



FOOD SERVICE-II

CLASS XII



CENTRAL BOARD OF SECONDARY EDUCATION

Shiksha Kendra, 2, Community Centre, Preet Vihar, Delhi-110 092 India

नया आगाज़

आज समय की माँग पर
आगाज़ नया इक होगा
निरंतर योग्यता के निर्णय से
परिणाम आकलन होगा।

परिवर्तन नियम जीवन का
नियम अब नया बनेगा
अब परिणामों के भय से
नहीं बालक कोई डरेगा

निरंतर योग्यता के निर्णय से
परिणाम आकलन होगा।

बदले शिक्षा का स्वरूप
नई खिले आशा की धूप
अब किसी कोमल-से मन पर
कोई बोझ न होगा

निरंतर योग्यता के निर्णय से
परिणाम आकलन होगा।

नई राह पर चलकर मंज़िल को हमें पाना है
इस नए प्रयास को हमने सफल बनाना है
बेहतर शिक्षा से बदले देश, ऐसे इसे अपनाए
शिक्षक, शिक्षा और शिक्षित
बस आगे बढ़ते जाएँ
बस आगे बढ़ते जाएँ
बस आगे बढ़ते जाएँ.....





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Food Service-II Text Book Class XII

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भारत का संविधान

उद्देशिका

हम, भारत के लोग, भारत को एक [सम्पूर्ण प्रभुत्व-संपन्न समाजवादी पंचनिरपेक्ष लोकतंत्रात्मक गणराज्य] बनाने के लिए, तथा उसके समस्त नागरिकों को:

सामाजिक, आर्थिक और राजनैतिक न्याय,
विचार, अभिव्यक्ति, विश्वास, धर्म
और उपासना की स्वतंत्रता,
प्रतिष्ठा और अवसर की समता

प्राप्त कराने के लिए, तथा उन सब में, व्यक्ति की गरिमा और [राष्ट्र की एकता और अखण्डता] सुनिश्चित करने वाली बंधुता बढ़ाने के लिए दृढ़संकल्प होकर अपनी इस संविधान सभा में आज तारीख 26 नवम्बर, 1949 ई० को एतद्वारा इस संविधान को अंगीकृत, अधिनियमित और आत्मार्पित करते हैं।

1. संविधान (बयालीसवां संशोधन) अधिनियम, 1976 की धारा 2 द्वारा (3.1.1977) से "प्रभुत्व-संपन्न लोकतंत्रात्मक गणराज्य" के स्थान पर प्रतिस्थापित।
2. संविधान (बयालीसवां संशोधन) अधिनियम, 1976 की धारा 2 द्वारा (3.1.1977 से), "राष्ट्र की एकता" के स्थान पर प्रतिस्थापित।

भाग 4 क

मूल कर्तव्य

51 क. मूल कर्तव्य - भारत के प्रत्येक नागरिक का यह कर्तव्य होगा कि वह -

- (क) संविधान का पालन करे और उसके आदर्शों, संस्थाओं, राष्ट्रध्वज और राष्ट्रगान का आदर करे;
- (ख) स्वतंत्रता के लिए हमारे राष्ट्रीय आंदोलन को प्रेरित करने वाले उच्च आदर्शों को हृदय में संजोए रखे और उनका पालन करे;
- (ग) भारत की प्रभुता, एकता और अखंडता की रक्षा करे और उसे अक्षुण्ण रखे;
- (घ) देश की रक्षा करे और आह्वान किए जाने पर राष्ट्र की सेवा करे;
- (ङ) भारत के सभी लोगों में समरसता और समान भ्रातृत्व की भावना का निर्माण करे जो धर्म, भाषा और प्रदेश या वर्ग पर आधारित सभी भेदभाव से परे हों, ऐसी प्रथाओं का त्याग करे जो स्त्रियों के सम्मान के विरुद्ध हैं;
- (च) हमारी सामाजिक संस्कृति की गौरवशाली परंपरा का महत्त्व समझे और उसका परीक्षण करे;
- (छ) प्राकृतिक पर्यावरण की जिसके अंतर्गत वन, झील, नदी, और वन्य जीव हैं, रक्षा करे और उसका संवर्धन करे तथा प्राणिमात्र के प्रति दयाभाव रखे;
- (ज) वैज्ञानिक दृष्टिकोण, मानववाद और जनार्जन तथा सुधार की भावना का विकास करे;
- (झ) सार्वजनिक संपत्ति को सुरक्षित रखे और हिंसा से दूर रहे;
- (ञ) व्यक्तिगत और सामूहिक गतिविधियों के सभी क्षेत्रों में उत्कर्ष को ओर बढ़ने का सतत प्रयास करे जिससे राष्ट्र निरंतर बढ़ते हुए प्रयत्न और उपलब्धि की नई उंचाइयों को छू ले।

THE CONSTITUTION OF INDIA

PREAMBLE

WE, THE PEOPLE OF INDIA, having solemnly resolved to constitute India into a SOVEREIGN SOCIALIST SECULAR DEMOCRATIC REPUBLIC and to secure to all its citizens :

JUSTICE, social, economic and political;

LIBERTY of thought, expression, belief, faith and worship;

EQUALITY of status and of opportunity; and to promote among them all

FRATERNITY assuring the dignity of the individual and the [unity and integrity of the Nation];

IN OUR CONSTITUENT ASSEMBLY this twenty-sixth day of November, 1949, do HEREBY TO OURSELVES THIS CONSTITUTION.

1. Subs, by the Constitution (Forty-Second Amendment) Act, 1976, sec. 2, for "Sovereign Democratic Republic (w.e.f. 3.1.1977)
2. Subs, by the Constitution (Forty-Second Amendment) Act, 1976, sec. 2, for "unity of the Nation (w.e.f. 3.1.1977)

THE CONSTITUTION OF INDIA

Chapter IV A

Fundamental Duties

ARTICLE 51A

Fundamental Duties - It shall be the duty of every citizen of India-

- (a) to abide by the Constitution and respect its ideals and institutions, the National Flag and the National Anthem;
- (b) to cherish and follow the noble ideals which inspired our national struggle for freedom;
- (c) to uphold and protect the sovereignty, unity and integrity of India;
- (d) to defend the country and render national service when called upon to do so;
- (e) To promote harmony and the spirit of common brotherhood amongst all the people of India transcending religious, linguistic and regional or sectional diversities; to renounce practices derogatory to the dignity of women;
- (f) to value and preserve the rich heritage of our composite culture;
- (g) to protect and improve the natural environment including forests, lakes, rivers, wild life and to have compassion for living creatures;
- (h) to develop the scientific temper, humanism and the spirit of inquiry and reform;
- (i) to safeguard public property and to abjure violence;
- (j) to strive towards excellence in all spheres of individual and collective activity so that the nation constantly rises to higher levels of endeavour and achievement.

Preface



The latest paradigm shift in the field of education emphasizes on the skill element to be enhanced in the field of vocational as well as in the main stream of our educational system. CBSE has been striving hard to develop the competency based vocational courses in collaboration with leading industries in various sectors of economy. In the order to implement the same the Board has come out with courses that have potential job prospects for better recognition by the students and parents. It offers a flexible curriculum for inculcating & skills on the hand & provides linkages to the higher courses available lie in the similar fields on the other.

India's Hotel Industry is one of the fastest growing industries in the world. Food and Beverage Services under Hospitality band Tourism curriculum implemented from the Academic Session 2010 - 11, will not only help in finding jobs for Board pass outs, but help in preparing a multi skilled workforce for hospitality industry. This serves the purpose of a basic course under and hospitality sector, after which higher Diploma / undergraduate courses could be pursued.

The Practical manual on **Food Service - II** is based on Familiarization of various Equipments like Cutlery, Crockery, Glassware etc. used in various restaurants hotels and homes. The book also describes different serving operations involved in food beverage industry / hotel. It describes about staffing in hospitality industry and their function at numerous levels. The book briefly describes services that are generally rendered in Hotels and Restaurants.

Though the scope of Food Service is very wide, yet the authors have tried their best to cover adequately the syllabus of Food Service at senior secondary level. We hope that this book will be found useful to students, in-service candidates and the teaching faculty. Any suggestion(s) to improve the textbook is welcome from both students and faculty.

The Board acknowledges the contribution made by the team of experienced authors in completing the manuscript. The book on Food Production is an outcome of a series of meetings organized by the Vocational cell. The process initiated under the direction of Sh. Shashi Bhusan, formal Director (Edusat and Voc.) and completed under the guidance of Dr. Rashmi Sethi (Education Officer) and her team. A special mention to the efforts of Research Fellow, Ms. Sunaina Srivastava who carefully proof read the manuscripts. Board duly acknowledges the role of Noida NCHMCT, for Teachinal guidance to promote the hospitality education at school level in India. I am sure this book would serve the purpose of a useful resource material for students and the teachers.

Vineet Joshi, IAS
Chairman, CBSE





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Chapter 1

BREAKFAST SERVICE

Learning objectives

After completing this chapter student would be able to :

- * Have an insight into the history and importance of breakfast service.
- * Differentiate between the important types of breakfast.
- * Set up the cover for different breakfasts.
- * List important dishes served in the courses of breakfast.

Guide to better learning.

- 1.1 Introduction and history of breakfast service
- 1.2 Breakfast menus
 - 1.2.1 Continental breakfast
 - 1.2.2 American breakfast
 - 1.2.3 English or full breakfast
 - 1.2.4 Indian breakfast
 - 1.2.5 Buffet breakfast
- 1.3 Breakfast variations





1.1 Introduction and History

Breakfast service varies greatly from one country to another; customs attitudes, eating habits, and service offered by dining houses all affect the type of breakfast service.

Breakfast used to be a substantial meal in the Victorian era with a range of meat, steaks, grills all included in the fare. The early French dictionary refers to breakfast as 'de jeuner' which is today understood as lunch. With industrial revolution, people felt that the gap between 'de jeuner' and dinner was too long and a need was felt for a lighter meal in the morning. The de jeuner just after noon became popular.

This meal in the morning was christened petite de jeuner or small lunch literally or breakfast as we call it today. Even today, Britain and America includes one cooked dish in this meal.

1.2 Breakfast menus:

Breakfast is most often served either in the coffee shops or through the in-room dining facility. To lessen the burden on the room service and also to provide the customer a large range of food with fast service, many hotels offer room tariffs that include a complimentary buffet breakfast in the coffee shop.

Being an early morning meal, breakfast is a rather delicate meal. Guests are hungry, yet in a hurry with the day's commitments awaiting. Hence food should be easily accessed, served without a lot of fuss yet have quality, eye appeal and be easy on the gut. All these factors have encouraged hotels to offer extensive buffet breakfasts in the coffee shops. However the main types of breakfast available in any good hotel include:

1.2.1 Continental breakfast

It is the lightest breakfast and also a very popular form of fixed breakfast offered by hotels. A continental breakfast consists of:

A choice of fresh or canned juices

Eg: orange, pineapple, grapefruits, sweet lime, watermelon, mango (canned), apple (canned), and tomato (canned).

A choice of breakfast rolls

eg: toasts of white or brown bread, brioche, croissants, doughnut, muffins, Danish pastry served with butter, peanut butter and preserves like jams, marmalade, honey.

Hot beverages like tea, coffee, cocoa etc which are served throughout the meal, but considered to be the ending course.





Cover for a continental breakfast:

- * Side plate
- * Side knife
- * Serviette
- * Breadbasket containing the breakfast rolls
- * Butter dish with butter knife.
- * Preserve pots with preserve spoons
- * Juice glass or club goblet on a doilley covered under liner with a teaspoon passed with a glass cover.
- * Cruet set
- * Under plates for tea / coffee pot and milk pot
- * Sugar basin with tongs
- * If leaf tea is served - a slop basin.
- * Tea strainer
- * A breakfast cup on a saucer with tea spoon passed.

1.2.2 American breakfast:

It is a moderately heavy breakfast and along with continental breakfast, the most popular fixed breakfast choice offered by hotels today. A typical American breakfast offers:

(a) **A choice of fresh or canned juices**

Eg: orange, pineapple, grapefruits, sweet lime, watermelon, mango (canned), apple (canned), and tomato (canned).

Or

(b) **A papaya boat (offered by hotels though not a part of the traditional breakfast).**

(c) **A choice of breakfast cereals.**

Eg: cornflakes, wheat-flakes, muesli served with hot or cold milk or porridge.





(d) **Breakfast egg preparations served with some breakfast meat.**

Eg: fried egg, poached egg, scrambled egg, double fried egg etc.

Served with ham rashers, bacon, sausages etc or stuffed omelets served with grilled tomato, hash brown potato and ham rashers.

(e) **Breakfast rolls**

Eg: toasts of white or brown bread, brioche, Danish pastry, croissants served with butter and preserves.

American pancakes /or waffles served with maple syrup or honey.

(f) **Hot beverages**

Eg: tea coffee, hot chocolate.

Cover for American breakfast:

- * Side plate
- * Side knife
- * Serviette
- * Breadbasket containing the breakfast rolls
- * Butter dish with butter knife.
- * Preserve pots with preserve spoons
- * Juice glass or club goblet on a doilley covered under liner with a teaspoon passed with a glass cover.

Or

A half plate with the papaya boat with a dessert spoon and dessert fork passed.

- * Under plates for tea pot / coffee pot and milk pot
- * Sugar basin with tongs
- * If leaf tea is served - a slop basin.





- * Tea strainer
- * A breakfast cup on a saucer with tea spoon passed
- * A cereal bowl on an under liner with a dessert spoon
- * An AP knife and AP fork for eggs and meats.
- * A dessert spoon and dessert fork only in case the pancakes are opted for.

1.2.3 English or full breakfast

This is the heaviest among all the fixed breakfast offered by hotels and with the advent of the buffet breakfast this option is rarely chosen by guests. Infact the buffet breakfast is a vibrant variation of the English breakfast with some regional breakfast options added on.

The English breakfast comprises of:

- (a) A choice of fresh/ canned juices (choice similar to that in the Continental breakfast).

OR

Fresh fruits like a Papaya boat, fresh strawberries, Banana, Mango dices, Grapefruit halves, watermelon etc.

OR

Stewed fruits like figs, prunes, apples or pears often called a fruit compote.

- (b) A choice of cereals-British prefer cooked cereals, hence oatmeal porridge or broken wheat porridge served with hot or cold milk and honey/maple syrup is a favourite.
- (c) A choice of breakfast fish preparation e.g.: grilled herring, fried bloaters, grilled kippers, smoked haddock, kedgeriee.
- (d) Breakfast egg preparations served with breakfast meat similar to the American breakfast, however the English prefer boiled egg variations like soft, semi hard, and rarely the hardboiled egg. In case boiled egg is ordered the potato and tomato are not served as an accompaniment. The meat in this case is served separately as a different course.





- (e) Breakfast rolls like croissants, muffins, doughnuts, toast served with jam, Oxford marmalade, honey and butter.
- (f) Hot beverages like Tea, coffee, chocolate or malt beverages.

COVER FOR THE FULL/ ENGLISH BREAKFAST:

The cover or table setup for the English breakfast is similar to the American breakfast with an additional Fish knife and Fish fork placed outside the AP knife and AP fork placed on an American breakfast cover.

1.2.4 Indian Breakfast:

As mentioned in the introductory part of this chapter, Breakfast varies greatly from one country to another, one region to other. In India, for instance although the European dishes are becoming popular, yet a distinct set of breakfast dishes are found and essential to form a complete breakfast. Hotels in India offer a fixed choice of Indian breakfast items in the menu.

The Indian Breakfast variations found in hotels can be broadly classified into:

THE NORTH INDIAN BREAKFAST:

This consists of :

- (a) A seasonal fresh fruit juice / seasonal fresh fruit / Lassi, a curd based drink served sweet, salted or spiced.
- (b) Stuffed Parathas served with butter and pickle, Poori bhaji, Poha- a beaten rice preparation etc
- (c) Masala Tea- a readymade tea with added milk and spices.





THE SOUTH INDIAN BREAKFAST:

This consists of :

- (a) A starter drink which may include Tender coconut water, butter milk, seasonal fresh fruit juice or seasonal fresh fruits.
- (b) The main course comprising of the south Indian pancake- Dosa served either plain or stuffed, along with a choice of either idly, wada, upma etc served with a traditional accompaniment of sambar and coconut chutney.
- (c) Filter coffee or readymade tea.

The cover for Indian breakfast includes:

- * Side plate
- * Serviette
- * Club goblet or a Collins glass on a doilley covered under-plate with a tea spoon passed for the starter drink
- * Butter dish / butter knife
- * Under liner for the readymade tea / coffee pot
- * Cruet set
- * Sugar basin with tongs
- * If leaf tea is served; slop basin, tea strainer
- * Breakfast cup with saucer and a tea spoon passed
- * The main course served pre-plated in a half plate with katoris for sambar, chutney, bhaji etc
- * An AP knife, AP fork and an AP spoon.

As indicated earlier the breakfast service is catered mainly through the coffee shop or the room service departments.





Although we have discussed fixed breakfast options in detail, an a la carte choice of dishes are also available in case the guest wishes to mix and match dishes according to his choice. Generally the fixed breakfast is more balanced and economical as it planned by professionals.

1.2.5 Buffet Breakfast:

A comparatively new development in breakfast service, the buffet breakfast in India offers most of the dishes in an American breakfast along with Indian breakfast options. Some of the dishes like the eggs, sausages etc are mostly served from a live interactive counter to add value. The spread is extensive with a large choice of dishes usually segregated into different sections like the juice dispensers, the cereal dispensers the hot buffet counter, the live counter, the bread section, the hot beverages area etc. This adds eye appeal and helps to spread the guests. Many hotels offer the buffet breakfast complimentary with the room tariff - this encourages the guest to come down to the coffee shop for their breakfast thereby reducing the rush in the room service.

The cover for a buffet breakfast on the coffee shop table includes:

- * Side plate
- * Side knife
- * Serviette
- * Butter dish with butter knife
- * Preserve pot / tea spoon
- * Cruet set
- * Sugar basin with tongs
- * Slop basin, tea strainer
- * Breakfast cup on a saucer with a tea spoon passed
- * AP knife, AP fork, AP spoon on the cover.
- * Water goblet on the tip of the AP knife (optional)

Breakfast service is in many ways unique in the sense that it offers a la carte options along with table d' hote choice and buffet breakfast in most modern hotels. Breakfast is usually meant for captive in-house guests and hoteliers realize that a good breakfast served efficiently goes a long way in boosting the goodwill of the establishment as breakfast is a meal time when guests are in a hurry, yet hungry, hence tend to be impatient.





1.3 Breakfast variations:

- * **Café complet:** This is a term used for a continental breakfast order served with a coffee as the ending beverage.
- * **Café simple:** An order for only coffee during the breakfast time.
- * **Café au lait:** An order of coffee with milk.
- * **The complet:** A continental breakfast order with tea as the hot beverage option.

Summary / Recapitulation

- * Breakfast is also called petite de jeuner or small lunch as it literally translates.
- * The five main types of breakfast are Continental, American, English, Indian and Buffet breakfast.
- * English breakfast is also called the Full breakfast.
- * Continental breakfast is a light breakfast.
- * Buffet breakfast is very popular in large hotels today, served mainly in the coffee shop
- * Papaya is a very popular breakfast fruit.
- * Cornflakes, muesli, wheat flakes, oatmeal porridge are common breakfast cereals which are served with an option of hot or cold milk.
- * Boiled eggs, scrambled eggs, fried eggs; poached eggs are popular breakfast egg preparations.
- * Other than for boiled eggs, egg preparations are most often served with mashed potatoes, grilled tomatoes and some grilled meat/ boiled vegetables.
- * Breakfast meats include sausages, ham rashers, pan fried bacon, gammon rashers etc
- * Common hot beverages served for breakfast include: Tea, coffee, cocoa, hot chocolate, malt beverages etc

Important Terms:

- * Café complet
- * Full breakfast





- * Breakfast juices
- * Breakfast cereals
- * Breakfast egg preparations
- * Breakfast meat choices
- * Breakfast fish preparations
- * Café simple
- * Buffet breakfast
- * Breakfast rolls
- * North Indian breakfast
- * South Indian breakfast

Multiple Choice Questions:

1. The lightest among the popular fixed breakfast options is:
 - a. Continental breakfast
 - b. English breakfast
 - c. American breakfast
 - d. Indian breakfast
2. A popular example of a breakfast cereal is:
 - a. Kipper
 - b. Muesli
 - c. Croissant
 - d. Sausage
3. A popular fish preparation served for breakfast is:
 - a. Doughnut
 - b. Waffle
 - c. Oatmeal
 - d. Kedgerree





4. Waffles are a part of:
 - a. Continental breakfast
 - b. American breakfast
 - c. Indian breakfast
 - d. English breakfast
5. Café complet indicates:
 - a. Coffee served with milk
 - b. Coffee served without milk
 - c. Coffee served with continental breakfast
 - d. Coffee served with American breakfast
6. Petite dejeuner is another name for:
 - a. Breakfast
 - b. Lunch
 - c. Dinner
 - d. Supper
7. A popular breakfast roll is:
 - a. Croissant
 - b. Waffle
 - c. Oatmeal
 - d. Muesli
8. American pancakes are best served with:
 - a. Butter
 - b. Jam
 - c. Tea
 - d. Maple syrup





9. Sambar and coconut chutney are a part of:
- North Indian breakfast
 - Continental breakfast
 - South Indian breakfast
 - English breakfast
10. Fish knife and fish fork are a part of the cover of:
- English breakfast
 - Continental breakfast
 - American breakfast
 - Indian breakfast

Answers:

1. A, 2. B, 3. D, 4. B, 5. C, 6. A, 7. A, 8. D, 9. C, 10. A

Short Answer Question:

- Explain with examples, the courses of an American breakfast.
- What is a buffet breakfast? What are its advantages?
- Explain with a suitable menu: café complet
- What is Indian Breakfast? Explain with suitable examples.

Long Answer Question:

- What are the different types of breakfast served in hotels? Explain the popular fixed breakfasts with suitable examples.





Chapter 2

SIMPLE CONTROL SYSTEM

Learning Objectives:

After completing this chapter, student would be able to understand :

- * The importance of a control system in Food & Beverage Service operations.
- * The functioning of the Food & Beverage control system.
- * The concept of KOT and Bill.
- * The different types of special checks.

Guide to better learning:

- 2.1 Introduction
- 2.2 Function of a control system
- 2.3 Triplicate system of checking
- 2.3 a Duplicate checking system
- 2.4 Bill and KOT
- 2.5 Special checks

2.1 Introduction:

Catering establishments, whether they are large five star hotels or city restaurants, simple controls to check frauds and ensure proper utilization of resources are vital for the success of operations. Types of control vary from one establishment to another but whatever they are, the staff should be aware, trained and assist in its function.

If restaurant staff feel that checking systems are not in place, human nature being what it is usually leads to malpractice and fraud in operations.

Staff should be made to understand the importance of food as a commodity, made aware of the working of the control system in place, the role staffs have to play in making it work and the consequences of lapse therein.





2.2 Functions of a control system:

A good control system is put in place essentially to check areas where selling of food and beverage takes places.

A good control system essentially should be simple for the staff to operate and there should be enough points of counter check so that, errors and willful omissions may be nullified and highlighted by departments like controls, accounts etc.

The following are the main functions of a good control system:

1. Controls should begin from where the raw materials enter the establishment i.e., purchases and storing.
2. The system should ensure minimum pilferage at all stages of food-purchasing-receiving-storing-issuing-preparation-selling.
3. The system should generate enough raw data and information for the management to study trends, calculate various costs and ration analysis so that, budgets can be made most accurately.
4. The system should ensure easy preparation of checks and bills by restaurant staff and cashiers so that, guest service and charging happens correctly.

2.3 The triplicate system of checking:-

This is the most popular control system used by large and medium establishments. As the name suggests, it has three copies of order tickets other than an original order. The system hence, is based on KOT's and BOT's i.e., Kitchen order tickets and Bar order tickets. The waiting staff are expected to fill in details into the KOT like Table number, Number of covers, date, name of the server, signature of the order taker etc.,

After, the order is obtained from the guest,

- * The top copy goes to the abouyer in the Kitchen for the food to be prepared.
- * The second copy goes to the cashier for the bill preparation.
- * The third copy is retained by the waiter on the side board to prepare for the service.
- * The fourth copy (top being the original) is the book copy sent to accounts after the book is exhausted.





The flow of operations and movement of KOT through the control system is explained by the following chart. (see fig. 1)

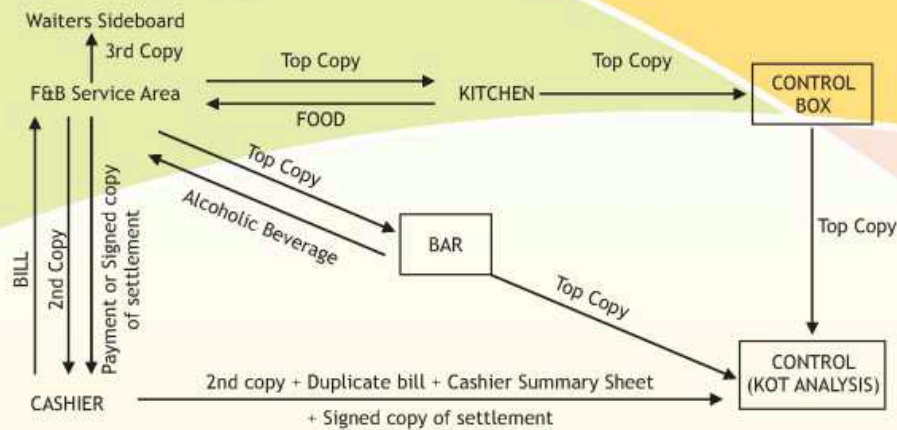


fig. - 1

The F&B Control department is given the responsibility of analyzing the three KOT copies and also check with book copy in case, of doubts to ensure accuracy in records. The controls department is also responsible to undertake surprise and regular check of food stores in the Kitchen (cooked, semi-cooked, raw) and beverage stock in the bar to ensure the balances match with book stock and visit service area to check for pilferage and wastage.

2.3.a The duplicate checking system:

This checking system is found mostly in smaller establishments. The system has only two copies, each of which are numbered. The top copy may have a cash column for the meal price to be entered. Each guest order has a separate KOT cum Bill made out. The details like date are pre printed but the servers name / number are filled up at the time of the order.

The original goes to the Kitchen whereas the duplicate acts as the guest bill. The cashier usually retains the second copy after collecting the cash, in case the guest desires the copy the details are noted in a pay summary before the 2nd copy is handed over.

2.4 The KOT and Bill: Sample Format:

The sample of KOT and Bill are more relevant to the triplicate system of checking, as in case of the duplicate system the KOT and Bill are one and the same. (see format 1 & 2)





A SAMPLE KOT:

NAME AND DETAILS OF ORGANIZATION						
DATE	TIME OF ORDER	WAITER NAME	TABLE / ROOM NO.	NO. OF PAX	FOOD PICK UP TIME	KOT NO.
SL.NO.	PARTICULARS					
PLEASE DO NOT PAY ON THIS				SIGN OF ORDER TAKEN		

Format : 1

A SAMPLE BILL:

NAME AND DETAILS OF ORGANIZATION						
BILL						
DATE	TIME	TABLE NO. ROOM #	SERVER NAME	NO OF PAX	KOT NUMBER	BILL NUMBER
SL.NO	QTY.	PARTICULAR	RATE	TOTAL		
			SUB TOTAL			
			ADD TAX			
			TOTAL			
AMOUNT IN WORDS _____						
MODE OF PAYMENT - CASH / CARD / ROOM				SIGNATURE OF CASHIER		

Format : 2





2.5 Special KOT:

F&B operations being an unpredictable and dynamic, there occur certain instances when special checks need to be written out. Some of these are as under:

2.5.1 Accident Check:

These are made out when some accident occurs, like a dish gets dropped, the food would need to be replaced without any extra charge to the guest. A special check needs to be completed, headed "Accident" showing the number of portions to be replaced. The check is counter signed by the supervisor or manager.

2.5.2 No Charge (N/C) Check:

Sometimes, a dish may need ingredients like alcohol for finishing a dish. Such ingredients need to be issued from other outlets without a separate charge to the guest as its cost is absorbed in the dish price. In such cases a No Charge (N/C) KOT is made out and the ingredients issued.

No charge KOT's can also be made at instances when the senior management entertains guests on prior information. Such guests cannot be charged and food is issued on N/C checks issued. These checks are counter signed by the outlet manager.

2.5.3 Duplicate Check:

In such situations when a check for some reason gets misplaced, the customer cannot be kept waiting, another check is made with the word duplicate inked boldly on top. In case the first check is found subsequently, only one is debited to the customer. The Head Waiter or Manager's signature is essential to prevent dishonest use.

2.5.4 Return check:

The control system generally does not allow refund or cancellation of dishes once changed and served. However, in certain cases if a commodity has to be returned for a valid reason, another check is made out, marked return and counter signed by the Manager for authenticity. Only then would such an item be taken off the bill.

2.5.5 En Place Check:

On a table d'hote or fixed menu, sometimes guests wish to have a slight change in the dishes for example a Cream of Mushroom Soup instead of a Cream of Carrot Soup on the menu. Here a check is made Cream of Mushroom Soup EN place cream of carrot soup. No monetary change is involved but it needs the counter sign of the Head Waiter.





2.5.6 En Suite Check:

In most first class catering establishments the meal orders are initially taken upto the main course. After the main course is cleared a further order for sweets is solicited. This order check is headed En-Suite so that, the cashier can enter the charges into the same bill.

Thus, special checks help tide over situations where the control system may fail. It brings flexibility into operations and yet does not allow for loop holes that may be exploited by the staff or guest. These checks serve to make the control system more effective. Today computer software have almost replaced all forms of manual controls. However, all such software are based upon the triplicate checking system. Hence, it is essential to understand the movement or flow of KOT under this system. Software available in the market include Fidelio, IDS, Point of Sale, Remanco, etc.,

Summary / Recapitulation:

- * Control systems ensure proper utilization of resources and help check malpractise and fraud.
- * A good control system should be simple and easy to operate
- * A good control system should cover all the stages of movement of food ie., Purchase-Receive-Store-issues-preparation and sales.
- * The two main types of checking are the triplicate system and duplicate system of checking.
- * KOT matching and analysis is an important function of the F&B control department.
- * The 1st copy of KOT (Kitchen Order Ticket) goes to the Kitchen under the triple system of checking.
- * The 2nd copy of KOT goes to the cashier under the triple checking system
- * The 3rd copy is the waiter's copy under the triplicate checking system
- * No charge checks (N/C) are made to cover complimentary food issued for different reasons.
- * En place check literally means "in place of" and is used to allow minor changes in the Table d' hote menu.
- * En Suite check means following the earlier and are used mainly to take dessert orders after the main course has been cleared.
- * Computer software used for F&B controls include Fidelio, IDS, Point of Sale, Remanco, etc.,





Important Terms:

- * KOT
- * BOT
- * KOT Matching
- * Triplicate Checking System
- * Duplicate Checking System
- * Accident Check
- * N/C Check
- * Duplicate Check
- * Return Check
- * En Place Check
- * En Suite Check
- * Bill

Multiple Choice Questions:

1. A good control system:
 - a. Stops Pilferage
 - b. Stops malpractice and fraud
 - c. Is easy to use
 - d. All the above
2. A triplicate system of checking is used mostly in
 - a. Small eateries
 - b. Large and medium eateries
 - c. Café
 - d. Cafeteria





3. In the duplicate system of checking
 - a. The second copy acts as the cashier copy and bill
 - b. The second copy is the Kitchen copy
 - c. The second copy is the book copy
 - d. The second copy is the en suite check
4. N/C KOT stands for
 - a. Not cancelled
 - b. No charge
 - c. No copy
 - d. Not computerized
5. In cases where food already billed has to be returned a check made out is
 - a. Return check
 - b. Duplicate check
 - c. En place check
 - d. No charge check
6. Fidelio and IDS are examples of
 - a. Manual checking system
 - b. Duplicate checking system
 - c. Computer software based checking system
 - d. Computer hardware used for control
7. KOT stands for
 - a. Kitchen order ticket
 - b. Kitchen order taker
 - c. Kitchen open time
 - d. Kitchen order time

Answers:

1 d, 2 b, 3 a, 4 b, 5 a, 6 c, 7 a





Short Answer Question:

1. Draw the format of a sample KOT.
2. Draw the format of a sample Bill.
3. List the functions of a good control system.
4. What are En place and En suite checks?

Long Answer Question:

1. With a neat flow chart explain the functioning of a triplicate checking system of F&B control system.
2. What are special checks? Explain any five in brief.







Chapter 3

ROOM SERVICE

Learning Objectives:

After completing this chapter students would be able to:

- * Understand the importance of room service operations.
- * Comprehend the various types of room service found in hotels.
- * Understand how orders are taken in room service.
- * Understand basic telephone manners.
- * Be able to sketch a room service door knob card and understand its use in room service operations.

Guide to better learning:

- 3.1 Introduction
- 3.2 Types of room service operations found in hotels
- 3.3 Room service floor pantry
- 3.4 Room service order taking
 - 3.4.1 Telephone manners
- 3.5 Room service door knob card

3.1 Introduction:

Room service is an integral part of the modern food and beverage service operations in hotels. Luxury hotels offer all day meals through in-room dining services with a dedicated work force working in shifts.

Room service is a captive service and its revenue is dependent on occupancy levels. Also it is staff intensive and involves high overhead costs.





Invariably therefore, hotels charge extra for room service.

As mentioned earlier the buffet breakfast at coffee shop, most often complimentary is a proactive attempt by hotels to make guests come down to restaurants and avoid excessive load on the room service.

However, early morning tea remains a domain of room service operations. Similarly invalid guests, elderly guests and long stay guests often prefer room service over restaurant service. Hence, room service can never actually be wished away although it is staff intensive and not as much a profit centre as compared to other F&B outlets like restaurants, bar or banquets.

3.2 Types of room service operations:

Room service involves serving food and beverage in guest rooms. Hence it is also called service in-situ. Small orders are served on trays. Major extensive meals on trolleys that are carted into the guest room.

Guest orders are received in a sound proof cabin called the order taker's desk who in turn transmits it to the steward and kitchen either by a software or manually through the steward. As the food is prepared the stewards prepare the trays or trolley.

Food pick up has to be checked by the supervisor on duty to avoid omissions which most certainly would lead to complaints

Floor waiters must be experienced in serving a wide variety of food and beverages. Speed is another important virtue as food tends to get cold and has to be invariably carried / carted a long way before it reaches the guest.

On reaching the room, knock the door and wait for the response, food once in the room, is placed on a special table, presented to the guest for approval. Sometimes guest may ask for service of food. Hence food is placed / served, the bill needs to be settled either by cash or may be signed so that it can be posted into the room bill. An approximate time for clearance may be politely enquired.

Prompt clearance of soiled items is an equally important aspect as uneaten food leaves a foul smell and also leads to cutlery and equipment getting blocked in rooms.

Depending on type of operations Room Service can be broadly classified into:

Centralized Room Service: This operation involves all orders being prepared by a centralized Kitchen and being sent to appropriate floors through a Service Elevator.





Decentralized Room Service: These are found in very large hotels where it is felt that a single kitchen cannot cater to all rooms. Each floor or a set of floors have separate pantries to service food and beverage orders to these floor / floors. The service tends to be faster. However, man power requirement, over heads on equipments, space etc., is much higher in the decentralized room service.

Breakfast only Room Service: Found in small hotels, lodges and resorts, here room service of food and beverage is often catered by the house keeping staff. Room service door knob cards are given in rooms which the guest fills, hangs outside the room and goes to bed. The house keeping collects and serves these orders at times mentioned.

Limited Room Service: In this type of operation Room Service department is open through the day from early morning to dinner. However, after dinner it is controlled from the front desk and a waiter is available to serve the order and mainly clear all dinner orders, do the mise-en-place for the next day's breakfast. This is popular with medium range hotels who do not wish to employ a large work place for slack hours ie., night.

24 Hours Room Service: An essential part of large luxury hotels, the department works on shifts and is open throughout the night serving late night dinner and supper, long time after the restaurants have closed down.

3.3 Room Service Order taker:

One of the most pivotal role in making room service operations smooth is played by the room service order taker.

As mentioned earlier the RSOT is given a separate sound proof cabin exclusively to receive orders from guest rooms. Those orders are the sequentially distributed to the stewards on duty so that, the work load is equitably shared. The transfer of orders to the kitchen manually or computerized also needs to be fast and error free.

The RSOT should be well informed about special dishes to be highlighted, not available dishes, time required for service of each dish, room status, VIP movement and handle with care guests. He / She should be amiable, a good listener and efficient in handling complaints.

After taking the order a RSOT should be able to maintain a sheet for food pick up time, delivery time and clearance time so that this can be used by the management to plan budgets, manpower and equipment requirement. Any mistake at the RSOT desk is sure to lead to complaints and guest dissatisfaction.





3.4 Telephone Handling:

As discussed earlier one of the integral part of room service is the order taking. The expertise and professionalism of the order taker goes a long way in making the room service operations smooth.

The handling of the telephone is one of the most important skills of a professional RSOT. The important aspects to be kept in mind whilst handling guest calls are as under:

- * Do not allow the telephone to ring more that three times.
- * Modulate your voice so that, you sound calm and collected over the phone at all times.
- * Start with a salutation according to time the salutation is standardized and is usually decided by the management.
- * Remember to introduce yourself before going about taking the order.
- * Even if the EPABX shows up the room number clarify the same.
- * Be smart, do not indulge in long conversations as the line needs to be free quickly and the operator should be available for other calls.
- * Note down the order, repeat the same to the customer.
- * Be sure of chefs specials to be promoted and items on the menu not available.
- * Be crisp, clear, patient and yet professional.
- * Inform the guest about the approximate delivery time before disconnecting.
- * An ending salution - like Thank you is essential.
- * In case of complaints, be patient, clarify status before speaking.
- * Apologize in case of any lacunae, and in case so desired the call may be transferred to the Manager / Head waiter so that the RSOT can attend to the new calls.
- * Moderation and voice modulation even under extreme stress are hallmarks of good telephone handling.

3.5 The Room Service Door Knob Card:

This card, as mentioned earlier, is a means for ordering breakfast by the guest in advance. It helps reduce the pressure on room service during breakfast which is one of the busiest meal periods for the department. The door knob card is provided in the room amenities





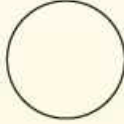
along with the DND (do-not-disturb) card, clean my room card. Usually they are kept on the writing table near the guest's stationery folder.

Guests fill up this card before they retire into bed, the previous night. The guest thereby orders breakfast through the card usually when he wants the breakfast to be served very early or when he wishes to have it with the wakeup call.

The card after being filled is hung on the door knob on the side facing the passage / corridor. The night shift room service stewards collect these cards at around midnight and again around 3:30 am. They need to cross check the room number on the B/F card with the door number before removing the card.

These door knob cards are collected, brought down to the department, KOTS prepared, trays set in advance, so that the orders can be delivered accurately. (see table : 1)

A sample format of the Room Service Door Knob card is as under:

PLEASE HANG THIS CARD OUTSIDE YOUR DOOR BEFORE 1 AM		
		
		Rates
TICK THE <input type="checkbox"/> OF CHOICE		
CONTINENTAL BREAKFAST		150
ANY ONE		
<input type="checkbox"/> ORANGE JUICE	<input type="checkbox"/> PINEAPPLE JUICE	<input type="checkbox"/> TOMATO JUICE
ANY ONE		
<input type="checkbox"/> TOAST	<input type="checkbox"/> CROISSANTS	<input type="checkbox"/> MUFFIN
ANY TWO		
<input type="checkbox"/> JAM	<input type="checkbox"/> MARMALADE	<input type="checkbox"/> BUTTER
ANY ONE		
<input type="checkbox"/> TEA	<input type="checkbox"/> COFFEE	<input type="checkbox"/> HOT CHOCOLATE





A'la'CARTE Choice								
PAPAYA BOAT 100								
SMALL JUICE								60
<input type="checkbox"/> ORANGE		<input type="checkbox"/> MANGO		<input type="checkbox"/> TOMATO		<input type="checkbox"/> PINEAPPLE		
EGGS TO ORDER								125
<input type="checkbox"/> FRIED EGG		<input type="checkbox"/> POACHED EGG						
<input type="checkbox"/> BOILED EGG		2 MIN		4 MIN		6 MIN		10 MIN
<input type="checkbox"/> CORNFLAKES		<input type="checkbox"/> MUESLI		SERVED WITH		HOT	COLD	MILK
BAKERS BASKET								100
<input type="checkbox"/> TOAST		<input type="checkbox"/> CROISSANTS		<input type="checkbox"/> MUFFINS				
SERVED WITH JAM AND BUTTER								50
HOT BEVERAGES								
<input type="checkbox"/> TEA		<input type="checkbox"/> COFFEE		<input type="checkbox"/> CHOCOLATE				
Please Mention desired time of service								
4:00	4:15	4:30	4:45	5:00	5:15	5:30	5:45	6:00
6:15	6:30	6:45	7:00	7:15	7:30			
GOVT. TAXES APPLICABLE								
HAVE A NICE DAY!								
ROOM NO _____				NO. OF PAX _____				
NAME _____				SIGNATURE _____				

Table : 1





Summary / Recapitulation

- * Room service is an integral part of F&B Service operations in Hotels.
- * Room Service provides food and beverage to guests in his room
- * Service is done mainly by trays or trolley
- * Room service menu is priced higher than restaurants as it involves higher staff costs and overheads
- * Early morning tea and breakfast are the most busy meal time in room service
- * Centralized and decentralized are the two main types of room service found in hotels.
- * Floor pantry is an important part of decentralized room service
- * The RSOT or room service order taker is one of the most important staff positions in the department
- * Telephone handling is the most important skill of a good RSOT
- * A door knob card is kept in guest room to facilitate guests who wish to place their breakfast orders in advance

Important Terms:

- * Floor Pantry
- * Centralized Kitchen
- * RSOT
- * Breakfast only room service
- * 24 hours room service
- * Salutation
- * Complaint handling
- * Room Service Door Knob Card
- * In-Situ Service





Multiple Choice Questions:

1. The pricing of a Room Service menu is usually
 - a. Lower than that of restaurants
 - b. Similar to that of restaurants
 - c. Higher than that of restaurants
2. Room Service is usually done on
 - a. Trays and trolleys
 - b. By hands
 - c. Platter or Plate
 - d. Silver Service
3. Room Service is comparatively
 - a. Faster than restaurant service
 - b. Slower than restaurant service
 - c. Not much difference in serving time in restaurants and room service
4. Guest orders in room service are received by
 - a. The room service steward
 - b. The room service head waiter
 - c. Room service order taker
 - d. Room service manager
5. A room service with floor pantry assigned to each floor or a set of floors is a part of
 - a. Decentralized room service
 - b. Centralized room service
 - c. Breakfast only room service
 - d. Limited room service
6. Which of the following are used for placing advance breakfast orders
 - a. DND Card





- b. Room service door knob card
 - c. Clean my room card
 - d. Menu card kept in rooms
7. Room Service door knob cards are collected by
- a. The morning shift staff
 - b. The night shift staff
 - c. The evening shift staff
 - d. The afternoon shift staff

Answers:

1c, 2a, 3b, 4c, 5a, 6b, 7b

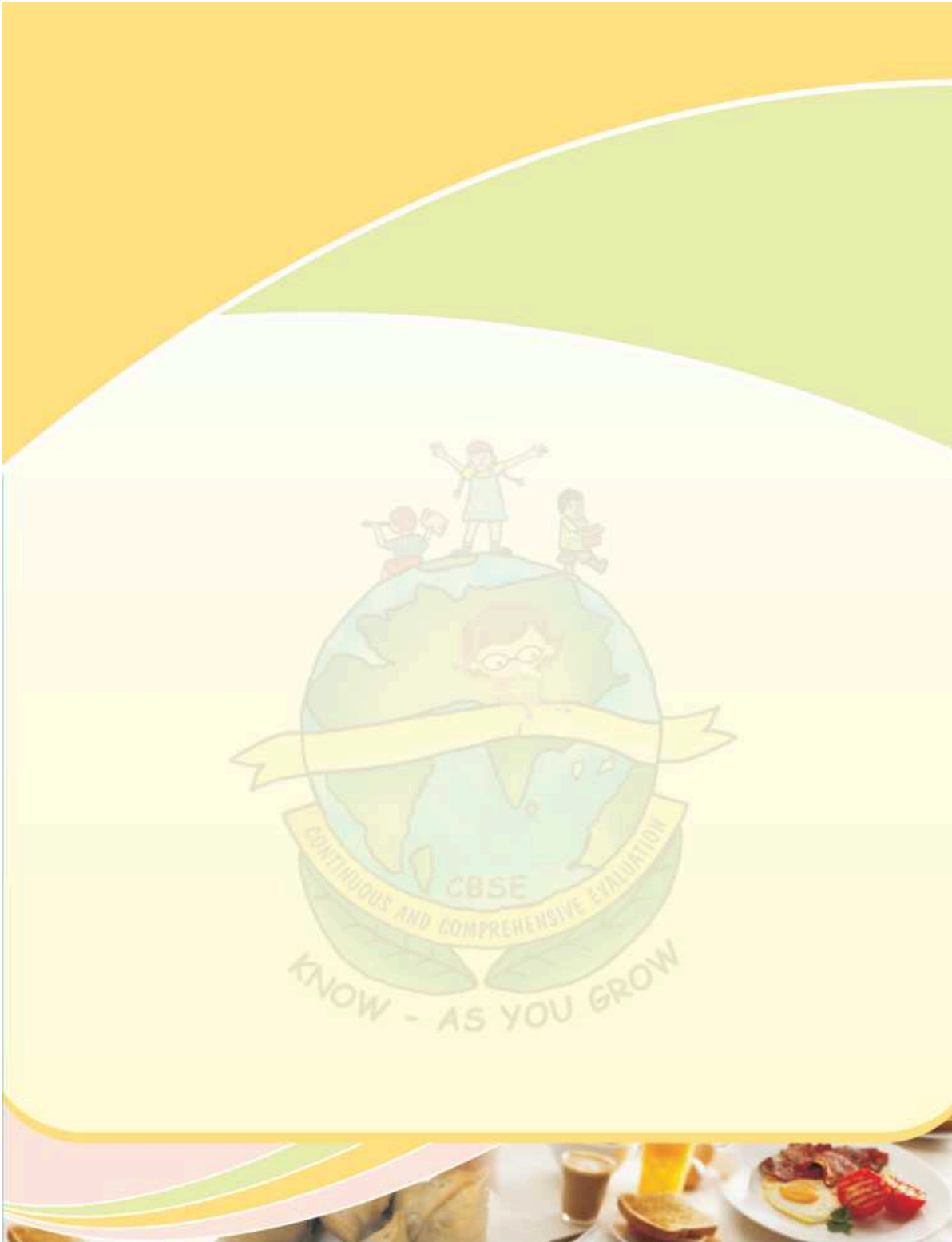
Short Answer Question:

1. What are the different types of room service operations found in Hotels..?
2. Differentiate between room service and restaurant service?
3. Differentiate between Centralized and Decentralized room service?
4. List some aspects of Professional telephone handling?
5. What is the role of the RSOT in service operation?

Long Answer Question:

1. List the procedure of service of guest orders through room service. Detail the various types of room service operations.
2. What is a room service door knob card? Explain its uses with a neat sketch of a door knob card.







Chapter 4

BANQUETS AND BUFFET SERVICE

Learning Objectives:

After completing this chapter Students would be able to

- * Define Banquets.
- * Understand the types of banquets popularly found.
- * Comprehend how the banquet department is organized and managed.
- * Understand the functions of a function prospectus.
- * Relate to different seating styles in conferencing and banqueting.
- * Define buffet service.
- * Understand the different types of buffets popularly found.

Guide to better learning:

- 4.1 Banquets: Introduction and definition
- 4.2 Popular types of banquets
- 4.3 Organization of banquet events
- 4.4 Function prospectus - use and format
- 4.5 Seating styles in banqueting
- 4.6 Buffet service
- 4.7 Different types of buffet
 - 4.7a Display buffet
 - 4.7b Breakfast buffet
 - 4.7c Full buffet





4.7d Fork buffet

4.7e Finger buffet

4.1 Banquets: Introduction and definition

Banquets defined: A banquet is a meal that has a menu pre-selected by the client for all the guests attending the event, held at a private or restricted venue with the ambience, seating plan all according to the liking of the host. Banquets are usually arranged for a comparatively large gathering of guests usually a minimum 15 guests.

Although restaurants can be converted into banquetting spaces, today banquetting has become one of the largest revenue earners for Hotels with many city hotels positioning themselves as banquet centers.

4.2 Popular Types of Banquets:

Banquet and other functions are mostly held in large halls or spaces suited to cater to large gathering of guests. Conferences, meetings, symposiums, exhibitions, conclaves, seminars, birthday parties, marriages, evening get together, dance balls etc are all events held in the banquetting area.

The style of service is usually a buffet although sit down silver service can also be sought.

Out door catering taken up by hotels i.e., catering at venues outside the hotel are also responsibilities of the banquet department.

- (i) **Highly formal functions:** Here a step by step itinerary is prepared listing events to occur eg., functions in honor of visiting head of states called STATE BANQUETS, ANNUAL GENERAL BODY MEETINGS, Christian Wedding Functions etc.,
- (ii) **Semi-formal functions:** Conferences, Exhibitions, Seminars, Conclaves etc., where the function is conducted on formal lines followed mostly by a get together dinner or lunch which is informal.
- (iii) **Informal functions:** These include cocktail dinners, casual get togethers, birth day, anniversary functions etc which are social functions meant for fun and frolic.

4.3 Organization of Banquet Events:

The success of banquetting is largely dependent on planning the events. Banquet briefing is an essential feature where all staff members are informed about the types of function, seating plan, menu, layout of hall, service timings, etc., The assignment of individual duties is also done here so that, responsibilities are clearly demarcated.





A Senior Manager called the Banquet Manager is usually in charge. A large number of staff are contract labor assigned under a permanent staff.

The details of the menu, seating, arrangements etc., are communicated to all concerned departments as well as the banquet staff through a function sheet or function prospectus usually 72 hours in advance.

Function rooms are so planned to have easy access to the Kitchen, provision for erecting movable partitions to convert large halls into sound proof smaller unit is an universal feature in banquet facilities.

Banquet furniture should be flexible yet elegant. Tables with foldable legs, stackable chairs, chair trolleys, predesigned frills etc., are a common feature in the banquet department.

As mentioned earlier, banquet success hinges upon planning and organization. Mise-en-place is thus of great importance. All cutlery, glassware, flatware, crockery and hollow ware should be kept shining before guest arrival. All stations like food counters, cocktail bar, dais, podium, PA system A/v arrangement should be checked, air conditioning switched on and ambient temperature maintained well before the guest arrival.

In case of outdoor catering a checklist to cover all mise-en-place, equipments etc is prepared before the service team set out to the site of the event. The importance of a detailed checklist need not be underlined as the F&B catering is away from the hotel and any lapse shall lead to embarrassment. It is thus the task of the maitre d' hotel or the Banquet Manager to plan a banquet function and approve the checklist for outdoor catering.

The final aspect of banquet planning and organization is costing the function. Since a lot of overheads and space is required, the meal pricing has to cover a lot of hidden costs.

Most organizations prepare standard banquet menus with a fixed price and charge for extras and additional guest requirements like special dishes, Audio Video needs etc. Planning the banquet menu is an extremely important function and usually is the responsibility of the F&B Manager and the executive chef.

4.4 The function prospectus: (FP):

The banquet department uses a function prospectus / function sheet / function form or banquet event order, BEO as it is called, to take care and note customers' needs. The function prospectus is approved by the customer and contains details like venue, seating style, agreed rate of the meal, time, A/V requirements, expected guests etc., this helps eliminate possible misunderstanding and queries.





It also helps the hotel to plan resources, food preparation, layout etc in advance. Thus, the function prospectus in a one point reference for the customer as well as staff with respect to one function or event. (see table : 1)

A sample format of a function prospectus.

NAME OF ORGANISATION / CLIENT:		DATE:
ADDRESS:		VENUE:
CONTACT PERSON:		TIME:
CONTACT DETAILS: L.L. _____ (M) _____ EMAIL _____		
NO OF GUESTS: MAX. GUARANTEED		
RATE PER PERSON:		ADVANCE PAID:
FOOD PICKUP TIME:		RT. NO.:
MODE OF PAYEMENT: CASH / CARD / BILL TO COMPANY		
MENU	HOUSEKEEPING:	FLOWERS:
	LINEN:	
	ENGINEERING:	PASYSTEM:
	AV REQUIREMENT:	
	SPECIALS:	
	AC TIME:	
	FRONT OFFICE:	BOARD TO READ
	F&B:	SEATING ARRANGEMENT
	SPECIAL REQUIREMENT:	
SECURITY:	VALET PARKING	
SPECIAL REQUESTS:		
SIGN OF BANQUET SALES OFFICER		

Table : 1



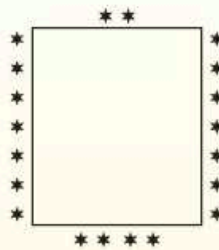


4.5 Banquet Seating Styles:

Guests do not wish to be put into an overcrowded room nor do they wish to be in a room with a lot of extra space. It is one of the responsibilities of the banquet manager and the banquet sales executive to know the different ways a room can be set and the capacity of different rooms in different seating plans.

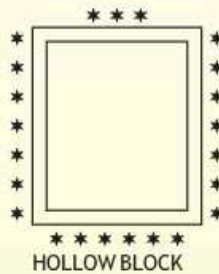
Following are some of the popular seating plans found in banquets:

1.



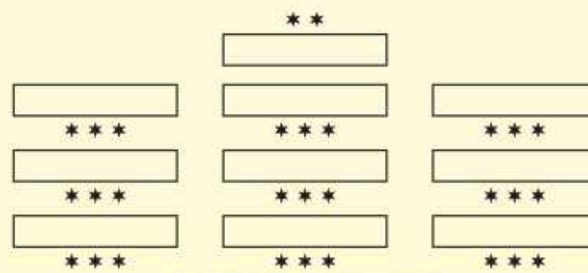
CLOSED BLOCK OR BOARD ROOM SETUP

2.



HOLLOW BLOCK

3.

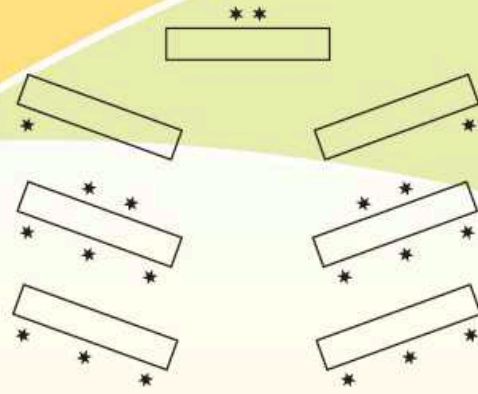


CLASS ROOM ARRANGEMENT



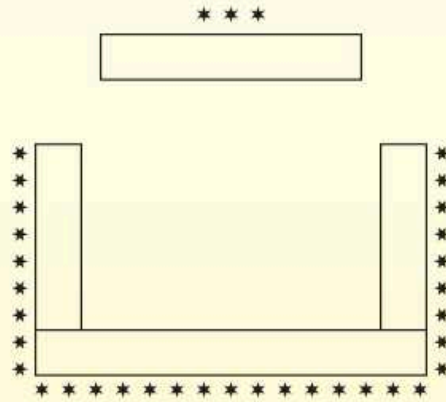


4.



FISH BONE STYLE ARRANGEMENT

5.

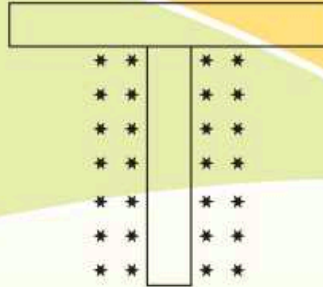


U SHAPE ARRANGEMENT



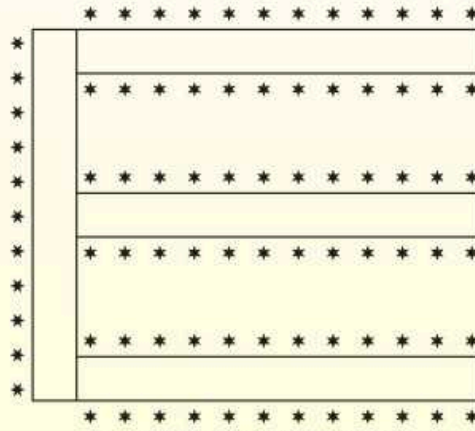


6.



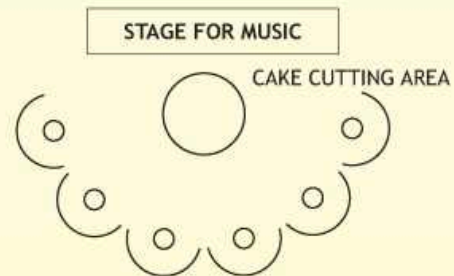
T ARRANGEMENT FOR FASHION SHOWS

7.



E SHAPE OR COMB ARRANGEMENT

8.

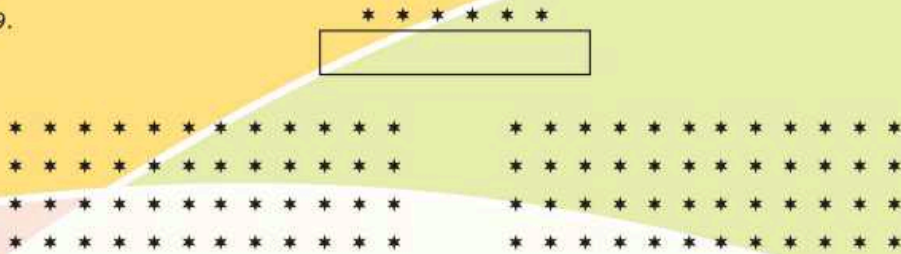


CLUSTER SEATING FOR INFORMAL PARTIES



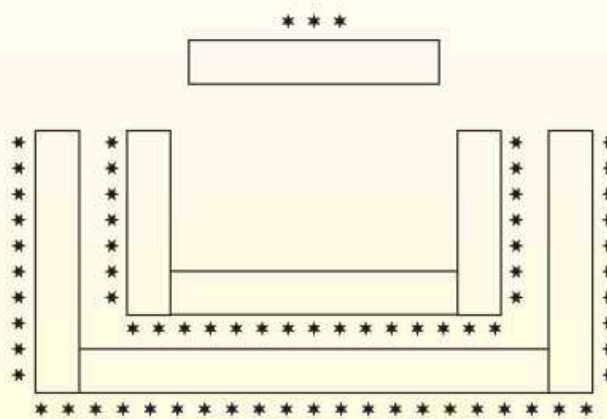


9.



THEATRE STYLE SEATING

10.



DOUBLE U ARRANGEMENT

It should be understood here that every seating style has some advantages and disadvantages. Each style requires different space requirement per person. While booking functions, the seating style desired by the guest, possibility of seating the guest in the style within the room booked and comfort of the guests in the seating plan should be ascertained before the booking is confirmed.

4.6 Buffet Service:

The term buffet can be used widely with regards to food service. At one end it could mean a type of service for dispensing sandwiches and other finger food whereas most often the term buffet indicates an elaborate spread of many courses laid out on a counter for guests to help themselves. The buffet could have a selection of hot and cold dishes. The food may sometimes be served by waiters in case of formal buffets. Usually buffets are the





most common form of service in banquets and can cater to a large gathering of guests in a relatively small period of time.

Buffets use chafing dishes with heating facility to keep the food warm. Cold food are presented in platters, mirrors, bowls etc. and refrigerated well in advance, they may even be presented on a bed of crushed ice.

Food is presented on different elevated levels to give eye appeal. Carvings like vegetable carving, butter carving, ice carving etc are used to add eye appeal. Buffets allow the chefs and the service staff to experiment and showcase their presentation skills.

However, food on buffets does tend to suffer on taste over a period of time.

4.7 Types of Buffet:

4.7a Display Buffet:

Usually set up in large restaurants they are meant to catch the guests' eye. A large flower arrangement, vegetable and butter carvings, cakes and pastries, cold desserts and salads may all be presented on display buffets.

4.7b Breakfast Buffet:

As discussed in the chapter on breakfast service, breakfast buffets are a popular modern concept. They are usually laid in the coffee shop to offer guests a large choice of dishes to choose from. The breakfast buffet offers international and national choice of dishes and often has some dishes being prepared "live".

4.7c Full Buffet or Sit Down Buffet:

A full buffet is a display of food laid for lunch or dinner. Guests have tables and chairs. The tables are fully laid with cutlery, glassware and china. The buffet is decorated, well garnished and demonstrates the skill of the chef. A centre piece of sugar work, butter / cheese sculpture or ice carving may be found.

Guests collect their food and move to their seats to dine. Each table usually has a printed menu for the guest to appreciate food. The chafing dishes also have boards in front of them to display the dish names.

Almost all dishes can be served on full buffets though preference is given to dishes that can be presented well. Maintaining the temperature of food, replenishing food on time and keeping the food counter clean are aspects to be borne in mind to make buffet service a success.





4.7d Fork Buffet:

A fork buffet is a meal which can be eaten standing with a plate in one hand and a fork in the other. These are most suited to modern conference halls where space is a restraint and lunch is a break where food is expected to be eaten relatively fast. The food display is made as attractively as a full buffet but the ingredients used in the food are so cut or prepared so as to be eaten with a fork only.

Fork buffet is ideally suited for semi formal banquets and are today the most popularly used buffets especially for full day conferences.

4.7e Finger Buffet:

As the name suggests finger buffets are the most informal type of buffet. They are most suited to guests who are standing, dancing or mingling with one another. Generally snacks are served on a finger buffet. Food offered can be eaten without cutlery. Mostly foods presented are bite size with the notable exception being sandwiches. Large clean napkins are essential. Chairs may be laid around for guests to sit and rest if they so desire.

Summary / Recapitulation

- * A banquet is a form of restricted market catering.
- * Banquets are arranged of a comparatively large gathering of guest usually a minimum of 15 persons.
- * Conferences, symposiums, conclaves, birthday parties, cocktail parties held in exclusive halls are all examples of banquet functions.
- * The success of a banquet is largely dependent on planning the event.
- * FP is the abbreviation of function prospectus.
- * Function prospectus is also called banquet event order (BEO).
- * Function prospectus lists the details of a banquet so that, preparation can be planned in advance.
- * Outdoor catering (ODC) is a banquet function where F&B service is provided at a site away from the hotel.
- * Popular seating styles found in banquets are closed block, hollow block, class room, fish bone, U shape, T shape, E shape, Cluster style, Theatre style and double U shape.





- * Buffet generally denotes a counter with an elaborate meal of many courses for the guests to help them.
- * Food on buffets is presented in chafing dishes.
- * Popular types of buffets include - display buffet, breakfast buffet, full buffet, fork buffet and finger buffet.
- * Display buffets are set up in restaurants to display food on offer and also as a decoration.
- * Full buffets are used for lunch and dinner and have sit down facility with fully laid dining tables for guests.
- * Fork buffet are meant for meals which are eaten standing with the plate in one hand and a fork in other.
- * Finger buffet is used to serve bite size snacks for guests who are standing and mingling.

Important Terms:

1. Banquet
2. State Banquet
3. ODC
4. PA System
5. FP
6. BEO
7. Fish Bone arrangement
8. Theatre style seating
9. Display Buffet
10. Breakfast Buffet
11. Full Buffet
12. Finger Buffet
13. Fork Buffet





1. Banquet is an example of
 - a. Open market catering
 - b. Restricted market catering
 - c. Welfare catering
 - d. None of the above
2. The most popular style of service in banquets is
 - a. Buffet service
 - b. Silver service
 - c. Preplated
 - d. Room service
3. State banquet refers to
 - a. A banquet held in a state capital
 - b. An informal banquet
 - c. Function hosted by a head of state in honor of a visiting dignitary
 - d. A semi formal banquet
4. An evening get together is an example
 - a. An informal banquet
 - b. A semi formal banquet
 - c. A formal banquet
 - d. All of the above
5. A checklist is a very important tool in planning
 - a. Buffet breakfast
 - b. Finger buffet
 - c. Hospital catering
 - d. Outdoor catering





6. BEO stands for
 - a. Buffet events order
 - b. Banquet event order
 - c. Bar event order
 - d. Buffer event order
7. Which of the following is not a popular conference seating style?
 - a. E Shape
 - b. U Shape
 - c. T Shape
 - d. R Shape
8. The full buffet is
 - a. An elaborate buffet with seating arrangement
 - b. A buffet serving small bite size snacks
 - c. A breakfast buffet
 - d. A standing buffet
9. A buffet mainly meant to serve bite size snacks is
 - a. Fork buffet
 - b. Full buffet
 - c. Finger buffet
 - d. Breakfast complete
10. A buffet used as a decoration to showcase food being serviced is
 - a. Finger buffet
 - b. Display buffet
 - c. Fork buffet
 - d. Full buffet





Answers:

1 b, 2 a, 3 c, 4 a, 5 d, 6 b, 7 d, 8 a, 9 c, 10 b

Short Question:

1. Explain the types of banquets in brief?
2. List the factors to be considered while planning a banquet dept?
3. What is the importance of a function prospectus?
4. List 10 different styles of conference seating?
5. Explain finger and fork buffet?

Long Question:

1. What is a function prospectus? Draw a sample format of a FP?
2. Draw the different seating styles used commonly in banquets?
3. What is a buffet? What are the advantage & disadvantages of a buffet? Explain the different types of buffet?





Chapter 5

PANTRY OPERATIONS

Learning Objectives:

After completing this chapter Students would be able to :

- * Understand the importance of Pantry operations in food and beverage service operations.
- * Comprehend the essential features of a good pantry.
- * Sketch the organization chart of a pantry.
- * Sketch the layout of a good pantry.
- * Relate to some common equipments found in a pantry.
- * Be able to serve some basic pantry dishes.

Guide to better learning:

- 5.1 Introduction
 - 5.1.a Still room
 - 5.1.b Silver / plateroom
 - 5.1.c Dishwashing
 - 5.1.d Wiping and mise en place area
 - 5.1.e Hot plate
- 5.2 Salient features of a good Pantry
- 5.3 Staff organization of a Pantry
- 5.4 Layout of a good Pantry
- 5.5 Equipments found in a Pantry
- 5.6 Service of popular Pantry dishes





5.1 Introduction (Importance):

Apart from the main operating outlets like restaurant, room service and banquets, there are ancillary sections which have special significance for the F&B service staff. One of these sections, key to smooth operations in the restaurant is the Pantry.

Clean and orderly pantry operations are essential for efficient restaurant operations. A pantry is located between the restaurant and the kitchen. A pantry is actually a back-of-the-house area that has to be organized, supervised and stocked appropriately for smooth functioning of the restaurant. As it is the linkup between the kitchen and the restaurant, a close liaison and understanding at this point especially during the rush hour is the responsibility of the Executive Chef who heads the kitchen and the restaurant manager who heads the service in that section.

In large organizations pantry usually has six distinguished areas:

- * Stillroom
- * Silver room or plate room
- * Dishwashing
- * Wiping Nise-en-place
- * The Hotplate
- * Spare Linen store

a) Still room

The main function of the still room is provision of food and beverages required during service which are not catered by the kitchen, larder or bakery. It also provides light food items at the time when the main kitchen is closed eg. at night, early morning breakfast requests. Orders of tea, coffee, juice, sandwich, melba toast, preserves, rolls, butter, hot milk, hot water, canapés, boiled eggs, porridge etc are also catered to from the still room.

b) Silver room / Plate room:

The silver room holds the complete stock of silverware required for service of all meals plus emergency stock required for the operations. Hollowware are also stored here. Plateroom, which holds the crockery, may or may not be attached to the silver room. Proper stacking, storage and maintenance of these areas help the restaurant operations immensely in not running out of equipments during the peak hour operations. Cleaning and polishing silver from time to time to adhere to high standards of hygiene and cleanliness is another function of the silver room staff.





c) Dishwashing:

Often subdivided into the landing of dirties area, loading area, dishwash and glasswash, this section takes care of washing and sanitizing dirty plates, glasses and cutlery. Proper washing is followed by draining and wiping at a designated area so that equipments can be re-used afresh as quickly as possible. Dish washing methods may include the manual tank system of washing in tanks or basins having lukewarm water, soap water and finally a rinse in hot water. Alternately in larger operations, a dishwashing machine may be used to clean the dishes mechanically. Glassware too are washed either manually or in a glass washer depending on size and nature of operations.

d) Wiping and mise -en -place area:

Somewhere close to the dish wash is an demarcated area for wiping the cleaned articles. Best results of cleaning are achieved when the articles are wiped whilst still warm and moist. Cupboards, shelves drawers and racks are made available in this area to stack the wiped articles in a methodical manner so that breakages can be reduced and cross contamination eliminated, before the articles can be carried back into the restaurant sideboard as and when needed.

e) The Hotplate:

This is often regarded as the meeting place between the kitchen staff and the service brigade. The aboyeur or barker as he is known as is in charge of the hot plate. Waiters pass on orders / kot booked in the restaurant to the Aboyeur, who in turn announces the dishes to be prepared by the various sections in the kitchen ensuring that an acknowledgement from them is received. Subsequently, on receiving these food items from various sub sections, the aboyeur assembles them on trays, crosschecks with the KOT and then asks the serving staff to carry the food to the restaurant sideboard from where it can be served. Thus presentation of food, garnishing, checking and assembling orders in sequence, ensuring the correct portion size and temperature of food served are all important functions of the Hot plate in charge. The aboyeur also announces the days special s, menu items that are not available for whatever reasons all of which are usually displayed boldly on a large board close to the aboyeur desk. The responsibility of dropping KOTs that have been cleared from the kitchen into a control box is also assigned to the aboyeur. This box is subsequently handed over to the controls department at the end of each shift.

f) Spare Linen Store

Usually most organizations have a spare linen store / cupboard in the Pantry. It is always kept locked and opened only in case of fire emergency. The responsibility of this stock is that of the Head waiter.





5.2 Features of a Good Pantry:

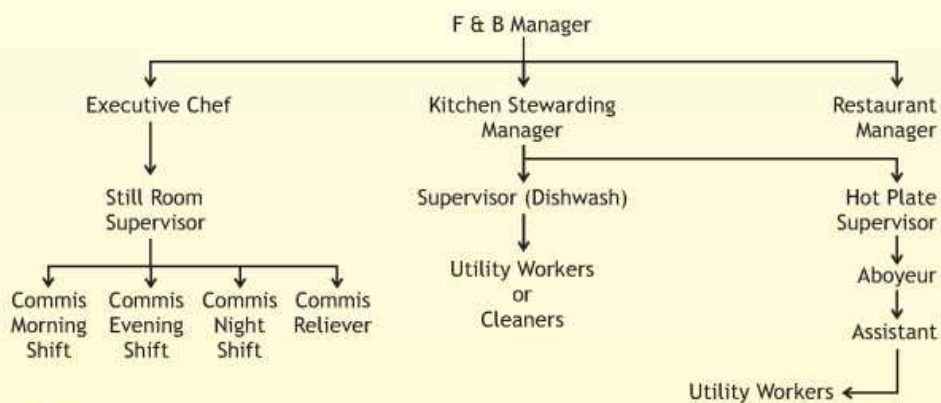
Although a Pantry is a Back of the house Ancillary section, yet most F & B professionals take great care in planning a pantry realizing the important role of the activities taking place here.

A good pantry should have the following features:

- (i) There should be two service doors connecting the restaurant boldly marked IN and OUT. The doors should have a metal kicking base to withstand wear and tear.
- (ii) A large box for collecting soiled linen should be placed adjacent to the door from where staff enter the pantry from the restaurant.
- (iii) Large cupboards and working area for wiping and storing equipments should be provided.
- (iv) Adjacent the entry into the pantry from the restaurant should be the dirties landing area leading to the dishwash.
- (v) The hot plate should be placed centrally not too far from either the restaurant or kitchen.
- (vi) Separate garbage bins for wet and dry waste are to be provided.
- (vii) All machines using plumbing and electric lines are usually kept along the wall.

5.3 Staff Organisation of a Pantry:

As mention earlier in this chapter a Pantry has different parts, some of which like the spare linen room being kept under lock, whilst other areas like the still room and hot plate are staff intensive. The following is a suggestive organization chart of a large hotel:





The kitchen stewarding manager heads dishwash, plateroom, silverroom and is responsible for the upkeep safety and maintenance of equipments and cleanliness of the back area. The still room is more often under the control of the kitchen brigade. Here work goes round the day, hence straight shifts are usually involved for the staff.

The hot plate is under the Aboyeur who is assisted by a helper and utility workers.

5.4 Layout of a Good Pantry:

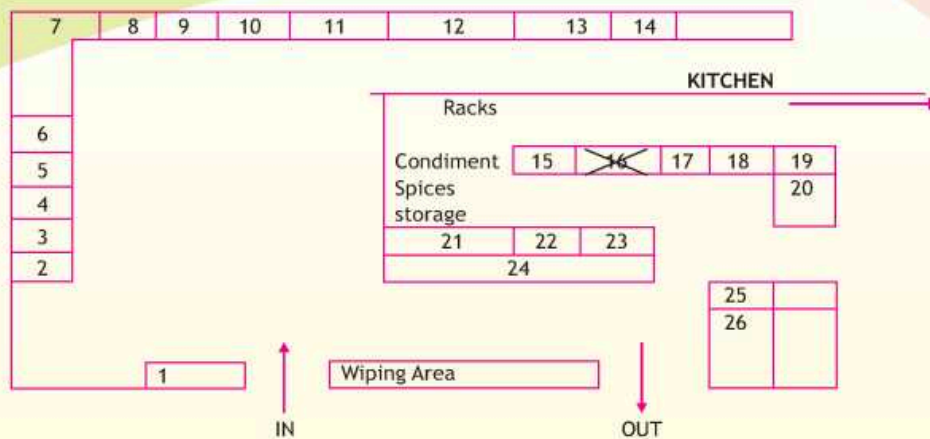


Fig. 1

Restaurant

1. Box for dirties
2. Landing area for dirties
3. Dishwash area
4. Drainage board
5. Glass wash area
6. Drainage board
7. Sink
8. Drainage board





9. Linen store
10. Plate room
11. Water cooler
12. Refrigerator
13. Ice cube machine
14. Bottle cooler
15. Maple Board (Cutting)
16. Open flame
17. Deep fat fryer
18. Griller
19. Microwave
20. Cutting area
21. Aboyeur desk
22. Hot plate
23. Cold counter
24. Sliding counter
25. S/w section
26. Still room

5.5 Common Equipments found in a good Pantry:

The Pantry has many subsection each of which play a crucial role in the functioning of the operating department. The equipment used in each of these sections are hence quite unique and most often cost intensive. Large organizations plan Pantry operations with utmost care realizing that any hitch in this area is bound to lead to perineal problems once operations begin. Listed hereunder are some of the equipments found in each section of the Pantry.

Still Room:

1. Refrigerator





2. Coffee Machine
3. Water boiler
4. Milk boiler
5. Large double sink
6. Tea dispenser
7. Salamander
8. Bread slicer
9. Plate warmer
10. Working area
11. Storage cupboard
12. Juicer
13. Mixer
14. Blender
15. A small gas range
16. Storage racks
17. Ice cream machine

Silver Room or Plate Room

1. Shelves
 2. Cupboards
 3. Storage Racks
 4. Working Table
 5. Storage drawers
 6. Silver cleaning machine (optional)
Eg. Burnishing machine
- OR
- Polivit machine





Dishwash Area:

1. Three tank manual dish wash section
OR
Dish Washing machine
2. Glass washer
3. Racks for storing detergents, soap oil
4. Cupboard for mops, scrubbers, brooms, sanitizers etc.
5. Large Rubber shoes for utility workers / cleaners

Hotplate

1. Aboyeurs desk
2. Hot Counter
3. Cold Counter
4. Plate Warmer
5. Storage racks
6. Working area (maple board)
7. Griller
8. Deep fat fryer
9. Open range
10. Microwave

Mise - En-Place Area / Service Pantry Area

1. Dirty linen collection box
2. Wiping area
3. Bottle cooler
4. Refrigerator
5. Ice cube machine
6. Water cooler
7. Spare Linen Store





5.6 Popular Pantry Dishes - Service and Accompaniments

Sl.No.	Dish Particulars	Accompaniment	Cover Requirement
1.	Tea	Milk, Sugar, lemon slices if served black	<ul style="list-style-type: none"> • Tea Cup on a Saucer • Tea Spoon passed • Creamer • Sugar basin • Tea strainer with slop basin
2.	Coffee	Milk, Sugar	<ul style="list-style-type: none"> • Breakfast cup on saucer with T-spoon passed <p style="text-align: center;">OR</p> Demitasse cup on a demitasse saucer with a coffee spoon passed coffee pot creamer sugar basin
3.	Toast / Breakfast rolls	Butter curls, Preserves like Jam, Marmalade or honey	<ul style="list-style-type: none"> • Butter dish with butter knife preserve pot on underliner with T.spoon Toast - Rack or Toast in a bread basket and Breakfast rolls
4.	Grilled Sandwich / Plain Sandwich	Cole slaw salad, Tomato ketchup	½ Plate, Ap knife AP Fork Salad and ketchup in bowls on ¼ Plate with T spoon passed. Salt, pepper and mustard cruet
5.	Fresh fruit juice / canned juices	Castor Sugar	Club goblet on a ¼ Plate, T spoon passed
6.	Tomato Juice (canned)	Salt, pepper, worcestershire sauce	Club Goblet or Pony tumbler on a ¼ Plate, T spoon passed cruet set, W sauce bottle
7.	Porridge	Sugar	Served hot or cold in a cereal bowl on a ¼ Plate dessert spoon on the cover

Table : 1





Sl.No.	Dish Particulars	Accompaniment	Cover Requirement
8.	Breakfast Cereals	Hot Milk, Cold Milk, Sugar	Cereal bowl on ¼ plate, dessert spoon, creamer with hot / cold milk, sugar basin
9.	Vegetable Cutlets / finger chips, fish fingers	Tomato ketchup, coleslaw salad (optional)	½ Plate, AP knife, AP fork
10.	Boiled Eggs	Salt, Pepper	Eggs cups in ¼ plate with egg spoon or tea spoon passed extra ¼ plate for the shells

Summary / Recapitulation:

- * Pantry is located between kitchen and restaurant.
- * A Pantry usually has subsections like still room, dish wash, plate room, hot plate and a spare linen room.
- * The dishwash is headed a kitchen stewarding manager who is also responsible for polishing the silver from time to time.
- * The aboyeur is the head of the hot plate.
- * The aboyeur is also called Barker and Announcer.
- * A good pantry should have two doors marked IN and OUT to control flow of traffic.
- * Tea, Coffee, Juices, Sandwiches, Toast, Breakfast rolls, Breakfast cereal etc are popularly served from the still room.
- * The still room caters to small orders when kitchen, larder and bakery close for the night and during early morning breakfast.

Important Terms

1. Still room
2. Silver room
3. Dish washing machine
4. Hot Plate
5. Manual dish washing





6. Landing area
7. Aboyeur
8. Chief Steward
9. Silver cleaning
10. Cole slaw salad

Multiple Choice Questions

1. A Pantry is ideally located
 - a. Behind the kitchen
 - b. Beside the restaurant
 - c. On the lobby
 - d. Between restaurant and kitchen
2. The still room provides food and beverage
 - a. Not provided by kitchen
 - b. Not provided by larder
 - c. Not provided by kitchen, larder and bakery
 - d. Provided by kitchen, larder and bakery
3. The Silver Room is used to
 - a. Store silver hollowware and cutlery
 - b. Store in hotels decorative pieces
 - c. Store linen
 - d. Store provisions
4. The dishwash area should be ideally located
 - a. Close to kitchen
 - b. Close to the entry into restaurant from pantry
 - c. Close to the entry into pantry from restaurant
 - d. Near garbage disposal area





5. Wiping is best done when the washed articles are
 - a. Dry and cold
 - b. Wet and cold
 - c. Dry and Warm
 - d. Warm and moist
6. Burnishing machine and polivit are:
 - a. Silver polishing methods
 - b. Plate cleaning methods
 - c. Glass polishing methods
 - d. Linen cleaning methods
7. The Aboyeur heads the
 - a. Dishwash
 - b. Hot plate
 - c. Restaurant brigade
 - d. Kitchen brigade
8. The accompaniment of Tomato juice is
 - a. Castor Sugar
 - b. Tomato Sauce
 - c. Cole Slaw Salad
 - d. Worcestershire sauce
9. The accompaniments of breakfast cereals are
 - a. Jam and Marmalade
 - b. Hot or cold milk
 - c. Toast and breakfast rolls
 - d. Juice





Answers:

1d 2c 3a 4c 5d 6a 7b 8d 9b

Short Answer Question:

1. List the functions of a still room.
2. What are the features of a good pantry?
3. Draw the organization chart of a Pantry.
4. Explain in brief how dishwashing may be carried out.
5. List the equipments found in a still room.
6. List the equipments found in the hot plate area.

Long Answer Question:

1. With a neat sketch explain the parts of a good pantry.
2. In a tabular form list six dishes that can be served from a pantry with their accompaniments and cover.







Chapter 6

KITCHEN STEWARDING

Learning Objectives

After completing this chapter Students would be able to:

- * Understand the importance and role played by the kitchen stewarding department.
- * Understand the different types of dish washing methods found in hotels.
- * Understand the different types of silver polishing methods.
- * Understand how cutlery is washed.
- * Understand how glassware is cleaned.

Guide To Better Learning

- 6.1 Introduction
- 6.2 Types of dish wash and basic rules for effective dishwashing.
- 6.3 Care of Glassware
- 6.4 Cleaning and polishing silverware
- 6.5 Care of stainless steel cutlery and flatware.

6.1 Introduction

Maintaining high standards of hygiene and sanitation are essential for the success of the food and beverage trade. Thus professionals in this business realize the importance of safekeeping and maintaining silver, crockery, steelware and glassware. So much so that modern hotels invariably keep the kitchen stewarding hierarchy under an independent manager. The Kitchen stewarding manager or Chief steward, a senior management personnel reports directly to the Food and Beverage Manager.





The main responsibilities of the kitchen stewarding department include:

1. Cleanliness and upkeep of all F & B back area like kitchen and pantry floor, walls etc.
2. Cleaning and polishing silver.
3. Cleaning and upkeep of glassware, cutlery and chinaware.
4. Garbage collection and disposal.

It is apparent that most of the above jobs are not very skilled. Staff deployed are mostly contract staff. Hence, rostering the utility workers as the kitchen stewarding staff are called according to the needs of the operating departments is a crucial function of the stewarding head scheduling the daily back area cleaning, usually with soap oil scrubbing followed by mopping and dry mopping is done in such a manner so as to coincide with the slack time of the operating outlets.

Weekly schedule of cleaning wall tiles, hood cleaning and cleaning walk in freezers are other functions of the kitchen stewarding department.

Garbage bin clearance schedules are also set in the department. Garbage has to be segregated into separate bins usually colour coded into dry garbage, wet garbage and eco-hazardous waste. Proper collection packing and disposal of this waste is also a duty assigned to kitchen stewarding.

However, the most important function of the stewarding department is cleaning dirty F & B equipment. This is done in the Potwash where the large pots and pans from the kitchen are cleaned and in the dishwash section where the F & B Service equipments get cleaned.

The F & B Service equipment include the crockery, glassware, silver, hollowware etc. which are used on the dining table. Obviously these tend to be very expensive inventory and need specific cleaning procedures. These equipments need to be checked for serviceability from time to time, damaged, chipped equipments discarded, stains treated and all these tasks are assigned to the stewarding department.

6.2 Types of Dishwashing and basic rules for effective dishwash

Washing and wiping crockery used by guests in an effective manner helps to keep inventory, breakage to the minimum.

There are two basic methods of dish wash

1. The manual dish wash system.
2. The mechanized or dish washing method.





The manual dish wash :

Also known as the tank method, this system is used in smaller catering units which cannot afford the dishwashing machine.

The system involves washing dirty crockery in succession through 3 tanks, the first containing lukewarm water, the second soap water and the final rinse in hot water. The process is simple but if not properly monitored leads to heavy breakages.

The dishwashing machine:

Larger organizations usually invest in a dish washing machine. As per available budget organizations may opt for:

a. Asemi automatic machine.

Here the operators load, dirties into the machine, pass it through different wash phases and finally unload the clean crockery. Only the washing happens mechanically.

b. The fully automatic dishwasher:

This machine has a conveyer belt and a programmed wash cycle. Soiled ware are loaded in baskets and loaded, the rest is done by the machine. Thermostatic water heating and controlled cleaning occur inside the machine.

Points to be Borne While Washing Dishes:

- * Crockery should be washed promptly, food should not dry on them.
- * Scrape off sticky food particles before sending them into wash (manual or mechanized).
- * Stack similar crockery before loading or washing, this reduces breakages.
- * Keep the floor area near the wash dry. This reduces slips and falls.
- * Ensure a soft water source for the cleaning. This makes soap more effective.
- * The correct temperature of wash should be 65°C - 70°C for initial wash and 82°C - 88°C for final rinse.
- * Detergent concentration and contact time with detergent with the articles should be according to manufacturers recommendations.
- * Rinsed articles should be drained and sent for wiping whilst still warm. This gives the best finish.





6.3 Care of Glassware:

Glasses are of two basic type, stemmed goblets and the tumblers. The first step is to segregate glasses as per type. No two different glasses should be washed together. Glasses should be washed in hot water, preferably with a steam spray and polished with a glass cloth. The following are points to be noted for a good glass wash cycle:

1. Glasses should not come into contact with one another while wet in the wash cycle, they chip and crack.
2. Use glass sterilizing detergent and not ordinary detergent for a glass wash.
3. For hand wash use warm water not too hot.
4. Rubber lined sinks are better for glass wash as they are softer and lead to less breakage.
5. Glass washing machines are more hygienic than a hand wash.
6. However glass washers have greater maintenance and running costs.

6.4 Cleaning and Polishing Silver

Restaurant silver today is either EPNS (Electro plated nickel silver) or EPSS (Electro plated steel silver).

The silver plating needs to be kept polished at all times and silver polishing on a rotational basis is a special duty of the kitchen stewarding department. Silver is resistant to corrosion, but sulphides present in foods like eggs result in staining silver cutlery and hollowware. This tarnish is not removed by washing alone though routine washing helps delay the extent of tarnish.

The following are methods for tarnish removal from silver:

1. **Mild acid wash:** Washing with hot water with mild acid like citric acid, acetic acid or tartaric acid reduces stains. This is more a preventive method and less a removal method.
2. **Ball Burnishing machine:** A common method for cleaning silver cutlery and small articles. The machine has a revolving drum half filled with highly polished ball-bearings. The drum has an inner lining of rubber to prevent friction. The drum is filled with detergent and hot water.

Rotating the drum polishes the silver surface. It is rinsed, dried and stacked. However

- * Ball bearings should be submerged even whilst not in use to prevent rusting.





- * Non metallic items should not be mixed, as they may be damaged in contact with metal.
3. **The Plate powder:** The plate powder mixed with ethyl alcohol is made into a paste and smeared onto silver articles. When left to dry, the alcohol evaporates and the articles if wiped and buffed with a soft cloth gives a very high quality finish. Cruet sets, bread baskets, sauce boats, pots, water jugs are polished this way.
 4. **The silver dip:** suitable for cutlery. The cutlery is dipped for a few seconds in a proprietary liquid like Goddards silver dip. It does not give a good finish on a heavily stained article. Quick removal, rinsing and drying are essential, lest the metal may be corroded.
 5. **The Polivit or Alluminium - soda solution method:** The best silver polishing method for large silver articles like flats entrée dishes etc is the polivit plate. Large articles are submerged in hot water containing a strong solution of washing soda with an alluminium plate. The combined action of alluminium and soda removes stain quickly. The silver is immediately washed, dried and polished while warm.

6.5 Care of stainless steel cutlery and flatware.

Stainless steel scratches fast. Steel cutlery and flatware also tend to show water stains if not cared well.

The following points would be useful in maintaining steel articles.

1. Wash steel immediately or dip them into hot water / soap immediately.
2. As soon as wash and rinse are over wipe them dry to avoid water stains.
3. Water with high salt content corrodes steel, water softeners should be used to treat salt water.
4. Cutlery, flatware with non metal handles should be hand washed as they are not suited for a dish washing machine.

Summary / Recapitulation

- * Upkeep of back area, dishwash, potwash, garbage clearance and disposal and care and upkeep of F & B equipments and main function of kitchen stewarding.
- * The kitchen stewarding manager heads the department and reports directly to the F&B Manager.
- * The two main methods of dishwash are the manual and mechanized dish washing.





- * The manual process is also called the tank method.
- * Garbage is collected in separate colour coded bins for dry, wet and bio non degradable waste.
- * Potwash is an area in the kitchen for cleaning pots and pans.
- * Dishwashing machines are of two types
 - a. Semi automatic
 - b. Fully automatic
- * While cleaning glass, care should be taken that they do not come in contact with one other while wet.
- * The correct temperature of water in a dish washer is 65°C-70°C during wash and 82°C -88°C during rinse.
- * The most popular methods of silver polishing are:
 1. Burnishing
 2. Plate powder
 3. Silver dip
 4. Polivit
- * Silver gets stained due to sulphurous foods and due to sulphur content in the air.
- * Polivit is the best method for polishing large silver items.
- * Silver dip is not recommended for heavily stained articles.

Important Terms

1. Kitchen Stewarding Manager
2. Garbage disposal
3. Tank method of dish wash
4. Conveyer belt
5. EPNS/EPSS
6. Tarnish
7. Ball burnishing machine





8. Plate Powder
9. Silver Dip
10. Polivit Plate

Multiple Choice Questions:

1. Manual system of dish wash is also known as
 - a. The semi automatic method.
 - b. The mechanized method.
 - c. The tank method.
 - d. The cost intensive method
2. The conveyer belt is a part of the
 - a. Manual dishwashing process.
 - b. The fully automatic dish wash process.
 - c. The semi automatic dish wash process.
 - d. The tank method of dish wash.
3. The temperature of the water in the wash cycles should be
 - a. 45°C
 - b. 50°C
 - c. 90°C
 - d. 65°C
4. The temperature of the water in the rinse cycles should
 - a. 85°C
 - b. 95°C
 - c. 65°C
 - d. 60°C





5. Acid used for cleaning silver could be
 - a. Acetic acid.
 - b. Muratic acid.
 - c. Sulphuric acid.
 - d. Hydrochloric acid.
6. The ball bearing machine uses:
 - a. Acid as cleaning agent.
 - b. Aluminum and soda as cleaning agent.
 - c. Detergent and hot water as cleaning agent.
 - d. Alcohol as cleaning agent.
7. Aluminum-soda polishing is associated with
 - a. Silver dip
 - b. Polivit
 - c. Plate powder.
 - d. Burnishing machine.

Answers:

1-C 2-B 3-D 4-A 5-A 6-C 7-B

Short Answer Question:

1. List the responsibilities of kitchen stewarding.
2. How is cleaning done in the manual dish wash system?
3. List the factors essential for effective dish washing.
4. How are glasses cleaned?

Long Answer Question:

1. How is silver polished and maintained? List the different methods used for polishing silver.
2. What is the role of the kitchen stewarding department in F&B? Explain in detail.





Chapter 7

COMPLAINT HANDLING AND DISASTER MANAGEMENT

Learning Objectives:

After completing this chapter Students would be able to:

- * Define a complaint.
- * Understand the importance of complaints in the F&B industry.
- * Comprehend the general rules of complaint handling.
- * Define and understand the importance of disaster management in the F&B industry.
- * Relate to some general preparedness needed to handle disasters.
- * Understand the specific actions that need to be taken during disasters like fire, physical injury, bomb threat ,terrorist activities etc.

Guide to better learning:

- 1.1 Introduction to complaint handling
- 1.2 Importance of complaint handling in the F&B industry
- 1.3 Managing complaints
- 1.4 Introduction and definition of disaster management
- 1.5 Disaster management in the F&B industry:
 - a) General preparedness
 - b) Fire handling
 - c) Physical injury
 - d) Bomb threat & Terrorist Activities





1.1 Introduction to complaint handling:

Definition: A complaint can be defined as an expression of pain, dissatisfaction, or resentment.

Complaints in the food and beverage sectors arise when there occurs a difference between guest expectations and service delivery standards whether it be food, beverage, service, price or even ambience.

No matter how hard you try, things are bound to go wrong once in a while. Food gets burned, orders get forgotten in the middle of a dinner rush, or new servers simply forget all their training. No matter the reason for the complaint, the important thing is to try and please the customer and send them home knowing that, yes there was a problem, but it is not typical of your establishment. Let them know that you, the owner, value their comments and their business.

How you handle customer complaints will determine if the customer comes back to your restaurant.

1.2 Importance of complaint handling in the F&B industry:

Surveys have shown that 14% of the people who stop patronizing a business do so because they had a complaint that was not handled well. That is a lot of business to give away due to lack of skill and understanding when it comes to dealing with guest complaints.

If people would tell you when things are not right, that would make it a lot easier but every complaining guest could represent 24 other diners who had the same problem and chose not to tell you about it. Worse than that, a complaining guest will tell 8-10 people about their problem.

If you grasp the significance of these statistics, you can see the need to get aggressive about identifying and solving any potential difficulties before your guests even become aware of them.

The Positive Side of Complaints

We tend to think of complaints as bad news. While nobody likes to get a complaint, there is a lot to be gained from them. Here are a few of the positive aspects:

Demanding guests force you to be your best. It is easy to get complacent and let down on your standards. The demanding guest keeps you honest by telling you every time your attention wanders or your standards slip. They are always right (at least from their perspective) and they do not let anything slip past them.





Admittedly, demanding guests can drive you crazy sometimes. But pleasing them is the only reason your restaurant exists and they are in the best position to tell you how you are doing at it! Your guests will always see things that you will never notice.

Every complaint is an insight into how to make your business better. People go out to eat expecting to have a good time. They want it to be great. Since you are in business to make sure that your guests are happy, the comments and suggestions they give are invaluable research into how to do your primary job better. Even if a complaint is entirely off the wall, there is still a nugget of truth in there somewhere. If you can dig it out, you can profit from it.

Guests are more likely to complain if they think you care and listen. If you don't want to hear it, nobody will bother to tell you. The more interested you are in the truth of your guests' experience and the more receptive you are to suggestions on how you can do better, the greater the chances you will get the feedback. Some will be good news, some will be bad news, but it is all news that will help you prosper.

Resolving complaints satisfactorily increases guest loyalty. Statistics suggest that if someone has a complaint that is handled well, they are more loyal than if they never had a complaint at all. Perhaps it is because handling a complaint well is a personal statement of caring that establishes more of a personal connection between the guest and the restaurant, but complaining guests can often become your most loyal patrons.

Most complaining guests care about you. If people did not care, they would not take the time to let you know when you have a problem - they would just never return.

1.3 Managing complaints

General Rules for Handling Complaints

Stamp out inconveniences before they become irritations.

Stamp out irritations before they become complaints.

Stamp out complaints before they become problems.

Stamp out problems before they become crises.

Complaints, unlike fine wine, do not improve with age. A minor inconvenience can become a full-blown crisis (at least to the guest) if left unattended.

The most common mistake in handling complaints is getting defensive and wanting to explain. It never helps and almost always makes things worse. Handling a complaint well is not about determining who is right and who is wrong. It is about saving a disappointed guest and retaining the business you would lose by alienating them.





Listen- Listen to what the customer has to say. Even if you can't solve the problem, you still need to listen. For example, perhaps a customer is displeased because there is a waiting line. Well, there isn't much you can do about it, except let them vent.

Body Language- The way you stand and look at a customer can speak more than words. Maintain eye contact and don't cross your arms over your chest, if you are feeling defensive. Avoid the urge to roll your eyes, if you are feeling exasperated. Instead, nod and smile, no matter how irritated you may feel. This shows you value their opinion and their business.

Apologize- Remember that customer who was so upset over the long waiting line? Offer an apology. "I understand that you are not happy about the wait, sir, but we are working as fast as we can to get you a table. We really appreciate your patience and willingness to wait. Perhaps you would like to have a drink at the bar until your table is ready." You demonstrate that you completely understand their frustration and are working diligently on a solution.

Freebies- If a customer has a problem that could have been prevented, such as an overcooked steak or an untrained server, then the best route to take is to apologize and offer them some sort of compensation. Here are some quick freebies that you can give customers that won't cost you much money, but will go a long way to assure future business:

- * Free round of drinks
- * Free dessert
- * Gift vouchers
- * A special food discount

By sending them off on a courteous note, there is a very good chance, once their anger has cooled, they will try your restaurant again.

1.4 Introduction and definition of disaster management:

Disaster management can be defined as *planned steps taken to minimize the effects of a disaster, and to be able to proceed to business continuity stage.*

According to the Federal Emergency Management (FEMA), disaster management is defined as "the managerial function charged with creating the framework within which communities reduce vulnerability to hazards and cope with disasters."





1.5 Disaster management in the F&B service industry:

Food and beverage industry covering the preparation, service and accounting of food and beverage is an extremely manpower intensive function. Disaster management involves training staff to be prepared for the unexpected and to react in a patterned manner in case disasters were to happen. Sensitizing the staff and making them aware of the machinery put in place to handle disasters like CCTV, fire extinguishers, emergency exits, first aid techniques, fire fighting drills, alertness to report any untoward activity or behavior promptly etc are probably the most important and crucial factors in avoiding, reducing the damage caused by a disaster.

a) General preparedness:

The main characteristics of a disaster are that irrespective of the origin, after a little while the scene is the same:

- * total chaos all around
- * lack of utilities - which we have always taken for granted
- * no relief and rescue teams for a long time
- * lack of medical facilities

Thus, the sufferings are not just due to the disaster, but, post-disaster, many more people die and suffer because of:

1. lack of trained help and first aid
2. lack of medical attention
3. hygiene issues causing health hazards

You should know the location of the controls for your utilities, as well as how to turn them on/off - specially, water, electricity, gas etc. Depending on the situation, you might need to shut off certain utilities. E.g. if water lines are leaking, and, water is pouring in, you might want to turn off the water line. Or, if electrical wires are snapped, you might want to turn off electricity supply.

Remember the following:

- A. Do not panic at the time of the disaster. Think clearly. If you are already prepared - by having mentally gone through your disaster preparedness several times, you might just know what to do. And, if you have already taken the precautions - you might have all the tools to deal with the situation.





- B. Be prepared to stay in it for the long haul, rather than getting desperate and losing hope.
- C. If possible, try to help others - those who are weak, e.g. the aged, small children, people with any special needs, those who are sick etc.

Once you have secured your own life, try to help others also - depending on your strength - both physical and emotional. Just make sure - not to put your own life and safety into jeopardy. You could help in one or more of the following:

b) Fire handling:

Fire is a very good servant, but, a very bad master. As long as fire is under our control, it serves a lot of useful purposes for us, but, once it goes out of our control, it can create a lot of destruction. However, despite the presence of fire safety measures, the occurrence of accidents is oftentimes inevitable.

Causes of Fire

The most common causes of fire are:

- * Electrical
- * Pantry Area
- * Smoking

Electrical

Incidents of Fire mainly caused due to overloading, short circuit etc.

As people start staying in a new apartment, or, a new office, they start making modifications to the wall socket outlets - in order to be able to plug in additional apparatus etc. Then, there reaches a time, when the total amount of current drawn from all the sockets together could exceed the rated capacity of the internal wiring.

A simple solution to this is - not to make too many changes to the electrical circuitry inside your apartment/work-place. And, any alterations etc. if done, should keep in mind the capacity of the wires used.

As time progresses, due to various minor repairs etc. wires might be changed, jumbled up etc., or, the insulation among wires might break down. This might cause some wires to come in contact with each other, and, thus, create a short circuit. This short-circuit can cause a very high current flow through the wires - and, thus causing fires.





A simple solution to this is: periodic inspection of the conditions of the wiring, and, taking preventive action, whenever needed. And, install MCBs (Miniature Circuit Breakers), so that any short-circuit would result in immediate disconnection of the current flow.

Pantry Area

Incidents involving cooking gas, cooking oil etc.

Leakage of cooking gas, accompanied by a spark around the leakage could cause fire. These are typically very dangerous. Sources of sparks could be anything: - a burning item, turning on/off of electrical gadgets/switches etc.

The leak itself can be in the gas cylinder itself, the pipeline carrying the gas, the regulator, joints etc. Some simple precautions to be taken for this include:

- * Regular inspection of gas pipes, and, timely replacement.
- * No sparks etc. in case there is any trace of LPG smell. LPG itself does not have any odour. A trace odour is put in the LPG - only so that any leakage might be detected.
- * Just like electrical points, turn off gases at multiple points, when not in use, rather than just at the point of usage.

While cooking, sometimes, the cooking medium could get overheated, resulting in fire. These are more frequent, but, fortunately - relatively easy to manage (if attended to immediately).

A simple precaution to be taken for this is - never let cooking oil etc. unattended, when its being heated, nor, do keep bottles of oil etc. in contact with very hot object, like, hot utensils etc.

Smoking

Smoking in/around combustible materials could cause fire, due to hot ashes falling from the cigarette.

Some simple precautions to be taken include:

- * Don't smoke in/around bed, sofa etc.
- * When you throw away the cigarette etc. always stub it out
- * Always try to dispose off the cigarette-ash at proper places





Uneven Distribution Of Incidents

Incidents of fires are usually not evenly distributed. There are higher number of fires during:

- * Summer season: Due to higher ambient temperature; as well as leaves etc. being dry - catch fire easily. This is the time, when many forest-fires start.
- * Some specific festive events - due to use/availability of fire-crackers, and/or lights etc. Fire based lights could pose a direct fire-risk, while, electricity based lighting could cause the risk due to overloading.

Hence, its more important to be specially careful during these periods. Not only are the chances of incidents higher, but, the chances of your local fire department being overloaded is also very high. This might have an impact on their ability to respond swiftly to your call - in case there is a need - as they could be busy fighting fire elsewhere.

Conditions Needed For A Fire

For a fire to take shape (as well as continue), the following three conditions should be met:

1. Acombustible material
2. A specific temperature at which the above material would burn
3. Some fuel (mostly oxygen) to aid the burning

When petrol/gasoline is the combustible material, and, the atmosphere provides the fuel (oxygen). The presence of the above 3 elements together is called the "fire triangle". Each of these 3 elements have to be present to start a fire, and for the fire to continue.

Sometime, one element may aid in producing the other element.

Lets consider an example of how one element aids in the production of another element. Lets say, we want to burn a piece of cloth. The cloth is lying there in front of us. There is enough oxygen in the atmosphere. But, the cloth does not burn. So, we now douse the cloth in gasoline. Still, there is no fire. Now, we burn a matchstick - by rubbing a matchstick against the matchbox/matchbook. This rubbing causes a minor increase in temperature. At this temperature, the matchstick lights up. The lighted matchstick creates still higher temperature. Now, when the matchstick is touched to the doused (with petrol/gasoline) piece of cloth, the petrol/gasoline also starts burning. This further increases the temperature, which causes the cloth to start burning, which can now produce still higher temperature. So, here, friction caused an increase in temperature.





This increase in temperature converted the matchstick into a combustible element. This in turn raised the temperature further, and so on.

Now, that we know that for a fire to be sustained, we need all 3 arms of the fire-triangle. This forms the fundamental principle behind all fire-fighting techniques.

If we have to control a fire, the way to extinguish it is to remove atleast one arm of the fire-triangle. Sometimes, we might want to simultaneously attack 2 arms also. That is because, we know that one arm could aid the other arm. So, by trying to simultaneously fight two arms, we might achieve the results faster.

It's a matter of experience and the situation which decides which arm to fight. Usually, you try to remove that arm, which is the easiest to remove.

Classes of Fire

Let us also understand the classes of fires.

Class A

These are fires that involve some solid material like, clothers, paper, junk-heap, wood etc.

Class B

These are fires that involve liquid materials like: petrol, gasoline, diesel, oil etc.

Class C

These are fires that involve electrical elements

Class D

These are fires are those involve metals

Its important to know about the classes of fires because fire-extinguishers are classified and marked based on the type of fire on which they would be effective.

So, in case of a fire, you first want to know the Class of fire, so that you can use the right extinguishers.

If you use the wrong extinguisher(s), the result could be fatal also in some cases. In best case situation, there would be no injury etc. but, you could still loose precious time - in performing an activity which is useless.





Types of Fire Extinguishers

- * Water Based
- * Foam Based
- * CO₂ Based
- * CFC Based
- * Dry Chemical Based

Water Based

These are most effective on Class A fires.

On Class B fires, these are mostly ineffective. This is because, oil/petrol/gasoline etc. being lighter than water continues to float over water, and, thus, it continues to burn. In some cases, use of water based extinguishers on Class B fires could turn out to be injurious also. That is because, as water is thrown over burning fuel, the force due to water-stream could cause burning petrol etc. to be splattered, and, this hot fuel could cause injury, if it falls on somebody.

On Class C fires, these should never be used. Use of water based extinguishers on Class C fires would surely be fatal. That is because, water is a good conductor of electricity, and, the electric current flows through the water-jet directly into the hands of the person who is holding the water-hose, resulting in immediate electrocution.

The way, these extinguishers work is: As water reaches the burning material - because of the high temperature, it vaporizes. While vaporizing, it extracts the latent heat from the burning element, thereby reducing the temperature. Besides, as it vaporizes, it expands. Usually, the expansion is in the order of 100 times (by volume). The need for higher volume of steam (vaporized water) displaces oxygen from the immediate vicinity of the burning material, thus, cutting off the oxygen supply.

Also, water being non-combustible material also tries to form a coating between the atmosphere (which is supplying the oxygen) and the combustible material.

Thus, it tries to reduce temperature, as well as displace oxygen, thus, attacking two arms of the fire-triangle, while, making a very feeble attack on the third arm also.

Foam Based

These are used mostly on Class B fires.

It can also be used on Class A fires.





These should never be used on Class C fires. The main constituent of foam being water - it can easily prove to be fatal on a Class C fire.

Foam being lighter engulfs the burning liquid. By covering the burning liquid, it cuts off the supply of oxygen to the burning material. Besides, the vaporization of water also helps in reduction of temperature - due to extraction of latent heat.

The basic principle is thus, similar to Water Based Extinguisher. The only difference is, foam stays above burning oil, thus, trying to engulf it - something that water could not do.

CO₂ Based

These are mostly used on Class C fires.

It can also be used on Class A and Class B fires.

These kind of extinguishers might also be used to extinguish fires in computers, costly electronic equipments etc. where, usage of water etc. could cause damage to the equipment.

The biggest advantage of these kinds of extinguishers are that it does not leave any residue, smell or mess.

However, usage of these kinds of extinguishers in confined space could result in poisoning. Because, under lack of oxygen, carbon-di-oxide could act as a fuel, and, the resulting gas produced could be carbon-monoxide - which is highly poisonous.

The way these extinguishers work is: A stream of dry-ice (trade name for solidified carbon-di-oxide) is directed towards fire. Dry ice being very cold helps to reduce the temperature. Being heavy, carbon-di-oxide gas settles on the burning equipments, thus blowing away the oxygen - thereby cutting out the availability of oxygen.

Sometimes, the printed circuit boards (PCBs) of these electrical equipments could develop a crack, because the burning material which was hot is suddenly subjected to a very cold temperature (of dry ice). However, having a few cracks on a few boards might be a better choice than using water/foam, which will cause total short-circuit within the electrical circuit.

Carbon-di-oxide based extinguishers have an additional advantage. Being primarily gaseous in nature, the extinguishing agent can easily percolate inside machinery through fine slots (usually provided for ventilation/heat dissipation) on the outer casing of the equipments. So, it can be much more effective in fires which are inside the casing of electronic equipments.





CFC Based

These are mostly used on Class C fires.

It can also be used on Class A and Class B fires. The main difference between CO₂ Based Extinguisher and CFC based extinguishers is that instead of carbon-di-oxide, it uses some inert gases, like: CFCs. These extinguishers also do not leave any residue, smell or mess. However, these are highly damaging to the environment (because of the tendency of CFCs to deplete the ozone layer). Many variants of CFCs are already banned. Some newer (and, cleaner) variants are already under consideration.

These extinguishers are very costly (both in terms of money as well as impact on environment), and hence, should be used only on very costly, specialty equipments.

The working of these equipments is very simple. They simply displace the oxygen at the burning site. And, these being highly inert gases - would not take part in any chemical reaction (including the process of burning), nor would let the burning material take part in the burning process - thereby extinguishing the fire.

These kind of extinguishers can also be used on metallic fires (Class D). Other extinguishers mentioned earlier could have mixed results on Class D fire, depending on which metal is burning.

Dry Chemical Based

These are most commonly used type of extinguishers.

It can be used on Class A, B and C fire. Hence, its popularly also called as ABC type extinguisher. Its impact on Class D fire could be varied, depending on the type of metal being burnt.

It works in the following way:

It stores dry yellowish chemical powder (mono-ammonium phosphate) under pressure of nitrogen gas (or, any other inert gas). When turned on, the dry powder is sprayed with pressure onto the burning material, along with the inert gas. Nitrogen displaces oxygen. The powder itself sits on the burning material - thus removing contact between burning material and its other two arms of fire.

The powder is a non-conductor of electricity - hence, its equally effective on Class C fire.

Fire Fighting Strategies

Now we know all the constituents of a fire and various kinds of fire-extinguishers. If you have to fight a fire, depending on the circumstances, you have to decide as to what





method/strategy (i.e. which arm to fight) you would like to use. Accordingly, you might want to choose an appropriate extinguisher.

Lets look at some different fire-situations and the corresponding strategies:

Smothering a fire

Say: A person's clothing catches a fire. You could simply wrap the person in blankets (or, any other thick piece of clothing layer), and, roll the person on the ground. The fire gets extinguished - due to lack of oxygen supply.

Letting it die

Sometimes, you might just isolate the burning material from other combustible material. The fire would simply die down, once it has burnt the burning material - as it finds nothing else to burn.

Fire in pantry area - say oil/ghee on fire

Simply cover the utensil which contains the burning oil etc. Lack of oxygen supply will simply extinguish the fire. Meanwhile, don't forget to turn off the stove. This will help bring down the temperature - thus, cutting off another arm.

Class C Fire

Use of incorrect extinguishing agent (water or foam based) on a class C fire would simply be fatal. Hence, first thing to do would be to convert it into a Class A fire. This can be done by turning off the electric supply. However, if you are suspecting gas-leak also, don't flip the switch.

Even after you have turned off the switch, one needs to exercise caution. If the main and neutral connections are reversed, while the switch might be turned off - the wires would still be energized. This would provide a false sense of security, while, the fire is still Class C. Hence, its very important that at the time of construction/renovation, electrical wirings are done/supervised by appropriately qualified electricians.

Thus, do not ever pour/direct water jet/stream on a Class C fire (or, even where electrical involvement is suspected). It will be fatal.

If you have to use water (only as a last resort), throw mugful of water from a safe distance, such that the last drop of water has left the mug, before the first drop of water touches the electrical line. This way, the continuity of the water stream is broken, and, electricity can not reach your body. This method is to be used only in case no other alternative is visible, and, also, extreme caution is to be used. This method should never be used with more than one person simultaneously trying this method. Because, water leaving from different mugs could together form a continuity, thereby turning FATAL for somebody.





LPG Cylinder related fire

First and foremost, keep the cylinder standing upright. An upright cylinder, with a fire at its mouth is not necessarily that dangerous (though, it might appear to be really scary). Its simply equivalent to a refinery-chimney flaring excess gases. Cylinder on fire in a rolled-down position/upward-down is an explosive. Stay away from it. The regulator of LPG cylinders are not designed to handle rolled-down cylinder. The fire can enter the cylinder causing the pressure in its neck area - thus causing an explosion. Fire around the base of the cylinder is also dangerous. It can cause explosion. In order to put out a fire at the mouth of a cylinder, pour approximately 60 litres of water in one go at the base of the fire. In very high probability, the fire would be extinguished. Even if the fire is out, a gas-leak could still be involved - which is equally dangerous. Do not confuse a LPG fire and LPG leak. These are two different things, and, both need to be tackled individually.

Using An Extinguisher

So, now that you have decided how to fight a fire, and, what kind of extinguishers to use, lets see, how to use an extinguisher. Most extinguishers are based on PASS System.

1. "P" -> Pull the Pin on the extinguisher. This pin is kept to prevent accidental discharge while carrying/transporting the extinguishers.
2. "A" -> Aim the nozzle of the extinguisher at the base of the fire. Its very important that the discharge from the extinguisher is directed towards the base of the fire. Most people make the mistake of directing the extinguishing agent on the fire itself. That's ineffective. The extinguishing agent should be directed at the base of the fire - where the burning material is located. That is the point, where the fire-triangle is established, which needs to be broken.
3. "S" -> Squeeze the trigger, so that the extinguishing agent starts flowing out of the cylinder, and, onto the burning material - at the base of the fire.
4. "S" -> Swipe the nozzle sideways to coat the entire burning material, with the extinguishing agent.

"PASS" is an acronym to remember the steps involved - Pull (the pin), Aim (the nozzle), Squeeze (the trigger), Swipe (sideways).

Precautions While Fighting A Fire

When fighting a fire:

1. Always stay upwind: It protects you from heat, smoke etc. It allows you to go closer to fire - thus, being able to better direct your extinguishing agent. It protects you from inhalation of poisonous gases, which might be given out during the fire.





2. Keep under observation, even when the fire is extinguished. Smoldering particles can easily rekindle, thus, catching you off-guard.
3. Pour extinguishing agent in adequate quantity, rather than small quantities. Doing it in installments does not help. One discharge of 60 liters of water is not the same as two discharges of 30 liters each. E.g. If you have to pour 4 buckets of water, have the 4 buckets ready, and, pour all 4 buckets in one go. Instead, if you pour two buckets of water, refill them, and, pour again - its not the same.

Deciding Whether To Fight The Fire Or Leave The Site

So, now that you are well equipped in fighting a fire - you just need to decide, whether you want to fight a fire, or, flee away from it. Remember, in general, timely action helps a lot in containing the damage. Besides, more often than not, general fires (specially Class A fires) don't spread suddenly - unless, chemical reactions are involved. This means that if you can nip a fire in the bud, you should try to fight and extinguish it.

Still, no material is worth more than human life. So, don't fight, if any of the following conditions are involved:

1. You don't have sufficient/right material to fight the fire. The time spent in fighting could impact your ability to evacuate
2. You don't have backup. You should be able to get help, in case, there is a need
3. Fire seems to be blocking your exit path
4. You have no idea what is burning For example - Class D fire would need specialized knowledge of the metal under fire, and, how will that metal react with different extinguishing agents - at high temperature
5. Fire seems to be spreading too fast
6. There are explosives around
7. You don't feel comfortable and confident

During The Fire

So, there could be a possibility that many people are not going to take part in fighting against a fire. These people need to evacuate. Hence, there needs to be an evacuation plan in place. This evacuation plan should be in place - before the incident of fire.

The evacuation plan should have the following items identified, and, well communicated to everybody: - A command and control structure, which should be effective and operational as soon as a fire is reported - Assembly area - Mechanism and responsibility for head-count etc.





In case of a fire, one should never use escalators (irrespective of the height of building which is being evacuated). Escalators could be unreliable - due to failure of electrical circuits which operate it, or, it could have mechanical failure - due to snapping of wires/ropes - causing it to go into a free-fall. At the minimum, there is a high risk of smoke inhalation, as, smoke has a tendency to go up, and, hence, will always try to enter escalator pits - from where, it can go all the way up to the top, without any hindrance.

If there is lot of smoke, crawl on the floor. Because of smoke's tendency to go up, even during very dense smoke conditions, the lower few inches of the ground are expected to be relatively free of smoke.

To reduce smoke inhalation, put a wet handkerchief to cover your nose. If there is no water available, use your own saliva to wet a small portion of the handkerchief, and, use that portion to cover your nostrils.

If you can go to an open-area (for example uncovered terrace, open ground etc.), there will be no risk of smoke-inhalation. However, use your own judgment if you decide to go to the terrace of a high-rise building. While there will be no risk of smoke-inhalation, rescue efforts could become difficult and is dependent on the level of sophistication that the local fire department has (e.g. access to snorkel, very long ladders-capable of reaching high-rise buildings, rescue-helicopters etc.).

Always evacuate in an orderly manner. A building housing 200 or so people (normal, healthy adults) across 3-4 floors with a single exit can easily be evacuated in less than 2-3 minutes if done in an orderly manner. If people push and shove, stampede can occur, causing much more injury, and, it might take much longer to evacuate. Worse: Backing up might be impossible. Say, while, people are evacuating towards an exit, and, its found that - the specific exit is blocked, there might be a need to backup. If the evacuation is not proceeding in an orderly manner, it might not be possible to back-up; as people towards the end of the evacuation queue (who are not aware of the blockage at the exit) will try to push forward, while, those at the front of the queue (who are aware of the blockage) want to back-up.

Since, panic might set in, during a fire - thereby clouding people's thought process and ability to think reasonably, its highly likely that during a fire, people forget these simple tenets, and, in their attempt to rush out, actually create chaos and disorderliness. Thus, its important that regular mock evacuation-drills are carried out. That will cause people to behave in a much more orderly manner - during an actual fire.

While evacuating, do a quick survey to see, if there is somebody around you, who might need some assistance, e.g. somebody who is old, too weak, injured, child, any disability etc. If possible, provide assistance to such a person. Even if you yourself are not in a position to provide assistance, at least request for help on this person's behalf.





If an area is already clear, while, evacuating, close the door behind you. It will serve several purposes:

1. Will isolate the area, thereby, causing an impediment to the spread of the fire.
2. Will save time for others, who might want to recede the area.

While, you should close the door, lock it only if you are absolutely sure that there is nobody inside. Because, if there was even a single person inside it, and, you have locked it, the chances of that person being rescued is diminished by a huge factor.

If you are inside a closed door - with fire outside:

Feel the inside of the door with your hand. If the door feels hot, many a times, it might be safer to stay inside. At this time, whether you should stay inside, or, still venture out could be a judgment call, depending on: how long do you expect a rescue team to arrive and/or alternative avenues (e.g. possibility of jumping from the window). If you are on the high floor of room, with windows having strong grills and the local fire-department is not well-equipped/staffed, then, the time that you spend inside the room is actually going against you - as the fire outside becomes more vigorous. If you do decide to stay inside the room, wet towels, bed sheets etc. and put below the doors to prevent smoke etc. from coming inside your room.

c) Physical injury:

Accidents like falls, slips, bruises, cuts etc are very common in the F&B trade. Sometimes they may be major accidents like falls, fracture deep gashes etc to the staff working in the kitchen and seizure, heart attacks, strokes, epileptic attacks, Hypertension or hypotension related complications to guests etc

In most of these cases well trained first aid handlers can reduce major complications to a large extent.

However facilities like Doctor on call, medical insurance of all staff, reduction of reaction time in getting medical attention reach the patients saves complications and life in a majority of cases.

d) Bomb threat & Terrorist Activities:

Terrorist activities were traditionally not considered as disasters. However, during the last few years, terrorist activities have become more sophisticated and F&B establishments have been targeted regularly making sensitization to such activities for staff a very important part of disaster management.





Generally, large scale terrorist activities can be prevented only through timely collection and analysis of "intelligence" data. The only precaution that general population can take is to remain observant of their surroundings, and, report any suspicious activity to the law-enforcement agency.

Heeding to alerts from the law enforcement agencies and scrupulously checking credentials of all employees, passport details of foreign guests, installing technology like luggage screeners, walk through detectors, under body checking glass for vehicles. Restricted entry with barricades for vehicles coming into a hotel premise, strict enforcement of gate passes to allow only authorized movement within the establishment, and installing CCTV at critical traffic movement points all help reduce the risk of terrorist activities within a hotel.

Summary / Recapitulation:

- * A complaint can be defined as an expression of pain, dissatisfaction, or resentment.
- * Every complaint is an insight into how to make your business better
- * Resolving complaints satisfactorily increases guest loyalty
- * General Rules for Handling Complaints
 - Stamp out inconveniences before they become irritations.
 - Stamp out irritations before they become complaints.
 - Stamp out complaints before they become problems.
 - Stamp out problems before they become crises.
- * According to the Federal Emergency Management (FEMA), disaster management is defined as "the managerial function charged with creating the framework within which communities reduce vulnerability to hazards and cope with disasters."
- * The main characteristics of a disaster are that irrespective of the origin, after a little while the scene is the same:
 - total chaos all around
 - lack of utilities - which we have always taken for granted
 - no relief and rescue teams for a long time
 - lack of medical facilities





- * The most common causes of fire are:
 - Electrical
 - Pantry Area
 - Smoking
- * For a fire to take shape (as well as continue), the following three conditions should be met:
 - A combustible material
 - A specific temperature at which the above material would burn
 - Some fuel (mostly oxygen) to aid the burning
- * Types Of Fire Extinguishers
 - Water Based
 - Foam Based
 - CO2 Based
 - CFC Based
 - Dry Chemical Based
- * Generally, large scale terrorist activities can be prevented only through timely collection and analysis of "intelligence" data. The only precaution that general population can take is to remain observant of their surroundings, and, report any suspicious activity to the law-enforcement agency.

Multiple choice questions:

1. Reporting complaints
 - a. Should be discouraged
 - b. Somewhat encouraged
 - c. Aggressively sought
2. A common mistake in handling complaints is:
 - a. Getting overtly defensive
 - b. Not reporting the complaint





- c. Not listening to the guest
 - d. All of the above
3. A main characteristic of a disaster is
- a. total chaos all around
 - b. well trained staff
 - c. good medical attention
 - d. All of the above
4. The most common cause of fire are
- a. Mechanical fault, kitchen, smoking
 - b. Civil fault, pantry, smoking
 - c. Electrical fault, pantry, smoking
 - d. Civil fault, electrical fault, pantry
5. Three conditions for a fire to occur are
- a. Combustible material, high temperature, oxygen
 - b. Combustible material, high temperature, carbon di oxide
 - c. Non combustible material, high temperature, oxygen
 - d. None of the above
6. Which of the following is not a common type of fire extinguisher?
- a. CO₂ based
 - b. Foam based
 - c. Hydrogen based
 - d. Water based
7. Physical accidents are best treated by:
- a. Increasing response time for medical aid
 - b. Decreasing response time for medical aid
 - c. Not taking responsibility for the accident
 - d. All of the above





8. Anti terrorism mechanism used in hotels include:
- Under vehicle scanners,
 - CCTV,
 - Walk in detectors,
 - Luggage scanners
 - All the above

Answers:

1.C, 2. D, 3. A, 4. C, 5. A, 6. C, 7.B, 8. E

Short Answer Question:

- List the general rules of complaint handling.
- What are some positive impacts of good complaint management
- List some effective methods of handling complaints
- What is disaster management? What is General preparedness required for disaster management?
- List some means of reducing terrorist activities in a hotel.

Long Answer question:

- What is fire? List the common causes of fire? What are the common fire extinguishers? Explain in detail.
- What is disaster management? How should staff react at the time of a fire? How is the impact of physical accidents marginalized?





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