

Food and Beverage Service Trainee

(Job Role)

Qualification Pack: Ref. Id. THC/Q0307

Sector: Travel, Tourism and Hospitality

Textbook for Class IX

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एन सी ई आर टी
NCERT

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FOREWORD

The National Curriculum Framework–2005 (NCF–2005) recommends bringing work and education into the domain of the curricular, infusing it in all areas of learning while giving it an identity of its own at relevant stages. It explains that work transforms knowledge into experience and generates important personal and social values, such as self-reliance, creativity and cooperation. Through work, one learns to find one's place in society. It is an educational activity with an inherent potential for inclusion. Therefore, an experience of involvement in productive work in an educational setting will make one appreciate the worth of social life, and what is valued and appreciated in the society. Work involves interaction with material or other people (mostly both), thus, creating a deeper comprehension and increased practical knowledge of natural substances and social relationships.

Through work and education, school knowledge can be easily linked to learners' life outside the school. This also makes a departure from the legacy of bookish learning and bridges the gap between school, home, community and workplace. The NCF–2005 also emphasises on Vocational Education and Training (VET) for all those children, who wish to acquire additional skills and/or seek livelihood through vocational education after either discontinuing or completing their school education. VET is expected to provide a 'preferred and dignified' choice rather than a terminal or 'last-resort' option.

As a follow-up of this, NCERT has attempted to infuse work across subject areas and also contributed in the development of the National Skill Qualification Framework (NSQF) for the country, which was notified on 27 December 2013. It is a quality assurance framework that organises all qualifications according to levels of knowledge, skills and attitude. These levels, graded from one to ten, are defined in terms of learning outcomes, which the learners must possess regardless of whether they are obtained through formal, non-formal or informal learning. The NSQF sets common principles and guidelines for a nationally recognised qualification system covering schools, vocational education and training institutions, technical education institutions, colleges and universities.

It is under this backdrop that Pandit Sunderlal Sharma Central Institute of Vocational Education (PSSCIVE), Bhopal, a constituent of NCERT, has developed learning outcomes based modular curricula for vocational subjects from Classes IX to XII. This has been developed under the Centrally Sponsored Scheme of Vocationalisation of Secondary and Higher Secondary Education of the Ministry of Human Resource Development.

This textbook has been developed as per the learning outcomes based curriculum, keeping in view the National Occupational Standards (NOS) for the job role and to promote experiential learning related to the vocation. This will enable the students to acquire necessary skills, knowledge and attitude.

I acknowledge the contribution of the development team, reviewers and all institutions and organisations, which have supported in the development of this textbook.

The NCERT would welcome suggestions from students, teachers and parents, which would help us to further improve the quality of the material in subsequent editions.

New Delhi
June 2018

HRUSHIKESH SENAPATY
Director
National Council of Educational
Research and Training

ABOUT THE TEXTBOOK

The Hospitality Industry is a broad field within the Service and Tourism Industry that includes lodging, event planning, theme parks, transportation, etc. The Industry worth several billion dollars is mostly dependent on the availability of leisure time and disposable income. A hospitality unit, such as a restaurant, hotel or an amusement park consists of groups like facility maintenance, direct operations (servers, housekeepers, porters, kitchen staff, bartenders, marketing and human resource management personnel, etc.). Some important sectors of the Hospitality Industry are — Accommodation; Food and Beverage (F&B); Meetings, Incentives, Conventions and Events (MICE); Clubs and Gaming; Entertainment and Recreation; Travel and Tourism; and Visitors' Information.

There is a huge demand of skilled professionals in the Industry for numerous job roles, such as hotel managers, F&B service managers, housekeeping supervisors, housekeeping attendants, receptionists, clerks, bellhops, meeting and convention planners, concierges, chefs, reservation ticket agents, maids or housekeeping cleaners, gaming dealers, etc.

An F&B Service Trainee works in areas like a restaurant, lounge or coffee shop, room service, poolside barbecue or grill service, banquet/bar/ outside catering service, etc.

This textbook for the job role of 'Food and Beverage Service Trainee' has been developed to impart knowledge and skills through practical knowledge, which forms a part of experiential learning. Experiential learning focuses on learning by performing job activities along with regular classroom teaching-learning process. Therefore, the learning activities are student-centered rather than teacher-centered.

This textbook has been developed by subject and industry experts, and academicians, who have made it a useful and inspiring teaching-learning resource material for students. Care has been taken to align the content of the textbook with the National Occupational Standards (NOSs) for the job role so that the students acquire necessary knowledge and skills as per the performance criteria mentioned in the respective NOSs of the Qualification Pack (QP). The textbook has been reviewed by experts so as to ensure that the content is not only aligned with the

NOSs but also offers quality learning. The NOSs for the job role of 'F&B Service Trainee' covered through this textbook are as follows.

1. THC/N0315: Prepare for food and beverage service operation
2. THC/N0316: Perform food and beverage service operation
3. THC/N0317: Undertake after-dining activities
4. THC/N9901: Communicate with customers and colleagues

The textbook consists of six Units. Unit 1 gives an introductory knowledge of the Tourism and Hospitality Industry, the impact of tourism on a country's economic development and importance of customer centricity. It focuses on the relationship of the F&B Service Industry with the Tourism Industry, and gives knowledge of terms commonly used in the Tourism Industry.

Unit 2 focuses on the need, importance and classification of the Catering Industry, type of F&B outlets, and scope and career opportunities that the Catering Industry offers.

Unit 3 aims to help the students learn to prepare for F&B service operations. It gives an insight into the organisational structure of the F&B service department, different type of service operations, menus and F&B service equipment used in a hotel or restaurant.

Unit 4 explains the different points to be followed while performing F&B service operations in a restaurant, such as importance of welcoming, receiving and seating the guests, taking down the reservations, etc.

In Unit 5, the students will learn to perform after-dining activities. It deals with the importance of bill preparation and its presentation to the guests, giving farewell to them, cleaning soiled dishes and the table norms that need to be followed.

Unit 6 emphasises on communication skills — how to communicate with customers and colleagues, etiquettes to be followed at workplace, grooming standards and their importance in the F&B Service Industry.

I hope this textbook will be useful for students, who will opt for this job role, as well as, teachers. Suggestions for improving this textbook are welcome.

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Unit 1

Introduction to Tourism and Hospitality

INTRODUCTION

Hospitality is a broad part of the Tourism Industry. The word ‘hospitality’ refers to all operations or services, encompassing accommodation, food and beverage facilities from a restaurant to a luxury hotel, whereas, ‘tourism’ refers to elements like business of destination, sightseeing, transportation, guide services, etc.

This Unit comprises five Sessions. The first Session throws an insight into the Tourism Industry and its impact in a country’s economic development. Students will learn about the constituents of the Tourism industry — primary and secondary.

In the next Session, they will learn about the Hospitality Industry and the importance of customer centricity in the hospitality business.

The third Session deals with the basic departments in the hospitality sector.

The fourth Session focuses on the relationship between Food and Beverage service and the Tourism Industry. It also talks about the various career prospects the Hospitality Industry offers.

At the end of this Unit, the students will learn about some of the common terminologies used in the Tourism Industry. They will also get to know about the factors responsible for successful tourism and the changing status of the Tourism Industry.



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SESSION 1: IMPORTANCE OF TOURISM INDUSTRY

The World Tourism Organization defines tourists as people “traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure and not less than 24 hours for business and other purposes.” ‘Tourism’ is, therefore, concerned with travel or touring for business, pleasure, recreation or holiday. It deals with providing goods and services to tourists, for example transportation, food and accommodation, entertainment, etc. According to the United Nations World Tourism Organization (UNWTO), “Tourism comprises the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for different purposes like leisure, business.”

Tourist destination

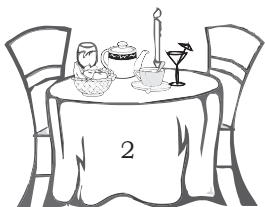
A tourist destination is a place that is significantly dependent on tourism for revenue. Such a place attracts a large number of travellers from across the world mainly for its natural beauty, historical and cultural importance, adventure and entertainment activities, etc. People may visit a place for business or for leisure activities. Such a place offers local cuisines and products to attract tourists. Souvenirs and indigenous products are sold at a tourist destination as these are a source of income for local people and artisans of the area.



Fig. 1.1: The Taj Mahal in Agra is a world famous tourist destination.

Economic impact of tourism

The Tourism Industry generates substantial economic benefits for both the host country, as well as, the tourists' home country. In developing countries, one of the primary motivations for a region to promote itself as a tourist destination is the expected economic gains. Tourism benefits a country's economy in various ways. It provides revenue through profits and foreign



exchange earnings, and also leads to employment generation etc. Tourism activities involve direct, as well as, indirect expenditure by the government and community, apart from providing economic benefits to them. A region's economic development is an important factor in making marketing and management decisions. Therefore, communities must have knowledge about the importance of tourism in their own region, which contributes to its economy.

Constituents of Tourism Industry

There are two main constituents of the Tourism Industry — primary (major) and secondary.

Primary or major constituents

These form a major part of Tourism Industry. These consist of the following.

- Transportation, such as road, rail, air or water
- Accommodation, such as hotels, lodges, guesthouses, etc.
- Catering, food and entertainment, such as restaurants, coffee shops, *dhaba*, food plazas, fast food counters, etc.
- Intermediaries, such as travel agencies, tour operators and guide services, etc.
- Government departments, tourist information centres or tourism organisations

Secondary constituents

These are the services that contribute directly or indirectly to tourism. These include the following.

- Shops and emporiums
- Handicrafts and souvenirs
- Local means of transport, such as taxi, cycle and auto rickshaws, tongas, etc.
- Hawkers and porters
- Telephones
- Touts and brokers
- Advertising agencies
- Publishing industry
- Artists, performers and musicians



Types of tourism

Tourism can be classified as domestic or international, based on the destination a person wishes to visit.

Domestic tourism

It involves residents of one country travelling only within that country.

International tourism

It involves tourists of one country visiting another country. Many visit countries other than their own domicile and spend not more than 12 months there. International tourism can be further classified into 'inbound' and 'outbound'.

Forms of tourism

Forms of tourism refer to the purpose for which a travel is undertaken. Travelling offers one to experience new cultures and meet people with varied ethnicities, regions and background at the same time. There are various forms of tourism, depending on what a person chooses to do on reaching a particular destination and the things that the place offers. Some of the forms of tourism have been discussed in the Session.

Leisure tourism

Tourists may travel to a new place to experience a change in climate, learn something new, meet new people and know more about their culture. People, who want a break from their stressed day-to-day life, want a holiday to refresh and relax. They prefer to stay in some quiet and stress-free destination, preferably, a resort in a hill station, beach or island. Nowadays, tourists indulge in various adventure sport activities to relax and refresh.



Fig. 1.2: Tourists visit a holiday resort in a quiet and stress-free destination to relax and get refreshed.



Cultural tourism

Also known as ‘heritage tourism’, culture is the most important factor that attracts tourists to a destination. People are curious to visit new areas and know about their cultures. Cultural tourism gives an insight into the life of local people — their costume and jewellery, dance and music, architecture, customs and traditions, fairs and festivals, religions, culinary delights, etc.

Religious tourism

In this form of tourism, people travel individually or in groups for pilgrimage. In Mecca, Saudi Arabia, the world’s largest form of mass religious tourism takes place as ‘Hajj’. Jerusalem and Mecca are the most famous holy cities for Christians and Muslims, respectively. In India, Varanasi, Haridwar, Madurai, Rameshwaram, Ajmer, Amritsar, Goa and Guwahati are some of the famous religious tourist spots. Many people earn their livelihood by selling fruits, handicrafts and other items in shops located in religious tourist spots.

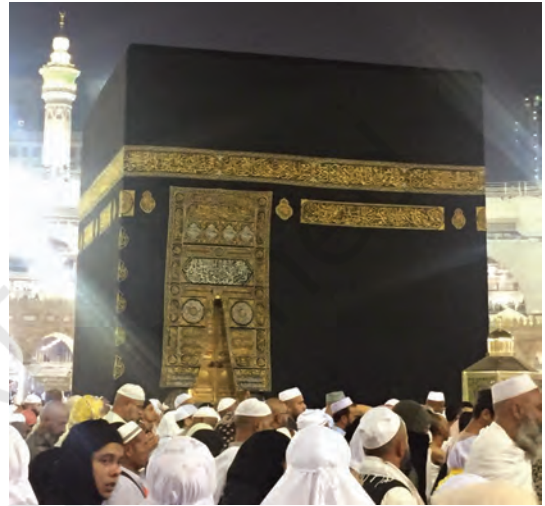


Fig. 1.3: Hajj in Mecca, Saudi Arabia, is the world’s largest form of mass religious tourism.

Family tourism

Family tourism involves members of a family undertaking a trip to some place together. This includes visiting one’s friends or relatives for personal reasons like marriage, vacation, religious functions and ceremonies, etc. Generally, when on family visit, a person also visits tourist destinations in and around the area.

Health tourism

Also called ‘medical’ tourism, it refers to travel undertaken by a person to another country or city to avail medical treatment.

Sports tourism

It means travelling to some place to watch or participate in a sporting event. Sports tourism is a fast-growing sector in the world. It refers to travelling by visitors and



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participants of national or international sport events. Normally, events like Olympic Games, FIFA World Cup, etc., are some of the motivators that attract tourists.

Business tourism

A business traveller's motive for travel is work related, which includes attending a business meeting, convention or conference, advertising a product, product launch and meeting clients. Business tourism is also called 'MICE' (meeting, incentive, conference and exhibition) tourism.

Practical Exercise

Activity 1

Name any four popular tourist destinations in your State and paste their pictures on a chart paper.

Material required: chart paper, pen, pencil, sketch pens, eraser, glue, a pair of scissors, pictures of tourist destinations, etc.

Procedure

- Identify any four tourist destinations in your State.
- Take a chart paper and stick their pictures. Also, write the names of the tourist destinations against the pictures.
- Present it before your class.

Activity 2

Prepare a pictorial chart, indicating at least three forms of tourism (based on tourist activities) in your city.

Material required: chart paper, pen, pencil, sketch pens, eraser, glue, a pair of scissors, pictures of tourist activities, etc.

Procedure

- Identify the different forms of tourism (based on tourist activities) in your city.
- Obtain their pictures or photographs.
- Take a chart paper and stick the pictures of the tourist activities that you have identified. Also, mention the name of the tourism forms against the pictures.
- Make a chart like this.

S. No.	Name of the place	Tourist attraction
1.		
2.		
3.		



Check Your Progress

A. Fill in the Blanks

1. The word _____ relates to travel or touring for business, pleasure, recreation or holiday.
2. Sports tourism refers to travel, which involves either viewing or participating in a _____ event.
3. UNWTO stands for _____.
4. Primary and secondary are the two main _____ of the Tourism Industry.
5. Health tourism is also called _____ tourism.

B. Subjective Questions

1. Define 'tourism'. Write a short note on the types of tourism.
2. What do you understand by 'tourist destination'?
3. List the constituents of the Tourism Industry.
4. List any two primary and secondary tourism constituents.

SESSION 2: MEANING AND CONCEPT OF HOSPITALITY

Meaning of hospitality

Hospitality, a broad part of the service industry, is one of the most diverse industries in the world. It employs millions of people and accounts for huge revenue every year, thereby, playing a vital role in a country's economic development.

'Hospitality' refers to welcoming a guest, and offering shelter and food to the person. The word 'hospitality' is derived from the Latin word *hospes*, meaning 'host', 'guest' or 'stranger'. The term 'hospice', also derived from the Latin word *hospes*, was used for a medieval house meant for the rest of travellers and pilgrims. It is also used to describe a home, providing care to the sick or terminally ill. The common concept of hospitality is welcoming guests or strangers, and taking care of them.

Definitions

According to the *Oxford Advanced Dictionary*, 'hospitality' is friendly and generous behaviour towards

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guests. The Hospitality Industry comprises hotels and lodges, which welcome the guests and look after their basic needs, mainly food and accommodation. Therefore, hospitality is the relationship between a guest and a host.

According to the *Cambridge Dictionary*, “Hospitality is the act of being friendly and welcoming to guests and visitors.”

Merriam Webster Dictionary says, “Hospitality is the friendly and generous treatment of guests.”

Characteristics of Hospitality Industry

Customer centric

The Hospitality Industry focuses on delivering quality and timely services to customers. Hence, customer satisfaction is the main aim of the Industry.

Intangible

The services offered by the industry cannot be seen, tasted, felt, heard or smelt before purchase. The Hospitality Industry sells an experience or a feeling that is desirable.

Perishable

This means that the services cannot be stored for a later use.

Temporary or limited ownership of consumer

This means that the consumer owns a hospitality product only for a certain period of time.

Never sleeps

The nature of the Hospitality Industry is 24 hours a day and seven days a week.

Inseparability of services

A major characteristic of the services offered by the industry is that they are produced and consumed at the same time, and cannot be separated from their providers.



Variability of services

The quality of services offered may vary, depending on who provides them, and when and where are they provided.

Goals of Hospitality Industry

- To maximise profits through customer satisfaction
- To provide excellent services and care to customers
- To ensure product quality as customers prefer quality services

Profitability = Product + People

- To increase the volume of customers (Every firm wants 100 per cent occupancy during a given service period.)

What hospitality offers

To fulfill the needs of customers, the Hospitality Industry offers a combination of products and services.

Accommodation

It includes hotels, motels, resorts, bed and breakfast, and other type of lodging services.

Food and beverage

It includes restaurants, fast food outlets, bars and pubs, etc. Most accommodation establishments have their own food and beverage services.

Travel and tourism

It is a major sector of the hospitality business and includes means of transport, such as airline, train, cruise, ship, bus, car, etc.

Customer centricity

The main purpose of a business is to create profitable and satisfied customers, and sustain them. This comes from creating value for customers, anticipating and managing their expectations, and demonstrating the responsibility and ability to satisfy their needs.

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Hospitality is a service-based industry and is, hence, customer centric. Customers and their expectations are the top priority. Therefore, the focus is on delivering quality and timely services to the customers and keeping them satisfied at all times.

Main features of customer satisfaction

- Meeting the customers' expectations is important.
- Timely services make the guests happy.
- Giving importance to the customers strengthens an organisation's relationship with them, which turns them into loyal customers. This leads to increase in the rate of repeat customers.

Practical Exercise

Activity

Visit five luxury hotels in your area. Collect information regarding the total number of rooms in the hotels and the facilities offered by them.

Material required: notebook, pen, pencil, eraser, etc.

Procedure

- Visit five luxury hotels in your area.
- Collect information as regards to the category of the hotels, total number of rooms and facilities offered by them.
- Compile the data of each of the five hotels in your notebook.
- Present it before the class.

Check Your Progress

A. Match the Columns

Column A	Column B
(i) Hospitality	(a) products and people
(ii) Intangible products	(b) service-based industry
(iii) Profitability outlets	(c) restaurants, fast food
(iv) Food and beverage	(d) service which cannot be seen, tasted, felt or smelt

B. Subjective Questions

1. What is hospitality?
2. Write down the goals of the Hospitality Industry.



3. Enumerate the characteristics of the Hospitality Industry.
4. What does hospitality offer to its customers?
5. Write a note on customer centricity in hospitality business.

SESSION 3: BASIC DEPARTMENTS IN THE HOSPITALITY SECTOR

Departments in Hospitality Industry

The Hotel and Hospitality Industry has two categories of departments — front of the house and back of the house (see Fig. 1.4).

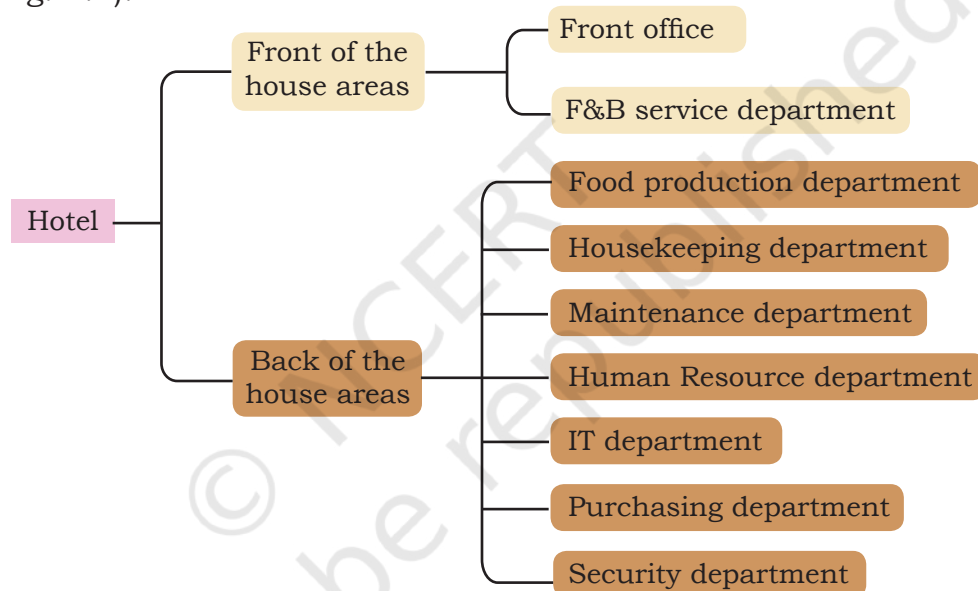


Fig. 1.4: Front and back of the house areas of a hotel

Front of the house

The term ‘front of the house’ refers to all actions and areas that a customer is exposed to during one’s stay in a hotel. This is the department that interacts and deals with guests. Its main function is to ensure guest satisfaction, which can be achieved by appropriate guest handling.

Front office

It is a major department in a hotel, which is situated right at the entrance. It comes in direct contact with the





Fig. 1.5: The front office comes in direct contact with guests.

guests. Its duty is to rent out rooms after confirming the registration of the guests. This department handles the guests on arrival and departure.

Food and Beverage (F&B) service

It is an integral department in a hotel, which is responsible for providing food and beverage services to the customers as per their order.

Back of the house

The term 'back of the house' refers to all activities that the guests do not see. It, therefore, includes the departments that the guests do not come in direct contact with. Administrative work, which is meant for employees and managers, takes place in back of the house of a hotel or hospitality organisation.

Food production department

The food production or 'kitchen' department is responsible for preparing food items for the guests.

Housekeeping department

Housekeeping is one of the largest and important departments in a hotel, which is responsible for its cleanliness and maintenance. By providing comfortable services to the guests, the department helps maintain quality living standards, thereby, making the hotel earn maximum profits by renting out its rooms.

Maintenance department

This department is responsible for the management of services and processes that support the business of a hotel. It is responsible for the upkeep and maintenance of the hotel building and its infrastructure.

Human Resource department

The Human Resource (HR) department looks after the employees working in the hotel. The department is responsible for recruitment and retention of employees, conducting training and development programmes



for them, posting of the staff, employee and labour relations and benefits, events, workers' compensation and performing other HR related functions.

IT department

It takes care of the software being used in the hotel. Its services are used in room allocation, check-ins, checkouts, billing and sale, and accounting by various departments.

Purchasing department

It handles the purchase of items for the entire hotel. Its duties include liaising with salespersons, placing order for the goods needed by all departments in the hotel and receiving the ordered goods. It is also responsible for checking the receipt invoices against the accounts payable and forwarding the same to the accounts department to make the payments.

Security department

As the name suggests, this department is responsible for maintaining a safe environment in the hotel premises, and securing the employees and guests from anti-social elements. The number of security personnel needed in a hotel depends on its size. The security personnel in a hotel work in shifts.

Practical Exercise

Activity 1

Visit a hotel in your area and find out the various departments functioning there. Also, find out the work done by each department.

Material required: notebook, pen, pencil, eraser, ruler, sharpener, etc.

Procedure

- Visit a hotel in your area.
- Talk to the hotel manager and find out the various departments functioning there and the work performed by each of them.
- Note down the name of departments and the work they perform in your notebook in a tabular form.
- Discuss it in class.

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Activity 2

Draw the layout of the front office department of a hotel in your city that you have visited.

Material required: chart paper, pen, pencil, eraser, sketch pens, ruler, sharpener, etc.

Procedure

- Visit a hotel in your city.
- Talk to the manager and find out about the hotel's front office, i.e., its location, number of people, usually, stationed there and the functions it performs.
- Draw the layout of the front office, indicating the above information, on a chart paper.
- Present it before the class.

Check Your Progress

A. State 'True' or 'False'

1. Food production is a front of the house department.
2. Food and Beverage service is a front of the house department.
3. The main function of housekeeping is to handle customers at the front desk.
4. Front office handles guests on arrival and departure in a hotel.

B. Subjective Questions

1. How would you classify the various departments in a hotel?
2. What do you understand by front of the house areas?
3. What is the work of the food production department?

SESSION 4: LINKAGE BETWEEN F&B SERVICE IN TOURISM INDUSTRY

Importance of F&B service in Tourism Industry

Tourists, today, are more aware and informed than those 25 years ago. They are well-travelled, enthusiastic and look forward to experience new places, cultures and cuisines — and all this by taking care of the environment. Food tourism is, gradually, gaining



popularity all over the world. Hotels and restaurants create an ambience via decor, menu and services offered. The F&B department of a hotel is responsible for maintaining the quality of food and beverages, and services offered, deciding the cost of food and beverages, managing restaurants and bars, etc. Hence, it helps achieve customer satisfaction.

Scope and prospects in Hospitality Industry

The hospitality sector is divided into commercial and non-commercial operations. Commercial operations charge for the services offered and seek to earn profits for owners, investors and shareholders, whereas, non-commercial operations do not seek to make profits and act in a charitable capacity or out of public need.

Commercial operations	Non-commercial operations
Hotels	Hospitals (public)
Motels	Prisons
Clubs	Employer-sponsored
Community centres	Canteens
Restaurants	Emergency or relief catering
Nightclubs	Armed services
Bars and pubs	Schools
Reception centres	Colleges

Till recent past, the Hospitality Industry was seen as an area requiring low to medium skilled employees. But the growth of the Tourism Industry has brought many changes in the Hospitality Industry. Today, Tourism Industry is the biggest money earner. Both Tourism and Hospitality Industry require skilled professionals. The need for trained hospitality staff is likely to increase in areas of catering or kitchen, food and beverage, and accommodation soon.

Skilled hospitality professionals are in high demand in the international market. The industry prefers to hire students trained in hospitality services because of their relevant qualification and experience. Besides, the diversity of roles in hotel management is greater than

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any other profession. Hotels require trained staff for all departments. The main departments of a hotel are depicted in Fig. 1.6.

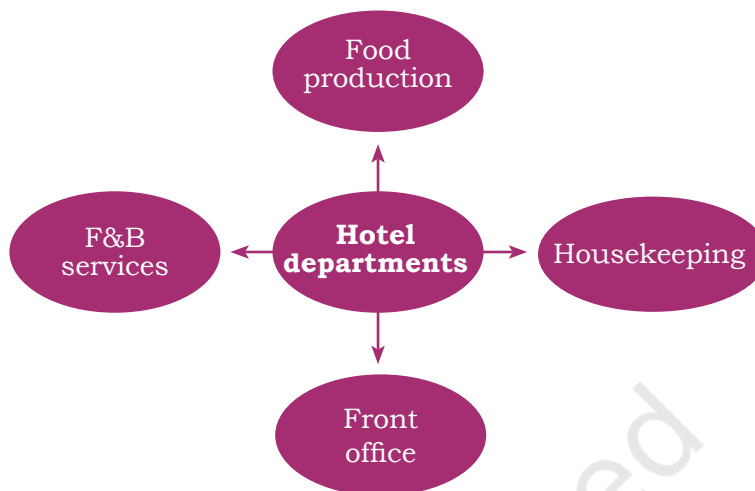


Fig.1.6: Main departments of a hotel

F&B servers are employed in hotels, restaurants, coffee shops, bars, clubs, pubs and other retail eating and drinking establishments. There are more part-time positions in this sector compared to others. Most F&B servers are young. Experienced F&B servers can move to larger food establishments for better career prospects. The duties of F&B servers vary considerably from one type of establishment to another. In fast food outlets, they often work behind the counters, and use computers to take down the orders and tabulate bills. In coffee shops and cocktail lounges, they provide quick and efficient services to customers seated at tables. In formal dining set-ups, they observe the rules of service and etiquette, and pace the meal according to customer preference.

A hotel management graduate can perform a variety of roles to begin one's career. Some of the roles are as follows.

- Management trainee in Hotel and Allied Industry
- Hospitality executive
- Kitchen management or house and institutional catering
- Supervisor or assistant



- Faculty in hotel management or food craft institutes
- Cabin crew in national and international airlines
- Catering officer in cruise lines or ships
- Marketing or sales executive in hotels or multinational companies
- Customer service executives in banking, insurance and other sectors
- Manager or supervisor in tourism development corporations
- Entrepreneurship opportunities

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Practical Exercise

Activity

Visit a hotel in your area and collect information about the workforce hired in different departments there.

Material required: pen, pencil and notebook

Procedure

- Visit a hotel in your area.
- Meet the manager and collect information on the workforce hired in different departments.
- Note down the roles and responsibilities of the staff working in various departments of the hotel.
- Prepare a note and discuss it in class.

Check Your Progress

A. Fill in the Blanks

1. F&B servers are employed in _____.
2. The hospitality sector can be divided into _____ and _____ operations.
3. The F&B department helps in achieving _____ satisfaction.
4. The Hospitality Industry requires _____ staff.

B. Subjective Questions

1. List the commercial and non-commercial operations of the hospitality sector.
2. Explain the importance of F&B service in the Tourism Industry.



SESSION 5: RECENT TRENDS IN TRAVEL AND TOURISM INDUSTRY

Domestic tourism

Domestic tourism means people of a country travelling within their own country without a passport and visa. It is also known as 'internal', as well as, 'national' tourism.

International tourism

It involves tourists of one country visiting another country. The tourists visit countries other than their domicile and spend not more than 12 months there. Passport and visa are required for visiting international destinations. Usually, international tourism involves long distance tours. International borders may involve short distance tours. International tourism can be further classified into 'inbound' and 'outbound'.

Inbound tourism

Inbound tourism takes place when a non-resident comes to our country, for example someone coming to India from the USA to spend summer holidays or on a business trip.

Outbound tourism

It involves a person visiting other countries for holidays, business trip, etc., for example an Indian tourist going to the USA.

Difference between visitor, tourist and traveller

Visitor

Visitor is a broader term that includes all type of tourists. The term 'visitor' has three categories.

- It refers to a person, who stays away from home (domestic or abroad) for one or more night.
- Same day visitors, also known as 'one-day tourists', are at least two hours away from home to a place, where there is a usual



environment for purchasing, recreation and other social purposes.

- Leisure day visitors spend less than three hours away from home but outside their usual environment for leisure, recreation or other social purposes.

Tourist

A tourist is a person, who visits a place other than one's home. The person is a temporary visitor, who stays for at least 24 hours in the place visited. The person has an agenda, a certain time limit to see and do some activities. It is, usually, easy for locals to spot a tourist. The purpose of journey can be any one of the following.

- Leisure (recreation, holiday, health and sports)
- Business
- Family obligation
- Religious purpose
- Study or training

Traveller

A traveller is a person, who covers a reasonably large distance within or outside one's country of residence. The person arrives with no 'to-do' list, roams around a place and mingles with local residents. Such a person tries to immerse in the local culture rather than standing out. The person may consider a trip a journey rather than a vacation.

SMERF

In the Hospitality Industry, SMERF means Social, Military, Educational, Religious and Fraternal. This includes banquets for marriage party and rooms for accommodation and meetings in a hotel. Even as a home-based travel agent, one can earn by arranging meetings, etc.

Factors responsible for successful tourism

In order to make a tourist destination famous and sought-after, the following factors, also called '5As', must be considered.

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Fig. 1.7 (a and b): The Khajuraho Temple is a popular tourist destination in India.

Attractions

A tourist attraction is a place of interest that a tourist visits, especially, for its instinctive, artistic or recreational value, historical implication and nature of construction. Monuments, infrastructure, beaches, hill stations, places offering adventure and recreation activities, etc., attract tourists. The government of a country promotes its tourist destinations by marketing and advertising in print and electronic media like television, radio, newspapers, magazines, etc.

Garden and park

A garden is a planned space, usually, outdoors, where plants are grown for public display. A garden may consist of both natural and man-made structures. Some of the famous gardens are — Hanging Garden (Mumbai), Rock Garden (Chandigarh), Victoria Memorial (Kolkata), NTR Gardens (Hyderabad), Chambal Garden (Kota), Pari Mahal (Srinagar) and Mehtab Bagh (Agra). The famous Mughal Gardens are at the Rashtrapati Bhawan in Delhi, Taj Mahal in Agra, Red Fort and Humayun's Tomb in Delhi, etc.

Spa

A spa is a place, where a client is given a bath with water having medicinal and ayurvedic properties, followed by massage. Spa towns or spa resorts offer various health treatments to attract tourists.

Amusement park

It is a self-contained area that includes shops, rides and restaurants, usually, spread over a large space. At the mention of an amusement park, people, generally, think of Disneyland, Disney World or Essel World. Of these, Disney World and Disneyland are theme parks,



i.e., they have been created with a distinctive theme as regards to their construction, rides, shops and other attractions.

Restaurant

It is a place where a person can have food, which is cooked in an attached kitchen and served by the restaurant staff. The person may dine alone or with one's family and friends. A restaurant may be theme or specialty based.



Fig.1.8: The inside view of a restaurant

Accessibility

Transportation is vital in the success of a tourist destination. It is important that a tourist destination is well-connected, and has adequate and appropriate transport facilities, such as bus, taxi, autorickshaws, train and airline.

Accommodation

A person is relaxed and tension-free if the place one is travelling to has adequate and appropriate accommodation facility. A tourist destination must have adequate lodging facilities like hotels, inns, lodges, etc., as these ensure a convenient and comfortable stay to the tourists. Besides, it helps in providing employment to the local people, and thus, promoting the local cuisine and culture.

Amenities

These refer to the basic facilities required to meet the needs of the tourists away from home. These include public toilets, signage, retail shopping, food outlets, visitor centre, telecommunication, medical and emergency services, etc.

Activities

Tourist attractions are often supported by a range of recreation and entertainment activities. These not only make a destination popular but also help increase



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government revenue. For example, a natural attraction like beach or water body can become more popular if there is a water sports activity like rafting is offered.

Changing status of the tourism sector

The Tourism Industry is one of the largest industries in the world in terms of revenue generated and foreign exchange earned. Hence, it is also one of the largest employment generating industries in the world. It is people's desire for social, religious and recreational experience, which makes it one of the major industries globally.

The Tourism Industry serves travellers according to their wants, such as sports, medical, food, pilgrimage, adventure, etc. International tourists play an important role in boosting a country's economy as they spend foreign currency on stay and travel.

The Indian tourism department and tour operators work closely with other countries to increase international footfall. International tourists help in:

- boosting the economy in terms of increased foreign exchange earnings.
- increasing cultural exchange.
- generating greater employment opportunities.
- promoting Indian culture on world platform.

Tourism activities

Heritage walk

This includes walking tours to historical places and exploring their heritage, and guided tours to monuments in a city. Heritage walk aims to make people aware of the importance of their cultural and historical environment, and help them develop a harmonious relationship with it.

Art museum or gallery

An art museum or gallery is an educational tool and a historical preserve, which displays artworks from our past. People across the world construct artifacts to preserve their cultures, which symbolises their tradition, cultural values and beliefs. A visit to a museum does



not mean merely staring at some old stuff. A feeling of cultural nourishment accompanies museum visit.

Niche or special interest tourism

It refers to tailor-made tourism activities that serve specific interests of an individual or group. It is a specialised area in the tourism market segment, usually, developed according to specific interests or needs of tourists. Some of the niche tourism activities are as follows.

Wildlife tourism

It means watching wild animals in their natural habitat, i.e., jungle or sanctuary. Wildlife tourism includes bird watching and exploration of marine life (such as whale watching in their natural habitat).

Religious tourism

Also known as 'faith' tourism, it refers to people going for pilgrimage either individually or in groups.

Cultural tourism

Such a tourism is concerned with promoting a country's or region's culture, especially, the lifestyle of the locals, history of the area, art and architecture, dance form, religions, cuisine, etc.

Adventure tourism

It is a type of niche tourism, involving exploration or travel to remote areas, where a traveller expects uncommon thrilling experiences. Adventure tourism is gaining popularity as tourists want a unique, fun-filled and adventurous holiday.



Fig. 1.9: Camel safari in Rajasthan is an example of cultural tourism.



Fig. 1.10: Zip-lining is a popular adventure activity in Kufri, Shimla.

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Practical Exercise

Activity

Prepare a chart, depicting two tourism activities in your State.

Material required: chart paper, pictures of tourism activities, a pair of scissors, notebook, pen, pencil, sketch pens, eraser, glue stick, etc.

Procedure

- Collect information on any two tourism activities in your State.
- Note down the details in your notebook.
- Take a chart paper and paste the pictures of the tourism activities. Also, write the name of the activities below the pictures.
- Present it before the class.

Check Your Progress

A. Fill in the Blanks

1. In _____ tourism, tourists come from other countries to your country.
2. _____ are the basic facilities that are required to meet the needs of tourists away from home.
3. The factors responsible for successful tourism are _____, _____, _____, _____ and _____.
4. _____ walks are organised to give tourists an insight about the rich heritage of a tourist attraction.

B. Subjective Questions

1. Explain the 5As of tourism.
2. Give examples for the following from your city.
 - (a) Amusement park
 - (b) Art museum
 - (c) Restaurant
 - (d) Heritage spots



Unit 2

Classification of Catering Industry

INTRODUCTION

Hospitality is one of the largest, most diverse and specialised industries in the world, employing millions of people. The Catering or Food Service Industry is one of the most important elements in the Travel and Tourism Industry. It mainly comprises restaurants and takeaway outlets but also includes catering for hotels and airlines.

The Catering and Food Service Industry plays an important role in promoting the cuisines and culture of a place, especially, a tourist destination. Therefore, it is an important carrier of a country or region's brand and culture. A variety of catering products and food cultures has been shaped in the background of different regions and cultures. Many countries have designed their own unique catering and food brands with distinct features and styles, such as 'Beer Festival' of Munich in Germany, 'Pickled Cabbage Festival' in South Korea, series unique meal of cactus and corn in Mexico, 'Samba Carnival' and characteristic barbecue in Brazil, etc.



SESSION 1: GROWTH AND HISTORY OF CATERING INDUSTRY

Catering is perceived as a career opportunity available to people of all age groups, which does not require

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much investment or qualification. In many countries, the development of hotel and restaurant chains is, gradually, increasing job opportunities.

Introduction to Catering Industry

Catering management may be defined as the task of planning, organising, controlling and executing catering operations. Each activity influences the preparation and delivery of food, beverage and related services at competitive yet profitable prices. Each of these activities is combined to achieve customer satisfaction by providing quality food and services to guests.

The Catering or Food Service Industry covers restaurants, school and hospital cafeterias, catering operations and many other formats, including 'on-premises' and 'off-premises' catering. It includes organisations and establishments — both commercial and non-commercial — that provide meals eaten away from home. Catering is a multifaceted segment of the Food Service Industry. There is a niche for all types of catering business.

Importance and need of Catering Industry

Catering can complement a business and add to its success if the quality of food and services offered meets customers' expectations. When the catering department is part of establishments other than hotels and restaurants like event management companies, it can provide memorable experiences to the guests and create a viable income base for the affiliated business.

As organisations (both private and public) face time constraints while organising events, the Catering Industry has witnessed a spurt in demand. The catering department has the potential to dramatically increase the revenue of an organisation by promoting its food and services.

Many businesses require constant supervision and involvement, leaving little time for managers to attend to details related to catering. These specifics include menu planning, food purchasing and preparation,



event decor and renting accessories, such as tables, glasses, utensils, etc. If these tasks are taken care of by specialised catering staff, a host gets ample time to attend to other areas of one's business. As a company gains the reputation of offering catered events, one may consider fine-tuning with the catering operation, for example one may decide to exclusively cater to weddings or themed events.

History of Catering Industry

Catering is defined as the business of providing food and beverages, typically, at social events in professional capacity either on-site or at a remote site. The term 'catering' was originally coined by Merchant Marines, who were among the first to employ catering officers for their vessels. These catering officers were responsible for purchasing goods, including raw material required for preparing food and cooking utensils, preparing the food, and serving meals and beverages to people on board the vessels. They also had to perform other ship related tasks. However, the trade goes back much beyond that.

The history of the Catering Industry is difficult to trace in terms of the year it started. It is said that catering dates back to the fourth millennium B.C. in China. But the Industry could not have started without the invention of 'wheel' due to which the phenomenon of travel started. To many, the word 'travel' suggests pleasure and adventure. The word 'travel' is derived from the French word *travail*, which means 'toil' and 'labour'. Earlier in the beginning of the civilisation, people travelled in search of food and shelter. Today, travel has become a relatively comfortable experience and the purpose is definitely more than finding food and shelter. Commerce and trading are important factors for which people travel. Even during as early as 3000 B.C., trade routes from Eastern Europe to North Africa, India and China were well established.

The Romans were the first to travel on land on a large scale. The reason for such large-scale travel was to expand the Roman Empire. The result was the building

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Did You Know?

The culture of grand eating and drinking was prevalent in Ancient Egypt.

of roads and highways. By 200 B.C., the Romans had constructed highways throughout their Empire, right from the Hadrian's Wall in northern Britain to the Sahara Desert. All these highways had facilities for wheel changing and rest houses every 15–30 miles.

Pleasure and health were the reasons for travel during ancient times. The Greeks initiated the concept of 'travelling for pleasure'. They travelled to take part in and watch the Olympic Games. For health, people used to visit far-off places as they believed that waters in certain locations possessed healing properties. The Romans built spas far away from Rome like Bath in England.

The ancient Greeks are credited with making catering a trade by offering free services at their inns and hostels, which existed in the Roman Empire as well. At this time, the intent was primarily to serve soldiers.

Pilgrimage was another reason for travel during the ancient times. In the Middle Age, catering revolved around monasteries and Christian pilgrimages in Europe. Trade spread during the reign of Charlemagne. By the late Middle Age, the new bourgeoisies and a monetary economy helped catering flourish. When the Industry drew the attention of German legislators in the fourteenth and fifteenth century, food and beer regulations started getting formulated. But much of the Industry was still primarily experienced in feasts and celebrations for kings and other noblemen. After the French Revolution in the eighteenth century, catering guilds were forced to find new ways to sell their talents and the first French restaurants were started.

Catering started booming after the World War-II. As people became wealthier and the economy flourished, caterers realised that there was a demand for their services.

Transportation, technical advancements, population explosion, and sudden rise in the trade of travel and tourism have made catering popular and established it as one of the major factors in boosting our country's economy.



History of Hotel Industry

Inns became popular in England and elsewhere in the continent during the Middle Age. Most of them were privately run by couples and were called 'Pop and Mom' inns. They would offer food, shelter, bathing and resting rooms to travellers, as well as, stables for their horses. These inns would also host important social gatherings. In France, big buildings came up, whose owners or managers would rent out rooms to travellers for a day, week or even longer.

The word 'hotel' was first used in England in about 1760 by the Fifth Duke of Devonshire to refer to a lodging establishment in London.

The first hotel chain was started in the USA by Ellsworth Statler in 1908. He opened his first hotel called 'Buffalo Statler' in Buffalo, New York. Soon, he had chains in many places across the country. Since then, the Hotel Industry has not looked back. During the twentieth century, especially after the World War-II, the Industry has witnessed a rapid boom. Technology has provided people with a means to travel faster and cheaper, manufacture goods more efficiently and communicate with each other across the globe almost instantaneously.

Travel motivators

There are many factors affecting travel like increased leisure time, households having two earning members, eco-tourism, health and business trips, etc. The various factors that motivate people to travel can be broadly classified into four categories.

Physical motivators

These include activities related to rest, sports, beach and ski recreation, such as visiting amusement parks, spas, etc. These activities help reduce stress in people and makes them feel relaxed.

Cultural motivators

These motivators arise from the desire to learn about the culture and tradition of other regions through the

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lifestyle and eating habits (cuisines) of local people, arts, festivals, folklores, music and dance forms, etc.

Interpersonal motivators

These include an escape from one's routine, and the desire to meet new people, visit friends and relatives.

Status and prestige

These are related to one's ego and personal development needs. People go on trips related to business, study, pleasure or pilgrimage. The desire for recognition, attention, appreciation, knowledge and reputation can be fulfilled through travel.

Practical Exercise

Activity

Visit a private catering set-up and list the various activities performed in the catering business.

Material required: pen, pencil, eraser, notebook, etc.

Procedure

- Visit a catering set-up in your area.
- Talk to the manager there and make a note of the various activities performed at the set-up.
- Present it before the class.

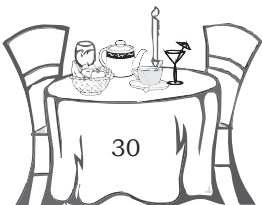
Check Your Progress

A. Fill in the Blanks

1. 'Travel' is derived from the French word travail, which means _____.
2. The word 'hotel' was first used in England in about 1760 by _____.
3. The first hotel chain was started in the USA by _____ in 1908.
4. The term 'catering' was originally coined by _____.

B. Subjective Questions

1. What is the meaning of word 'travel'?
2. Discuss the need and importance of Catering Industry.
3. Explain in brief the history of Catering Industry.



SESSION 2: TYPES OF CATERING

Catering comes under the Food Service Industry. A caterer provides food and drinks at an event organised at a location away from home. The literal meaning of the word ‘cater’ is to supply food and drinks at a social event or to provide what is desired by a customer. Therefore, a catering establishment is understood as a set-up that provides food and drinks to customers to achieve customer satisfaction. It includes two aspects — food and service.

In the Tourism Industry, catering includes establishments that provide food and beverages. The modern catering establishment not only offers food but also an ambience because a tourist or customer eats for pleasure. Food and beverage service operations can be classified into — primary and secondary catering, non-profit and profit catering, indoor and outdoor catering, etc. The management and operations of catering establishments differ as per the location of a property, clientele and demand. The types of catering are shown in the following flow chart.

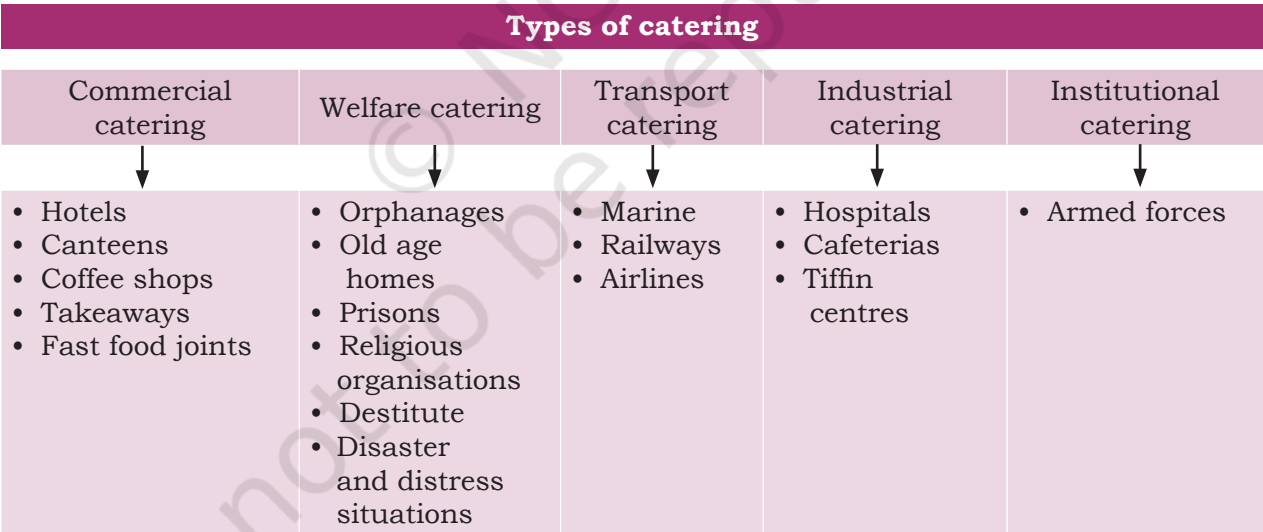


Fig. 2.1: Different types of catering

Commercial catering

Serving food and beverages to guests, where they pay for the items ordered and services rendered, is known



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as 'commercial catering'. Therefore, the main objective of commercial catering is to earn money from the guests in lieu of the food and beverages offered, and services rendered. Commercial catering services are offered by hotels, restaurants, bars and pubs, outdoor caterers, takeaways, clubs, fast food joints, etc.

Hotel

The hotel business mainly involves renting out rooms on a daily basis. A hotel is a commercial establishment, where accommodation related services are offered to the guest(s), provided the person is ready to pay for them. However, the services are refused to a child without an escort and a guest with pets based on the hotel policy. Big hotels may provide additional guest facilities, such as swimming pool, fitness centre, business centre, childcare, conference and social function services, etc. The common facilities in a hotel bedroom may include en-suite bathroom, air conditioning unit, telephone, alarm clock, television set, safe, mini-bar with snacks and drinks, kettle along with cups, water jar and glasses, bathrobes, slippers and toiletries.

Restaurant

A restaurant serves cooked food and beverages to the guests as per their order, which is to be consumed on its premises. Diversity of cuisine is one of the main features offered by several restaurants. Restaurants are also theme based. Many big hotels have an in-house restaurant, where the inmates can enjoy dining experience. Therefore, it helps a hotel earn revenue. Such restaurants are often open to non-residents as well.

Coffee shop

A coffee shop serves tea, coffee, hot and cold beverages like ice tea, mojito, shakes, frappe, etc., and light snacks like muffins, pastries, burgers, etc. Coffee shops range from owner-operated small businesses to large multinational chains.



Takeaway

The word 'takeaway' is self-explanatory. It implies collecting or receiving the food parcel from an outlet and having the food elsewhere. Quick service is required at the outlet, wherein the food is packed in boxes as per the order and handed over to the customers instantly. Usually, a takeaway joint does not have a sitting area. Such a place always has a floating crowd. The menu is always displayed on the counter. The rates are, usually, reasonable as only the food is charged and no service charge is included. Waiter and food delivery staff are not required in takeaway outlets.

Fast food joint

The major difference between a fast food joint and other eating outlets lies in the quality and choice of food offered. Such a joint offers a wide choice, ranging from individual to fixed mini and combo meals, etc. The meals are, usually, wholesome and affordable. A fast food joint may also serve individual items. It is, usually, crowded and does not have a comfortable sitting area.

Welfare catering

It refers to catering services done for charity, i.e., to meet the food requirements of certain sections of the society. Such catering services are offered in welfare organisations like old-age homes, orphanages, schools (mid-day meals), etc.

Old-age home

A 'retirement home', commonly called an 'old-age home', houses several housing units in one building or complex for senior citizens. Usually, each person or couple has an apartment-style room in an old-age home. The food served here includes a balanced diet. A complete meal is provided to the residents. The food is prepared in-house or is catered from outside through contractors.



Fig. 2.2: A takeaway outlet



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Prison

Sufficient amount of raw material is provided and the food is prepared by prisoners in the jail premises itself. A simple meal is prepared. The menu is, usually, cyclic and fixed. There is a limited food choice.

Orphanage

The menu is fixed and cyclic. Simple and wholesome meal (balanced diet) is provided to the children. The food can be catered from outside or prepared by the orphanage management in the premises itself.

Destitute

The cost of food items and ingredients is fixed at nominal rates by the government so that people falling in below the poverty line (BPL) category can fulfill their basic need for *dal-roti-rice*. Government authorised ration shops serve people belonging to the BPL category. The government's aim is to meet the hunger needs of such people. Therefore, variety in food is secondary in this case.

Religious organisation

This includes food served in *ashram*, *bhandara* and *langar*. It is free of cost and one can eat unlimited food. There is no bar of caste and creed. The food is prepared voluntarily by devotees and worshippers.

Disaster and distress situation

This includes dropping packaged food items by air to people suffering in an area hit by natural calamities like tsunami, earthquake, drought, flood, etc. In such a situation, people have no choice as they need food just to survive.

Transport catering

This involves serving food and beverages to passengers before, during and after a journey on trains, aircraft, ship, buses or private vehicles. The services may also be utilised by the public in the vicinity of a transport catering unit.



Railways

It refers to providing catering services to railway passengers both during journey, as well as, halts at railway stations. Travelling by train on long distance routes can be tiring. Therefore, supply of refreshments helps make a journey less tedious and comfortable for travellers. On-board meals are provided in long distance trains. Each metropolis station has a base kitchen, where base food is prepared using standard recipes and cyclic menu. Vegetable and meat procurement is on a yearly contract basis. Cereals are supplied from the Food Corporation of India (FCI). Bulk cooking takes place at the base kitchen, which is then loaded in the pantry car on trains, where the food is heated and served to the travellers. In metropolitan cities of the country, the Indian Railways has a transit hotel called 'Yatri Niwas', where bed tea and newspaper are given to the travellers. These Yatri Niwas have exclusive dining halls for lodgers with both à la carte and table d'hôte menu.



Fig. 2.3: Railway catering

Airlines

It implies catering to airline passengers on board an aircraft, as well as, in restaurants situated at an airport terminal. Airports have a number of food and beverage outlets to cater to the increasing number of air passengers. Catering to passengers on route is, normally, contracted to the flight catering unit of a hotel, catering contractor or catering unit operated by an airline itself. Most food service activity in the aircraft is carried out from an area called 'gallery', which lies between the passenger area and cockpit. The gallery has a small washing area, food storage and microwave. There is also a place for the air hostess to rest. A huge garbage container, in which leftovers, food wrappers and disposable cups, plates, spoons, forks and straws are stored till the next destination, is also installed in the aircraft.



Fig. 2.4: Airline catering

The food is served in plastic or polypropylene sheet. It is placed on the clamp board pulled down for the passengers so that they can eat comfortably. Disposable



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dishes and spoons or forks are also provided to the passengers.

Marine

It means catering to passengers on cargo and ship. A ship, generally, has a kitchen and restaurant. The quality of services and facilities offered on board depends on the class of the ship and the price the passengers are willing to pay. There are cruises to suit every pocket. They range from room service and cocktail bars to specialty dining restaurants. The area of importance in such a catering lies in the procurement of raw material required for cooking, and maintaining the health of the passengers. The food is served to the crew and passengers as per a fixed menu with little choice. The meal is balanced with the fortification of vitamin C and D. Heat produced from solar and wind energy is used for cooking. The furniture is firmly fixed to the floor and walls to prevent sliding and wobbling. The living hall layout is also specialised. The food is served in plates and dishes that can be stuck to the tables either through vacuum or magnet or by just sprinkling water.

Industrial catering

This involves rendering catering services to people working in industries and factories at subsidised rates. In such a catering, food is prepared, primarily, to meet the nutritional requirements of employees working in an organisation. It is one of the most sensitive catering businesses as it is believed that the biggest union fights occur due to poor catering services provided by an organisation. Therefore, it is important to keep the employees happy by providing them with a variety of food, which is tasty and nutritious. The service may be provided by a caterer hired on contract or the management itself. Here, the food and beverages are priced nominally or available at subsidised rates as it is believed that better fed workers are likely to be happier, and hence, more productive, which in turn, makes the management happy. The food is served in dining halls, also called 'cafeteria' or 'employee dining area'. In many organisations, members of the senior



management also eat in the same dining area with other employees. However, in some organisations, members of the senior management have their food in a separate area, sometimes referred to as the 'executive dining room' (EDR). The number of meals served may range from 30 to 2,000 or more, which depends on the size of the organisation, i.e., the number of employees working there.

Industrial catering is challenging as it caters to a large number of people from diverse culture and faith. The food is balanced and as per the nutritional requirements of the workers, for example industrial workers performing heavy physical work need a high calorie diet.

In India, various organisations celebrate major festivals in their cafeteria. The food served on such occasions reflects the specialties from a particular festival, for example *gujiya* in Holi, *sewaiyan* in Eid, etc. The cafeterias serve tea, coffee, snacks and other beverages.

Institutional catering

This includes catering in hospitals, armed forces or educational institutions that have their own food production and service operation system. Like Industrial Catering, the kitchen of such organisations is important as tasty and nutritious food plays a major role in motivating the inmates or residents. Well-fed people give their best at work and it also inculcates a healthy work culture. Some institutes operate their cafeterias at low-profit margin, or charge nominal or subsidised rates because the aim is not to make money but to offer food and beverages as it is a necessity. In many places, such as hospitals, non-profit organisations, companies, etc., it is a legal binding on organisations to provide meals to the employees and other residents.

Hospital

In a hospital, catering deals with the preparation of food and beverages, and serving the same primarily to two customer groups — patients and staff. The food is prepared for each patient taking into account the



nature of the person's illness and dietary requirements. Any raw ingredient that is prohibited for consumption in reference to a particular patient has to be strictly regulated while preparing the food. Food and beverages served to the staff will depend on the hospital policies. Nowadays, many specialty hospitals have a separate division for food and beverages.

Armed forces

It is one of the well-organised large-scale catering types from olden to modern times. Armed forces include the Navy, Army, Air Force, police and other designated government security departments. Catering services in armed forces vary from self-service cafeteria to the traditional officers' mess. Catering for the armed forces often becomes difficult as the staff are constantly on the move, i.e., away from the base quarters, especially during campaigns and special duties. Electricity, water and fuel supplies are either restricted, or sometimes, totally absent. A makeshift arrangement in tents and bunkers is probably the only place to prepare food. The diet offered in armed forces is balanced, light and hygienic.

Educational institutes

These include schools, colleges, universities, professional education institutions, hostels, etc. Educational institutes can be broadly categorised into types — academic and professional.

Academic institutes (schools and colleges)

The main consumers in an academic institution are students. The food is, generally, prepared in the institute's cafeteria or canteen and is available at nominal or subsidised rates. The cafeteria or canteen has a fully equipped kitchen, where food is prepared for the students and employees at the



Fig. 2.5: Midday meal being served to children at Shaskiya Madhyamik Shala, Amlaha, Janpad Education Centre, Ichchavar, district Sihaur (Madhya Pradesh).



institute. An institution may even outsource food. The size of the kitchen and the kind of equipment used in the cafeteria depend on the number of people it caters to on a daily basis.

In case of residential schools and colleges or schools providing mid-day meals, the focus of the catering department is to prepare a wholesome and nutritious meal (balanced diet). Seasonal vegetables, eggs and milk are included in the meals. The kitchen is mostly located in campus.

In some schools, staff members keep a close watch on children while dining so as to develop eating habits and dining etiquettes in them. Considerations must be given to both physical and social atmosphere, including functional and aesthetic value of the dining hall.

Professional institutes

The main consumers in a professional institute are adults. Hence, it is important to offer variety in food. Kitchen in such an institute is called a 'mess', which may be run by a 'mess committee' or a private caterer hired on contract. There is, generally, a cyclic menu at such institutes. The kitchen set-up can be basic to modern, depending on the type and quantity of meals cooked on a daily basis.

Types of F&B outlet

Multi-cuisine restaurant

Cuisine denotes the food and beverage pattern of a specific region. A multi-cuisine restaurant serves a variety of cuisines, such as Italian, Chinese, Indian, Mexican, etc. Usually, such a restaurant is aesthetically decorated and may offer wines, and other soft and hard drinks. It may be a part of a hotel or a standalone establishment.

Specialty restaurant

Such a restaurant, generally, specialises in a particular cuisine like Indian, Italian, Chinese, etc. The atmosphere is as per the cuisine or theme chosen by the restaurant.



The service style and décor are chosen as per the cuisine offered. A specialty restaurant operates during lunch and dinner hours. It may be a part of a hotel or a standalone establishment.

Ethnic restaurant

The word 'ethnic' means 'the way it is'. The concept of ethnic restaurant is the same as specialty restaurant. Hence, the décor, uniform of the staff, and food and services offered have to be in accordance with the theme of the restaurant.

Fine dining restaurant

It refers to a full service restaurant with specific dedicated meal course. Such restaurant is, generally, theme based. The décor features high quality cutlery and crockery. The servers are, usually, trained and often wear formal attire.

Coffee shop

A coffee shop may be located either in a hotel or function as a standalone setup. A coffee shop has specific breakfast, lunch and dinner timings. Besides, most coffee shops offer a menu, which consists of readily available snacks like sandwiches and burgers, and beverages like shakes, tea, coffee, etc. The seating plan and furniture used in such an establishment is not comfortable as the set-up focuses more on seat turnover rather than offering a comfortable service.



Fig. 2.6: Grilling is done over open fire on metal grills.

Grill room (roisserie)

Such a restaurant specialises in grilled and broiled meats like lobster, fish, chicken, etc. Grilling is done over open fire on a metal grill. The sizzle and aroma of the grilled meat and vegetables add to the pleasure of eating. Usually, grill rooms have glass partitions so as to give a view of the food being cooked to the customers. The type of service is, usually, pre-plated (American).



Discotheque

The main facilities in a discotheque are music and dance floor. A disc jockey entertains the guests and encourages them to dance on songs and mash-ups. A discotheque serves both alcoholic and non-alcoholic beverages, and snacks. The main employees in a discotheque are disc jockey, bartenders and bouncers. Usually, couple entry is allowed and entry fee is charged, which may or may not include food and beverage charges.

Bar

A bar serves both alcoholic and non-alcoholic beverages with limited food options, mainly snacks. It has a bar counter with bar stools and has a comfortable seating and lighting arrangement. The bar counter is stocked with a variety of liquor. It may be a part of a hotel or operate as an independent unit. Usually, the service style chosen is pre-plated.



Fig. 2.7: A bar serves both alcoholic and non-alcoholic beverages with limited food options.

Lounge

Initially, lounges were designed as waiting areas for guests. A lounge is an aesthetically decorated area with comfortable and low height furniture (usually, sofas and lounge tables). Nowadays, hotels plan lounges at different locations like connected to the dining area, near places witnessing the maximum footfall or at a place offering a scenic view. Generally, light snacks and cocktails are served in lounges.

Room service

This facility is provided only to in-house guests of a hotel. A room service menu is kept in every room of the hotel and a guest may choose food items that one would like to have from this menu only. The order is placed over the telephone and served in the guest's room. Food items on the room service menu are, usually, priced higher than those offered in a coffee shop menu. This is basically due to the in-house service offered.



Banquet

It is a food and beverage area that caters to a large number of people. A hotel may have more than one banquet hall on its premises. These halls cater to a variety of events. The décor is planned as per the event at banquets. The menu is, usually, multi cuisine. The service style chosen is buffet. But snacks and tidbits are also circulated by servers. Depending on the type of an event, a banquet may have a bar counter as well. Live or recorded music may be played as per the guests' request or requirement of the event.



Fig. 2.8: A banquet, usually, present in a hotel, caters to a large number of people, and hosts a variety of events.



Fig. 2.9: A cafeteria involves self-service.

Cafeteria

It is an outlet, where the customers place an order, receive the order and pay the bill at the counter itself. This means they carry their meals on trays to their respective tables themselves. Hence, it involves self-service. The customers are either charged a flat rate (as in buffet). Free second servings are often allowed in a cafeteria.

Night club

It, usually, operates late in the evening. Cabaret and floor show



are a popular attraction in a night club. It, usually, offers exotic food, and a variety of cocktails and mocktails. The atmosphere and service is formal. Sometimes, there is a facility for indoor games as well. Night clubs are independent outlets and are, generally, located in the suburbs of a city.

Fast food joint

The service in a fast food joint or quick service restaurant (QSR) is fast. The menu consists of items that can be prepared in a short span of time. The décor and design are simple and casual, or may be theme-based in case of chain restaurants. The success of a fast food joint depends on customer turnover. Generally, there is self-service in such outlets. The furniture used and seating arrangements are not comfortable

Pub

Such an establishment serves both alcoholic and non-alcoholic beverages, the main feature being different kinds of beer served from taps (keg or draught beer). The atmosphere is casual with dim smoky lights. There may be a facility for indoor games too. The food is limited to light snacks or tidbits.



Fig. 2.10: A pub serves both alcoholic and non-alcoholic beverages, and light snacks.

Snack and milk bar

Such an outlet offers quick service. It may be specialised in the service of ice creams, milk-based beverages, cold coffees and light snacks. It is mostly a standalone outlet and found along the roadside.

Kiosk

It is mostly located in a busy street and marketplace. Such an outlet is, usually, run by one or two persons, serving moderately priced food items. Due to the absence of seating arrangements, it has brisk sale. The menu may include regional and street food. The service is fast at kiosks compared to any other eating outlet.



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Food court

It is mostly found in a shopping complex or mall. A food court houses many food brands and counters. The seating arrangement is common for all. The guests may choose to buy food from any counter and may choose to dine at any seat. They, generally, have to buy a collective coupon or card before placing the order(s). The sitting area is surrounded by different food outlets.

Practical Exercise

Activity

Visit three nearby catering outlets and click their photographs. Paste the photographs on a chart paper and categorise the outlets under various types of catering establishment.

Material required: camera (for clicking the photographs of the catering outlets), chart paper, glue stick, sketch pens, pen, pencil, eraser, ruler, etc.

Procedure

- Visit three catering outlets in your area.
- Click their photographs. The name of the outlets must also feature in the photographs that you click.
- Paste the pictures on a chart paper.
- Categorise the outlets according to their establishment.
- Present it before the class

Check Your Progress

A. Fill in the Blanks

1. _____ are operated 24×7.
2. _____ and _____ serve both alcoholic and non-alcoholic beverages with limited food.
3. The main objective of commercial catering is earning _____.
4. Educational institutes can be classified into _____ categories.

B. Subjective Questions

1. Write a short note on Catering Industry. Also, make a chart depicting various types of catering.
2. Explain the different types of F&B outlet.



SESSION 3: SCOPE AND CAREER OPPORTUNITIES IN CATERING INDUSTRY

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The Catering Industry is one of the highly job-oriented fields. It covers a wide range of services, such as food, accommodation, catering, etc. The major job fields in the hospitality sector include hotels, resorts, fast food chains, restaurants, etc. Hotel management is an attractive career option for students after Class XII and a hotel management professional can be employed in any of these fields. With increasing globalisation, the hotel management sector is expanding rapidly and a number of hotels are also expanding their businesses. This has created a huge demand for hotel management professionals.

Till a few years ago, Indian families, usually, cooked the food themselves or hired local cooks to host social gatherings and functions. But now, they are hiring professional catering services for ensuring quality standards. Catering services are also hired for hosting formal events like seminars, conferences and other business do's. Offering quality catering services add to the growth and success of the Catering Industry. As a result, a number of organised operators, comprising international catering companies and major hotel and restaurant chains, have started taking catering seriously. Besides, there are many start-up companies that aggregate restaurants to supply food to meet the needs of individual customers or a small group of people.

Scope in Catering Industry

India is a country with diverse culture and faiths, where numerous festivals and ceremonies are celebrated, apart from professional events. Therefore, it is not possible for one person to manage the catering area all by oneself in every gathering. And this is the reason behind the boom that the Catering Industry has witnessed.

According to the Federation of Indian Chambers of Commerce and Industry (FICCI), the Catering Industry in India has been growing consistently at 15–20 per cent annually. Besides, with increasing globalisation, the



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Hotel Industry is also expanding. Hotels are one of the most visible and important aspects of a country's infrastructure, and are closely linked to the Tourism Industry. The Hotel Industry offers a greater diversity than any other profession as it involves a combination of aspects, which are as follows.

- Management
- Food and Beverage service
- Housekeeping
- Front office operation
- Sales and marketing
- Accounting

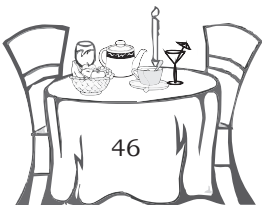
The rising corporate activities of foreign, as well as, Indian multinational companies have brought in lucrative holiday packages from various travel and tourism firms. These, in turn, have led to increased number of trips, thus, helping the industry grow. As the Hotel Industry is touching new heights, the Catering Industry has also witnessed a sharp growth, thereby, leading to an increased demand for skilled hospitality management professionals.

Hotel and hospitality is a demanding profession both in India and abroad. Students, who aspire to join the Catering Industry, can pursue a diploma or degree course in 'catering and hotel management'. After pursuing this course, one can work in both government and non-government sectors. Professionals may join the Catering Industry as:

- Catering Sales Manager or Director
- Marketing Manager or Director
- Event Manager
- Catering Coordinator or Assistant
- Chef or Cook
- Delivery Driver Manager
- Delivery Driver
- Banquet Server

Career options

One of the major attributes that prompts people to join the Hospitality Industry is its diversity. There is



no other industry that offers as many kind of career options as hospitality. Although hotels and restaurants dominate the hospitality sector, these are not the only areas. Hospitality graduates are required in clubs, hospitals, educational and professional institutions, production industries, cruise liners, airlines, corporate dining rooms, etc. A person can work in various hospitality departments of these organisations as per one's area of interest like F&B service, housekeeping, F&B production, front office, guest relations, sales and marketing, recreation and entertainment, and so on.

A student, aspiring to join the hospitality sector, must be able to identify one's skills, and then, plan one's career. Most of the skills fall into any one of the three areas, which are as follows.

Skill of dealing with data

People having such skills tend to like activities, such as analysing information, comparing figures, accounting and budgeting tasks, preparing feasibility reports, service consultancy, corporate planning and development, sales and marketing, and so on. Most auditors and accountants fall in the data skill group.

Skill of dealing with people

These skills imply that a person enjoys dealing with people by helping them and taking care of their needs. Such a person accepts and gives suggestions, advice and instructions, and enjoys supervising and motivating others. The person can negotiate, bargain, sell and make decisions. Departmental and general managers fall in this category.

Skill of dealing with things

People possessing such skills are fine with handling things and prefer working with their hands. They are comfortable using tools and gadgets. If a person's skills lie here, one will be interested in the food production area, which employs bakers, confectioners and culinary chefs.



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Practical Exercise

Activity

Visit four different types of catering establishment in your city. Study their functions and operations. On the basis of your study, prepare a report on the 'Scope of Catering Industry'.

Material required: notebook, pen, pencil, eraser, etc.

Procedure

- Visit four different types of catering establishment in your city.
- Collect information about their functions and operations.
- Note down the information in your notebook.
- Prepare a report on the 'Scope of Catering Industry'.

Check Your Progress

A. Fill in the Blanks

1. One of the major attributes that prompts people to enter the Hospitality Industry is its _____.
2. Hospitality _____ are needed in clubs, hospitals, educational and professional institutes.
3. People possessing the skills of dealing with _____ are fine with handling things and prefer working with their hands.
4. Departmental and _____ managers have the skill of dealing with people.

B. Subjective Questions

1. Discuss the scope of the Catering Industry.
2. Discuss the various career opportunities available in the Catering Industry.



Unit 3



Preparation for Food and Beverage Service Operation

INTRODUCTION

The Food and Beverage (F&B) Service Industry is defined by the output of products. However, it does not include the production and retailing of food and drinks. F&B service operation deals with serving of food and beverages to customers. It is an important part of the Hotel and Hospitality Industry as it adds to the earning of the Industry. The basic function of people working in the F&B Service Industry is to serve food and drinks to customers and meet their various hospitality needs. The main aim of the Industry is to achieve customer satisfaction. The needs that a customer might be seeking to satisfy are as follows.

- Physiological: need for special food items
- Economic: value for the price paid
- Social: friendly atmosphere
- Psychological: need for enhancement of self-esteem
- Convenience: desire that someone else does the work

F&B service operation involves a multitude of activities — right from purchasing the raw material



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required for preparing the food or beverage to preparing food or beverage, and its presentation. Therefore, the F&B service operation engages the staff in works like keeping the inventory of material, maintaining the quality of service continuously, managing various catered events, and most importantly, analysing the business outcomes to decide future policies.

CHARACTERISTICS OF F&B SERVICE OPERATION

- The F&B Service Industry generates employment.
- It also encourages entrepreneurship.
- It promotes diversity through different food concepts and cuisines.
- F&B services are innovative and not fixed or rigid.
- The F&B service operation is consumer-led.

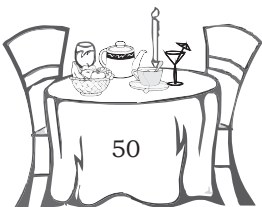
SESSION 1: ORGANISATION STRUCTURE OF F&B SERVICE DEPARTMENT

F&B service is part of the service-oriented hospitality sector. It can be part of a large hotel or tourism business and can also run as an independent business entity. Members of the F&B service team are required to perform an array of tasks, which include preparation for service, greeting guests, taking down their orders, settling the bills and performing various other tasks after the guests leave.

F&B service department organisation chart

The organisation chart of the F&B service department must provide a picture of the line of authority and the channels of communication within the department. In a large hotel, the department is headed by the 'F&B Director', who is assisted by Outlet Managers or Assistant F&B Managers.

The organisation chart must be placed on the F&B office notice board and the back of the house area of each F&B outlet (Fig. 3.1 and 3.2). However, it must be noted that the designations and hierarchy as mentioned in the organisation chart is not rigid and may vary from organisation to organisation.



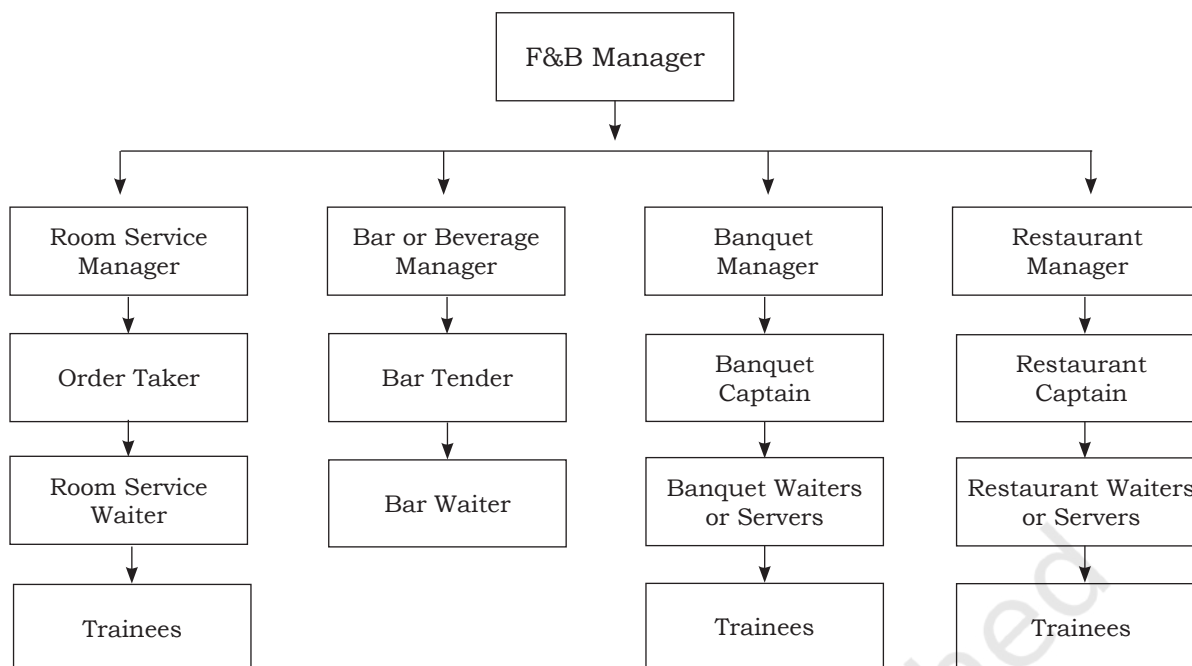


Fig. 3.1: Organisation structure of the F&B department in a small hotel

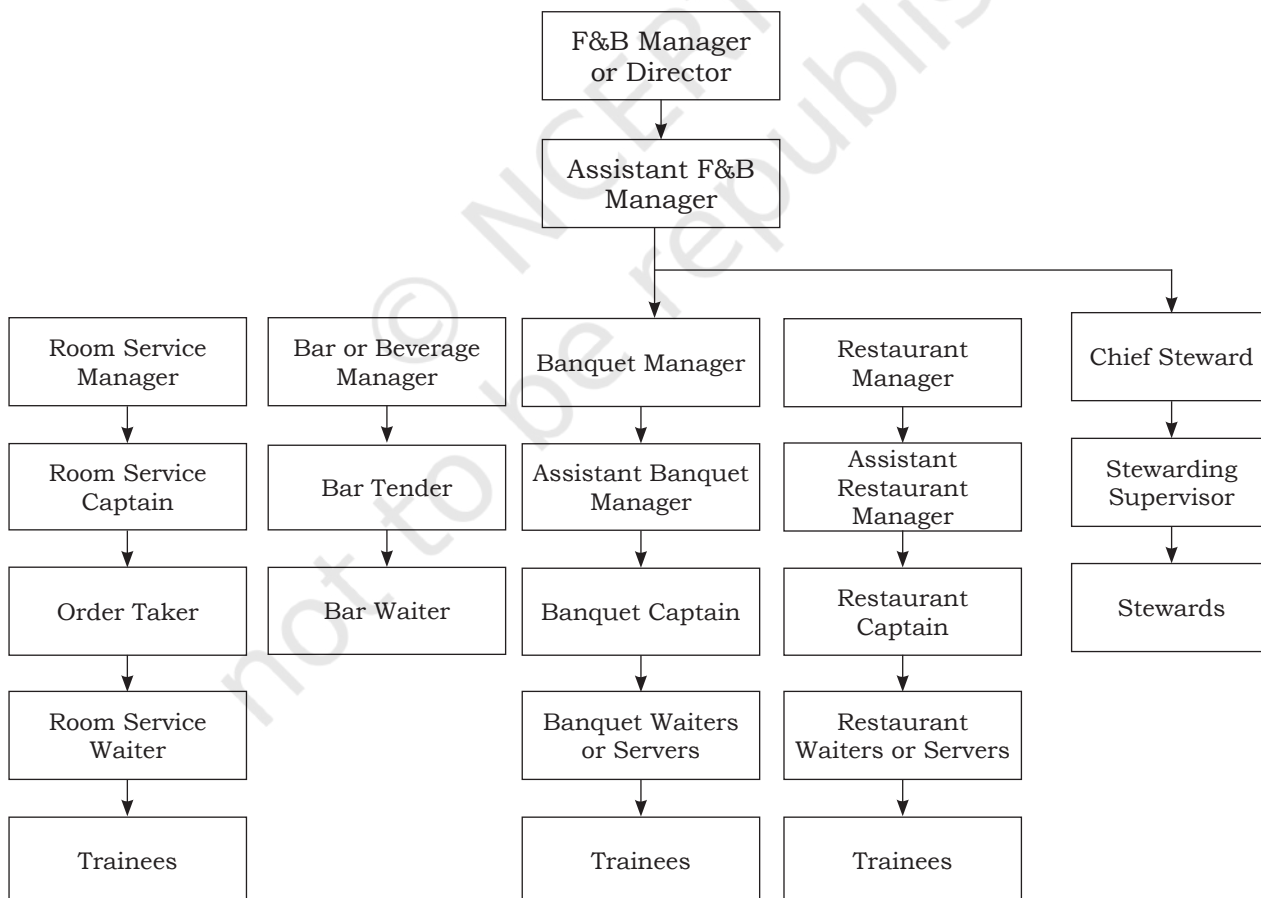


Fig. 3.2: Organisation structure of the F&B department in a large hotel



Relationship of F&B service department with other departments of a hotel

The various departments of a hotel are interlinked. Therefore, it becomes imperative for us to understand the communication that takes place between these departments so that we may practise the same at our workplace. Coordination and synchronisation are the most important managerial activities in the hotel. These are not periodic activities but ongoing processes. The F&B

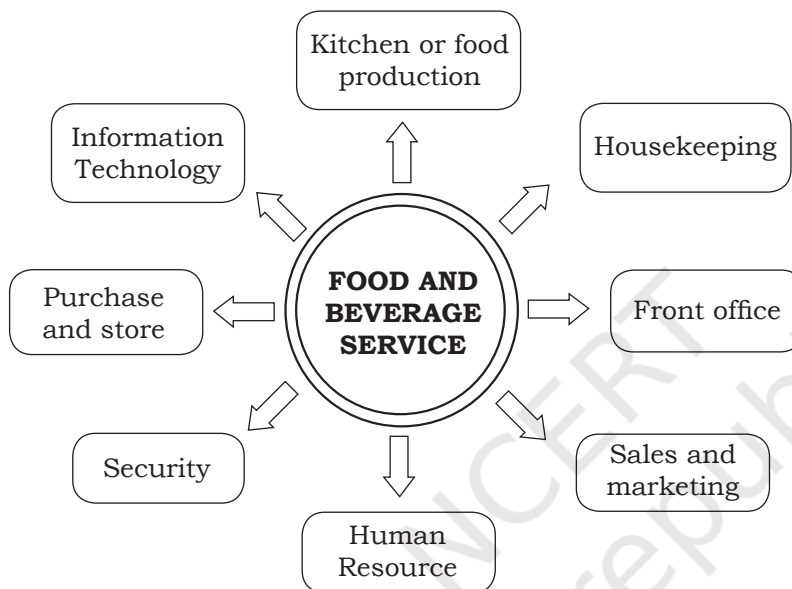


Fig. 3.3: Relationship of F&B department with other departments of a hotel

service department has to coordinate with various other departments as shown in Fig. 3.3. If there is no coordination, there will be no synchronisation between F&B and other departments, which in the long run will affect the hotel's business. Lack of coordination will lead to dissatisfied clients, loss of trade and reputation, therefore, adversely affect the balance sheet of the organisation.



Fig. 3.4: The kitchen department of a hotel is responsible for food production.

Kitchen

The F&B outlets of a hotel are backed by the kitchen department for the production of food and accompaniments. Staff members on both the sides (production and service) have to coordinate in works like receiving and placing of meal orders.



Housekeeping

This department is responsible for keeping the F&B outlets neat and hygienic at all times. The maintenance of furnishings and upholsteries, linen, electrical and electronic fixtures is the responsibility of the housekeeping department. Staff members on both the sides (production and service) have to coordinate to maintain high standards of professional upkeep.

Front office

The F&B service department receives information about the arrival and departure (date and time) of guests in the hotel. Hence, the F&B service staff know whether they are room guests or walk-ins. All F&B bills of a room guest are sent to the cashier at the front office for computing the grand master bill. Any outside reservation for dining in F&B outlets is routed by the front office personnel to the respective outlets.

Sales and marketing

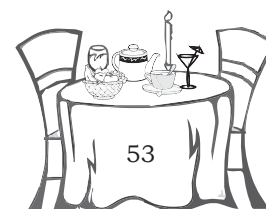
The personnel in this department strike deals with individuals and organisations for corporate meetings, conventions, parties, etc. Normally, these parties are routed to the banquet section in the F&B service area.

Human Resource

It is an important department as the F&B service department relies on it for recruitment of skilled workforce in order to run its operations smoothly. It is the Human Resource department, which is responsible for deciding the remuneration, training and other benefits of employees, etc.

Security

This department takes care of valet parking services of the guests, who arrive to dine in various F&B outlets of a hotel. It is also concerned with keeping anti-social elements at bay, as well as, handling unruly guests.



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Purchase and store

The F&B service department procures raw material for preparing food, alcoholic and non-alcoholic beverages, crockery, cutlery, hollowware, glassware, stationery and other proprietary items from the purchase and stores department.

Information Technology (IT)

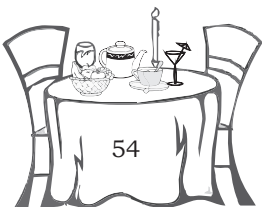
This department takes care of updates and maintenance of Property Management System (PMS) software used by the F&B service department. It also helps in upgrading menu items in the software, and ensures smooth generation of bills.

F&B service personnel and their responsibilities

F&B director or manager

Depending on the size of an organisation, the nature of responsibilities of an 'F&B director or manager' will vary. Since this person is the senior-most in the F&B hierarchical structure, one must have ample experience in different types of F&B service operation. This will enable the F&B director to coordinate with various other departments of the hotel and integrate various functions as the head of the F&B service department. The F&B director's work includes the following.

- To report to the General Manager with heads of the other departments every morning
- To report and analyse the previous day's functions for future needs like
 - F&B sales achieved in each outlet
 - incidents, accidents and unusual happenings
 - deviation from forecast turnover and reasons (for example, last minute changes in menu, number of guests, non-availability of certain food items, etc.)
 - general forecast turnovers for the day
- To analyse and report
 - staff positions for the day, additional requirements and redeployment as and when necessary



- staff welfare concerns like promotion, pay hikes and other incentives
- plans or changes as required in the department
- To act on complaints or suggestions as received by the General Manager's office, as well as, those the person receives oneself
- To plan for special programmes and sales promotion like product packaging, fun and fairs, discounts and incentives
- To work on profit margin
- To prepare new wine list and check the stock of alcoholic beverages
- To plan and compile menu, and discuss it with the chef
- To take strategic decisions on staff and workforce requirement
- To carry out departmental training for the maintenance of highest professional standards
- To hire and lay off staff
- To procure for large-scale businesses like conventions and conferences, and carry out planning and production of services
- To ensure that the purchase and storage of all food items and drinks are efficiently and effectively carried out

Restaurant, banquet, room service or bar manager

There are different managers for restaurant, banquet, room service and bar, who are responsible for smooth administration in their respective service areas. The nature of job for restaurant, banquet, room service or bar manager will by and large remain the same, except for some key functions that are specific only for a particular department. The person's job relates to linking the management with staff. The manager must be quality conscious as regards to cost and quantity, empathetic, consistent and diplomatic. The person has to report to the F&B manager. The person must share one's opinions, ideas and suggestions for the improvement of quality, standard and turnover of the



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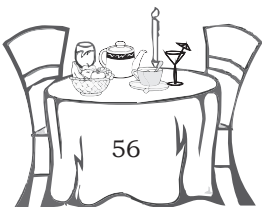
organisation. The restaurant, banquet, room service or bar manager job includes the following.

- To forecast the turnover of covers, sales, tables, food and beverage, etc.
- To carry out constant public relations with guests during service
- To devise systems off-service on maintaining and enhancing public relations to ensure repeat clientele, as well as, new ones
- To check the staff position, attendance, punctuality, grooming and re-deployment according to the need of the day
- To give necessary instructions to supervisory staff about plans and policies as regards to VIP arrivals, special parties and other important areas
- To remain vigilant at all times in order to check and control pilferage, theft and revenue leakage
- To coordinate with the other departments for the smooth functioning of one's departmental area
- To handle and resolve complaints or disputes between the staff and guests
- To monitor the guests and weed out those creating nuisance in the service area
- To keep control over inventory of equipment, breakages and replenishments
- To handle employee grievances
- To prepare confidential reports, appraisals and dossiers for subordinates
- To monitor the function prospectus and set-ups for conventions, meetings and parties in banquets

Senior captain

This person serves as an important link between the management and staff in each service area. The 'senior captain' needs to be present at all service times and keep a watch at all stations, ensuring smooth functioning of the designated service area. The senior captain's duties include the following.

- To collect all bookings at the restaurant, banquet, bar tables from various sources
- To check from the kitchen and bar about non-availability of an item or drink, or if something



is to be sold rapidly, and convey the same to the concerned staff

- To assess quickly in case of an emergency, for example in case of extra people walking into the restaurant or bar, the senior captain must be able to make arrangements for furniture and other accessories, and deploy additional staff
- To check the mise-en-place and mise-en-scene of the concerned service area
- To conduct staff briefings, allocating tables and giving instructions
- To distribute covers equally at all stations to avoid overcrowding and pressure at a single station
- To coordinate with the kitchen at different levels of priority like urgency, fussy guests, wrong orders and pick-ups
- To handle guest complaints, suggestions or minor grievances so that the guests do not leave the service area with pent up feelings
- To advise or suggest a guest on information required like local events, movies and theatres, art, dance or literary shows, entertainment, shopping and recreation facilities in the city

Captain

The major duty of a 'captain' is to conduct F&B service. Most of the guest relations are carried out by this person. The captain closely monitors the actual service taking place. In the service area, depending on its size, there could be more than one captain. Each captain has a team of waiters. The duties of a captain include the following.

- To greet and seat the guest at the table
- To present the menu and suggest dishes as per the customer's requirements
- To understand the body language of the guest, anticipate the person's requirements and fulfill them
- To take down the order and inform the kitchen staff about the same
- To collect complaints and feedback from the guests



- To ensure that the service is carried out efficiently by the waiter at all times
- To check the bill thoroughly before presenting it to the guest
- To clear the doubts of the guests, if any, as regards to billing
- To maintain records of kitchen and beverage order tickets
- To prepare and maintain all records with respect to the service area concerned

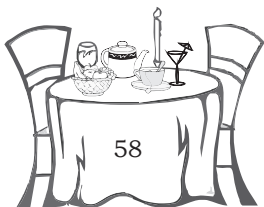


Fig. 3.5: A waiter taking down an order at a restaurant.

Waiter

A 'waiter' is the main functionary of the service area and mostly does labour-oriented work. The person must be courteous, graceful and energetic to perform long hours of work. The waiter must always be alert through the service period, so that the person is able to handle unexpected situations. The waiter's duties are as follows.

- To set up the restaurant and do mise-en-place
- To assist the captain in welcoming and seating the guests
- To pour water in the glasses of the guests and make them feel comfortable
- To collect the kitchen and beverage order tickets from the captain and ensure that the order is placed correctly in the right pick-up area of the kitchen
- To add or remove cutlery, glassware and flatware as required
- To serve beverages in the correct order of service to the guests
- To clear the tables
- To collect the guests' feedback and hand it over to the captain
- To assist other waiters during peak hours so as to tackle work pressure and speed up the service
- To present the bills, follow the correct payment procedure and return the change to the guests
- To ensure that the restaurant is closed at the end of the day's service



Trancheur or carver

‘Trancheur’ is a French term for carver. The person is responsible for moving the carving trolley and carving of meat joints at the guest’s table as required. This is a Western or European style of service, which is yet to evolve in India. The carver has to carve cooked meat as per the guest’s choice at the table.

Sommelier or wine waiter

‘Sommelier’ is a French term for wine waiter. This person is responsible for serving alcoholic beverages at the table during the service of meals. The *sommelier* must have knowledge of wines with respect to its quality, age and taste. The person must be able to read the labels, have knowledge of serving a wine at the right temperature and the way it is to be served. Traditionally, a wine waiter’s duty includes the service of cigars, cigarettes, chewing tobacco and tobacco rolls as well. The person must also know the food items that complement particular wines.

Practical Exercise

Activity

Visit a large hotel in your area and prepare a chart on the organisation structure of its F&B service department.

Material required: chart paper, notebook, pen, pencil, eraser, sketch pens, etc.

Procedure

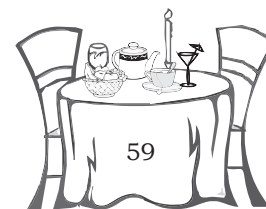
- Visit a large hotel in your area.
- Meet the HR manager and find out about the hotel’s F&B service department’s organisational structure.
- Note down the hierarchy of F&B staff, their roles and responsibilities in your notebook.
- Make a chart and present it before the class.

Check Your Progress

A. Fill in the Blanks

1. _____ is responsible for the service of all alcoholic drinks at the table during service of meals.
2. _____ is the main functionary of the service area and mostly does labour-oriented work.

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3. The _____ of the F&B service department must provide a picture of the line of authority and channels of communication within the department.
4. The _____ is responsible for carving the trolley and carving of meat joints at the guest's table as and when required.
5. Checking mise-en-place and mise-en-scene of a service area is the duty of a _____.

B. Subjective Questions

1. Discuss the relationship of F&B service department with other departments of a hotel.
2. Draw a diagram representing staff hierarchy in the F&B service department.
3. Explain in brief the duties of the following F&B service staff.
 - (a) F&B director or manager
 - (b) Captain
 - (c) Waiter

SESSION 2: ATTRIBUTES OF A WAITER

In the F&B service department, the product not only includes food and drinks but also staff members coming in contact with customers. Hence, the total product would be a sum of food, drinks and services rendered by the staff. Service is difficult to standardise, yet some form of standards can be laid down for smooth and efficient performance. Standards can be laid down at two levels.

- Professional and hygienic appearance
- Personality traits

The presentation and behaviour of service staff in an establishment reflects the quality of the establishment itself. No matter how tasty the food and how attractive the ambience is, poorly trained, untidy and rude staff are enough to antagonise customers. On the other hand, if the staff members are trained and efficient, they can, to a certain extent, make up for the shortcomings in the overall services rendered.

Personal hygiene and appearance

The adage — first impression is the last impression, holds true for the F&B Service Industry as well. How professionally and hygienically one presents oneself



will determine the standards of the establishment and quality of services that follow. It is, therefore, important for all staff members, especially, those deployed in the food service area like waiters to take care of the following points.

- Take a bath every day.
- Avoid using aftershave, perfume or deodorant with a strong fragrance.
- Men must keep their hair short, while women can tie their hair or style it in a bun, using a hairnet and hairpins.
- Avoid excess make-up and jewellery.
- The nails must be clean and trimmed, free of nicotine stains and odour.
- Oral hygiene must be taken care of. One must brush one's teeth regularly twice a day and use a mouth wash before coming to duty or after eating.
- The uniform must be neat, ironed and starched.
- Wear formal shoes. They must be polished. Do not wear sports shoes at work. Also, avoid fashion or designer and high-heeled shoes.
- Cuts and burns must be covered with dressing.
- Cold or other infections must be reported immediately.
- Wash the hands every time with water and an antiseptic soap after using the toilet, smoking or dealing with waste.
- Do not run fingers through the hair, chew or bite the nails, scratch the face and other body parts constantly, or carry out other unhygienic and annoying activities.

Traits or attributes of a waiter

Conduct

The waiting staff must possess soft skills, be humble, polite and respectful to their seniors and guests. They need to be calm and composed even in stressful situations. Tactfulness and honesty are the two important traits that the waiting staff must possess. They must converse with the customers in a soft tone and have a smiling face always.



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Salesmanship

Since waiters are considered as technical salespersons, they must be aware of the technicalities involved in the job, i.e., method of service, presentation and accompaniments, and method of preparing food items and beverages as mentioned in the menu.

Memory

A waiter with the skill to recall things and instances draws the attention of the guests and senior staff members in no time. This trait helps the person remember the favourite dish or beverage of a particular guest, the last time the guest had visited the restaurant or hotel, etc.

Responsibility

Responsibility is another characteristic that the waiter must possess as the person often deals with alcoholic beverages and also with a lot of money. Irresponsibility and carelessness may lead to pilferage and theft.

Observation

A keen sense of observation and an eye for detail help the waiter become more vigilant and efficient on job. The ability to correctly judge people is an advantage. A sense of anticipation in the Service Industry is an important quality. Observation is the ability to anticipate what a guest or the management needs, even before it is asked for. This leaves a lasting positive impression on the guest.

Punctuality

It is one of the most important traits of the waiter. If the staff is always late for work, it shows lack of interest in their work, and also, lack of respect for the management and customers.

Local knowledge

The waiting staff must have knowledge of the city, where they are working, so that they are able to suggest to the guests about the various forms of entertainment the



area offers, the means of transport to visit the places of interest, etc.

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Attitude towards customers

The correct approach towards customers is important. The staff need not be servile but be able to anticipate the customers' needs. They must keep a careful watch on the customers at all times during the service without directly staring at them. Care must always be taken while dealing with difficult customers. The staff must never argue with the customers as this will only aggravate a situation. All complaints must be referred to someone in authority in the food service area.

Honesty

This is one of the most important traits for the staff while dealing with both customers and management. Trust and respect between the staff, customers and management ensure a pleasant work atmosphere, which encourages efficiency and team spirit among F&B service operators.

Concentration

Concentration helps the waiter to perform the job in a better way. Lack of concentration will lead to forgetting the orders or time of pickup of a dish, which may lead to dissatisfied, disgruntled and irritated guests.

Practical Exercise

Activity

Prepare a chart, showing the the grooming standards followed by waiters and their attributes. You can collect pictures of waiters in action.

Material required: chart paper, notebook, pen, sketch pens, pencil, eraser, glue stick, a pair of scissors, pictures showing waiters in action, etc.

Procedure

- Access the Internet and collect pictures of waiters in action in the service area of restaurants.
- Take a printout of the pictures.



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- Paste the pictures on a chart paper, indicating the grooming standards followed by waiters and also their attributes.
- Present it before the class.

Check Your Progress

A. Mark 'True' or 'False'

1. Aftershave, perfume or deodorant used by waiter must have very strong fragrance.
2. The quantity of service staff in any establishment reflects the quality of the establishment itself.
3. A keen sense of observation and an eye for detail will help a staff member become more vigilant and efficient at job.
4. A waiter must directly stare at the customers while observing them.

B. Subjective Questions

1. Explain in detail the attributes of a waiter.
2. Write short notes on the following.
 - (a) Personal hygiene and appearance
 - (b) Five personality traits of a waiter

SESSION 3: BASIC RESTAURANT OPERATION STANDARDS

The basic layout of a restaurant is shown in Fig. 3.6. However, the arrangement may vary, depending on the space available and services required to be dispensed from this area.

Arrangement at the sideboard

A sideboard is the most functional piece of the restaurant equipment or furniture. It is the central point for a waiter. Therefore, it must be kept clean, checked and stocked at all times. It is designed to hold necessary items, which could be required during a service. The design of the sideboard depends on the following points.

- Style of service and menu offered
- Number of waiters working from one side station
- Number of tables to be attended to from one side station
- Amount of equipment it is expected to hold or accommodate



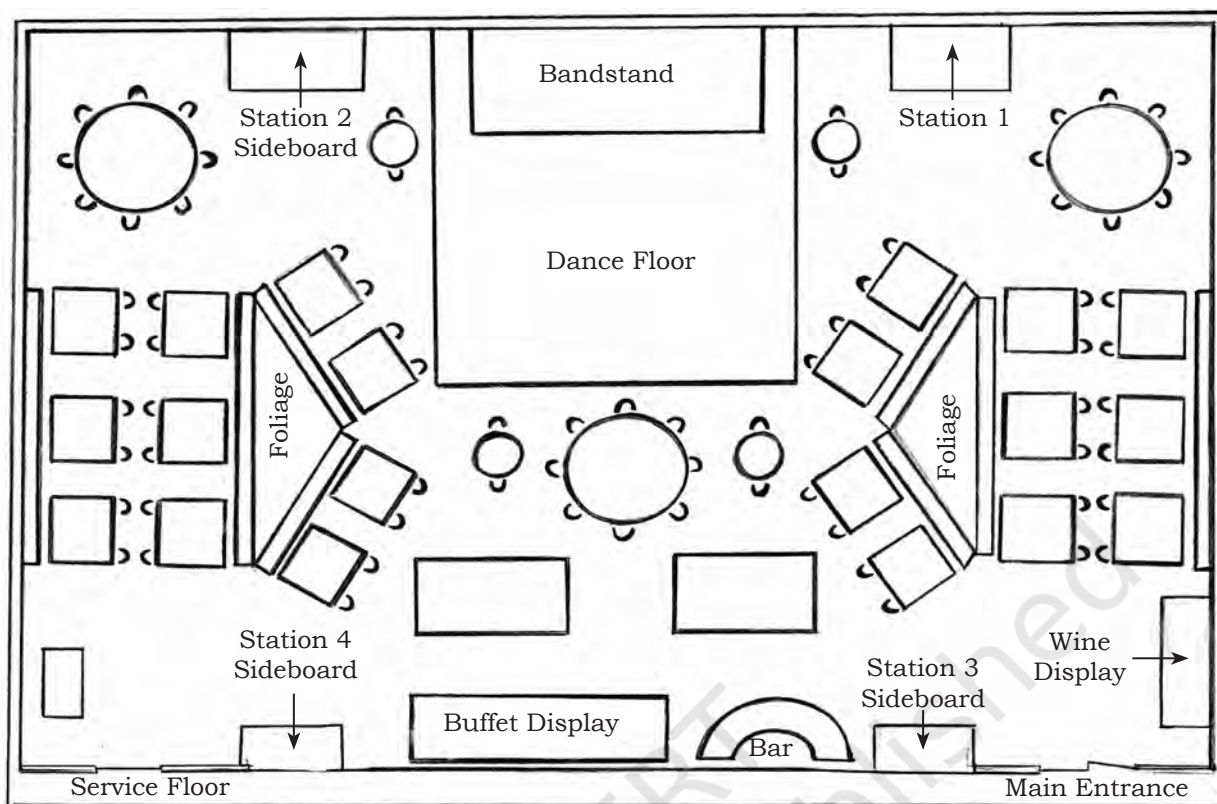


Fig. 3.6: Layout of a restaurant

The top of the sideboard must be made of a heat-resistant and washable material. Also, it must be big enough to hold at least two large salvers, along with water jugs, sauces and other accompaniments required during a service. After the service, the sideboard is emptied or restocked for the next service. The items to be placed on the sideboard are as follows (Fig. 3.7).

- Assorted tableware: service spoons and forks, fish knives and forks, dessert spoons and forks, joint knives and side knives
- Assorted Chinaware: joint plates, fish plate, sweet plate, tea or coffee cups and saucer, soup bowl, service salvers and water jugs
- Bread baskets, butter dishes, ashtrays, cruet sets, bud vase,

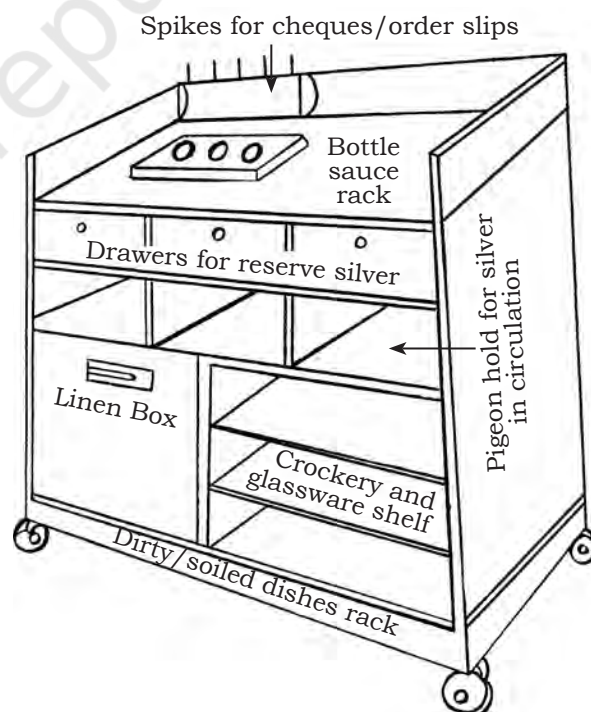


Fig. 3.7: Diagrammatic representation of a sideboard



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toothpick holder, straw holder, menu cards, check folders, etc.

- Gueridon trolley (it is made ready in conjunction with the sideboard and according to the type of service offered)

Forms and methods of service

The forms and methods of service depend on many factors but the style of service depends on the type of a catering establishment. The other factors involved are as follows.

- Type of guest: tourist, traveller, business personnel or worker
- Time for eating: short or leisure lunch
- Location of the restaurant: heart of the city or outskirts
- Type of menu: table d'hôte or à la carte
- Cost of the food

Table service

In this type of service, the guests enter the dining area of the restaurant and take their seats. The waiter offers water and menu card to the guests, who place their orders with the waiter. The table is covered in this service. It is grouped into the following types.

English or family service

The host actively participates in the service. The waiter brings the food on platters, shows it to the host for approval, and then, places the platters on the guests' tables. The host either makes food portions and serves to the guests, or allows the waiter to do so. To replenish the plates, the waiter takes the platters around and serves or lets the guests help themselves. This is a common family service in specialty restaurants, where the customers spend more time on the premises.

American or plate service

The food is served in the guests' plates in the kitchen itself in a predetermined portion. The accompaniments to be served along with the food and presentation of the food — all are decided in the kitchen.



The plates, are then, brought to the guest's tables. This kind of service is common in coffee shops, where the service needs to be quick.

Gueridon service

In this service, partially cooked food items from the kitchen are taken on a Gueridon trolley to be cooked completely near the guest's table for achieving a particular appearance and aroma. It also offers a complete view of the food while it is being cooked. The waiter needs to be dexterous as the person has to perform the role of a cook partially.

Silver service

In this service, the food is presented in silver platters and casseroles in the kitchen itself. The table is also set with sterling silverware. The platters are, then, placed on the sideboard over burners or hot plates. At the time of serving, the waiter picks up the platter from above the hot plate and presents it to the host for approval. The waiter, then, serves the food to each guest using a service spoon and fork.

Russian service

Also known as 'platter service', this type of service comes from the era of the Tsars of Russia. The key feature of this service is the elaborate presentation of food like whole lamb, turkey, etc. The server decides the portion to be served. Russian service is only used for grand occasions or functions and state banquets.

Assisted (buffet) service

In this type of service, the guests themselves take plates from the stack and go to the buffet counter, where different types of food are kept in large casseroles and platters over burners. The guests can serve themselves or request servers behind the buffet table to do so.



Fig. 3.8: In assisted or buffet service, the guests go to the buffet counter and serve the food themselves or request servers behind the buffet table to do so.



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In sit-down buffet restaurants, the tables are arranged with crockery and cutlery, where the guests can sit and eat, and even replenish their plates.

French service

It is a personalised and private service, wherein, different types of food are put in platters and casseroles and kept on the guest's tables near their plates. The guests serve the food themselves. It is an expensive and elaborate service, commonly used in fine dining restaurants. This service has two variants.

Cart French service

It is a method, in which the food is partially prepared in the kitchen and brought out on a cart to be fully prepared at the table side. The guests select the food items from the cart while sitting at their tables and are served from the right. Such a service is offered to small groups of VIPs.

Banquet French service

The food is prepared in the kitchen. The servers serve the food to each guest from the left-hand side. For replenishment, the servers keep the food platters in front of the guests.

Self-service

In this type of service, the guests enter a dining area, select the food items they want to have and buy coupons for the same. They go to the respective food counters and hand over the coupons to the servers, who, in turn, serve the food. Here, the guests are required to take their own plates to the table and eat.

Cafeteria service

It is a quick service that is practised in industrial canteens, hostels and cafeterias. The menu, which offers a limited choice, is, usually, displayed on the counter. The space for sitting arrangement is also limited. The food is served to the guests on the counter itself, who need to take it to their tables themselves along with the cutlery. The tables are not covered. Many cafeterias have high chairs and narrow tables for the guests.



Single point service

In this type of service, the guests order the food, pay for the same and get the food served at the counter itself — all of these done at a single point. There may or may not be a dining area or seats. The following are the different methods of single point service.

Food court

A food court has a number of food counters from where customers can order food and eat in the adjacent eating area.

Kiosks and vending machines

A kiosk, usually, has a food vending machine. A customer types the food item that one wants to have and inserts the currency note required to buy a food item into the machine. The machine, then, dispenses the ordered food item and also returns the change. Vending machines are also installed in industrial canteens, shopping centres and airports.

Takeaways

This is also a single point service and does not require the service of waiters. The customer places an order, pays for it and collects the food package from a single point, i.e., the counter, and consumes the food somewhere else. Takeaways offer quick service and do not have an eating area.

Special service

It is called special service as it provides food and beverages at places not meant for food and beverage service. The following are the different methods of special service.

Grill room service

In this type of service, vegetables and meats are grilled on coal and fire to offer a better view and choice to the customers. The guest can select the items that one wants to have. The guest, then, takes a seat and is served the grilled food items along with accompaniments.



Fig. 3.9: Vegetables and meats are grilled on coal and fire in an open space to offer a better view and choice to customers.



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Tray service

In this method, whole or part of the meal is served to the customers in trays, such as hospitals, aircraft, trains, etc.

Trolley or Gueridon service

The food is cooked and presented to the guest on table from a movable trolley, for example food served on trolleys to office workers or in aircraft and trains.

Home delivery

The food is delivered to the customer's home or place of work, for example home delivery of pizzas or meals on wheels, etc.

Lounge service

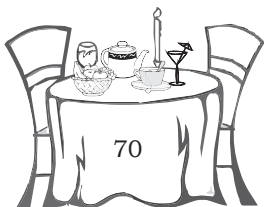
This involves service of a variety of food items and beverages in the lounge area of a hotel or an independent place, for example a sit-out or small waiting area.

Room service

This type of service is found in hotels, where food is served to the guests in their rooms. Small orders are served in trays, while those containing a number of dishes are taken to a guest's room on trolleys. The guest places the order with the room service. The room service staff receive the order and inform the kitchen department. Meanwhile, the waiter prepares the tray or trolley and asks the cashier to prepare the bill. The waiter takes the bill along with the food order to the guest's room and obtains the guest's signature on it or takes the payment. Usually, the soiled dishes are cleared from the room after half-an-hour or one hour. However, the guest can call the room service for clearing the soiled dishes after finishing with the meal.

Types of menu

Menu is a list of food and beverage items offered in a restaurant. It also displays the prices of the dishes on offer. It is through the menu that a restaurant appeals to the guests. It is, therefore, 'the silent salesperson'. There are two types menu.



À la carte (from the card)

In this menu, each food item is separately priced to give the guests a choice as per their taste and budget rather than offering a complete meal at a fixed price. Each course has a number of choices. However, the courses, generally, follow the sequence of French classical menu. À la carte menu varies from meal-to-meal, depending on the type of eating joint — restaurant, coffee shop, ethnic restaurant, bar, etc. Sometimes in a restaurant, both the menus run concurrently as some people go for budget menu and others go for à la carte.

Table d'hôte (table of the host)

Such a menu in a restaurant costs a fixed price and there are only a limited number of dishes to choose from. Table d'hôte menu prices the entire meal, irrespective of whether the guest consumes the entire meal or not. Table d'hôte is a list of a small number of few courses without specific choices. This is a package deal for budgeted customers. Other menu like buffet comes exactly between à la carte and table d'hôte, where the guests are offered a wide choice but the food is priced per head.

'Flexi choice menu' often has few variations of table d'hôte, where there are two to three vegetarian or non-vegetarian meals to choose from with prices slightly different from each other. It can also be called 'menu du jour' (menu of the day) 'carte du jour' (card of the day), 'prix fixe' (fixed price). The examples of flexi choice menu include regular *thali* @ ₹100+taxes; deluxe *thali* @ ₹150+taxes, special *thali* @ ₹200+taxes.

Covers

Table setting in a restaurant is determined by the style of cuisine it serves. This means the type of food served will have a bearing on the type of cutlery used. Attention must be paid to table setting as it is at the table where the



Fig. 3.10: In table d'hôte menu, the entire meal is priced, irrespective of whether the guest consumes the entire meal or not.

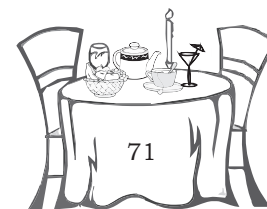




Fig. 3.11: A carefully set table leaves a lasting impression on guests.

guests relax and have their dining needs met. A carefully set table will give the guests an impression that the service staff and management appreciate their business and are not careless at work.

‘Cover’ refers to place setting for one guest on the table, where the crockery and cutlery pieces are placed. Most restaurants use one of the two basic covers for their table setting — à la carte and table d’hôte (set menu) cover.

À la carte cover

This cover is used for an à la carte menu, which means a menu that has individually priced dishes. An à la carte cover consists of the following items.

- All-purpose knife and fork
- Side plate
- Side or small knife
- Wine glass (usually, a white wine glass is placed as customers mostly order white wine for the first course)
- Napkin
- Centrepieces, for example cruets, tent cards, table numbers, bud vase and candlestick

Table d’hôte or set menu cover

Table d’hôte menus are mostly used in banquets. When setting table d’hôte cover, one is required to know the dishes on the menu as the cutlery requirements for each course needs to be included in the cover setting. The tableware for this cover consists of the following items.

- Soup spoon
- Fish knife and fork or entrée knife and fork
- Main course knife and fork
- Entree fork and spoon for dessert (variations exist)
- Side plate



- Side or small knife
- Wine glasses
- Napkin
- Centrepieces

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Service at the table in a small restaurant

Remember to serve the ladies first. However, if there is a child in the group, then the child must be served first. Following are the points for service and clearance in table service.

- Place a clean plate from the guest's left.
- Serve drinks, including wine and water, from the guest's right.
- Serve the food from the guest's left-hand side
- Keep a serviette under the entrée dish.
- Refill the glass with water when it is three-fourth empty from the right.
- Always check the guest's plate for second or third serving, if needed.
- Clean the plate from the right-hand side of the guest when the person indicates of finishing with the meal.
- Never remove the glasses and napkins till the guest is seated.
- Carry out crumbing only after the guest has finished with the meal.
- After crumbing, set the cover for dessert if the guest has placed an order.
- Say thank you when the guest leaves the restaurant.
- Clear the table using a salver and change the tablecloth if required.

Service at the table in a large restaurant

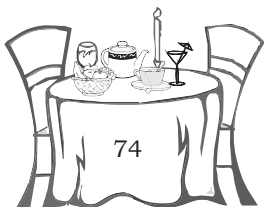
The points to remember while serving at the table in a large restaurant are as follows.

- After the guests are seated, unfold each guest's napkin and present it to them.
- Offer the menu card to each guest and stand away for few minutes, allowing the guests to decide what they would like to have.



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- If there are extra covers on a table, ask the guest if more visitors are expected. If not, then remove the extra covers immediately.
- In a traditional Continental meal, start with serving bread rolls to each guest and place the butter dish on the table.
- At the time of taking down the order, politely ask: “May I please take your order, sir or madam?” Always stand at the right of the guest and be ready to offer suggestions on the menu or translate any term or explain what a particular food item contains and how it is prepared.
- Take down the order neatly on the waiter’s writing pad. While taking down the order, one must never rest the hand on the back of the chair or lean too close to the guest. Stand straight and bend forward slightly from the hips.
- The waiter needs to be aware of the preparation time required for all dishes offered in the menu. Do not mislead the guests as regards to the timing. If a guest is in a hurry, suggest some ‘ready-to-serve’ items and never a ‘cooked to order item’.
- Always ask the guest how one would like the preparation to be, for example spicy, less spicy, etc.
- Place the order in the kitchen, bar or pantry, and serve the drinks immediately.
- Follow it up with snacks or savouries ordered. If the snacks are pre-plated, serve from the right side of the guest. If not, serve each guest at the table from the left.
- Serve the food ordered in correct sequence. Each course must be served with appropriate cutlery and flatware. If wine is to be served as an accompaniment, appropriate glasses must be used.
- The food items must be served at the correct temperature like hot food items must be served piping hot and cold food items cold.



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- At regular intervals, check for replenishing the water goblet, guests' glasses for drinks, as well as, food on their plates.
- After the main course is over, clear all items from the table, except the ashtray, bud vase, desert cutlery and water goblet. The cruet must be cleared after the main course.
- Offer finger bowls to the guest at the end.
- Carry out crumbing at the table and change the ashtray, if required.
- Offer the menu card to the guests to choose dessert items and take down the order.
- Clear wine glasses and bottles from the table.
- Lay the dessert covers and accompaniments.
- Serve the dessert. Cold desserts are served before hot ones.
- Clear the dessert plates.
- Take the tea or coffee order and serve the coffee. Politely ask the guests if they would like to have more tea or coffee.
- Let the guests relax and seek their permission for presenting the bill.
- Always present the bill in a bill or cheque folder. Collect the amount, make the payment at the cash counter and hand over the change to the guest in the bill folder.
- If the guest offers a credit or debit card to make the payment, either bring the card swiping machine to the table or escort the person to the cash counter, where the machine is placed.
- Always acknowledge tips with a 'thank you'. If a guest does not give a tip, acknowledge with a 'smile' and 'thanks'.
- See off the guests by helping pull out the chairs of the ladies and escorting the guests till the exit door. Greet and thank them, and invite them to visit the restaurant again.
- Clear the table. Re-lay if necessary and ready it for the next guest.



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- If a mistake occurs during the course of service, apologise immediately to the guest and take the corrective step.
- If a problem arises at a table, do not argue with the guest. 'The guest is always right' is the cardinal rule that the Hotel Industry follows. Try to solve the problem politely and tactfully. In case of an unruly or stubborn guest, immediately inform the senior or manager.

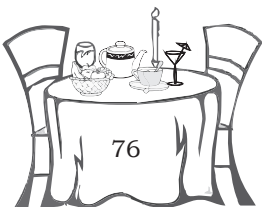
Mise-en-place

It means making a restaurant ready for service, i.e., doing all the preparatory work. During mise-en-place of the restaurant, the following points must be taken care of.

- Everything that may be required during a service must be made readily available and easily accessible from the side board and pantry.
- The covers must be laid neatly and appropriately, and must have all required accessories like ashtray, bud vase, cruet set, etc.
- Bottles and jars containing salt, pepper, sauces, ketchup, chutneys, jams, pickles, etc., must be kept ready at the side station.
- Bottles containing sauces, chutneys and jams must be replenished from time-to-time. Salt and pepper containers must be refilled daily, and must be emptied and washed weekly.
- The neck and mouth of the bottles and jars must be wiped daily with a damp cloth.
- When the restaurant cleaning is over, all equipment necessary for a service must be checked and set out.
- Cheque folders, menu cards, toothpick holder, mouth freshener, finger bowls, straw holder, etc., must be available in sufficient quantity at the side station.

Mise-en-scène

It refers to setting the environment of an area in order to make it safe and hygienic, and give it a pleasant and



comfortable appearance. For the waiter, the restaurant is the service area. Before each service, the restaurant must be ready and presentable enough to welcome the guests. The supervisor or team of waiters must ensure the following.

- The carpet must be brushed and cleaned.
- All tables and chairs must be in order.
- The menu cards need to be in a presentable condition and not torn from the sides or damaged.
- Tent cards or other sales material need to be presentable.
- The doors and windows of the establishment must be opened for some time for ventilation and fresh air.
- After sometime, the doors and windows must be closed and the air condition or heating unit must be set at a comfortable temperature.
- Replace all dirty linen with fresh ones.
- Fresh tablecloths and mats must be laid on the tables.
- Also, keep fresh flowers in the restaurant.
- Ensure that all lights and fixtures are in working condition.

Briefing

It is conducted by the captain or manager for all employees at the beginning of a shift. Briefing facilitates two-way communication between the management and staff. Usually, this is the time when the staff members are checked for maintenance of grooming standards before being allocated jobs. The following may be communicated in the course of a briefing session of 10-minute duration.

- Any VIP in the house
- Policies and rules to be followed by the staff or the restaurant, in general
- Job allocation
- Immediate reporting for the shift
- Checking the grooming and personal hygiene standards followed by the staff
- Appreciation and rewards for staff for work done in earlier shifts



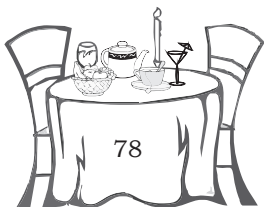
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- Rectification required on the basis of observation
- Banquets or other events to be held in the hotel or restaurant

Receiving the guest

Receiving the guest and making the person comfortable for the duration of stay is one of the most important tasks that must be followed by all F&B service staff. If the guest is welcomed with a smile, the person will enjoy the food. In many high-end establishments in India, a hostess or flash host often greets the guest and escorts the person to the table. Few points that must be taken care of while receiving a guest in a restaurant are as follows.

- The guest must always be greeted by the last name (if known) and as per the time of the day. For example, “Good morning, Mr. Sharma.” If the name of the guest is unknown, the person may be addressed as sir or madam. For example, “Good morning, sir! Table for two?” (or as per the requirement).
- In case of a reservation, the restaurant reservation book must be checked to find out if a table has been reserved for the guest.
- If the guest does not have a reservation, a table is selected as per the person’s requirement and the person is assisted by the head waiter or captain towards the table. If there are ladies in the group, assist them by pulling out the chairs and help them settle down first.
- Hand over the menu card to the guest on arrival and alert the station head waiter or captain. The waiter offers a welcome drink and water to the guest as the person glances through the menu. The waiter takes down the order and starts with starters as per the guest’s order.
- Knowing exactly where to seat the guest comes with experience but a single guest must never be seated in the centre of the restaurant as the person may feel conscious or awkward.



Practical Exercise

Activity

Visit a hotel in your area and observe the procedures followed in the restaurant area for receiving and greeting guests. On the basis of your observations, prepare:

- a report on receiving guests at the restaurant.
- a chart showing the difference between mise-en-place and mise-en-scène of the restaurant using pictures.
- labeled diagram of the restaurant.

Material required: chart paper, notebook, pen, sketch pens, pencil, eraser, pictures showing mise-en-place and mise-en-scène in the restaurant, glue stick, a pair of scissors, etc.

Procedure

- Visit the restaurant of a hotel in your area.
- Observe the restaurant staff receiving and greeting guests.
- Obtain some pictures of the services offered by the staff there.
- Show the difference between mise-e-place and mise-en-scène at the restaurant.
- Draw a labeled diagram of the hotel's restaurant.
- Prepare a report after the visit.
- Present and discuss it in class.

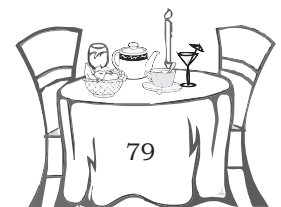
Check Your Progress

A. State 'True' or 'False'

1. Briefing facilitates two-way communication between the management and staff.
2. Table d'hôte is a menu, in which each food item is separately priced to give the guest a choice as per the taste and budget.
3. Mise-en-place means to set the restaurant ready for service.
4. American service is platter-to-plate service.

B. Subjective Questions

1. What do you mean by table service? Explain the various types of table service.
2. Explain single point services with its different methods in detail.
3. What is menu in F&B operation? Explain its types.
4. Draw a labeled diagram of a sideboard and explain its importance.
5. Enumerate the points to be considered while rendering service at a table.



NOTES

6. Write short notes on the following.
 - (a) Briefing
 - (b) Social skills
 - (c) Receiving a guest

SESSION 4: RESTAURANT EQUIPMENT

Equipment forms an inevitable part of the F&B Service Industry. It plays an important role in building the mood of guests, complementing the outlet theme and elevating guest experience. The equipment used in a restaurant can be broadly classified into the following categories.

- Restaurant fixtures
- Furniture and furnishings
- Service equipment
 - Food containers, pots and pans
 - China, ceramic, earthenware, stoneware and melamine
 - Glassware, copperware, bronzeware and other metalware
 - Silverware
 - Wood, straw, cane and other green products
- Measuring, testing units and machines
- Table linen
- Maintenance and service kit
- Office stationery and other printed material
- First aid and emergency kit
- Communication and information system

Crockery

An establishment, generally, uses a variety of crockery. Usually, one design and pattern of China is used but when an establishment has a number of outlets, different designs and colours are preferred to avoid mix up. Few caterers can afford to buy quality China for day-to-day operations because of high initial capital and replacement costs involved. In such a case, a caterer uses its substitute called 'earthenware', which has vastly improved over the past few years, both in appearance and durability.



Types of crockery and their sizes

Some of the commonly used crockery pieces in restaurants are as follows.

- Soup plate: 20 cm in diameter; used for serving thick soups
- B&B (bread and butter) plate (side plate): 15 cm in diameter; used for serving bread and butter
- Fish plate: 20 cm in diameter; used for serving fish items and *hors d'oeuvres*
- Dessert plate (sweet plate): 18 cm in diameter; used for serving desserts
- Meat plate (joint, dinner or main course plate): 25 cm in diameter; used for serving main courses
- Cereal bowl: 13 cm in diameter; used for serving cereals (cornflakes, wheat flakes, choco flakes, etc.), puddings, compotes
- Cheese plate: 16 cm in diameter; used for serving cheese and biscuits
- *Consommé* cup: used for serving thin soups only
- Coffee cup: also called '*demitasse* cup', 10 cl (centilitre) capacity; used for serving black coffee
- Tea cup: 19cl (centilitre) capacity; used for serving tea and coffee
- *Demitasse* cup: 31/2 oz



Fig. 3.12: Caterers, generally, use a substitute for China called earthenware for crockery.

Storage

China crockery pieces must be stored on shelves in piles of approximately two dozen. They may topple down and break in case more number of crockery pieces is piled up. The crockery pieces must be stored at a convenient height so that they can be placed and removed from the shelves easily with no fear of accidents. China need to be kept covered to prevent dust and germs from settling on them.

Tableware

Tableware is a term used for all items in flatware, cutlery and hollow-ware. Flatware denote all forms of spoon and fork. Cutlery refer to knives, forks and other



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cutting appliances. Hollow-ware consists of items made of silver, which are hollow in nature. These consist of containers, such as serving bowls, pots, kettles, and water and ice jugs. These containers are either made of glass or metals, such as copper, brass or stainless steel.

Storage

There must be boxes or drawers to store each item. Each box or drawer must be lined with baize to prevent the items from sliding and ensuring that there is no noise while handling them. Besides, it prevents the items from scratches.

Hollow-ware items must be stored in shelves that are labeled. They must be stored at a convenient height for easy access. Examples of cutlery and flatware are fish knife and fork, dessert spoon and fork, joint knife and fork, soup spoon, tablespoon, coffee spoon, etc.

Types of spoon, fork and knife

There are different types of spoon for serving or eating various food items (Fig. 3.12). Forks often accompany spoons or help independently pickup food bites. Knives are used to portion the food.

Dinner (table) spoon

It has an elongated round cup and is used for eating the main course. Using a dinner spoon, one can pick up just the right amount of rice, stew or curry. This spoon is always paired with a fork (with four tines) of the same length or a dessert knife.

Dessert spoon, knife and fork

These are smaller than those used in the main course and are used for having dessert items.

Soup spoon

It has a round cup, bigger than dinner or table spoon. It is as long as dinner spoon.



Tea or coffee spoon

It is smaller than dessert spoon in length and cup size. Such a spoon is used to stir tea or coffee.

Sugar spoon

It has a flower-shaped round cup. It is used to take sugar from the sugar bowl of the tea set.

Ice cream spoon

It is a small spoon with a flat rim that can help cut an ice cream. It comes in small, medium and large sizes. The choice of the spoon size depends on the quantity of ice cream to be served and the size of the bowl in which it is to be served.

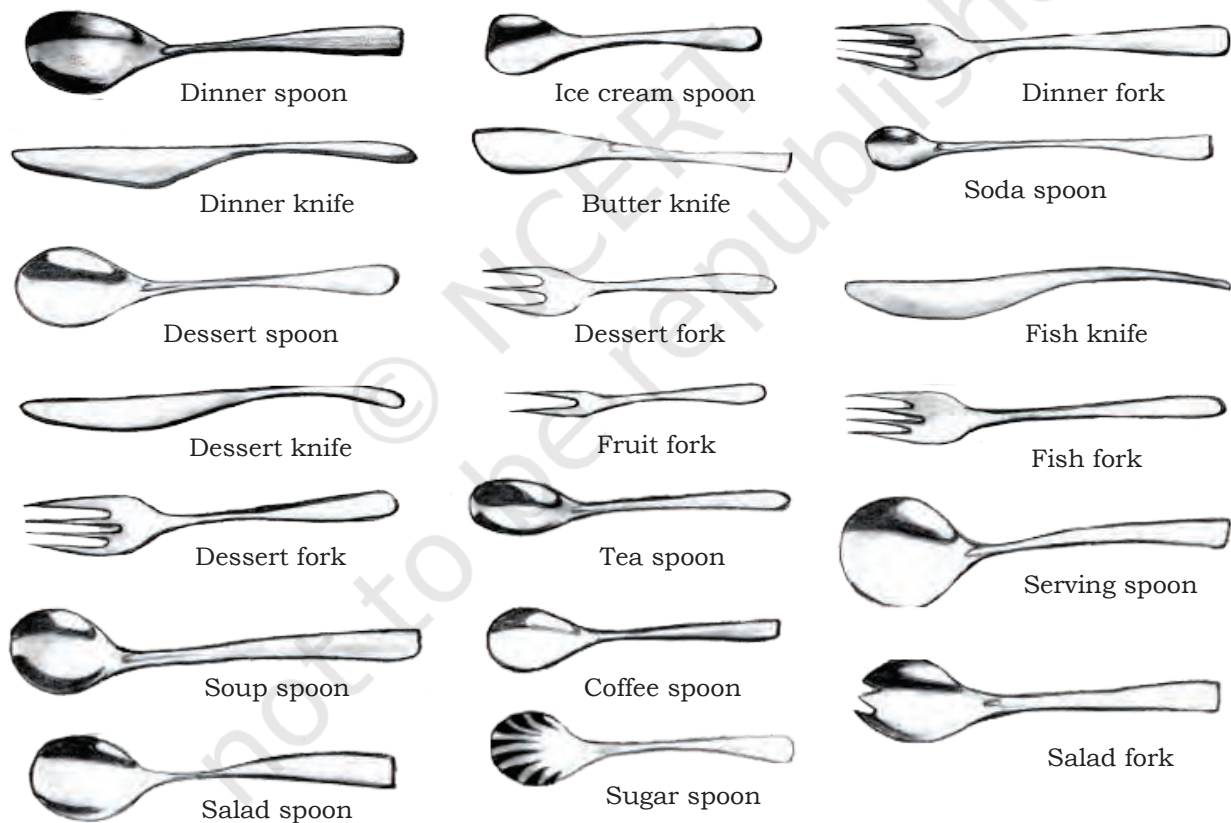


Fig. 3.13: Spoons, forks and knives used in a restaurant

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Cocktail (soda) spoon

This spoon has a long handle, which reaches the bottom of a cocktail glass. It is used in stirring or mixing the drink.

Butter knife

It has a short rectangular blade that is sharp on the lower side to form an edge. It is useful for cutting semi-firm pieces of butter and apply it on food items like bread.

Salad spoon

Always paired with salad fork, a salad spoon is used in mixing and serving salad.

Serving spoon

It has a large round cup designed to serve stew and rice.

Fruit fork

It has two tines. It helps to pick thinly sliced fruits.

Roast fork

It is the largest fork used in a restaurant. It has longer and stronger tines that help hold and pick-up large meat or vegetable pieces.

Pastry or gateaux knife

It is a flat, elongated, triangle-shaped knife and is used to cut pieces of pastry or gateaux and handle it smoothly.

Stainless steel and silver

Stainless steel flatware and silver is available in a variety of grades. In silver plated tableware, two grades have been specified—standard for general use and restaurant thicker grade, marked with an 'R', for restaurant use. The minimum thickness of silver plating may give a crockery item a life of at least 20 years, depending on the use. Plain cutlery is more popular than patterned ones as they are cheaper and easier to clean. Stainless flatware cutlery and flatware can be



obtained by different degrees of polishing. Stainless steel resists scratching far more than other metals and is more hygienic. It neither tarnishes nor stains.

Restaurant glassware

Glass adds to the appearance of a table and the overall ambience of a room. There are many patterns available. Glasses are measured in terms of capacity by fluid ounces. 1 Fl oz=0.028 litre/28.413 ml (1 litre=1000 ml). There are many type of glasses. There are glasses for serving champagne, brandy, water, beer, etc. Except certain specialty restaurants, where coloured glassware or cut glassware is used, hotel glassware is, usually, plain. A wine glass must be plain so that the colour and brilliance of the wine served is visible.



Fig. 3.14: Type of glasses used in a restaurant



Storage

Glasses are, normally, stored in glass pantry. They must be placed in single rows on paper-lined shelves, upside down to prevent dust from settling in. Plastic coated wire racks made specifically for stacking and storing glasses. Such racks are a convenient method for keeping glassware, which reduces breakage. The different type of glasses used in a hotel are depicted in Fig. 3.14.

Special equipment

Chafing dishes (chafers)

These are food-warming dishes. They keep the food warm for the required at time a fixed temperature. They come in two variants — electric or chafers fuel candle. Chafing dishes come in various shapes and sizes, and with or without lids. Modern day chafing dishes are made of light metal or ceramic with handles, and are sometimes covered with a see-through lid.

Ice cube making machine

An ‘ice maker’ or ‘ice machine’ is used for making ice. The term ‘ice machine’, usually, refers to a standalone appliance that automatically makes ice to be used in drinks, etc.



Fig. 3.15: Wine chiller

Plate warmer

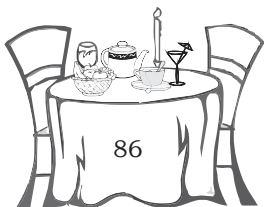
Plate warmers are used in restaurants to keep the dinner or joint plates warm. Food tastes the best when hot. Cold plates can rapidly cool food, making it less tasty. Warm plates keep food at the right temperature and germ-free.

Wine chiller

It is a bucket, where ice is kept to chill a bottle of wine.

Dishwasher

A dishwasher is a machine that washes and dries plates and glasses automatically.



Sideboard

A sideboard is the most functional piece of restaurant equipment or furniture. This is the central point for waiters. Therefore, it must be kept spotlessly clean. Also, it must be checked and stocked at all times. It is designed to hold all necessary items, which could be required during a service.

Linen

It is one of the most costly items used in a restaurant. Therefore, its quality is important. Usually, one-for-one rule is followed in the Hotel Industry, which means one clean item is issued for each dirty item handed in. The original stock of clean item is issued upon the receipt of a requisition form written in duplicate and signed by the concerned person from the food service department. The top copy goes to the housekeeping department or linen room and the duplicate copy remains in the book held in the F&B service area. A surplus linen stock is always maintained in the food service area in case of an emergency. If the tablecloth is slightly dirty, a slip cloth is placed over it for the next service because of the high laundry cost involved.

Dirty serviettes, when exchanged for clean ones, must be tied in bundles of 10 each. The clean linen needs to be stored on paper-lined shelves, the correct sizes placed together and the inverted fold facing outwards, which helps in counting. If the linen pieces are not stored in a cupboard, they must be covered to avoid dust from settling on them. The main linen items commonly found in the F&B service area are as follows.

- Tablecloth
 - 54×54 inch for 76cm square table, or 3ft diameter of round table
 - 72×72 inch for 3ft square table
 - 72×96 inch for rectangular table
 - 72×54 inch for rectangular table
- Slip cloth: 3×3ft to cover a soiled or grubby tablecloth
- Serviette: 18–20 inch square if made of linen; 14–17 inch square if made of paper

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Furnishing, fittings and fixtures

Restaurants must have appropriate air conditioning system, ceiling and exhaust fans. Apart from these, air curtains, humidifiers, de-humidifiers and high-voltage insect cutters are also important. Lighting is a part of restaurant fixtures. Compact Fluorescent Lamp (CFL) is in vogue. Halogen and sodium vapour lamps are used for spot lighting and displays at bar counters, etc. Sometimes, dimmers, flashers and blinkers are also used. Several types of floor covering are used in a restaurant. Woolen carpets are no more in fashion. Synthetic strong and moth-proof carpets are more popular. Fancy tiles, polished wood, granite and marble floor surfaces, matching with the restaurant theme and décor, are also used. Walls may have a surface of straw, cane, coir, jute or ceramic. Plaster of Paris, texturised painting, commercial blowups, mirrors and wallpapers are some of the surfaces used for walls and ceilings.

Restaurant furniture

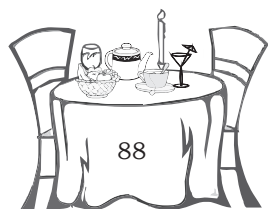
Furniture is an important feature in a restaurant as it gives 50 per cent of the value to customer comfort and rest. The shape and design of tables, sofas and chairs completely depend on the type of restaurant, services offered and customers.

Size and shapes of tables

- Square table for four: 36×36 inches or 42×42 inches
- Rectangular table for four: 30×48 inches
- Rectangular table for six: 42×72 inches
- Round table for six: 54 inch in diameter
- Standard height of table from the ground: 30 inches

Size of chair

Chairs come in a wide range of designs, material and colour. As per industry standards, a chair seat must be 18 inches from the ground, height from the ground to the top of the back 39 inches and depth from the front edge of the seat to the back of the chair 18 inches.



Practical Exercise

Activity 1

Visit any two hotels or restaurants in your area and collect information about the tables and chairs used there.

Material required: notebook, pen, pencil, eraser, etc.

Procedure

- Visit two hotels or restaurants in your area.
- Note down the following information about the tables and chairs being used there.
 - Baize
 - Height
 - Width
 - Size
- Sitting area available

Check Your Progress

A. Fill in the Blanks

1. Soup plate is _____ cm in diameter.
2. Meat plate is used for serving _____ courses.
3. The capacity of glasses is measured in _____.
4. One fluid ounce is _____.
5. Plate warmer, chafing dish and wine chiller are examples of _____ equipment.

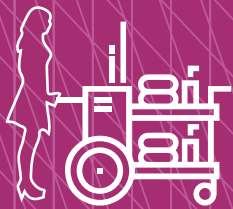
B. Subjective Questions

1. Draw a labeled diagram of different types of standard glassware used in a restaurant.
2. Differentiate between the following.
 - (a) Flatware and hollow-ware
 - (b) Crockery and cutlery
3. Write short notes on the following.
 - (a) Restaurant linen
 - (b) Restaurant furniture
 - (c) Special equipment

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Unit 4



Food and Beverage Service Operation



17904CH04

INTRODUCTION

This Unit gives an insight about the points to be followed while performing Food and Beverage service operation in a restaurant. In the first Session, students will learn about the importance of welcoming, receiving and seating guests. The first task that a waiter or steward performs after seating the guests is serving water or welcome drink to them. The students will also learn about receiving guest reservations at the restaurant.

The second Session deals with the procedures to be followed for taking food and beverage order from the guests. The students will learn about the importance of anticipating the guests' needs and procedure of placing an order at the bar and kitchen, timing of service and assisting the steward or captain in case of a clarification. The importance of menu card, the sections it is divided into and the way it is presented to the guests have also been dealt with in the Session. The students will also learn about the classification of menu on the basis of criteria like pricing, use and meal. The Session also explains the different promotion and selling techniques adopted in the restaurant.

In the last Session, the students will learn about the thumb rules to be followed while collecting the order from the kitchen and crumbing. They will also learn

about handling CCG (Cutlery, Crockery and Glassware) while carrying the order, preparing the table for each course, responding to dissatisfied guests, selling after-dinner items, maintaining service and hygiene standards in the restaurant, and procedures of serving alcoholic beverages.

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SESSION 1: RECEIVING THE GUEST

The sale of food and beverages at a restaurant can be increased by giving guests a warm welcome. Greeting and attending to the guests on arrival, during meal and while leaving the restaurant is important. Staff hygiene and grooming standards, their conduct and cleanliness on the restaurant premises are some important aspects that make the guests feel comfortable and give them a pleasant dining experience.

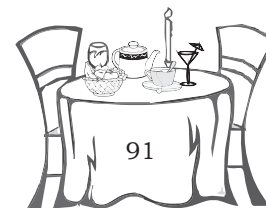
Receiving, greeting and seating the guest

Greeting and seating a guest are important in the restaurant business. These leave a positive impression on the guest about the restaurant and the staff working there.

Receiving and greeting

The following points must be kept in mind while receiving and greeting the guest in a restaurant.

- Always greet the guest with a smile, making an eye contact.
- Greet the guest according to the time of the day like 'Good morning', 'Good afternoon' or 'Good evening' and say, "Welcome to our restaurant". One must say this within 30 seconds of the guest's arrival. Always greet the ladies first.
- Check if the guest has reserved a table by asking, "Do you have any reservation, sir or madam?" If guest says 'yes', ask "under what name" and "for how many people". Check the reservation and get back to the guest by saying, "Certainly, sir or madam, you have booked for XYZ (number of persons). Your table for XYZ (number of persons) is ready."



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- If the guest has not made a reservation, ask: “How many of you would like to be seated”.
- In case of full occupancy, inform the guest about the same by saying “sorry”. Write down the guest’s name and assure that you would inform the person as soon as a suitable table is available.
- If seats are available, ask the guest about the seat preference and ask, “Sir or madam, do you have a preference like sitting in a smoking or non-smoking area or near a window?”
- Escort the guest to the table and say, “This way, please, sir or madam.”

Seating

Do’s

The following points must be taken care of while seating the guests in a restaurant.

- Common sense is important. Use a big roundtable or join two tables for a large number of guests, for example a family.
- Allow the guests to sit according to their preference — in smoking or non-smoking zone, or near the window, etc.
- Elderly or disabled guests must be seated at a place where moving is easier for them.
- Make the guests feel comfortable by drawing out their chairs, especially for women, children and the elderly.
- Parents must be helped while seating their children on high chairs. If such chairs are not available, then an additional cushion must be placed on the chairs for seating the children.
- Help the children pull out the chairs and seat.
- Keep wraps, parcels, jackets and other required items at their respective places.
- When the guests are comfortably seated, place the menu card before them from the left or directly in front of each guest. Also, open its first page for convenience. One must not wave or flash the menu card. Fill the glasses of



each guest with water. Ask if they would like to have it cold or warm or a normal temperature.

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Don'ts

Avoid the following while seating a guest.

- Seating the men before women and children
- Making rapid chair movements
- Incorrect handling of chair
- Ordering guests where to sit
- Showing irritation due to indecisiveness of some guests regarding seat selection

Guest reservations

Taking guest reservations involves greeting the guests in a friendly and polite way with a clear voice. Take down the required information from the guests. The reservation order is recorded in a booking sheet as shown in Table 4.1.

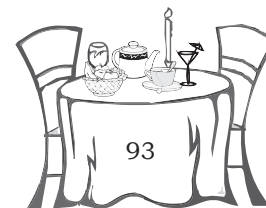
Table 4.1: Example of booking sheet

Restaurant XYZ	
Day:	Customer's name:
Date:	Telephone No.:
Maximum covers:	Covers:
	Arrival time:
	Special requirements:
	Smoking or non-smoking
Signature	

SOPs for taking down reservations

The standard operating procedures (SOPs) for taking down reservations are as follows.

- Answer the guest's phone call and politely ask, "Good evening, sir or madam. How can I help you?"
- Acknowledge a reservation request by saying these.
 - "Certainly, sir or madam"
 - "Yes, of course sir or madam"
- Take reservation details by asking the following questions to the guest.



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- “May I have your name, please?”
- “When would you like to book your table?” (Ask the date and time.)
- “A table for how many guests?”
- “Where would you like to sit? Do you prefer a smoking area?” (applicable only when your restaurant has a separate smoking area)
- Check the reservation book by saying these.
 - “Please excuse me, sir or madam, while I check the reservations.”
 - “Allow me to put your call on hold for a moment please, sir or madam, while I check the availability.”
 - Get back to the guest’s call and say:
 - “I am sorry to keep you waiting, sir or madam. May I have your mobile number please?”
 - “Sorry to keep you on hold, sir or madam.”
- Ask for any special requirement, such as if the person would like to have vegetarian or non-vegetarian food, vegan food, gluten-free food, or if the person is allergic to any food item.
- Read back the guest’s reservation and confirm the table reservation details.
- If a table is not available or booked, reply to the guest by saying:
 - “I am sorry, sir or madam. We do not have a table at that time. Would 2.30 pm be suitable instead?”
 - I am sorry, sir or madam. We do not have a table available here at this time. But there is a table available at 9 o’clock in the night. Would that be suitable?
- Offer an alternative by saying, “May I help you reserve a table at our other restaurant instead?” You can also say, “Would you like to have lunch in the ‘work restaurant’, where we are having a buffet this afternoon, sir or madam.”
- Bid goodbye to the guest and say, “Thank you for calling, sir or madam. We look forward to see you then. Have a great day ahead.”
- Process for reconfirming a restaurant table reservation request. “Good morning, sir or madam.



This is ABC (say your name) from the restaurant speaking. I would like to reconfirm your reservation for a table for two (or any other number of visitors as requested by the guest) this afternoon at 2 pm. Thank you for making the reservation. We look forward to serving you and your guest(s). If you have any other request or query, please let us know.”

Procedure of serving water or welcome drink

Serving water or welcome drink to the guest(s) is the first task performed by a waiter after receiving and seating the guests.

- Ask the guest for their preference of water (regular, aerated, mineral or spring).
- Regular water must be cold or at room temperature and poured from a clean jug into a clean glass.
- Use an underliner or waiter’s cloth to ensure that the condensed water does not spill on the table.
- Observe the guests for replenishment of water. Glasses must be refilled only when they are two-third empty.
- A bottle of mineral water must be opened in front of the guest and carried in a cane basket. After pouring the water from the bottle, it can be placed on the table.



Fig. 4.1: Always pour water into the guest's glass from a clean jug.

Practical Exercise

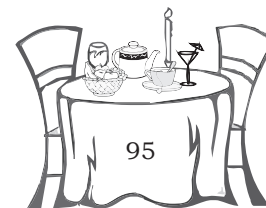
Activity 1

Visit the restaurant of a hotel in your area and observe the process of receiving, greeting and seating the guests. Now, demonstrate the same in your class.

Material required: pen, pencil and notebook

Procedure

- Visit the restaurant of a hotel in your area.
- Talk to the manager there and observe the process of greeting, receiving and seating the guests.
- Take care of the do's and don'ts.
- Prepare a report and demonstrate the same before your class.



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Activity 2

Visit a restaurant in your city and observe the serving of water or welcome drinks to the guests. Prepare a chart, showing the various steps involved in serving water or welcome drink to guests.

Material required: chart paper, notebook, pen, pencil, eraser etc.

Procedure

- Visit a restaurant in your city.
- Observe waiters serving water or welcome drink to the guests and check whether the procedures are being followed by the waiters or not.
- Prepare a chart, showing the various steps involved in serving water or welcome drink to guests, after the visit.
- Demonstrate the same before the class.

Check Your Progress

A. Match the Columns

Column A	Column B
(i) Beverages	(a) With a smile on face
(ii) Welcome guest	(b) Cocktail
(iii) Guest reservations	(c) Good morning' or 'Good afternoon' or 'Good evening'
(iv) Greet the guest	(d) Greeting guests in a friendly way with a clear voice

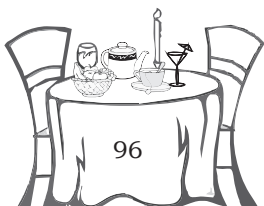
B. Subjective Questions

1. Write the procedures followed in greeting and seating a guest.
2. Write the procedures followed in serving water or welcome drink to a guest in a restaurant.

SESSION 2: TAKING FOOD AND BEVERAGE ORDER FROM GUESTS

Menu or bill of fare

Menu plays an important role in food and beverage service operation and helps increase the profit of a business. It offers a glimpse into the standard of the operation, how well the operation is organised



and managed. A menu or 'bill of fare' is a means of communication, informing what the caterer has to offer. Compilation of menu is one of the most important duties performed by a caterer — whether for establishments like restaurants aiming to earn a profit or for those working to a budget like hospitals and schools.

Functions of menu

- It provides the guests with a variety of food and Beverages to choose from.
- Apart from listing the food and beverage items on offer, the menu also lists their prices, which helps the customers select and order food and beverages.
- It briefly gives information about the ingredients used in preparing a particular dish or beverage and the way it has been prepared.
- It acts as a helping tool for the kitchen staff in order to prepare mise-en-place, arrange equipment and staff required for its production.

Sections of menu

A menu, normally, has three sections — appetiser, main course and dessert.

Appetiser

It is the first course offered in the menu. Examples are soups, salads, smaller variations of main course dishes. The characteristics of an appetiser are as follows.

- Smaller portion
- Can be served hot or cold
- Normally savoury



Fig. 4.2: Appetiser

Main course

It, usually, follows the appetiser. Examples are grills, meats, platters, fish, vegetarian dishes and large salad bowls. The characteristics of main course are as follows.

- Larger portion
- Savoury
- Can be served hot or cold
- Usually, expensive



Fig. 4.3: Main course

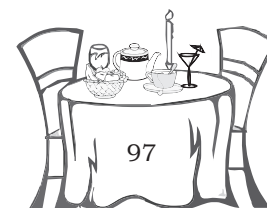




Fig. 4.4: Dessert

Dessert

It is, normally, the final course. Examples are ice creams, cakes, gateaux, fruits and cheese. The characteristics of a dessert are as follows.

- Can be small or large in size
- Sweet or savoury
- Can be served hot or cold

Menus may offer more sections. For example:

- side orders
- snacks or light meals
- children's meal
- signature meal(s)

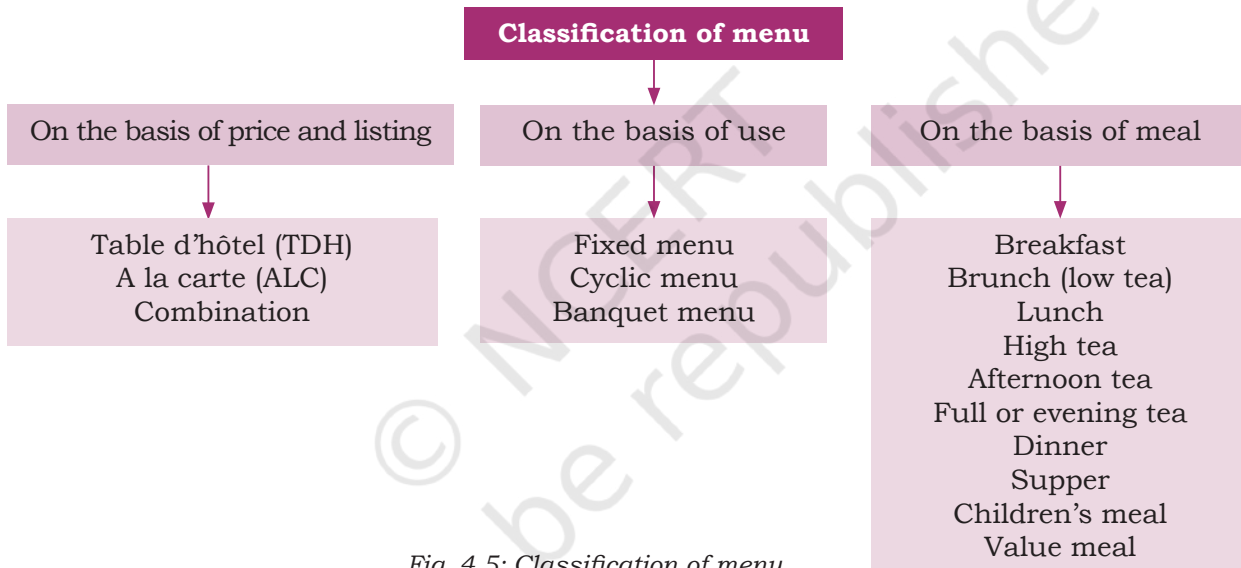


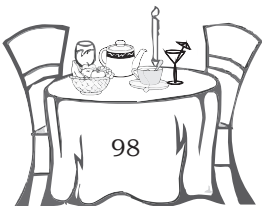
Fig. 4.5: Classification of menu

Classification of menu

On the basis of price and listing

À la carte

It means multiple choice menu, in which the items are listed in sequence [meaning first the starters (vegetarian followed by non-vegetarian) are listed, followed by salad, main course, chapatis and naan choices, rice dishes, desserts, etc.] along with their respective prices. It offers a variety of dishes and is available in almost all hotels



and restaurants. The characteristics of à la carte menu are as follows.

- It consists of three or more courses — one, two or three choices per course.
- In most cases, an à la carte menu is a set with an all-inclusive price.
- It is, usually, offered during lunch hours.
- There is an à la carte offer for themed lunches and dinners (Valentine's Day, Easter, Christmas).
- In conferences and banquets, choices are limited, depending on the number of people.

Table d'hôte menu

Also known as 'table of the host', it refers to a menu offering limited choices, which is planned in advance for special functions or occasions like Christmas, New Year and banquets. In this type of menu, each dish is not individually priced but the complete meal is sold to the guest for a fixed price. Some hotels or restaurants offer a fixed menu for breakfast, lunch and dinner, which is generally, used in banquets and functions as buffet menu. The characteristics of Table d'hôte menu are as follows.

- It offers a variety options to the guests to select from.
- All menu items are priced individually.
- In most cases, the dishes are cooked as per the order.
- The guests can consume several dishes depending on their choice.

Combination menu

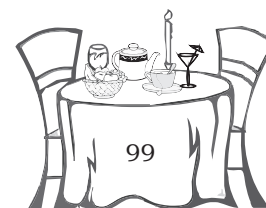
It is a combination of one or more menu that offers an extensive list of complete meal packages and an extensive à la carte selection.

On the basis of use

Fixed menu

Usually, found in coffee shops and QSR (Quick Service Restaurant) outlets, this menu is used consistently for over a longer time period as compared to cyclic or banquet menu.

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Cyclic menu

In this type of menu, variety is provided to repetitive guests. It is, usually, self-operated, used in non-commercial operations and operated on a contractual basis like in schools, hospitals, etc. It is, usually, made for one to four weeks.

Banquet menu

It is an elaborate table d'hôte menu, offering more than four courses. It is, usually, used for events like marriage parties and other functions.

On the basis of meal

Breakfast menu

The serving time of food and beverage as per this menu is 6–9 am. It includes fruits, juices, eggs, cereals, milk, tea and coffee.

Brunch menu

It refers to a meal that combines both breakfast and lunch, hence, the word 'brunch'. It is one meal eaten late in the morning, in place of breakfast and lunch. It is informal in nature. Brunch is mostly taken on weekends and other holidays, when people tend to wake up a little late in the morning, thereby, skipping the breakfast.

Lunch menu

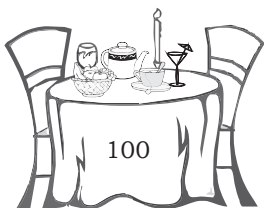
It is a meal eaten around mid-day. The serving time is 1 pm. It, usually, offers sandwiches, soups, salads and special items. It is, usually, lighter and less formal than dinner, which is considered to be the largest meal of the day.

High tea menu

It is a meal eaten late in the afternoon or early in the evening, typically, consisting of a cooked dish, bread and butter, and tea.

Afternoon or evening tea menu

It is a treat of sandwiches, cakes, pastries with a cup of tea or coffee. The serving time is 4 pm.



Dinner menu

It, usually, offers elaborate dishes like steaks, roasts, chicken, sea food, pasta, cocktails, etc. It is also known as the main meal of the day eaten either in the middle of the day or in the evening. The serving time of dinner is 7–9 pm.

Supper menu

It refers to a light or informal evening meal. The serving time is 6–7 pm

Accompaniments

These are highly flavoured seasonings of various kinds offered with certain dishes. Accompaniments are complementary additions to the main ingredient of a meal. The objective of offering accompaniments with certain dishes is to improve the flavour of the food or to counteract its richness. Sometimes, an accompaniment also comes with a garnish of its own.

Importance of accompaniments

- Accompaniments are used to complement the main dish, for example chutneys, dips, etc.
- These add variety to the food served and also improve the food's nutritive value.
- They give piquancy to the main dish.
- Accompaniments improve the flavour, taste and colour of the dish served.
- An accompaniment provides moistness to the main dish.
- It helps digest the food easily.

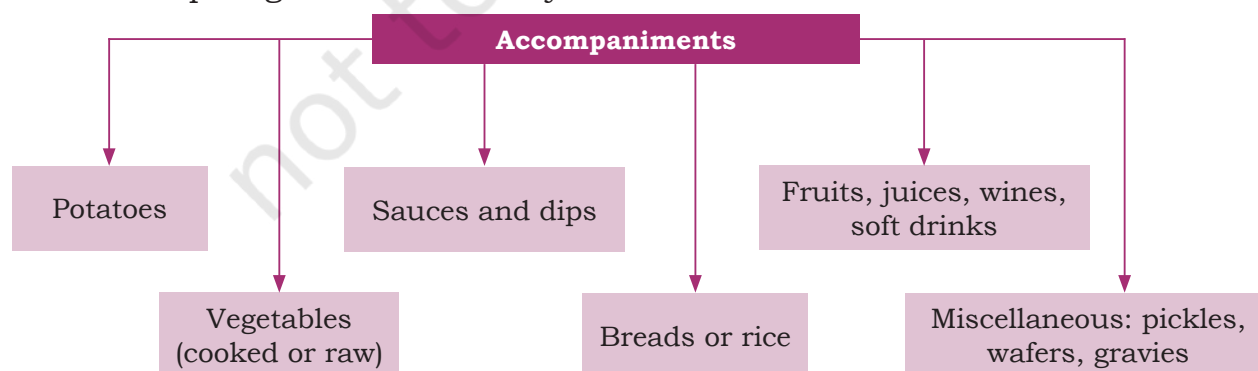


Fig. 4.6: Type of accompaniments



Table 4.2: Examples of accompaniments

Menu item	Accompaniment
Salad	Oil and vinegar, vinaigrette, thousand island, Italian dressing, balsamic vinegar or mayonnaise
Soups and salad	Croutons
Minestrone soup and pasta dishes	Parmesan cheese
Fish dishes	Lemon wedges
Oysters	Tabasco sauce
Fried fish	Tartar sauce
Roasted lamb	Mint sauce or jelly
Roasted turkey	Cranberry sauce
Irish stew	Worcestershire sauce
Grills	Tomato ketchup
Curries	Chutney
Chinese and Asian dishes	Soy sauce

Food additives

Another term for food additives is food ingredients. Food additives are substances added to a food item for specific purposes during processing, storage or packaging. They are added to a food to achieve the desired appearance and taste. While cooking, specify the ingredients that are to be used to prepare a particular dish. A dish, therefore, is prepared by using a variety of ingredients like vegetables, fruits, red or white meat, fish, pulses, herbs and spices.

Functions of food additives

Food additives are classified by the functions they serve in food processing.

Acidity regulation

Acidity regulators, such as phosphates help control the pH levels of food items.



Anti-caking agents

These keep solid food free-flowing in its original granular form.

Colours

They are used to balance and enhance the colour of a food item, and make them delectable.

Food cultures

Microbial food cultures exist in foods naturally or are added to provide acidification, texture and flavour.

Emulsifiers, stabilisers and thickeners

Emulsifiers help prevent oil and water mixture from separating. Food stabilisers help ingredients stay dispersed and suspended in a solution. Food thickeners enhance the texture of food items and give low fat or low calorie food items high fat or calorie texture.

Firming agents

These are used to help food items maintain their crisp quality.

Flavours or flavour enhancers

Flavours are added to food items to enhance the taste.

Foaming and anti-foaming agent

A foaming agent helps produce foam in a food item, while an anti-foaming agent reduces the formation of foam in liquids.

Humectants

These help in retaining moisture of food items.

Preservatives

These are added to food items to check spoilage and ensure that they are fit for consumption. Preservatives also help maintain the appearance, taste and texture of the food items.

Sweeteners

These add sweetness to food items and are often a low-to-no-calorie substitute for sugar.



Methods of cooking

Moist heat cooking

In this method, a food item is heated by submerging it directly into a hot liquid or exposing it to steam. The following are the methods of cooking by moist heat.

Poaching

In this method, a food item is put in a liquid (mostly water) at a temperature between 160 and 180 °F. The surface of the liquid must show only a slight movement but no bubble. Do not allow the liquid to boil. This will cause the food item to get stringy and may even damage the texture of delicate food items. Poaching is done to prepare delicately flavoured food items that do not require long cooking hours to make them tender, such as eggs, fruits or fish.



Fig. 4.7: Poached egg



Fig. 4.8: Steamed dimsums

Steaming

It involves transfer of heat by direct contact from steam to the food being cooked. In steaming, the food is placed in a basket above a boiling liquid in a covered utensil. This method produces tender, delicately flavoured foods, such as fish and vegetables, which do not require long cooking hours. Steaming tends to enhance the food's natural flavour and helps retain its nutrients.



Fig. 4.9: Boiling

Boiling

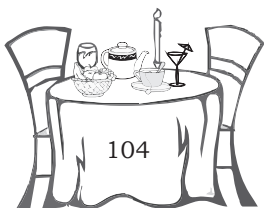
This method involves the use of convection to transfer heat from a hot liquid to the food submerged, for example boiled eggs.

Simmering

In this method of cooking, the food is tenderised by submerging it in a liquid held at temperatures between 185 and 205 °F.

Dry heat cooking

In this method, heat is transferred either directly by subjecting the food to flame or indirectly by surrounding it with hot air or fat. Following are some dry heat cooking methods.



Broiling

This method uses radiant heat from an overhead source to cook food. The food to be broiled is placed on a pre-heated metal grate. Radiant heat from the overhead cooks the food, while the hot grate leaves crosshatch marks on the food item.

Grilling

In this method, the heat source is placed beneath the cooking surface. Grilled foods are often identified by crosshatch markings.

Roasting and baking

In this method, the food is cooked by dry heat air in a closed environment.

Sautéing

This method uses conduction to transfer heat from a hot sauté pan to the food. The fat must cover just the base of the pan. Heat the fat till it starts emitting smoke. The food to be cooked must be dry when added to the pan to promote browning and prevent excess spattering. The heat needs to be adjusted so that the food is cooked thoroughly. It must not be so hot that the outside of the food burns before the inside is cooked.

Pan frying

It shares similarities with sautéing and deep frying. In this method, heat is transferred by conduction from the pan to the food, using a moderate amount of fat.

Deep frying

It is a cooking method that uses convection to transfer heat to the food submerged in hot fat. The food to be deep fried is, usually, first coated in some kind batter or bread crumbs.

Combination cooking methods

Braising

In this method, large pieces of meat are cooked. Enough liquid is added to cover one-third to half up the item being cooked.



Fig. 4.10: Grilling



Fig. 4.11: Baking



Fig. 4.12: Deep frying

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Stewing

In this method, small pieces of meat are covered completely with liquid and simmered at a constant temperature until tender. The cooking time is, generally, shorter for stewing than for braising because the main items are smaller in size.

Presenting the menu card

The following points must be followed while presenting the menu card to the guests.

- Present the menu card to each guest, if possible. Give it to the ladies first.
- Do not present a damaged or torn menu card to the guest.
- Check that the menu card is not upside down before offering it to the guest.
- Open the first page of the menu card while offering it to the guest.
- Hold the menu card from the upper part with your right hand and assist with your left hand at the bottom.
- Present the menu card on the guest's table from the left hand side.
- Inform the guest that you will take the order when the person is ready with it.
- Stand at a distance and observe the guest. Approach at appropriate time.

Procedure of taking F&B order

A Food and Beverage service attendant or food runner is responsible for collecting the guest's order from the kitchen. After giving the guest 5–7 minutes to go through the menu, go to the person's table and ask:

“May I take your order, sir or madam?”

Or

“Are you ready to place your order, sir or madam?”

Or

“Would you like to have buffet or á la carte?”

If the guest is not ready to place the order, then say:



“I’m sorry, sir or madam. I will come back for your order when you are ready.”

In case of à la carte ask:

“Would you like to place your order now?”

- Ask for more information like what would the guest like to start with, and enquire if the person would like variants of a dish, such as with or without cheese, etc.
- Suggest recommendations or house favourites.
- Note down the order systematically on the KOT (kitchen order ticket).
- Explain the dishes, method of cooking and degree of flavour to the guests like deep or stir fried, hot or extra spicy.
- Repeat the order with respective quantities, take back the menu card from the guest and put it in place. Also, inform the guest of the estimated serving time.

Handling situations while taking order

The following points need to be kept in mind while handling problems with foods and drinks.

- Find out the reason behind the problem.
- Discuss and check with the concerned chef, restaurant supervisor or another colleague.
- Find out how long will it take to fix the problem.
- Explain about the problem to the customer and inform the person about the correction time.
- While apologising to the customer, be genuine, show concern and an understanding of the person’s feelings. Do not make excuses. The customer does not want to know whose fault it is. The person just wants it to be fixed. Give time for correcting the situation.

Types of selling technique

Suggestive selling

Suggestive selling is planting the seed of choice, suggesting and offering options that the guest might



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otherwise not be aware of or have thought about, for example suggesting olives, breads, starters, appetisers, side orders, dessert, coffee, etc. The following are some points that need to be taken care of while doing suggestive selling.

- Always suggest aperitifs or drinks before the meal.
- Present the wine list to the guest.
- Always up-sell or promote branded drinks wherever possible.
- Suggest double measures, if appropriate.
- Up-sell popular dishes.
- Always recommend appetisers whenever possible.
- Recommend the dishes that go well together.
- Recommend side dishes with the main course.
- Present the dessert menu instead of just asking if the guest would like to have some dessert.

Benefits of suggestive selling

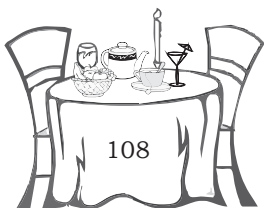
- It increases customer satisfaction as the person feels being taken care of.
- It increases the profit of restaurant business.
- The customer gets a more engaging experience, resulting in repeat visit to the restaurant.
- More expensive items can be up-sold.
- Extra items like food accompaniments can also be up-sold.

Up-selling

‘Up-selling’ is recommending a premium item. It will not only be more expensive but also be of better quality, for example up-selling house wine to one of the restaurant premium wines. Up-selling is also selling more in terms of quantity, as well as, quality. When up-selling measured spirits, the word ‘large’ as opposed to ‘double’ is used as double to the guest could mean double the price, which does not sound appealing.

Pro-active selling

It implies selling something to the guest before the person actually needs or wants it, for example asking if the guest would like to have another glass of beer or wine when some is still left in the glass.



Promoting F&B service

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Suggest your favourites

Try as many dishes in the menu as you can and also tell the guests if you have tried the items. For example, say: “You will like the chicken momos here, sir or madam. It is one of my favourites here.” Be honest. Do not say that something is your favourite when it is not.

Offer choices

Offer choices to the guests. For example ask: “Would you like to have a slice of our popular cheesecake or our homemade pie for dessert, sir or madam?”

Suggest the unique item

People dine out to get a break from the mundane routine fare at home and most people do not know what they want to order when they arrive. Hence, suggest unique items on the menu to the guest.

Suggest food and beverage that go together

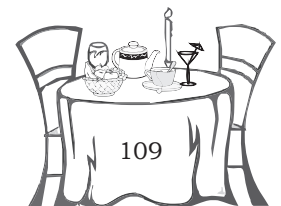
Suggest food and beverage items that go well together to the guests, for example soups and sandwiches, bacon and eggs, steak and baked potatoes, coffee and dessert.

Compliment the guest's choice

Make the guest feel good about the choice the person has made even if one does not order the food item that you may have suggested. After you suggest and describe an item to the guest, ask if the person would like to have it. A way to do this is to describe some items and ask which one the guest would prefer: “A glass of cabernet sauvignon (white wine) or light merlot (red wine) would go well with your six-cheese lasagna. Which would you prefer, sir or madam?”

Anticipating guests' needs

It is important for the F&B service staff to observe and understand the needs of the guest's while attending to tables in a restaurant. A guest must be provided with



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what one wants or needs even before asking for it. This makes the person feel welcomed and valued. At the time of greeting itself, the host must anticipate the guest's needs. For instance, guests need a comfortable atmosphere and friendly service that is quick and efficient. Extra attention must be paid to senior citizens and children. Ensure that guests visiting the restaurant for a business meeting get adequate privacy. To anticipate the needs of a guest, ask the following questions.

- If the guest arrives with a child, ask if the person would like the child's food to be served first.
- In case there are guests celebrating a special occasion, offer to bring an appropriate beverage, dessert or other food item to make their meal more memorable and enjoyable.

Procedure of placing orders at the bar and kitchen

The food check or KOT system is of two types, depending on the organisation size and style of working. There are different checking methods followed for either of the two menu styles, namely triplicate and duplicate checking methods.

Triplicate checking method

This is the oldest and an effective method of placing bar and kitchen order, involving the preparation of three KOT copies. Each copy is of different colour and has similar information like serial number. After taking down the order on the first copy, the information is recorded on the second and last copy with the help of a carbon paper placed between them. Once the order is recorded on the KOT, the first copy is sent to the kitchen or dispense bar. This copy is used by the kitchen department for the preparation of the order as placed by the guest. The second copy is sent to the cashier for making a cheque or bill in two copies. The first copy of the bill is given to the guest and another is retained by the cashier. The cashier attaches the second copy of the KOT to the second copy of the bill and submits it along with the



sales summary to the F&B service controller by the end of the day. The waiter keeps the third copy of the KOT in the KOT book to ensure that the correct order sequence is followed while serving meal to the guests.

Duplicate checking method

In this method, the KOT is prepared with two copies having the same serial number and other information. It is, generally, used in quick service restaurants like cafes and small hotels. The first copy of the KOT is sent to the kitchen for preparing the order. When the waiter collects the order, the first copy is dropped into the control box for auditing by the control department. The second copy is kept by the waiter for reference and to follow the correct sequence of the order.

Importance of service timing

One of the common complaints of guests is the time they are kept waiting for the service or food or drinks in restaurants. The waiting time must be kept to a reasonable minimum between courses. The following are the reasons that show the importance of service timing.

- Hungry or tired guests become impatient if food is not served on time.
- To avoid stress, the F&B service staff take more serving time, especially, if there is more than one table to cater to, which makes the customers impatient.
- A lot of time is taken by the food production staff to cook, especially, if it is an à la carte menu.

Therefore, to provide quality service to customers, it is important to plan the timing of service. The following points must be looked into while planning the timing of service.

- Time your greetings.
- Time picking up drinks and food from the kitchen, service side board, etc.
- Always practise with the time it takes to prepare a dish.
- Serve all orders accurately.



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- Take the serving food time as 15 minutes and beverage as 3 minutes.
- Serve coffee or dessert after meals within 3 minutes.
- Observe the guest to decide the time for presenting the bill.
- Deliver the bill to the guest within 2 minutes of clearing the table.

Importance of steward or captain

A steward or captain plays an important role in handling a guest with a problem or complaint. In case the guest faces an issue or problem, the person approaches the guest and does the following.

- The person asks: “Excuse me, sir or madam. May I help you?”, and listens with concern and empathy.
- The person stays calm and never argues with the guest.
- Being aware of the guest’s self-esteem, the person shows a personal interest in the problem.
- The person tells the guest what best can be done and offers choices.
- The person sets an approximate time for the completion of corrective actions. The person is specific but does not underestimate the time it will take to resolve the problem.
- The person also monitors the progress of the corrective action being taken to resolve the guest’s complaint.
- The person follows up if the problem has been resolved. Even if the complaint was resolved by someone else, this person contacts the guest to ensure if the problem was resolved satisfactorily.

Practical Exercise

Activity 1

Demonstrate presenting a menu card to a customer.

Material required: pen, pencil, notepad, etc.



Procedure

- Form groups of five students each.
- Allow one group to perform the procedure of presenting a menu card to a customer.
- The other groups will observe the first group and note down the mistakes that commonly occur while presenting the menu card to the customer and discuss the corrections that are needed to be made.
- The activity is performed by the other groups as well.

Activity 2

Visit a restaurant in your city and observe the F&B services being offered to the guests there.

Material required: pen, pencil, notebook etc.

Procedure

- Visit a restaurant in your city.
- Observe the following activities.
 - Food and beverage order taking procedure
 - Order taking flow system
 - Handling different situations at the restaurant
 - Suggestive selling techniques being followed there
- Note down the information in your notepad.
- Prepare a report after the visit and discuss it in class.

Check Your Progress

A. Match the Columns

Column A	Column B
(i) Table d'hôte	(a) Suggesting olives, bread, starters, appetisers, side orders, desserts, coffee, etc.
(ii) Suggestive selling	(b) Menu of limited choice, is planned in advance for specific functions
(iii) Appetisers	(c) Add sweetness to foods, and are often a low-to-no-calorie sugar substitute for sugar
(iv) Sweeteners	(d) Salad

B. Subjective Questions

1. Define à la carte and table d'hôte menu.
2. Write the procedure for taking down F&B order.
3. Explain the procedure for placing an order at the bar and kitchen.
4. Define triplicate and duplicate checking method.
5. Differentiate between suggestive selling, up-selling and proactive selling.



SESSION 3: SERVICE OF F&B ORDER

Collecting order from kitchen and service of food

Once an order is placed in the kitchen and the cutlery is set on a guest's table, pick up hot and cold dishes from the kitchen. Check for the sequence of serving the food as per the order.

Table 4.3: Points to be looked into before leaving the kitchen

Hot food	Check if the food is warm enough.
Clean CCG and napkins	Always check that the CCG and napkins are clean before presenting them to the guests. Check the food baskets for grease spots, spilt food, etc.
Portions	Place food in appropriate portions.
Call for back-ups	If something in the kitchen seems to be in less quantity and about to run out, immediately inform the authorities concerned.
When bringing out drinks	The glass must be clean and filled to the required level. The garnish must be fresh and attractive.
Cold food	Cold food is as important as hot food. Make sure that cold food items are going out cold, not warm or cool, but cold.
Bring necessary condiments before the order	Ketchup, vinegar, hot sauce, etc., must be placed on the table before the actual order arrives.
Check back	Check back after few minutes to ensure that everything is perfect. Do not say, "Is everything okay?" Guests hear this often. It sounds meaningless. Say something like "How is your burger, sir or madam?" Be polite, specific and sincere in wanting to know the answer.
If the customer is not satisfied or there is something wrong at the table, i.e., a cracked glass, a foreign body in the food, or half-cooked food, etc.	Follow these steps. <ul style="list-style-type: none">• Apologise to the customer immediately and remove such items.• Call the manager. The management will take necessary steps, making sure that the problem is corrected and that the customer is satisfied.
Hygiene	Food items must be covered at all times.

Thumb rules for service of F&B order

- Beverages must be served first. Always serve beverages from the right side of the guest.



- Refilling the guest's plate with food is important. Hence, an F&B service attendant must offer to do so as soon as the person observes that the plate needs to be replenished. The guests need not have to ask for it.
- Before serving food, the waiters must ensure that the cover is appropriate. If it needs to be changed, then it must be done before the food is brought to the table. This must be done discreetly, ensuring minimum intrusion and disturbance to guests sitting in the restaurant and with minimum cluttering. The order must be announced before the service.
- Pre-plated service must start from the right-hand side of the guest.
- Once the food is placed, the covers must be organised if the tableware is disturbed.
- Platter-to-plate or silver service must be done from the left-hand side of the guest.
- One must always ask the guest if the food meets the expectation.
- Before removing anything from the table, the person must seek the guest's permission.

Taking dessert and after-dinner drinks order

While taking dessert order, say:

'Would you like to see the dessert menu, sir or madam?
We have some excellent dessert options.'

or

'Would you like to have our special signature dessert?'

While taking order for coffee, tea and liquor, say:

'May I bring you some tea or coffee, sir or madam?'

or

'Would you like to have some mint or green tea?'

Thumb rules for clearance

- Clear used plates from the right-hand side of the guest.
- Clear the plates once the guests are finished with the meal and there is no further order.



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- Placing knife and fork together across the plate is an indication for having finished with the meal.
- Ensure that all dishes are cleared from the table.
- Remove unused cruet set, butter dish and bread boat from the table.
- Do not remove the bud vase, ashtray and glasses from the table.
- Place all dirty plates in the dish washing area, except the cruet set.

Thumb rules for crumbing

- Crumbing is the removal of spills or crumbs on the table after the guest finishes with the meal or the main course, prior to the dessert being served.
- It is carried out by a crumbing spade and brush on a B&B plate with a waiter's cloth and a B&B knife, which is used to pick up gravy that might have spilt on the tablecloth.
- Crumbing is done from the guest's left-hand side.
- It involves holding the plate in the left hand just under the tabletop and gently sweeping the crumbs on to the plate with the help of a napkin or brush.
- Stains on the table cloth can be covered with a clean white napkin.
- Open the dessert spoon and fork if placed on the table.

Thumb rules for serving tea or coffee

- A cup, saucer and spoon must be placed before the guest with the cup's handle pointing to the guest's right hand and the spoon at an angle.
- A tray or salver is set with coffee or tea pot, hot water pot, milk or cream or lemon slices, white or brown sugar and carried in the server's left hand.
- Tea or coffee is, then, poured from the guest's right-hand side up to 1cm of the brim of the cup or mug, or the guest is allowed to pour tea and coffee if one wishes to do so.



- Milk, if required, is poured in the same way.
- A small pot containing sugar cubes is placed on the table for the guest's use.
- Tea and coffee pots are left on the table to the right of the guest.

Thumb rules for farewell

- Farewell is as important as welcoming the guest. Assist the guest in pulling out the chair.
- Thank the guest for visiting the restaurant, and say, "We look forward to welcoming you to the restaurant again," or "We hope that you visit us soon".

Handling CCG while carrying order

An F&B service attendant or server is responsible for carrying the dishes to the table and clearing it once the guest has finished with the meal, which involves the person to remove glassware, crockery and cutlery pieces. Performing such a task needs practice. The server must have knowledge of the procedures to be followed for clearing and carrying the items. For handling hot and cold food or while carrying the dishes, the server must use a clean service or waiter's cloth. Service cloth helps maintain personal hygiene during work by protecting the food from spilling on to the server's or waiter's clothes and also provides protection to the person's hands against burns from hot dishes and plates.

Loading a food tray

- First ensure that the tray is clean and dry. One may cover the tray with a piece of cloth to help prevent the dishes, containing food items, or glasses filled with drinks from skidding or slipping. The cloth used for covering the tray must be clean and not have any stain or unpleasant spot.
- Place the tray on the table carefully, ensuring that the dishes do not stick out over the edge of the counter or table.
- Never carry the tray with two hands or just by the edge or rim.



- Always sit the drinks' tray on the left-hand side so that the person is able serve with the right hand.
- Carry the tray with the left hand spread flat under the tray.
- Use the right hand to balance the tray if the F&B service attendant feels losing control.
- When loading the tray, load similar sized items together so as to help prevent the items from slipping and falling. Also, similar sized items occupy less space.
- Place the heaviest glasses in the middle of the tray to ensure that the weight is balanced evenly, making the tray easy to carry.
- Place the tallest glasses at the back, nearest to your body.
- Place small or light glasses around the edge of the tray.
- Spouts of teapots, water jugs, etc., must be turned towards the centre as they occupy less space and also prevent the person carrying the tray from scalding in case hot liquids spill.
- Never load wine bottles and glasses together on the tray.

Carrying the food tray

There are several positions for carrying a tray (Table 4.4).

Table 4.4: Methods for carrying a food tray

Method 1 Low carrying position	Method 2 High carrying position	Method 3 Hand and arm position
1. This method is, generally, used for serving hot beverages like tea and coffee.	1. Grip the side of tray with one hand.	1. Position the tray length-wise onto the forearm and support by holding it with the other hand.
2. The carrying hand is placed below the surface of the pick-up point.	2. Place the other hand under the centre of the tray and lift it. This method leaves one hand free to open the doors and protect the tray and the server.	2. This is the most suitable way to carry a loaded tray after clearing the table.



3. Grip the tray with your non-carrying hand and slide it onto the palm of your carrying hand.		3. The tray must be organised so that the heaviest items are the nearest to the carrier. This helps to balance the tray.
4. The tray is transported at waist level and held close to the body.		
5. Low carry method can also be used when carrying a salver of small items.		

Tips

- The hand and arm position must be most suitable for clearing tables.
- When lifting a loaded tray off the floor, (e.g., room service tray), bend the knees and keep the back straight. This prevents back injury.
- Carry a stack of plates in both the hands and not on the tray as it would be too heavy to carry safely without dropping the plates.

Unloading the tray

- Carefully place the tray on the counter or table.
- Unload the items from the tray carefully, without upsetting the balance.
- If a person is unloading the tray in a wash-up area, then one must place the items in correct places to minimise breakage.
- Prevent wastage by sorting the items, scraping waste food into the swill bin and ensuring that glasses, etc., do not go into the bin.

Techniques of holding a plate

- Pick up a plate with one hand and transfer it to the second.
- Hold the first plate between the thumb, index and middle fingers of the left hand.



Fig. 4.13 (a and b): Methods of holding a tray



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- Place the second plate above the first, supporting it with the fourth and little fingers the base of the thumb and forearm.
- Move the plate and adjust the finger positions until confident that the plate is secure.
- Carry the third plate in the right hand.

Points to remember while handing (carrying, loading and unloading) the tray

- Trays and salvers must be of anti-skid variety or a cloth must be placed on them to prevent slipping of crockery.
- Always use clean trays and salvers while serving at the tables.
- Practise carrying loaded trays and salvers as this makes a person confident of doing the job.
- Keep the salvers away from the guests while serving on the table.
- One also needs to master the skill of lifting and bringing down trays to and from the shoulder.
- Salvers must always be carried on one arm, whereas, trays are carried either with both the hands or over the shoulder.
- While loading the tray, make sure that glasses filled with drinks do not touch each other as they may skid and wobble during movement.
- One must use one's fingertips to hold the tray while going towards the table, then lower the tray to abdomen level as the person removes the glasses filled with drinks.
- A simple "May I hand over this to you?" or "Here's your mug of xyz, sir or madam" works well.
- One can set a full tray down on an adjoining vacant table when necessary. It is not professional though preferred to prevent a mess, and hence, an embarrassment.
- One must be aware of wet floor sign, and also have knowledge about the location of broom, dustbins and towels. So, if a person happens to accidentally drop a food item or drink from a tray, then one can easily access the above mentioned things rather than frantically looking for them.



- If one accidentally spills food or drink on a guest, one must apologise immediately and offer towels and tissue papers for cleaning. Also, one must inform the manager immediately so that appropriate measures to calm the situation can be taken.

Set the table for each course before serving

The F&B service staff member, server or waiter is responsible for the maintenance of a 'station' or setting of tables before performing the actual service. The waiter sets up the tables with all equipment required by the guests for a meal before the service actually starts. The supervisor or manager checks the setting and the equipment (positioning and cleanliness).

Equipment needed for table setting

- Table
- Tablecloth
- Napkins
- Cutlery
- Flatware
- Hollow-ware
- Glassware and crockery for food service

Steps for table setting

- Arrange the tables and chairs, and see to it that they do not wobble.
- Ensure that the tables and chairs are cleaned after every service.
- Check if the baize is in position.
- The standard height of a restaurant table is 30" and that of a chair is 18" from the bottom to the seat.
- Lay the tablecloth squarely with its centre-fold forming a clean line down the middle of the table. It must have a fall of 9–12" on all sides. Ensure that the tablecloth and linen are clean and ironed.
- Crockery, cutlery, flatware and glassware to be placed on the cover of the table must be clean. Cover is the space required for placing all silver, China, glasses and linen for one person. The



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standard size of a cover in a specialty restaurant is 24" by 18" and 22" by 15" in a coffee shop.

- Silverware is placed on the table from outside to inside. Only silverware needed for a meal is placed on the cover.
- Knives and spoons are placed on the right of the cover, whereas, forks are placed on the left. In exceptional cases, the position of forks and spoons may interchange, for example in case of spaghetti, noodles, omelet, etc. However, knives must never be placed on the left of the cover.
- Silver and glassware must be brought from the sideboard on a salver but never with bare hands. They must be handled using a waiter's cloth. Silver must be handled only with their handles and never on the blades. Similarly, hold glass items at their base and never on the bowl.
- Not more than three knives can be placed on the cover.
- The water glass must be placed on the tip of the large knife.
- The butter dish is placed adjacent to the centre accompaniments, i.e., bud vase and cruet set. Place the butter knife alongside the butter dish.
- A napkin is placed at the centre of the cover in an attractive fold. Tall folds are meant for dinner, whereas, flat and short folds are for lunch.
- All silver and crockery pieces are placed half an inch away from the edge of the table.
- A quarter plate is placed on the left of the cover with the restaurant's logo facing the customer. A side knife is placed on this plate with its cutting edge facing away from the cover.
- Lay covers exactly opposite to one another.
- The logo on the centre accompaniments must face the main door.
- All plates placed for service must have the restaurant's logo facing the customer.
- The cutting edge of all knives must face the same direction, i.e., inwards, towards the cover with only the side knife on the left facing away from the cover.



- When the order is long, lay up the main course and after the clearance of the main course, bring cutlery needed for subsequent courses from the sideboard.
- For every piece of silverware placed on the right of the cover, there needs to be something on the left. The general exception to this rule is the soup spoon, although there are some classical hors d'oeuvre (appetiser dish), which needs special services.
- Tea and coffee spoons are always passed with cups and never placed on the cover.

À la carte setting

In à la carte setting, different types of cutlery are placed, depending on what the customer has ordered, for example a soup. All cutlery pieces that are not required as per the customer's order must be removed from the table. An à la carte table or place setting includes the following items.

- Napkin or serviette
- Fish knife and fork
- Side or B&B plate
- Side or B&B knife
- Base or show plate
- Water goblet
- Wine glass
- Salt and pepper shakers
- Flower vase
- Place card
- Ashtray

Table d'hôte or place setting

It refers to a full place setting used in restaurants that have a set menu. In this case, the place setting is laid up with cutlery for all courses or menu items. The following are placed for table d'hôte setting.

- Side plate and knife
- Fish fork and knife
- Meat fork and knife
- Serviette



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- Soup spoon
- Dessert fork and spoon
- Water glass or goblet
- White wine glass
- Red wine glass
- Dessert wine glass
- Salt and pepper shakers + mustard (or other table condiments like sugar and butter)
- Flowers, place card or table numbers

Correcting the cover

A cover is a place setting at a table. When a customer places an order, one might need to change the setting. For example if the customer orders a soup, add a soup spoon to the setting, or if the customer orders steak, replace table knife with steak knife. This is called 'correcting the cover'.

Placement of cutlery

Think of the order the food comes out in — first the entrée, then the main course. The customer uses cutlery on the outside first. So, place the entrée cutlery outside the main cutlery.

Provide glassware and service ware

Depending on what the customer has ordered, one may need to provide more glassware and service ware (utensils to serve food) during the meal.

Glassware

Most set tables have a wine glass and perhaps a water glass. Once the customers have ordered drinks, one may need to remove the glasses that are not needed.

Service ware

Knowledge and training in using the appropriate servicing cutlery or crockery are needed. Thus, a side dish of vegetables would need a fork and spoon to be served and a sauce or gravy may be served in a sauce or gravy boat.



Sell after-dinner items

When the guest finishes with the dinner, suggestive selling of after-dinner items can be done by the waiter. Such items include dessert, coffee, cigars, etc.

Serving alcoholic beverages

Alcoholic beverages are served in the bar of a restaurant. The bar area is one of the meeting points for the guests to sit and discuss social and personal issues. Bar tenders must be equipped with the necessary skills, for example technical, product knowledge and social skills, and be able to work as a team in order to meet the needs of the guests. Alcoholic drinks can be classified into five categories and are served according to the bar’s agreed standards or the guests’ request (for example coffee as espresso, or whiskey as whiskey on the rocks).



Fig. 4.14: Bar tenders must possess the necessary social and technical skills required for the job.

Table 4.5: Classification of alcohol

Alcoholic beverage	Example
Wine	Still, sparkling, fortified (for example, sherry, port, madeira) or aromatised
Beer	Ales, lagers, stouts, cider and perry
Distilled spirits	Vodka, gin, rum, whiskey, brandy and others served straight with water, ice, within cocktails or specialty coffees
Liqueurs	With fruits, citrus, herb, kernel, flower, cream, berries — best served either straight or with ice within cocktails or specialty coffees

Serving aperitifs

Aperitif refers to a drink, usually containing alcohol, served before a meal. The service of popular bar drinks is shown in Table 4.6.

Table 4.6: Popular drinks served in a bar

Drink name	Serving procedure of drinks
Brandy	No additions to good brandies; popular mixers for lesser brandies are lemonade or peppermint with ice



Gin	Angostura bitters and ice (pink gin) with tonic water or bitter lemon together with ice and a slice of lemon or lime
Liqueurs	May be served naturally or with crushed ice as frappe
Vermouths	With ice and a slice of lemon or lime, or sometimes with lemonade; dry vermouths may alternatively be served with olives, sweeter vermouths with a cocktail cherry
Aerated waters (e.g., cola)	Served chilled or with ice and a slice of lemon, lime or orange; sometimes served with cordials, which are sweet drinks having fruit flavours
Fruit juices	Served chilled or with lemonade, tonic water or sparkling mineral water; also served with ice and a slice of lemon, orange or other fruit
Vodka	Tonic water or lemonade, ice and a slice of lemon or lime; orange cordial, ice and a slice of orange; lime cordial, tomato juice, ice, a slice of lemon and Worcestershire sauce sometimes, with salt offered and also celery sticks
Whiskey	Natural or with water (often chilled mineral water), with ice or dry ginger or soda water
Wine	By the glass; and sometimes, for white wine, with soda water or sparkling mineral water or lemonade, as spritzer
White rum	Natural with ice or cola, ice and a slice of lemon or lime



Fig. 4.16: Serving cocktails

Serving cocktails

Cocktails must be served chilled in appropriate glasses with the required garnish, straw and umbrella, according to the policy of an establishment. Many cocktails are served in traditional V-shaped cocktail glass but if the cocktail is a long drink, then a larger glass, such as a highball is suitable. There are four methods of making cocktails.

Table 4.7: Methods of making cocktails and examples

Methods	Examples
Shaken	Whiskey sour
Stirred	Dry martini
Built or muddled	Mojito
Layered or poured	B52

The presentation of a cocktail is paramount. It must match the description of the cocktail. It is important, especially, if it is one of the classic and internationally known cocktails. The guest needs to feel that the



cocktail has been especially made for the person. The following points must be taken into account while preparing cocktails.

- The ice used must always be clear and clean.
- Use ice cubes in a shaker as crushed ice can block the strainer.
- Do not overfill the cocktail shaker.
- Never shake effervescent drinks.
- To avoid spillage, do not fill glasses to the brim.
- Serve the cocktail chilled.
- To shake, use short and snappy actions.
- Always place ice in the shaker or mixing glass first, followed by non-alcoholic, and then, alcoholic beverages.
- Stir briskly until the blend is cold.
- As a general rule, the mixing glass used for cocktails is based on liqueurs or wines (clear liquids).
- Shakers used for cocktails may include fruit juices, cream, sugar and similar ingredients.
- When egg white or yolk is an ingredient, break the egg into separate containers before use. Boston shaker must be used in case egg white is being used.
- The glass, in which the cocktail is to be served, must be garnished only after the cocktail has been made.
- Always measure the ingredients. Inaccurate amount spoils the balance of the blend and, thereby, its taste.
- Never use the same ice twice.

Serving spirits

Due to high alcohol content, spirits are often served with a mixer, for example ginger male, tonic, soda, lemonade, Coca-Cola, juice, etc. Popular combinations of spirits and mixers include gin and tonic, vodka and orange, rum and coke, whiskey and soda, etc. While serving any of these drinks, keep the following into account.

- Select an appropriate glass for serving a drink.
- Check whether ice or lemon is requested or required. If so, place it in the glass.



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- Pour spirit into the glass as per the specified measure.
- Select and open the mixer.
- Carry the glasses and mixers on a tray.
- Place mixed drinks on the table on a coaster.
- Pour the mixers for the guest.
- Remove the empty mixer bottles from the table.
- Serve extra ice, if requested.

Serving sodas

All sodas may be served chilled with or without ice. They may be served in a range of glasses, for example long glasses, i.e., slim jim, zombie or highball, depending on the policy of a restaurant or bar. They may also accompany other drinks as a mixer, e.g., whiskey and ginger ale, gin and tonic, vodka and bitter lemon, rum and Coca-Cola.

Serving wines

A wine waiter must be aware of all wines listed in the menu card. The person must also have knowledge of the dish complementing a particular wine. The person must be able to suggest wines to the guests. Once the wine order has been received, present the wine bottle before a guest to check if that is the bottle one wants to be opened. Allow the guest to taste the wine to assess its quality and determine that the serving temperature is appropriate. If a different wine is to be served, the glasses must be placed accordingly on the table. Wine is served before the food in the same way as mentioned above.

Key principles of wine service

- The wine waiter must be able to describe the wines and their characteristics to the guests.
- Always serve wine before food. Avoid delay in serving food once wine has been served.
- Serve wines at their respective appropriate temperatures. It is better to tell the guest that the wine is not at the right temperature for service, rather than resorting to quick heating or cooling method as it can spoil the taste of the wine.



- While pouring wine in a glass, the neck of the bottle must always be over the glass but not resting on its rim. Care must be taken to avoid spillage. When pouring is complete, the bottle must be twisted and raised as it is removed. This prevents wine droplets from spilling on to the tablecloth or on the guest's clothes. Any drop on the rim of the bottle must be wiped with a clean service cloth or napkin.
- Do not overfill the glasses. Fill the glasses to the widest part of the bowl or to two-thirds, whichever is lesser. Sparkling wine served in a flute is, usually, filled to about two-thirds to three-quarters.
- Avoid unnecessary topping up. It does not sell more wine and often annoys the guest. Another reason for being cautious about topping up wine glasses is that the guest may be driving back home. If the wine glass is constantly topped up, the guest may not notice how much the person is consuming. In general, it is preferable to ask the guest before topping up the wine.

Serving champagne and sparkling wine

These are served chilled. Sparkling wine must be served in flutes or tulip-shaped glasses from the right-hand side of the guest. It must be noted that the glass must be lifted from the table in a way that the wine is poured easily. This also helps reduce frothing of the wine.

- Open a bottle only after seeking the guest's permission.
- The neck of the bottle must be kept in a manner that it points towards a safe area in the restaurant during opening. The cork must not be released suddenly as it can hit the guests.
- The thumb must be held over the cork with rest of the hand holding the neck of the bottle.
- The foil around the top of the cork is separated from that around the neck of the bottle by pulling on the tab on the foil. Alternatively, a wine knife may be used to cut the foil. Remember the foil is not removed.



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- The wire cage is untwisted and is carefully loosened but not removed.
- Then, holding the cork and cage in one hand, with the thumb still over the top of the cork, the bottom of the bottle must be twisted with the other hand to slowly release the cork.

Table 4.8: Serving temperatures for wines

Wine	Serving temperature
Red wine	15.5–18 °C (60–65 °F); some young red wines may also be served at about 12.5–15.5 °C (55–60 °F)
White wine	10–12.5 °C (50–55 °F)
Dessert wine, champagne and sparkling white wines	4.5–10 °C (40–50 °F)

Serving beer

Beer must be served at a temperature of 12.5–15.5 °C (55–60 °F), with lagers, generally, cooler than other varieties at 8.0–10.5 °C (48–51 °F). Many varieties of bottled beer are also served chilled. Draught beer, on its route from the keg or cask to the pump, often passes through a chilling unit.

Type of beer glasses

The increasing sale of beer consumed along with meals and snacks in restaurants and bars has promoted the use of different type of glasses. Beer glasses must be spotlessly clean with no fingerprints, grease or lipstick stain. Pouring beer into a dirty glass will make it go flat quickly. The main types of beer glass used are as follows.

- Half pint or pint tankards for draught beer
- Pint tumblers for draught beer
- Tumblers for bottled beer
- Short-stemmed 34.08 cl (12 fl oz) beer glass for Bass, Worthington or Guinness
- Lager glass for lagers



- Paris goblets in various sizes, including 22.72, 28.40, 34.08 cl (8, 10, 12 fl oz) for brown pale or strong ales

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Serving liqueurs

Liqueurs (sweetened and flavoured spirits) may be served from a liqueur trolley at a table. A wine butler needs to present the trolley immediately after dessert to ensure that the liqueurs required will be presented on the table by the time coffee or tea is served. The wine butler must have knowledge of liqueurs, their bases and flavours, and mode of service. Traditionally, all liqueurs were served in an Elgin-shaped liqueur glass but many alternatives have come up nowadays. If a guest asks for a liqueur to be served as frappé, for example Creme de Menthe frappé, it is served on crushed ice and a larger glass is needed for it. The glass must be filled two-thirds with crushed ice, and then, the liqueur is poured over the ice. Two short drinking straws must be placed into the glass before the liqueur is served. If someone requests for a liqueur to be served with cream, for example Tia Maria with cream, then the cream is slowly poured over the back of a teaspoon to make it settle on the top of the selected liqueur. The basic equipment required on a liqueur trolley are as follows.

- Assorted liqueurs
- Assorted glasses — liqueur, brandy or Port
- Draining stand
- 25 and 50ml measures
- Service salver
- Jug of double cream (for topping drinks, such as Tia Maria)
- Teaspoons
- Ice
- Drinking straws (short stemmed)
- Cigars
- Matchsticks
- Cigar cutter
- Wine list and check pad

Other items served from the liqueur trolley include brandies and fortified (liqueur) wines, such as Port or Madeira.



Practical Exercise

Activity 1

Plan an activity to know about picking an order from the kitchen of a restaurant.

Material required: pen, pencil, notepad, etc.

Procedure

- Divide the class into groups each having five students
- Ask one group to perform the procedure of picking an order from the kitchen of a restaurant.
- The other groups will note down the mistakes committed by the first group as it demonstrates picking up the order from the kitchen and discuss the corrections that can be made.
- The activity is repeated by the other groups as well.

Activity 2

Visit a sales or hospitality establishment and note down the following activities.

- Table setting before the service actually starts
- Serving standards at the table
- Handling a dissatisfied guest

Material required: pen, pencil, notepad, etc.

Procedure

- Visit a hotel in your area.
- Talk to the manager and find out the food and beverage service practices being followed there.
- Observe and note down the following information in your notebook.
 - Table preparation before begins the actual service
 - Serving standard at the table
 - Handling a dissatisfied guest
- Prepare a report after the visit and present it before the class.

Check Your Progress

A. Match the Columns

Column A	Column B
(i) Cover	(a) Sweetened and flavoured spirits
(ii) Liqueurs	(b) Place setting at a table
(iii) Beer serving temperature	(c) 15.5–18 °C (60–65 °F)



(iv) Red wines	(d) 12.5–15.5 °C (55–60 °F)
(v) Pre-plated service	(e) Served from the right-hand side of a guest

B. Subjective Questions

1. Write in brief the procedure of handling CCG.
2. Explain the procedure for collecting an order from the kitchen.
3. Describe the key principles of wine service.
4. Explain different methods of carrying a food tray.

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Unit 5



After-dining Activities



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INTRODUCTION

This Unit explains the importance of bill preparation and its presentation to guests. An F&B service trainee must know the procedures to be followed when a guest asks for the bill. When a guest leaves a table and a farewell has been given, it is a steward's duty to clean the dishes and the table. The points to be followed while clearing the table have also been discussed here.

In this Unit, students will learn about the importance of hierarchy in organisational structure, duties and responsibilities of the F&B service department, and its coordination with the other departments of a hotel, exchange of job knowledge and importance of customer satisfaction.

SESSION 1: IMPORTANCE OF BILL PREPARATION AND ITS PRESENTATION TO CUSTOMERS

Making Food and Beverage bill

It refers to a printed or written statement of the amount that a guest needs to pay for the food and beverages consumed and services availed at a restaurant. The following are the steps that need to be followed for billing.

- When a guest asks for the bill, politely ask, “Would you like to have anything more or get something packed, sir or madam?” If the guest answers in negative, acknowledge by saying: “Sure, sir or madam.”
- Ask for the mode of payment — Is it either through credit or debit card, cash, pay wallets or UPI.
- The waiter must update the cashier so that the latter can calculate the total bill, including the service and other charges like GST.
- The bill is, usually, prepared at the payment counter or by the cashier. If not, the waiter must go to the micros software and get the bill printed.
- The cashier must prepare the bill according to the table number as informed by the waiter.
- The waiter needs to collect the bill and check if all details mentioned on it are correct.

Presentation of bill to the guest

The bill is presented to the guest, generally, on request after the person finishes dining and does not want to order any more items. If the waiter observes that the guest has finished dining, one may go the table and politely ask if the person would like to have something more or get something packed. If the guest answers in negative, then the waiter must politely ask, “If the final billing could be processed?” The points that must be followed while presenting the bill to the guest are as follows.

- The waiter must ensure that all details on the bill are correct and present it to the guest in the cheque folder only.
- The waiter must stand on the right of the guest while presenting the bill.
- The person must wait for the guest to examine the bill.

Collection of cash or card

Settlement by cash

- Cash settlements may vary as per restaurant or hotel policy.



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- If the guest pays in cash, deposit the amount at the payment counter.
- Request the guest to exchange foreign currency with the front desk cashier (depending on the hotel and local government policy).
- Hand over the change to the guest after billing in the cheque folder.
- Do not ask for a tip.
- If the guest leaves while you are settling the bill, leaving the change in the cheque folder, then the change is your tip.

Settlement by credit or debit card

- Swipe the credit or debit card on the Electronic Data Exchange (EDC) machine.
- Enter the amount to be paid by the guest on the EDC machine and verify it with the bill.
- Request the guest to enter the PIN to carry out the transaction. Confirm the settlement.
- Take a printout of the bill and get the guest's signature on the merchant and cheque copy.
- Return the credit or debit card to the guest along with the guest's copy of the bill slip.
- If the guest wants to add tip on the credit or debit card slip, then adjust the same on the EDC machine and take a fresh printout.
- If the credit or debit card is declined or the session has expired, request the guest to make the payment using another card or in cash or through pay wallets. If necessary, signal the guest to come to a side and make the request in low voice so that the person is not embarrassed.

Presenting and collecting guest's feedback

The guest's feedback or comments are important for a hotel or restaurant. It is, usually, taken on a comment card in order to know about the guest's overall dining experience, and if the person is satisfied with the food and services offered at the hotel or restaurant. Before presenting the final bill, present the comment card and a pen to the guest in a folder and request the person to fill it.



Bidding farewell to the guest

- Farewell is as crucial as welcoming the guest.
- Thank the guest when you return the change and hand over the bill's receipt.
- Invite the guest to visit the restaurant or hotel again and say, "We look forward to welcoming you again to the restaurant, sir or madam" or "We hope that you shall visit us soon, sir or madam."
- If the guest leaves the restaurant without settling the bill, immediately inform the security and outlet managers.

Practical Exercise

Activity

Visit a hotel or restaurant in your city and collect information as regards to the making, presentation and settlement of food and beverage service bill, collecting guest's feedback and bidding farewell to the guest.

Material required: pen, pencil, notepad, etc.

Procedure

- Visit a hotel or restaurant in your city.
- Discuss the following with the counter sales executive or manager.
 - Making a bill
 - Presenting the bill to guest
 - Inquiring about the mode of payment — cash, card or any other means like pay wallets
 - Collecting guest's feedback
 - Bidding farewell to the guest
- Prepare a report after the visit and present it before the class.

Check Your Progress

A. Match the Columns

Column A	Column B
(i) EDC machine	(a) A card on which customers write their feedback about a product or service availed at a restaurant
(ii) Comment card	(b) Electronic Data Capture machine

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(iii) Bill	(c) Stands on the right of the guest while presenting the bill
(iv) Waiter	(d) A printed or written statement of the money owed for goods or services availed

B. Subjective Questions

1. Explain what do you understand by 'bill'.
2. Write the process of making a bill.
3. Explain the procedure of presenting a bill to a guest.
4. Why is it important to present a comment card to a guest after dining?
5. List the points that must be followed while bidding farewell to a guest.

SESSION 2: CLEANING SOILED DISHES AND TABLE

Collecting soiled dishes and cleaning the table

A messy table leaves a bad impression on guests. Therefore, it is important for a server or steward to clear the table once a guest(s) is finished with the food.

Procedure

- Wait to clear the table till more than one guest has finished with the meal, so that the other guests, who are still having their food, do not feel rushed or disturbed.
- After all guests have finished with their meal, all plates, cutlery and other dishes must be removed. The process must be started from the right-hand side of the guests.
- For removing CCG and other dishes from the table, service rules as followed for serving the items will apply.
- If an item is served from the right of the guest, it must be removed in a similar way. However, if the dishes, serving bowls and other CCG pieces are not easily accessible from the guest's



right-hand side, one may collect the articles from the other side.

- After the main course but before dessert is served to the guests, it must be ensured that all plates, cutlery, condiments and leftovers are removed from the table.
- When a glass or bottle is empty (and there is no request from the guest for a refill), it must be removed immediately.
- All dishes, glasses and accessories brought to the kitchen must be sorted by the waiters.
- The glasses must be put in appropriate racks and cutlery in a soaking pan. Dispose of the leftovers and stack the plates for washing.
- The waiter needs to position oneself, taking up sideway stance at the table.

Crumbing

The process of crumbing takes place after the guests on a table are done with the main course, and the dishes and glasses are cleared. It is done after the guests place the dessert order and before the dessert is served. The purpose is to remove crumbs spilt on the tablecloth while dining and give a fresh look to the table. The waiter wipes or sweeps away the crumbs on the tablecloth into a service plate with the help of either a folded service cloth or a small brush designed for the purpose. Metal crumbers or brush can also be used. The equipment used in crumbing down are as follows.

- Service plate (a joint plate with a napkin on it)
- Waiter's or service cloth
- A small pan and brush or metal crumber

In table d' hote, the cover is laid beforehand and the dessert cover is placed in the centre of the meal cover on the top. After the guest finishes with the meal, crumbing is performed. Then, cutlery required for dessert is placed on both the sides. But if an à la carte cover is been laid, then after the guest finishes with the main course, there must be no tableware on the table prior to crumbing. The following points must be taken care of while carrying out crumbing.



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- Crumbing starts from the left-hand side of the first guest.
- A service plate is placed just beneath the edge of the table. Crumbs are brushed towards the plate using a folded napkin, a crumber brush or metal crumber.
- This having been completed, the dessert fork is moved from the head of the place setting to the left-hand side of the cover.
- The waiter now moves to the right-hand side of the guest and completes the crumbing process. The dessert spoon is then moved from the head of the place setting to the right-hand side of the cover.
- While the dessert spoon and fork are being shifted to their positions, the service cloth is held under the service plate.
- After completing crumbing for one place setting, the waiter positions oneself to start the process for the next setting, i.e., to the left of the next customer.

Cleaning the work area after dining

- Wipe tabletops and re-cloth it as appropriate.
- Reset the tables and workstations, if required.
- Switch off and clean workstation hotplates.
- Return special equipment to the respective work areas.
- Keep extra crockery and cutlery in cupboards.
- Switch off all electrical appliances and unplug them from the socket.
- Return the food or drink check pads and menus to the hostess or supervisor.
- Sweep and mop the floor.
- Ensure that the area allotted by the supervisor has been cleared and cleaned.

Practical Exercise

Activity 1

Visit a restaurant in your area and note down the process being followed while cleaning the table and replenishing table accessories.



Material required: pen, pencil, notebook, etc.

Procedure

- Visit a restaurant in your area.
- Talk to the F&B service manager or waiter and discuss the procedure followed for cleaning the table and replenishing table accessories.
- Also, observe waiters doing these jobs.
- Write down the procedures being followed by the service staff in your notebook.
- Prepare a brief report and discuss it in class.

Check Your Progress

A. Match the Columns

Column A	Column B
(i) Crumbing	(a) Menu where multi-course meals with only few choices charged at a fixed price
(ii) Table d' hôte	(b) The process of removing crumbs spilt on the tablecloth.
(iii) Table accessories	(c) Cutlery, crockery and glassware
(iv) Main course	(d) Bud vases
(v) CCG	(e) Main food

B. Subjective Questions

1. What do you understand by crumbing?
2. Write down the procedure for collecting soiled dishes from the table.
3. Explain the procedure of cleaning the table.

SESSION 3: IMPORTANCE OF HIERARCHY AND EXCHANGE OF JOBS

An organisation chart in case of the F&B service department refers to the structure of the department in a hotel, and the ranks of all employees working there. As already mentioned in Unit 3, the possible designations and hierarchy of employees in a large and small hotel may vary from organisation to organisation.

Organisation structure of F&B service department in a large hotel

In a large hotel, the F&B service department is headed by an F&B Director, who is assisted by respective outlet



managers or assistant F&B managers (Fig. 5.1). The organisation chart of the department not only provides a systematic direction of orders but also protects employees from being over directed.

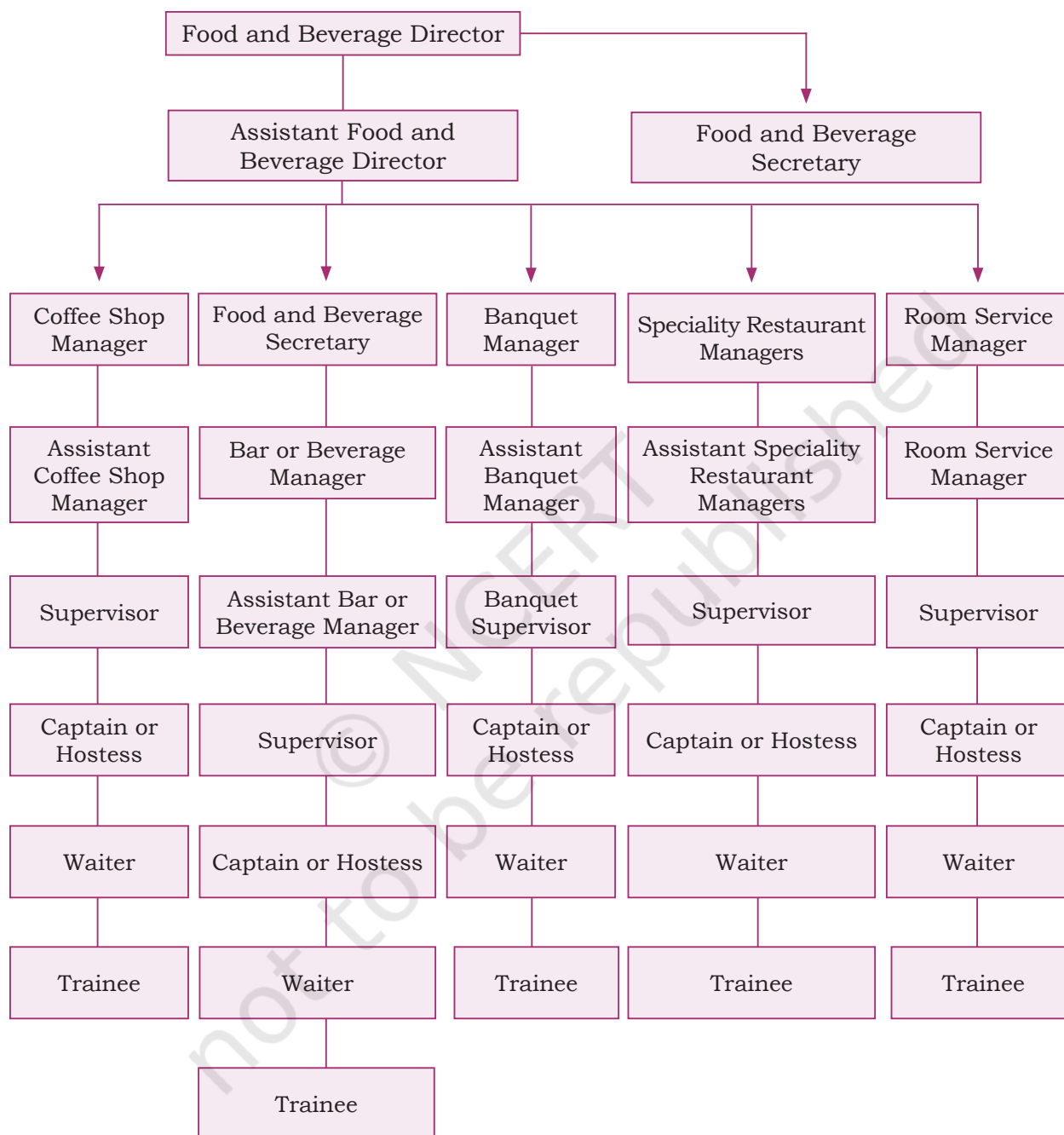


Fig. 5.1: Organisation structure of F&B service department in a large hotel



Organisation structure of F&B service department in a small hotel

A small hotel has a slightly different and smaller organisation structure as compared to a large hotel (Fig. 5.2).

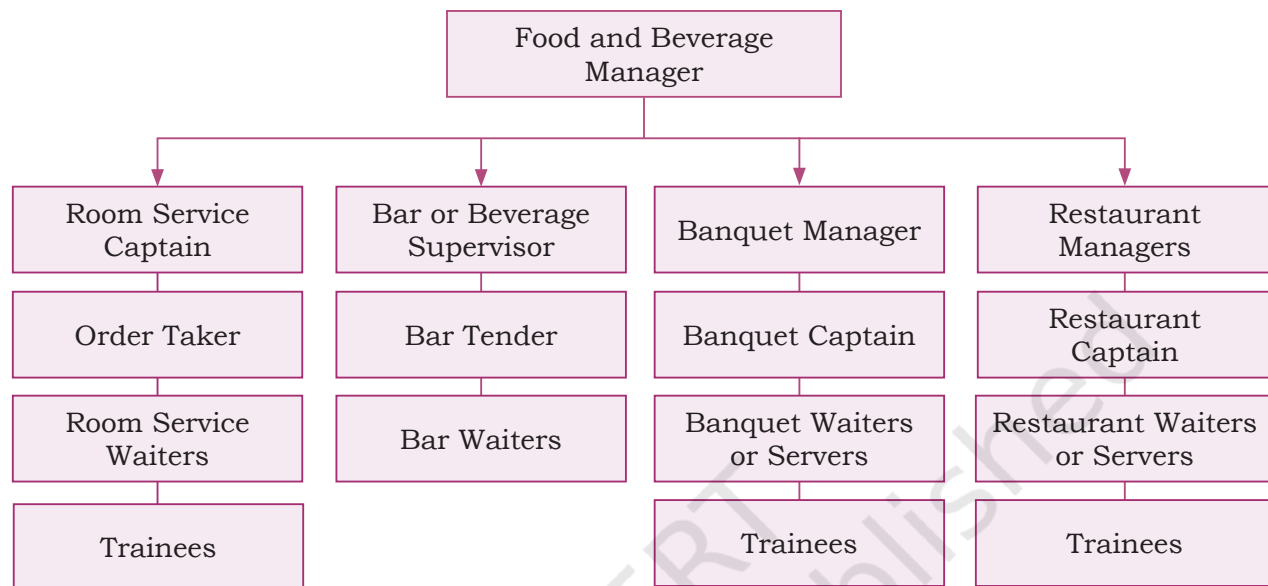


Fig. 5.2: Organisation structure of the F&B service department in a small hotel

Organisation structure of a restaurant

A restaurant performs different functions as compared to a hotel. Its organisation structure is depicted in Fig. 5.3.

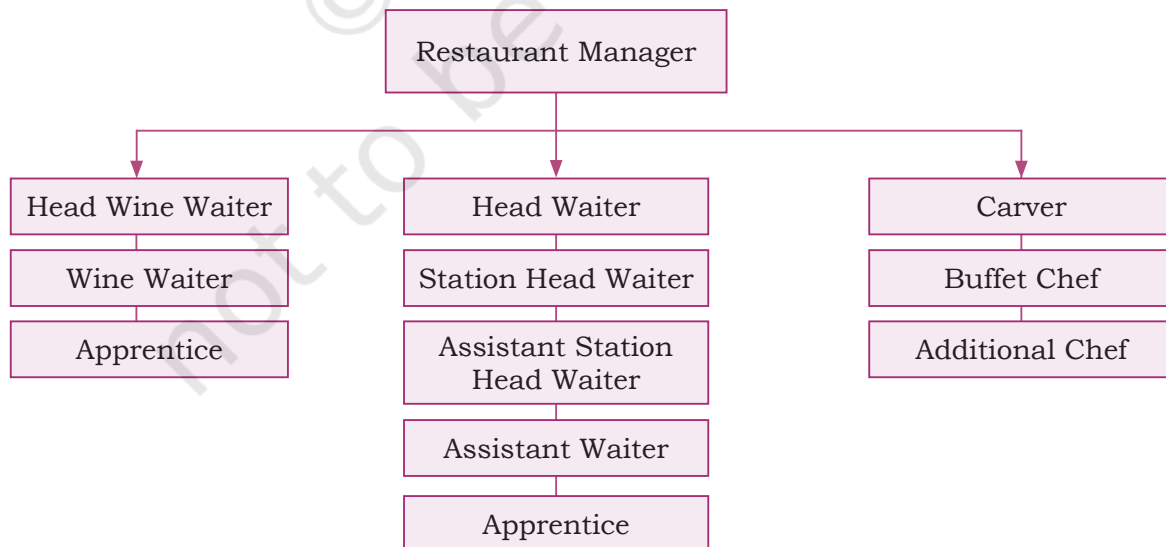


Fig. 5.3: Organisation structure of a restaurant



Designations in a restaurant in French, American and English terminology

French	British	American
<i>Directeur du restaurant</i>	Restaurant Manager	Restaurant Manager
<i>Maitre d'hotel</i>	Head Waiter	Senior Captain
<i>Maitre d'hotel de carre</i>	Station Head Waiter	Captain
<i>Chef de rang</i>	Station Waiter	Steward
<i>Demi-chef de rang</i>	Junior Station Waiter	Assistant Steward
<i>Commis de rang</i>	Waiter	Bus Boy
<i>Commis debarrasseur</i>	Apprentice	Trainee

Responsibilities of F&B staff

F&B manager

- Monitors the overall operation being performed in the F&B service department
- Ensures the setting and implementation of F&B policies
- Ensures that the set profit margins are met
- Updates and completes wine lists
- Compiles the menu in liaison with the kitchen
- Purchases all food material, i.e. raw, cooked and processed
- Ensures that quality and quantity in relation to the price paid by the guest is maintained
- Ensures staff training in maintaining highest professional standards
- Employs and dismisses staff
- Holds regular meetings with section heads
- Responsible for marketing and sales promotion

Restaurant manager

- Manages employees
- Regulates business operations
- Resolves customer issues
- Creates work schedules
- Monitors and evaluates employees; performances, and motivates the concerned staff
- Monitors inventory (ordering and delivery)
- Meets health and safety regulations



Head waiter (*maitre d' hotel*)

- Has the overall charge of staff in dining room
- Responsible for ensuring that all duties necessary for mise-en-place of service are carried out efficiently
- May take some orders, if station waiter is busy
- Attends to guests and directs them to their tables
- Assists in compiling duty rosters and holiday lists
- Acts as a reliever to the restaurant manager on day-off

Station head waiter (*maitre d' hotel de carre*)

- Carries out the same work as head waiter
- Normally, has less experience than head waiter
- Takes guest orders
- Coordinates with the head waiter to ensure efficient and speedy service

Station waiter (*chef de rang*)

- Works under the station head waiter
- Takes guest orders as directed by the station head waiter
- Coordinates with the station head waiter to ensure efficient and speedy service

Assistant waiter (*commis de rang*)

- Acts on the instructions of Chef de Rang
- Picks up and carries food and service items like crockery, cutlery, serving bowls, serving spoons, etc.
- Checks if the food has been prepared in the kitchen
- Clears the table after each course
- Does cleaning and preparatory tasks during mise-en-place

Apprentice (*débarrasseur*)

- Keeps the side board ready with all necessary equipment
- Carries out cleaning during mise-en-place



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Carver (*trancheur*)

- Responsible for carving trolley and carving of joints at the required table
- Usually, associated with gueridon service, the carver plates up each portion with appropriate accompaniment

Wine waiter (*sommelier*)

- Serves alcoholic beverages during the service of meals
- Possesses selling skills
- Has knowledge of all drinks served in a restaurant
- Has knowledge of the best wine to go with certain food items
- Is aware of the licensing laws with respect to a particular establishment and area

Lounge staff (*chef de salle*)

- Deals with lounge service as a specific duty in a first-class establishment only
- Looks after the morning and afternoon tea or coffee, and other drinks in other areas of a hotel outside the restaurant

Floor waiter (*chef d'étage*)

- Responsible for complete floor
- Responsible for serving light meals and drinks

Buffet chef (*chef de buffet*)

- In-charge of buffet in a room, its presentation and service

Cashier

- Responsible for all earnings of F&B service operations
- Prepares bills by using electronic posting system (ePOS)

Bus boy (*commis or runner*)

- Assists waiters in the operation of the station



- Takes order dockets to the kitchen
- Resets tables and assists in the restocking of side boards

Bar manager

- Head of the restaurant's bar area
- Responsible for making the budget for the outlet, preparation of inventory, indenting and storing, imparting drink making training to the staff and taking care of the welfare of the staff on duty

Barman (bartender)

- Makes, dispenses and serves different kind of drinks to the guests
- Collects money for the drinks served
- Checks the guests' ID cards for age verification before serving alcohol
- Cleans glasses, utensils and bar equipment
- Balances cash receipts
- Tries to limit problems and liability related to excessive drinking by some guests by taking steps like persuading them to stop drinking or arranging for transportation for the safe return of intoxicated guests to their homes
- Stocks the bar with beer, wine, liquor and related supplies, such as ice, glassware, napkins or straws
- Serves wine and bottled or draft beer
- Cleans the bar, work areas and tables
- Mixes ingredients, such as liquor, soda, water, sugar and bitters, to prepare cocktails and other drinks
- Plans, organises and controls the operations of a cocktail lounge or bar
- Orders or requisitions liquor and supplies
- Supervises the work of bar staff and other bartenders
- Slices and pits fruits for garnishing drinks
- Plans the bar menu
- Prepares appetisers, such as pickles, cheese and cold meats



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- Asks customers who become loud and unruly to leave or physically removes them
- Creates drink recipes

Exchange of job knowledge

The F&B service staff members, while working in a restaurant, frequently need to interact with customers and the kitchen department. The customers or guests expect exceptional service every time, which is not possible without communication.

For example, a situation like serving of the wrong order may arise in a restaurant, which, generally, occurs because of communication gap. Such a situation can be avoided if there is effective and clear communication between the server and kitchen staff.

Besides, clear communication between the staff and management leads to better working atmosphere. If some information is not communicated to the staff, they may become frustrated. For example, if a restaurant keeps running out of items on the menu list and the servers are not informed about it, then it can become frustrating for them when they attend to the guests. Therefore, it is important for everyone in the hotel or restaurant to practise clear and effective communication.

Forms of internal communication

Internal communication* plays a crucial role in the management process and achieving the goals of managerial actions. An efficient communication system is needed for employees to interact and collaborate with each other, define the organisational climate and chain of command, and thereby, increase productivity. The communication web may be formed through certain individuals or as an open channel. Formal internal communication may take place in four different forms, which have been elaborated in the Session.

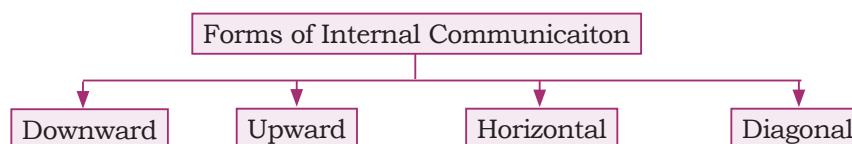


Fig 5.4: Forms of internal communication

***Note: Details given in Unit 6**



Communication and coordination among employees

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Communication and coordination between kitchen and counter sales executive is important because of the following factors.

- In a customer sales organisation, a customer sales executive needs to coordinate with the kitchen staff to customise the order as per a customer's requirements. The person communicates with the kitchen department for the preparation of various food and beverage items as per the order.
- It is important to prepare a dish as per the guest's order like more or less spicy, food for children or the elderly, etc. The kitchen and customer sales executive must be aware of the day's specialty in the restaurant or any addition to the menu. In case of big orders, it is the duty of the customer sales executive to inform the kitchen department about the time of delivery.

Learning about customer satisfaction

Most restaurants are unable to achieve customer satisfaction. To achieve customer satisfaction, a restaurant must have a cordial atmosphere, serve delicious food items and provide quality service. Most restaurants or food establishments believe that the customer is always right.

Friendly environment

Other than the quality of food and ambience, the treatment a customer receives at a restaurant may be one of the reasons for revisiting the place. Taking care of the guests and giving special treatment to them leaves a positive impression, especially, on those who visit for the first time. If they find the staff hospitable and welcoming, they feel comfortable in the restaurant.

An F&B service trainee must always be polite while serving the guests. The person must often smile while speaking to them and taking down the order. Greeting the guests in a friendly way makes them feel welcomed and comfortable. The feedback and suggestions of the customers must never be taken negatively but



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constructively, and be used to improve services at the restaurant. Creating a memorable experience for the customers is the primary duty of every employee — from general manager down to the service crew.

Food quality

The food and beverages served, and the services offered at the restaurant are the main indicators of its standard. Apart from ensuring that the food prepared is delicious, a restaurant must ensure that it is healthy too and is cooked in a hygienic environment. The food must be prepared and stored safely. All food products must be labelled so that expired items are not used in preparing a dish and are, hence, not served to the guests.

Price

The price of food items in a restaurant determines its profitability. Restaurant food is more expensive as compared to the raw food items bought from the market as one is not only paying for the food but also for someone's efforts in preparing the meal, serving it and cleaning the area. Everything that goes into the plate is charged. A restaurant has to take care of various internal expenses like the salary of its employees, rental (if any), electricity and water bills, etc.

Quality service

This includes everything — from ambience to the food being served, and serving the correct order to the speed of service. Quality service helps win customer satisfaction. If the customers are satisfied, the restaurant's goal to receive the same footfall is achieved.

In case a restaurant fails to satisfy or upsets a customer, the manager or crew must not shout at the customer but handle the situation calmly and politely. One must not speak rudely or use harsh words as that may trigger the customer's anger. Be accommodating, empathetic and understanding whatever the situation is. This will make the customer feel valued. The person may also become a regular customer if high level of service is shown. A regular customer is the primary



target of a restaurant. Therefore, the determinant for a successful food establishment is customer satisfaction.

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Practical Exercise

Activity 1

Visit a restaurant in your area and prepare a report on the responsibilities of the F&B service department.

Material required: pen, pencil, notepad, etc.

Procedure

- Visit a restaurant in your area.
- Talk to the manager and collect details about the responsibilities of the F&B service department.
- Observe the functions being performed by the F&B service department staff and note them down in your notebook.
- Present it in class.

Activity 2

Visit a hotel in your city and prepare its organisation chart, showing the following different positions.

- Managerial staff
- Supervisory staff
- Operational staff

Material required: chart paper, notebook, pen, pencil, sketch pens, eraser, ruler, etc.

Procedure

- Visit a hotel in your city.
- Talk to the manager and inquire about the hotel's organisation structure of F&B service staff.
- Note it down in your notebook.
- Prepare a chart, outlining the responsibilities of the following levels of management.
 - Managerial staff
 - Supervisory staff
 - Operational staff
- Present it before the class.

Check Your Progress

A. Match the Columns

Column A	Column B
(i) Organisation chart	(a) Quality service
(ii) Customer satisfaction	(b) Hierarchy



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(iii) Bar manager	(c) Communication between same level staff
(iv) Horizontal communication	(d) Overall charge of the staff in the dining rooms
(v) Head waiter	(e) Head of a restaurant's bar area

B. Subjective Questions

1. Explain 'organisation chart'.
2. Write the importance of exchange of job knowledge.
3. Explain the importance of communication and coordination between kitchen and F&B department.
4. Write a note on different type of positions in a restaurant.



Unit 6



Communication with Customers and Colleagues

INTRODUCTION

The F&B Service Industry primarily deals with customers. Therefore, an F&B service personnel needs to interact with both customers and colleagues. Hence, communication with customers needs to be polite, to-the-point, systematic, tactful and effective. Besides, one must practise clear and effective communication with both seniors and subordinates. Working behaviour, attitude and personality are the factors that must be taken care of while communicating with customers and colleagues. To become successful in the Hospitality Industry, a person must have thorough knowledge of the product and possess effective communication skills.



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SESSION 1: TYPES OF COMMUNICATION

An F&B service organisation has two major departments — food production and F&B service department. A person working in any of these departments must possess the desired communication skills.

In present times, F&B service establishments have to operate in highly competitive accommodation industry, which is susceptible to external factors and ever-changing customer expectations. Customer satisfaction, apart from various other factors, is

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important for a hotel. Therefore, communication and presentation are the essential qualities required in F&B Service Industry personnel.

Formal internal communication

Downward

An officer, manager or supervisor issues orders, instructions and other work-related information through bulletins, papers, reports, memorandums, e-mails or verbally communicates the same to one's subordinates.

Upward

Here, subordinates report work-related events and give feedback of orders and instructions in writing or orally to their seniors or supervisors. This exists in democratic organisations.

Horizontal

It involves communication between same level staff, such as department heads.

Diagonal

It involves communication between a supervisor and a subordinate of various departments. This is employed, usually, in special events, such as MICE (Meetings, Incentives, Conferences and Exhibitions) and banquet functions that require the cooperation of the entire hotel staff.

Instructions

In any organisation, instructions are important and issued to subordinates. It is important for the hotel and hospitality staff to follow the instructions to make tasks simpler, ensure that things are done effectively, eliminate confusion and save time. When instructions are followed, things work as desired.

Employees, following instructions, indicate that they are cooperative, intelligent and reliable. Not following instructions may lead to confusion and create awkward situations at work that may cause mishaps



and untoward incidents. When an employee does not follow instructions, it may cause chaos and lead to frustration in the work environment. In order to follow instructions, the person must listen and read carefully, ask questions and clarify the doubts, if any. When one does not follow instructions, completing tasks becomes difficult. As a result, the entire team suffers. Tasks that are done as per the hotel's SOPs do not require correction or rectification.

Job order

It refers to a written instruction issued by an organisation to perform a task as per specified requirements within a stipulated timeframe. A job or work order is received by an organisation from a customer or client, or an order created internally within an organisation. A work order may be for products or services and may differ from one organisation to another. Maintenance work order is an example of work order created by the housekeeping department when it schedules a maintenance work to be carried out. A related form is sent to the maintenance department. A job order lists the following information.

- Location of service performed (for example, XYZ hotel)
- Job type and title
- Type of department
- Job position (for example, permanent)
- Type of personnel
- Total number of hours worked
- Positions available
- Wage information
- Job description
- Job order date, etc.

Job order of housekeeping attendant	
Location	XYZ hotel
Job type	Operational staff
Category	General
Department	Housekeeping
Job order number	XXXX
Application limit	Ongoing

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Salary or wage	XXXX
Position type	Permanent
Description	
Order date	00/00/0000
Job title	Housekeeping attendant
Wage type	Hourly
Wage amount	₹ 00000/-
Number of positions	1
Position type	Permanent

Job order of housekeeping attendant

Summary

A housekeeping attendant maintains cleanliness in a hotel's rooms. Previous experience in cleaning is an asset. Friendly and professional attitude, as well as, the ability to communicate with guests is essential.

Responsibilities

- Replacing used bath linens with fresh ones
- Vacuum cleaning carpets, dusting and polishing of furniture
- Sanitising bathrooms and restocking guest supplies
- Efficiently responding to the guests' needs in a friendly manner

Desirable traits

- Previous experience in hotel cleaning
- Be willing to serve customers
- Have desired communication skills as one has to interact with hotel guests
- Must be presentable
- Be willing to work in flexible working hours
- Be fit as the job requires long hours of standing, bending and stretching
- Eligibility (as required)
- Clean record

Work target

All business organisations must have written goals that are part of their business plan. These goals describe



what the company plans to accomplish in terms of market share, growth, development and profitability.

Goals may also be set for internal measurements like expansion of staff or boosting employees' morale. Businesses must aim for goals that are specific, measurable, attainable, relevant and timely. Goal-setting means establishing what a person or an organisation wants to achieve.

Motivation is the key component to the setting of a target. Organisations must consider performance targets for employees, who, in turn, will be motivated to perform more effectively.

Performance targets are, particularly, useful due to their quantitative nature, which allows measurement of outcomes, output and assessment of operations. Benefits of management by objectives (MBO) and their relation with the work target are as follows.

MBO

Peter Drucker was the first to use the term 'management by objectives' (MBO) for valuation and planning. In MBO, the goals of the manager are set to be attained within a specified timeframe. Each manager sets one's goal within the broader present goal of establishment and works to achieve them.

Provides focus

While setting an organisational goal, the first priority is given to the employees — whether general employees or managers. This makes the employees aware of the area they need to focus on in the coming quarter or year.

Increases motivation

Predetermined goals of an organisation motivate the employees to achieve the set target in their daily tasks. An employee starts to work for profitability. Following set standards enable the employees to become successful. There must be awards and recognition for employees for achieving the goals. This will further motivate them.

Improves group cohesion

Employees working in a team must work on a united front. No business goal can be achieved unless employees



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of all levels work together as a team. The realisation by the employees for working as a team helps them to achieve the goals.

Output

Work output includes measures of quantity, quality and efficiency in production by companies, people and machines. Output is often compared to input or the cost required to generate the output in order to determine the potential profitability of a production process or an activity.

Performance

The performance of staff needs to be appraised from time-to-time in order to determine how efficiently their potential is tapped. Appraisal monitoring ensures that work is taken seriously and lesser mistakes occur. It also assists in identifying the need for staff training. For achieving growth, performance measurement and target setting are important. The benefits of target setting are as follows.

- Specified targets help facilitate a company's growth, and also lead to efficient and effective work culture, thereby, affecting the lives of the employees.
- It can also be useful at organisational level in areas, such as quotas, objectives, deadlines and budgets.
- It helps improve the work performance of the employees.
- Breaking the company's main objectives into smaller targets helps in achieving goals more effectively and efficiently.

Importance of reports, repair and Annual Maintenance Contract schedule

Reports have a huge impact in tracking and analysing the performance and growth of a hotel. They provide necessary information and data required to make decisions. Internal reports help understand the current and past performance of an organisation, and forecast its



future strategies. Reports provide external information like competitor analysis, market trends and consumer behaviour, which help analyse the market.

Type of reports

Food cost summary report

Such a report lists the cost of raw material to be used in preparing food items. It helps calculate the profit or loss of the set-up.

Sales summary report

This report displays the total sales done by an organisation over a specified period of time.

Night auditor report

This report lists reservation discrepancies, updates housekeeping status and closed cash counters. It is a mandatory practice in a hotel.

Raw material availability report (by store)

This report contains information about the items purchased and order placed by the store department of a hotel and the inventory of raw material available.

Financial report

It helps in getting complete control over the financial aspects of operations, sales and marketing, cutting down operational costs, and thus, increasing the sales.

History and forecasting report

It helps understand the history of the organisation's performance vis-a-vis guest turnover and enable daily, monthly and yearly forecast. It is helpful, especially, for seasonal businesses.

Pricing report

It helps track the current pricing trends and make required adjustments.

Annual Maintenance Contract

Maintenance helps use machines effectively and for a longer period of time. In order to maintain machines,



Annual Maintenance Contract (AMC) is done with companies or firms having skills in repair and maintenance of machines in question.

Benefits of AMC

- AMC ensures the maintenance of machines, which adds to their durability.
- It increases the productivity of machines.

Work schedule

It refers to distribution of work among different individuals in order to get various activities completed in a set timeframe and as per the procedural requirements. The work schedule must be planned in a way that it is easy for the employees to understand what is desired out of them. Planning a work schedule saves a manager's time, which may be utilised for performing other managerial tasks.

Format of work schedule for two employees

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
Start							
Lunch out							
Lunch in							
Scheduled hours							Total
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
Start							
Lunch out							
Lunch in							Total
Scheduled hours							



Practical Exercise

Activity

Visit a hotel in your area and note down how the F&B supervisor communicates with juniors for getting a work done. Note down the following points.

- Allocation of work
- Communication during work
- Report of delay
- Information about work schedule
- Final reporting

Material required: notebook, pen, pencil, etc.

Procedure

- Visit a hotel in your area.
- Talk to the F&B supervisor and ask how the person communicates with juniors regarding the following.
 - Allocation of work
 - Communication during work
 - Report of delay
 - Information about work schedule
 - Final reporting
- Note down the information in your notebook.
- Prepare a report after the visit and present it in class.

Check Your Progress

A. Match the Columns

Column A	Column B
(i) Job order	(a) Communication from sub ordinates to seniors
(ii) Upward communication	(b) Written form of instructions to perform a work as per the requirements within a specified timeframe and cost estimates.
(iii) Downward communication	(c) Annual Maintenance Contract
(iv) Reports	(d) Communication from seniors to subordinates
(v) AMC	(e) Data collected for routine work

B. Subjective Questions

1. What are the different types of report used in the Hospitality Industry?
2. Explain work target and output.

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3. Write a brief note on Annual Maintenance Contract.
4. Explain the various areas that require daily, weekly and special maintenance.
5. Write a short note on job order

SESSION 2: ETIQUETTE AND MANNERS IN COMMUNICATION

Work behaviour

It refers to the attitude of employees towards work performed in an organisation. Understanding work behaviour is important to know the organisational behaviour. i.e., if employees help each other carry out an operation or not, Professional behaviour among employees results in creating a productive work atmosphere in the organisation.

Productivity

It refers to achieving the highest possible level of production by using a certain quality and quantity of inputs with costs incurred, without any gap in the production process. In other words, it is the ratio between input and output at a given quality standard. Productivity can be measure of the following.

- Specific shifts
- Individual jobs
- Departments
- Property
- Labour

Factors determining productivity

Labour

Hardworking labourers always perform well as they are aware of the work specifications and expectations of the organisation or employers, chain of commands, etc.

Guest satisfaction

Meeting the expectations of guests helps improve the sales and, thus, increase productivity. Meeting guest satisfaction involves quality service and communication.



Communication with colleagues

Effective communication among co-workers is essential to create a cordial work environment. To ensure effective communication among colleagues, the following points must be taken care of.

Listen

Do not interrupt the speaker. First, listen to the speaker and once the person has finished with what one has to say, it is then that you must speak.

Body language

Try to understand the speaker's body language. Observe the person's gestures and postures while talking.

Tone

One must be careful of one's tone and diction while communicating. The tone must always be polite.

Etiquette

Etiquettes are important for creating a cordial working atmosphere in an organisation. These refer to the manner in which an employee behaves with one's employer(s), seniors and subordinates. This helps maintain harmony and productivity at the workplace. Poor employee etiquette results in frequent conflicts and reduced productivity. Following desired employee etiquettes (as per the organisation's SOPs) helps cultivate better relationship among co-workers. It also helps preserve the culture and uniqueness of the workplace.

Etiquettes for employees

- Be punctual, i.e., always report on or before time.
- Do not consume alcohol at work, smoke and chew *paan masala* or tobacco in the office premises.
- Respect your colleagues and organisation, and maintain confidentiality of guest information.
- Respect the goals and aspirations of the organisation and give your best to achieve those.
- Update with necessary information as and when required by the supervisor.
- Wear appropriate clothing.



Division of work

It refers to assigning tasks or works to a group of workers to increase their efficiency and productivity. Also known as 'division of labour', it involves breaking down a job into a number of tasks. Hence, it requires alignment of different tasks of the manufacturing process, which are awarded to different people to improve their efficiency and productivity.

Multitasking

It refers to performing different work activities and shifting one's focus from one task to another simultaneously. It increases and stimulates the creativity of the employees as they are required to handle different work activities at the same time. It also makes a person active while performing tasks and helps the employees learn time management. An advantage of multitasking is that it lets people perform more tasks and adds variety to a typical workday.

Benefits of multitasking

- Reduces job insecurity
- Greater individual productivity (one can achieve one's personal goals faster)
- Better growth prospects and safe future
- Holistic perspective regarding the organisation's business and growth

Practical Exercise

Activity

Visit a hotel in your area and find out the etiquettes being followed by the F&B service staff while dealing with guest.

Material required: notebook, pen, pencil, eraser, etc.

Procedure

- Visit a hotel in your area.
- Talk to the manager and find out the etiquettes being followed by the staff while dealing with guests.
- Note down all the information under following points.
 - Politeness during communication
 - Confidence during communication
 - Multitasking during communication



- Information collection
- Careful listening
- Prepare a report and discuss it in class.

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Check Your Progress

A. Match the Columns

Column A	Column B
(i) Etiquettes	(a) Ratio between input and output at a given quality standard
(ii) Productivity	(b) Manner in which a person or an employee conducts oneself
(iii) Work behaviour	(c) Pitch or loudness of voice
(iv) Tone	(d) Guest satisfaction
(v) Success of organisation	(e) Attitude towards one's work

B. Subjective Questions

1. Write some the employee etiquettes followed in the hospitality sector.
2. Write in brief about communication with colleagues.
3. Write a brief note on multitasking.
4. Explain MBO and target setting.

SESSION 3: COMMUNICATION WITH CUSTOMERS

The products of the F&B Service Industry include food and beverage, services offered, atmosphere and convenience — all of which make dining a satisfying and memorable experience. People always go to F&B outlets for the product, i.e., food.

Product knowledge

Customer service, awareness and recognition are important for the Food Service Industry. Communication while a service is being rendered and product knowledge are the most important factors in winning over customers. Effective communication builds strong customer relations, which is the central aspect of sales and marketing.



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The F&B service staff must have a sound knowledge of the products on offer. This helps in increasing the confidence of employees, raising the level of customer service and also customer satisfaction. Staff having product knowledge help achieve the following.

Build stronger communication skills

When an employee has product knowledge, one is able to tell about the same to others. With such knowledge, the person can effectively handle customer grievances and complaints related to product quality.

Create a dedicated sales force

With sound product knowledge, employees can convince the customers and potential customers, and hence, sell a product with ease. They start believing in the product.

Develop confidence in the company and its offerings

Staff with sound product knowledge can present a product and also answer questions related to it with confidence.

Increase customer satisfaction

With product knowledge, the staff answer guest queries immediately, thereby, resulting in satisfied customers.

Anticipating customer's needs

Anticipating the needs of a customer is important for an organisation to ensure loyal and repeat customers. The staff must, therefore, be able to anticipate the needs of the guests and tend to their requests. The following points must be kept in mind for anticipating customers' needs.

Customer's expectations

A customer is satisfied only when the person receives a service as per the expectation. A satisfied customer gives profitable repeat business to an organisation.



Deliver on promise

The promised service or products must be delivered at the promised time. This keeps the guest engaged for repeat business.

Accept and rectify mistakes

The mistakes need to be accepted and steps must be taken so that they are not repeated.

Customer loyalty

Make the customer think that the service or product offered is worth the money being paid. Happy customers are loyal customers. Focus on customers at all times so as to win their loyalty and ensure that they become repeat customers.

Two-way communication

It results from exchange of ideas or knowledge whether by speech, writing or signs (non-verbal). In this, two persons communicate as they transfer information or exchange ideas, knowledge or emotions. It helps in:

- planning and decision making.
- bringing about coordination.
- delegation and decentralisation of authority.
- developing managerial skills.
- boosting employees' morale.

Importance of effective communication in Hotel Industry

The Hotel and Hospitality Industry cannot function without effective communication among its staff and between the staff and customers. Effective communication is the result of effective and clear internal, as well as, external communication.

Internal communication

This type of communication takes place between different departmental staff. It involves exchange of information within an organisation. It is of three types.



Formal communication

Such a communication involves transmission of official messages or information within or outside the organisation.

Vertical communication

This type of communication takes place between the supervisor and the subordinates. Vertical communication is of two types.

Downward communication

This refers to the flow of information from top to lower levels. This involves passing of instructions to subordinates by seniors or supervisors to do some work.

Upward communication

This involves information flow from lower to higher levels. It is, generally, in the form of performance reports, suggestions, reviews, input, feedback, etc.

Informal communication

This type of communication is based on informal relations. Under this, the same information passes through many individuals, and covers a long distance, making its origin obscure.

External communication

This is a communication of hotel with external sources and officers. This may be a government agency or departments, licensing authorities and other private and government working bodies.

Communication can travel in two directions. One-way communication takes place in a straight line from the sender to the receiver and serves to inform, persuade or command.

SENDER → MESSAGE → RECEIVER

Two-way communication always includes feedback from the receiver to the sender and lets the sender know if the message has been received accurately. The communication direction or process is depicted in Fig. 6.1.

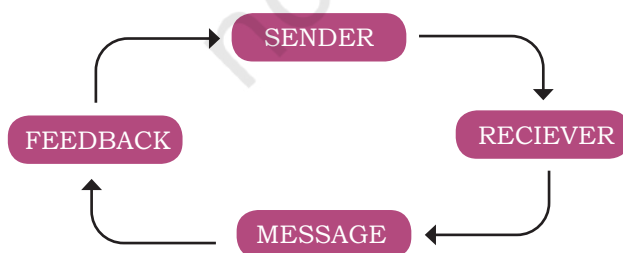
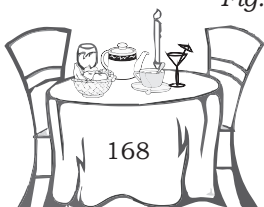


Fig. 6.1: The communication process



Importance of gender in communication

Communication can be affected by gender as men and women often think about things differently. Many a time, when a female and male communicate, certain behaviour is observed, such as lack of eye contact and avoiding shaking hands, which may affect perception and communication.

Body language

People can communicate messages, including instructions and information, at different levels of understanding. The communication process consists of more than spoken or written language. Those working in the F&B Service Industry use body language too often for communicating effectively.

Body language is non-verbal communication. Sometimes, it can send signals stronger than words. Body language is controlled by one's subconscious mind. Hence, a reader can actually understand if there is a difference in what one is saying or thinking.

Impact of body language

Body language is essential for communicating with people. It comprises gestures and postures that we make while communicating. Certainly, one's body language must be in sync with words. The following points must be kept in mind while communicating with people.

- Never be uptight or stiff while making movements.
- Avoid body language that may be misunderstood or look unprofessional, for example winking.
- Eye contact is a positive sign and must be made often while talking with somebody.
- One must avoid fiddling with things while talking. It may distract the attention of the person one is talking to.
- The movement of each body part signifies something and helps in interpreting, for example standing with hands on hips signifies aggression, nodding signifies agreement and active listening, biting the nails signifies nervousness.

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- Unlike e-mails, body language does not give time to think. Hence, it must be used appropriately.

Why body language?

- It can instantly help one evaluate the interest of people one is interacting with.
- It is a personal way of expressing emotions when words do not help.
- It can make communication interesting.

Positive gestures

These indicate confidence and security. They show active participation in a talk and leave a positive impression on the guest. Positive gestures include the following.

- Walking upright
- Greeting with confidence
- Smiling while interacting
- Nodding
- Maintaining an eye contact

Negative gestures

These gestures are a sign of insecurity and restlessness. Such gestures show lack of confidence and must be avoided in interviews or meetings. Negative gestures include the following.

- Being uptight
- Biting nails
- Getting distracted
- Faking a smile
- Looking at something else instead at the speaker while talking

Dressing and Hygiene

Maintaining a well-groomed appearance at workplace is important. Dressing helps in maintaining the image of an organisation. Every organisation follows a certain dress code to set standards.

Men

- Wear a suit or formal wear. It must be comfortable and fit well.
- Wear formal shoes.



- Avoid loud colours and flashy ties.
- The clothing must be neat, clean and ironed.
- One must not have a bad breath and brush one's teeth before leaving for work.
- The hair must be neatly combed.
- Wear a deodorant. Do not wear a perfume to work.

Women

- Wear a shirt or top with a skirt or pants as per the organisation's norms. It must be comfortable and fit well.
- Interview suits must be simple and dark in colour. Knee-length skirts are suggested. Very long skirts, while modest, are also considered fashionable for an interview.
- Wear a covered blouse.
- Make-up and nail polish must be understated and not flattering.
- Wear minimum jewellery and hair accessory.
- Wear formal and flat shoes.
- The clothing must be neat, clean and ironed.
- Wear a deodorant. Do not wear a perfume to work.
- One must not have a bad breath and brush one's teeth before leaving for work. Do not eat or smoke while on job.
- The hair must be neatly combed and styled in a bun or simple ponytail.

Customer expectation and satisfaction

Hospitality and customer services are linked to customer satisfaction. Customer requirements can be both tangible and intangible, and meeting all of them is called 'customer satisfaction'. Product or service features, customers' emotions and expectations, attributions for service achievement or breakdown, perception of impartiality or fairness and price are some of the factors that influence customer satisfaction. Other individual factors involved are discussed as follows.

The expectations of customers can be known only by keeping oneself in their position. The following are some of the important expectations of a customer in a sales or hotel organisation.



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- Attention towards the customer
- Quick and cheerful service
- Loyalty towards the customer
- Showing essential courtesy

Practical Exercise

Activity

Visit a hotel in your area and note down how the supervisor or manager keeps product knowledge.

Material required: notebook, pen, pencil, etc.

Procedures

- Visit a hotel in your area.
- List the different products available for customers.
- Talk to the manager and ask queries related to product knowledge.
- Note down information about products, their use and quantity required in the hospitality organisation.
- After the visit, prepare a report and present it in class.

Check Your Progress

A. Match the Columns

Column A	Column B
(i) Dress code	(a) Products and services
(ii) Customer satisfaction	(b) Relation with the company
(iii) Internal communication	(c) Parameter and guidelines for dress
(iv) Formal communication	(d) Transmission of official messages
(v) Customer loyalty	(e) Transmitting messages within an organisation

B. Subjective Questions

1. Write a note on product knowledge.
2. Explain the anticipation of guests' needs.
3. Write a brief note of two-way communication.
4. What do you understand by 'etiquettes'?



SESSION 4: INTERRUPTION AND NEGATIVITY IN COMMUNICATION

NOTES

A hotel's F&B service department is a section where staff members deal with customers having varied needs. Therefore, like every service organisation, effective communication is essential in hotels too in order to minimise customer-related problems and grievances.

A person working in the F&B Service Industry must always be calm and pleasant while communicating with guests as success in the Hospitality Industry is driven by happy and loyal guests. In order to ensure customer loyalty, the hotel staff must always strive to provide an excellent and memorable experience to the customers, which is not possible without clear and effective internal communication.

Communication problems at workplace can cost a hotel its business by affecting repeat customers, and hence, turnover. Without effective communication, an organisation is unable to exchange information essential to carry out its daily operations. Understanding workplace communication can help one create policies that will address work-related problems and lead to an effective communication network in the hotel.

Benefits of effective communication

- Improves customer service
- Improves understanding of instructions as given by supervisors
- Creates a higher level of understanding between department heads
- Enables understanding of latest technology being used by an organisation
- Boosts the confidence of employees in approaching guests
- Creates positive attitude towards the workplace

Barriers to effective communication

Communication barriers occur because of working in a diverse workplace with different people using different language. Difference in speaking a language or dialects may sometimes become a communication



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problem at workplace. Apart from language barrier, the age group of communicators, their ethnic background, industry experience, educational qualification and social background cause barriers in effective communication. Inattentive listening is also a barrier to effective communication.

Causes of communication barriers

New recruits

Orientation programmes must be organised for new recruits so as to ensure that they understand their supervisor's instructions and practise effective communication.

Personal issues

An employee's personal issues affect the company's communication, and hence, a barrier to communication. Sometimes, people refuse to communicate on the basis of their personal dislikes and disagreements, damaging the company's ability to do business, thereby, slowing down its growth.

Lack of feedback

Feedback is important for communication. A receiver must communicate the feedback to the sender in response to the message received.

Guidelines for handling guest complaints

The staff must keep into account the following guidelines while handling guest complaints.

- A guest, complaining about a problem, may be angry or sound irritated. But the hotel staff must not make promises to the guest that exceed their authority and remain calm instead.
- One must be honest with the guest while dealing with complaints. If it takes longer to resolve the guest's problem or it cannot be resolved at all, then one must admit it.

Procedure for handling guest problems

One of the greatest challenges in a sales and hospitality



organisation is to pacify an angry guest or irritated having complaints. Follow these procedures while dealing with such guests.

Communication

Be polite and never argue with the guest.

Listen

Listen to the guest's complaint so that one feels that somebody is considering the person's problem.

Recognition

The staff must recognise the guest and the person's complaints.

Empathy

Always show empathy towards the guest.

Job skills and knowledge

One must promise to the guest that the best possible action would be taken to resolve the problem or call one's senior to attend to it.

Problem solving and feedback

One must make sure that the problem gets resolved and the guest's feedback is taken.

Feedback

It means communicating information or criticism about the behaviour or action of an individual (or a group), who can use it to improve oneself. Feedback in hospitality management can either be positive or negative. Positive feedback leads to repeat customers and word of mouth advertising to promote the hotel's ratings.

Importance of feedback

Motivates employees

An employee who receives feedback directly from the guest can get motivated to perform better.

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Improves performance

Feedback helps one in taking better decisions, which further improves one's performance.

Reporting

To ensure safety at workplace, timely reporting of a hazard or an incident is important. Reporting is a vital tool of communication in every organisation.

Importance of report

Provides information

A report provides information about an incident that takes place in an organisation.

Helps in selection

Reports contain data and information, and the relevant information from reports helps in taking appropriate decisions or actions.

Helps control system

Reports help check the actual performance of different budgeted areas.

Helps increase profitability

Reports show the direction in which the business is moving, and this in turn, helps increase the profitability of an organisation.

Helps achieve overall objectives

The motivation that employees receive helps an organisation earn maximum profit as they are encouraged to perform better.

Practical Exercise

Activity 1

Visit a hotel in your area and note down how the supervisor or manager listens of the F&B service staff and solves the problems of guests.

Material required: notebook, feedback forms for customers, and employees , pen and pencil



Procedures

- Visit a hotel in your area.
- Interact with the hotel's manager and discuss the general problems of the guests and the way they are resolved.
- Note down the information under the following points.
 - Listening to problems
 - Suggestion given by the manager or supervisor
 - Making a short report
 - Body language of the F&B staff during communication and problem solving
 - Collection of feedback forms from guests.
- Prepare a report and present it in class.

Check Your Progress**A. Mark 'True' or 'False'**

1. Inattentive listening is a communication barrier.
2. Communication skills can boost one's confidence.
3. Communication skills give a greater understanding of an issue.
4. Gaining trust is a factor involved in handling guests' problems.

B. Subjective Questions

1. Write a note on the role of communication in a hotel.
2. Explain the guidelines for handling guest complaints.
3. Write a brief note on the importance of customer feedback.
4. Explain the role of report making in a hotel.



GLOSSARY

Accompaniment: *It refers to a side dish.*

Aperitif: *It is a drink served before a meal.*

Body language: *It implies one's gestures and postures while the person is dealing or talking with somebody.*

Bill: *It is a printed or written statement of the money owed for goods or services availed.*

BOT: *It is the acronym for Beverage or Bar Order Ticket.*

Compensation: *It, typically, refers to money given to someone in recognition of loss, suffering or injury.*

Condiments: *These are things like salt, mustard sauce or pickle, which are used for adding flavour to a food.*

Club: *It is an association dedicated to a particular interest or activity.*

CCG: *It stands for Cutlery, Crockery and Glassware.*

Cocktail: *It is a beverage made by mixing two or more alcoholic drinks.*

Crumbing down: *It refers to the process of removing crumbs left on a table after guests have finished with the main course.*

Communication: *It means sharing or exchanging of ideas and information.*

Division of work: *It refers to fragmentation of work to complete a task in an easy way.*

Elevator: *It is a North American term for lift.*

EDC: *It stands for Electronic Data Exchange machine, which is used for swiping credit or debit cards.*

Entrepreneurship: *It refers to an activity of setting up a business or businesses and taking up financial risks in order to earn a profit(s).*

Feedback: *It refers to data collected from customers or guests for bringing out improvement in product or services offered.*

Hierarchy: *It is a system, in which members of an organisation or society are ranked according to relative status or authority.*

Horizontal communication: *It is the communication among same level staff.*

Intangible product: *It refers to goods that do not have physical nature as opposed to a physical good (an object).*

KOT: *It stands for Kitchen Order Ticket.*

Linen: *It is a textile made of fibre obtained from flax plants.*

Menu: *It is a list of food items offered in a restaurant.*

Mise-en-place: *It refers to preparing a restaurant or its F&B department to serve guests.*

Multitasking: *It refers to doing two or more work simultaneously to improve productivity and save time.*

Ounce: *It is a unit for measuring the capacity of glasses.*

One-way communication: *Such a communication takes place in unilateral direction only, i.e., from the sender to the receiver. Here, no feedback is received by the sender.*

Pro-active selling: It is a selling technique, wherein, an item is offered for sale to a guest before the person actually expresses a need or desire for it, for example, asking if the guest would like to have another glass of beer when the person still has some left in the glass.

Resort: It is a place that is, usually, visited for holiday or recreation.

Reservation: It is an arrangement to secure accommodations at a restaurant or hotel.

Suggestive selling: It is a technique of offering options to a guest that the person might otherwise not be aware of or would have thought about. For example, suggesting olives, bread, starters, appetisers, side orders, desserts, coffees, etc.

Tangible product: It refers to a physical object that can be touched, such as building, vehicle or gadget.

Table d'hôte: It is the menu, where multi-course meals with only few choices are charged at a fixed total price.

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The following pictures have been provided by Celfanatics Films, New Delhi.

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- Fig. 1.9: Camel safari

Unit 2

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- Fig. 2.7: Bar
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- Fig. 4.14: Serving a cocktail (Devender Singh/Castle Barbeque, Delhi)

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ANSWER KEY

Unit 1: Introduction to Tourism and Hospitality

Session 1: Importance of Tourism Industry

A. Fill in the Blanks

1. tourism
2. sporting
3. United Nations World Tourism Organization
4. constituents
5. medical

Session 2: Meaning and Concept of Hospitality

A. Match the Columns

- | | | | |
|--------|--------|--------|--------|
| 1. (b) | 2. (d) | 3. (a) | 4. (c) |
|--------|--------|--------|--------|

Session 3: Basic Departments in the Hospitality Sector

A. State 'True' or 'False'

- | | | | |
|----------|---------|----------|---------|
| 1. False | 2. True | 3. False | 4. True |
|----------|---------|----------|---------|

Session 4: Linkage between F&B Service in Tourism Industry

A. Fill in the Blanks

1. restaurants
2. commercial and non-commercial operations
3. customer
4. trained or skilled

Session 5: Recent Trends in Travel and Tourism Industry

A. Fill in the Blanks

1. inbound
2. Amenities
3. attraction, access, accommodation, amenities, activities,
4. heritage

Unit 2: Classification of Catering Industry

Session 1: Growth and History of Catering Industry

A. Fill in the Blanks

1. Toil and labour
2. Fifth Duke of Devonshire
3. Ellsworth Statler
4. Merchant Marines

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Session 2: Types of Catering

A. Fill in the Blanks

1. Coffee shops
2. Bar and discotheque
3. earning money
4. two

Session 3: Scope and Career Opportunities in Catering Industry

A. Fill in the Blanks

1. diversity
2. global Markets
3. practical
4. hospitality

Unit 3: Preparation for Food and Beverage Service Operation

Session 1: Organisation Structure of F&B Service Department

A. Fill in the Blanks

1. *Sommelier*
2. Waiter
3. Organisation chart
4. carver
5. senior captain

Session 2: Attributes of a Waiter

A. State 'True' or 'False'

1. False
2. True
3. True
4. False

Session 3: Basic Restaurant Operation Standards

A. State 'True' or 'False'

1. True
2. False
3. True
4. False

Session 4: Restaurant Equipment

A. Fill in the Blanks

1. 1.2 cm
2. Main
3. fluid ounces
4. 28.41ml
5. specialty equipment

Unit 4: Food and Beverage Service Operation

Session 1: Receiving the Guest

A. Match the Columns

- (i) b (ii) a (iii) d (iv) c

Session 2: Taking Food and Beverage Order from Guests

A. Match the Columns

- (i) b (ii) a (iii) d (iv) c



Session 3: Service of F&B Order

A. Match the Columns

(i) b (ii) a (iii) d (iv) c (v) e

Unit 5: After-dining Activities

Session 1: Importance of Bill Preparation and its Presentation to Customers

A. Match the Columns

(i) b (ii) a (iii) d (iv) c

Session 2: Cleaning Soiled Dishes and Table

A. Match the Columns

(i) b (ii) a (iii) d (iv) e (v) c

Session 3: Importance of Hierarchy and Exchange of Jobs

A. Match the Columns

(i) b (ii) a (iii) e (iv) c (v) d

Unit 6: Communication with Customers and Colleagues

Session 1: Types of Communication

A. Match the Columns

(i) b (ii) a (iii) d (iv) e (v) c

Session 2: Etiquette and Manners in Communication

A. Match the Columns

(i) b (ii) a (iii) e (iv) c (v) d

Session 3: Communication with Customers

A. Match the Columns

(i) c (ii) a (iii) e (iv) d (v) b

Session 4: Interruption and Negativity in Communication

A. State True or False

1. True 2. True 3. True 4. True

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ANSWER KEY



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