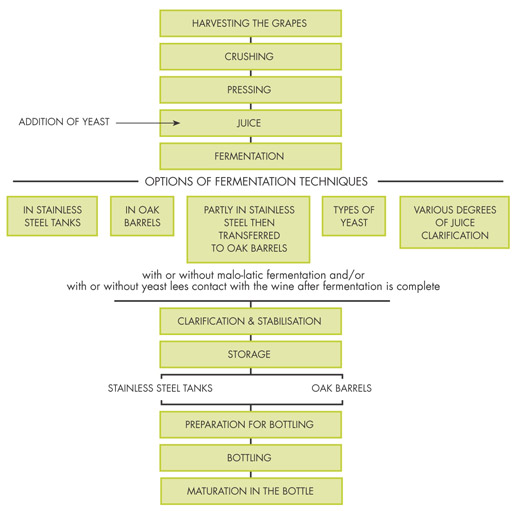
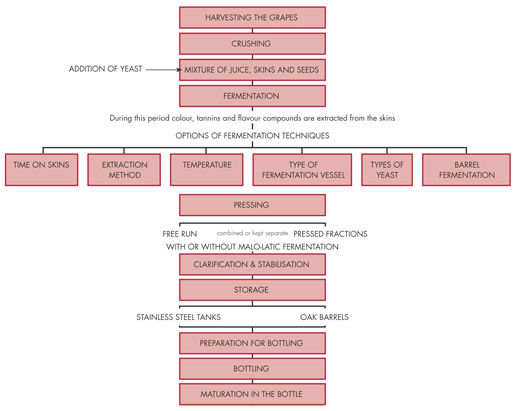
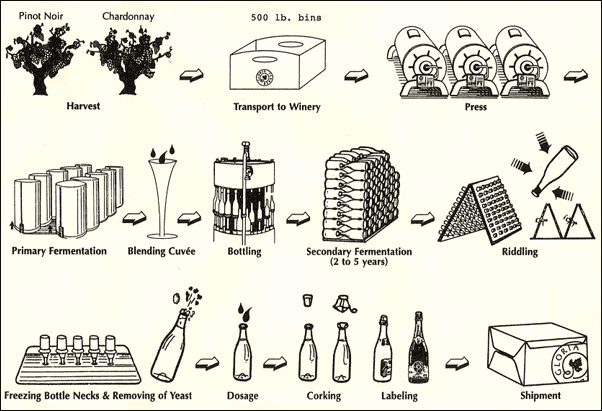
Working With The Guest Notes

Week 1-8

Beverage Lectures







Beverage Lecture 1

Wine is very important for most F&B outlets due to high profits. Profits result for selling exclusive wines, often higher than food or rooms. Wines are differentiated from there smell, taste and texture wherever it comes from.

Grapes are successfully grown and the best wines are in made in narrow temperate climate bands, extending from 50° north 30° north above the equator and 30° south to 50° south below the equator, located in different areas with the right combination of sunshine, rain, temperature and exposure. The hardy grapevine flourish on rocky, gravel covered hillsides. The ability to be able to dig up vines ten feet with there roots in search of water and nutrients negates the need for irrigation, enabling vine yards to develop where many other crops fail reducing labour costs. No wine can thrive in bad soil.

Wine production began about 6000BC. The Mesopotamians were the first people to grow grapes. Egyptians recorded the harvest of grapes on stone tables and walls of their tombs. The Egyptians drank wine from cups or from a jar with a straw. Ancient Egyptian wine was enjoyed by the social rich, while beer was the main drink of majority individuals.

The process of dry white winemaking:

* When to pick the grapes is the most important decision.
* The quality of the resulting wine will reflect the quality of the grapes when harvested.
* A refractometer is used to measure the sugar level in grape juice.
* In cooler climate areas winegrowers don’t get sufficient ripeness in slow ripening fruit before weather changes in autumn. With unripe grapes sugar is added to get more alcohol.
* In hotter climate areas there is no difficulty in ripening the fruit and achieving levels of sugar. These grapes may lack in flavour and smell because they ripened too quickly. The problem is producing grapes with enough acidity.
* Cool climate winemakers can de acidify and hot climate winemakers can acidify the wine. This often takes like acid if citric acid is used, it can give wine a distinct lemony sharpness.
* An alternative, pick the wines earlier with more acid, vinify separately, and blend the two wines.
* From the moment grapes are picked till the wine is bottled, the white winemakers concern is to prevent the juice or finished wine from oxidising. It’s worse in hot climates because the rate of oxidisation increases a lot as temperature rise.
* Crushing, breaking the skin of the grapes so they can be pressed to give more juice. The aim is to break the skins but if the skins or pipes get bruised the wine will taste coarser.
* Before pressing the crushed grapes they are sometimes moved to a vat to allow partially freed juice to remain contact with skins for a day or two to draw out the smells and flavour lying just below the skin, a limited maceration in effect. The grapes must be kept cold to stop fermentation starting and are usually kept under a blanket of inert gas to prevent oxidation.

Fermentation is the chemical process when sugar is turned into alcohol.

Maceration is the process of soaking something. In winemaking, broken grapes are soaked in their juice.

* Pressing, when transferring grapes to the press, a third of the juice is free run. Light pressing will express a further third. This juice is best for winemaking, it’s often fermented separately. Further pressing will produce a juice that’ stronger, more harsh as it removes more tannin from the skin. The final juice can be used to make a separate wine, or can be used to blend back with the finer wine.
* After a period of chilled settling which allows must, the juice is now clarified. The acidity can be adjusted if necessary and fermentation can begin. Fermentation may take place in a small oak barrel, more expensive wines, otherwise in large cement or temperature controlled stainless steel vats. How long fermentation takes depends on the temperature which it takes place at. Low temperature fermentation is key to fresh, aromatic white wines. Temperature in stainless steel vats is controlled by running water over the sides.
* White wines ferment too fast at a high temperature, lose a lot of carbon dioxide and aromas, can turn out heavy and flat. Cold fermentation is a temperature of 10-15 degrees Celsius or more. Temperature is important as the structure of light dries wines so that aromas and carbon dioxide matter. Cold fermentation is slow with less bubbling loss of carbon dioxide, so a preservation of volatile aromatic elements. At cold temperatures yeas, produce a greater variety of primary, fruity aromas. Cold fermentation wines are fresh, fruity and aromatic. Minus side, cold fermentation wines taste alike whenever they come. The heavier styles of dry white wine owe more to a greater extract, a higher temperature 18-20 degrees Celsius is required.
* Malolactic fermentation, after alcoholic fermentation, the winemaker may choose to eliminate all or some of any malic acid in the wine by Malolactic fermentation. He will take steps to avoid Malolactic fermentation in wines that need acidity, or which are to be drunk young and rely on a fresh, primary aroma. Malolactic fermentation is generally encouraged in white wines, intended for ageing in the bottle, the primary aroma diminished after Malolactic fermentation.
* After fermentation wines may be fined to clarify them, bottled immediately after filtering. If they are to be aged they’ll be put into a vat or wooden barrels for periods of time before bottling.

Sweet white wine making

* Sweet white wines, those with unfermented sugar, also known as residual sugar. Sweetness varies from a few grams per litre, called off dry or medium dry to strong sweet wines, Germany Beerenauslese, French Sauternes or Californian late harvest wines.
* The basic process is as for dry white wine, with extra procedures to make the wine sweet. There are several means to obtaining wines with residual sugar in them: ferment until dry, add sweet reserve, this method originating from Germany allows the winemaker to make the wine as sweet as he wants by adding sweet reserve to a dry wine before bottling. Sweet reserve is unfermented grape juice, pressed from the grapes, germ-free and kept very cold, under pressure until wanted. Incomplete fermentation, for grapes naturally rich in sugar, fermentation can be stopped before all sugar is converted into alcohol. The crudest method of doing this is with a heavy dose of sulphur dioxide which renders the yeast inactive.
* Noble rot, Botrytis cinerea, a Greco latin meaning an ash coloured bunch of grapes or known as disfiguring grey mould on plants in our gardens. Under certain conditions the most thoroughly rotten bunch of grapes can produce the most luscious of sweet white wines. The conditions required for noble rot are moisture, dry warmth, misty mornings and sunny afternoons are ideal. The required conditions for noble rot are that grapes must be fully ripe and skins must be undamaged, the juice in contact with air would turn into vinegar in which the rot would be not suitable rather than fine. The autumn weather needs to provide periods of gentle moisture to encourage the growth of fungus, sunny warmth to promote evaporation and concentration of the juice. The best vineyards for noble rot are: in France, hungry in Germany, eastern Austria, California and Australia. The rotting process, spores settle on the grape skin and move into micro lesions, opening large enough to allow fungus tentacles but not enough to expose the juice to the air. Inside the spores feed on the grapes sugars mainly on its acids, creating new flavour rich compounds. The new compounds created by the botrytis make it more exotic to smell and far more exciting to drink. There is a decrease in sugars and acids but the evaporation of water results in a concentration of all flavour elements not tartaric acid. In the sweetest wines such as German Beeren or Trockenbeeren-auslee, has a high sugar content that the yeast hardly functions, fermentation can take months, even then the alcoholic content may only reach 6-6 degrees.

Red wine making

* Picking, the quality of red wine will only be as good as the grapes used to make it, although movement when the grapes are picked is not as important as for white wines. Grapes picked earlier have less sugar, more acid, less colour and less ripe tannin. Their style will be lighter, fresher and maybe paler. In cold year they will be greener and thinner. Grapes picked late will produce richer wines with more alcohol, colour and less ripe tannin. Danger of picking to late and too ripe is that the wines will be short of acidity and may taste jammy.
* Crushing, Grapes are crushed as soon as they are harvested, with white grapes their skins will be broken to release juice. The gentler is better as harsh treatment of skins will result in harsh tannin.
* Fermentation, Red wines are fermented much warmer than whites, between 25 and 30 degrees Celsius. Above this temperature there can be danger of the fermentation sticking as it’s too hot for the yeast or the wines will begin to taste cooked. Cold fermentation below 20 is possible but unusual.
* Capitalisation, if the winegrower decides, more alcohol is needed to improve his balance, he will add sugar early on in the fermentation process.
* Vatting time depends on how long the winegrower will leave the juice in contact with the grape. It depends on the grapes he is vinifying and the style of wine he seeks to make. Noble red grapes are noble because their skins are rich in good quality tannins and aromas. These varieties benefit from long maceration, keeping wine and grapes together. Not noble red grapes, the tannins and aromas substance of their skins are less fine, so prolonged skin contact only extracts coarse elements, green, vegetal, bitter and hard. After three or four days maceration running the must off skin will produce soft, supple wines which are supposed to be drunken young. These wines will contain little tannin but plenty of colour as most of the colour is extracted in the early fermentation process. Rose wines have usually less than 24 hours contact with the grapes before the must is run off. They finish fermenting in the same way as white wines do. Moderately tannic, medium term wines will have a Vatting time of six to eight days such as Burgundy. Tannic wines for long keeping will be in contact with skins from 8-10 days or longer.
* Pressing, the free run has to run off the grapes without artificial pressure. Remaining mass of skins and pips is pressed to obtain a further 10-15% of the liquid. Pressed wine has more colour, tannin and flavour except acidity. This wine may eventually be used to strengthen the free run wine. Only first fraction is used as final extract is too bitter and harsh.
* Malolactic fermentation, after alcohol fermentation is finished, the Malolactic fermentation is usually required for tannic red wines. The sour malic acid is converted into softer lactic acid by bacteria.
* Ageing, depending on quality and constitution, redwines will be aged in wooden barrels, usually oak, varying sizes, anywhere between 6 – 24 months.
* Racking and fining, during maturing phase in wood barrels, solid particles left over from this fermentation slowly settle. Once in a while the wines are poured off this sediment into clean barrels. The wine is being racked. Before bottling, wines may be fined and possible filtered in order to render them stable and brilliant. Fining removes any suspended matter in the wine which could spoil its clarity. There are a variety of agent used for this, the most famous one is egg white.

Beverage Lecture 2

In earlier times an important place where wine was cultivated was European countries with long traditions of winemaking.

In the late 1970s the new countries making wine were California and Australia, joined by New Zealand Chile, Argentina and South Africa. The new countries are also an attitude of mind that embraces new technology in the attempt to produce fresher, fruitier winds.

The earlier times, traditional wine producing countries of Europe, home of the worlds most established wine styles and grape varieties.

France

* Many international wine styles have their origin in France. The worldwide trend for Cabernet Sauvignon sprang from the cedary, blackcurrant flavours of red Bordeaux. Burgundy inspired the worldwide love for Chardonnay and Pinot Noir. Champagne has produced a thousand sparkling imitators across the world. French wines can be expected to be less fruity than the ones from the new countries.
* Frances reputation as a producer of great wines is based on the very top layer of quality. Cheap French wine has less value and flavours than wines of the same price from other countries. Often you just pay the origin, rather than quality. France like all European Union countries has a classification system. The higher the grade the stricter the rules covering place of origin, grape variety, method of growing and making.
* The different classifications are,
  1. Appellation d’Origine Controlee (AC or AOC): The top grade of French wine. Producers may only grow certain grape varieties and only a limited yield per hectare.
  2. Vin Delimite de Qualite Superieure (VDQS): A sort of junior AC. Accounts for 1% of French wines.
  3. Vin de pays: Relatively loosely regulated regional wine.
  4. Vin de table: The most basic wine. The label will not state a region.

Wine regions in France:

* Bordeaux

One single wine, carried reputation of French wines over centuries, the red Bordeaux, located on the Atlantic coast in south west of France.

The grape varieties grown in this region are: Intense red blackcurrant, made from blends of varying proportions of Cabernet Sauvignon. Merlot and Cabernet Franc, with smaller amount of Petit Verdot and Malbec. Semillon and Sauvignon Blanc are the main white grapes for both dry and sweet wines.

* Burgundy – Bourgogne

Burgundy is a classic region in France. The vineyards of this region stretch north south through eastern France.

This region has three famous grape varieties which are: Pinot Noir strawberrish, Chardonnay intense and nutty, Gamay fruity and juicy, the grape of Beaujolais.

* Champagne

Champagne, the world’s benchmark sparkling wine. Only sparkling wine from this region is allowed to be called Champagne. This region is situated north east of Paris.

Most Champagnes are a blend of three grape varieties: Chardonnay, Pinot Noir and Meunier.

* The Rhone Valley

The wine is spicy, warm hearted of remarkable depth and complexity. The Rhone valley is in south east of France. The vineyards are split into two regions: the steep slopes of the northern Rhone and the hot plains of southern Rhone.

* The Loire Valley

Loire, the place for classical French flavours. In Paris both red and white wines from this region are popular lunchtime wines. Loire is a large region stretching the length of the river Loire from central France to west coast. Grapes in Loire, Sauvignon Blanc and Chenin Blanc make green, tangy whites. Melon de Bourgogne is the neutral grape of Muscadet. Cabernet Franc and Pinot Noir make light versions of intense, blackcurrant reds. Gamay is simple and light.

* Alsace

When it comes to aromatic wines, no region in the world can match Alsace. This region is located in the north east on the German border. The white grapes in ascending order of spiciness and intensity are Sylvaner, Pinot Blanc, Riesling Gris, Muscat and Gewurztraminer. There is also Pinot Noir for light reds.

* Southern France

The vineyards of the southern France are located in three regions: southwest Languedoc -Roussillon and Provence. In the southwest Cabernet Sauvignon, Cabernet Franc and Merlot are widely grown reds. Malbec has its moment of glory in Cashors. Tannat and Negrette are intriguing local varieties. Whites are often Semillon and Sauvignon Blanc. Carignan is the traditional Languedoc-Roussillon red, the quality reds from Rhone are now being grown there such as Grenache, Syrah, Mourvedre and Cinsaut. Both white and red are building their presence.

Italy

* Has its own grape varieties, Italians give their wines a distinctive Italian twist. The reds are full of sweet sour cherish fruit that sets your mouth watering, and bone dry neutral whites accompany even the most delicate dish. White make terrific aperitifs but the red need food.
* Italian classifications: Loosely based on the French model. DOC is equivalent of Frances AC.
  + Denominazione di Origine Controllata Garanetita (DOCG): The classic wines, limited to a few regions on yields and production methods.
  + Denominazione di Origine Controllata (DOC): The major appellations similar to the AC regions of France. Grape varieties, yields, vineyards sites and production methods are all regulated.
  + Indicatzione Geografica Tipica (IGT): A recently introduced classification for wines, similar to French vin de pays. IGT wines are becoming more common as the idea takes hold.
  + Vino da tavola: The most basic wines with little regulation, but individual producers offer as vini da tavola spectacular wines that do not fit with DOC regulations. Grapes of this region: Nebbiolo, Barbera and Dolcetto make reds in mouth watering sweet sour style with Nebbiolo being the weightiest and most perfumed. Spanna is a local nickname for Nebbiolo. Of the white Arneis is fairly aromatic. Moscato, (Italian name for Muscat), very aromatic and used for sweet and sparkling wines and Cortese is dry and crisp.
* North East Italy

Mainly a white wine region. North east Italy is divided into three smaller regions, Trentino Altodige, Friuli Venezia Guilia and Veneto. Veneto can be divided into Bardolino, Valpolicella and Soave. Veneto and Friuli Venezia are located around Venice. Trentino Alto Adige extends south into from Austrian Alps. Grapes of this region, Garanege and Trebbiano are the grapes of soave and other neutral whites. Red Corvina, main grape of Valpolicella and Bardolino. Alto Adige has many local white, plus Traminer (Gewurztraminer). Tocai is a white wine from Friuli. International white verities are, Pinot Bianco, Pinot Grigio, Chardonnay and Sauvignon Blancs. Reds are Merlot, Pinot Noir and Carbernet Sauvignon.

* Tuscany and central Italy

Chianti is far, the most famous wine of this part of Italy. The key to most reds in this part of Italy is the Sangiovese grape. White wines are light dry and neutral in these parts. Frascati is best known of all, lambrusco has its fame in the world. Tuscany is the most significant part.

* Southern Italy

The Southern region of Italy includes Puglia, Canpagnia, Basilicata and Calabria. Also the islands of Sardinia, Pantelleria and Lipary. Wines from this region are not expensive, stuffed with flavour and slightly wild. The reds are the thing here. Grapes of this region, loads of individual red grape varieties, such as Agliancico, Nero davola and negroamaro, all above the home of Primitivo, the grape is generally agreed to be the European ancestor of California’s Zinfandel. Aalmondy Aglianico is dark, Negroamaro is glowering, Nero d’Avola is rich and Primitivo is peppery and blurry. Local white include Greco, Fiano, Torbato, Nuragus, Vermentino, Malvasia and Catarratto. Muscat produces sweet wines.

Spain

* Musty wines developed wine of a modern Spain. Today wines are young and juicy, easygoing and flavours of damsons and strawberries.
* Spanish classifications: The Spanish system has layers of quality and like Italy has a top level.
  + Denominacion de Origen Calificada (DOC): Wines with a long tradition of high quality. Rioja has been awarded the DOC accolade.
  + Denominacion de Origen (DO): The standard designation for quality wines applies to over 50 regions, with fairly strict regulations regarding things like grape varieties and yields.
  + Vino de la tierra: These regions are similar to the French vin de pays regions for wines that should have a regional character. Many have ambitions to be promoted to DO status. Wine from less closely defined regions with less regions with less rigorous standards is known as vino comarcal.
  + Vino de mesa: The most basic wine is known as table wine.
* Rioja and North East

Rioja is the most traditional of Spanish wine regions. Vanilla, strawberries, leather are the flavours of red Rioja. White ones especially the modern whites are made in green, tangy style with lemon crisp fruit.

* North West Spain

Wines from this region range from rich, concentrated reds to light, aromatic whites. The wines here have one thing in common, they are all highly fashionable in Spain itself and that reflects in very high prices.

* Sherry

The region is located south of Spain. Its actual name is Jerez y Manzanilla. This region is famous for the production of fortified wine called Sherry. Sherry, the Spanish drink is very different as the common sense tells. Its bone dry, intensely aromatic, smelling of bread yeast, apple cores, nuts, prunes, coffee and toast. Grapes in this region: Most Sherry is made from Palomino which makes boring not strong wine, turned into Sherry it’s fabulous. The other grape is Pedro Ximemez, sweet Sherry.

Portugal

* Port and Madeira are among the great sweet fortified wines of the world, the table wines red and white are only now finding their feet. The red flavours you will find nowhere else which are chocolate, damsons and vanilla. They are soft and juicy, slightly sour. Good reds come from Douro valley, Dao and bairrada and from the south. The white are less exciting but can be fresh and attractive. Portugal’s most distinctive white table wine is Vinho Verde. Slightly sweet rose is a well know product of Portugal.
* Portuguese Classifications:
  + Denomincao de Origem Controlada (DOC): The top level of quality and equivalent of Frances Appellation Controlee.
  + IPR or VQPRD: Below the quality of DOC.
  + Vinho regional: Equivalent of French vine de pays.
  + Vinho de mesa: Table wine.
* Port and Madeira

Both are fortified wines, but are totally different. Port is sweet and nutty, vintage port is full of black fruits, pepper and spice. Madeira is tangy and pungent with a dry finishing, even when sweet. Port styles are basically divided between vintage and non vintage ports. Vintage port comes from a single year, only in the best years the producers declare a vintage. The wines should be kept in bottles for 10-15 years before being opened. Madeira is classified according to the level of sweetness. Sercial is the lightest and driest. Verdelho is slightly weightier and off dry. Bual is fairly sweet and rich and Malmsey is very sweet.

* Germany

Germany produces good white wines some of the best in the world. They have elegance, refinement, concentration, live for decades maturing to a fascinating honeyed richness. Germany also makes some of the worst wine in the world. They are cheap, sugar, and worst of it is they are in a style that apes of the very best wines. The world Riesling on the label indicates the existence of quality wine in the bottle. The classic white grape is too costly to grow to be used for the worst wines. Rieslings characteristic flavour is tangy, not particularly green, grapy and flowery, sometimes peachy, sometimes apple, sometimes smoky when young, there is usually some sweetness in the wine to balance the grapes high acidity. They are light wines with low levels of alcohol.

* Other European countries: Here we get into unfamiliar grape varieties and flavours.
* England and Wales

Most wines are white, vary from dry to off dry. Overall quality is unreliable though improving. Two types of wine: Light dry neutral wines with the capacity to age (grape: Seyval Blanc). Heavily aromatic, with perfumes of pot pourri or elderflower.

* Austria

Austrian wines can be compared with German ones, though they are of higher quality and slightly different. The wines are basically dry, riper and weightier, noticeable higher in alcohol whites can be neutral, green and tangy or intense and nutty. Reds are mostly juicy and peppery.

* Switzerland

Three basic styles of wine made: French, German and Italian. The best wines are nearly all French, made in French speaking regions. The dominant white grape is neutral Chasselas. Reds are mostly light, jammy Gamay or Pinot Noir. White from German speaking Switzerland are mostly made from Muller Thurgau known here as Riesling Sylvaner.

* Greece

Greece has grape varieties grown nowhere else, they are usually quite good as well. Roditis, Moscophilero are the names on the labels for whites. Xynomavro, Liminio or Aghilorghitiko are the names standing on reds. Whites are green and tangy, with a crisp of lemony flavour, good acidity and weight, though Moscophilero is aromatic and Muscat is usally sweet. The red are spicy and warm hearted, full and assertive.

* Eastern Europe

These countries produce modern, new world and traditional styles from indigenous grapes. Bulgaria, Hungary, Romania are the main exporters. Moldova the Czech and Slovak Republics and Solvenia also have quite good wines.

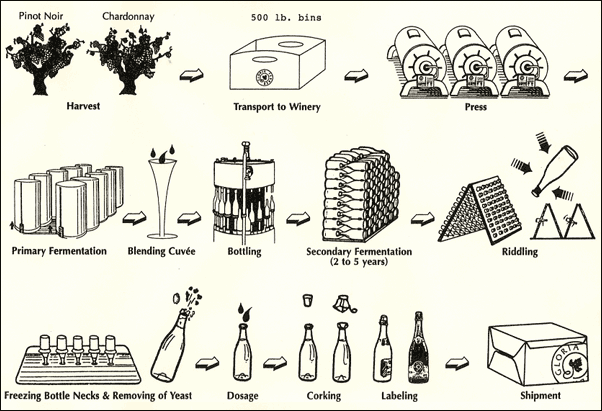
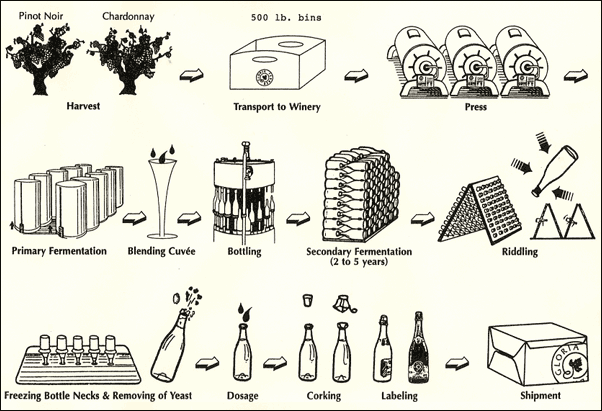
Beverage Lecture 4

Champagne and sparkling wines

* Carbon dioxide bubbles are a natural part of the fermentation process and it seems likely that the origin of sparkling wines was a result of unfinished fermentation in the region cold climate.
* The fermentation which started after the harvest stopped the completion as it became cold at the beginning of winter and began again the following spring, producing a finished wine with noticeable residual fizz, eight months later. The attractive texture the bubbles gave to this wine, made them worth preserving.
* Dom Perignon, in the late seventeenth century, was the first using cork and the strong English glass as a solution to keep the pressure inside the bottle. He also invented blending different wines and the method of pressing black grapes rapidly in order to obtain a white wine.
* Champagne was rarely produced. The commercial production of huge amounts of this fine sparkling wine started in the eighteenth century.

Methode Champenoise

* First fermentation

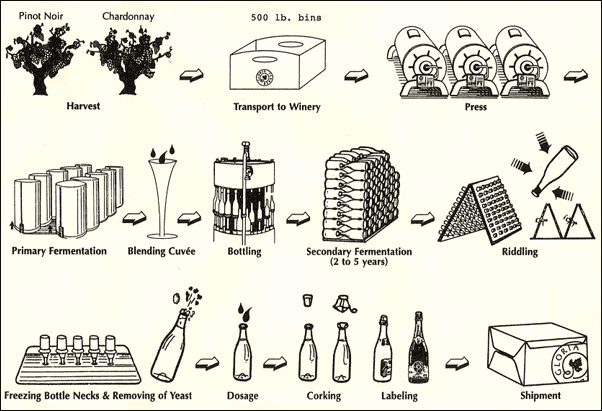


Meunier

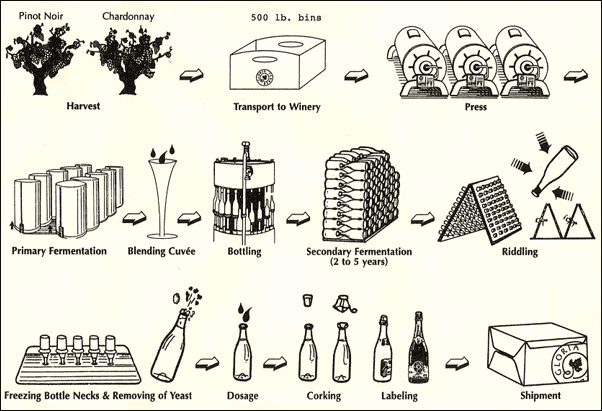
White

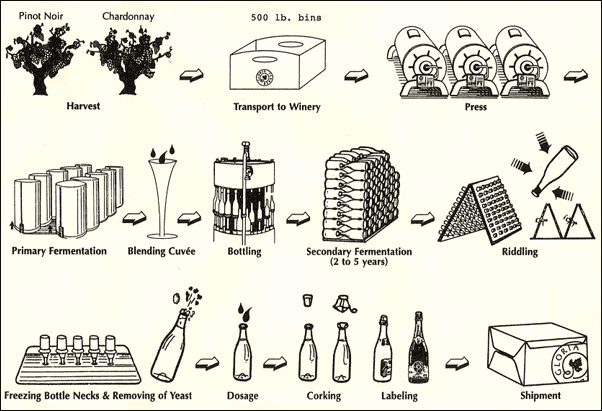
Fermentation takes place in temperature controlled stainless steel vats.

* Assemblage

In the following spring these wines, and possibly others from stock are blended to the house styles.

* Second fermentation

A measured quantity of sugar and yeast is added to the still wine which is then bottled and sealed with a crown cap. The amount of sugar fermented by the yeast will increase the alcoholic content by just over 1 degree and produce a pressure of 75lbs per square inch, three times the pressure in an average car tier. The second fermentation and creation of the sparkle will be largely finished within a fortnight but by law the wine must remain in contact with the yeast for a minimum period of two months before the lees (the substance which is left at the bottom of a container or bottle of wine.) are removed.



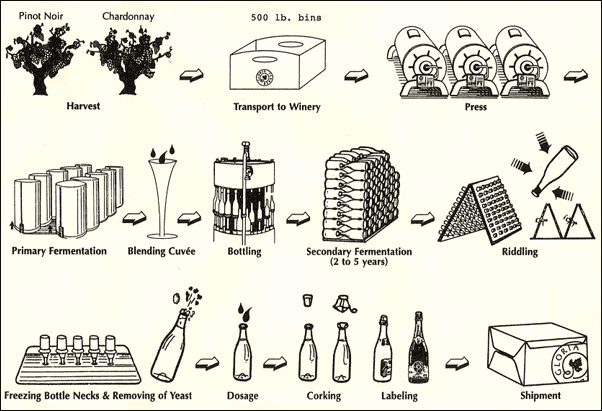
* Riddling

The wine would become horrible cloudy upon opening. Madame Cliquot invented the method for encouraging the sediment in the bottle to settle on the inverted cork or nowadays a small plastic pot under the crown cap.

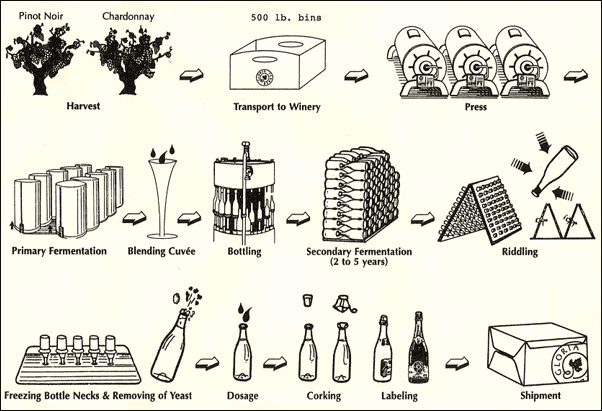
* Ageing on lees

Before disgorgement takes place, the champagnes quality can be considerable enhanced if it is left in contact with its yeast lees. This period of ageing allows the wine to pick up the subtle yeasty character that is the hallmark of fine young champagnes, a character which takes a more biscuit like nuance with age. For cheaper wines this period is only a few months, but for expensive wines it may be several years.

* Disgorgement



The neck of the inverted bottle is immersed two to three inches deep into a sub zero solution for up to twenty minutes, partly freezing the liquid in the neck. This slushy plug prevents the yeast sediment from falling back into the wine when the bottle is turned upright. As the crown cap is then removed the plug is cleanly ejected by the gas pressure and with it the sediment. As the cap is then removed the plug is cleanly ejected by the gas pressure and with it the sediment.

* Dosage and corking

Still wine dosed with sugar to produce the required degree of dryness or sweetness, is used to top up the bottle before corking and wiring.

Other methods of creating the sparkle

Sparkling wines made by two methods have a fix which is a larger bubble, coarser in texture and more explosive on the palate.

Tank method

The second fermentation takes place in a large pressurized tank to which the yeast and sugar have been added. The sparkling wine is filtered and bottled, under pressure, directly from these tanks.

Carbonation

The cheapest method of all. The still wine is brought to below freezing point in a large tank, the carbon dioxide is injected and the wine bottled under pressure.

Chilling and opening sparkling wines

Ten or twenty minutes is adequate, or until it feels cool enough to the touch. Apart from the freshening appeal of chilled white wine, the sparkle will be released. To stop the wine bubbling over the top when opening, ease the cork from the bottle while holding it at about 30 degrees from the horizontal.

Fortified wines

Fortification is the addition of alcohol, in the form of neutral grape brandy to partly fermented or fully fermented wine. Its added to partly fermented wine in order to halt the fermentation and to preserve a degree of natural sweetness as in Port, sweet Madeiras and French Vin Doux Naturel, for example.

Sherry

Fortified wines from the region of Jerez, Spain are allowed to be called sherry. All Sherries start as dry white wines of anywhere between 11 and 14 degrees.

Two broad categories:

Fino, are lighter and will develop into Fino and Amontillado styles.

Oloroso, are heavier, destined to become Oloroso, cream and brown Sherries.

The Fino wines are fortified to 15.5 degrees, the Oloroso are fortified to 18 degrees.

Flor, surface yeast, indigenous to sherry region, develops spontaneously, forms a crinky white skin on the surface of the wine. As a skin it protects the sherry from oxygen, it also feeds on any traces of residual sugar and glycerine and creates additional aldehydes and esters, imparting the bone dry taste and particular nose of Fino.

Blending

The final stage in the making of sherry. All Finos will remain dry as will most Amontillado and pure Olorosos. Sweetened Sherries are based on Olorosos though, varying to the amounts of sweet wines blended in. the latter are high quality mistellas made from Pedro Ximenez or Muscatel grapes. The quality of any sherry will depend on the proportion of old wine in the blend.

PBL

Task 1:

Problem task.

1. Define the term hotel?

An establishment whose primary business is providing lodging facilities for the general public, and which furnishes one or more of the following services: food & beverage, room attendance (house keeping) services, concierge, bell and door attendant services, laundry or dry cleaning, and the use of furniture and fixtures.

1. What are the different criteria needed for hotel classification?

* Size
* Target market
* Level of service
* Ownership

1. Classify the hotel in terms of size?

Hotels are typically grouped in four size categories:

* Under 150 rooms
* 150-299 rooms
* 300-600 rooms
* More than 600 rooms

1. Classify the hotel in terms of target market?

Hotel target many markets and can be classified according to the market they attempt to attract and serve. The most common types of properties based on target markets include commercial, airport, suite, residential, resort, bed and breakfast, vacation ownership, casino, conference center and convention hotels.

Commercial hotels

The first hotel and inns were usually located in the towns and villages they primarily served. It was not until the age of the railroads that the hotel businesses began to expand in the United States. Traveling by railroad was faster, easier and safer than traveling by horse drawn carriage or even by the first automobiles. Railroads connected the country; railroad stations were generally located near the center of each town. Travelers getting off trains usually needed a place to stay. As more people traveled, the demand for hotels grew. In turn, more hotels were built, many conveniently located near railroad stations. In time, hotels located in the city center catered not only to travelers but also became the social centers of the community.

Today commercial hotels are usually located in downtown or business districts- areas that are convenient and of interest primarily to business travelers. Although commercial hotels primarily serve business travelers, many tour groups, individual tourist, and small conference groups find these hotels attractive. In the past commercial hotels were referred to as transient hotels because of the relatively short length of guest stays compared with other hotels.

Guest amenities at commercial hotels may include complimentary newspapers, in room coffee maker, free local telephone calls, cable television, access to VCRs and videos, video games, personal computers, high speed internet access, and fax machines. Car rental arrangements, airport pick-up services, 24 hour dining rooms, semi-formal dining rooms and cocktail lounges are usually provided. Most commercial hotels have conference rooms, guestroom suites, room service, uniformed services including concierge service, in room refreshment centers, complimentary local transportation, and retail stores. Swimming pools, health clubs, tennis courts, saunas and jogging areas may also be among the property’s features.

Airport Hotels

Just as railroads spurred the first expansion of hotels in the U.S. in the late 1800s and early 1900s air travel encouraged a distinct type of hotel growth in the 1950s through the 1970s. Air travel did not really exist in its current from until modern commercial jet aircraft were introduced in the late 1950s.l these jets traveled much faster and were much larger than earlier aircraft. Demand increased very quickly for lodging facilities located near airports, especially international airports.

Airport hotels vary widely in size and level of services. Typical target markets include businesses clientele, airline passengers with overnight travel layovers or canceled flights and airline personnel. Hotel owned limousines or vans transport guests between the hotel and the airport. Many airport hotels feature conference rooms to attract a particular market: those guests who travel to a meeting by air and wish to maximize to ground travel. Guests who stay at airport hotels often enjoy significant cost savings and convenience from such arrangements.

Suite Hotels

Suite hotels are among the newest and fastest growing segments of the lodging industry. These hotels feature guestrooms with a living room or parlor area and a separate bedroom. Some guest suites include a compact kitchenette with a refrigerator and in room beverage service. In exchange for more complete living quarters, suite hotels generally have fewer and more limited public areas and guest services than other hotels. This helps keep suite hotels guestroom prices competitive in the marketplace. Professionals such as accountants, lawyers and executives find suite hotels particularly attractive since they can work or entertain in an area besides the bedroom. Some suite hotels offer complimentary evening receptions, opportunity to socialize, which may be important for guests staying at the property for extended periods.

Extended Stay Hotels-

Extended stay hotels are similar to suite hotels, but usually offer more complete kitchen amenities in the room, which suite hotels usually do not. They are designed for travelers who intend to stay five days or longer and require reduced hotel services. Extended stay ho9tels usually provide a place for guests to wash their cloths, but do not provide uniformed services, and often do not provide food, beverage or guest laundry service. In addition, housekeeping services are often not provided on a daily bases. Like suite and residential suite hotels, they tend to bring more of a homelike feeling to the interior designs. In addition unlike most types of hotels, room rates are often determined by the length of stay.

Residential Hotels

Guests often choose resort hotels as their planned destination or vacation spot setting resorts apart from other types of lodging operations. A resort may be located in the mountains, on an island or in some other exotic location away from crowded residential areas. The recreational facilities and breathtaking scenery typical of most resorts are not typical of most other hotels. Most resort hotels provide extensive food and beverage, valet and room services for vacationers. Many resorts also provide special activities for guests such as dancing, golf, tennis, horse back riding, nature hikes, sailing, skiing and swimming. Most resort hotels try to be positioned as a destination within a destination by providing a wide range of facilities and activities, giving the guest many choices and fewer reasons to leave the property.

Resort hotels make every effort to provide enjoyable guest experiences that encourage repeated business and word of mouth recommendations. Resort hotels often employ social directors who plan, organize and direct a range of guest programs.

Bed and Breakfast Hotels

B&Bs range from houses with a few rooms converted to overnight facilities, to small commercial buildings with 20-30 guestrooms. The owner of a B&B the host or the hostess usually lives on the premises and is usually the property manager. Breakfast services may range from a simple continental breakfast to a full course meal. Some B&Bs provide such fine accommodations and service that they have earned some of the highest ratings from highly respected rating services. Most B&Bs offer only lodging and limited food service or breakfast only. Meeting facilities are usually not offered. Due to limited services, the price of a room at a B&B is generally lower than a full service hotel.

Vacation Ownership and Condominium Hotels

Vacation ownership properties typically involve individuals who purchase the ownership of accommodations for a specific period of time, usually one or two time a year. These owners then occupy the unit, usually a condominium during that time. Owners may also have the unit rented out by the management company that operates the hotel. Since the property functions as a hotel in many respects, travelers renting the unit may not realize it is actually part of a vacation ownership hotel. These hotels are becoming especially popular in resort areas, but some are also found in commercial areas and may be owned by local companies that have the need to house visiting executives or consultants. Owners may not be able to afford owning a condominium year round, but can afford fractional ownership (ownership of a unit for a few weeks a year).

Condominium hotels are similar to vacation ownership hotels. The difference between the two lies in the type of ownership. Units in condominium hotels only have one owner instead of multiple owners found in vacation ownership hotels. In a condominium hotel, an owner informs the management company of when he or she wants to occupy the unit. That way the management company is free to rent the unit for the remainder of the year. When the management company rents the unit, the revenue goes to the owner. Vacation ownership and condominium owners receive the revenue from the rental of their units and pay the management company a fee for advertising, rental, housekeeping and maintenance services.

Vacation ownership and condominium owners are responsible for furnishing and paying for the general maintenance of their units. Guest laundry facilities are often in the unit, but may be in a common area of the building as well. It is not uncommon for guests to contract for a specific unit at a specific time each year.

Casino Hotels

Hotels with gambling facilities may be categorized as a distinct group: casino hotels. Although the guestrooms and food and beverage operations in casino hotels may be quite luxurious, their function is secondary to and supportive of casino operations. Similar to resort hotels, casino hotels tend to cater to leisure, vacation travelers. Casino hotels attract guests by promoting gaming and headliner entertainment. A recent trend in casino hotels is to provide a broad range of entertainment opportunities, including golf courses, tennis courts, spas and theme recreational activities. Gambling activities at some casino hotels operate 24 hours a day, 365 days a year; this may significantly affect the operation of the rooms and food and beverage divisions. Some casinos are very large, housing as many as 4,000 guestrooms under one roof.

Conference Centers

Conference centers are specifically designed to handle group meetings. Most full service conference centers offer overnight accommodations for meeting attendees. Conference center typically place emphasis on providing all the services and equipment necessary to ensure a meetings success for example, technical production assistance, high quality audiovisual equipment, business service centers, flexible seating arrangements and so forth. Conference centers are often located outside metropolitan areas and many provide extensive leisure facilities: golf courses, indoor and outdoor swimming pools, tennis courts, fitness centers, spas, jogging and hiking trails and much more. Conference centers typically charge meeting planners a single price, which includes attendee guestrooms, meals, meeting rooms, audiovisual equipment and other related services.

Convention Hotels

Convention hotels usually attract the convention market for state, regional, national and international associations. They also attract regional, national or international corporate meetings. While most hotels book the majority of their group business within two years of the meeting date, it is not uncommon for convention hotels to book their business up to 10 years in advance. Many groups are so large that they have to book space that far in advance to assure adequate facilities and housing for their attendees.

Convention hotels do not have all the facilities needed, but are affiliated with a local convention center. The convention center is usually owned by the local community and often has its own sales force. Convention centers not only have space for meetings and conferences they also have more than adequate space for exhibits and booths.

1. Classify the hotel in terms of levels of service?

Service level is a measure of the benefits provided to the guest. The level of guest service offered in a hotel varies without regard to hotel size or type and some hotels offer more than one level of service. The three levels of service are world class service, mid range and economy/limited service.

World Class Service – sometimes called luxury service.

Target top business executives, entertainment celebrities, high ranking political figures and wealthy clientele as their primary markets. World class hotels provide upscale restaurants and lounges, exquisite décor, concierge service and opulent meeting and private dining facilities. Guest may find oversized guestrooms, heated and plush bath towels, large soap bars, shampoo, shower caps, clock radios, refreshment centers and more expensive furnishings; décor and art work in the hotels guest rooms. Housekeeping services are typically provided twice daily including a nightly bedroom turndown service. Magazines and newspapers may be delivered to each guestroom.

Above all world class hotels stress personalized guest services and maintain a relatively high ratio of staff members to guests. This ratio enables the hotel to offer an extensive variety of amenities and unique services and to respond quickly to guest requests.

Mid range Service

Hotels offering mid range service appeal to the largest segment of the traveling public. Although the staffing level is adequate the mid range property does not try to provide elaborate services. A mid range property may offer uniformed guest services, airport limousine service, food and beverage room service. Like world class and first class hotels, mid range properties range in size from small to large. The typical hotel offering mid range service is of medium size roughly 150 – 299 rooms.

Rates are lower than world class or first class hotels since the properties offer fewer services, smaller rooms and a smaller range of facilities and recreational activities. Such factors often make mid range hotel properties appealing to those travelers desiring some hotel services, but not the full range of luxuries of world class or fist class properties. Since meeting rooms are usually available at mid range hotels, people planning small conferences, group meetings and conventions may also find mid range hotels attractive.

Economy/Limited Service

Economy/limited service hotels are also a growing segment of the hospitality industry. These properties provide clean, comfortable, inexpensive rooms and meet the basic needs of guests. Economy hotels appeal primarily to budget minded travelers who want rooms with the minimal amenities required for a comfortable stay, without unnecessary, often costly, extra services. The clientele of economy properties may include families with children, bus tour groups, traveling business people, vacationers, retirees and groups of conventioneers.

An economy property generally does not provide full food and beverage services, which means guests, may need to eat at a nearby restaurant. Many economy hotels do, however, providing a free continental breakfast in the lobby area.

1. Classify hotels in terms of ownership and affiliation?

Two basic equity structures exist: independent hotels and chain hotels.

Independent Hotels

Independent hotels have no relationship to other hotels regarding policies, procedures, marketing or financial obligations. A typical example of an independent property is a family owned and operated hotel that is not required to conform to any corporate policy or procedure. From a business perspective, some independent properties are organized as partnerships, while other are incorporated by their owners to restrict insurance risk and personal liability. Since there is no need to adhere to a particular image, an independent operator can offer a level of service geared toward attracting a specific target market. The flexibility inherent in a small organization often allows the independent hotel to quickly adapt to changing market conditions.

Chain Hotels

Chain ownership usually imposes certain minimum standards, rules, policies and procedures to restrict affiliate activities.

Task 2

Task A – Application task

Task B – Problem task

A. What is the function of a mission statement in hotel business?

An organizations mission can be expressed in a mission statement which defines the unique purpose that sets one hotel or hotel company. It expresses the underlying philosophy that gives meaning and direction to hotel policies.

A hotels mission statement often addresses the interests of its three main constituent groups: guests, management and employees. First a hotels mission statement can address the basic needs and expectations of the hotels guests. Second a hotels mission statement can reflect its management philosophy. A hotels mission statement is one of the principle means it uses to distinguish itself from other hotels. A mission statement guides managers in their jobs by identifying the properties basic values. Third the mission statement can help the hotels employees meet or exceed the expectations of both guests and management. A mission statement can also serve as a basis for job descriptions and performance standards and as an introduction to the property for new employees. The properties mission statement should appear in employee handbooks and training manuals and should accompany job descriptions.

B. What is the function of, and how is the organization of the front office?

Large hotels often organize the front office according to functions, with different employees handling separate areas. This division of duties can enhance the control the front office has over its own operations. Front office personnel can provide more specialized attention if each area is responsible for one segment of the guests stay. Such an operation of duties may not be practical in a small hotel, where it is common for one or two individuals to handle all front desk operations.

The front office in a large hotel supports many positions with a considerable separation of duties. These positions typically include, but are not limited to:

* A front desk agent who registers guests and maintains room availability information.
* A cashier who handles money, posts charges and overseas guest account settlement.
* A mail and information clerk, who takes messages, provides directions to guests and maintains mail.
* A telephone operator who manages the switchboard and coordinates wakeup calls.
* A reservations agent who responds to reservation requests and creates reservation records.
* A uniformed service agent who handles guest luggage and escorts guests to their rooms.

1. What type of mission statement do they need in hotels?

The type of mission statement needed in hotels is a document that states the unique purpose that sets a hotel apart from other hotels; a mission statement expresses the underlying philosophy that gives meaning and direction to the hotels actions, and addresses, the interests of guests, management and employees.

2. Describe a hotels organizational structure especially from the front office view point.

The front office is the most visible department in a hotel. Front office personnel have more contact with guests than do staff in most other departments. The front desk is usually the focal point of activity for the front office and is prominently located in the hotels lobby. Other front office functions include receiving and distributing mail, messages and faxes, as well as guest cashiering. Cashiers post charges and payments to guest accounts, all which are later verified during an account auditing procedure (often called the night audit). Front desk personnel also may verify outstanding accounts receivable, and produce daily reports for management. Some hotels have added concierge services to their list of front office functions. Concierge services are simply an extension of the guest services provided by front office personnel.

3. Identify functional relationships of the front office with other departments.

Traditional front office functions include reservations, registration, room and rate assignment, guest services, room status, maintenance and settlement of guest accounts and creation of guest history records. The front office develops and maintains a comprehensive data base of guest information coordinates guest services and ensures guest satisfaction. These functions are accomplished by personnel in diverse areas of the front office department.

Task 3

Problem Task

Textbook: Zeithmal, Service Marketing

What are the factors that determine guest’s perception of service?

1. Explain what the moment of truth is? P99

The moment of truth is when the customer interacts with the service firm. Any event or point in a process when the external customer has an opportunity to form an opinion (positive, neutral, or negative) about the process or organisation.

2. Explain what technical quality is?

The characteristics of a product or service that bear on its ability to satisfy stated or implied needs. The quality of a product or service refers to the perception of the degree to which the product or service meets the customer's expectations. Quality has no specific meaning unless related to a specific function and/or object.

3. Explain what process quality is?

Quality is the ongoing process of building and sustaining relationships by assessing, anticipating, and fulfilling stated and implied needs.

4. Describe the different encounters and the importance of each of them. P102, 103,104

A service encounter occurs every time a customer interacts with the service organization. There are three types of service encounters: remote encounters, phone encounters and face to face encounters. A customer may experience any of these types of encounters or a combination of all three with a service firm.

Remote encounters- Occur without any direct human contact such as when a customer interacts with a bank through the ATM system, with Ticketron through an automated ticketing machine, with a retailer through its internet website or with a mail order service through automated dial in ordering. Remote encounters also occur when the firm sends its billing statements or communicates other types of information by mail. In remote encounters there is no direct human contact and the tangible evidence of the service and the quality of the technical process and systems become the primary bases for judging quality.

Phone encounters- In many organizations (such as insurance companies, utilities and telecommunications), the most frequent type of encounter between an end customer and the firm occur over the telephone (phone encounters). The judgment of quality in phone encounters is different from remote encounters because there is a greater potential variability in the interaction. Tone of voice, employee knowledge and effectiveness/efficiency in handling customer issues become important criteria for judging quality in these encounters.

Face to face encounters- Occur between customers and ticket takers, maintenance personnel, food and beverage servers and others. Determining and understanding service quality issues in face to face contexts is the most complex of all. Both verbal and non verbal behaviors are important determinants of quality as are tangible cues such as employee dress and other symbols of service. In face to face encounters the customer also plays a role in creating quality service for herself through her own behavior during the interaction.

5. List and describe the dimensions of a service. P112, 113,321

The five dimensions of service are reliability, responsiveness, assurance, empathy and tangibles which are generally applied to the overall quality of the firm.

Reliability- Delivering the service as promised, often totally within the control of frontline employees. Front line employees directly influence customer perceptions of responsiveness through their personal willingness to help and their promptness in serving customers.

Assurance- It is highly dependent on employee’s ability to communicate their credibility and to inspire trust and confidence. The reputation of the organization will help but in the end, individual employees with whom the customer interacts confirm and build trust in the organization or detract from its reputation and ultimately destroy trust.

Empathy- Implies that employees will pay attention, listen, adapt and be flexible in delivering what individual customers need.

Tangibles- Employee appearance and dress are important aspects of the tangibles along with many other factors that are independent of service employees, the service facility, décor, brochures etc.

6. List and describe the factors that influence the guest’s perception of service.p104, 105, 106, 107

Recovery, adaptability, spontaneity, coping.

7. Point out which strategies can managers and staff members adopt to influence guests perception of service?

Task 5

3.

Guest services:

The front desk is responsible for coordinating guest services. Typical guest services involve providing information and special equipment and supplies, accommodating guests through special procedures and special requests.

Equipment and Supplies

Guests may request special equipment and supplies while making reservation, at the time of registration or during occupancy. Reservations agents should have a reliable method for recording special requests to ensure that they are properly met. After registration a guest who needs special equipment or supplies will almost always contact a front desk agent. The front desk agent in turn follows through by contacting the appropriate service center or hotel department. Equipment and supplies commonly requested by guests include:

* Roll away beds and cribs.
* Additional lines/pillows.
* Irons and ironing.
* Additional clothes hangers.
* Audiovisual and office equipment.
* Special equipment for visually impaired, hearing impaired or physically challenged guests.

Special Procedures

Guests may ask for special treatment when making a reservation, during registration, at time of check out or at any point during their stay. Sometimes special requests represent exceptions to standard front office procedures. Procedure requests may require more time and effort to fulfill than equipment and supply requests. Typical procedure requests include:

* Split account folios.
* Master account folios.
* Wake up calls.
* Transportation arrangements.
* Entertainment reservations.
* Newspaper delivery.
* Secretarial services.

Guest Relations

Despite front office staff efficiency and attentiveness, guests will occasionally be disappointed or find fault with something or someone at the hotel. The front office should anticipate guest complaints and devise strategies that help staff effectively resolve the situation.

The high visibility of the front office means that front desk agents are frequently the first to learn of guest complaints. Front desk agents should be especially attentive to guests with complaints and seek a timely and satisfactory resolution to the problem.

Complaints:

Guest complaints can be separated into four categories of problems: mechanical, attitudinal, service related and unusual. Most guest complains related to hotel equipment malfunctions. Mechanical complaints usually concern problems with climate control, lighting, electricity, room furnishings, ice machines, vending machines, door keys, plumbing, television sets, elevators and so on. Sometimes the complaint is not about the mechanical problem, but the speed of the response. It is essential therefore that the appropriate staff member be dispatched as quickly as possible with the proper tools to fix the problem promptly. Good tracking methods will ensure timely service.

Guests may make attitudinal complaints when they feel insulted by rude or tactless hotel staff members. Guests who overhear staff conversations or who receive complaints from hotel staff members may also express attitudinal complaints. Guests should not have to listen to employees arguing or becoming a sounding board for employee problems. Managers and supervisors should listen and attend to the complaints and problems of staff. This can be especially critical to maintaining solid guest relations.

Identifying Complaints

All guests’ complaints deserve attention. An excited guest complaining loudly at the front desk requires immediate attention. A guest making a more discreet comment deserves no less attention, although the need for action may be less immediate.

Guest relations stand to improve when the front office systematically identifies its most frequent guest complaints. By reviewing a properly kept front office log book management can often identify and address recurring complaints and problems. Another way is to identify complaints involves the evaluation of guest comment cards or questionnaires.

Handling Complaints

It is usually counterproductive to ignore a guest complaint. In many hotels, front desk agents are instructed to refer complaints to supervisors or managers. But sometimes, front desk agents may not be able to pass the complains on, especially when the complaint demands immediate attention. The front office should have a incident plan in place and be empowered to deal with such situations.

Front office management and staff should keep the following resolution guidelines in mind when handling guest complaints: department, specific questions asked of guests are listed with their individual responses tabulated. Current month, last month and year to date favorability rating percentages are shown for purposes of comparison.

Task 6

Activity Task

What are the five basic functions of the night auditor?

The front office audit sometimes referred to as the night audit, performed during the late evening and early morning hours. Before the implementation of automated front office systems the most convenient time to perform the audit was during the late evening and early morning hours when the front office auditors could work with minimal interruption. Most hotels have accounting day or hotel day that defines the daily charging period of the hotel. The front office audit closes the books on one hotel day and opens the books on another. The main purpose of the front office audit is to verify the accuracy and completeness of guest and non guest accounts against revenue center transaction reports, specifically the front office audit is concerned with the following functions:

* Verifying posted entries to guest and non guest accounts.
* Balancing all front office accounts.
* Resolving room status and rate discrepancies.
* Reviewing guest credit transactions against established limits.
* Generating operational and managerial reports.

Define the night audit activity?

What is the difference between a night auditor and night audit?

A **night auditor** is a [hotel](http://www.answers.com/topic/hotel) employee who typically handles both the duties of the front desk agent and some of the duties of the accounting department. This is necessitated by the fact that most fiscal days close at or around midnight, and the normal workday of the employees in the accounting department does not extend to cover this time of day.

In larger hotels, night auditors may work alongside other nighttime employees, such as security officers, telephone attendants, [room service](http://www.answers.com/topic/room-service-3) attendants, and [bellhops](http://www.answers.com/topic/bellhop). In smaller hotels and [motels](http://www.answers.com/topic/motel), the night auditor may work alone, and may even only be "on-call", meaning that once he or she completes running the daily reports, the auditor retires to an area away from the desk to sleep while remaining available to attend to unexpected requests from guests.

A night audit is responsible for the preparation and disposition of all night audit work as well as all front office functions during the overnight shift.

What are the steps needed for a night audit manual?

Getting Started

The purpose of Fidelio Night Audit is to finish the internal processing at the end of

each day. This includes completing the accounting totals, validating data, purging

files, and updating the internal databases. During Night Audit, the last necessary

postings of the day are automatically controlled and generated, the daily statistics are

calculated and printed, old data is deleted and the date is changed.

As Fidelio has its own system date, it is not automatically changed at midnight but

after finishing the night audit. Therefore, it is possible to run the night audit the next

morning. In this case however, it must be considered that all revenues and payments

which are posted before the night audit statistically belong to the old date. Also, fixed

charges have not yet been posted. If there are check-outs before the night audit,

advance folios must be printed.

The Process of Running Night Audit

Performing a night audit consists of the following steps:

1. Logging into Night Audit.
2. Preparing the system for the Night Audit.

3. Automatic running of Night Audit, including Limiting Access, More Validation,

Main Section, End of Limited Access, Background Processing and Finishing Night

Audit.

The steps outlined above must be performed in the order shown in order to complete a

Night Audit. This manual outlines each of the steps and tells you the purpose of each

step.

Define City Ledger.

Accounts Receivable or City Ledger

This holds the balance due from all groups, companies, and wholesalers.

[New Customer](http://www.autoclerk.com/reports/r84.html)  
[Delete Customer](http://www.autoclerk.com/reports/r164.html)  
[Modify Customer](http://www.autoclerk.com/reports/r165.html)  
[Invoicing](http://www.autoclerk.com/reports/r85.html)  
[Tally Customer](http://www.autoclerk.com/reports/r166.html)

[Ledger Card(s)](http://www.autoclerk.com/reports/r86.html)   
[Billings](http://www.autoclerk.com/reports/r88.html)  
[Last Names and Addresses](http://www.autoclerk.com/reports/r89.html)  
[Historical Payments](http://www.autoclerk.com/reports/r90.html)

[Payments](http://www.autoclerk.com/reports/r91.html)  
[Partial Payments](http://www.autoclerk.com/reports/r92.html)  
[Adjustments](http://www.autoclerk.com/reports/r93.html)  
[Intra City Ledger Transfer](http://www.autoclerk.com/reports/r94.html)  
[Post Monthly Interest %](http://www.autoclerk.com/reports/r167.html)  
[Post Re-occurring Charge](http://www.autoclerk.com/reports/r168.html)

Some people refer to the city ledger as accounts receivable. The city ledger is one sub-ledger of the accounts receivable, but is not the entire ledger. These days the city ledger usually contains direct bill accounts and house accounts. While it is very rare, it used to be common to hold credit card accounts such as American Express, Visa, and Master Card...etc. in the city ledger.

An autoclerk uses open item invoicing rather than balance forward. That means that autoclerk keeps all the detail of the amounts owed to you instead of deleting the detail and holding the amount in a balance forward transaction.

Task 7

Problem Task

1. What are the fundamental tasks of the front office accounting person?

An effective guest accounting system consists of tasks performed during each stage of the guest cycle. During the pre arrival stage a guest accounting system captures data related to the type of reservation guarantee and tracks prepayments and advanced deposits. When a guest arrives at the front desk the guest accounting system documents the application of room rate and tax at registration. During occupancy a guest accounting system tracts authorized guest purchases. Finally a guest accounting system ensures payment for outstanding goods and services at the time of check out.

The front office system:

* Creates and maintains an accurate accounting record for each guest or non guest account.
* Tracks financial transactions throughout the guest cycle.
* Ensures internal control over cash and non cash transactions.
* Records settlements for all goods and services provided.

1. For effective account handling understand,
   1. Types of accounts:

An account is a form of financial data accumulated and summarized. An account may be imagined as a bin or container that stores the results of various business transactions. The increases and decreases in an account are calculated and the resulting amount is the account balance. Any financial transactions that occur in a hotel may affect several accounts. Front office accounts are recordkeeping devices to store information about guest and non guest financial transactions.

The different types of accounts are:

Guest accounts.

A guest account is a record for financial transactions that occur between a guest and the hotel. Guest accounts are created when guests guarantee their reservations or when they register at the front desk. During occupancy the front office is responsible for and records all transactions affecting the balance of a guest account. The front office usually seeks payment for any outstanding guest account balance during the settlement stage of the guest cycle. Certain circumstances may require the guest to make a partial or full payment at other times during the guest cycle such as if the front office is to enforce the hotels house limit guests who exceed that limit may be asked to settle part or all of the outstanding balance. When there is a house limit, account settlement action is initiated when the account balance exceeds a predetermined limited, not at the time of check out.

Non Guest Accounts.

A hotel may extend in house charge privileges to local businesses or agencies as a means of promotion or to groups sponsoring meetings at the hotel. The front office creates non guest accounts to track these transactions. These accounts may also be called house accounts or city accounts. Non guest accounts are also crated when a former guest fails to settle his or her account at the time of departure. When the guests status changes to non guest, the responsibility for account settlement shifts from the front office to the back office. Unlike guest accounts which are compiled daily, non guest accounts are normally billed on a monthly basis by the hotels accounting division.

Folios.

Front office transactions are typically charted on the accounting statements called folios. A folio is a statement of all transactions (debits and credits) affecting the balance of a single account. When an account is created, it is assigned a folio with a starting balance of zero. All transactions that increase (debits) or decrease (credits) the balance of the account are recorded on the folio. At settlement a guest folio should be returned to a zero balance by cash payment or by transfer to an approved credit card or direct billing account.

The process of recording transactions on a folio is called posting. A transaction is posted when it has been recorded on the proper folio in the proper location and a new balance has been determined. When posting transactions the front office may rely on handwritten folios (if it is using a non automated system), machine posted folios (with a fully automated system).

In a non automated or semi automated recordkeeping system, recordkeeping system, guest folios are maintained (on paper journals) at the front desk. In the fully automated recordkeeping system, electronic folios are stored in a computer and can be retrieved, displayed, or printed on request.

There are basically four types of folios used in front office accounting. They are:

* Guest folios: Accounts assigned to individual persons or guestrooms.
* Master folios: Accounts assigned to more than one person or guestrooms, usually reserved for group accounts.
* Non guest or semi permanent folios: Accounts assigned to non guest businesses or agencies with the hotel charge purchase privileges.
* Employee folios: Accounts assigned to employees with charge purchase privileges.

Ledgers

A ledger is a summary grouping of accounts. The front office ledger is a collection of front office account folios. The folios represented in the front office are part of the front office accounts receivable ledger. An account receivable represents money owed to the hotel. Front office accounting commonly separates accounts receivable into two subsidiary groups: the guest ledger (for guest receivables) and the city ledger (for non guest receivables).

Guest ledger

The guest ledger refers to the set of guest accounts that correspond to registered hotel guests or guests who have sent advance deposits. Guests who make appropriate credit arrangements at registration may be extended privileges to charge purchases to their individual account folios during their stay. Guests may also make payments against their outstanding balance at any time during occupancy. Guest’s financial transactions are recorded onto guest ledger accounts to assist in tracking guest account balances. In some front office operations, the guest ledger may be called the transient ledger, front office ledger or room’s ledger. When an advance deposit is received it is posted to the guest’s ledger as a credit balance. When the guest arrives, the amount of the credit balance is diminished throughout the stay by the charges posted to the account.

* 1. Creation of accounts.

The task of accurately and completely recording all transactions that affect guest ledger accounts is the responsibility of the front office. The front office also records all transactions that effect non guest accounts. Guest folios are created during the reservation process or the time of registration. To prepare a folio for use information from the guest’s reservation or registration record must be transferred to the folio. Non automated and semi automated systems commonly use prenumbered folios for internal control purposes. When prenumbered guest folios are used the folio number is usually entered into the guest’s registration card for cross referencing. Manually posted or machine posted guest folio cards used in non automated operations are stored in a front desk folio tray. A folio tray may also be referred to as posting tray, folio well or bucket.

In fully automated systems, guest information is automatically transferred from an electronic reservation record or captured at registration and entered onto an electronic folio. Electronic folios are automatically cross referenced with other computer based records within the front office system. Electronic systems can automatically create the proper number of folios for each guest at the time of registration and direct changes to each folio as pre programmed during the reservation process.

At check in, reservations data are verified and combined with room rate information and the guests assigned room number to create an in house electronic folio. For a walk in guest equivalent information is captured during registration and entered into a front office computer terminal. Creating an electronic folio within a front office computer system can significantly reduce the possibility of transactional account entry errors.

1. Tracking Transactions.

Charged purchase transactions must be correctly documented in order for the front office to properly maintain accounts. Front office staff relies on accounting vouchers to provide a reliable set of documentation. A major concern of the front office accounting process involves the communication of transactional information from remote points of scale to the front office. The night audit is intended to verify transactional data to ensure that the front office collects amounts receivable balances for all goods and services the hotel provides.

A transaction initiates activity within the front office accounting system. From an accounting perspective nothing happens until a transaction occurs. For this reason the front office accounting system can be described as a transactional accounting monetary value. A transaction can be classified as:

* Cash payment.
* Charge purchase.
* Account correction.
* Account allowance.
* Account transfer.
* Cash advance.

Each type of transaction will have a different effect on the front office accounting system. Each may be communicated to the front office through the use of a different type of voucher, which will help simplify eventual auditing procedures. Most semi automated front offices require that each voucher be imprinted with transaction information by the front office posting machine. Imprinting provides visual proof that the nature and amount of the voucher were correctly posted to the guest’s folio. This procedure also simplifies the night audit routine.

1. Controlling of Account.

Every front office has a system of internal controls for protecting the assets of the hotel, such as a form of internal control is requiring a witness signature when a cashier makes a deposit at the end of the shift. Internal control systems work only when managers believe in the systems importance and follow the established procedures for their use. The control process ensures that the actual results of operations closely match planned results. The front office manager also exercises a control function when keeping front office operations on course in attaining planned goals.

Internal control in the front office involves:

* Tracking transaction documentation.
* Verifying account entries and balances.
* Identifying vulnerabilities in the accounting system.

3. For sound settlements of guest accounts understand:

Step by step check out procedures.

Task8

Problem Task

1. Explain the importance of sanitation in F&B outlets.

Foods products must be purchased, received, stored, prepared and served under sanitary conditions. Clean equipment must be used and sanitary work habits must be practiced. One of the most important duties of the food service manager is to make sure that the food being served to guests is safe and wholesome.

Guests are concerned about sanitation. Cleanliness along with food quality and service are integral parts of the product being purchased by guests. It is important to note that food service operations must comply with their own state and local recommendations contained in the food code.

1. Explain personal hygiene factors of staff.

Food service employees should not cough or sneeze into their hands, smoke cigarettes, scratch their heads, touch their faces or otherwise practice habits that will contaminate their hands and the food they work with.

All food service employees should have regular physical examinations by a medical doctor. Many local laws require blood tests, chest x rays and examinations when a food service worker is hired and on a regular basis thereafter.

Food service employees who are sick should not report to work. An employee with a cold, cough, open sore, or boil could easily contaminate food. An employee who has been exposed to an infectious disease should consult a doctor before returning to work.

Employee eating habits have an impact on sanitation. Establish and enforce rules about where and when employees can eat. Designate specific areas for employee use and permit eating only in those areas. Employees should be required to wash their hands after they finish eating.

3. Explain food production and service sanitation factors.

Food production comprises of a number of functions that may be formed in one or more types of kitchens. The number of functions and the type of kitchens depend on the characteristics of the specific operation, large or small, cafeteria or table service, limited menu or extensive menu, etc. Typical major functions include preparing cold foods, cooking, baking, and preparing beverages. Each of these major functions encompasses other functions and has many other applications. Cooking methods can be broadly categorized as moist-heat, and dry-heat. Moist-heat cooking methods require water or another liquid. Dry-heat cooking methods require hot air or hot fat.

Food should be prepared according to these basic principles:

- Being with quality food (not necessarily expensive)

- Make sure food is clean

- Make sure food is properly handled

- Use proper seasonings

- Use the right preparation techniques and equipment

- Follow standard recipes

- Don’t cook in quantities that are larger than necessary

- Serve food as soon as possible after preparation

- Serve hot food hot and cold food cold

- Make every presentation something special

- Never be satisfied with a less-than-excellent product. Always try to make it perfect

Food Production Sanitation Theory

Why We Clean (An excerpt from the Bortek/IS Sanitation Manual)

Cleaning is the process of locating, identifying, containing, removing, and properly disposing of unwanted substances in an environment. It is the most powerful means of managing our immediate surroundings and protecting our health.

The elements of the cleaning process encompass time, chemical action, air flow, temperature, mechanical action, extraction, and disposal. These can be found in the three sub-categories of a sanitation department.

General sanitation is the process of cleaning areas that have become soiled due to the manufacturing process. Like any type of industrial cleaning, this is scheduled and pertinent to the way a factory runs. Basically stated, if it’s dirty - it gets cleaned.

Maintenance sanitation is the process of cleaning to maintain levels of performance on machinery so as to promote efficiency and growth. This type of cleaning goes hand in hand with preventative maintenance. When put together, a factory should minimize the amount of down time and keep running at peak performance.

Restoration is the activity of deep cleaning. It is done periodically, as needed. Restoration occurs to bring an environment back to a higher state of order. Restoration is not a normal cleaning process and requires more time.

These three: general sanitation, maintenance sanitation and restoration, ensure a healthy environment and provide obvious benefits.

The three primary benefits in cleaning for health are:

Sanitation provides healthy space for living

Sanitation keeps particles from concentrating

Sanitation keeps harmful microorganisms under control

We clean not only for health, but appearance and image in an organization. Appearance is important because it protects valuable materials and provides a sense of mental and social well-being. If an area appears clean then it must be clean.

We clean for image for others outside of the organization. The image of clean is a first impression of how the entire organization functions as a whole. This is naturally achieved when cleaning for health and appearance occurs and is then enhanced by decor.

Cleaning in an organization of this size is a tremendous undertaking and requires organization and motivation. The content of this manual is intended to demystify what can be a difficult procedure as a whole, to simplify all processes, and ensure an equitable distribution of labor.

4. Explain other hygiene sanitation concerns.

5. Develop a checklist for sanitation training of food and beverage staff.

SANITATION

1. Do all food service personnel have current

                   food safety training certificates?

2. Do all food service personnel have current

 mess physicals?

3. Are food items being held at proper serving

 temperatures?

4. Are personnel hygiene inspections being

 conducted?

5.  Are food handling procedures being adhered to?

6.  Are hand washing facilities provided and

    maintained?

7. Are pot and pan washing procedures established

 and maintained?

D:  SANITATION (Cont.)                              YES NO  N/A

8. Is the grease trap and soakage pit and/or means

 of disposing of refuge and gray water adequate?

9. Are pest control measures established and

 maintained?

10. Are refrigeration and subsistence storage

 procedures being strictly adhered to?

11. Are proper and adequate supplies of cleaning

 gear on hand (bleach, scratch pads, G.P. soap

 towels, rags, etc…)?

12. Are food and beverage containers being labeled

 properly?

13. Are the initial and follow on PMA inspection

 Reports on hand?                                          

Task 9

1. Understand that all serving of alcohol is in the proper glasses and contains approximately the same amount of alcohol.

Selecting the right glassware for your table and bar will enhance the appearance of your presentation, add elegance to your serving style and give flair to an aspect of ordinary dining and entertaining that is often overlooked.  Beyond the aesthetics, specialized glassware is created to complement the drink it is intended to serve.  Knowing the basics of wine, beer, and cocktail glasses can ensure that each and every beverage you serve can be enjoyed at the peak of its flavor.  Use this guide to determine the most appropriate glassware for your needs and impress friends and connoisseurs alike.

**Wine Glasses**  
Even though wine glasses come in many different sizes, the cup portion or “bowl” is the most important aspect.  The visual appeal, body of the wine and play of the aromas are all factors in choosing the correct glass. There are no hard, fast rules for serving wine, but the following standards are generally observed. A minimum glass size is 12 oz. (360 ml) for reds; 10-12 oz. (300-360 ml) for whites; and 8-12 oz. (240-360 ml) for sparkling wines. For serious wine drinking, red wine glasses should be filled to 1/3 capacity; white wine glasses to ½ full; and sparkling wine glasses to ¾ full.

**Why is Glassware Important?**

* Red Wine - Traditionally, red wines with strong bouquets are served in the larger bowled wine glasses.  The greater exposed surface gives these heady wines a good opportunity to breathe without losing the aroma.
* White Wine - Lighter, more delicate white wines are served in taller glassware with a narrower bowl that allows the bouquet to concentrate.
* Champagne – The tall slender flute style glass is the best fit for champagne as it displays the sparkling quality of the bubbles at the best advantage.   The low, wide open champagne glasses aren’t really practical as they are easily spilled and cause the champagne to go flat much more quickly.
* Sherry/Port - As sherry and port are generally strong wine hybrids that are served as pre or post dinner aperitifs, they are generally served in exceptionally small glasses.  Like liqueurs, Sherry and Port are both meant to be sipped and the size of the glass indicates the correct serving amount.

**Beer Glasses**  
While true beer enthusiasts will tell you that using any glass is preferable to drinking from the bottle or can, there are specific glasses for specific types of beer.  Like wine, the shape of the glass will affect the aroma and subsequent overall enjoyment of the beer.  Unlike in Europe where there are many different types of beer appreciated and thus many beer glass styles,  American beer is typically served in mugs or pilsner glasses.  A pilsner glass is the typical tall narrow glass with the slightly wider rim that you will see frequently used in bars.  Lighter beers are traditionally served in pilsner glasses while darker, heavier brews are more compatible with mugs or steins.

**Cocktail Glasses**  
There are countless numbers of cocktail concoctions and mixed drinks, but luckily most of these drinks are intended for a standard set of glasses.

* Collins Glasses – Alternately referred to as tumblers, these 14-16 oz tall glasses are the right choice for soft drinks, whiskey sours, bloody marys and any juice-based cocktail such as the cranberry juice and vodka.  The larger size of the glass complements the limited amount of alcohol content in these drinks.  Most standard drinking glasses can be classified as Collins glasses.
* Highball Glasses – At a slightly smaller 10-12 ounces, highball glasses are used for stronger mixed drinks such as the tequila sunrise, gin and tonic and long island iced tea.  These are also commonly used when a “tall” version of a stronger drink is requested.   Thin and elegant, the highball glass is a classy addition to any glassware collection.
* Rocks Glasses – Also called “old-fashioned”, these small square shaped glasses are used to serve cocktails with a high alcohol content and little else, such as rum and coke, southern comfort or seven and seven.  As can be inferred from their name, rocks glasses are also used to serve shots “on the rocks”.
* Shot Glasses – As the name indicates, shot glasses are used for serving shots straight up.  In addition, shot glasses can also be used to measure the amount of alcohol used in other mixed drinks and are a great addition to any bar, even if you don’t plan on serving shots.
* Hurricane Glasses – A tall glass with a graceful curve in the center, Hurricane glasses are typically employed to serve their namesake drink, along with daiquiris and margaritas.   The beautiful shape of the glass makes any drink visually pleasing.
* Martini Glasses – One of the most easily recognizable glasses and the favorite of James Bond devotees worldwide, martini glasses are primarily used to serve…martinis.  The wide, triangular glass is available in many unique styles and is a staple of any bar set-up.

Employees should understand that a 12-ounce glass of beer, a 4-ounce glass of wine, and a 1-ounce serving of 100-proof liquor all have approximately the same ½ ounce of pure alcohol.

1. How can an employee deal with an intoxicated guest?

The traffic light rating system can be used to help determine if guests should continue to be served alcohol beverages. Monitoring alcohol consumption begins in the green zone in which the employee first observes guests and looks for behavioral warnings signs of intoxication. Each time a guest orders another drink it’s important to reevaluate the guest’s rating. As guests rated green become more relaxed and less inhibited, the rating may change to yellow. A person in yellow zone will exhibit relaxed inhabitations and relaxed judgment. Slow reaction time and loss of coordination will be exhibited by a drinker in the red zone. No person in the red zone should ever be allowed to drive. The employee should not try to physically take the car keys from intoxicated guests; rather he/she should inform the guests that they will call the police if the guests insist on driving.

It is important for service employees to communicate their observations about guests to other servers, bartenders, and managers. The server or manager should intervene when necessary to ‘cut off’ intoxicated guests.

1. How can problems in this situation be avoided?

**Prevention Strategies**

* Slow down service. Try to casually avoid the customer's table and delay ordering and serving drinks.
* Suggest food. Eating slows down the absorption of alcohol into the body. Also, the time spent eating is time the customer is not drinking. Suggest high-protein foods like nuts, cheese, and meats. Avoid salty foods -- salt makes people thirstier.
* Suggest nonalcoholic drinks. You can suggest a nonalcoholic drink, such as a soft drink, juice, or coffee when you think a customer has had too much to drink. There are also many nonalcoholic wines and beers available today. (Don't compromise by serving a customer a watered-down drink. It is illegal to substitute a drink without the customer's knowledge. If a customer is intoxicated, it is illegal to serve him or her any alcohol.)
* Get the customer's group to back you. Talk to the customer's friends at the table. You may help them recognize that their friend is in trouble. Also, friends can often be more persuasive.

The following suggestions can help reduce the possibility of a troublesome confrontation:

* Alert a backup - Establish and support a policy to back up servers who decide it is necessary to cut someone off. Train servers to notify the manager on duty when they are about to refuse service. Their decision may need back up if the customer gets angry.
* Remove alcohol from the guest’s sight and reach
* Be non-judgmental - Remain calm and respectful. Avoid arguing. Don't provoke the customer by embarrassing him or her. Avoid statements like, "You're drunk" or "You've had way too much to drink."
* Be firm - Be courteous, but firm. Be friendly, but don't back down on your decision or bargain with the customer. Let the customer know that you want him or her to get home safely.
* Minimize the confrontation
* Remind the intoxicated guest that driving while intoxicated is dangerous and against the law, and suggest an alternative form of transportation or find transportation. It's recommended that your business have a policy for getting intoxicated customers home safely. A cab service could be the right move for a customer who isn't drinking with friends or whose friends are also intoxicated.
* Keep personal record of this incident

1. List and describe the factors that influence the amount of alcohol a person can consume before getting intoxicated.

Many factors influence the effects of alcohol on a particular person.

* The weight of the individual – A large, heavy person experiences fewer effects with the same amount of alcohol than does a smaller, lighter person.
* Fatigue and many common illnesses – when alcohol is consumed by someone in a weaker condition, the result is quicker intoxication.
* Stomach Content - Since alcohol has to be absorbed to have an effect, anything slowing the absorption will slow the effect. Taking alcohol on an empty stomach guarantees an almost immediate effect as the alcohol hits the blood and quickly goes to the brain. Here, it initiates its effects. However, just because the food is slowing absorption, there’s a common misconception that it is preventing absorption. The effects of alcohol you drink on a full stomach will be the same. It will just take a little longer.

Task 10

Problem Task

1. Describe different types of F&B market sectors.

The food service industry can be divided into two basic segments: commercial and noncommercial operations. Commercial food service operations seek to maximize profits through the sale of food and beverages. Examples of commercial operations include free-standing restaurants, hotel dining rooms, coffee shops, quick-service restaurants, and ice-cream stands. Noncommercial food service operations exist in properties for which providing food and beverage service is not the primary mission. Usually but not always, noncommercial food service operations seek to minimize expenses while paying special attention to providing nutritious meals. Examples of institutions that provide food services include schools, health care facilities, businesses, prisons, and military installations.

2. Explain the organizational chart of different types of F&B.

Small Hotels:

* Hotel General Manager
* F&B Manager
* Head Cook – Restaurant Manager – Head Bartender

Large Hotels:

Positions include:

* Director of F&B Operations
* Executive Chef
* Catering Manager
* Banquet Manager
* Restaurant Manager
* Room Service Manager
* Beverage Manager
* Head Bartender
* Sous Chef
* Banquet Chef

3. Describe the F&B market.

* Profit Orientated: Public or private ownership, catering, main or secondary activity.

General Market: Hotels/restaurants, popular catering, pubs and wine bars, take away/ retail stores, banqueting/conferences/exhibitions, leisure attractions, motorway service stations, Out door catering, fast food.

* Cost Provision Restricted Market: Institutional catering schools, universities and colleges, hospitals, the forces, prisons, industrial (own catering).

Task 11

Problem Task

Describe the personnel functions in the restaurant and bars.

Server

Servers perform the bulk of the food and beverage serving duties, assisted by buspersons. Depending on the food service operation, servers may greet and seat guests, take their food and beverage orders, bring ordered items to the table, check back with guests to make sure everything is satisfactory, present the guest check for payment, take the check to the cashier, return change to the guest, thank the guest and clear tables. Servers must work quickly yet carefully. They must be able to do several things during one trip thought the dining area such as carry food to one table, present a guest check to another and remove used dishes from a third.

Side Stations

Service stands in the dining room that holds equipment such as coffee makers and ice machines and service supplies such as tableware and condiments for easy access by servers and other staff members.

Sidework

Non guest contact tasks such as making coffee, refilling condiment containers and restocking side stations with service supplies.

Busperson

Perform a wide array of tasks designed to help servers provide better service to guests.

The tasks of a bus person are:

* Clean tables and chairs.
* Reset tables with fresh linens, clean service ware and glasses.
* Pour water and refill coffee and tea cups.
* Take bread and butter, chips or popcorn to tables.
* Serve food and beverages during busy periods.
* Perform preopening duties such as setting tables, filling ice bins with ice and moving tables.
* Closing responsibilities:
* Cleaning side stations and stocking and replenishing side stations supplies.
* Emptying and cleaning food preparation carts.
* Cleaning the coffee urn and the bread warmer.
* Returning soiled linens to the laundry.

Host

The host is the person who first greets guests when they arrive. The host’s responsibilities are usually limited to welcoming guests, confirming the number of guests in a party, leading guests to the appropriate section of the restaurant and providing menus. The host is usually responsible for thanking departing guests and inviting them to return.

Cashier

A cashier collects payments of guest checks from servers or guests. Cashiers must follow income control procedures at all times and must accurately account for all transactions, collections and disbursements. Cashiers who have guest contact duties should be friendly and courteous. A cashier’s responsibility may overlap with those of a host particularly the responsibility for thanking departing guests.

Dining Room Manager

The manager has a wide variety of responsibilities and tasks that differ according to the type and size of the operation. For example in small restaurants, the dining room manager may perform the responsibilities of host and manage the entire restaurant as well as the dining room. In large restaurants, dining room managers may have one or more hosts who report to them and these managers in turn may report to a general manager or owner/ manager who manages the restaurant as a whole in which case the dining room managers responsibilities are more narrowly defined and consist mainly of managing the dining room and its staff.

Typically dining room managers have had many years of training and experience and have held several dining room positions before becoming managers some operations do not use the manager designation, they always employ one or more people who perform managerial tasks.

Before the dining room opens for guest service, the dining room manager inspects the entire room and checks side stations to see that they are adequately stocked. Dining room managers also look for safety problems such as loose tabletops and wobbly chairs.

During the meal period, dining room managers make certain that service flows smoothly. They must know sanitation and safety procedures and ensure that staff members follow them. After the dining room closes, dining room managers supervise staff members as they set up the room for the next day.

Buffet Service

A typically large assortment of foods attractively arranged for self service by guests.

Cart Service

A table service style in which specially trained staff members prepare menu items beside the guests tables using a cart. The food is prepared and plated on the cart, then served to the guest.

Chef Du Rang

In cart service, the person generally responsible for taking orders, serving drinks, preparing food at the table and collecting the guest’s payments. In the absence of a sommelier, he or she may serve dinner wines.

Commis Du Rang

In cart service, the person who assists the chef du rang. He or she is responsible for taking food orders to the kitchen, placing the orders, picking up food in the kitchen and bringing it to the tableside cart, often on silver trays. The commis du rang also delivers drink orders, serves food to the guests and acts as a busperson.

Family Style Service

A table service style in which servers take food orders to the kitchen and deliver it to guest tables, the guest at each table then pass the food around their table, serving themselves.

Maitre d’hôtel

In fine hotel dining rooms, especially those with cart service, the person who supervises the dining room, seats guests and performs other duties.

Plate Service

A table service style in which fully cooked menu items are individually produced, portioned, plated and garnished in the kitchen, then carried to each guest directly.

Runner

A staff member who delivers guest orders from the kitchen to tray stands or tables in the dining room so that servers are able to spend more time with guests.

Suggestive selling

The practice of influencing a guests purchase decision through the use of sale phrases.

Task 12

Study & Application Task

Explain the service procedures in F&B outlets.

Service styles:

* American (Plated) Service – Transfer the plate from the left hand to the right hand and place it on the table in front of the guest.
* French Service – The platter is presented to the guest with the serving cutlery on the platter and facing towards the guest. The guest helps him/herself to the food. This is time consuming and labour intensive way of serving food and is usually only at formal state dinners. Some managers borrow elements of other service styles to supplement their plate service in order to fulfill the requirements and preferences of their guests. Managers may combine plate service with some tableside food preparation, for example in less formal establishments, with self serve soup and salad bars. Servers take guest orders in the dining area. Kitchen staff members produce food orders, portion them and place them on plates in the kitchen. Servers place the orders on trays, sometimes using plate covers to keep foods warm and facilitate stacking and take them to the guests. They must use tray stands to hold the trays while they place the orders in front of guests. In most operations that use plate service, guests are served all food items from the left and beverages from the right. In others, especially those that have booths, staff members are instructed to serve in the way that causes the least inconvenience to guests. After a guest is finished eating, the server typically removes everything from the right. In many operations featuring plate service, the server who takes the orders is also responsible for picking up the orders and delivering them to guest’s tables. Some operations delegate these tasks to others by using team service. Plate service requires that servers clear each courses emptied plates and used flatware before serving the next course (unless the guest prefers otherwise). For example if a guest has soup or salad as a first course, the server should remove the dishes and soup spoons or salad forks before serving the entrée. With the plate service system, food quality is solely controlled by the chef and production staff.
* Russian (Platter) Service – The platter service. Empty heated plates are put in front of the guest. The main constituent is served onto the plate from a platter that is carried in the left hand using the underhand method. The platter service requires servers to deliver platters of fully cooked food to the dining room, present the platters to guests for approval and then serve the food. The food is prepared (and sometimes precut) by food production staff in the kitchen. They arrange the food attractively on the service platters for food servers to deliver to the dining room. Generally service staff members use a team approach, one server carries the entrée and a second carries the accompaniments. Servers line up in the kitchen and at the appropriate time parade into the dining area. After presenting the food to the guests they place the platters on side stands to keep foods warm while they position a very hot empty dinner plate in front of each guest. Holding the platter in the left hand the server transfers the food to guest’s plates by artfully manipulating a fork and spoon held in the right hand. Service proceeds in this way around the table counterclockwise. Soup service is as follows: the server places a hot soup bowl on a service or base plate and positions it in front of the guest. The server then brings a service or base plate and positions it in front of the guest. The server then brings a service bowl of soup to the table and ladles the soup into guest’s soup bowls. Platter service typically calls for servers to use their discretion in portioning food for guests, the platter must retain its attractiveness until the last guest is served and the last guest served must receive an adequate portion. In many operations the server circle tables twice, serving each guest each time, any food remaining on the platter must be discarded. When guests order a wide variety of items, food servers may need to bring several different platters to the table concurrently which can cause service problems. For this reason, some operations use platter service only at banquets where all guests receive the same menu items. Platter service can be as elegant as cart service, but it more practical because it is faster and less expensive. Platter service can provide a special touch and still allow managers to control labor and product costs closely. Like cart service, platter service incorporates many traditions that mean superior service for guests, it also requires professionally trained and highly skilled staff members. Managers who are considering adopting platter service should recognize that they will have to make a sizeable capital investment in service platters and plate and bowl warmers.
* English (Family) Service – The main constituents of the meal are bought to the guest on the plate. The remaining food such as vegetable and sauces are placed on the table in bowls and saucers used fits the amount of guests and that they are placed neatly and symmetrically on the table. Family style service requires food to be placed on large platters or in large bowls that are delivered to guests tables by servers. Guests at each table then pass the food around their table and serve themselves. Family style service is relatively easy to implement for service staff members do not need to be highly skilled. With family style service they put more effort into clearing tables than into presenting and serving the food. Family service requires little dining area space or special equipment (except serving bowls and platters), table turnover rates and service time can also be rapid, which makes it easy to serve foods at their proper temperatures. This service style is sometimes used for banquets. One possible disadvantage of family style service is that it is difficult to implement portion control procedures. The last guests served may not receive as much of an item as they would like if the first guests served take too much. This problem can be reduced if the initial amount of food placed in the bowl or on the platter is generous. The informal atmosphere of family style service can be a major disadvantage if guests expect a more formal atmosphere or expect special attention from servers. If guests are seeking elegance or a great deal of contact with servers in their dining experience, they may not find family style service acceptable.
* Gueridon (Service using a side table) - This method requires several additional materials. The side table is placed in full view of the guests sitting at the table. The food top be served is in dishes that are placed on a hotplate. Plates are placed next to the hotplate. Using serving cutlery, food is transferred from the dish to the plate using both hands. It is important that the food is presented attractively and that the work is performed quietly, quickly and cleanly.

Task 13

Study & Application Task

1. List and explain supplies and equipment used in F&B outlets.

Coffee maker – An automated or semiautomatic machine that makes coffee and dispenses it into a coffee pot or into individual cups.

Coffee urn – A non pressure vented water tank heated by electric immersion heaters, gas burners or steam coils and controlled by a thermostat and relay.

Conveyor dishwasher – A dishwashing machine in which racks of dishes are placed on a conveyor belt that moves the dishes through the machine.

Custom made items – Supply items (such as china) that are designed specifically for one food service operation and are available only from the supplier that designed them.

Disposables – Disposable dishes, cups, flatware and other supply items usually made of paper or plastic.

Door type dishwasher – A dishwashing machine in which a rack or racks of dishes remain stationary while heated wash and rinse water is sprayed from nozzles above and below the dishes. Also called a single tank or stationary rack dishwasher.

Electronic pocket pager – A pocket sized electronic devise used to page people or to send them short messages.

Energy saving dishwasher – A dishwashing machine that uses a chemical (usually chlorine) to sanitize dishes, thereby saving the energy other dishwashing machines require to heat rinse water to 180° (82°c) for sanitization.

Flight type dishwasher – A dishwashing machine in which dishes are placed on a conveyor made of pegs or bars and are moved through several washing and rinsing chambers.

Hand held terminal – Wireless server terminal, also called a portable server terminal, performs most of the functions of a precheck terminal and sometimes some account settlement functions, enables servers to enter orders at tableside.

Hard keys – Keys on an electronic point of sale device that are dedicated to specific functions programmed by the manufacturer.

Holding table – An appliance that keeps food hot until it is served. Also called a food warmer or steam table.

Invoice – A supplier’s transaction statement containing the names and addresses of both the buyer and the seller, the date of the transaction, the terms, the methods of shipment, quantities, descriptions and prices of the goods.

Menu board – A keyboard overlay for an electronic point of sale device that identifies the function performed by each key during a specific meal period.

Napery – Table linens such as tablecloths and napkins.

Open stock items – Supply items (such as china) that are manufacturer brands that are available from more than one supplier.

Broiler – Food service equipment that cooks with radiant heat from above or below the food.

Deep fryer – Food service equipment that cooks food by submerging it in hot fat.

Glass sensor – An electronic mechanism located in a bar dispensing unit that will not allow liquid to flow from the dispensing unit unless there is a glass positioned below the dispensing head.

Guest check sensor – A beverage control sensor which prevents the system from fulfilling beverage orders unless they are first recorded on a guest check.

Oven – Food service equipment that cooks food in a heated chamber. Examples include range, deck, roasting, convection, rotary, microwave, infrared and recon ovens.

Range – Food service equipment with a flat cooking surface used to fry, grill, sauté etc. two basic ranges are solid top and oven top.

Reach in or roll in refrigerator – A small refrigerator used to store food products at point of use in production areas or in server or guest areas. May be used for central storage at small operations.

Steam cooking equipment – Food service equipment such as steam jacketed kettles and compartment steamers that cooks food by the direct or indirect application of steam.

Tilting braising pan – Flat bottomed cooking equipment that can be used as a kettle, griddle, fry pan, steamer, oven or warmer/server. The bottom of an electric tilting braising pan is a heavy stainless steel plate heated by an electric element. Tilting braising pans can reduce the total cooking time of many food products by as much as 25 percent.

Touch bar faucet – Part of an automated beverage control unit, typically dedicated to a single beverage type and preset for one specific portion size output per push on the bar level.

1. List and explain equipment used in F&B outlets.

China

Many orders for new china require a long lead time (typically, three to four months or more). Managers must not discontinue reordering replacement items for current stock too soon, if they do they may face shortages until the new china arrives and can be readied for use. The sizes of new china items must be compatible with the operations self leveling plate dispensing equipment, storage units (such as side stations), dishwashing machines, service trays and plate covers. (Made either of plastic or metal, plate covers keep food warm and facilitate the stacking of plates for transport to service areas. Covers need to be the correct size for the china with which they are used.) food presentation procedures and the placement of garnishes may be affected by new china. New china items frequently become collectibles and managers can expect an in increased amount of pilferage or theft after new china arrives, especially when a logo or other identifying mark is printed on it. Many managers prefer to use open stock multipurpose chine (eg, a single plate that can be used to serve an appetizer, side dish or dessert), because by doing so they pay less and have products that are more versatile than special purpose china.

Glassware

Open stock glassware is less expensive than custom-made glassware, just as china many operations want there logos or unique imprints on their glasses, which means the glassware must be custom made. The glassware must be compatible with the theme and atmosphere of the operation. Breakage occurs with glassware; therefore managers should consider replacement as well as initial purchase costs. The type of glass in which a drink is served affects its presentation. Some operations use the same style of glassware for several different beverages. This practice reduces the number of kinds of glassware for several different beverages. This operation reduces the number of kinds of glassware that they must maintain in inventory. Some food service operations are using creative alternatives to traditional glassware such as serving a margarita in a traditional margarita glass, some operations are using a heavy glass or mug. Other operations are using glassware as ways to feature salads, side dishes, desserts and hot beverages. Oven safe glassware is gaining in popularity because it is ideal for baked custards, bread puddings, individual cobbers and soufflés.

Flatware

Washable flatware items such as forks, knives and spoons are typically made of stainless steel. Genuine silverware is prohibitively expensive for almost all food service operations, some food service operations use hotel plate (silver plated) flatware. Most operations prefer to use stainless steel eating utensils of good quality rather than silver plated flatware because steel flatware is less expensive and more durable than silver plated, stainless steel is difficult to bend, dent, scratch or stainless steel eating plating on the latter can chip and peel.

Task 14

Study Task

Safety

Successful training involves a combination of defining precise techniques and operating procedures, teaching staff those techniques and procedures, assigning specific jobs, carefully supervising staff and properly maintaining the facilities and equipment.

Preventive Measures

Food service injuries include burns, cuts and injuries caused by lifting improperly or falling. Malfunctioning equipment should be reported to the department supervisor who should then contact the maintenance department so repairs can be completed as soon as possible. Staff should wear the appropriate protective gear when using potentially dangerous machinery or chemicals. Floors should be kept clean and dry. Spills should be wiped up immediately. Aisles and passageways should be kept clean, uncluttered and unobstructed.

Safety Rules for Food Service Operations

Burn prevention

Maintain traffic and workflow patterns in production and service areas, adequate working space around hot holding and cooking equipment. Use a clean cloth, pot holder when handling hot dishes etc. follow manufacturer’s instructions when handling equipment. Look before turning with coffee pots in your hand and do not leave empty coffeepots on heating units. Carry only as many cups as you can manage at a time. Turn of all electrical equipment after using. Keep surrounding and range areas grease free to prevent fires and burns. When lifting covers from pots, tilt them away from you to allow steam to safely dissipate. Maintain safety and sanitation procedures at all times.

Cut Prevention

Do not use any cutting, slicing or grinding equipment without learning how to operate it properly. Be sure safety devices are in place before using slicer’s etc. Use the right tool for each kitchen job. Keep cutting tools sharp and in good condition. Do not pick up a knife by the blade. Handle glass with care to avoid breaking it. Discard all chipped glasses and dishes safely. Wear protective gloves and be careful. Use a broom and dustpan to pick up broken china and glass. When using steel wool, protect your hands with a cloth or glove. Remove or bend down nails and pieces of metal protruding from barrels and boxes.

Fall prevention

Keep all floors dry. Wipe up spilled water, oil, grease etc immediately. Keep all work areas clear and free of obstructions. Do not leave debris or boxes where staff members would fall over them. When you drop something, pick it up quickly. When bending down, make sure no one is coming along with hot food. Do not block the flow of traffic. Wear shoes with good soles and heels, wear full leather shoes. Load trays carefully and distribute the weight evenly. Pass to the right of others when carrying trays. Allow others the right of way when carrying trays. Set trays, dishes, pots and pans away from the edges of surfaces. Do not allow anything to be sticking out into aisles. Use a ladder to reach high places. Use antiskid mats on floors where spills are likely.

Lifting Injury prevention

Before lifting, get a firm grasp on the object. When lifting, keep your back straight and bend your knees. Lift with a smooth action, keeping the object close to your body. Exercise caution to prevent fingers and hands from getting pinched. Obtain help when lifting bulky or heavy objects. Use available lifting and moving equipment such as dollies and hand trucks. Maintain clean, dry and uncluttered floors in areas where lifting is necessary.

Managing Service in Food and Beverage Operations, Cichy, p308-320

Guest Cycle Lectures

Lecture 1

Career Paths in Food Service

* One way to help you get your career started is to obtain experience in the industry while you are a student. You will not only learn the things that will be useful later, you will also:
  + Bring experiences to class that will help put facts into perspective.
  + Make contacts with people who can help you with employment after graduation.
  + Show that you are fully interested in making a career in the food service industry.
* If you are a food service employee and want to know where you can go next, look at your operations organizational chart for advancement opportunities. As you go up the organizational ladder, job requirements become greater and work tasks more challenging, pay and benefits also generally increase.
* Since there are no established or required career routes where and how far you go depends on:

1. What you want to do.
2. Where you are now.
3. Opportunities that evolve.
4. Your skills, abilities, attitudes and interests.

Perception of the industry

* There are many misunderstandings about what work in the food service industry is like, such as some people believe there is a significant importance on technology and marketing in lodging and fast food restaurants and that there is less concern about these issues in independent and noncommercial food service operations. This is not true.
* Those thinking about a new or different career in food service to learn as much as possible about all positions being considered. First of all service jobs can be harder, no matter what position or organizational level. At lower organizational levels jobs may be hard in a physical sense. At higher organizational levels the work is different but still difficult, there are many important and far reaching decisions that must be made. Working hours can be long for all food service employees, at least in commercial sector, many food service employees work when other people want to be entertained – evenings, weekends and holidays. Noncommercial food service operations are often underrated by people aspiring to food service positions, usually among their benefits more traditional work hours, at least for management staff. Weekends, holidays and vacation times are more likely to be free of responsibilities.
* The food service industry involves serving guests, patients, residents and others. People can advance within the organization as soon as someone becomes proficient in a position, opportunities for promotion are likely to become available for those who want them.

Salaries and Benefits

* Wage and salary compensation and benefits for entry level food service positions are often higher than minimum wage especially in areas with labor shortages. The average entry level salary for college and university food service graduates is generally higher than the entry level salaries available to the graduates of liberal arts and many other college programs. When deciding on any career the question should be, what will I be receiving in compensation and benefits five years from now? Benefit packages include health care and retirement plans, are often competitive with benefit packages in other industries and increasingly include tuition, vacation lodging and meals at work reimbursements. Since food service operations are prevalent in most countries throughout the world an employee’s geographic preference is generally an easier objective to attain in the food service industry than in many other fields. Where do you want to live? Wherever it is there are likely to be opportunities in the food service industry.

Lecture 2

**Guest Cycle**

I-Guest Cycle:

• The guest cycle describes the activities that each guest passes by from the moment he/she calls to communicate a reservation inquiry till he/she departs from the hotel. In fact, the guest cycle encompasses 4 different stages, which are depicted in the underneath diagram:

Pre-Arrival ⇒ Arrival ⇒ Occupancy ⇒ Departure

• Each stage of the guest cycle is associated guest service, and guest accounting activity (ies).

1. Guest services:

Reservation ⇒ Registration ⇒ Occupancy services ⇒ Check-out and history

2. Guest Accounting:

Establishment of credits ⇒ Posting charges ⇒ Night auditing ⇒ settlement of accounts

• Below is a description of the activities undertaken at each stage of the guest cycle:

### 1. Pre-arrival:

• At the pre-arrival stage, the hotel must create for every potential guest a reservation Record. Doing this initiates the hotel guest cycle. Moreover, reservation records help personalize guest services and appropriately *schedule needed staff and facilities*

• The reservation department should, then, complete all the pre-registration activities and prepare guest folios (applicable only for automated systems). Doing so will eventually maximize room sales by *accurately* monitoring room availability and forecasting room revenues

### 2. Arrival:

• At the arrival stage, registration and rooming functions takes place and the hotel establishes a business relation-ship with the guest.

• The check-in clerk should determine the guest’s reservation status (i.e. pre-registered guests *versus* walk-ins**)**. Later, he/she shall prepare a registration record or make the guest sign the already-printed pre-registration record (under some of the semi-automated and all fully automated systems).

• The registration records shall include the following *personal* and *financial* items:

a) Personal information:

1. Name and Surname of the guest along with billing address, telephone number, and any other coordinates
2. Passport number, birth certificate, and/or driving license number (whatever applicable)
3. Any special needs or requests
4. Guest Signature

b) Financial information:

1. Date of arrival
2. Expected date of departure or length of stay depending on how the system in the hotel is designed
3. Assigned room number
4. Assigned room rate
5. Guest's intended method of payment

• Registration records can be used for various purposes:

1. Satisfy guest needs
2. Forecast room occupancies
3. Settle *properly* guest accounts
4. Establish guest history records at check-out [personal & financial information]
5. Assign a room type and a room rate for each guest
6. Determine long-run availability [i.e. reservation information] versus short-run availability [i.e. room status]
7. Satisfy special categories of guests such as disabled people through barrier-free designs

### 3. Occupancy:

• At the occupancy stage, the front office department shall coordinate guest services *in a timely and accurate manner*. Moreover, front office clerks should encourage repeat guests by paying *a great attention* to guest complaints. This is ensured by placing complaint and/or suggestion cards in every public place and revenue centers in the hotel. Moreover, the hotel shall, at least on a daily basis, collect comment cards, proceed with their analysis, and provide positive feedback to guest as soon as possible.

• In addition, shall design effective procedures in order to protect the funds and valuables of guests. This might be ensured through guest key control, property surveillance, safe deposit boxes, and well designed emergency panels and exits…

• Another activity at occupancy is to process posting of guest charges [i.e. post room rates, F&B charges, additional expenses, and taxes…] to various guest folios, master Folios… While doing so, front office clerks shall continuously check for deviations from the house limit, and take corrective measures as to change the status of the guest to Paid-in-advance. Finally, front office clerks shall *periodically* review Account Balances in coordination with the night auditor.

### 4. Departure:

• At the departure stage, the guest shall be walked out of the hotel. Moreover, front office clerks shall create guest history record. Finally, cashiers shall settle guest account outstanding balances [i.e.: balance the Guest account to **0**]

• In general, a proper checkout occurs when the guest:

1. Vacates the room
2. Receives an *accurate* settlement of the guest account
3. Returns room keys
4. Leaves the hotel

• At departure, checkout personnel should encourage guests to consider returning to the hotel on any future date. That's why cashiers should act like a true sales person, and might eventually accept guest future reservations. That way, the stages of the guest cycle become really a cycle (i.e. start from where it ends).

• If at departure, the guest account is not fully settled, then late charges accumulate. In such an undesired case, the responsibility of collection lies within the accounting department, however the front office department shall provide all necessary types of information to make this collection easier, quicker, and feasible.

#### II- Front Office Systems:

• Until the 1960's, nearly all hotels were operating under the manual system. At late 70's, with the introduction of computers, hotels shifted to semi-automated systems. Nowadays, most of the five-star hotels operate under the fully automated system. Below is a brief description of the three different systems under which hotels might operate.

1. Non-automated [manual] systems: This very system is the one characterized by the sole usage of hands. In fact, all formats, procedures, and different kinds of calculations are done manually.
2. Semi-automated [Electro-mechanical] systems: This system gets use of some Electro-mechanical equipment. In fact, under the semi-automated system, each department might have its own computer system under which it handles all its operations.
3. Fully automated [computer based] systems: That's the best system ever used in the hotel industry. In fact, it is characterized by the excessive use of departmental software package programs integrated and connected to a main frame or terminal situated at the front office department.

III-Guest Cycle under Three Different Systems:

• At this stage, it is essential to notice that the following stages of the guest cycle under the three different systems do not conflict with each other. In fact, the only differences are due to the nature of the system use. Therefore, what will be discussed above is not the repetition of the sequence; rather only differences will be highlighted.

1. Non-automated systems:

A- Pre-arrival activities:

•At the pre-arrival stage, reservation requests should be introduced in a loose-leaf notebook or index card. Moreover, only reservations up to 6 months horizons shall be honored. Lastly, it is not practical, under this very system, to issue reservation confirmation numbers, initiate pre-registration activities (at the exception of VIP and groups) and prepare occupancy forecasts. The reason is time and money loss along with insufficient labor force to manually conduct all the above mentioned activities.

##### B- Arrival activities:

• At the arrival stage, guests shall either sign a page in the registration book or fill manually a registration record. Under this very system, the most widely used front office equipment is the room rack, in which registration records are inserted to serve as room rack slips. Moreover, registration books and records shall be time stamped as an internal control proving when the guest exactly came, who registered him/her…Lastly; guest folios shall be opened for each registered guest.

C- Occupancy activities:

• Under the occupancy activities, registration records shall be prepared with multi-copies. In fact, one copy shall be distributed to room rack, another stamped to the guest folio, another given to switchboard operators, and a final copy handed to the uniformed service personnel. Lastly, guests with charge privileges charges and payments shall be posted to respective guest folios.

D- Departure activities:

•At departure stage, cashiers should settle each guest account's outstanding balance and get room keys back from guests. Moreover, cashiers shall notify the housekeeping department that the room is no more occupied (i.e. room status change) to let this very department clean the room and prepare it for new arrivals. In addition, cashiers shall remove room rack slips from room racks to indicate departure. Lastly, these very rack slips of departed guests shall be filed in a cardboard box to serve as a guest history record

2. Semi-automated systems:

• This very system is less common in small and middle size hotels. For, these very hotels, financially wise, might not afford the huge investments associated with the installation of different hardware and software.

• The main advantage of this very system over manual system is that various reports can *automatically* be generated. However, the major disadvantages associated with this system are various complexities of operating and controlling devices due to the fact that this equipment are not integrated with other systems and are subject to frequent maintenance problems.

A- Pre-arrival activities:

• At this very stage, guests can either call a national reservation network or directly contact the hotel. Moreover, reservation clerks can prepare pre-registration records, guest folios, and information rack slips.

B- Arrival activities:

• At this very stage, already reserved guests shall verify their pre-registration forms and have only to sign it. On the other hand, walk-ins shall complete a multiple copy registration record from the beginning.

C- Occupancy activities:

• At the occupancy stage, in order to track the different guest charge expenditures and all other possible guest transactions, hotels get an intensive use of various kinds of vouchers. Moreover, the most widely used equipment, under this very stage, is the mechanical cash registers and front office posting machines. Lastly, under this very stage, night auditor shall continuously resolve any discrepancy in guest accounts and efficiently reconcile guest folios.

D- Departure activities:

• At this very stage, cashiers shall relay room status information to the housekeeping department. Moreover, they should place registration records of departed guests in property’s guest history files.

4. Fully automated systems:

A- Pre-arrival activities:

• Under this stage, the reservation department is equipped with a software package, which is *interfaced and connected* with one or more central reservation office(s). Moreover, the reservation department can automatically generate letters of confirmation, produce requests for guest deposits and handle pre-registration activities for all types of guests and generate daily expected arrival lists, occupancy and revenue forecast lists…

B- Arrival activities:

• At this stage, various reservation records can be transferred to front office department. Moreover, hotels might be equipped with an on-line credit authorization terminals *for timely Credit Card Approval*, self check-in / check-out terminals. Lastly, all guest charges and payments are saved in electronic guest folios.

• As far as walk-ins are concerned, all registration activities should be initiated from the very beginning.

C- Occupancy activities:

• Under this very stage, guest purchases at different revenue outlets are electronically transferred and posted to appropriate guest accounts. Moreover, the front office department can run and process continuous trial balances and, therefore, eliminate the tedious work for the Night Auditor.

D- Departure activities:

* At this very stage, cashiers can automatically produce bills to be sent to various guests with direct billing privileges and create electronic guest history records.

IV- Front Office Forms:

• At different stages of the guest cycle different forms are used depending on which operating system a hotel chooses. Below are some of the common forms used:

1. Pre-arrival activities:

1. Reservation record or a reservation file
2. Letter of confirmation

c) Reservation rack and reservation rack slips

###### 2. Arrival activities:

1. Registration card (or record) or registration file
2. Room rack and room rack slips

3. Occupancy activities:

1. Guest folio: shall be of duplicate forms and pre-numbered for cross-indexing control purposes
2. Vouchers: support documents detailing facts of a transaction, but does not replace the source document (i.e. the invoice). Examples of vouchers might include charge vouchers, allowance vouchers, paid-out voucher, and correction vouchers…
3. Information rack slips

4. Departure activities:

1. Credit card vouchers
2. Cash vouchers
3. Personal check vouchers
4. Transfer vouchers
5. Guest history records

V- Front Office Functional Organization:

• Whatsoever system and setting the hotel might use, it should reflect easy access to the equipment, forms, and supplies necessary. Moreover, the setting shall reflect position flexibility. Moreover, nowadays trend shows that traditional mail, message, and key racks are unnecessary at the Front Desk. Rather, they shall be stored in drawers or slots located under or away from the Front Desk. For, this would ensure security and safety of guests.

1. Front Desk designed alternatives:

1. Circular or semi-circular structure: this very structure provides an effective service to more guests and appears more modern and innovative but since guests will approach the Front Desk from all angles, more staff is needed.
2. Traditional straight desk: Under this very design, fewer staff is needed, but fewer guests can be served at the same time.
3. Deskless environment: Under this design, there is no Front Desk at all. This is usually replaced by a hostess, or steward welcoming the guest, seating him or her on a chair/sofa, and conduct registration activities there while, for example, having a cocktail or a drink.

VI- Front Office Equipment:

1. Room rack
2. Mail, message, and key racks
3. Reservation racks
4. Information racks
5. Folio trays or folio buckets
6. Account posting machine
7. Voucher racks
8. Cash registers
9. Telephone equipment

Room Status Terminology

During the guests stay, the housekeeping status of the guestroom changes several times. The various terms defined are typical of the room status terminology of the lodging industry. Not every room status will occur for each guestroom during every stay.

Occupied: A guest is currently registered tom the room

Complimentary: The room is occupied, but the guest is assessed no charge for its use.

Stayover: The guest is not expected to check out today and will remain at least one more night.

On change: The guest has departed, but the room has not yet been cleaned and readied for resale.

Do not disturb: The guest has requested not to be disturbed.

Sleep out: A guest is registered to the room, but the bed has not been used.

Skipper: The guest has left the hotel without making arrangements to settle his or her account.

Sleeper: The guest has settled his or her account and left the hotel, but the front office staff has failed to properly update the room status.

Vacant and ready: The room has been cleaned and inspected and is ready for an arriving guest.

Out of order: the room cannot be assigned to a guest. A room may be out of order for a variety of reasons, including the need for maintenance, refurbishing and extensive cleaning.

Lock out: The room has been locked so that the guest cannot re enter until he or she is cleared by a hotel official.

DNCO (did not check out): The guest made arrangements to settle his or her account (and thus is not a skipper), but has left without informing the front office.

Due out: The room is expected to become vacant after the following days check out time.

Check out: The guest has settled his or her account, returned the room keys and left the hotel.

Late check out: the guest has requested and is being allowed to check out later than the hotels standard check out time.

Room Type Definitions

The following room type definitions are common throughout the lodging industry.

Single: A room assigned to one person. May have one or more beds.

Double: A room assigned to two people. May have one or more beds.

Triple: A room assigned to three people. May have two or more beds.

Quad: A room assigned to four people. May have two or more beds.

Queen: A room with a queen sized bed. May be occupied by one or more people.

King: A room with a king size bed. May be occupied by one or more people.

Twin: A room with twin beds. May be occupied by one or more people.

Double-double: A room with two double (or perhaps queen) beds. May be occupied by one or more persons.

Studio: A room with a studio bed a couch which can be converted into a bed. May also have an additional bed.

Mini suite or junior suite: A single room with a bed and a sitting area. Sometimes the sleeping area is in a bedroom separate from the parlor or living room.

Suite: A parlor or living room connected to one or more bedrooms.

Connecting rooms: Rooms with individual entrance doors from the outside and a connecting door between. Guests can move between rooms without going through the hallway.

Adjoining rooms: Rooms with a common wall but no connecting door.

Adjacent rooms: Rooms close to each other, perhaps across the hall.

Lecture 3

Front Office Communication

* Communication is vital because everything that happens in a hotel affects the front office vice versa. Front office staff must communicate effectively with one another, with personnel in other departments divisions and with guests. Effective communication is a required in order to have an effective front office.
* Communication involves not only memorandums, face to face conversations and messages sent over computer terminals. Effective front office communication also involves the use of log books, information directories, and mail and telephone procedures. Front office communication tends to be directly related to the number of guestrooms and the size and extent of the hotels public areas and facilities. The larger the hotel and the more people involved, the more complex the communication network. Even in smaller hotels, communication is not simple or easy.

Guest Communications

* Guest communication must present a professional, positive image for the hotel whether it is in person or through the telephone. The proper greeting attitude tone of voice and follow-up all set expectations and influence how the guest perceives the hotel. For example when answering the telephone, it is appropriate to provide informative and warm greeting. Use an introduction such as “Thank you for calling the Casa Vana Hotel. This is Tracy speaking. How can I help you?” provides a warm welcome to the caller and is a more professional greeting.
* When calling a guest it is important to introduce yourself and give the reason for the call, such as “Good afternoon, Mr. Wilson. This is Bob at the front desk. I’m

Calling to follow up on the service request you made this morning for the repair of your air conditioning system. Is it working to your satisfaction now?” the guest knows who is calling and why the call is being made. The guest won’t consider it an intrusion, since the call is responded to his prior request.

* Guests do not respond well when hotel employees are not looking at them. Guests may become irritated when the front desk agent looks only at the computer terminal not at them. Guests respond well when hotel employees convey a sense of confidence and honesty. This is done through proper language, a professional way of looking and behaving and an attitude of hospitality.

Group Resume Book

* In convention hotels it is also common to have a group resume book at the front desk. Each group staying in the hotel has a summary of all its activities, bills, patterns and other important information. These summaries are usually stored in a binder at the front desk. Some hotels prefer to store the resumes by group name. Many hotels make the group resume book required reading for front desk and uniformed staff at the beginning of each work shift. In addition the front desk staff should familiarize themselves with the resumes of all incoming groups to be sure they know what arrangements the front desk is responsible for. In addition front desk staff should know where the group resume book is located so that any questions concerning the group can be answered quickly and correctly. Prior to group checking in, it is common to have a pre convention meeting or Pre-Con. The hotel catering or convention services manager responsible for the group usually leads the meeting. Group resumes are usually distributed and reviewed at these meetings along with key hotel managers. Last minute changes are discussed and any outstanding issues are resolved prior to the group’s arrival. The managers are then expected to return to their departments and familiarize their staff with the information on the resume.

Selling the Guestroom

* Front desk agents will not have the chance to use efficient or innovative registration techniques if the guest is not convinced of the value of renting a hotel room.
* Part of the front desk agent’s job is to create consumer acceptance of the hotels products: guestrooms, facilities and services. Front desk agents can take several approaches to selling guests on the value of staying at the hotel.
* Front desk agents should practice sales techniques specific to their work. The registration process, for example must move through certain stages to ensure quick and careful registration. Within these stages front office staff frequently has the opportunity to make individual sales presentations. Properly trained front office staff can substantially improve room revenue by applying front office sales techniques, especially the techniques of upselling.

Upselling

* Upselling refers to the efforts of reservations and front desk agents to offer guests the opportunity to rent rooms in categories above standard rate accommodations. Hotels have several rate categories based on such factors such as décor, size, location, view and furnishings. Sometimes the rack rate difference between two similar guest rooms can be substantial.
* Suggestions for upselling guestrooms:
  + Always greet each guest with a smile in your voice as well as on your face. Be pleasant and businesslike. Remember you are selling yourself as much as you are selling the hotel and its services.
  + Establish and maintain eye contact with the guest.
  + Find out the guests name immediately and use it at least three times during the conversation. Always use courteous titles such as Mr or Mrs when addressing the guest. Don’t call a guest by his or her first name.
  + Attempt to identify the needs of the guest since these needs may not have been identified during the reservations process. Match the guest’s needs to the furnishings and or amenities from among available rooms, such as a guest staying in the hotel for three or four nights may appreciate and be more willing to pay for a larger or more isolated room than a guest staying only one night. Guests on a honeymoon or special vacation may be willing to for a room with a scenic view.
  + Upsell rooms when possible. Offer an upgraded room by pointing out its features and benefits first, then mention its rate. If the guest has a reservation, describe the difference between the reserved and the upgraded room. Walk-in guests provide the best opportunity for upselling. If two different types of rooms are available, mention the features, benefits and rates of both. Do not risk losing the sale by mentioning only the higher priced room.
  + Complete the registration process.
  + Thank the guest and wish him or her a pleasant stay.

When Guests Cannot Be Accommodated

* A hotel is obliged to accommodate guests if rooms are available. Reasons for refusing to accommodate a guest may include a lack of available rooms, or the potential guest’s disorderly conduct or unwillingness to pay for accommodations or services. A front desk agent should not be the person who determines whether someone will be roomed or not. This is the responsibility of the front office management. Management is also responsible for informing the person that he or she has to be turned away. The hotel may have no obligation to guests without guaranteed reservations. Generally speaking guests with reservations who arrive before the cancellation hour should be accommodated.

Lecture 4

Telephone training

Superior Customer Service on the Telephone

Goals:

* Improve comfort and confidence on the phone
* Use customer-service strategies that get results
* Enhance the public’s image of the University by providing superior customer service over the phone

Objectives:

* A Customer’s Basic Needs
* 5 Dimensions of Customer Service
* How to Manage a Call
* Projecting a Positive Image
* Techniques for handling difficult phone situations

Why should you improve?

* Every call is an opportunity to enhance customer relations, your image, and the image of the university.
* Remember: The typical person tells 20 people about a negative experience and tells only 5 people about a positive experience.

The basic needs of the customer on the phone:

* To be recognized and remembered
* To feel valued
* To feel appreciated
* To feel respected
* To feel understood
* To feel comfortable about a want or need
* View each caller (both internal and external) as a customer

Satisfying customers over the telephone is often more challenging than serving face-to-face.

5 dimensions of customer service:

1. Professionalism - use thank you and please, control background noise, don’t use office-specific jargon or acronyms

2. Speedy Responses - predict follow-up time, don’t pad conversation with idle chatter, don’t take more than 24 hours to return a call, time is money

3. Accurate Information - use easy-to understand examples, don’t blame others, don’t use outdated material

4. Genuine Concern - use empathy, don’t judge caller’s feelings, don’t let one negative call “bleed” into another

5. Reliable Follow-through - responsibility to carry out promised action

Projecting a positive attitude:

* Keep organized work space
* Make conscious effort to be positive
* Link being positive with consequences
* Choose role model who is positive
* Focus on the caller’s needs instead of your own
* Feelings are a choice

Managing the call:

* Answer Promptly (within 3 rings)
* Greet the Caller and Identify Yourself
* Offer to Help
* Listen Carefully
* Use Caller’s name

Applying positive attitude to create positive impressions:

* Word choices seem simple, but small changes make a dramatic difference
* Positive phrasing creates an environment where caller can respond with an open mind

“Hold on a minute?” – Positive?

Turn negative into positive:

* “She’s not in yet.”
* “It’s a computer problem.”
* “Your file must be lost.”
* “That’s not my job.”
* “We never received your application.”

Managing the call:

* Avoid blind transfers
  + Ask the caller whether he or she can hold
  + Tell caller to whom they’re being transferred
  + Briefly introduce the caller to the coworker
* Closing the Call
  + Close Call Formally
  + Repeat action you agreed to take
  + Say “Good-bye” instead of “Bye-bye”

Voice mail:

* Keep it short
* Suggest person get something to take notes on
* Give your availability
* Repeat name and phone number at the end
* Close with “Thank-you”

Handling difficult situations:

* Two or more calls at once: ask if one can hold, thank for patience
* Caller angry about being transferred/put on hold: brief, blameless apology
* Caller hangs up: tell supervisor
* Caller is crying: use empathy and slow your pace, use “take your time”

Lecture 5

Complaints

Guest complaints can be separated into four categories:

1. Mechanical
2. Attitudinal
3. Service Related
4. Unusual
5. Mechanical

Usually concern problems with climate control, lighting, electricity, room furnishings, ice machines, vending machines, door keys, plumbing, television sets, elevators etc. Effective use of a front office log book and maintenance work orders may help reduce the frequency of mechanical complaints. It is essential that the appropriate staff member be dispatched as quickly as possible with the proper tools to fix the problem promptly. Good tracking methods will ensure timely service.

1. Attitudinal

Guests may make attitudinal complaints when they feel insulted by rude or tactless hotel staff members. Managers and supervisors should listen and attend to the complaints and problems of staff. This can be especially critical to maintaining solid guest relations.

1. Service Related

Occur when guests experience a problem with hotel service. Service related complaints can be wide range and about such things such as long waiting time for service, lack of assistance with the luggage, untidy rooms, phone difficulties, missed wakeup calls, cold or ill prepared food, or ignored requests for additional supplies. The front office generally receives more service related complaints when the hotel is operating at near or full occupancy.

1. Unusual

Hotels have little or no control over the circumstances surrounding unusual complaints. Nonetheless, guests sometimes expect the front office to resolve or at least listen to such situations.

Identifying Complaints

Handling Complaints

Lecture 8

Suggestive Selling

Suggestive selling embraces a variety of techniques that servers can use to encouterage guests to buy certain menu items.

Suggestive Selling is when the salesperson suggests additional items that are related to the original item being purchased.

Objectives of suggestive selling

1. Increase sales of the most profitable items.
2. Increase the check average (check – the total dollars of food and beverage revenue divided by the total number of guests consuming a meal).

Suggestive selling can be applied to cafeteria service as well as table service operations. A server can make suggestions to guests as they pass through the cafeterias serving line. Suggestive selling also has implications for the buffet service. The way the items are placed on the buffet line and the use of garnishes can affect the guests desire to take portions of the menu items.

Selling beverages

To effectively sell beverages employees should know:

* Exactly what drinks are available.
* Drink ingredients and preparation methods.
* How to make suggestions.
* Which wines to suggest with menu items.
* How to present, open and serve wine and champagne.