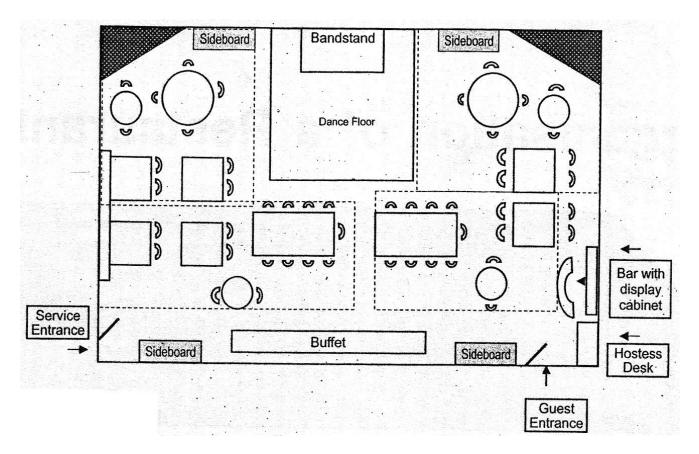
The table design must be considered in terms of its total effect. This must be reflected in the choice of table appointments, linen, cutlery, china and glassware and in the style of staff uniforms, menu holders and other specific features of restaurant operation. There is a need for rationalisation in the range of equipment and tableware used in the hotels. For each items of china or glassware in use there are, on an average, one to two replacements in reserve, and perhaps more where designs are manufactured to specific order. For table linen and uniforms the stocks are even greater to allow for delays in laundering, and a ratio of 1 in use, 5 or 6 in circulation and reserve. In determining the choice of table ware, consider the following points:

- Standard catalogue range are suitable to facilitate replacement,
- The range of items can be reduced, having regard to the menu range and
- Multi-purpose use in other areas of hotels, restaurants or room service

Table appointments and decorations, menu holders and certain tableware items associated with specialty dishes, should be specific to each restaurant. In many chain hotel and catering operations tableware are used as a means of merchandising. In these hotels, insignia, emblem and other representations are standardized throughout the group.

6.4 LAYOUT OF RESTAURANT

Fig6.1 gives a representative layout of a restaurant. Obviously layouts are influenced by space availability, building construction and service facilities provided.



6.1 Typical Layout of A Restaurant

Now let us analyse the layout given above and ascertain the essential features of a restaurant:

- 1. A restaurant has two entry points one for guests and the other is for service personnel in the rear. The guest entrance has the hostess's desk so that she can receive guests. The service entrance is a swing door with a window to ensure that the service personnel do not collide with each other. It leads to the kitchen. Some restaurants may keep a double swing door to prevent kitchen noise from the restaurant.
- 2. The tables are of different sizes. There are tables for couples, for four people and large tables to seat a group. There are circular tables to facilitate direct interaction with each other. The two larger rectangular tables can be separated to form fur tables as the occasion demands. All tables have a view of the band and the dance floor, which is the centre piece of the restaurant. For those restaurants that do not have live entertainment,

- the space can be converted into additional seating. We can see that all tables have a provision for additional chairs, if required.
- 3. All seating is divided into four stations (dotted lines) headed by a captain who leads a team of waiters and busboys to provide personalised and speedy service to the station. The station is represented by sideboards (shaded) that stock the serviceware necessary to serve the station. The number of stations depends on the number of seats in the restaurant.
- 4. **Upmarket restaurants** may have the option to have a service bar with a wine display cabinet behind. They would need a license to serve liquor in the restaurant. Others may prefer to dispense liquor from the room service bar located in the kitchen.
- 5. The triangular sections are decorative corners for foliage or artifacts.
- 6. Space is provided for a buffet table for restaurants offering such service. The buffet table is close to the service entrance to facilitate easy placement and replenishment of food.

OTHER CONSIDERATIONS

- When planning a restaurant a specialist called the Facility Planner would look into certain aspects that are essential for a good design. These are:
- The restaurant must take full advantage of windows and view. Windows also gives natural light into the room.
- The restaurant must have least noise to facilitate guest conversation.
- Temperature is important in places of extreme climate. Desert areas will need good airconditioning while cold climates will need effective heating.
- Freedom of movement is essential for safety reasons. The restaurant must have enough aisle space for the service staff trolleys and bussing carts.
- Display counters: It is up to the restaurant whether to have display counters for wines, pastries, buffets, service counters, salad bars, etc.
- Seating: Obviously, any restaurant will want to pack in as many seats into the restaurants as possible. The furniture must be such that it could be assembled into various table strengths.

6.5 DUTIES AND RESPONSIBILITIES OF RESTAURANT PERSONNELS

- 1. Recommend and monitor a budget and plan for the year.
- 2. Lead, train and motivate a service team.
- 3. Conduct daily briefings ensuring two-way communication, training and policy information
- 4. Check mis-en-scene and mis-en-place done by the team.
- 5. Control expenses of the restaurant.
- 6. Develop innovative ways to create sales of the restaurant by up-selling menu items, food promotions, merchandising, etc.
- 7. Meet and greet guests and develop a personal guest database to ensure continued patronage.
- 8. Schedule staff rotations and duties and organise extra hands when required.
- 9. Ensure the safety and hygiene of the restaurant.
- 10. Maintain discipline and conduct staff appraisals.
- 11. Coordinate with the chef for menu offers and operational coordination.
- 12. Coordinate with other departments for the smooth supply of operational supplies.
- 13. Responsible for proper billing and cash recovery for services rendered.
- 14. Resolve guest and staff complaints and grievances.
- 15. Represent the restaurant in Food and Beverage meetings.
- 16. Conduct periodic competition analysis.

Duties & Responsibilities of Senior Captain (Restaurant Supervisor)

- 1. Deputise in the absence of the Restaurant Manager and ensure smooth functioning of the restaurant.
- 2. Schedule weekly/fortnightly staff duty shifts with the approval of the Restaurant Manager ensuring that work exigencies are met and the staff are rotated fairly.
- 3. Allot daily duties to subordinate staff to meet work exigencies ensuring equity of work.
- 4. Conduct daily briefing using it as a vehicle for two-way communication, training and corrective action.
- 5. Attend to guest complaints and ensure guest satisfaction through immediate action.
- 6. Inspect the mis-en-scene and mis-en-place to ensure the smooth flow of operations.

- 7. Ensure the maintenance and aesthetic upkeep of the restaurant in close coordination with engineering and housekeeping.
- 8. Organise the training of staff for meeting the standards of service.
- 9. Develop restaurant sales through upselling, guest contacts and ensuring good service.
- 10. Ensure that the restaurant is free from work hazards.
- 11. Supervise food service with a view to ensure speed, quality of service and personalisation.
- 12. Appraise staff performance and recommend rewards to the restaurant manager.
- 13. Control costs by applying food control principles.
- 14. Serve wines and beverages according to international practice.
- 15. Motivate staff through fair leadership.
- 16. Prepare flambe items, it applicable to the restaurant, with showmanship and authenticity.
- 17. Maintain and control the par stocks of cutlery, crockery, linen, supplies and equipment.
- 18. Assist the accounts department in stocktaking.
- 19. Hand over lost and found properties to the Housekeeping as per rules.

Duties & Responsibilities of Captain (Head waiter)

- 1. Train and supervise restaurant servers to give high standards of service in terms of time, quality and personalisation.
- 2. Supervise the mis-en-place of the assigned station to ensure a smooth service during operations.
- 3. Inspect table layouts in the station ensuring that they meet the standards set.
- 4. Check and ensure the serviceability of equipment and furniture.
- 5. Sell food and beverage so as to meet restaurant budgets.
- 6. Take food and beverage orders correctly.
- 7. Give wine service according to international practices.
- 8. Prepare flambe items, if offered by the restaurant, with showmanship and authenticity in preparation.
- 9. Control the inventory of cutlery and service equipment allotted to the station.
- 10. Assign duties ensuring equity of work.
- 11. Ensure that staff meet hygiene and discipline standards.

12. Ensure that the station is free from hazards.

Duties & Responsibilities of Steward (Waiter)

- 1. Attend briefings prior to restaurant opening, well groomed and equipped with the basic aids of operations such as bottle openers, pens, pads and matches.
- 2. Learn the dujour items, not-available items, menu preparations and their presentation.
- 3. Complete mis-en-scene and mis-en-place before the restaurant opens.
- 4. Check all the equipment and furniture at the station for their serviceability and maintenance requirements.
- 5. Clean and polish allotted silverware, cutlery, glassware and chinaware.
- 6. Stock the sideboard with proprietary sauces, jams, salt & pepper shakers, butter dishes, linen and other serviceware.
- 7. Lay table covers as per standards set.
- 8. Fold napkins as per prescribed attractive styles.
- 9. Requisition fresh linen and flowers from housekeeping.
- 10. Air the restaurant and ensure that the station is clean.
- 11. Receive, greet, and seat guests.
- 12. Present wine-lists and menu cards and take orders.
- 13. Serve food and beverage by the standards of the restaurant.
- 14. Upsell food and beverage.
- 15. Present the bills and receive payment correctly.

Duties and Responsibilities of Restaurant Hostess.

- Collect the restaurant reservation register from the overnight caretaker and mail from the F&B Office.
- 2. Receive and post table reservations in the register ensuring equity of load between stations.
- 3. Clean and arrange the hostess desk and menus cards.
- 4. Attend briefings before the restaurant opening.
- 5. Attend to all telephone calls of the restaurant in the shift.
- 6. Receive guests and lead them to their reserved tables.
- 7. Handout Wine Lists/Menu Cards to the guests.

- 8. Take orders from guests if required.
- 9. Provide guests with hotel information.
- 10. Go to the guest and enquire whether the food and service is up to their satisfaction. Handle any complaints immediately.
- 11. Wish every guest when leaving and invite them to come again.
- 12. Record the names of guests in the daily cover register.
- 13. Page guests if phone calls or messages come for them.
- 14. Maintain guest history sheets.

Duties & Responsibilities of Busboy (Assistant Waiter)

- 1. Report for briefing.
- 2. Collect fresh linen from housekeeping.
- 3. Collect, clean, polish and stack cutlery, crockery and glassware at the sideboard.
- 4. Assist stewards in table layouts.
- 5. Replenish water Jugs and ice buckets.
- 6. Check non-available items from the kitchen and bar.
- 7. Help in receiving and seating guests in the allotted Station.
- 8. Take food from the kitchen and deposit it at the sideboard.
- 9. Provide assistance to stewards during service.
- 10. Replenish water goblets of guests.
- 11. Independently conduct service, if required.

Duties & Responsibilities of Wine Butler (Sommelier)

- 1. Requisition the wines and spirits from the bar.
- 2. Display wines and spirits on the trolley.
- 3. Stock the trolley with the accessories
- 4. Present trolley to the seated guests and upsell the wines and spirits.
- 5. Prepare and serve ordered beverages as per international practices.
- 6. Replenish orders and remember guest preferences.
- 7. Raise Order Tickets for the cashier.

Duties & Responsibilities of Carver (Trancheur)

1. Requisition the meat roast from the kitchen.

- 2. Clean and display the roast and its accompaniments on the carving trolley.
- 3. Equip the carving trolley with the accessories required for service (sauce boats, crockery & cutlery for service, cutting board and carving knives, etc.)
- 4. Present trolley to the seated guests arid also the roast of the day.
- 5. Carve and serve ordered meat cuts as per international practices.
- 6. Replenish orders as requested.
- 7. Raise Order Tickets for the cashier.

Duties & Responsibilities of Disc Jockey (D.J.)

- 1. Clean the music equipment/console.
- 2. Replace the stylus of record player when required.
- 3. Stack records, CDs and Cassettes for easy retrieval.
- 4. Play music according to the moods of the guests.
- 5. Receive and play guest music requests.
- 6. Control the light and Sound effects.
- 7. Announce birthdays/anniversaries of guests.
- 8. Recognise and play popular numbers of guests.
- 9. Develop sources for procurement of the latest records.
- 10. Develop reliable sources for updating on the latest music trends.
- 11. Ensure that all equipment and records, CDS and cassettes are secure and inaccessible to anyone else.

6.6 TYPES OF RESTAURANTS AND BARS

INTRODUCTION

It is important for a food service professional to know the different types of restaurants existing to be able to adopt the practices of that type of restaurant.

COFFEE SHOP

The coffee shop is a concept borrowed from the United States. Coffee shops have replaced the erstwhile dining rooms of old hotels and therefore, is an all-purpose restaurant. In a coffee shop, for example, the linen, food and music can change with breakfast, lunch and dinner, according to the mood of the day. A coffee shop can have, for example, paper mats and paper napkins for breakfast and snack services giving an informal ambience. Coffee shops can change

the mood at lunch and dinner by providing table linen and cloth napkins to make the restaurant formal. Similarly piped music here can vary from pop music during informal hours to sedate lounge music during formal hours. A coffee shop is distinguished by the following features and style:

- Food is pre-plated from the kitchen. This means that the cook in the kitchen prepares a complete and balanced meal and arranges it in a plate. The portion sizes are fixed but adequate in quantity for the average guest. The meals are complete and nutritionally balanced.
- The restaurant ensures a quick service because the food items elected can be made in a hurry and do not need elaborate service.
- The restaurant has a casual atmosphere. This means that guests can come in casual wear. The restaurant has lively piped music. The tables have table mats and paper napkins.
- Coffee shop menus are quite light and simple.
- The tables are provided with sugar cubes, proprietary sauces, and mustard and creamer satchels.
- A coffee shop runs for 24-hours a day and is the only restaurant in a hotel that serves food at any time of the day and night when other restaurants in the hotel are closed.
- Coffee shops of hotels are found off the lobby in most cases, or beside the swimming pool.

SPECIALTY RESTAURANT

A specialty restaurant is one where the entire atmosphere and decor is geared to a particular theme, normally related to a regional cuisine like Chinese, Indian, Polynesian, Japanese, French. Let us take an Indian restaurant as an example. It will have the following features:

- Indian motifs on the walls
- Indian artefacts
- Staff wearing Indian costumes
- Music, if recorded, will be Indian music. Live performances will be by Ghazal singers.
- Crockery, cutlery and glassware will have Indian designs.
- The restaurant can be either formal or informal.

GRILL ROOM OR ROTISSERIE

This is a restaurant that specialises itself in grills and roasts of different meats, fish and poultry. The distinguishing features of this type of restaurant are:

- A glass partition that separates the kitchen from the-seating area so that guests can see the grill preparation of their choice.
- Casual in atmosphere. Some of them may be as casual as to have pool tables and indoor sports.
- Grill rooms can be sophisticated casual too with finer crockery and linen.
- It is distinctly American with log tables and benches
- The crockery may be coarse with hardy cutlery, paper or checked cloth napkins.

DINING ROOM

Dining Rooms are found in smaller hotels, motels, resorts, inns, clubs or heritage hotels. Smaller hotels like those at resorts may find it uneconomical to have more than one eating place. The features of a dining room are:

- The dining room is usually meant for the residents of the hotel or members of a club who may bring their guests.
- Dining rooms can change their atmosphere from the casual for the morning breakfast to formal for lunch and dinner.
- Rarely would they have a la carte menu (individually priced items) in a dining room.

 They will instead specialise in a good buffet spread or a choice of two tables d'hote
- A dispense bar for drinks.

DISCOTHEQUE

It is a restaurant which is principally meant for dancing to recorded music. Its distinguishing features are:

- The music is driven by a qualified and experienced disc jockey (DJ) who creates or responds to the moods of the guests.
- Special lighting to give psychedelic effects.
- A dance floor

- A bar which is the main feature.
- Light meals and finger picking snacks.
- Discotheques in hotels permit only formal-casual clothing, while independent ones allow casuals.
- The bartender disc jockey and bouncer are essential employees of a discotheque.
- Entry charge to ensure that the right crowds enter. Others may permit only couples to ensure the right balance of men and women.
- Some discotheques are strictly on membership basis.

NIGHT CLUB

It is principally open at night for dinner, dance and live entertainment. Its special features are:

- The decor is lavish
- Service is elaborate with fine linen and silver crockery
- Guests have to wear formal wear only and some go to the extent of insisting on black tie.
- Live performances or cabarets which may range from famous singers and dancers.
- A live band
- A dance floor
- A fully stocked bar with bartenders who are entertainers themselves using showmanship to dispense drinks.
- Some discotheques with a live band are also called night clubs nowadays.

BARS

The bar dispenses wines, liquor, spirits, juices, aerated waters, cigars and cigarettes. Restaurant food service professionals will coordinate with the bar for guest beverage orders.

Bar Manager: Translates hotel policies, procedures and standards into the bar operation. He directs the bar operations ensuring efficient guest service.

Bartender: Mans the bar counter and supplies drinks directly to guests seated at the counter and to the waitresses serving tables elsewhere. He is known for his customer relations, showmanship and unique cocktails.

Bar Waitresses: Also known as barmaids or cocktail waitresses, they serve beverage orders at tables. Waitresses bring in a lot of showmanship and charm to bar operations.

The essential features of a bar are:

- A bar counter with tall chairs
- Seating area
- Well stocked with a range of liquor
- Light snacks which come pre-plated
- Lively recorded music or in case of live performers a duo or Pionist

PUBS

Pubs are bars so typical of England. While all types of alcohol are served in a pub the main feature are different kinds of beers served from taps. The taps are fed from beer kegs maintained at chilled temperatures. The essential features of a pub are:

- Bar counter with beer taps
- Recorded music
- Pub snacks
- Indoor games like darts
- Plush seating

6.7 RESTAURANT SERVICE EQUIPMENTS

6.7.1 FURNITURE

Furniture must be chosen according to the needs of the establishment. The type of operation being run determines one's specific -needs as far as dining arrangements are concerned.

Often, by using different materials, designs and finishes and by careful arrangement, one can change the atmosphere and appearance of the food service area to suit different occasions.

Wood is the most commonly used material in dining furniture. There are various types of wood and wood grain finishes; each suitable to blend with a particular decor. Wood is strong and rigid, and resists wear and stains. It is found as the principal material in chairs and tables in use in all food and beverage service areas with the exception of canteens, some dining rooms and cafeterias.

Although wood predominates, it must be noted that metals, mainly aluminum and aluminum plated steel or brass, are gradually being introduced into dining room furniture. Aluminum is lightweight, hardwearing, has a variety of finishes, is easily cleaned and has a reasonable cost. Nowadays, one often finds chairs with a wooden base, with a lightweight metal frame and a plastic finish for the seat and back.

Formica or plastic coated table tops can be found in many cafeterias or staff dining rooms. These are easily cleaned, durable, and eliminate the use of linen.

Plastics and fiber glass are now being used extensively in dining chairs. These materials can be easily moulded into a single piece seat and back to fit the body contours. The legs of the chairs are usually made of metal. The advantages of such dining chairs are that they are durable, easily cleaned, light weight, can be stacked, are available in a large range of colors and designs, and are relatively inexpensive. They are more frequently found in bars, lounges and staff dining rooms than in first-class hotels or restaurants.

Chairs

They come in an enormous range of designs materials and colours to suit all situations and occasions. Because of the wide range of styles, chairs vary in height and width. However, as a guide, it is important to note

A chair seat is 46 cms. (18") from the ground.

The chair height from the ground to the top of the back is 1 metre (39).

The depth from the front edge of the seat to the back of the chair is 46 cms. (18")

Chairs are classified as

- (1) **Restaurant chairs**:- In most high-grade establishments, these chairs are designed in keeping with the decor of the restaurant. They are usually provided with expensive upholstery, and have armrest. They may have intricate designs. They are generally not the kind to be stacked.
- (2) **Coffee shop chairs**:- Such chairs are designed for fast food service which encourages a quick seat turnover. In high-grade coffee shops, chairs may be upholstered but are usually with straight short backs and no armrests. Less expensive coffee shops and fast food restaurants may use chairs made of fiberglass, cane and other plastic moulded bucket chairs, which are durable, washable and can be stacked.

- (3) **Banquet chairs**:— Hotels and restaurants having extensive banquet or party room facilities use special banquet chairs. In luxury hotels, banquets chairs are upholstered and have a gently reclining back. They may be provided with an armrest as the guest may have to sit for extended periods of time, for a conference, for instance. Most banquet chairs do not have an armrest and are easy for stacking, storing and shifting them from one place to another.
- (4) **Garden chairs or pool chairs:-** Fibre glass and other plastic moulded chairs with legs are popular for garden or open-air food and beverage service. These chairs have to be durable as they are exposed to all kinds of weather conditions, being left out in the open for extended periods of time. They may or may not have armrests; they can be stacked and are usually lightweight so that they can be lifted easily. When not required, they are usually stacked and stored in a covered area near the garden or poolside.
- (5) **Lounge chairs or sofas:-** The lounge is an area near the entrance of a hotel restaurant where a guest may have to wait until the service he requires is made available. Furniture here should be luxurious and comfortable. Heavily-upholstered chairs and sofas enable the guest to wait in comfort for long periods. Stewards may be required to provide snacks and beverages to guests waiting in lounges.

Tables

Tables form an important part of restaurant furniture. They may be classified as follows:

(1) **Restaurant tables:**—Tables are covered with baize. It deadens the sound of service equipment being placed on the table. It also softens and smoothens the table edges, preventing one from hurting or cutting himself. It also prevents the tablecloth from slipping and absorbs the heat from the dishes being served.

Round tables come in various sizes:

1 customer 28-30" diameter 2 customers 36-40" diameter 4 customers 44-48" diameter 6-8 customers 55-60" diameter

Large tables for six to eight guests can be provided with a "Lazy Suzan" - a carousel or a rotating table at the centre of the round table. The guest can place a dish on

one side on the carousel and gently turn it to bring the dish within reach of the guest opposite him on the big round table. Such a table is eminently suitable for Chinese and Indian food that is generally left on the table for guests to serve themselves as in the English type of service.

(2) Coffee shop tables:- These are usually square or rectangular, and are not considered as intimate as round tables. In some coffee shops, a guest may be required to share one table, which can accommodate four or more people. For coffee shops which mostly have American-style service, table sizes should make for at least one foot nine inches to two feet per cover.

Tables in coffee shops do not have baize covering. They may have tabletops of wood, or covered with glass or plastic material. Most coffee shops provide place mats for each individual guest instead of a tablecloth. This makes it possible for more people to share the same table, with each guest being assured of a clean place mat.

(3) **Banquet tables:-** Hotels and restaurants providing buffet and banquet service use special banquet tables to display food, from where the guests can help themselves. These tables are collapsible and can be stacked, making it easy to shift them from one location to the other. Round tables are also in vogue for sit-down buffets and as display tables for food and wines.

High-grade hotels and restaurants use baize covers for banquet tables. Such a table is then covered with a table cloth, and the front is draped with a skirting or satin frill.

- (4) **Garden or poolside tables:-** These are strong all-weather tables as they are usually left out in the open during the day and exposed to the sun and sometimes rain. Garden tabletops are provided with impervious material and usually have a hole in the centre to accommodate a garden umbrella.
- (5) **Lounge table or coffee table:-** These tables are low, usually one' foot seven inches, which is also the height or level of lounge chairs or sofas. The tables may be round, rectangular or square in keeping with the design of the lounge chairs. They may have tabletops of wood, glass or patent plastic with space below to store reading: material such as newspapers or magazines, which guests can flip through while waiting

for a table in the restaurant or for service from the hotel stewards. Stewards may be required to serve beverages to these waiting guests.

(6) **Sideboards or dummy waiter:-** These are specially designed tables with drawers and cupboards provided under the sideboard. Stewards, use them during service to hold food trays prior to actual service, and for storing catering equipment and supplies that would be required for replenishment.

The drawers are partially open so that the steward has a clear view of the silverware required for service without having to pull the drawer. The drawer compartments are lined with baize.

On one side below the drawers, is a cupboard to store plates, cups and glasses. On the other side is space to store spare linen, tablecloths, tray cloths, etc. Built into the back or side of a sideboard, is a cupboard with a slot or flap for temporary storage of used linen.

The sideboard usually has a shelf in front where the steward stores the required proprietary sauces and catering equipment and, accessories required for service, such as toothpick holders, straw holders, etc.

The dimensions of the sideboard vary from one restaurant to another, depending upon the overall restaurant design. The width of the sideboard top is usually 1.5 to 2 feet (45 to 60 cm) and the length is 3.5 to 4 feet (105 to 120 cms). The height from the floor to the sideboard top is 2 feet 10 (85 cms.) with an additional 1 foot 2" (35 cms.) for shelf space for condiments as described above.

- (7) **Side table:-** Additional side tables are strategically placed in the restaurant to facilitate service of food and drink. These tables may also be used to extend the length of the standard dining table to seat more guests and provide extra space to place dishes at the table.
- (8) **Counter table:-** Most fast food restaurants serve food across the table top, usually referred to as the 'counter-top'. Counter-tops are 31/2 feet (105 cms.) high and guests may be seated across on counter stools 2½ feet (75 cms.) high. The width of the counter is about 1½ to 2 feet (45 to 60 cms.). Popular cafes may provide standing counters at which guests can stand and eat. These counters are best located along the wall of the cafe.

(9) **Hostess desk:-** It is a high table located at the entrance of the restaurant for the hostess to stand and receive guests. The restaurant reservation diary, telephone, keys of the restaurant, linen and condiments cupboard are stored here. Rosebud holders for lady guests and other giveaways (complimentary articles) may also be kept here and offered to the guests by the hostess when they are leaving the restaurant after dinner.

6.7.2 LINEN

Linen is a common term used for restaurant tablecloths and napkins (regardless of the fabric they are made of).

Only 100% linen is used to make "damask" material. It is identified by its woven floral design and is available in white and pastel shades. Most restaurants use table linen made of 'union' material, i.e. linen mixed with cotton or silk.

The choice of colour of material depends upon the decor and colour scheme of the restaurant. The quality of material used depends on the grade of the restaurant.

Undercloth or table cloth:- Most restaurants now use a base cloth which covers the table. A smaller tablecloth called the 'overcloth,', 'slip cloth', or 'napperon' overlaps this. The overcloth is laid diagonally over the undercloth, and is usually of a contrasting colour.

Some hotels still use a single tablecloth that covers the table that is provided with baize. (Baize is called Moulton, and is a green felt cloth usually fixed to the table so as to deaden the sound of crockery and cutlery being placed on it.)

Using an undercloth has the following advantages:

- (1) The steward is required change only the overcloth after a guest or group of guests leaves. Since the overcloth is small, the cost of laundry is reduced.
- (2) Changing a soiled overcloth when the guest is seated is easier than changing a singly tablecloth without exposing the table surface to the guest.
- (3) The undercloth also performs the function of the baize cloth, which has been described earlier.

For most restaurants, a drop of 12" on either side is acceptable.

Napkins or serviettes

(1) Tea napkins(2) Lunch napkins12" square18" square

(3) Dinner napkins 20" square

The waiter's cloth is used for holding hot dishes and plates. It also prevents finger marks being made on silverware. Standard size is 24" x 24".

6.7.3 TABLEWARE

It is also called Silverware. However, it is usually made of EPNS (Electroplated Nickel Silver), stainless steel or a two-tone metal finish.

Tableware may be further classified as under:

- (1) Cutlery
- (2) Flatware
- (3) Hollowware

It should be noted that in most multi-cuisine popular restaurants and coffee shops, the fish knife and fork, and joint knife and fork have been replaced by the common knife and fork called the all-purpose knife and the all-purpose fork and abbreviated as AP knife and AP fork. These are usually made of stainless steel. The AP knife is 8' long (20 cms.) with a serrated edge halfway down the blade. It is useful for cutting steaks and other meats. The AP fork is 8' (20 cms.) long. Hence, the AP knife and fork should be provided for courses where the fish knife, fish fork, joint knife or joint fork is called for. However, for all formal table settings, only classical silverware should be used.

Cutlery:

Technically, these include only cutting utensils namely knives: large or joint or dinner knives, fish knives, side knives, butter knives and small knives. But nowadays all eating implements are known as cutlery.

Flatware:

These include forks and spoons.

- Forks: large or joint or dinner fork, fish fork, small fork, dessert fork, service forks
- Spoons: soup spoon, sweet spoon, teaspoon, preserve spoon, coffee spoon, egg spoon, mustard spoon, service spoon.

These include all other utensils: oval flats, entrée dishes, finger bowls, tea and coffees pots, milk creamers, sugar bowls, butter dishes, etc.

Special purpose utensils

- (1) Pastry forks: 3 pronged with sharp edge used for pastries; also convenient for Indian snacks like pakoras and samosas. -6".
- (2) Oyster fork: 4 pronged used for picking oysters from shell. -6".
- (3) Pickle fork: Long-handled 3 pronged fork for removing pickles from jars 8".
- (4) Snail fork: 2 pronged fork used to draw out snails from shells 5".
- (5) Corn on the cob forks: Single pronged fork used in pairs to hold the ends of a cob.
- (6) Snail tongs: Used to hold up a snail shell to draw out the snail with a fork—6".
- (7) Asparagus tongs: Also called "asparagus eaters"; can hold asparagus without crushing it 4½".
- (8) Sugar tongs: Used for cube sugar (also called "loaf sugar"), and provided with a sugar pot or sugar bowl 4".
- (9) Ice tongs: To pick up ice cubes, and provided with an ice bucket -6".
- (10) Parfait spoon: Long-handled tea spoon for ice cream and shakes served in tall glasses 8'.
- (11) Steak knife: Sharp edged knife used to carve steaks, allowing the juice to flow out slowly 7".
- (12) Cheese knife: Serrated edged with a sharp point turned back; used for picking up cheese -6".
- (13) Grape fruit knife: Similar to a steak knife but smaller— 6".
- (14) Grape scissors: This is similar to a regular scissor but with an added support to hold the grape while being transferred from the basket to the plate.
- (15) Walnut crackers: These are used to crack open nuts and are double-handled.
- (16) Lobster and crab crackers: These are used to crack open shells of lobsters and crabs when they are cooked and -served in the shell.
- (17) Pepper mill: Usually made of wood or acrylic, and are in various sizes; used to grind peppercorns.
- (18) Carving knife and fork: Used for the carving of meat from whole roasts.
- (19) Cigar cutter: Also called the "guillotine cutter"; used for cutting the end of the cigar which goes into the mouth.

6.7.4 GLASSWARE

Glassware is a term used for all types of glasses used for the purpose of drinking a cold beverage. There are three main types of glassware.

- (1) **Stem glasses:** These are available in different sizes and shapes. This makes it convenient for the caterer as he can choose a glass of the size appropriate to the drink served. Stem glasses are convenient to handle when empty and a trained steward can carry as many as seven to eight glasses at a time in between the fingers. However, the breakage rate can be high if the glasses are not handled with care. When the stem is short and almost close to the base, it is called footed glassware.
- (2) **Flat bottom glasses (tumblers):** Flat bottom glasses are also available in different sizes. They enhance presentation, though to a limited extent as compared to stem glasses. They are eminently suitable for long drinks or drinks to which aerated water is added. The deep, straight sides of the glass help control the effervescence and, thus, avoid spillage. Their breakage rate is less than that of the stem glasses.
- (3) **Beer mugs**: They are thick glasses with a strong bottom and handle, suitable for drinking beer, of which as much as one pint can be served at one go. Beer tankards are made of stronger material, ranging from copper to ceramics.

Types: There are two main types of glass, lead crystal and soda lime. Lead crystal is the best and has a good finish. In the catering industry, soda lime glass is used more as it can be mass-produced, and is resistant to impact and thermal shock.

The importance of glass in relation to wine cannot be over emphasised. Wine is appreciated for its colour, aroma, and taste, and the shape and type of glass used helps to enhance these characteristics.

Texture: A glass should be sufficiently thin for the lip to help the palate to enjoy the wine's flavour.

Colour: A wine glass should be of good, clear glass.

Shape: A glass should be curved at the top so that the aroma is trapped.

Handling

(1) A glass is always lifted by its stem or at the base.

- (2) A glass is never picked up by its rim between the thumb and finger.
- (3) Broken/chipped glasses are removed and put in the dustbin immediately.

6.7.5 CHINAWARE

Chinaware is porcelain pottery originally from China. Chinaware is made of silica, soda ash and china clay, baked and glazed at high temperatures to make it hard and give it a fine finish. It should be opaque and free from air bubbles. Chinaware can be found in different colours and designs which are always coated with glaze. Patterns on glare can wear or discolour with constant washing and use. China is more resistant to heat than glassware. Standard types and sizes of chinaware are:

Entrée Plate 9 ¾" and 10"
Side Plate 6 ¾" diameter

Dessert Plate 7" and 8 ½" diameter

Fish Plate 8" diameter

Soup Plate 8 3/4" diameter

Soup cup (two handles) 7 ½"

Joint Plate 10" diameter Salad Plate 5" diameter. Coffee Cup 8-10 oz

Tea Cup 6 2/3 oz

Saucer 6" diameter

Demitasse Cup 3 ½ oz

Tea Pot ½ pint, 1 pint, 1 ½ pint, 2 pint

French Onion Soup bowl 8 oz

Other chinaware

Milk jugs

Cream jugs

Coffee pots

Sugar pots

Butter dishes

Ashtrays

Egg cups

Soup cups

Platters

Cereal Bowl

6.7.6 HOLLOW-WARE

This is a term used for metal ceramic containers of food when brought to the guest's table from the kitchen. Such hollowware would include:

Table Service

* Soup tureens for soup in large quantities to portion out into soup bowls of the

guests

* Soup bowls ceramic bowls for individual guests. These bowls are filled from

soup tureens.

* Trays of various sizes to transport glassware and hollowware. Beverage

trays are round always.

* Oval flat tray with lid these are stainless steel or silver coated trays that carry food to the

guest table.

* Round flat tray with lid for service of vegetables

* Oval or round entree dish food containers from the kitchen. From these dishes the food is

portioned into plates of the guests

* Water jug silver plated or stainless steel jugs for service of water into guest

water goblets

* Sauce Boats to present sauce on tables

Cocktail Service

* Round salvers for the service of drinks. They are silver-plated.

* Ice buckets to hold ice

* Champagne bucket to hold crushed ice to chill champagne bottle

Still Room Serivce

* Coffee Pots those with long spouts to hold coffee

* Teapots those with shorter spouts to hold tea

* Creamers milk jugs

* Sugar pots to hold granulated or cubed sugar

Special Tableware

* Sugar tongs to pick sugar cubes from sugar pots

* Asparagus tongs to pick hot or cold asparagus

* Oyster forks to open oyster shells

* Finger bowls bowls of warm water to wash fingers after a meal

* Cruet Sets salt and pepper dispensers in wood or stainless steel

* Ice cream scoops retractable spoons to portion ice-cream from ice cream tubs

* Sauce ladles long-handle spoons to portion sauce

* Soup Ladle upright long-handle spoons to portion soup

* Toast rack a rack with divisions to hold toast upright

* Snail tong to pick snails

* Snail fork a two-tine fork to pick meat from snail shells

* Fondue fork a two-tine fork with a long handle to cook food cubes in a fondue

pot of hot oil

* Caviar knife a short knife to pick caviar from a caviar pot

* Sundae spoon a long-handle spoon to reach deep inside the sundae glasses

* Ice Cream spoon a blunt-edged spoon to slice and lift ice cream from an ice cream

coupe

* Pastry fork cum knife a fork with one-tine like a knife to cut and pick pastry

* Corn on the cob holder a trident shaped short fork that pierces corn on the cob.

* Lobster pick a pick that teaches difficult areas of the lobster

* Butter knife a special knife that allows cutting, slicing and lifting of butter from

butter dishes

* Cheese knife it permits slicing and lifting cheese

* Grapefruit spoon a deep-bowled spoon the allows scooping into rounded grape

* Nut cracker a type of pliers that helps in cracking nuts such as walnut, almonds,

etc.

* Gateaux Slice a flat spoon that allows lifting of pastries from, their displays

* Steak knife a knife with a serrated edge to cut thick meat easily

Miscellaneous Tableware

* Flower vases to hold a rose bud

* Fruit stands to display fresh whole fruit

* Tea strainers in silver plated metal or steel

* Candle stand in silver or silver plated to hold one candle

* Wine cradle wicker basket for holding a wine bottle

* Sundae coupe glasses to serve sundaes

* Oil and vinegar bottles decorative bottles placed on guest tables

* Oval au Gratin hollowware for au gratin preparations

* Cocotte dish for items cooked in proportions

* Jam and marmalade pots to be placed on guest tables for breakfast

* Toothpick holder for toothpicks

6.7.7 SERVICE TROLLEYS

Trolleys in a restaurant are an important part of merchandising food and beverage. They are mobile display units that are wheeled to the tableside to stimulate sales. At this juncture, it is essential to know that there are a number of service trolleys as under:

- Wine Trolley
- Hors doeuvres Trolley
- Salad Trolley
- Gueridon Trolley
- Cheese Trolley
- Pastry Trolley
- Desert Trolley
- Fruit Trolley
- Liqueur Trolley
- Bussing Trolley

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6.8 SUMMARY

- 1. The food and beverage service department is divided into different outlets. They are Coffee shops, Specialty restaurants, Grill room, Dining room, Discotheque, Night club, Bars, Pubs.
- 2. Each outlet has its own operating system and functions and is headed by an outlet manager.
- 3. Coffee shop and room service outlets are twenty four hour service outlets.
- 4. Specialty restaurants offer guests a wide variety of choice of food and beverages.
- 5. The service equipment that is used in the food and beverage service industry is classified into crockery, cutlery, glassware and hollowware.
- 6. Crockery and glassware have different capacities and measurements depending upon their specific use during services.
- 7. Several types of trolleys are used in the food and beverage service department.
- 8. Service equipment is considered to be an asset of an establishment, so it should be handled carefully.

6.9 KEY WORDS

- 1. Restaurant:- A commercial facility that provides food and beverages to customers.
- 2. Hostess:- A woman professional who receives guests in a restaurant.
- 3. Station:- A set of tables and chairs assigned to a dedicated crew.
- 4. Serviceware:- The crockery, cutlery and glassware used in restaurant service.
- 5. Sideboard:- A furniture that stocks serviceware and linen for a station.
- 6. Buffet:- A table spread with a variety of food, for guests to help themselves.
- 7. Specialty restaurant: A food operation that specialises on a national or ethnic cuisine.
- 8. Discotheque:- Restaurant for dancing to recorded music.
- 9. Grill room:- A food operation that specialises in grill and roast items only.
- 10. Chaffing dishes:- Food containers heated by solid fuel for buffet table food service.
- 11. China ware:- Porcelain pottery from Chain.
- 12. Gateaux:- French term for cakes and pastry.
- 13. Glassware: Combined term for drinking receptacles.
- 14. Competencies:- Behaviour traits required for job.

- 15. Cafeteria:- Service where guests are served by waiters behind a display counter.
- 16. Rechaud:- Food warmer.
- 17. Soup tureen:- Dish from which soup is served to guest.
- 18. Gueridon:- Trolley for cooking beside the table.
- 19. Bar:- An outlet that primarily serves alcohol beverages.
- 20. Lazy Suzan:- Rotating table at the centre of table.

6.10 SELF ASSESSMENT QUESTIONS

- 1. Describe the duties of a restaurant manager.
- 2. Describe the following
 - (i) Hollowware
 - (ii) Cutlery
- 3. Explain with a neat diagram the layout of restaurant of a 5 star hotel.
- 4. Name five different types of crockery used in the restaurant.
- 5. Name different types of restaurants with description.
- 6. Write notes on
 - (i) Flat ware
 - (ii) Furniture
- 7. Explain what is meant by specialty restaurant?
- 8. Write the Job description of waiter.

6.11 SUGGESTED READINGS

- 1. Food and Beverage Service training manual, edited by Sudhir Andrews, published by Tata McGraw Hill publishing company ltd.
- 2. Professional hotel management, edited by Jagmohan Negi, published by S.Chand & Company ltd., New Delhi.
- 3. Food and Beverage Service, edited by Bobby George, published by Jaico publishing house.

- 4. Food and Beverage Service, edited by Anil Sagar, published by A.P.H publishing corp., New Delhi.
- 5. Food and beverage service, edited by Vijay R.Thakur, Central Techno publications, Nagpur.

UNIT -7: THE MENU

Structure

- 7.0 Learning Objectives
- 7.1 Introduction
- 7.2 Characteristics of a Menu
- 7.3 Types of Menu
 - 7.3.1 Menu Schedules
 - 7.3.2 Meal Times
 - 7.3.3 Speciality
- 7.4 History of Menus
- 7.5 Principles of Menu planning
- 7.6 Functions of Menus
- 7.7 Courses of Menu
- 7.8 Summary
- 7.9 Key Words
- 7.10 Self Assessment Questions
- 7.11 Further Readings

7.0 LEARNING OBJECTIVES

After studying this unit, the students should be able to:-

- 8. To define the term Menu, list the types of Menus and how they are used in the catering industry.
- 9. To familiarise the characteristics of a Menu.
- 10. Know the role of Menu in the restaurant operations.
- 11. To understand the history of Menu and Menu planning factors.
- 12. Know the functions of Menu.

7.1 INTRODUCTION

A Menu is the range of food and beverage items offered by a food service outlet. The Menu cover (card) is a written document, which lists the Menu. The Menu also clearly defines the Chef's tasks. He can

- 1. Order approximate raw materials without having to keep high inventories.
- 2. Design the Menu around the cook's skills.
- 3. Plan his production schedule for the day.
- 4. Gear the kitchen with the appropriate equipment and supplies required.

7.2 CHARACTERISTICS OF A MENU

The menu has the following characteristics and importance:

- 1. Sells: It is a great "silent sales person" and stimulates sales. Great pains are taken in compiling the menu.
- 2. Image: It is the signature of the restaurant. It, therefore, has to be attractive, informative and gastronomically correct. It promotes the image of the property and becomes a talking point in many social gatherings.
- 3. Identity: It identifies the restaurant's theme. This is especially important for specialty restaurant.
- 4. Experience: It certainly contributes to the dining experience. A novel menu never fails impress the guests and often becomes a talking point in many social gatherings. Many even collect unique menu cards to display in their homes.

- 5. Informative: The menu informs the guest as to what is on offer and how much each item priced at. Most guests come with a budget and make choices to what one can afford. The menu also describes each item. It explains exotic dishes and gives prices so that guests can adapt the choices within their budget.
- 6. Guide: The menu guides guests with the progression of courses from starters to desserts. Dishes are presented in the classical order.

The French set the lead in the art of food production and service. In the less hurried times yesteryear, people ate their meal at a leisurely pace and would often take three hours to finish meal. They used to savour each course. They followed a classical sequence by which food was served. This set the trend for future menu offerings till today. A food service professional must know the sequence in which the classical menu is presented. It helps him or her to understand other menu better. For readers to understand it better, the table gives the English interpretations of the French terms with some examples.

Nowadays, guests have limited time to dine and also the health-conscious generation avoid overeating. The classical menu has been sufficiently pruned to meet such needs of the guests today.

7.3 TYPES OF MENUS

Menus may be classified in four different ways:

- By Pricing
- By Schedule
- By Meal Times
- By Specialty

Pricing

Under this category, menus lead the way by pricing options to meet varying budgets of customers. Menu items may be individually priced or whole meal priced. Let us look at the characteristics of both:

A la Carte: A menu in which each food item is separately priced to give the guest choice to suit his or her tastes and budgets. Each course has a number of choices. The courses generally follow the sequence of the classical menu.

Table d'hote Menu: A menu which prices the entire meal, irrespective of whether the guest avails of the entire meal or not. Sometimes there is a choice of two items under each course to accommodate those who are vegetarian or allergic to certain foods or quite simply to give diners a choice.

Combination Menu: This menu combines the a la carte and table d'hote menus. A la carte menus, for instance, may offer a combination of rice/breads, vegetables, potatoes in the entree dish price. Table d'hote menus, on the other hand, may offer an option of the whole meal or a choice of individually priced appetisers or desserts from the menu.

7.3.1 MENU SCHEDULES

This category focuses on the frequency of menu revision. Some establishments offer menus that last months while others are changes daily.

Fixed Menus: A fixed menu is one which is used for months or a year, like the menu in most restaurants. The restaurants that use such menus either have a large variety of items within each course or when there is less frequency of repeat guests. Establishments like transit hotels, specialty restaurants or weekend resorts may choose fixed menus because the guests are in for a short visit or visit the restaurant as a variety from the usual. The cost to change a menu is prohibitive. The best that a restaurant with a fixed menu can do in offering variety is to have dish du jours or specials of the day. Franchised Operations may stay with fixed menus that are timetested and standardised. A KFC or Burger King will have their stock items in the menu for years.

Cyclic Menus: These are designed to offer frequent guests a variety. The cycle of menus can be on a daily, weekly or monthly basis. These menus may be found in downtown lunch restaurants frequented by a dedicated business clientele. Dedicated clients need variety otherwise they can experience 'food fatigue'. Isolated resorts may offer cyclic menus to their guests who do not have anywhere else to go. Cyclic menus will require multi-skilled cooks, flexible purchase and production schedules.

7.3.2 MEAL TIMES

The traditional meal times of breakfast, brunch, lunch, tea and dinner have their special types of meals justifying separate meals for each. There may be restaurants specialising in a particular mealtime. Business district outlets may specialise in lunch menus because the business district doses in the evening. Many hotels may offer only bed and breakfast. They would naturally

specialise in breakfast menus. Night Clubs located at entertainment centres or in hotels specialise in dinner menus.

Breakfast Menus: A breakfast is an important meal in many cultures which want cheap and wholesome meals. Breakfast being the first meal of the day, guests are in a hurry and want a quick service; therefore, breakfast buffets are common in outlets with brisk morning business. 'Breakfast menus' are fairly standardised.

Lunch Menus: Lunch menus can vary from elaborate meals to light meals depending on the purpose and culture of the guest. Business persons prefer sandwiches, salads and soups due to limited time at lunch breaks or because they are weight watchers. Salad bars have become an important part of most luncheon restaurants. Restaurants that have dedicated clientele may choose to rotate menus every week to break the monotony. They may even offer specials of the day displayed along with their regular menu.

Tea Menus: The English have made the late afternoon meal into a fine art. Apart from the traditional tea (which is now available in flavours and served in elaborate tea-sets), other items include dainty sandwiches (egg, chicken, cheese and tomato); breads (with butter, jam or honey); and pastries (like scones, doughnuts, cookies and cakes). In many European cultures, "tea" may mean the dinner or supper. One must distinguish the exact meaning of "tea".

Dinner Menus: These menus are elaborate, as guests have more time and leisure for eating. Dinner menus are an entertainment and people are willing to pay extra for these meals. Alcoholic drinks are an essential part of dinner menus. A well-stocked wine list is offered in addition to the dinner menu. Dinner menus will have house specialties and a real chance to sell their expensive items. Appetisers are more accepted at the evening meal than during the day. Similarly desserts are preferred at dinner time.

Supper Menu: The term supper comes from England that varies in purpose around the European continent. It is a light dinner which people take in early evenings or late nights. it is a filler between two major meals lunch and dinner or dinner and breakfast. A typical early evening supper meal would be a soup, meat dish with vegetables and a light dessert. A late night upper could consist of a sandwich with hot cocoa or fruit.

Brunch Menus: Are designed for families or guests who wish to wake up late. They are popular on holidays and weekends. It is popular at resorts where the pace of life slows down.

Brunches (which is a combination of breakfast and lunch), are spread well beyond breakfast hours. The brunch will have combinations of breakfast and lunch items to suit the mood and taste of the individual.

Snack Menus: Snack menus are offered in between regular meal timings. They are popular with students, shoppers, or casual eaters. Snack menus have burgers, double sandwiches, milkshakes, juices, soda fountain specialties and colas. Each culture have their own ethnic snacks.

7.3.3 SPECIALITY

Specialty menus cater to market segments that have particular needs. Today families with both working parents may want a place to feed their children conveniently and inexpensively. Then again they may want someone to handle a children's birthday party completely.

Poolside Menus: These menus are specially designed to facilitate easy service beside the pool. The items would be pre-plated snack food or barbecued items, e.g. Chicken Tikka with Nan, Fish and Chips, Grilled Sandwiches, etc.

Children's Menu: Children have become prime demand makers in homes. Advertisements today are all directed towards children. Fast Food outlets have exploited this trend with family and children's packages. They offer children's birthday arrangements by providing everything required right from balloons and clowns to games. They now offer several incentives for children's menu including free animated films, games and school satchels etc. A typical children's menu has burgers, fried chicken, sandwiches, coleslaw, fries, ice-creams, colas, etc.

Diet Menus: Diet menus have become significant with the health-concious modern public. Health foods will have salads, steamed items, non-fat sauces and non-cholesterol items. Senior citizens are too an important segment to cater and they are often moneyed.

Wine Lists: Specialise in wines, spirits and beers. Restaurants boast about their quality of restaurant by flaunting a well stocked cellar through the wine list offerings.

Dessert Menu: This menu is offered by restaurants that have good patisserie. They cater to the public with a sweet tooth. Most outlets with s specialty would have captive confectionaries to give them an edge. Dessert menus may be found on a dessert trolley in an up-market restaurant

Room Service Menu: Found in hotels that provide food and beverage service to guest rooms. The room service menus are placed in guest rooms and have reasonable but limited choice of items for breakfast lunch, dinner, snacks and beverages.

Take-Out Menu: Restaurants offer take-out service to capture additional revenue from the eating public who cannot visit a restaurant. Menu items are inexpensive, easily prepared and conveniently packed. Many home delivery menus come under this category. The Indian and Chinese food establishments offer local Fast Food, pizza and burger in their free home-delivery service to generate extra demand.

Banquet Menus: Hotels that have banqueting facilities make preset menus on a table d'hote scheme. The focus is on quantity cooking that can retain quality.

California Menus: Some restaurants offer breakfast, lunch and dinner and snack menus round the clock. If a guest wants to have eggs and sausages for lunch he could get it. Alternatively, a guest may want a full dinner meal at teatime.

Ethnic Menus: These are offered by specialty restaurants that concentrate on a particular type of cuisine. French, Chinese Japanese, Indian, Thai restaurants will offer ethnic menus. An important part of this menu is to translate names of items into English; explain the main ingredients and cooking style; and a particular clarify whether it is spicy or not. There is and will be a proliferation of other ethnic menus in future due to globalisation.

Market -Menus: These are based on the season and the availability of raw material. Remote resort properties are dictated by uncertain supply conditions and have to rely on local produce. Motels on the highway, forest lodges, guesthouses and rest houses have such conditions. It would not be uncommon to find duck and geese or fish and shellfish, wild boar and venison on the menu of a day, based on the fresh catch of the day. Such menus are unpredictable and can range from the ordinary to the exotic on the basis of what is available.

7.4 HISTORY OF MENUS

Menus were first heard of as being adopted for table use in 1541, when at a banquet given by Duke Henry of Brunswick, His Grace had a sheet of paper by his side to which he occasionally referred. When questioned by one of his guests about what he was looking at, he answered that it was a programme of what they were eating and that it helped him to reserve his

appetite for those dishes he liked. The idea was admired so much that it became generally known and adopted.

Another story is that Count Hugo de Monfort at a dinner given in the year 1498 was noticed to have a piece of written parchment near his plate, which he frequently consulted and when asked what it was explained that he had ordered the head cook to write on it the various dishes that were being sent from the kitchen.

The old fashioned bills of fare were usually written on large cards, gaudily ornamented.

Menu planning is the term used to denote the planning in advance of a dietary pattern for a given period of time.

By planning a menu, we can come to know what food-stuffs we are going to consume, and in what form, at scheduled meal times such as breakfast, lunch, tea, or dinner.

Menu planning is an art and menus are compiled rather than written and they present not only the picture of a truly balanced appetizing meal but also the complete operation of changing raw materials into cooked and served delicacies.

There are two classes of menus: Table d'hote and a la Carte.

Table d'hote will be a set menu, often with a choice at each course at a set price that is charged whether or not the full menu is consumed. This is usually cooked in advance.

A la Carte menus are those where each dish is priced separately. The customer can choose from the card as many or as few dishes as he wishes. The dish will be cooked to order and it is recognized that the customer will wait while the dish is so cooked.

7.5 PRINCIPLES OF MENU PLANNING

Menu planning is important because it will help least expenditure of time, effort, money, material.

Menu planning is art and menus are compiled rather than written and they present not only the picture of a truly balanced appetising meal but also the complete operation of changing raw materials into cooked and served (delicacies) dishes.

Principles of menu planning can be listed as under.

- 1. Nutritional requirement
- 2. Balance meal.
- 3. Appearance of final product.

- 4. Type of service.
- 5. Availability & reasonability.
- 6. Budget.
- 7. Equipment & work place.
- 8. Labour.
- 9. Left over in hand.
- 10. Food habits of the customer
- 11. Policy of management.
- 1. Nutritional Requirement: First and foremost menu should fulfill the physiological need of the individual. It should satisfy one's appetite if required the need for special foods. (i.e. diabetic, vegetarian etc.)
- 2. Balance Meal: Following points must be considered:
 - i) Light to heavy & back to light
 - ii) Vary the sequence of preparation e.g. cold or hot.
 - iii) Change of seasoning, flavouring & presentation.
 - iv) Garnish should in harmony with their main dishes.
- 3: Appearance of Final Product: to make food attractive and break harmony variety in colour, texture and flavour must be introduced.
 - e.g. Cream of Tomato Soup

Fish florentine

Roast chicken

Fruit salad

An eye appeal stimulates the appelite, colour of the garnish should be in accordance with the basic ingredient. Natural colours should be used for food. Do not over garnish the dish.

- 4) Type of service: Menu should be planned in relation to type of service i.e. cafeteria to seated service etc. and the distance over which food must be transported for service. When meals are served in decentralised units from a central kitchen a menu with modifications should be used.
- 5) Availability and Seasonability: Seasonal foods are economical and they are also better in quality. These seasonal foods must be studied and included in the menu. It is also important to consider the availability of the food when planning menus.

- 6) Budget: Following points must be considered while planning menus.
- a) Money available for food
- b) Cost of raw material
- c) Proper ratio between high & low cost dishes.
- 7) Equipment & Work Place: Menu should be in accordance with the limitations of equipments and physical facilities.
- 8) Labour: Menu should be planned in view of skill & number of employees available and avoid too many last minutes processes. One cook should not be given too many long jobs and avoid giving complicated processes.
- 9) Left Over In Hand: It is wise & economical to consider left over while planning menu & alternations and adjustments made accordingly.
- 10) Food Habits of Customer: This is important when catering to in industrial canteens, schools, hospitals etc. i.e. Jains Brahmins are strict vegetarians, orthodox Jews may need "kosher meat" etc.
- 11) Policy of Management: Certain establishments may not serve certain foods because of their policy i.e. Beef or ham etc.

Planning Of Lunch Menus: No strict pattern as diners, they are generally smaller with less course but more choice within each course. There are many dishes under dinner and most dishes can be served at lunch. Some of the dishes are preferred for lunch such as stews, grilled meats, cold buffet and steamed pudding which are seldom or never served or used at dinner.

7.6 FUNCTIONS OF A MENU

The menu in modern establishments reflects a concern for the health and wellbeing of the guests. The menu planners ensure a healthy and balanced diet for their guests without neglecting the pleasures of enjoying good food. The menu as we know it today, serves several purposes.

- A menu informs guests as to what dishes are available and the price charged for a particular dish.
- It enables guests to select dishes of their choice which they can afford.
- It guides the chef in the matter of his requirements in terms of staff, equipment and materials, to efficiently prepare the items included in the menu.

- It enables the service staff to prepare their mise-en-place, take the correct order, pick up and serve the correct dishes from the kitchen according to what has been ordered, and to present the correct check to the guest.
- It helps the management to work out the cost of the food and analyse the utility of a particular menu.
- It helps the cashier to price each item ordered by the guest and to prepare a sales summary, which is the sales history of the outlet.
- It enables the caterer to predict trends and to plan the future course of action for the outlet.

7.7 COURSES OF A MENU

The French classical menu comprises a number of courses. Each course has one particular type of dish easily identifiable as belonging to that course. In an Indian ala carte menu, the- sequence is not fixed, and several dishes are served simultaneously. The sequence of service in a French classical menu is termed as courses of a menu. Most western styles of cuisine follow this pattern.

The courses of a menu may be divided as follows:

Hors d'oeuvre - Appetizer

This is a course aimed at stimulating the palate, and consists of small tasty dishes, using a large array of different items such as anchovies, olives, cheese and smoked fish. They are often referred to as starters or appetizers. This course could also include salads. Some examples of hors d'oeuvre are Canapes, Quenell and Shrimp cocktail.

Potage - Soups

In a French classical menu, the soup course follows the hors d'oeuvre. There are several varieties of soups, but it broadly includes clear (consomme) and thick soups like Cream Veloute or puree and bisque or broths. Some examples of soups are Consomme Celestine, Creme Dubarry, Minestrone and Scotch Broth.

Oeufs - Eggs

The omelette is the most popular item, but there are other styles of cooking and preparation of eggs such as boiled, en cocotte, poached or scrambled. This course is not included

in the dinner menu. Some examples are Omelette, Espagnole, Oeuf en Cocotte a la creme, Oeuf poche florentine.

Farinaceous/Farineaux - Pasta

This is Italy's contribution to the courses of the menu. It includes different kinds of pasta such as spaghetti, lasagne and gnocchi. Pasta is made from durum semolina or milled durum wheat to which water is added to form a dough. It can be coloured and flavoured in various ways. There are more than 200 varieties of pasta. The ingredients, size, shape and colour determine the type of pasta. Some examples could include Spaghetti Bolognaise, Lasagne Napolitaine and Macaroni au gratin.

Poisson - Fish

The next course is the fish course. It includes shellfish and sea and fresh water fish. They are cooked in different styles such as poached, grilled, baked, shallow and deep fried. Some examples could include Fish Meuniere, Lobster Americaine and Grilled Prawns.

Entree - The first meat course

It usually comprises a dish made up of steak, cutlets, casseroles-or stews. Some examples are. Steak au poire, Veal cutlets and Irish stew.

Sorbet - The rest course

Sorbet is intended as a pause or rest course in a long meal. It refreshes the palate with a water-ice. Sorbet is a water-ice served with Italian meringue that is flavoured with champagne or a liqueur. Some examples-are Sorbet Italian and Sorbet crème de menthe. Russian or Egyptian cigarettes are often passed around during this course.

Releve – The second meat course

This includes large joints of meat such as a rib of beef, a joint of lamb, mutton or pork. Nowadays this course is often included in the entree. Some examples are Crown roast, Roast loin of pork and Braised saddle of lamb.

Roti - Roast

This course normally consists of game or, poultry and is often included in the entree. Each dish is accompanied with its own particular sauce and salad. Some examples are Roast chicken, Braised duck and Roast quail.

Legumes - Vegetables

These can be served separately as an individual course or may be included along with the entree, releve or roast courses. Some examples are Cauliflower mornay, Baked jacket potato and Grilled tomatoes.

Entremet - Sweet

This could include hot or cold sweets, gateaux, souffles or ice-cream. Some examples are Apple pie, Chocolate souffle and Cassata ice-cream.

Fromage - Cheese

This is an alternative to the outdated savoury course, and may be served before or after the sweet course. It is usually served with butter, crackers and occasionally celery. Gouda, Camembert and Cheddar are some examples of cheese.

Desserts - Fresh fruit and nuts

This is the fruit course usually presented in a basket and placed on the table, as part of the table decor, and served at the end of the meal. All forms of fresh fruit and nuts may be served in this course.

Beverage - Coffee

This is not a course, but may be offered at the end of a meal, and may include different varieties of coffee such as filter, cappucino and Cona coffee.

The sequence discussed above may be used to compile and present menus for both, an a la carte restaurant as well as in catering for a function or special party. Beverage is usually an addition and not taken into account when counting the courses.

7.8 SUMMARY

- 2. The Menu originated from the bill of fare and has since then served a practical purpose in catering.
- 3. Menus have several uses in the catering industry, and are an important aspect of a caterer's work.
- 4. An ideal Menu should satisfy guests by catering to their preferences for good food and beverage.
- 5. The two main types of Menus are a la Carte which means from the card and table d'hote meaning from the table of the host.

6. The sequence of courses in a French classical Menu is internationally known as courses of Menu. They are horsdoeuvre, potage, oeufs, pasta, fish, entree, sorbet, releve, roti, legumes, entremet, fromage, dessert and beverage.

7.9 KEY WORDS

- 1. Menu:- The range of food and beverage items offered by a food outlet.
- 2. Ala Carte Menu: A Menu in which each food items is individually priced.
- 3. Tabled'hote Menu:- A Menu that gives a single price for the whole meal.
- 4. French classical Menu:- Each course identified as belonging to a particular course that follows a sequence of service.
- 5. Menu planning:- The putting together of dishes with their prices by a caterer.
- 6. Horsdoeuvres:- Appetisers before a meal.
- 7. Supper:- Early evening or late night meal.
- 8. Wine list:- A Menu for wines, spirits, beer and cocktails.
- 9. Cyclic Menu:- A Menu that changes frequently.
- 10. Brunch:- A late morning meal that covers breakfast and lunch.
- 11. encocotte:- In individual casserole.

7.10 SELFF ASSESSMENT QUESTIONS

- 1. Define Menu and write about different types of Menu
- 2. Name and explain the courses in a French classical Menu. Give two examples for each course.
- 3. Write brief note on History of Menus.
- 4. What are the points to be observed while planning a Menu?
- 5. Write note on, (i) Horsdoeuvre, (ii) Cyclic Menu.
- 6. Describe the characteristics of Menu.
- 7. Differentiate between ala Carte Menu and table d'hote Menu.
- 8. Explain the functions of Menus.

7.11 SUGGESTED READINGS

- 1. Food and Beverage service, edited by Sudhir Andrews, published by Tata McGraw Hill publishing Company ltd.
- 2. Modern Cookery Fourth edition, edited by Thamgam E Philip, published by Orient Longman.
- 3. Professional food and beverage service management, by Brian Verghese, published by MacMillan India Limited.
- 4. Food and Beverage service, edited by Vijay R.Thakur, published by Central Techno publications, Nagpur.

UNIT-8: RESTAURANT PROCEDURE

Structure

8.0 **Learning Objectives** 8.1 Introduction 8.2 Briefing 8.3 MIS-EN-SCENE 8.4 MIS-EN-PLACE Setting Up The Sideboard 8.5 Cover Setup 8.6 8.7 Receiving and Seating a Guest Taking An Order 8.8 8.9 Service of Food 8.9.1 Service of Special Food Service 8.10 Presenting the Check 8.11 Attributes of Service Personnel 8.12 Summary 8.13 Key words **Self Assessment Questions** 8.14 8.15 Further Readings

8.0 LEARNING OBJECTIVES

After studying this chapter students should be able to:-

- 13. Understand the procedures essential in a restaurant operation to provide an international standard of service.
- 14. Understand the term mis-en-scene, mis-en-place and cover setup.
- 15. List the attribute of a waiter in the hotel industry.
- 16. Know the setting up of sideboard.
- 17. Explain the order taking procedure and presenting check.
- 18. Understand the methods of serving food.
- 19. Know the receiving and seating guest.
- 20. Understand the importance of briefing.

8.1 INTRODUCTION

Restaurant procedures are a string of events that takes place before, during and after the service to the guest. The service chain is important for the smooth functioning of the restaurant according to the international standards.

The procedure are as follows.

- Briefing
- Mis-en-scene
- Mis-en-place
- Setting up the sideboard
- Cover setup
- Receiving and seating a guest
- Taking an order
- Serving food
- Presenting the check
- Guest exit

8.2 BRIEFING

A restaurant starts a shift with a briefing. It is an important two-way communication between the management and staff to ensure harmony in the thought process before a restaurant opens. Prior to the briefing, the servers are required to come prepared with the following as they will be checked by the manager:

- Be in the correct uniform and be properly groomed. Grooming includes the following:
 - Finger nails are manicured and clean
 - ➤ Shoes are well polished
 - ➤ Hair is well combed (no long hair)
 - Uniform is well pressed and clean
- Equipped with KOT (Kitchen Order Tickets for food and beverage orders) pads,
- Waiter cloths
- Clean handkerchiefs
- Ball-pens
- Cigarette lighters
- Bottle openers
- Be informed about non-available menu items listed on a board in the kitchen so as to alert guests immediately when they place orders.
- Daily specials (dish du jour).
- Method of preparation of all menu items
- Time taken for the preparation of each dish
- Sauces used for each dish
- Accompaniments and garnishes of each dish on the menu
- Whether dish is vegetarian or non-vegetarian
- Method of service
- Appropriate wines with each dish
- The course each dish belongs to
- Prices of dishes
- Alternative suggestions for a dish
- Where to fetch various items from the different sections of the kitchen

- Portion sizes
- Popular menu items

At the briefing the following is discussed:

- New policies of the management
- Table reservation status
- VIPs expected in the restaurant
- Service standards that need re-enforcing
- Guest complaints and how they can be avoided
- Training tips
- Revenue performance of the restaurant to-date
- Sales targets for the day
- Recognition for jobs well done
- Transfer, promotions, new staff and exits
- Introduction to new staff joining the team
- Encouragement and motivation
- Staff schedule and station allotments
- Cost control measures
- New menu items
- Management observations and suggestions

8.3 MIS-EN-SCENE

Mis-en-scene is preparing the environment of the restaurant to make it clean, comfortable, safe and hygienic. In this activity the crew will:

- Open all the doors and windows to let in fresh air.
- Brush or vacuum the carpet i.e. if housekeeping has not done so earlier.
- Check and clean all the furniture for their serviceability.
- Switch on all lights to check for fused bulbs.
- Remove all unserviceable items to the maintenance department and prepare maintenance orders
- Sort the menu cards and remove those that are dirty or torn.

- Ensure that all the promotional material is available and presentable.
- Prepare Store Requisition form for fresh supplies of menu cards and promotional material.
- Clean all display counters and arrange the display items.
- Remove all wilted flowers and replace them with fresh ones got from housekeeping.
- Close the windows and doors and set the heating or air-conditioning to the ambient temperature.

8.4 MIS-EN-PLACE

Mis-en-place means "putting in place". It is the international term used for preparing a restaurant for smooth service subsequently. The server has to ensure that his station is adequately equipped with the serviceware for service. A station is the allocated set of tables assigned to a team of servers headed by a captain or supervisor. The crew will:

- Prepare the Food and Beverage Linen Exchange Form and requisition fresh table linen in exchange for soiled ones from housekeeping.
- Complete the Flower Requisition Form and requisition fresh flowers for table, buffet and restaurant floral displays, from the housekeeping florist shop.
- Prepare the Store Requisition Form and withdraw supplies such as toothpicks, proprietary sauces, paper napkins etc. from the general stores.
- Replenish glassware, crockery and cutlery from the kitchen stewarding to be stacked at the sideboard for service.
- Polish glassware
- Polish cutlery using silver polish
- Knives and Spoons must be placed to the right of the plate and all the forks to the left. The butter knife is placed on the side plate.
- The cutting edge of all knives should be towards the plate except for the butter knife, which should face away from the plate.
- The water goblet or tea-cup (for breakfast service) must be at the tip of the knife.
- The butter knife should be at the top of the forks along with a butter knife and on an under plate.

- The napkin should be placed at the centre of the cover or on the side plate.
- Cruet sets must be placed on the top of the -cover at the centre of the table.

8.5 SETTING UP THE SIDEBOARD

The sideboard (or dumb waiter) is a piece of furniture with shelves and cupboards spacious enough to stock the linen, cutlery, crockery and supplies required to service a set of tables in a station. Smooth service during the restaurant operation depends on how well the sideboard has been prepared. The sideboard must be equipped with the following items:

- Cold water in water jugs with under plates and napkins to cover the mouth of the jugs.
- Proprietary sauces such as Worcestershire, sauce, Tabasco or chilly sauce, tomato ketchup, Soya sauce, etc.
- Toothpicks in toothpick holders.
- Sugar bowls with white and brown sugar with teaspoons and straw holders
- Pots with pickles and chutneys
- Bread boats with assorted breads
- Ashtrays cleaned and polished (if the restaurant has a smoking policy)
- Service spoons and forks
- Cutlery for each cover normally 2 ½ times is the back-up stock.
- Salvers and trays with underlay for service
- Crockery dinner plates, side plates, quarter plates, under plates, show plates etc.
- Crumbing plate with brush
- Restaurant linen tablecloths, napkins, waiter clothes etc
- Paper napkins and doily papers (under liners for cups in a saucer to prevent slippage and absorb spills)
- Water goblets
- Pots for jam, marmalade, mustard
- Butter dishes with butter knives
- Finger bowls
- Folded napkins
- Service cutlery

• Cruet sets with salt and pepper

8.6 COVER SET-UP

A cover is the space on the table for the cutlery, crockery, glassware and linen for one person. Each cover requires 24"X18" of space. Cover set-up is based on the type of service being offered by the restaurant. It is important for a server to check the standards required by the establishment. The basic principles of cover layouts are that:

- Each cover should be well balanced on the left and right of the guest plate.
- All cutlery and other table appointments should be placed at least 2" away from the edge of the table.

8.7 RECEIVING AND SEATING A GUEST

Receiving and seating a guest is important as it is the point of creating the first impressions. The hostess must be present at the restaurant door to receive a guest. Good restaurants will have a hostess's desk which has the Reservation Register and telephone for all internal and external communication with the restaurant Following is a typical procedure at the time of reception.

Hostess: "Welcome to the ABC restaurant. Do you have a reservation?"

Guest: "I have made a reservation in the name of Mr. Jason."

Hostess: "Yes sir, your table is ready Mr. Jason."

The restaurant will have a cloak room or simple pegs to hang heavy overcoats, raincoats and umbrellas. The hostess will help the ladies first to remove their overcoats.

There may be some special situations at the time of arrival of a guest. These have been given below:

Situation 1: A guest may not have a reservation, in which case the hostess may say, "Sir let me check if there is a table available". If a table is available then the hostess will follow the procedure above. If there is no table available she will say, "Sir, I am afraid the next free table will take another twenty minutes. Would you like to wait in the bar and I shall call you as soon as it is free". This alternative helps in promoting the revenues of the bar, as well as keeps the guests occupied.

Situation 2: A guest has made a reservation but the table is not ready as guests tend to come earlier or later than the promised time. The hostess will then offer them to wait at the bar as mentioned earlier.

Situation 3: A guest does not approve of the table, allotted for various reasons. The hostess can say, "Please be seated at the present and I shall move you to another table as soon 'as it is available". The hostess must keep tab from then on to identify a free table as soon as possible.

The hostess will lead the guests to the allotted table by saying, "Please follow me Mr.Jason. At the table she will be received by the station server who will proceed to seat the guests, children first, then the ladies and finally the men. Sometimes baby chairs and extra seating may be required for unexpected guests. The hostess then proceeds to hand over the, wine list to the ladies, the men and then to the host (Though known as a Wine List it also lists spirits, non-alcoholic drinks and cocktails). She introduces the server of the station and wishes the guests a happy meal before returning to her desk at the door.

8.8 TAKING AN ORDER

Order-taking is a skilful art that reflects the efficiency of both the waiter and the establishment. An order taken down clearly and precisely would ensure that each guest gets exactly what he or she has ordered and in the right sequence. This is also the time when a server can prove his salesmanship by giving suggestions from the menu that yield a high profit margin. As soon as the guests are seated the server proceeds to take the beverage order first. If the guest is uncertain, it is alright for the server to suggest an appropriate cocktail or plain drink by saying, "May I suggest our-bartender's special Bloody Mary or Planter's Punch". In this case the server has given a definite choice limiting it to two items, thereby making it easy for the guest to choose. While taking the order, the server should have already decided on a code to associate the order with each guest. He may number the guest in a clockwise direction starting from the host or he may decide on a starting point perhaps the guest sitting closest to the service door. It is alright to have any logical system as long as the guest is assured of his or her exact order. Nothing sounds more unprofessional than a server saying, 'Who ordered this dish?"

The beverage order is taken down on a Beverage Order Ticket (BOT) which has copies (the number of copies depend on the control system of the establishment). Usually the original

copy goes to the kitchen or bar to prepare the order; the, second copy goes to the cashier to raise a check or bill; and the third copy is retained in the BOT pad itself to guide the server.

The guests must be allowed to enjoy their drinks. The server must be alert to replenish their orders by saying, 'Would you like me to replenish your drink?"

The server must also be alert as to when to approach the guest for the food order to give, time for preparation in the kitchen by saying, "Are you ready for your food order?" When taking down the food order, it is prudent to allow the guest some time to decide. A guest does not appreciate being bustled into giving a decision. Polite suggestions may be made but the guest should not be forced to decide in favour of the server's recommendations. The server should explain dishes with fancy names especially those in ethnic restaurants. The server is expected to be knowledgeable about the preparation, ingredients and, final presentation of dishes listed in the menu card.

Courses must have some logical sequence of a classical menu depending upon the number of courses the establishment offers. In modern times the sequence followed is:

Appetisers

Soup

Main dish

Dessert

Coffee

Some guests in a group may want appetisers while others may like to have soup. The server must ask them if they want them served together. Some establishments may have separate Gueridon Menus aid Dessert Menus which may be presented at the appropriate time. Food orders are taken down on a Kitchen Order Ticket (KOT) where the original copy is sent to the kitchen to prepare the order.

8.9 SERVICE OF FOOD

Service of food is the time which decides if the guests had a good or a bad experience. The server must first know the type of service being followed by the restaurant. The following simple tips will help the server follow correct procedures:

- Water is served from the right of the guest.
- Pre-plated food is served from the right.

- Food from serving dishes into the guest's plate is served from the left.
- Beverages are served from the right.
- The right cutlery must be replaced for each course.
- Knives and soup spoons are placed on the right side of the plate, with the exception of the butter knife which is on the left.
- Forks are placed on the left of the guest plate.
- Dessert spoons are placed at the top of the plate with the handle to the right.
- The water goblet is at the tip of the knife.
- Water goblets are removed when serving wine.
- White wine glasses replace the water goblet at the tip of the knife, followed to the right with the red wine glass and the champagne glass if required.
- Soiled plates are removed from the right of the guest.

8.9.1 SPECIAL FOOD SERVICE

Some restaurants offer special food service that need to be known by a food service professional. Let us look at some of these:

Carving

Carving of meat in a restaurant is a very skillful art. This requires dexterity and showmanship. High quality restaurants employ a Trancheur which is the French term-for a carver who is skilled in the art of carving. Carving in a restaurant is done either at a dedicated table for the purpose, or a trolley that can be wheeled beside the guest table. The trolley will be equipped with the following:

Equipment

- Carving knife and fork
- Carving wooden board
- De-boning knife
- Knife sharpening file
- Chopping knife
- Dinner plates

Types of Meats carved

- Leg of lamb
- Roast turkey
- Mutton Barron (two legs with saddle)
- Selle (saddle)
- Chateaubriand (slicing into 6—8 pieces)
- Racks of mutton, beef or pork ribs
- Suckling pig
- Large game birds

Carving procedures

Rib Roast Cleaning

- 1. Remove cartilage and strings
- 2. Remove feather bones, if any.
- 3. Trim excesses and tissues.
- 4. Slice it to obtain flat surfaces

Rib Roast Carving

- 1. Stand behind the carving trolley facing the guest.
- 2. Take the host's approval by showing the rib roast.
- 3. Place the rib roast uptight on the carving board
- 4. Take the clean sharpened carving knife and fork.
- 5. Cut the roast absolutely flat with a long and smooth motion.
- 6. Portion ribs onto guest plates.
- 7. Serve the guest from the right.
- 8. Pour jus-de-roti from the tureen into a sauce boat and place it on a half-plate with an underliner and dessert spoon on the table.

Flambe Service

Flambe or flaming is a process of momentarily enshrouding a dish being cooked, in flames creating a visual sensation. It adds flavour and a lot of showmanship in full view of all guests. It is done on a Gueridon trolley wheeled beside a guest table. Leaping flames are created while the dish is being prepared while soft blue flames are encouraged at the time of presentation. Flames are of alcohol is matched to flavour the dish being cooked. Most alcoholic

beverages are flammable and must be ignited immediately as alcohol once exposed to air vaporises. Those with higher alcoholic content like brandy and rum will flame more. To be able to flame fortified wines like sherry requires pouring it into the dish with a spoon or ladle for heating, before it is flamed. Even in the case of stronger spirits and liqueurs, it is important not to pour them into the sauce; syrup or juice until they are well lit. Lamp flame is preferred to matches when lighting liqueurs to retain the flavour of the liqueur. To get a flame, the alcohol is poured into a pan which is tilted for the flame of the burner to ignite the vapours. Once the flambe is in process the pan is stirred to promote the blaze further. The colour of flames varies when sugar is sprinkled into ablaze, when preparing sweet sauces for desserts like crepe suzette (sweet pancakes). At the time of presentation, a teaspoon or tablespoon of alcohol ignites and is poured around the food to give the dish a soft blue flame.

Fondue (for Two) Service

Fondue is a personalised service where the guests personally cook mouth-sized foods like meat cubes, raw vegetables, marshmallows etc. in a common pot of oil heated by an oil lamp, placed at their table itself.

Service

- Place cubes of meat or vegetables weighing totally 450-500 gms in a platter beside the guest.
- Place a pot with rechaud (oil lamp) at the centre.
- Equip the guests with fondue forks which have long handles with colour codes to distinguish the fondue fork from each other.
- Place dinner plates before each guest.
- Place steak knives on the right of the guest for cutting the meat cubes once cooked.
- The guest's skewer the meat cubes or vegetables with the fork and leave it dipped in the pot of oil to cook.

Sauce accompaniments

- The best sauces that go with fondue service are:
- Americaine sauce
- Bearnaise Sauce
- Hollandaise sauce

- Curry Mayonnaise sauce
- Cold pepper sauce
- Cocktail sauce

Relishes

Relishes enhance the taste. Common relishes are:

- Capers
- Pickled onions
- Olives
- Dill pickle

Service of Oysters

Oysters called Huitres in French, are an exclusive food service. A portion would be about six oysters per person. The service would have the following procedure:

- 1. Hold the oysters in the palm of the left hand.
- 2. Insert the tip of an oyster knife into the lips of the closed shell.
- 3. Push the knife in and give it s slight twist to break the binding ligaments.
- 4. Hold the shell apart with the first finger of the left hand and draw the knife along the top shell to loosen the mussel holding the shell.
- 5. Remove the mussel from the shell using the blade of the knife.
- 6. Place the oysters on a bed of crushed ice in an oyster platter.
- 7. Serve Americaine sauce in a sauce boat with a dessert spoon placed on a dessert plate.

Accompaniments for oysters.

- Cayenne pepper
- Freshly ground black pepper
- Chili vinegar
- Tabasco sauce
- Half a lemon
- Brown bread and butter

Service of Snails

Snails or escargot in French, are a delicacy in some cultures. It is served as follows:

1. Select fresh snails and apportion six per person.

- 2. Remove snails from their shells.
- 3. Clean the snails.
- 4. Saute the snails.
- 5. Stuff them back into their shells with Buerre Maitre D'hotel (paste of butter mixed well with chopped parsley, garlic and a few drops of lemon juice).
- 6. Grill the snails in the salamander.
- 7. Place snail tongs on the left of the guest plate and snail fork on the right.
- 8. Bring the grilled nails in a dinner plate and serve the guest from the left.
- 9. Provide accompaniments of brown bread and butter.

Service of Caviar

Caviar is the roe of the sturgeon fish. It is a rare delicacy found only in certain parts of the world. The best caviar is got from the Caspian Sea.

- 1. Use a wooden spoon to take out caviar from its jar as it is a delicate product.
- 2. Portion one ounce or one tablespoon per guest.
- 3. Serve in caviar pots on crushed ice.

Accompaniments

- Hot breakfast toast or crackers
- Butter
- Segments of lemon
- Sieved hard-boiled eggs with their yolks
- Chopped shallots

Service of Smoked Salmon

Smoked salmon is a delicacy eaten as an appetiser. The best smoked salmon comes from Scotland and is an expensive item. Service of smoked salmon is as follows:

- 1. Trim off the outer hard surface of the salmon.
- 2. Remove bones carefully using tweezers.
- 3. Apply salad oil.
- 4. Slice the flesh at an angle towards the tail.
- 5. Portion four slices per person

6. Serve either by using a large fork to roll-up the salmon slices from the platter and then unrolling it onto the guest's plate or serve pre-plated from the garde manger.

Accompaniments

- Wedge of lemon
- Cayenne pepper
- Capers
- Pepper mill
- Brown bread and butter

Service of Grape Fruit

Grape fruit is served for breakfast as one of the choices of fresh fruit in the first course. It is served as follows:

- 1. Cut the grape fruit in two halves with a grape fruit knife.
- 2. Loosen the flesh segments of each half.
- 3. Sprinkle castor sugar and put a cherry in the centre.
- 4. Serve each half in a grape fruit cup on top of a dessert plate with doily paper.
- 5. Provide a grape fruit spoon and a sugar dredger.
- 6. Serve grape fruit chilled.

Service of Melon

Melon is another choice as the first course of breakfast. It has a cooling effect and is light. It is served as follows:

- 1. Cut the melon into two halves.
- 2. De-seed the melon using a spoon.
- 3. Scoop out small balls with a scooper.
- 4. Place balls in an ice-cream cup and with a dessert plate underneath and a teaspoon or dessert spoon.
- 5. Serve chilled.
- 6. Provide castor sugar as an accompaniment.

CHEESE SERVICE

Cheese comes in different varieties. Cheese is displayed on a wheeled cheese trolley equipped with a wooden board to slice cheese and brought beside the table. Guests choose their

cheese which is sliced and placed in half plates with brown bread, watercress, olives, crackers, and celery.

CIGAR SERVICE

Cigars are presented in their original boxes. The guest must confirm the brand. The server will proceed to remove the band around a cigar and use a cigar cutter to cut the smoking end and a piercer to create a hole for inhalation.

COFFEE SERVICE

Coffee service is the final stage of the meal and must end perfectly to leave a lasting impression. Guests have a choice from the following coffees:

- Turkish coffee
- Irish coffee
- Espresso coffee
- Cappuccino
- Ground coffee
- Demitasse

While most coffees are prepared in the kitchen pantry and served pre-cupped with saucer and coffee spoon, Turkish coffee is served traditionally by bringing a coffee set with a coffee pot, coffee cups with saucers, with doily papers to absorb spills and coffee spoons, sugar and creamer. A waiter must ask the guest if the guest wishes to have the coffee black or white. Black coffee is without milk. The server places the coffee set on the table and proceeds to pour the coffee into the guest cups from the left of the guest. He may pour milk as per the desire of the guest. The guest may add sugar to his or her taste. Ground coffee is served strong and black in demitasse cups which are half a regular coffee cup in size with demitasse spoons.

8.10 PRESENTING THE CHECK

By its very name, a "check" (is a control or check on the sale of food and beverages by a cashier. It is a bill and provides an accurate account of the type, number and cost of items with the total. It is an important sales document that determines the sales tax, service charge and consumption. The tax is a percentage of the total sales based on local laws. A service charge ensures a minimum gratuity to service personnel. The restaurant cashier ensures that checks are

raised accurately for all food and beverage consumed. A check is made from the information on a Kitchen Order Ticket (KOT) or the Beverage Order Ticket (B0T). The cashier keeps the check open during service and totals it only when the guest asks for it. The server presents the check in a folder.

8.11 ATTRIBUTES OF FOOD AND BEVERAGE SERVICE PERSONNEL

Essential qualities of food and beverage service personnel

The quality of service staff in any establishment reflects the quality of the establishment. No matter how good the food and ambience are, poorly trained, untidy or rude staff can antagonize customers. On the other hand, if the staff are well-trained and efficient, they can, to a certain extent, make up for other shortcomings in the services provided.

Physical attributes

Personal hygiene and appearance

- All members of the staff should be well-groomed and clean at all times, as this gives them a sense of well-being and confidence to do their job efficiently.
- The hands of the waiting staff should be given special attention, as they are constantly under the scrutiny of guests. Nails should be trimmed, and kept clean. Playing with one's hair and face should be avoided.
- Chewing gum should be avoided in all public areas of the hotel
- Minimum jewellery should be worn by the service staff. A wrist watch, a finger ring and plain earrings (for girls only) should be permitted.
- If an employee has a skin problem, a doctor should be consulted immediately.
- Uniform should be clean and well-pressed. Shoes should be properly polished and well-fitting.

Work related attributes.

Good conduct: All service staff should be well-mannered and respectful to guests, and to senior members of the staff. They should be calm and pleasant, even in the most trying circumstances. They should be able to satisfactorily solve any problem that may arise. In case of difficulty, a senior and experienced member of the staff should be consulted. Tact, punctuality and honesty are admirable qualities among service personnel.

Salesmanship: The food and beverage service personnel are technical salespersons, hence they should have a thorough knowledge of the proper presentation and service of all the food and beverages served in the establishment. Waiters should be kept informed by their superiors of deletions or additions to the menu.

Good memory: A good memory helps to improve performance. It also helps the service personnel to attend to small but important details such as remembering a guest's name or his likes and dislikes regarding food and beverage.

Ability to assume responsibility: All service staff should be able to cope with the demands of the job and possess the ability to assume responsibility. They should be loyal to their employers, responsible to the guests and friendly towards their fellow workers. They should not consider any job as menial, and should be willing to perform all kinds of jobs efficiently. This will help the service staff to grow in their careers and at the same time enhance the image of the establishment in the eyes of the guests.

Maximise revenue: Cutting down on costs and maximising the revenue of the establishment should be of prime importance to all members of the staff, even to those in junior positions.

Observation: A keen sense of observation and an eye for detail will help a member of the staff to be more efficient at his job. An ability to correctly judge people, is definitely an advantage. A sense of anticipation in the service industry is an invaluable quality. The ability to anticipate what a guest or the management needs, even before it is asked for creates a very good impression.

Concentration and skill: Waiting at a table requires concentration and skill. Service staff should develop a sense of urgency in the performance of their duties. Good service may not be commented upon, but bad service is surely noticed and talked about. Service should be prompt without the show of haste.

In addition to these work related attributes, knowledge of one or more languages besides the regional language would be an asset to all service personnel. Familiarity with the city where one is working is important, as service staff may be called upon to answer queries or guide guests from time to time. In short, service personnel should possess qualities such as courtesy, cooperation, honesty, punctuality, tact, a good memory and a considerable knowledge of food and beverages.

8.12 SUMMARY

- 1. Briefing is an important two way communication between the management and staff to ensure harmony in the thought process before a restaurant opens.
- 2. Mis-en-scene means to prepare the environment of the outlet before service.
- 3. Mis-en-place is a French term which means to put in place that is, to keep the outlet in total readiness to receive guests. These are widely practiced activities in all food and beverage service outlets.
- 4. All service personnel should be courteous to the guests.
- 5. All service personnel should be well-groomed, alert and professional.
- 6. Receiving and seating a guest is very important as it is point of creating the impressions to the guest.

8.13 KEY WORDS

- 1. Briefing:- A two way communication opportunity before an operation.
- 2. Mis-en-place:- Preparation before an operation.
- 3. Mis-en-scene:- Preparing the environment of a restaurant.
- 4. Sideboard:- Furniture piece that stocks serviceware for a station.
- 5. Cover:- The space on the table for cutlery, linen and glassware for one person.
- 6. Flambe:- Served flaming to douse with brandy, rum or cognac or other liquors, then ignite.
- 7. Attitude:- The way one communicates a mood.
- 8. Holloware: Metal or ceramic containers for food services.
- 9. Accompaniments:- Served along with the food or beverage to enhance its taste and flavour.
- 10. Courtesy:- Politeness.
- 11. Gueridon:- Trolley for cooking beside table.
- 12. Crepe:- A small very thin and crisp pancake.
- 13. Crepes suzette:- Crepes with an orange sauce.

- 14. Demi tasse:- After dinner coffee served in small cups
- 15. Chaeaubriand = A superb thick filet steak served with brown sauce.
- 16. Fondue= blended cheese
- 17. Roti=Roasted
- 18. Jus =gravy

8.14 SELF ASSESSMENT QUESTIONS

- 1. Write brief note on mis-en-scene and mis-en-place.
- 2. Briefly explain the processes of briefing.
- 3. Explain how you would setup a side station. List the equipment that can be stocked in it.
- 4. What are the attributes of service personnel?
- 5. What do you understand by the term 'Cover'? Write the basic principles of cover layouts.
- 6. Explain order taking procedure in the restaurant.
- 7. Describe the following.
 - (i) Receiving and Seating guest
 - (ii) Serving food
- 8. Describe the procedure for presenting the check.

8.15 SUGGESTED READING

- 1. Food and Beverage Service, A training manual edited by Sudhir Andrews, published by Tata McGraw Hill publishing company limited.
- 2. Professional food and beverage service management, edited by Brian Verghese.
- 3. Food and Beverage Service, edited by Bobby George, published by Jai Co publishing house.
- 4. Food and Beverage Service, edited by Dennis Lillicrap and John Cousins.

BLOCK -3: FRONT OFFICE AND HOUSEKEEPING OPERATION UNIT-9: FRONT OFFICE ORGANISATION

Structure

9.0	Objectives
9.1	Introduction
9.2	Role of Front Office
9.3	Basic functions of Front Office
9.4	Reservations
9.5	Reception
9.6	Telecommunications
9.7	Guest Relations Desk
9.8	Concierge and Other Sections
9.9	Organisation Chart
9.10	Let Us Sum Up (Summary)
9.11	Check Your Progress
9.12	Answers to Check Your Progress
9.13	Key Words
9.14	Books for Reference

9.0 OBJECTIVES

The basic objective of this lesson is to make you all understand the role of Front office and after having studied this chapter you must be able to understand the following:

- Basic Functions of Front office department
- Reservations
- Reception
- Telecommunications
- Concierge and other sections of front office
- Organisation Chart

9.1 INTRODUCTION

The Hotel Industry is a sunrise industry it can never go out of business because it provides the basic need of all human food and accommodation. However basic or elaborate the set-up of a hotel is, hotel business is a safe investment, because in today's times people must travel, entertain their clients or friends or eat, drink and enjoy with the family. Front office is part and a very important department of a hotel headed by Front office Director /Front office Manager. Front office has many other services that support a guest stay, such as Bell Desk, Coincierrge, telecommunications, cashiering, housekeeping, engineering, information technology, laundry and business centre that require coordination at a senior management level. Small hotels may call the front office as simply "Hotel Reception" reporting directly to the General Manager.

9.2 ROLE OF FRONT OFFICE

The Front Office as the name suggests is the first and last point of contact for a Guest. Its exceptional role is:

- 1. To sell hotel rooms through systematic methods of reservation. Revenues from the sale of rooms contribute to fifty percent or more to a hotel's profit. In many cases, such as motels and airport hotels, rooms are the main source of revenue.
- 2. To register guests and assign rooms to them.
- 3. It is the first and last point of contact for a guest.
- 4. Has a visible role in creating the image of the property.

5. To provide high profit margins as cost of sales is low. The only variable costs the guest supplies and amenities that are consumable.

9.3 BASIC FUNCITONS OF THE FRONT OFFICE

The basic functions of the Front Office include the following:

- Sell rooms
- Reserve rooms for guests prior to their arrival.
- Register guests into the hotel.
- Assign rooms.
- Coordinate with other services of the hotel.
- Control guest room keys.
- Provide in-house and external information to guests.
- Maintain accurate room status information.
- Maintain guest accounts and settle their bills accurately.

To fulfil these basic responsibilities the Front Office is broken into different sections each with distinct roles.

These sections are:

9.4 FRONT OFFICE RESERVATIONS

Most hotel bookings are made through reservations because travelers come from outstation.

Very few would be "walk- ins" a term used for those guests without reservations. A large chain may have its own centralized reservation system which is a single point where all reservations of the chain are made, while independent hotels may subscribe to an international reservation system that is open to any hotel who subscribes to it. International reservation systems are global in reach. The purpose of this strategy is to increase the reach of independent hotels to a larger travelling public. The reservation agent is an important person who can contribute to the room revenues of the property by adept management of rooms. He /She is no longer a clerk recording reservations but a person who actually sells rooms and procures that extra dollar. In fact many sales executives started their career as reservation agent to maximize the sale of rooms.

The principle role of reservations is to:

- 1. Book rooms in advance.
- 2. Maximize the sale of rooms. Room space is "perishable" as it is linked with time. A time period not sold is lost forever. The challenge is to ensure that these time slots are fully sold. One way to do it is through overbooking. Overbooking is a fine art of maximizing room sales. It counters reservations that are cancelled at the last minute. This art is developed with experience and the history of the hotel reservations. Another way is to do Yield Management which is a pricing strategy to get the maximum revenue at peak and low times.
- 3. Process, properly document, store and retrieve reservation information from various sources to ensure a guest gets the room at the time of arrival.
- 4. Up sell rooms to get the extra dollar.
- 5. Work closely with the sales and marketing division to ensure that room sales are maximized. Many reservation databases are networked with the sales division to ensure total coordination in room availability and sale.

Many small hotels will have manual systems to make reservations including the well used Whitney Rack system. The development of technology has helped reservation agent to keep an accurate account of rooms through specialized software such as the Fedelio.

9.5 RECEPTION

The reception registers guests and assigns rooms to them.

The main tasks of reception are:

- 1. To welcome guests on behalf of the hotel.
- 2. Complete registration formalities, especially the billing information, for the cashier to process during a guests stay and upon him or her leaving the hotel.
- Control all rooms' keys meticulously. Reception must issue keys and receive them back after a guest stay. Key control is a vital activity because a room key lost would mean changing the lock.
- 4. Be the constant source of guest information, mail and messaging.

5. Multi task in small hotels handling telephones and doing front office cashier duties.

9.6 TELECOMMUNICATIONS

The telecommunications section is responsible for all communications within the hotel and external to the hotel. Modern telecom systems have allowed the hotel to manage a huge exchange with perhaps one operator in a shift. The system is networked into wake-up call systems, automated door systems, etc.

Their main tasks are to:

- 1. Keep telephone channels of communication open
- 2. Play an important role in the case of fire and keep the hotel connected within and outside the hotel in case of emergency.
- 3. Maintain the sophisticated telecommunication equipment. Telecommunication equipment has changed dramatically with the following features:
 - Make local and international calls directly from guest/office rooms
 - Post call charges automatically directly onto on-line guest folio accounts
 - Have message indicators on telephone instruments
 - Voice mail services
 - Caller ID
 - Do-not- Disturb
 - Room-to-room connections
 - Call waiting
 - Wake-up call and alarm systems

There is no limit to the progress of telecommunication systems which has already revolutionized the way hotel operations are run.

9.7 GUEST RELATIONS DESK

The Guest Relations Executive is the representative of the management that ensures the comfort and convenience of all guests. She is normally a well groomed and personable woman. Her principle tasks are to:

1. Attend to the comfort of VIPs and other guests

- 2. Provide internal PR to enhance the perception of the hotel in the guest's eyes.
- 3. Maintain guest history cards either manually or electronically and respond to the guest needs and behavior to a high level of personalization.
- 4. Coordinate well with the concierge in procuring city services like tickets, tables, reservations, etc.,

FRONT OFFICE CASHIER

He is a member of the accounts department deputed as a crucial team member of the front office.

The main tasks are to:

- 1. Maintain the guest's accounts during his or her stay.
- 2. Monitor credit limits.
- 3. Settles cash and credit bills as per instructions.
- 4. Maintain a cash bank.
- 5. Provide petty cash bank.
- 6. Exchange foreign currency.

Lobby Desk

He is the representative of the General Manager at all times during the day and night.

His main tasks are to:

- 1. Coordinate all guest services from a central point.
- 2. Handle all guest complaints and disputes.
- 3. Interpret and safeguard house policies with guests.
- 4. Evict undesirable guests from the premises.
- 5. Ensure proper baggage handling services.
- 6. Maintain order in the lobby.
- 7. Ensure efficient transportation services to guests.
- 8. Be the sole representative of management at night.

9.8 CONCIERGE

Traditionally the concierge was a castle doorkeeper who was responsible to ensure that all guests were properly roomed for the night. The concierge accompanied the travelling royalty and provided them with security, lodging arrangements and entertainment sites. With modernization the concierge concept has been adopted by hotels in Europe as the person who provides such personalized services as providing box office tickets at nearby theatres, coach tickets for sightseeing, or table reservations at city restaurants, etc. He knows everything about the city, its sites and events.

His main tasks are to:

- 1. Coordinate the movement of guest baggage. This is a real challenge as the volume of baggage during a single day is very large for a busy hotel.
- 2. Carry out errands for the guest and management within the hotel precincts.
- 3. Distribute daily newspapers to occupied guest rooms, executive offices, business centre and coffee shop.
- 4. Sell postage stamps
- 5. Maintain first aid kit and some essential medicines under the direction of the house doctor in case of emergencies.
- 6. Be responsible for the left luggage procedures.

Transport section

It is common nowadays to see hotel courtesy transport waiting at airports for guests with reservations at the property. This is free service of limousines for VIPs to mini- vans for others and airline crew members and larger coaches for groups. These transports may be owned by the hotel, leased or contracted out to transport companies. The drivers then become the first physical point of contact with the property for those arriving by air. The drivers therefore have to be licensed, knowledgeable about the property for those arriving by air.

Doorman

The Doorman is important because he is the first and last hotel employee who is in contact with the guest upon his or her arrival and departure. In recognition of this ,the doorman is given a resplendent uniform is smart and personable. Ideally, he should speak many languages but fluency in the English language is desirable.

His main duties are to:

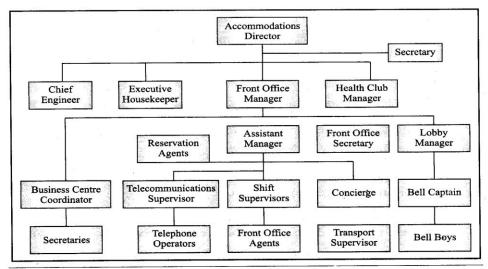
- 1. Welcome the guest to the hotel
- 2. Assist in loading and unloading the guest baggage from the transport.
- 3. Open the hotel doors and perhaps escort the guest to the registration desk.
- 4. Control the traffic at the entrance and avoids congestion of traffic at the entrance.
- 5. Coordinate with valet parking attendants, and may do the parking function in smaller properties.
- 6. Perform security functions as keeper of the hotel portal.
- 7, Hails taxis for guests.

VALET PARKING ATTENDANT

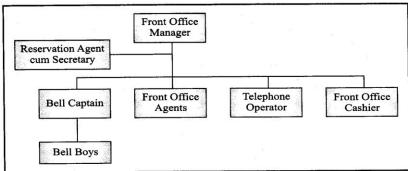
Valet parking is a service provided by superior hotels as a value added facility. Some hotels may charge for this service while others give it as a free facility. In any case the valet attendants make side money from tips given by guests. Valet parking attendants are licensed drivers with skills in driving a variety of cars both manual and automatic. Cars handed to valet parking attendants become the responsibility of the hotel as against those that are personally parked by guests. Most hotels keep signs posted at car parks informing that the guests park cars at their own risk, thereby absolving the hotel from any damaged or stolen vehicles. However, cars parked by valet attendants are kept in safe areas under security surveillance.

Their main tasks are to:

- 1. Park private automobiles of guests
- 2. Control car keys and ensure that they are handed to the rightful owner. This is done by issuing numbered tickets. The guest has to produce his ticket to claim the car.



Accommodations Department Organisation Chart of a Large Hotel



Front Office Organisation Chart of a Small Hotel

9.10 LET US SUM UP (SUMMARY)

The Hotel Industry is a sunrise industry it can never go out of business because it provides the basic need of all human food and accommodation. Role o front office is to sell hotel rooms, register the guests, creating the image of the property. Register, Provide Information, Maintain accurate room status, settle bills accurately etc., The various sections of front office include Reservation, Reception, Telecommunication, Guest Relations Desk, front office cashier, Lobby Desk, Concierge etc.,

9.11 CHECK YOUR PROGRESS

- 1) Explain the Role of Front Office.
- 2) What are the Basic of Functions of of front office
- 3) Short notes: Guest relations Executive.
- 4) Role of Concierge.
- 5) Discuss the various sections of front office
- 6) Draw the organization Chart of front office

9.12 ANSWERS TO CHECK YOUR PROGRESS

- 1) Refer section 9.2
- 2) Refer section 9.3
- 3) Refer section 9.7
- 4) Refer section 9.8
- 5) Refer section 9.4 to 9.8
- 6) Refer section 9.9

9.13 KEY WORDS

- Overbooking Reserving rooms beyond the hotel room capacity
- Room tariff Room rate
- Chain- Series of hotels under a single brand name
- Central Reservations A single point from which reservations are made for a chain
- International Reservations A global reservation office that makes reservations on behalf
 of any hotel that subscribes to it.
- Room Revenue Day 12 noon to 12 noon of the next day.
- Sale Lease of room for a period
- Walk-ins –Guests without prior reservations
- Yield Management- A pricing strategy to get maximum revenue at peak and low business cycles

9.14 BOOKS FOR REFERENCE

- 1. International Tourism and Travel—Jagmohan Negi
- 2. Front Office Management A Training Manual
- 3. Concept of Front office Dr.B.K.Chakravthi
- $4. \ \ Front\ Office-S.K. Bhatnagar$

UNIT -10: JOB DESCRIPTION OF FRONT OFFICE PERSONNEL

Structure

10.0	Objectives
10.1	Introduction
10.2	Front Office Manager
10.3	Assistant Front Office Manager
10.4	Front Office Supervisor
10.5	Front Office Assistant
10.6	Front Office Cashier
10.7	Night Auditor
10.8	Competencies of Front office personnel
10.9	Let us sum up (summary)
10.10	Check your progress
10.11	Answers to check your progress
10.12	Key words
10.13	Books for Reference

10.0 OBJECTIVES

The basic objective of this lesson is to learn the job description statements of the various front office personnel so that he/she can understand their specific roles in the front office organization and to understand the following:

- Duties of the Front office Staff
- Front office Manager
- Asst. Front office Manager
- Front Office Supervisor
- Front Office Cashier
- Night Auditor etc.,
- Competencies of Front office personnel.

10.1 INTRODUCTION

A job description is a formal document that stipulates the duties and responsibilities of a job holder and certain aspects that are expected of him or her to be able to perform one's duties successfully. These aspects include reporting relationships, limits of authority and areas of coordination. Every establishment has its own policies as to what it wants to document in a job description so as to make the job holder clear as to what is expected of him or her. The job description could include: working hours ,equipment handled, workplace limits and even the salary grade in the compensation hierarchy. It is, therefore a realistic guide for any employee recruited for a particular job. Having Job Description statements are essential and useful in the regular functioning of all organizations.

Competencies are a set of behavioral traits and technical abilities that are required to do a particular job effectively. The Front office personnel require a specific set of knowledge and skills that complete their professional profile.

10.2 FRONT OFFICE MANAGER

Duties and Responsibilities

- 1. Recommend an d monitor a front office budget and plan for the year.
- 2. Lead, train and motivate a Front Office team.
- 3. Conduct daily department meetings to ensure two-way communication, training and policy information.
- 4. Check the arrivals of the day and inform VIP arrivals to management.
- 5. Approve expenses of the front office department.
- 6. Conduct sales calls to cooperate houses, embassies, Government organizations etc., and develop innovative ways to improve the sale of rooms.
- 7. Meet and greet guests and develop guest database to ensure continued patronage.
- 8. Approve staff rotations and duties and duties and organize extra hands when required.
- 9. Ensure the safety and hygiene of the front office and its staff.
- 10. Maintain discipline and conduct staff appraisals regularly or as per policy.

10.3 ASSISTANT FRONT OFFICE MANAGER

- 1. Act in the capacity of the Front Office Manager in his/her absence and ensure the smooth functioning of the front office.
- 2. Schedule weekly/fortnightly staff duty staff duty shifts with the approval of the Front Office Manager ensuring that work exigencies are met and the staff are rotated fairly.
- 3. Allot daily duties to subordinate staff to meet work exigencies ensuring equity of work.
- 4. Conduct daily briefing using it as a vehicle for two –way communication, training and corrective action.
- 5. Attend to guest complaints and ensure guest satisfaction through immediate action.
- 6. Check the daily arrivals and departures at the hotel and tally it with the room position.
- 7. Ensure the maintenance and aesthetic upkeep of the front desk in close coordination with the engineering and housekeeping.
- 8. Organise the training of staff for the meeting the standards of service.
- 9. Develop room sales through up selling, guest contacts and ensuring speed, quality service and personalization.
- 10. Ensure that the front office is free from work hazards.

10.4 FRONT OFFICE SUPERVISOR

- 1. Ensure that all staff report on time in proper uniform and well groomed as per hotel standards.
- 2. Take over from the previous shift and check the log book for follow-up actions.
- 3. Assign duties ensuring equal distribution of work-load during a shift.
- 4. Brief staff correctly and encourage questions so as to ensure two-way communication.
- 5. Look up the register for VIPs already checked-in or expected and give them the courtesies as per policy of the hotel.
- 6. Check the room key position and report any missing keys.
- 7. Check arrivals and departures and tally the room position.
- 8. Meet and greet all arrivals and ensure accurate and speedy rooming.
- 9. Train and supervise front office agents to give high standards of service in terms of time, quality and personalization.
- 10. Check guest mail and packages and arrange their distribution. keep those handy arrivals.

10.5 FRONT OFFICE ASSISTANT

- 1. Handle courtesy and promptly all reservation requests from various media and sources as per the standard procedures.
- 2. Update the reservation register to obtain and maintain a current room inventory position.
- 3. Type out advance reservation slips and maintain reservation racks (in the manual system) and correspondence.
- 4. Attend briefings at the beginning of the shift.
- 5. Carry out amendments and cancellations of reservations accurately.
- 6. Keep room status board (in manual system) and database (in computerized system) updated at all times.
- 7. Check for reservation stationery and requisition supplies from stores where necessary.
- 8. Up sell rooms to generate revenue.
- 9. Maintain guest history sheets.
- 10. Coordinates with travel agents, Airlines, Corporate Houses, etc. -for room bookings.

10.6 FRONT OFFICE CASHIER

- 1. Take over a shift and note any special instructions for the shift.
- 2. Check the cash bank at the beginning of every shift and requisition petty cash from General Cashier if necessary.
- 3. Open guest folios accurately for new arrivals and post charges as soon as they arrive.
- 4. Disburse petty cash and authorized paid outs.
- 5. Issue safety deposit lockers to guests according to procedures.
- 6. Pass allowances as directed for wrong charges posted in folios.
- 7. Cash foreign currency as per central bank regulations and prepare the necessary documentation.
- 8. Settle guest bills ensuring that accurate cash is received or credit formalities are cleared as and wherever applicable.
- 9. Handle credit card payments through proper procedures.
- 10. Accept personal checks after ensuring proper authorized.

10.7 NIGHT AUDITOR

- 1. Tally all sales summaries of revenue outlets with bills.
- 2. Verify and validate front office cashiers vouchers and forms.
- 3. Check guest folios with charge vouchers.
- 4. Verify front office cashiers report.
- 5. Prepare statement of accounts above permissible limits.
- 6. Prepare the daily transcript.
- 7. Audit the night receptionist's room report.
- 8. Account for city ledger credit amounts due.

10.8 COMPETENCIES OF FRONT OFFICE PERSONNEL

Competencies

Here are some of the core competencies that have been constant over the years as well as those that have been added, in keeping up with the times.

Smile!

We don't realize this but a smile does make us look far more pleasant than when we do not. Besides it does not cost us anything !The service industry considers this competency perhaps the most important one ,throughout all levels of hierarchy.

Grooming and Hygiene

Grooming is also one of the most important features of a front office professional. The front office agent is the first point of physical contact to a guest with the hotel. He/She therefore reflects the image of the property. A well- groomed front office agent represents qualities of hygiene, professionalism, management style, reliability, etc.

Basic Etiquettes

The hotel business is the alchemy of showmanship, diplomacy and sociability. Besides every single person working in a hotel, the front line personnel are especially expected to have the ability to communicate effectively with certain manners and etiquette associated with being a good host. This is more because they are the first persons who give the guests their first experience with the hotel.

Orderliness

Guests form their first impression about the property based on the general look of the front desk and the lobby. The lobby is generally a place where they need to wait till the registration and other formalities have been completed. This is also their first contact with the representative of property. They observe whether the areas are clean and free from litter and items kept in an orderly.

Team work

It is said that nothing in this world can be done successfully without proper teamwork.

Teams are the cornerstones of service operations. A poor team performance can severely damage the establishment's reputation, while a superior team performance directly enhances it. Although teamwork is an essential competency, it can be seen in action only once the person has been recruited. The end results are the responsibility of the entire team and not the team leader alone. Team dynamics have changed over the years. Let us understand the anatomy of teamwork.

Self- Discipline

There is no one who has not benefitted from discipline. It is certainly the hallmark of a good hotel professional. The front office professional is the face of the organization and thus has to be disciplined in order to project a professional image.

Discipline can be physical discipline – where self grooming and physical conduct are important; and mental discipline which covers the extent to which one's mind is controlled. This includes sincerity, honesty and perseverance.

Courtesy

Courtesy is one of the basic good values of a person. Courteous people are always well-liked by all and command a lot of goodwill in society .The hotel industry being a service industry, courtesy is one of the major pre-requisites for every post. However, courtesy should not just be a part of the "technique" of the property but be genuinely and spontaneously expressed by its employees.

Intrapreneurship

'Intrapreneurship' is a new term for internal entrepreneurship. Front office professionals must think like businessmen. They must constantly evaluate the front office performance and devise ways to meet emergency situations.

Continuous Education

Front office professionals ought to upgrade their knowledge and skills constantly. They must not wait for their organization to improve their knowledge and skills but must take initiative for self- development. They can do by subscribing to relevant trade magazines, going through websites, attending seminars, joining professional bodies that impart advanced knowledge in the field, or by going back to hotel and are willing to reward such enterprise.

Customer Orientation

We have learnt by now that the customer is king(or queen) .Unless a hotel or its people do not put the customer as their main focus the business will most likely decline. Customer focus

means putting all thoughts and actions towards creating positive customer experiences. To be able to do this, one must be empathetic towards the customer – Which is proverbially said as 'putting yourself in the guest's shoes'. Empathy requires sensitivity to guests' needs and drive to respond immediately to a particular problem. If a lady guest requests for a hairdryer in the middle of the night, she must have it! Excuses for inaction are many but going that extra mile to provide the guest what he/she needs marks the difference between one hotel and another.

Physical Fitness

Guests expect to see fit and well – dressed people in the hotel industry where people serving are as much part of the product. A front office professional must be physically fit to manage rigorous hours on his/her feet. It is rightly said that 'a healthy body makes a healthy mind'. If a person is physically fit it translates into energy, enthusiasm, ability to cope with stress ,lightness, youthfulness and joy. Front office professionals must bring in physical fitness regimes into their personal lives. It may be just an hour's walk in the neighborhood or a workout in a gymnasium.

10.9 LET US SUM UP (SUMMARY)

The job description could include working hours, equipment handled, workplace limits and even the salary grade in the compensation hierarchy. It is, therefore a realistic guide for any employee recruited for a particular job. Competencies required for the front office personnel which is required to be professional.

10.10 CHECK YOUR PROGRESS

- 1. Mention the duties of Front office Manager.
- 2. Write in Short about Front office Supervisor.
- 3. What are the duties of Night Auditor?
- 4. What are the Competencies required for Front office personnel?
- 5. Explain the Duties and Responsibilities of Front office Staff.

10.11 ANSWERS TO CHECK YOUR PROGRESS

7) Refer section 10.2

- 8) Refer section 10.4
- 9) Refer section 10.7
- 10) Refer section 10.8
- 11) Refer section 10.1 to 10.7

10.12 KEY WORDS

- Budget A planned expenditure for the furniture taking into accounts various aspects of the business operations
- Service Standard A standard for service performance
- Reservation System The procedure to reserve a room
- Billing Account for a system for a guest stay
- Yield Management A system of recovering maximum revenues from rooms during any given period
- Shift A work period of eight hours
- VIP Very Important Person
- Briefing A communication procedure usually held with colleagues and subordinates to plan future action.
- Amenities Special features and services
- Scanty Baggage Guests with light baggage
- Wake-up Call –A system to awaken guests at a time set by them

10.13 BOOKS FOR REFERENCE

- 1. International Tourism and Travel- Jagmohan Negi
- 2. Front Office Management A Training Manual
- 3. Concept of Front office Dr.B.K. Chakravthi
- 4. Front Office S.K. Bhatnagar

UNIT -11: HOUSEKEEPING LAYOUT

Structure

11.0	Objectives
11.1	Introduction
11.2	Housekeeping Design factors
11.3	Layout & Facilities of Housekeeping Department.
11.4	House Keepers Office
11.5	Control Desk Room
11.6	Linen Section
11.7	Housekeeping Stores and Other Sections of Housekeeping
11.8	Let Us Sum Up (Summary)
11.9	Check Your Progress
11.10	Answers to Check Your Progress
11.11	Key Words
11.12	Books for Reference

11.0 OBJECTIVES

The basic objective of this lesson is to learn the Design factors of Housekeeping Department; he/she can understand the Layout of Housekeeping and also understand the following:

- Facilities of Housekeeping Department
- Housekeepers office
- Control Desk Room
- Linen Section
- Housekeeping Stores and other sections.

11.1 INTRODUCTION

There is no or universal model for the layout of a housekeeping department. The layout differs in hotels based upon the size and the limitations of physical space. However, the layouts must respond to certain considerations:

- The number of guest rooms determines the space required to maintain inventories of room linen and supplies.
- The number of function rooms determined the amount of linen to be maintained,
- The number of public area facilities and the anticipated volume of business determine the amount of restaurant linen to be maintained.
- Whether the hotel decided to outsource some services like landscaping, flower arrangements, tailoring upholstery, laundry, etc. to able to optimally utilize space.
- The number of total employees for the amount of uniform inventories that have to be maintained.

Hotel space is valuable and used mostly to generate revenue. An investor makes decisions whether to allot space to revenue generating activities areas or submit to non-revenue activities. It is for this reason that the housekeeping department is located in the basement termed as 'backhouse' areas.

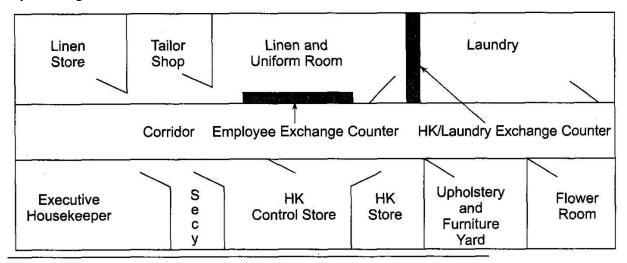
11.2 HOUSEKEEPING DESIGN FACTORS

It must be accessible to all employees of the hotel as they visit the uniform room for exchanging uniforms. Food and beverage personnel and floor supervisors visit the linen room for exchanging linen.

- a) The location must be away from guest view and traffic.
- b) The floors must be strong for heavy equipment such as laundry machines
- c) The sound and vibration of equipment should not disturb guests
- d) Effective climate control is necessary. Extreme temperatures ruin textiles and equipment.
- e) Housekeeping corridors must be spacious for mobile equipment and staff traffic, especially exchange counters of the uniform and linen rooms.
- f) Adequate storage to stock volumes of linen, uniforms, cleaning detergents, operational equipment, lost and found items, toxic chemicals, etc.,
- g) Utilities such as power, fuel, water and steam connections are required for housekeeping and laundry equipment. The utility connections should be easily accessible and concealed for safety.
- h) The facility design must be so that it is easy to keep the facility safe and sanitized. Cleaning crews must have access to every corner of the facility especially under heavy equipment.
- i) The layout should match the type of building construction. Skyscrapers, for instance, require efficient service elevators while chalet type resort properties may require sturdy access roads to roll trolley and carts.
- j) Distribution points for linen may vary. Busy hotels may have floor pantries, while chalet –
 type resort properties may need service huts to serve a given number of chalets.
- k) Physical layout should take productivity of staff into account while planning the facility
- Lighting must be bright in linen and uniform rooms so that stains and damages can be spotted
- m) Every government prescribes safety codes especially where people work. The codes prescribe adequate methods of waste disposal, recycling of materials like bottles, newspapers and cans, sanitation schedules, preventive maintenance schedule, etc.,

11.3 LAYOUT AND HOUSEKEEPING FACILITIES

Layout diagram



Housekeeping Layout

11.4 HOUSEKEEPER'S OFFICE

Its main features are:

- It is the main administration centre for the department
- It must be an independent cabin for silence and privacy
- It is glass-panelled so as to give the Housekeeper a view of what is happening outside her office
- The office is preceded by a cabin for the secretary who would control movement into the Housekeeper's office

11.5 CONTROL DESK ROOM

- Its main features are:
- It is the main communication centre where relevant house-keeping information is sent and received
- It is the nerve centre for co- ordination with the front office, banquets, etc.,
- The room has a desk and a chair, preferably more than one telephone, and a computer terminal for information storage and control.

- It should have a large notice board to display essential information for the staff.
- The Desk Control Room is the point where all staff report for duty and check out at the end of duty. It adjoins the Housekeeper's Office.

Lost and Found Section

- Its main features are:
- It is a cupboard in the Control Desk Room to store misplaced guest belongings that may be claimed later.
- It is away from thoroughfare.
- The area is secure, cool, and dry.

11.6 LINEN SECTION

The Linen Room

This is where current linen is stored for issue and receipt. Its main features are:

- The room is well lit, large and airy, and free from heat and humidity.
- It has adequate shelves to stack linen and secure it from pilferage.
- The linen room has a counter for the exchange of linen.
- The linen room must adjoin the in-house laundry for smooth and speedy exchange of fresh and soiled linen and uniforms.
- It is accessible only to authorized persons.
- It must have only one entry/exit door for security.

The Uniform Room

- This room stocks the uniform in current circulation. It is possible that smaller hotels may
 choose to combine this room with the linen room as shown in the layout above. The
 volume of uniforms in circulation determines whether to have an independent uniform
 room or not.
- The features of uniform room are:
- Hanging racks as most uniform are best maintained when hung.
- Shelves for regular hardy uniform like dungarees, chefs jackets, etc.
- Cupboards for small accessories like gloves, ties, bows, caps, etc.

- Exchange counter with the in-house laundry.
- It has only one entry/exit door for security.

11.7 HOUSEKEEPING STORES AND OTHER SECTIONS

Housekeeping Store

The store stocks materials for linen and uniforms. Ideally, the stock maintained should be enough to replenish once all over the whole hotel. However, due to budgetary constraints the hotel may stock less. Stocks in the store are only touched when the linen or uniforms in circulation fall short due to damage or loss.

The main features of the store are:

- The room should be cool and dry.
- It is provided with shelves to stock the linen and materials. Larger hotels may have an independent store for linen and another for uniforms, based on the volume of materials in circulation and the hotel's policy to stock such large numbers.
- It has only one entry /exit door for security

Heavy Equipment Store

- This is a store to stock bulky housekeeping equipment like vacuum cleaners, carpet shampoo machines, ladders for chandelier and window cleaning, etc. Its main features are:
- The room has sewing machines based on number of tailors employed.
- It has shelves and cupboards to store materials used for uniforms.
- It is accessible only to tailors and uniform room personnel.
- It is a clean and dry place.

Upholstery and furniture Yard

This is a space provided to store damaged upholstered furniture. Tailors specialised in reupholstery work in this yard. Since furniture takes space, it requires adequate space, to store them.

The floor Linen Room(Pantry)

Each guest floor has floor linen room to keep a supply of linen, guest supplies, and cleaning supplies to service the rooms on a floor. Its features are:

- It is the housekeeping nerve centre for the floor
- It is away from guest view situated at the end of floors or off the foyers of service elevators.
- It maintains a complete turnover of fresh linen to service all rooms on the floor.
- It is equipped with shelves and cupboards; hampers and sink with a water supply for washing glasses; etc.

Flower Room

This room is used by the in-house florist who prepares flower arrangements for display at various parts of the hotel. Flowers beautify rooms and public areas. They are supplied to restaurants for table decoration and buffet displays. Its features are:

- The room is air-conditioned to keep the flowers fresh.
- It has work tables to assemble the flower arrangements.
- It has a tap with running water and a sink.

Green House

- This is an external facility to grow exotic plants that need special climatic conditions.
 Horticulture comes under the housekeeping and therefore, this facility is provided for by the housekeeper. Its features are:
- It is an area covered in polythene or glass.
- It has a water source to water the plants.

Horticulture Equipment Store

• There are a number of garden equipment such as lawn movers, spades, rakes, pots etc. That is essential for gardening operations. These need to be stored safely. The store is an external facility easily accessible to gardeners. The size of the store increases as the area of landscaping increases.

11.8 LET US SUM UP (SUMMARY)

To sum up, Hotel space is valuable and used mostly to generate revenue. An investor makes decisions whether to allot space to revenue generating activities areas or submit to non-revenue activities. It is for this reason that the housekeeping department is located in the basement termed as 'backhouse' areas.

Design factors should consider the following it must be accessible to all employees of the hotel as they visit the uniform room for exchanging uniforms. Food and beverage personnel and floor supervisors visit the linen room for exchanging linen, location, floors, sound and vibration of equipment should not disturb guests must be away from guest view and traffic. Housekeeping corridors must be spacious; Design should increase the productivity of the work.

11.9 CHECK YOUR PROGRESS

- 1. What are the Design factors to be considered for Housekeeping Department?
- 2. Draw the Layout of Housekeeping Department.
- 3. Explain the facilities required for the Housekeeping Department.
- 4. Brief about Housekeeper's office & Control Desk room.
- 5. Write about Linen Section of Housekeeping Department.

11.10 ANSWERS TO CHECK YOUR PROGRESS

- Refer section 11.2
- Refer section 11.3
- Refer section 11.4 to 11.7
- Refer section 11.4.11.5
- Refer section 11.6

11.11 KEY WORDS

- Layout A schematic design of facilities
- Control Desk The communications centre of housekeeping
- Lost and Found The section where misplaced guest belonging are stored

- Linen Room The place where all house linen in circulation are stored and issued
- Flower Shop The place where fresh flowers are transformed into arrangements for the hotel and guests
- Housekeeper's House The main administrative centre of the department

11.12 BOOKS FOR REFERENCE

- 1. Hotel Management —Jagmohan Negi
- 2. Professional Hotel Management Jagmohan Negi
- 3. Housekeeping A Training Manual –Sudhir Andrews
- 4. Hotel Housekeeping G.Raghubalan

UNIT -12: COMPETENCIES OF HOUSEKEEPING, TYPES OF GUEST ROOM

Structure

12.0	Objectives
12.1	Introduction
12.2	Diagram of Organisation Chart
12.3	Duties and Responsibilities of Housekeeping staff
12.4	Competencies of Housekeeping staff
12.5	Layout, types of Guest room
12.6	Features in typical Guest room
12.7	Occupational Hazard
12.8	Let Us Sum Up (Summary)
12.9	Check Your Progress
12.10	Answers to Check Your Progress
12.11	Key Words
12 12	Pooks for Poforonoo

12.0 OBJECTIVES

The basic objective of this lesson is to make the reader understand the following:

- How the function is organized in a typical hotel
- The brief roles of key people in housekeeping.
- The competencies required for housekeeping professionals so that he/she can incorporate and develop them in his/her personality before entering the hotel industry.
- Different types of guest room
- To make the learner aware of the occupational hazards in housekeeping operations and the precautions required to maintain safety.

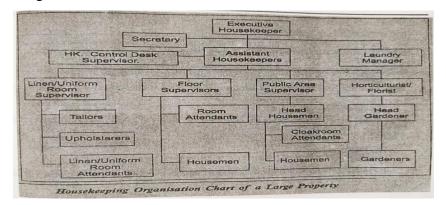
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12.1 INTRODUCTION

Housekeeping responsibilities embrace the entire hotel. Naturally, the largest work force of the hotel belongs to the Housekeeping Department. Competencies are a set of behavioral traits and technical abilities that are suitable for a job. The purpose of a hotel, since the early inns, is to provide accommodation to travelers, or as clichéd saying states, a hotel is "a home away from home". It is important a future housekeeping professional is thoroughly familiar with the guest room as its maintenance and cleanliness is one of his/her major responsibilities. Guest rooms generate over 50 percent revenue for the hotel, and in some cases, it is the only source of revenue for the hotel without food and beverage operations.

12.2 DIAGRAM OF THE CHART

Diagram of the chart



12.3 DUTIES AND RESPONSIBILITIES OF HOUSEKEEPING

Executive House keeper

- Is the head of housekeeping
- Is responsible for translating hotel policies, procedures, and standards into housekeeping operations.
- Is normally a woman's role and part of the middle- management team.
- She represents the department at the General Manager's meetings
- Ensures that all the resources made available to her are effectively utilized.

Assistant Housekeepers

- Heads a shift in a twenty- four hour housekeeping service.
- Explains the Executive Housekeeper's policies, procedures, and standards to all the housekeeping supervisors and ensures they are actualized at the operational level.
- Substitutes the Housekeeper in her absence.
- Perform some administrative functions.

Floor Supervisors

- Direct the cleaning and maintenance of guest rooms on allotted floors.
- Controls the resources on the floor which include room attendants and housemen; procedures, and standards of the establishment.
- Responsible for the cleaning and maintenance of guest rooms as per policies, procedures, and standards of the establishment.
- Supervise the exchange of floor linen with the laundry
- Ensure their proper storage of linen in floor pantries.
- Ensure the supplies are readily at hand and requisition them from stores in case of any shortfalls.
- Give feedback to the front office on the occupancy status of guest rooms in each shift as a measure of controlling room sales and availability.

Control Desk Supervisor

- Co-ordinates communications with housekeeping personnel spread to all parts of the hotel.
- Co-ordinates with the Maintenance Department to ensure that all maintenance requests are attended to.
- Co-ordinates with the Front office to take over departure rooms for cleaning and to release cleaned rooms.
- The Control Desk is manned in all shifts as it is the lifeline for all housekeeping staff.
- Controls lost and found procedures.
- Performs some administrative functions.

Room attendant

This is a common title for the both men and women. Women room attendants are also called chamber minds, housemaids, or room maids.

- They are responsible for cleaning and maintaining allotted guest rooms as per set procedures and standards.
- They are the eyes and ears of the security team to report any untoward incidents.
- They ensure the privacy of guests at all times.
- They alert the concerned department of any maintenance and engineering requirements in the room.

Housemen

• They are male cleaning personnel allotted to rooms and public areas to manage heavy cleaning duties.

Their duties includes:

- Moving heavy furniture
- Vacuuming long corridors of carpet
- Helping in the exchange of linen from floors because the sheer volume requires strong hands

- Cleaning public area spaces furniture
- Cleaning windows.

Linen Room Supervisor

- Coordinates the exchange of soiled linen for fresh ones with a team of linen attendants.
- Is the custodian of the linen asset and ensures their security.
- Maintains proper storage conditions to minimize loss due to damage and theft.
- Works closely with the Laundry for the supply of clean linen.

Uniform Room Supervisor

- Is responsible for keeping uniforms in safe storage conditions.
- Issues laundered uniforms to hotel staff against soiled ones.
- Is assisted by with a team of Uniform Room attendants and tailors.
- Co-ordinates closely with the Laundry for washing and dry-cleaning schedules to keep constant supply of fresh uniforms.

Tailors/Upholsterers

• They mend uniforms, linen and upholstery to give them longer life. Some hotels may have the tailors stitch uniforms in-house. Smaller properties may outsource this activity.

Public Area Supervisor

• He ensures the cleanliness, maintenance and aesthetic upkeep of all public areas like lobbies, restaurants, banquets space, etc. with a team of housemen. His area of control is very large and he has to be energetic to give close supervision to every public area.

Horticulturist

He is responsible for all internal flower arrangements for guest rooms, public areas, banquet, buffets, etc. He may be given an additional charge of maintaining a florist for sale of flowers and bouquets to resident guests and the public.

Gardener

He is responsible for the upkeep of an allotted area of a landscape. He may be required to maintain internal plants and roof gardens also, where required.

Laundry Manager

Normally a male, has a large bridge of washer men, drycleaners, ironers, etc.

12.4 COMPETENCIES OF A HOUSEKEEPING PROFESSIONAL

1. Smile

Many of us may have forgotten how we look when we smile. Many have even forgotten to smile! Yet it is the most enduring competency required of hotel professionals. As simple as it may seem, it is the most effective way of dealing with guests. A smile gets a smile in response. It immediately breaks down barriers of fatigue, low spirits, doubt, anxiety, etc. Recruiters look for this competency at the time of interview .It is recommended that housekeeping professionals smile in front of the mirror and assess their competency in it.

Grooming and Hygiene

Grooming is an important feature of a hotel professional. The room attendant, floor supervisor, houseman, public area personnel and cloak room attendants have face- to – face contact with guests of the hotel. He, therefore, carries with himself the image of the property. A well groomed housekeeping member represents qualities of hygiene, professionalism, management style, reliability, etc.

BASIC ETIQUETTES

- 1. Smile and attend to guests as soon as they approach them. Acknowledge their presence by wishing them the time of the day.
- 2. Recognise guests Recognition is a powerful tool to use for regular guests.

The use of their name gives them importance and a feeling of belonging.

- 3. Be polite to guests by frequently using terms such as "Thank You". Please", May I help vou?"
- 4. Avoid mannerisms such as touching the hair, scratching oneself, picking the nose, etc.
- 5. Stand erect at all times.
- 6. Listen carefully to guest needs. Note down their requests and room number.

- 7. Assist guests wherever possible especially in providing them information about hotel services.
- 8. Talk softly.
- 9. Avoid arguing with service staff and guests on the floors and public areas.
- 10. Carry pencils in the pockets and not behind ears or clipped in front of the uniform.

Orderliness

Guests evaluate a property by how orderly the hotel personnel are. They observe whether the maid's carts are kept clean and in an orderly fashion. Corridors must be kept clean and free from litter.

- 1. Keep all linen and supplies in the maid's cart in an orderly manner.
- 2. Ensure that flower displays in rooms and floor foyers are fresh and properly arranged. Contact the florist if necessary.
- 3. Keep the access door to the service landings closed at all times. Most properties install a swing door with a peep window.
- 4. Floor foyer telephone tables must be kept clean at all times. A handy duster is helpful to keep the counter tops clean and polished.
- 5. Ensure that cigarette urns in the foyer are cleared of cigarette butts regularly.
- 6. Garbage hampers are essential features of maid's carts and garbage chutes are important in service landings.

Teamwork

Teams have become the cornerstones of service operations. A poor team performance can severely damage the establishment's reputation, while superior team performance directly enhances it. Teamwork is one of the essential competencies at the time of recruitment. Results are the responsibility of the entire team and not the team leader alone. Team dynamics have changed over the years. Let us understand the anatomy of teamwork.

Attitude

Attitude is a buzzword in modern operations. We wear an attitude. In other words, attitudes are something that we own and are responsible for. It comes from within and can be

positive or negative, based on one's experiences. Let us take an inventory of key attitudes required in housekeeping operations:

- 1. The joy of serving people The benefits of service are many. People are giving business to those who have better service. A good service gets better paychecks and tips. It ensures repeat customers.
- 2. A cheerful attitude It is infectious and spreads cheer and goodwill to others .It fosters a pleasant and tension- free workplace.
- 3. Cooperation is vital in team performances. Unless you do not cooperate with others, they will not cooperate with you.
- 4. Pride in one's work This brings excellence. There is a difference between doing routine work and doing work with an aim to make a difference. Service can be done with showmanship, sincerity and enthusiasm.
- 5. Initiative This is a valued competency in today's world. The only way to beat competition is to innovative and bring in new ideas.
- 6. Salesmanship This is a vital job requirement to motivate the guest to spend that extra dollar.
- 7. Honesty This is a precious attribute. There are many temptations in a service operation.

SELF – DISCIPLINE

Discipline is the hallmark of a good housekeeping professional. This is because the temptations in a hotel are many. Discipline is of two types – physical, where grooming and physical conduct play a role; and mental, which demands sincerity, honesty and perseverance. Here are some tips for the housekeepers and supervisors to prevent indiscipline:

- 1. Update continuously with the house rules and regulations.
- 2. Make disciplined behavior bring reputation, recognition, better rewards.
- 3. Act professionally at work by being businesslike in actions and conversation.
- 4. Amend mistakes immediately.
- 5. Always air grievances in privacy.
- 6. Be an example to others.
- 7. Improve skills by training to avoid mistakes that may be viewed as indiscipline.

Courtesy

- 1. It is the hallmark of a Hotel professional. Courtesy must be shown not only towards guests, but also towards colleagues.
- 2. Courtesy should be inherent in one's nature and a sign of one's desire to please those with whom one comes in contact with. Courtesy should not be a "technique" but a spontaneous and genuine manner.
- 3. Being courteous not only makes the operations smooth, but also ensures better relationships.

Intrapreneurship

Intrapreneurship means "internal entrepreneurship". Housekeeping professionals must think like businesspersons by constantly evaluating one's performance and find ways to improve productivity and quality. They should be also resourceful to meet emergency situations. The housekeeping thinks dollars and how to give the owner a return on investment.

Customer Orientation

The customer is the king .Unless a hotel makes the customer as their main focus, the business is likely to decline. This is achieved through empathy and proverbially described as "putting yourself in the guest's shoes." It requires sensitivity to guest needs and responding to them in a timely manner. If a lady guest requires a hairdryer at the middle of the night, she must have it! Excuses for inaction are many, but going that extra mile to provide the guest needs makes the difference between one hotel and another.

Physical Fitness

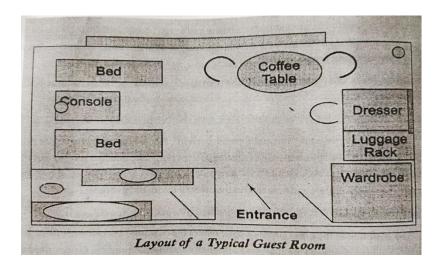
The television has rightly exposed the public to health and fitness. A housekeeping professional must be physically fit to manage rigorous hours on his/her feet. There is a saying that "a healthy body makes a healthy mind". It is true. If a person is physically fit it translates into energy, enthusiasm, ability to cope, lightness, youth and joy. Housekeeping professionals must bring in physical fitness regimen into their personal lives. It may be just an hour's walk in one's neighborhood or a workout in a gymnasium.

Eye for Detail

Housekeepers worldwide have been known for their eye for detail. This term means that the person has a sharp eye to detect things that are not quite right. It is in view of this competency that women are selected as housekeepers, and it is presumed that women acquire a greater eye for detail from their roles at home. However, men have also come into housekeeping and have shown this competency over the years. This competency appears reatedly in all housekeeping job descriptions.

12.5 LAYOUT OF A GUEST ROOM

Diagram



TYPES OF GUEST ROOM

A typical hotel has the following types of rooms

Adjacent Rooms : Two rooms besides each other across the corridor

Adjoining Rooms : Two rooms that are besides each other

Cabana : A room with a sofa-cum-bed ideally situated beside swimming

pools or beaches

Connecting Room : Two rooms with an interconnecting door

Single Room : A room with a single-bed

Double Room : A room with an King-sized bed

Executive Room : A room with additional features like internet connections,

computer points, minibar etc., specially designed for the

business executive

Studio : A room with a sofa-cum bed

Triplet : A double room with one extra rollaway bed

Twin Room : A room with two single beds

Quad : A room for four people fitted with twin beds and two rollaway

beds

Queen : A room with a queen-sized bed for single or double occupancy

Suites

Juinior Suite : A room with a seating parlour and bed

Double Suite : Two rooms, one serving as a living – cum – dining area and the

other with a double bed

Duplex Suite : Two suites on two floors with an interconnecting staircase

Executive Suite Suite especially fitted for business

executives

Single Suite : Two rooms, one serving as a living-cum-dining area and

another with a single bed

Tourist Huts : An independent suite detached from the main hotel. They will

be found in resorts for greater privacy and exclusivity. Some

suites have kitchenettes.

Chalets : Independent homes for lease found in Switzerland

12.6 FEATURES IN A TYPICAL ROOM

Beds

A room will have a bed or beds

Bedside Table

The bedside table has a table lamp for learning; a bedside telephone; a shelf which has a table lamp for reading; a bedstead lamp; directories; and other features like alarm-clocks, etc. The bedside table becomes a console when electrical connections lead to it to control all the lights in a room and the power to the television set. Modern technology has provided electronic remote controls doing away with electrical connection to the console, leaving this piece of furniture as bedside tables only.

Lighting System

It is important at this stage to be familiar with the lighting system in a typical room. The room will have an entrance light in the passage as one enters the room; table lamps on either side of the bed,(wall or headboard mounted behind the bed);one standing lamp at the corner of the room; mirror light for the dresser; wall mounted lights especially in large rooms and suites; and floor night lamps for those who do not like to sleep in the dark.

Luggage Rack

The luggage rack comes in two types. The fixed wooden feature that has brass strips so as not to damage the wood, and the foldable rack that can be stored in the wardrobe when not in use. The wooden rack is sturdier and preferred by hotels that have international travelers with heavy room in case a guest requires additional storage.

Wardrobe

The wardrobe is usually found at the entrance passage way. The wardrobe is the prime storage space in the room for guest belongings, and additional blankets and pillows. It has a section to hang long clothes like dresses and gowns; shelves for extra pillows and blankets and drawers for clothing accessories. Superior hotels provide room safety boxes that are installed in the wardrobe for additional security. The wardrobe normally has a full length mirror for guests to use just as they leave the room. The guest will find the following amenities inside the wardrobe: laundry lists; bath slippers, shoeshine tag, hangers; bathrobe, extra pillows and blankets. Some wardrobes have internal lighting so that the articles in the cupboard can be seen clearly.

Dresser

The Dresser is a multi-purpose piece of furniture. It has a base that acts as a dresser as well as the writing desk. Above it is mounted a mirror or a three –panelled one. The dresser has drawers where the guest will find guest stationary and sewing kits. On the top, the dresser will display menu cards, guest comment forms and other internal advertisement material.

Coffee Table and Chairs

The room is complete with a coffee table and two chairs. This is where magazines are displayed and where the guest can eat his meals ordered from the room service. It is the place where the guest can entertain his/her visitors.

Bathroom

The room attendant has to be familiar with the bathroom as it is an intimate part of a guest room. The bathroom will be normally found off the entrance passage way. A typical bathroom of a luxury hotel will have a bath tub with a shower curtain; counter where the sink is mounted that serves the place to display vanity sets, guest toiletries, merchandising material and perhaps a flower arrangement; a water closet; and rods for bath towels, face towels and hand towels.

Guest amenities

In Room	Bathroom
Bed Linen	Hair dryer
Mini-Fridge	Hot & Cold Water
Safety Deposit Locker	Bathroom Linen
Shoe Shine	Soaps
Television	Vanity Sets
Music Channel	Sanity disposal
Security	Sanitary disposal
Fire Safety	
Coffee Maker	
Iron box	

Guest Supplies in a Room

- Stationery with Pen
- Sewing Kit
- Bible/Koran/Gita
- Telephone Directory
- Service Directory
- Ashtrays
- Bedside Telephone Notepad with Pen
- Clothes Hangers
- Candles & Matchbox
- Laundry Bags
- "Do Not Distrub" Cards
- Breakfast Card
- Laundry Forms & Bags
- Guest Comment Forms
- Room Service Menu & Tent Cards

Guest Supplies in a Bathroom

- Shoe Mitts
- Soaps/Soap Dish
- Toilet Tissues
- Blade dispenser
- Shower Cap
- Vanity Kit
- Disposal Bags

Safety in Housekeeping

12.7 OCCUPATIONAL HAZARD

Housekeeping in a hotel is a physically demanding job. Personnel are on their feet for a full shift of eight hours performing various tasks that are demanding on the body. The main concerns arise out of physical workload; excessive bodily motions; and akward positions that put a strain on the back, limbs, shoulders, and neck. In a typical day they would be:

- Walking: Consider the miles public area personnel cover when cleaning the length and breadth of a hotel. The gardeners walk long distances to care for landscapes and gardens.
- **Standing**: All housekeeping personnel are on their feet in a full shift.
- **Stooping**: Gardeners will need to stoop to pick garbage from floors. Public area staff would do the same to clean stubborn stains from floors and staircases.
- **Stretching**: Linen keepers will stretch to get linen and uniforms form higher shelves. Room attendants would stretch to clean the upper reaches of bathroom tiles and mirrors.
- **Reaching**: All housekeeping personnel reach for something or the other. Room attendants reach for the cleaning supplies; linen and uniform keepers reach for items in exchange; the florist while doing the flower arrangements; etc.
- **Twisting**: Room attendants and public cleaners have to twist their torso to clean areas around them to achieve maximum productivity.
- **Crouching**: This is required to clean lower reaches of furniture like under dressers and wardrobe lower shelves. Gardeners have to crouch to tend to floor indoor plants, etc.
- **Lighting**: Room attendants have to lift weighty linen off beds and maid carts; housemen have to lift heavy furniture and carpets; public area housemen have to lift furniture to re-arrange them; gardeners have to lift potted plants; and list goes on.
- **Pushing**: Housekeeping personnel have to push maid carts; vacuum cleaners; shampoo machines; trolleys; etc. Gardeners push wheel barrows.

The above are only sample situations when body is under pressure. There are countless other situations in a shift that truly challenge housekeeping personnel. Statistics show that room attendant changes body position every three seconds while preparing a room. Assuming that the average cleaning time for a room is 40 minutes, and there are 16 rooms in a shift, a room attendant would end up doing 8000 different postures every shift. They can be classified as "heavy" to" very heavy work as the energy required approximately 4 kilo calories/min.

The question then arises," How do we reduce this physical stress on housekeeping personnel?" The following suggestions are useful.

- 1. **Lighter equipment** can reduce work when purchasing them. Heavy equipment including racks must be on wheels. Portability helps greatly in work management.
- 2. Motorised equipment help in relieving the effort just like the vacuum cleaners, portable, bathroom scrubbers or window cleaners. With the same intention, mops and brooms must have long handles to reduce stooping, crouching and kneeling that contribute to musculosketal injuries immediately and in later years.
- 3. **Modern detergents** help in cleaning spots and stains easily with swipe eliminating tedious scrubbing. The housekeeper must constantly research the market for new developments and encourage trials when suppliers arrive at the door step.
- 4. **Job Rotation** is one people approach to prevent permanent injuries. It requires workers to move to different tasks to allow muscles already stressed to rest. Room attendants could perform linen exchange duties or procure supplies form the stores. Supervisors can be rotated from floors to desk control operations or night supervisions to day shifts.
- 5. **Job enlargement** is a credible alternative where the scope of tasks is broadened to give balanced supplies; cleaning equipment; issue of equipment from stores; etc.
- 6. **Teamwork** is a wonderful way to reduce physical stress. Tasks can be shared like housemen doing the vacuuming of rooms or supervisors help in replenishing maid carts.
- 7. **Education and training** in safe work practices must be part of an ongoing agenda. Training should remove bad habits and replace them with improved work habits.

12.8 LET US SUM UP (SUMMARY)

To sum up, The duties and responsibilities is assigned according to the designiton, The competencies of Housekeeping staff are, smile, grooming & hygine, basic ettiquetted, team work, attitude, self displine, courtesty, intraprenuership, customer orientation, physical fitness, eye for detail. Layout of the guest room explains the design of the room. Types of rooms give the details of features of different types of rooms occupational hazards gives details of Housekeeping staff, work safety precautions.

12.9 CHECK YOUR PROGRESS

- 1. Draw the organization chart of Housekeeping Department
- 2. Write down the Duties of Housekeeping staff
- 3. What are the competencies required for Housekeeping staff?
- 4. Write about different types of Rooms
- 5. Briefly write about occupational Hazards in Housekeeping department.

12.10 ANSWERS TO CHECK YOUR PROGRESS

- 12) Refer section 12.2
- 13) Refer section 12.3
- 14) Refer section 12.4
- 15) Refer section 12.5
- 16) Refer section 12.7

12.11 KEY WORDS

- Control Desk Hub of Housekeeping department
- Intrapreneurship means "internal entrepreneurship"
- Shoe Shine polishing material
- VIP Very Important Person

12.12 BOOKS FOR REFERENCE

- 1. Hotel Management —Jagmohan Negi
- 2. Professional Hotel Management Jagmohan Negi
- 3. Housekeeping A Training Manual –Sudhir Andrews
- $4. \quad Hotel\ Housekeeping-G. Raghubalan$

UNIT -13: KITCHEN ORGANISATOIN & LAYOUT

Structure

13.0	Objectives
13.1	Introduction
13.2	Kitchen Brigade
13.3	Kitchen Operation
13.4	Breakdown of Work
13.5	Larder Control and Other Sections
13.6	Roast, Fish and Other Sections
13.7	Mis-en-place
13.8	Let Us Sum Up (Summary)
13.9	Check Your Progress
13.10	Answers To Check Your Progress
13.11	Key Words
13 12	Books for Reference

13.0 OBJECTIVES

The basic objective of this lesson is to make the reader understand the following:

The organization of kitchens will vary, mainly due to the size and the type of the establishment.

Organization depends on 5 factors

- 1. The menu as it determines the tasks, organistion is based on the menu.
- 2. Type of establishment
- 3. Size of operation
- 4. Physical facilities
- 5. Human resources available

13.1 INTRODUCTION

Obviously, where a kitchen has hundred chefs preparing for banquets for up to 1000 people and a lunch and dinner service for 300-400 customers with a la carte menu, the organization will be quite different from a small restaurant doing thirty table d'hôte lunches or a hospital diet kitchens of a similar nature, the internal organization may vary as each chef de cuisine will have his own way of running his kitchen. It has been found most satisfactory in organizing the work of a kitchen to divide it into "parties" or corners".

The parties system was perfected by Escoffier and it was the result of studying about the food production and more complex dishes regularly, efficiently and swiftly. The kitchen was divided into sections, each one of which was responsible for a particular contribution to the entire food production system.

In the kind of kitchen Escoffier organized, the parties system reached the height of complexity because the end products had to be of the highest finish and yet be completed to order in rapid sequence for a substantial number of customers. A set pattern was made.

Basically the principles of kitchen organization represent a standard practice though there are no set rules for deciding how many sections and how many staff a particular kitchen requires. Each catering establishment has different factors to be taken into consideration such as extent of menu, number of persons to be served and management policy.

The latest trend is to go with the size of operation. Volume of production determines how many staff is required to perform the job. In small organization one staff are required to perform the job. In small organization one staff member can combine several jobs. For example, curry-making and tandoori dishes.

A large kitchen, which caters for lesser number, will have more sections than a smaller kitchen catering for lesser numbers.

The number of staff in a section is determined by the amount of the menus and the skill of work. The base of different kitchen organizations is taken from the Traditional Kitchen Organization that was pioneered is taken from the Traditional Kitchen Organization that was pioneered by Auguste Escoffier, the instigator of the parties or corner system. He had many sections such as grill, roast, vegetable, fish, sauce, soup, larder patisseur, etc. As everything was done manually labour-saving machines, convenience foods and combined catering equipment (microwave-cum-convection ovens etc.), and the changing of public taste, which seeks simpler menus and meals.

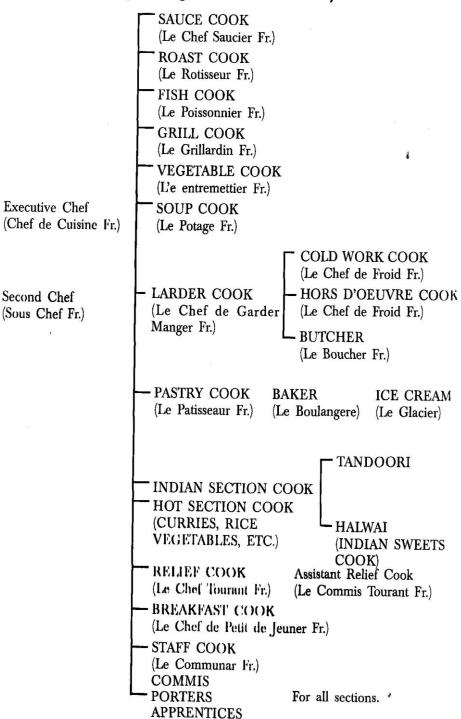
Latest trends are that the kitchen organizations vary with almost every establishment. In former times there were specialsed large staffs called brigades. The various sections were being clubbed together to suit the establishments. Satellite kitchen is away from main kitchen. Many kitchens use fresh food, ready to cook and sometimes ready to serve. This speeds the preparation and cooking times. The kitchens have become smaller and cook more versatile.

New establishments employ less cooks.

13.2 KITCHEN STAFF

The team of cooks and their assistants under the partie system is commonly called the as LAYOUT OF KITCHEN

MODEL STAFF ORGANISATION OF A LARGE KITCHEN (La Brigade de cuisine Fr.)



ORGANISATION OF MEDIUM KITCHEN

CHEF DE
CHEF CHEF SAUCIER
Chef Rotisseur
Chef Poissonier
CHEF ENTREMETTIER
CHEF CARDEMANGER
INDIAN SECTION COOK TANDOORI
HALWAI
CHEF PATISSIER

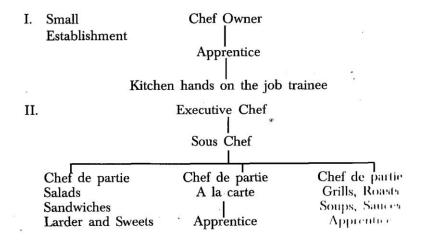
NB. For all staff whether it is large or medium establishment, each partie will have an appropriate number of commis and apprentices.

Ancillary department personnel includes the kitchen bridge. Many establishments have their own layouts to suit their needs.

SUBSIDIARY DEPARTMENTS UNDER THE CONTROL OF THE CHEF DE CUISINE



MODERN TRENDS



Specialists head the parties and with their assistants help produce complex dishes with great speed and efficiency. All the heads of the parties come under the control of the chef de cuisine (head) aided by one or more sous chef.

13.3 KITCHEN OPERATION

Larder: The word larder has in professional kitchens a much wider significance. The larder is not simply a place where foods, both raw and cooked, where food as meat, fish, poultry and game are prepared and made ready for cooking. In this department too, all cold items found on the menu, such as hors d'oeuvres, cold dish or meat dishes, cold salads, etc. are prepared and dressed. For these functions to be effective, it is essential that;

- 1. The room is separate from the kitchen situated in a cool place. At the same time, it must be close to the kitchen to avoid undue running about between the two departments which are closely interrelated.
- 2. It should be suitably lighted, well- ventilated and sufficiently open to allow the staff to perform their duties in a clean and efficient manner.
- It must be equipped with the necessary fittings, plant, machinery and tools in accordance with the volume, and or quality of the trade of the catering establishment in which it is situated.

13.4 BREAKDOWN OF WORK

Work is broken down into various fields such as salads, poultry, cold buffet, hors d'oeures, mousses, cold cuts, sandwiches, etc.

The butcher receives directions from the larder chef according to the commitments of the business. The butchery prepares various joints in advance according to the menu requirements. Each day certain quantities of meat are trimmed to the first stage, (removal of excess fat, skin and other inedible parts). The butcher carries out further preparations to certain meat items, i.e. boning and trimming to bring it to the stage for final cutting and trimming.

Each day a pre-arranged amount of meat is cut and trimmed to the final stages against the menu requirements. Usually in catering the butcher will have a considerable amount of

preparations in the stages mentioned above. By this method the section at all times is able to meet the requirements of the kitchen.

In the larger kitchens, the larder section includes fishmonger, who of the menu. Quenelle mixtures are also prepared here. Charcuterie (pork section) pork products and sausages are prepared. Rendering of dripping is also done here.

All cold buffets, including afternoon receptionists, are prepared in the larder. Chef de froid controls the cold buffet section. An important part of the larder duties is the rapid supply of various prepared foods to the kitchen at all times especially during service periods. Salads are prepared and assembled in this section. Hors d'oeuvres are also made and trolley is replenished by the hors d'oeuvres are also made and served from a trolley. Decorative cut vegetables are prepared and they are used for decorating.

13.5 LARDER CONTROL AND OTHER SECTIONS

If this department is to be run efficiently and economically, it is essential that chef larder manager should exercise the strictest possible control over the foodstuff received and stored in the department. This involves:

- 1. Checking the quality and quantity of all goods delivered to the larder.
- 2. Ensuring that all foodstuffs are stored at the required temperature and they can be easily checked.
- 3. That the food is protected from contamination by vermin.
- 4. That portion control is rigidly carried out, e.g. given weight of meat, or fish or vegetables, etc., should always produce the required number of portions of steaks, fish fillets, salads or hors d'oeuvres.
- 5. That stocks of food are regularly turned over.
- 6. That food is not overstocked.
- 7. That daily stock sheet kept by each should be submitted to the chief larder manager at the end of the day to enable him to write out his orders for the following day.
- 8. Obviously every effort must be made to maintain highest possible standard of hygiene, to prevent any deterioration in the food under his control. Every precaution should be taken to discourage pilferage.

The larder chef, at a set time each day, notifies the chef of stocks, about cooked or raw materials remaining.

Sauce Section

The sauce is responsible for providing all meat, poultry, game and offal dishes with the exception if those that are plain roasted or grilled. All the meat dishes are cooked and garnished. The chef saucier does important work as he assembles dishes which have an impact on the customers.

13.6 ROAST, FISH AND OTHER SECTIONS

Roast Section

The roast section is responsible for providing all roast dishes of meat, poultry and game. It is responsible for all grilled dishes of meat, chicken, offals and fish, and this duty is often delegated to the grill cook. The section is also responsible for the preparation of a number of dishes and the deep frying of the food items. It also prepares finishes any savories that are required.

Fish Section

This section is responsible for the provision of all fish dishes with the exception of those that are plain –grilled or deep-fried. The cleaning, decaling, filleting, crumbling, etc. are done by the fishmonger in larder.

Generally as a larger selection of fish is offered, an extensive mise-en-place is required.

At each service period, the following basic sauces are made ready for service: béchamel, white wine sauce, fish, veloute, hollandaise and melted butter. Further, a number of garnishes are prepared in advance to a part-cooked stage. By this arrangement, a variety of fish dishes done by grill cook or commis.

Vegetable Section

An entremets course in France was the responsibility of the entremets of vegetables, which skillfully prepared and cooked vegetables, which something sent to the table between the courses in France.

During the period before service, each day various quantities of peeling, cleaning and trimming are done by semi-skilled workers. Limited quantities of certain potato dishes are cooked and finished to varying degree, kept ready when service begins. Vegetable garnishes are prepared here and given to other sections.

The cooking of eggs forms an important part of the work in this section. Particularly omelet's of various types, e.g. plain, garnished, stuffed and flat round omelets.

Italian pastas but not noodles are also prepared in this section. Items like spaghetti, macaroni, rice etc. may be sent to other sections for garnishes.

The mis-en-place is carried out according to menu requirements. By this method, the vegetable cook and senior commis are able to cope with method, the vegetable cook and senior commis are able to cope with the finishing and serving of a vast amount of different dishes.

Management of cooking vegetables well for large numbers calls for particular knowledge, skill and judgment and should never be entrusted to an unskilled and disinterested cook.

Soup Section

It is the responsibility of this section to prepare soups such as consommés, creams, veloutes, purees, broths, bisques and many special international soups. All basic sotocks are also prepared here. The cold soups are prepared and passed to the larder for service. The garnishes come from the larder and the vegetable section.

Indian Section

This section is responsible for the preparation of all Indian dishes. The work is subdivided into subsections such as: Indian (bread and rice, pulaos, briyanis, chapaties, poories, bhaturas, etc.)Vegetables, (bhajees, curries), meat, (including eggs and fish), Indian sweets (jalebis, rasagullas, rabri, etc.).

Each day a variety of dishes are prepared according to menu requirements.

Pastry Section

The work of this section is normally separated from the main kitchen and is self-contained in the matter of cold storage. The function of this section is to prepare hot and cold sweets, for lunches, dinners and pastries for teatime and other occasions. It also prepares pastes like short and puff pastry, frying batters for making noodles for supply to other corners of the kitchen.

Sorbets and water ice-like items are made in pastry section. The service of ices and those sweets which are based upon ice cream are prepared and assembled in patisserie. They also include the sweet omelette au surprise and soufflé surprise, melbas, etc.

The art of pastry includes work like coloured sugars to make flower baskets and similar decorative centre pieces, work with fondant and icing sugar, gum pastes, fashioning of praline into decorative objects. Where hotels operate a bakery section, the responsibility is carried out by the master baker.

Normally one commis will commence early duty each day to provide the mise-en-place required by the various sections.

The section needs workers with skill, imagination and experience.

13.7 MISE-EN-PLACE

PASTRY MISE-EN-PLACE

In common with the larder and kitchen departments, the successful running of the pastry department depends on adequate mise-en-place.

Mis-en-place must not be confused with stores, even though stores are, in fact, a form of mis-enplace in that they are ordered in advance and are, in fact, preparation departments. To the production department, mise-en-place is the only method of preparing ahead, as the preparation of mincemeat and Christmas pudding is done in this manner, it is usual to make the pudding early in November.

Briefly the following is the mise-en-place for kitchen and larder; it is only mentioned to provide the importance of mise-en-place. (These departments will explain more fully in their own lectures on the subject.)

Kitchen – Stocks, sauces, béchamel, vegetables.

Larder – Joints of meat, poultry, fish, meat for pies, pudding, etc.

The following is a list of the most essential pastry preparations:

Larder- Joints of meat, poultry, fish, meat for pies, puddings, etc.In common with the larder, the pastry is also a supplying department and the mise-en-place for these other departments must be taken into account:

Tarlet cases, bouche's nouvelle, pie and pudding covering, etc. The following is a list of the most essential pastry preparations: Pastes-Short, sweet, puff (left at four turns), brioche, pate a crepe. Creams- Butter-cream, frangipie, crème patissier, creamed rice.

The above should always be available, and kept in the refrigerator but not at freezing point; 40 degree cold is enough. Pastes become very difficult to manipulate if they are frozen.

The pancake batter is also for a'la carte service. Soufflés and weakened down for trifles, sauces, etc.

It is an advantage to have a supply of crème caramels for they are in constant demand as a la carte-sweets.

Coryotes of fruit are used in the main meals and the mise-en-place must include figs and prunes as they are in constant demand at breakfast. Naturally, tinned fruit should be used only when fruits are out of season.

Genoise, Swiss Rolls, finger biscuits, meringues, are essential mise-en-place for the easy preparation for gateaux, trifles, meringue, Chantilly or glace, charlotte russe, etc.

Pastries can either be partly prepared in the form of frangipane tarlets, barquettes, etc.or the tartlet cases lined with paste and finished the following day, in the same method as such things as vol-au-vent, bouche, fleurons, etc.

Dry petit fours in the form of macaroons, langues des chats, etc.as also pastilles de menthe, fudge, coconut kisses are easily stored, leaving only the foudant and sugar dipped varieties to be completed on the day of use.

If ice creams in their many forms are made on the premises, they should be made in advance; this includes bombes, biscuit glace, soufflés, glaces. Sorbets are not suitable as mis-en-place.

13.8 LET US SUM UP (SUMMARY)

To sum up, the organization will be quite different from a small restaurant doing thirty table d'hote lunches or a hospital diet kitchens of a similar nature, the internal organization may vary as each chef de cuisine will have his own way of running his kitchen. Traditional Kitchen Organization that was pioneered by Auguste Escoffier, the instigator of the parties or corner system. Mis-en-place must not be confused with stores, even though stores are, in fact, a form of mise-en-place in that they are ordered in advance and are, in fact, preparation departments.

13.9 CHECK YOUR PROGRESS

- 1. Draw the Organisation of Kitchen Brigade.
- 2. Briefly write about kitchen operation and.
- 3. Write about Breakdown of work in kitchen.
- 4. Write about the various sections of kitchen.
- 5. Explain Mis-en-place of various sections of kitchen.

13.10 ANSWERS TO CHECK YOUR PROGRESS

- 17) Refer section 13.2
- 18) Refer section 13.3
- 19) Refer section 13.4
- 20) Refer section 13.2–13.6
- 21) Refer section 13.7

13.11 KEY WORDS

- Chef de Cuisine Head cook also called Executive chef
- Sous chef Asstiant executive chef, assits the Executive chef
- Chef de partie Chef of particular section for eg., Fish,Roast,Vegetable etc.,
- Mis-en-place Preperation work before cooking.
- Larder Cold section of the kitchen

13.12 BOOKS FOR REFERENCE

- 1. Modern Cookery Thangam Philip
- 2. Theory of Cookery Krishna Arora
- 3. Food and Beverage Service Lillicrap cousins
- 4. Professional Hotel Management Jagmohan Negi

UNIT -14: DUTIES AND RESPONSIBILITIES OF KITCHEN STAFF

Structure

14.0	Objectives
14.1	Introduction
14.2	Duties & Responsibilities
14.3	Kitchen Management
14.4	Food Preparation Premises
14.5	Kitchen Planning
14.6	Meal Production
14.7	Purchasing
14.8	Let us Sum Up (Summary)
14.9	Check Your Progress
14.10	Answers to Check Your Progress
14.11	Books for Reference

14.0 OBJECTIVES

The basic objective of this lesson is to make the reader understand the following:

- 1. Duties and Responsibilities of the staff.
- 2. Kitchen Management
- 3. Planning of the kitchen
- 4. Meal Production
- 5. Purchasing

14.1 INTRODUCTION

Kitchen Brigade gives details about various duties and responsibilities of the kitchen staff, and how efficiently the kitchen can be managed, Meal production, Purchasing of techniques etc., Kitchen management is to lead, organize and control the means of production and service of food.

14.2 DUTIES AND RESPONSIBILITIES

CHEF DE CUISINE

The chef carries the full responsibility for his kitchen. He must be both cook and administrator, i.e., as well being able to cook, an authority on culinary matters, he needs to be capable of ensuring quick service and maintaining discipline. He must have a strict sense of economy and efficiency. He should be fully acquainted with the prices, market trends, commodities in season and customer requirements. His principal function is to forecast plan, organize and supervise the work of the kitchen. He has to purchase, control cost, train and direct staff.

He prepares a pre- determined percentage of profit and works in accordance with the policy of the establishment. He is responsible for staffing, selection and dismissal in consultation with the personnel department. If need be, he should train the trainee cooks.

Modern experts favour relieving the chef from the details of purchasing so that he can concentrate on more important aspects of managing his kitchen and attending to the actual food production side. Purchasing is becoming speclised and is vital to the economic structure of the undertaking. It is done in consultation and cooperation with the chef.

The chef is responsible for the staffing of the kitchen and for the organization of duty rosters. The chef concerns himself with the quality of food and its presentation. As the departmental head, he is responsible to the management.

Sous Chef

The assistant head chef understudies the head chef in all his duties. It is the sous chef who calls up the order from the kitchen and supervises the service. He is mainly responsible for the efficient day to day functioning of the kitchen. The sous chef supervises the practical kitchen activities. When the chef is busy he can make as hoc staff changes during the working day to relieve pressure.

In large establishments, there are a number of sous chefs, especially when there are separate kitchens like grill-room, restaurant, and banquet service.

Chef de Partie

For the different sections in the kitchen, there is a "chef de partie" i.e. roast cook, larder cook, etc., each chef de partie is assisted according to the production load, by one or more commis cooks; first, second, third commis and also trainees. It is sometimes the practice, Where long operating hours apply, for the working period to be split up between the chef de partie and his first commis, though the chef de parties is entirely responsible for his first commis, though the chef de partie is entirely responsible for his partie throughout the working period. Altenatively, there may be two separate and complete much favoured, since it does away with split duties.

All the chef de parties may be regarded as supervisors or foremen of their sections as well as skilled craftmen.

Chef Saucier (Sauce Cook)

The sauce cook is usually the "star" party because his job is most complex. The chef saucier will be sous chef in the making and will eventually rise to chef de cuisine. It is here that all the sauces, meat, poultry, entrees are prepared together with the necessary garnishes. He prepares his own mise-en-place, for many items he will receive like steaks prepared from larder, etc. The sauces prepared must be distinctive but not overpowering.

Chef Rottiseur (Roast Cook)

He is responsible for the production of all roasts and grills of meat, poultry and game, grilled and deep fried fish, deep-fried vegetables, potatoes and savouries. He prepares sauces, accompaniments and garnishes for roasts and grills. In large establishments, grilled items are the responsibility of the grillardin or grill cook. It is usual for the grill cook to work under the supervision of the roast cook.

Chef Poissonnier (Fish Cook)

The fish cook prepares all the fish entrees and the roast cook deals with all roasts and deep fried foods. The fish prepared comes from the larder and the chef does the cooking, garnishing, saucing and the dishing of fish.

The repertoire of fish dishes and their accompanying sauces is very challenging and extensive training and judgment are required from this chef.

Chef Potager (Soup Cook)

The soup cook prepares all types of soups, and is responsible for the garnishes accompanying the soups. The chef sometimes begins work early; the work of the potager is important as soup gives an impression of the meal to follow.

Chef Garde Manger(Larder Cook)

The larder cook is the most spectacular and busiest, because the work is never ending. Besides feeding the main kitchen with prepared foods for processing, he has to keep the cold buffet supplied. It is a cold section and is the storehouse of the kitchen where all perishable foods are kept.

He has a wide range of jobs to do, as the larder has various subsections such as hors d'oeuvre, a salad section and a butchery section. The cold buffet work, sandwiches, canapés are also his responsibility.

Chef Entremettier (Vegetable Cook)

The vegetable cook is responsible for the production of vegetables and potatoes.

Chef Pattissier (Pastry Cook)

The pastry cook has different status bur certainly not less than the sauce cook and larder cook. His work is specialized, and he prepares hot and cold puddings, cakes, pastries, bread, etc. He is also responsible for special display work and a supply to the main kitchen of items of pastry.

Chef de Banquet (Banquet Cook)

In many of the large hotels with extensive banquet commitments, the brigade will have a banquet chef and one or two commis.

The banquet chef is responsible for organizing the service, coordinating with the chef is responsible for organizing the sevice, coordinating with the chefs de partie, the time and service, numbers for the arrival of various dishes have been finished and makes the necessary Arrangements to carry out completion at the service point.

Sometimes this will mean his having to move his service staff from one service point to another, i.e., there may be an established banquet service point in the larder, another in the pastry in section, apart from the main service area in the kitchen allocated for this purpose.

The banquet chef will coordinate with the banqueting manager regarding times, service numbers, special dishes required, and special instructions to the waiters concerned.

The Tourant (Relief Cook)

He is relief chef de partie. He takes over a section when its chef goes on leave or has an off day. Chef is usually a senior, capable commis as he the knowledge of the various sections.

Chef de Petit de Jeuner (Breakfast Cook)

He commences his duty very early. He does not rank as a chef de partie but nevertheless needs to be of good skill, within his limited field. He is responsible for the complete breakfast service. Afterwards he has to complete his mis-en-place for the following morning. Sometimes he assists the soup or vegetable cook.

Chef Communar (Staff Cook)

In small establishments, the staff food is prepared by different chefs de partie.

In large establishments, a separate section or a section or a separate kitchen prepares the meals.

Staff ordinarily prepare meals for lower or supervisory staff as the executives eat their meals in restaurants.

Wholesome food and inexpensive meals are prepared.

Kitchen Porters/Commis

The head porter controls the issue and collection of laundry to the kitchen personnel that is supplied by the establishment.

Although a lot of duties of the kitchen porter require little skill, by correct good training, they become most valuable members of the kitchen brigade.

14.3 KITCHEN MANAGEMENT

The objective of kitchen management is to lead, organize and control the means of production and service of food.

The policy of catering establishments should be interpreted to the best of advantage whether they are concerned by being an establishment of repute or to earn a good profit.

To manage the kitchen, the kitchen manager/chef de cuisine should have sound practical knowledge and should have the ability to organize labour, delegate the responsibility to appropriate staff who communicate well. The persons handling the machines should be able to

follow the correct procedures for assembling, use and cleaning. Safety precautions have to be observed such as: (a) Gas pilot lights must be stored above eye level; (c) The pot handles sticking out should never be placed over the edges of the stove or sides of the tables; (d) Sprinkle flour on hot lids and pans; (e) If fat or liquids is split on floor, it should not be carried; (g) Knives if carried should point downwards; (h) Sharp instruments should never be left in sinks.

Controlling of labour needs great tact and ability; their comfort, skill, work and welfare has to be seen to. A strict disciplinarian is respected by many, provided he has a good judgment in dealing with matters and understands people.

A good management will see that food cost is controlled and the people working in the kitchen are content in their jobs and work given is comparable with their ability. Staff should be trained on the job and if the performance is good, incentives, increments or promotions should be given, if need be .

Certain factors such as budgetary control, portion control, cost of waste, etc-play important parts in managing the kitchen.

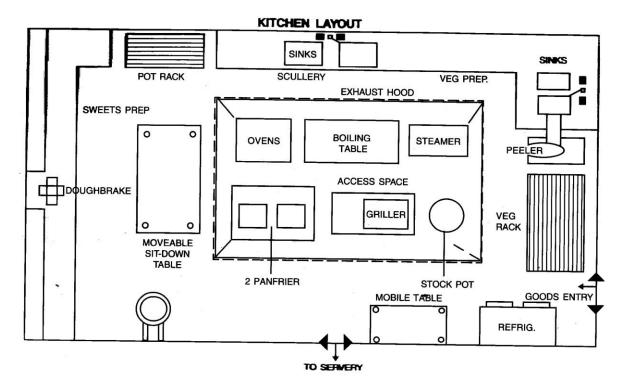
Proper layout of work areas in the kitchens delays food preparation and service. Certain points have to be kept in view before planning the types of meals to be served, number and size of portions, time taken for food service, method of food service and presentation, location for food service, eg, banquet room, dining room.

14.4 FOOD PREPARATION PREMISES

By law, no food business is allowed to be carried on in any insanitary premises.

A well-planned layout largely depends on:

- 1. Receiving supplies-(checking quality and weights)
- 2. Storing of food properly
- 3. Food preparation-Mis-en-place
- 4. Cooking
- 5. Servery
- 6. Scullery(pan wash)
- 7. Scullery (crockery, cutlery, wash up).



Intelligent placing of machinery sinks and work-tables are contributing factors to the total daily kitchen mileage of food and unnecessary travelling by the kitchen staff. A perfectly planned kitchen is one where raw and cooked materials need minimum of movement to lighting, writing, ventilation ,planning, hot and cold water service and appropriate specialists should be consulted.

14.5 KITCHEN PLANNING

Along with the restaurant, the kitchen determines the number of customers to be dealt with during service period. Kitchen areas vary according to the type and number of meals provided and if allowance is to be made for special functions. As the number of customer's increases, the areas of the kitchen relative to the seating capacity tend to be reduced. Knowledge of peak load is essential for intelligent forecasting. The area may be 40% of the restaurant area, kitchen space estimates have been as low as 2 ½ to 4 sq.ft per head per meal served in small establishments. However, the modern school of thought favours small and more compact kitchen

premises.3 sq.ft. per head is now considered adequate. This is the space recommended for labour saving and is based on work studies.

The floor is subjected to much traffic, so durability must meet the demand of the particular premises. The floor should be flat, impervious to moisture and should not be affected by grease, slt, vegetable or fruit acids and preferably non-slippery even when wet. There must not be any joints or crevices where dirt, pests and vermin may accumulate and live in. Non-slip quarry tiles are the best.

The walls should be tiled to the ceiling or at least to a height of one meter and above the eye level, they should be painted. The ceiling should not harbor dirt and must be regularly cleaned to prevent dirt and condensation dropping on to the surfaces and food items below. The woodwork should be gloss painted as this is easy to wipe clean. Doors should be self-closing and they should be used, if possible. The artificial lights when used should be properly fitted and shadows be prevented.

The windows and mechanical inlets using ducts and fans should be carefully planned and sited. Canopy over cookery equipment and should be connected by ducts to exhaust fans. The ducts should be sufficiently high and the exhaust fans should have a strong pull for maximum extraction. The ceiling should not be low. Ancillary rooms should be adjacent to the kitchen area.

14.6 MEAL PRODUCTION

Food preparation is the term employed to denote cookery. Meal production follows a flow pattern which commences with the purchase and selection of materials, their handling, processing and the ultimate presentation of the dishes to the customer where "food service " takes over. It is, therefore, obvious that we should start at the beginning and see that the purchasing of food is done properly.

The budget committee is formed for the purpose of preparation, coordination, review and revision of budgets. The various departmental budgets and master budget should represent a coordinated effort. The budget can be made period wise or annually. The seasonal character of the business is taken into consideration. The first step in its preparation is giving management objectives for the forthcoming year and giving a Performa to be used in duplicate and sends one copy to the head of the unit who is responsible for the budget of the catering establishment and the budget committee reviews it.

14.7 PURCHASING

Buying quality and portion control are of the utmost importance for the operation of a successful business.

Large establishments will often employ a purchase manager, as he can concentrate and get the best supplies. Requisitions for supplies are placed with the stores/kitchen stewarding department at a specified time in advance by the chef de cuisine for highly perishable supplies. The storekeeper will forward his requisitions for "dry stores" and cleaning materials in the same manner. Suppliers should be changed from time to time.

Knowledge of buying is very essential. The buyer should have a reasonable technical knowledge in catering, as he will be able to follow times, size, quality and specifications, etc. The purchaser should assimilate information, new ideas and techniques, gathered from trade journals, visits to exhibitions and food-processing plants. The comparison of competitive pricelists from suppliers must be done occasionally.

The floor should be carefully planned and sited. Canopy over cookery equipment and the range should be connected by ducts to exhaust fans. The ducts should be sufficiently high and the exhaust fans should have a strong pull for maximum extraction. The ceiling should not be low. Ancillary rooms should be adjacent to the kitchen area.

14.8 LET US SUM UP (SUMMARY)

To manage the kitchen, the kitchen manager/chef de cuisine should have sound practical knowledge and should have the ability to organize labour, delegate the responsibility to

appropriate staff who communicate well. Meal production follows a flow pattern which commences with the purchase and selection of materials, their handling, processing and the ultimate presentation of the dishes to the customer where "food service "takes over.

14.9 CHECK YOUR PROGRESS

- 1. WRITE down the Duties and Responsibilities of Kitchen Staff.
- 2. Write in short about kitchen Mgmt.
- 3. Briefly write notes on food preparation premises, kitchen planning.
- 4. What are points to be considered for Meal production?
- 5. Write in short about purchasing.

14.10 ANSWERS TO CHECK YOUR PROGRESS

- 1. Refer section 14.2
- 2. Refer section 14.3
- 3. Refer section 14.4, 14.5
- 4. Refer section 14.6
- 5. Refer section 14.7

14.11 BOOKS FOR REFERENCE

- 1. Modern Cookery Thangam Philip
- 2. Theory of Cookery Krishna Arora
- 3. Food and Beverage Service Lillicrap cousins
- 4. Professional Hotel Management Jagmohan Negi

UNIT -15 : SUCCESS HOTEL BUSINESS-OPERATING CONCEPTS

Structure

15.0	Objectives
15.1	Introduction
15.2	Hotel Operation
15.3	Management by Objectives
15.4	Management by Results
15.5	Program Evaluation Technique
15.6	Modern Tools of Management
15.7	Organizational Development
15.8	Let Us Sum Up (Summary)
15.9	Check Your Progress
15.10	Answers to Check Your Progres
15.11	Key Words
15.12	Books for Reference

15.0 OBJECTIVES

The basic objective of this lesson is to make the reader understand the following:

- 1. Operating concepts for successful hotel business.
- 2. Success for Hotel operation
- 3. How effective will be Management by Objectives
- 4. How effective will be Management of Results
- 5. Programme Evalution Technique etc.,

15.1 INTRODUCTION

Operating Concepts

According to Howard Johnson, largest organization in food and lodging industry have suggested five basic operating concepts

- 1. A standard product approach embracing a standard design and a standard basis of operation in the number of industrial organization.
- 2. Limited size resulting in more efficiency, greater dispersal, better service and better control.
- 3. Limited service including featuring of specialty and convenience of foods.
- 4. Sensible pricing, moderate and reasonable prices and rates, based upon high volume of sales, with low unit profit.
- 5. Insistence that individual units, restaurants or hotels be identified with and operated to the best interests of the communities in which they are located.

Success of a Hotel Business

The founder of the Hilton Hotel chain, Canard Hilton, named nine ways of success in the hotel business, which are:

- 1. Turn waste into productive use, for example, conversion of a storage area to a coffee shop.
- 2. Maintain the distinctive character of acquired hotels.
- 3. Stress efficiency but not standardization.
- 4. Consolidate facilities, for example, linen supplies next to the laundry operation and repair room.

- 5. Achieve income from store rentals, for example, converting extra space in convention hotel's lobbies into income producing and guest-pleasing shops.
- 6. Emphasize guest service. The "Lady Hilton" service, offering specially designed rooms and amenities for female guests, exemplifies this concept.
- 7. Keep in personal touch with operations.
- 8. Diversity: The proverb of "not keeping all your eggs in one basket" is more applicable here. The profits from a coffee shop or small operation. Large hotels can diversity by catering at a nearby ski resort, or airport or, if the business is a seasonal one, by acquiring property in a different climate. Larger chains diversify even further by acquiring travel agencies, bus lines and hotel supply firms, as well as campgrounds and other business.

15.2 HOTEL OPERATION.

APPLY MODERN TECHNOLOGY TO HOTEL OPERATION

How to Boost Profits

Cater to your Guests

- Learn their likes and dislikes
- Show genuine interest in them
- Give that extra bit of service

Improve your Image

- Use tools of advertising and publicity
- Build a reputation of quality and service.

Encourage Teamwork

- Keep your employees informed
- Give them what to do, how to do it and when to do it
- Then let them do it.

Plan Ahead

- Estimate your cash flow for the next five years
- Start now to make plans for financial growth

Look for Profit Volume.

- Keep expenses under control
- Use break-even point, as a control total
- Beware of the tendency to assume that big sales is necessarily equated with is left after the bills have been paid.

Pay your municipal rent

- Your hotel's growth and prosperity are closely related to the growth and character of your community
- Take an active interest in organizations that work to build a good community.

Major Problems

The future changes in the areas of technology and marketing may be the greatest challenge you all will be facing in the field of hotel management. The five major areas are identified below which will trouble you as a hotel manager: -

- Manager leadership shortage: The availability of individuals, with the requisite competency and capacity for growth.
- Impact of automation and computerization, especially in areas such as deciding making, long range planning, organisational structure and motivation of employees.
- New approaches to organization and management: Temporary 'task force' grouping, bringing together highly skilled specialists and requiring a more supporting managerial style with more attention being paid to relationships than structure.
- Inter-nationalization: The growth of international business and the limitation imposed by size, the need for such companies to develop the product mix, market techniques and technology to keep completion in a worldwide market economy.
- Social problems: population explosion ,organization, mass transit, low-cost, having environmental control, the poor and the aged, employed, handicapped, minorities and education.

15.3 MANAGEMENT BY OBJECTIVES (MBO)

Management by objectives is one the highly effective tools for meeting the challenges facing you in this industry.MBO is, basically, a process of making and keeping promises. Periodically, you, as a manager and those reporting to you, agree on certain objectives and commit themselves t achieving them.MBO may be defined as a system of management that relates long-term plans and short-term goals and which is totally result oriented. It is thus systematic and disciplined approach to objectives, using methods of analysis and management.

All the major hotel chains utilize management by objectives to some degree. You can set up budgets and hold management accountable for performance related to budgets and hold management accountable for performance related budgets. Similarly, management incentive plans are based on attainment of goals mutually agreed upon by you as a manager and your superior.

MBO Programmes

The five necessary elements in a successful MBO programme are

- Long-range planning
- Clearly defined and attainable objectives
- Commitment to specific results
- Provision for periodic feed-back
- Measurable goals

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- Measurable goals.

MBO in Hoteliering

Some of the uses of MBO in the hotel business are:

- Performance appraisal
- Planning
- Coaching and Counselling
- Self-development
- Self-management
- Salary administration
- Incentive plan rewards
- Manpower planning.

Let us take an example of application of MBO in the food and beverage department of a hotel. The Manager and the Food & Beverage Manager may agree upon the following goals.

- Reduction in food costs to 40 %
- Cut labour cost below 32%
- Increase cocktail lounge sales by 15 %
- Maintain employees' turn at least 10% over
- Develop an assistant capable of replacing Food and Beveverage Manager within a year
- Prepare a procedure manual for Food and Beverage Department.

15.4 MANAGEMENT BY RESULTS

Managing by results is an approach similar to MBO. It calls for resetting of higher but realistic profit objectives, and then lining up every function of the hotel business to support the profit target, and to permit it to be realized.

The principles of management by results are:

• Top management must establish the major objectives for the enterprise. These furnish direction to all employees and facilitate delegation as well.

• The responsibility for results must be delegated. The results of all delegated responsibilities must add up to the total profit objectives, and then repeating the whole process through new orders.

Management Information System

Management information system in hotels could be made possible and successful by introducing advance computers.MIS will benefit from improved data acquisition, data processing, data analysis, data retrieval and data reporting. Through computers, you can convert raw data into information, to help the business more effectively, printing out payroll checks, mailing labels etc. Computers can also be used in reservation system, room management, finance and accounting, sales and marketing, food and beverage control and forecasting.

Forecasting

Forecasting is a fundamental part of modern business planning. The main purpose of forecasting is to equip hotel mangers to make better choices. It involves the following steps:

- An examination of possible events that can be controlled and the extent to which such control is possible
- Evaluation of alternative future possibilities considering to what degree they might be controlled,
- Finally, arriving at an assessment of the impact of the possible future.

Through this process you may be able to forecast profit and loss, cash flows and the loss, cash flows and balance sheet statement for future years. The generating of 4-5 year detailed profit and loss projection takes only 45 minutes.

15.5 PROGRAM EVALUATION TECHNIQUE

PERT identifies where, when and by whom decisions are made. It is a valuable management tool in reducing costs and improving planning and control. The technique is based on a graphic representation of the steps necessary to complete a particular job as well as the

operations that connect the various steps. The graphic representation is expressed as the PERT network, wherein the steps or events point in time marking the beginning or completion of specific tasks in the assignment. The operations of activities are the physical process connecting one event with another. Utilizing this information you, as a manager, can foretell the consequences of variations form a logical plane and take remedial measures, before the deviation takes place in the operation.

The graphic representation shows how certain tasks in a given job must be completed before initiating the other jobs. Under this technique identify the key activities related to main function (the critical path), pinpoint auxiliary activities which are required and may be performed concurrently, and high-light the slack or delay and lost time involving employees awaiting critical activity to be completed.

You may exemplify PERT by the bar charts to keep track of construction progress. Intercontinental Hotels have bar charts to prepare staffing tables so the required people and skills are available as needed at various phases of construction and operations of a new property. You may also prepare program charts which may be helpful in planning for delivery and installation of furniture, fixtures and equipment in the hotel.

Flow charts are very helpful in identifying the critical path of operation and procedures followed in completing different jobs. You may use PERT can be applied in:

- Night auditing
- Accounting
- Scheduling of housekeeping and maintenance
- Room reservations
- Laundry and kitchen production scheduling and
- Other activities where time and cost relationship are important.

You may diagram the PERT network in night audit procedures. The various activities preformed in the procedure, the sequence of events representing the beginning or end of each activity and the time required to perform may diagrammed. Then you may identify the key activities relating to critical path, auxiliary activities and slack or delay time. This will eliminate delays and set up the fastest way of accomplishing critical activities. After the study of the PERT

network, you to achieve considerable reduction in slack-float time and more efficient night auditing procedure/operation with fewer employees required.

Advantage of PERT may be to more productive personnel

- Points out the way to more productive personnel
- Simplifies procedures
- Faster and more efficient operations and
- Reduction in cost.

15.6 MODERN TOOLS OF MANAGEMENT

You should use the following management tools for the success of your hotel:

Electronic Data Processing (EDP): Use of electronic hardware and software for:

- Compling
- Sorting
- Processing and
- Reporting information

Management Information System (MIS): Use any specially designed, normal or computer based, method to get information on a regular basis for the use of management.

Management by Objectives(MBO): Establish specific objectives for:

- The company
- Each of its major functions or departments
- Key individuals.

15.7 ORGANISATIONAL DEVELOPMENT (O & D)

- Study the organization, particularly its human resources
- Find the present and future weaknesses
- Take steps to effect necessary improvements.

Direct Costing/Marginal Costing:

- Examine the projected resources and/or expenses over a period of years resulting from a given investment plan or decision
- Discounted Cash-Flow Analysis(DCFA):
- Determine their present value as a basis for facilitating comparison of various alternatives.

Discounted Cash-flow Analysis(DCFA):

- Examine the projected resources and/or expenses over a period of years resulting from a given investment plan or decision
- Discount them at a given rate(usually cost of capital)
- Determine their present value as a basis for facilitating comparison of various alternatives.

System Approach: Systems engineering applies this concept to planning and control of physical processes. View your organization as an integrated complex of interdependent parts interacting among themselves and with their environment.

Job Enrichment

- Change the nature or structure of jobs to make them more meaningful
- Give employees more responsibilities for planning and evaluating their own work
- Provide them with greater opportunity for participation in decision making

Indirect Work Measurement

- Measure re-work volume
- Measure the content of non-productive jobs
- Arrive at efficient staffing levels and
- Control productivity cost.

Modeling:

- Simulate conditions in order to predict or control
- Use mathematical and electronic data processing.

Operational Research (OR): Use of variety of mathematical techniques of analytical approach to a business problem.

Social Accounting:

- Assign monetary values to non-economic consequences of decisions such as:
 - Effects on ecology
 - Community relations
 - Company reputation.

Factor these values with profit and loss analysis in arriving at investment decisions and/or in arriving at investment decisions and/or in appraising executive performance.

15.8 LET US SUM UP (SUMMARY)

There are five basic operating concepts they are 1.A standard product 2. Limited size 3. Limited service 4. Sensible pricing, 5. Insistence that individual units. Following are the Success of a Hotel Business 1. Turn waste into productive use, 2. Maintain the distinctive character of acquired hotels.3. Stress efficiency 4. Consolidate facilities. MBO is, basically, a process of making and keeping promises. (MIS) Management information system in hotels could be made possible and successful by introducing advance computers.

15.9 CHECK YOUR PROGRESS

1. WRITE how to apply modern technology to Hotel Operation?

- **2.** What is MBO write in brief?
- 3. What is MBR write in brief?
- 4. Expand PERT what is the use of PERT?
- 5 Write in brief about Organisational Development.

15.10 ANSWERS TO CHECK YOUR PROGRESS

- 1. Refer section 15.2
- 2. Refer section 15.3
- 3. Refer section 15.4
- 4. Refer section 15.5
- 5. Refer section 15.7

15.11 KEY WORDS

- M.B.O Management by Objectives
- M.B.R- Management by Results
- PERT Progamme Evaluation Technique
- M.I.S Management Information system

15.12 BOOKS FOR REFERENCE

- 1. Hotel Management by Jagmohan Negi
- 2. Professional Hotel Management by Jagmohan Negi
- 3. Concept of Front office Management by Dr.B.K.Chakraborthy

UNIT-16: PRINCIPLES OF HOTELIERING AND HOTEL – GUEST RELATIONSHIP

Structure

16.0	Objectives
16.1	Introduction
16.2	Application
16.3	Art or Science
16.4	Hotel Guest Relationships
16.5	A guest
16.6	Guest Property
16.7	Reservations and Registration
16.8	Let Us Sum Up (Summary)
16.9	Check Your Progress
16.10	Answers to Check Your Progress
16.11	Books for Reference

16.0 OBJECTIVES

After studying this chapter you should be able to:

Understand the functions of hotel management in:

- Planning
- Organisation
- Staffing
- Directing
- Controlling

Understand hotel management as an art as well as a science, Hotel and guest relationship, Reservation and Registration etc.,

16.1 INTRODUCTION

Define the term 'hotel Industry' and a guest'

Break-up of a hotel into different departments.

Understand the various laws relating to hotel and

Understand the various rules and regulations relating to hotel operation and obligations.

The profession of hotel management is one of the most challenging ones. Although there are many hotels operating in our country, least importance has been given to the diversified knowledge, the variety of skills, and the ingenuity demanded of the successful hotel manager. The hotel business is most satisfying because it brings employees into contact with other people, mostly in pleasant surroundings and the rewards are tremendous. Some of the works in hotels are unpleasant and its is the responsibility of the management to help overcome a natural reluctance to perform these duties. The management has to try to inculcate harmony as well as maximum productivity, and earnings, for establishment.

Management of people in hotels is probably the most complex and demanding job because a mix of cultures and nationalities are involved taking into account the nationalities, and tastes, values and individual likes and dislikes that must be adhered to. It requires dealing with the five M's – men, materials, money, machine and methods. Management is the co-ordination of all resources through the process of planning, organsing, directing and controlling, in order to

meet the desired objectives. These objectives are to be clearly determined, understood and stated prior to initiating the management process.

16.2 APPLICATION

The way managers conduct themselves plays an important part in the vitality of the hotel. As already explained, the following are the main management processes as applied to hotel business:

Planning may be defined as the analysis of relevant information from the probable future development so that the right course of action may be determined that will enable the organization to meet the desired objectives. The plans must be objective, structural and flexible. The management first determines what must be done to bring about the desired objectives and then decides how to implement it. Planning occurs at all levels of organization.

Organisation may be defined as a process of arranging the parts of the organization, i. e work, people and the system. Having once set the objectives, manangement begins to organize how to achieve them. Organisation is the establishment of structure through which sub-divisions of the job are defined, arranged and coordinated. This process consists of delegation, decentralization etc. in which time and staff are the essential factors.

Staffing involves recruiting, selecting, orientating, training and developing employees who are capable of carrying out their assignments. Staffing is handled by Personnel planning, are some of the things required to be carried out.

Controlling is the process by which management reviews and evaluates the results of other functions. Information geared from the rewiew must be used to revise the plan, to re-order the organization, defined as the staff or to redirect the employees. Controlling may be diefined as the intretation of information so that correct action may be taken in order to achieve these objectives. It ains to check achievement against plans. It sets up standards, measures performance with standards and takes corrective actions or revision of standards. Information plays the most important part in controlling the budgetary and non-budgetary control measures which are the main measures of control.

Duties involved in managing a hotel can be, broadly, summarized under the following headings:

- Organising various departments
- Financial interpretations and control
- Marketing and sales promotions and
- Personal contacts with and knowledge of the clients.

The term 'Management' has two meanings. It is used first to identify those who are charged with directing the affairs of the business enterprise. Management is that group of persons who get their authority and responsibility from ownership and who use these, along with other resources of the enterprise, to produce a product. From the Sale of this product, management earns its own compensation, the employees' get their salaries and the dividends are paid to the owners. In the hospitality business, product is primarily service'. The other application of management as an art are the things that management does. Thus one distinguishes managing form consulting or managing from doing routine and operative tasks.

16.3 ART OR SCIENCE?

Managing the people is much easier to define than management as an art. The people who manage can be identified more clearly than the things they do. The things that management produces are not readily discernible. They are not products like club sandwiches are a clean restroom. Yet the management is responsible for both. Although the average employees cannot see that management is doing, management does produce. It is the very productive nature of management is doing, management does produce. It is the very productive nature or management that explains the success of one hotel and failure of another. Traditionally, hotel managers have spent their time in doing instead of planning, orgainising, staffing, directing and controlling the real task of management. Hotel managers remain involved with routine jobs of production and service. In large establishments management cannot do every job. It must get the work done by others.

Lucius Boomer of Waldorf – Astoria Fame, publisized one of the very first texts on the principles and practices of hotel management in 1925. Even at that early stage he concluded his work with some comments on the question of Art Vs. Science. Mr. Boomer was so certain about the growth of sceientific" hotel management that he cautioned the readers not to lose sight of the Art of 'inn-keeping'. Currently the emphasis in hotel management is on the scientific management. Scientific management will optimize the physical and human aspect which management can work most successfully. The application of art and science in the field of hotel management will give benefit to management, labour, ownership and guests. The management techniques reached the surface of the industry quite recently, compared to the productive industries, Initially, the subject of professionalism in hotel management was ignored by such arguments as "you cannot run a hotel like a factory" or restaurant management is an art and not a science. Some still argued that the management of hotel services and guests is an art. The weakness of this argument lies in the fact that it is solely an art and nothing can be learnt from hotel management that comes from the study of management, the science. As a science, management is thought to have a scientific body of knowledge, based on certain fundamental principles. The study of management, as it applies to hotel fields, is the starting place for whoever seeks a career in this world-wide industry.

Organisation

The ideal factors for hotel operations are dependent upon planning, staffing and capabilities of the individuals who establish this basic criteria. It is not possible to have a model hotel organization. The plan for each particular hotel depends on the location, the type of service offered, the structural layout of the hotel, the background and training of the manager and the type of ownership. The staffing requirements depend upon a number of factors such as:

Size of the property

Type of property

The degree of luxury as reflected in the extent of personal service

Rate of occupancy

The basis design of the hotel in facilitating operations and housekeeping

The extent to which laundry, maintenance and other functions are contracted out

The use of labour saving devices, machines and computers. in a gymnasium.

16.4 HOTEL GUEST RELATIONSHIPS

A hotel is an establishment which receives all travelers and tourists who are willing to pay an adequate price to the sort of accommodation provided. There is an important legal distinction between a hotel/motel and a boarding/rooming house. A boarding house does not qualify as a hotel because it does not minister to any absolute public necessity. A boarding house is at liberty to deal with the customers on an individual basis, accepting and rejecting them at will. A hotel may have constraint not to vary the terms of acceptance of a guest, while a boarding house may make whatever arrangements it wishes with each guest on room rate, length of stay etc., subject, of course, to anti-discrimination laws.

An apartment house is a group or unit in a single building, each separate from the other, and arranged for independent housekeeping. Tenants have the right to exclusive possession of the occupied unit expiry or breach of the lease. Even though certain services and conditions are furnished, the relationship between the property and the occupant is that of land lord/tenant rather than hotel/guest even if no housekeeping is done in the apartments. Some large city hotels in recent years have a small number of rooms which have been set aside for transient guests.

In addition there are a number of camping grounds or tourists camps which provide accommodation facilities. Accommodation of this type is of a casual nature, and do not give rise to the hotel/guest relationship.

According to the law, the owner of the property is legally responsible for what takes place there, but basically it is the manager who should be familiar enough with the law to avoid suits against him. The manager also should see that each employee is familiar with those laws that impinge directly on his job in the hotel.

16.5 A GUEST

Primarily, there may be two types of persons who use the facilities of a hotel:

• Invitees, and

Licensees.

Everyone using the facilities of a hotel is not necessarily a guest.

Invitees: They include

Registered guests

Visiting guests and patrons of restaurants on the premises

• Visiting guests and patrons of bars on the premises

Policemen and firemen

• Others entitled by law to enter the hotel.

Licensees: Those who may be allowed to enter the hotel but not without limits. Any person who may venture beyond the area not allowed to enter becomes a trespasser.

There are three basic conditions which must be fulfilled to establish a hotel-guest relationships: -

• Element of a 'transient': The person coming from or returning to his home, is a transient traveler.

• Existence of a contract: A contract exists between the hotel and the person based on their consent, expressed or implied.

• Agreement to pay: An agreement to pay is in effect.

It is the general opinion that a person does not become a guest of a hotel until he registers into the hotel. In actual fact the hotel/guest relationship can be and is established when each of the parties shows the intent to establish this relationship. One form of their intent could be by making a reservation. It is not necessary that a specific room be assigned to the person's luggage is stolen while he is waiting to register. The hotel would have the same liability as if the person had already registered and been assigned a room.

A person using a hotel for an illegal purpose, as well as someone sharing a guest's room without the knowledge or consent of the hotel, forgoes the right he might have been entitled.

As a general rule, once the guest checks out and leaves the hotel, the hotel-guest relationship is automatically terminated. However, in many cases, the relationship is automatically terminated. However, in many cases, the relationship may continue for a 'reasonable time' after the guest leaves and allows them to arrange for the removal of luggage, left at the hotel.

Extensions of Stay

A guest may extend his stay beyond the period for which he made a reservation. This may result in the inability to accommodate incoming guests with reservations. Such situations may arise when hotels experience a spell of unpleasant whether or when transporters strike. The guest is forced to change his plans for departure under such circumstances. Most of the hotels seem to prefer to allow the guest to extend his stay beyond the reserved period. From a strictly legal point of view, the hotel is under no such obligation. At the end of the reserved period, there is an automatic expiry of hotel-guest relationship. If the guest attempts to remain without the consent of the hotel, he is termed a trespasser, and is subject to forcible removal if there is no more space available for incoming guests.

There is an important distinction in the law between various types of hotels. The name of the establishment does not always indicate its nature. "An establishment held out by the proprietor as offering food, drink and, if so required, sleeping accommodation, without special contract, to any traveler presenting himself who appears to be able and willing to pay a reasonable sum for the services and facilities provided and who is in a fit state to received.

"Without special contract" implies that the hotel will be to accept chance guests without prior booking and "any traveler" implies that there will be no refusal solely on the grounds that the applicant for food or accommodation does not belong to any particular class or group of people the hotel proprietor desires to cater exclusively to. What is or is not, "a reasonable sum" is a matter for determination by the court in a specific case. Any hotel proprietor may be regarded as an hotelkeeper, even though he would prefer not to be, if he accepts all corners and offers such accommodation, food and drink (not necessarily alcoholic drink, for it need not be licensed) as are available with him and he may thereby acquire certain obligations and liabilities as an hotelkeeper. The obligations and responsibilities of the hotel are:

- Hotels' obligations to receive travelers.
- Hotels' responsibility to ensure that the guest is properly cared for.

A hotel is obliged to receive travelers and their luggage, but not, if he does not wish, their vehicles or live animals, regardless of the hour at which they arrive. He is not required to serve hot food at a time when such foods are not normally served or to move out of his own bed or to improvise a bedroom when none is available. But, cases have occurred in which hotels have been

successfully sued for damages when they refused to meet their obligations without sufficient cause.

The manager of an establishment which is not a hotel is not obliged to receive any one but faces the possibility of a complaint if he refuses to receive any one solely on grounds of colour, race or ethnic origins.

Refusal of Accommodations

A hotel may legally refuse accommodation to a person due to any of the following reasons: -

- When no accommodation is available in the hotel
- When the hotel has reason to believe that the prospective guest might create disturbance, such as, intoxication or irrational actions
- If the prospective guest refuses to make advance payment or ask for lower rates, the hotel may turn away the guest.
- If the prospective guest is a known criminal or his language is objectionable

A hotel cannot refuse accommodation to a prospective guest on the basis of age, race, colour or creed. It can refuse admittance to a visitor or a guest for the same reasons it can refuse to accommodate the guest. Similarly, it can evict guests or the visitors for the same reason they might be refused admittance.

The right of eviction should be used with extreme caution to avoid damage suits and unfavorable publicity to the hotel. A hotel cannot legally evict guests or the visitors for the same reason they might be refused admittance.

The right of eviction should be used with extreme caution to avoid damage suits and unfavorable publicity to the hotel. A hotel cannot legally evict guest if in so doing it violates any of his rights or if the eviction exposes the guest to an unreasonable risk of harm.

A hotel has the following responsibilities: -

- Legal responsibility to accept prospective guest unless he has a legal reason for refusing admission;
- Legal responsibility for protecting his guests; and
- Legal responsibility to care for guests' property.

16.6 GUEST PROPERTY

The hotel management is legally responsible for the loss of or damage to the property of a guest and this includes money, jewellery, clothing and any other movable effects, but is no longer responsible for his guests' vehicles or any property left by them. The garages and stables may come within the "hospitium" of the hotel and responsibility would extend to it, so that if a guest left a suitcase outside his car but in the garage, the management might be held responsible (unless the guest could be shown to have been negligent) whereas, if he locked the suit case inside his car the hotel could escape liability. Even though the loss or damage was in no way caused by the hotel management or its employees it is still liable unless the owner of the property has himself been negligent, that is, failed to exercise the ordinary care which a prudent man would show, or unless the guest, by taking excessive care, made it clear that he was relieving the hotel management of his liability and taking charge of his property himself.

In England the display of notices disclaiming liability does not relieve the management of responsibility but by displaying a copy of the relevant section of the Act can reduce its liability. The exceptions are where the management have been negligent or where the goods have been accepted for safe custody, or offered for safe custody and refused. The hotel is not only responsible for the loss of guest's property but is also responsible for damage thereto, except where the damage is caused by an act of God or the enemies.

It need hardly be said that, with obligations of this nature, prudent hotels cover themselves adequately by insurance.

The proprietor of an establishment which is not a hotel is not normally liable for his guest's property (except in cases of negligence) and neither the following terms in a conspicuous position near the main entrance of his hotel:-

Loss or Damage to Guests' property

A hotel proprietor may in certain circumstances be liable to make good any loss of or damage to a guest's property even though it was not due to any fault of the proprietor or staff of the hotel. This liability however:

- Extended only to the property of guests who have engaged sleeping accommodation at the hotel;
- Is limited to a fixed amount for any one article and total amount fixed in the case of any
 one guest, except in the case of property which has been deposited, or offered for deposit,
 for safe custody;
- Does not cover motor-cars or other vehicles of any kind or any property left by them or horses or other live animals.

16.7 RESERVATIONS AND REGISTRATION

Reservations and Registration

Provided it fulfils certain conditions, an agreement made between two or more parties is a legally binding contract. Perhaps the most important element in a contract (though there are others) is consensus. This means that both parties must be thinking of the same thing, that the agreement must be entered into freely and voluntarily and without misrepresentation or fraud.

A conditional Acceptance

A conditional acceptance constitutes a counter-offer which requires acceptance before it becomes a contract. When a counter-offer is made the original offer lapses and cannot afterwards be accepted. For example, if 'A' offers will lapse if: either party dies before acceptance at stipulated time or, failing stipulation, a reasonable time, disputes will be avoided if offers of accommodation, banqueting services, etc., stipulate a time for acceptance.

An offer can be revoked before acceptance but the revocation must be communicated to the offer before he has signified his acceptance. In one case an offer was made in a letter on 1st November. It was immediately accepted by cable. Two days earlier the maker of the original offer had sent a second letter withdrawing it but this was not received until 30th November. The

court held that since the offer had been accepted before notice of revocation was received there was an enforceable contract.

An offer is accepted and the contract is made when the letter of acceptance is posted, even if it never reaches the addressee. A revocation takes effect only when brought to the notice of the person to whom it is addressed.

The revocation need not be in writing unless this is made a condition. It is obviously more difficult to prove offer and acceptance when a contract is made orally but this can be implied. For example, if a customer in a restaurant, having seen the menu, orders a meal there is an implied contract to supply the meal at the agreed price on the one hand and to pay for it on the other. A guest arriving at a hotel and being presented with a room card price quoted even though he did not signify his acceptance in words or writing. If there were a notice on such a card saying "A service charge of 10 % condition if he did not protest at the time. This is not certain and has not been tested in a court of law. In case concerning the purchase of a horse the intending form you I shall consider that you have accepted my offer of Rs. 5,000 for the horse. ". In Britain this does not imply that in accepting the offer of accommodation the traveler has not contracted to pay for it, but merely that is not necessary that the offer should have been usually evidenced by his signing the register, a contract has been made and he can be compelled to pay even if he does not stay.

Contracts made by Minors

Under the Act certain contracts made by minors are void. In fact, they can be enforced by minor but against him. Such contracts include the goods supplied, or to be supplied, other than contracts for goods supplied, or to be supplied, other than contracts for necessaries," Goods" for this purpose, includes services, accommodation, etc. "Necessaries" have been defined as "bought for the necessary use of the party in order to support himself properly in the degree, state and station in life in which he moves. "The provision of lodgings for a person under 18 years could be the subject of an enforceable contract but might be voidable especially if it were luxurious or expensive. Even if accommodation and food were regarded as necessaries" any special services, such as car hire or theatre tickets, might be regarded otherwise. It is immaterial

that the minor misrepresents his age. There is no redress against him once he has not received and disposed of the goods or services, nor can he be sued for deceit.

It would be very unwise to enter into a contract with an infant for a dance or reception, even if he purports to be acting on behalf of an incorporated club or association, since the debt incurred might be irrecoverable. An infant could, of course, be a traveler, and an innkeeper could not lawfully refuse him accommodation if it is available, but he could collect payment in advance.

Contract by Married Women

A married woman has power to hold property and can be sued independently of her husband. A husband is not liable for the debts of his wife unless he has husband. A husband is not liable for the debts of his wife unless he has expressly or by implication authorized her to pledge his credit. A woman staying in a hotel with her husband, or, in the accommodation booked with his knowledge and consent, could safely be regarded as authorized to pledge his credit unless he had stated otherwise. However, in the case of wedding reception, say, it might be possible for a married woman to incur substantial liabilities without the consent of her husband(especially if they were separated), in which event she alone would be personally liable.

Cancellations

From what has been said above, it is evident that when an offer (e.g. of accommodation) has been made and accepted there is a contract which cannot be rescinded by one party without the consent of the other. The law provides a number of remedies for breach of contract, including, in some cases, specific performance (i.e. the defaulting party is compelled to do what he undertook to do) but the normal remedy is the award of damages.

If an intending visitor has made a contract and wishes to cancel it, the hotel can claim damages. The contract may be to stay for more than one night, in which case staying for a lesser period than that agreed to would be a breach of contract. Similarly, if a banquet, or other service, has been offered and accepted, the customer cannot cancel without exposing himself to an enforceable demand for compensation.

The injured party (in this case the hotel) must minimize his loss as far as is reasonably possible. In the case of a room booked, for example, he must endeavor to re-let it and in the case of a banquet it must endeavor to cancel the order for food and the engagement of casual labour. In an action for damages, it be taken into account the time remaining between the cancellation and the cancelled booking and any special circumstances, which might make it easy or difficult to reduce the loss. Even if it is not possible to re-let the accommodation, or let it on the same terms, the hotel cannot claim the full price as quoted to the intending guest. A deduction must be made in respect of food included in the price but not supplied, linen not used, and any other expense which has been avoided by non-fulfilment of the contract.

If a deposit has been taken the repayment of the deposit can be withheld if the booking is cancelled. It would still be open to the customer to sue for the return of deposit but he would rarely do so, since the hotel would counter-claim for damages arising from the breach of contract.

A contract made by offer and acceptance is binding on the hotel also. If he has promised to provide accommodation or services and his offer has been accepted or if the customer has offered to take accommodation and the hotel has accepted his offer, he is liable for not fulfilling his promise. This could apply when a particular room, or type of room, has been promised and only another room or type of room is available. For this reason it is unwise to make specific promises without qualification. In the case of over-booking it will usually be sufficient to reserve accommodation of a similar accommodation is more expensive, the hotel at fault shall have to pay the difference to avoid the possibility of legal action in respect of his breach of had arranged to meet someone or to receive mail or telephone calls at the hotel, which could be the subject of a claim. Nevertheless, the court will always deal sympathetically with a defendant who has done his best to repair the injury he has caused.

Registration

The name, nationality and date of arrival of every over-night guest over the age of 16 must be recorded, but not necessarily in a book or bound register. It is not necessary that each guest should enter his name personally. A courier, for example, could furnish information in respect of his entire party. It is quite in order to make a collective entry when the names are the same, as "Mr and Mrs S and Miss Paul "provided it is quite clear what are the names of each

member of the party i. e., "Mr A. Paul, Mrs Paul and Miss Paul and friend" would be sufficient if the friend were over 16, since the name of the friend has not been recorded.

The hotel is not obliged to ascertain that the name entered is the true name of the guest and cannot demand proof. If he suspects that a guest has given a false name in order to obtain credit by fraud he suspects that a guest has given a false name in order to obtain credit by fraud he can either report his suspicion to the police or obtain payment in advance. But if he knows positively the true identity of a guest giving a false name it is his responsibility to record it correctly.

Nor is the hotel obliged to ascertain whether a couple purporting to be man and wife are, in fact married. If the woman repeatedly came to a hotel with different men claiming that each was her husband, then, the hotel might expose him to risk of prosecution for keeping a disorderly house.

In addition to furnish information about name and nationality, aliens are required to state particulars of their register available for inspection by private detectives. Only a police officer, or someone authorized seeking information can apply to the court for an order, or can subpoen the hotel to give evidence.

The register of guests must be retained for at least 12 months.

Occupiers' Liability

Responsibility for loss of or damage to the property of guests relates only to keepers and to their guests (i.e. those who have reserved sleeping accommodation) and is applicable only between 0000hrs. on the day of arrival to 2400 hrs. on the day departure. The Occupiers' Liability Act, 1957, in Britain, places responsibility for the avoidance of conditions which might lead to personal injury on the occupier of any premises to which the public is admitted. It applies not only to guests and customers, but also enquirers, tradesmen and anyone else who may legally be on the premises.

The occupier is bound "to take such care as in all the circumstances of the case is responsible to see that the visitor will be reasonably safe in using the premises for the purposes for which he is invited or permitted by the occupier to be there".

What is "reasonable to see that the visitor will be reasonably safe in using the premises for the purposes for which he is invited or permitted by the occupier to be there".

What is "reasonable" will depend on the particular circumstances and people involved.

Example:

- If an elderly man, following a sign pointing to the toilet, opened a door and fell down a flight of unlit stairs leading to the cellar (such a case has occurred in Britain) the occupier might be liable for any injury he sustains, but if on the door it was clearly marked 'Private' or Staff Only" or even "Mind the Step" it might be thought that sufficient precautions had been taken to avoid such an accident.
- If a builders' merchant, delivering paint to the maintenance department, fell over a ladder it might be thought that he could have expected ladders or other obstructions to be in such a place; if a ladder were left in a dangerous position in the front hall, the position might be considered to be different.

Each case must be considered on its merits if and when a claim arises, but in general if hotel proprietors act with prudence and care and staff are trained to avoid dangerous practices and to report possible safety hazards, the effects of the Act will be not be unduly rigorous.

16.8 LET US SUM UP (SUMMARY)

The profession of hotel management is one of the most challenging ones. Although there are many hotels operating in our country, least importance has been given to the diversified knowledge, the variety of skills, and the ingenuity demanded of the successful hotel manager. Planning may be defined as the analysis of relevant information from the probable future development so that the right course of action may be determined that will enable the organization to meet the desired objectives. The hotel management is legally responsible for the loss of or damage to the property of a guest and this includes money, jewellery, clothing and any other movable effects, but is no longer responsible for his guests' vehicles or any property left by them.

16.9 CHECK YOUR PROGRESS

- 1. Explain the Role of Manager in vitality of the Hotel.
- 2. Managing people is Art & Science Explain
- 3. Breif about Hotel Guest Relationship
- 4. Who are Invitees and Who are Licensees Explain
- 5. Write Short Notes on how guest property is handled in hotel

16.10 ANSWERS TO CHECK YOUR PROGRESS

- 1.Refer 16.2
- 2.Refer 16.3
- 3.Refer 16.4
- 4.Refer 16.5
- 5.Refer 16.6

16.11 BOOKS FOR REFERENCE

- 1. Hotel Management by Jagmohan Negi
- 2. Professional Hotel Management by Jagmohan Negi
- 3. Concept of Front office Management by Dr.B.K.Chakraborthy