DUY TAN UNIVERSITY
FACULTY OF TOURISM OPERATIONS
& HOSPITALITY MANAGEMENT
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THE SOCIALIST REPUBLIC OF VIET NAM
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Da Nang, January 20th 2019

THE OUTLINE OF FULL-TIME UNIVERSITY GRADUATING EXAMINATION
SPECIALIZED MAJOR: HOTEL MANAGEMENT– PSU STANDARD
ACADEMIC YEAR: 2018-2019
SUBJECT: SPECIALIZED KNOWLEDGE
COURSES: INTRODUCTION TO HOTEL MANAGEMENT AND INTRODUCTION TO
RESTAURANT MANAGEMENT

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A. *SUBJECT 1:* INTRODUCTION TO HOTEL MANAGEMENT
   1. *Duration of knowledge: 3 credits*
   2. *Duration of review: 4 hours*

Review Syllabus
CHAPTER 1: INTRODUCTION TO THE LODGING INDUSTRY

1.1. The early lodging industry
1.1.1. Definition of lodging industry
The lodging industry consists of all the hotels and other businesses that provide overnight accommodation for guests. Many hoteliers also provide food, beverages, and even entertainment for the guests in their market.
1.1.2. The origin of lodging industry
Lodging Industry – all the businesses that provide overnight accommodations for guests.
Throughout History
   - Religious pilgrimages and business travel – roadside inns
   - Railroads on the way West had saloon downstairs rooms upstairs
   - Roadside Motel
- 1908 Hotel Statler chain begins in Buffalo, NY
- 1929 Oakland Airport Hotel becomes the first of its kind
- 1925 First roadside "motel" opens in San Louis Obispo, CA
- 1929 Oakland Airport Hotel becomes the first of its kind
- 1954 Howard Dearing Johnson initiates the first lodging franchise in Savannah, GA
- 1957 Jay Pritzker buys his first hotel, the Hyatt House, outside Los Angeles Airport
- 1957 Sheraton introduces Reservation, the first automated electronic reservation system
- 1969 Westin is 1st chain to offer Room Service
- 1975 Four Seasons begins in-room amenities such as name brand soaps

- 1975 Hyatt offers Concierge level with VIP service
- 1983 Marriott Hotels introduces the first frequent traveler loyalty program, now Marriott Rewards
- 1984 Choice Hotels offers non-smoking rooms and segments markets
- 1992 Ritz-Carlton wins Malcolm Baldrige National Quality Awards
- 1994 Internet sites started by Promus and Hyatt
- 2001 Occupancy rates drop after 9/11
- 2004 high speed Internet access becomes a required amenity in guest rooms
- 2009 Recession causes occupancy and ADR to fall up to 20% in some parts of U.S.
- 2011 Flat screen TVs become required amenity in hotels

1.2. Lodging industry segments: Different types of lodging are available are based on different guests needs, below are some definitions of different types of hotels and types of amenities:

1.2.1.1. Hotels

Hotel: An establishment that provides sleeping rooms as well as various services to the travelling public.

- Hotel Size
  - Small Under 75 rooms 52% of all hotels
  - Medium 76-150 rooms 33% of all hotels
  - Large 150-300 rooms 10% of all hotels
  - Larger than 300 5% of all hotels

1.2.1.2. Bed and Breakfast Inns

Very small properties (one to several guest rooms) owned or managed by persons living on-site; these businesses typically offer one meal a day; also called B&B.

1.2.1.3. Camps/Park Lodges

Sleeping facilities in national, state, or other parks and recreational areas that accommodate visitors to these areas.

1.2.1.4. Motels

A motor hotel, or motel for short is a hotel designed for motorists, and usually has a parking area for motor vehicles

1.2.2. Other Hospitality Operations

1.2.2.1. Private Clubs

Membership organizations not open to the public that exist for people enjoying common interests. Examples include country (golf) clubs, city clubs, university clubs, yacht clubs and military clubs. Some private clubs offer sleeping rooms for members and guests.

1.2.2.2. Cruise Ships

A passenger vessel designed to provide leisure experiences for people on vacation at sea.

1.2.2.3. Casinos

A business operation that offers table and card games along with (usually) slot operations and other games of skill or chance and amenities that are marketed to customers seeking gaming activities and entertainment. Many casinos offer lodging accommodations for their visitors.

1.3. Measuring hotel performance

1.3.1. ADR

ADR is the average (mean) selling price of all guest rooms in a hotel, city, or country for a specific period of time.
The computation of ADR is very simple. It is computed as:

$$\frac{Total\ revenue\ from\ Room\ Sales}{Total\ number\ of\ Rooms\ Sold} = ADR$$

1.3.2. Occupancy Rate
The ratio of guest rooms sold (or given away) to the number of guest rooms available for sale in a given time period and expressed as a percentage.
The computation of occupancy percentage rate is also simple:

$$\frac{Total\ Rooms\ Sold}{Total\ Rooms\ Available} = Occupancy\ Rate$$

Hoteliers can compute the occupancy rate for a hotel, a city, or a larger region. It is also possible to compute an occupancy percentage for a period longer than one day.

1.3.3. RevPAR
The average revenue generated by each guest room available during a specific time period. RevPAR combines the information from ADR and occupancy rate into a single measure. RevPAR can be calculated in several ways. An easy way to calculate RevPAR is:

$$ADR\ (X)\ Occupancy\ Rate = RevPAR$$

1.3.4. GOPPAR
Gross operating profit per available room, a key performance indicator for the hotel industry.
$$GOPPAR = G.O.P.\ (gross\ operating\ profit)\ /\ (per)\ Available\ Room$$

1.4. Partners in the Lodging industry
1.4.1. Transportation Services
- Airlines
- Bus Lines
- Trains
- Rental Cars
- Travel Agents

1.4.3. Online Travel Agent
- Online Travel Agents (OTAs)
  - Opaque Model, where "bid" (max rate) is given and then OTA matches them to a hotel
  - Merchant Model, where rates viewed and guest selects hotel

1.4.4. Tour Operators

- Create packages with a price that may included airfare, rooms, transportation.
- The price quoted also includes their profit

CHAPTER 2: THE STRUCTURE OF THE LODGING INDUSTRY

2.1. Hotel owners
- Return on Investment
  - ROI = After tax profits/ Total Hotel Investment
- Owners of a hotel have two assets
  - Real Estate including land, building(s), and furnishings
  - The Operating Business

2.1.1. Investors
- Investors-entity that owns hotel to make a profit

2.1.2. Owner/Operators
- Owner/operator – investor who also manages the hotel

2.2. Hotel Management companies

2.2.1. The role and structure of management companies
- Managing/directing a renovation of a hotel
- Operating a hotel in a severely depressed market
- Bankruptcy/repossession of the hotel
- Managing a hotel slated for permanent closing
- Managing a hotel because of unexpected GM resignation
- Structure
  - 1st tier-Management Companies that operate hotels for owners using the management company's trade name as the hotel brand.
    - e.g. Hyatt, Hilton, Sheraton
  - 2nd tier-Management Companies that operate hotels for owners and do not use the management company's trade name as part of the hotel name.
    - e.g. Interstate Hotels, White Lodging, HEI Hotels

2.2.2. Hotel management contracts
- Length of time
  - 1st tier (10-30yrs) 2nd tier (1-10yrs)
- Basic management fees
- Establish reporting responsibilities.
- Management Company Investment
- Operating responsibilities

2.2.3. Advantages and disadvantages of hotel management companies
Advantage:
- Improved management quality.
- Documented Managerial Effectiveness is Available
- Payment for services can be tied to performance
- Incentive Fees
- Partnership Opportunities are Enhanced

Disadvantage:
- Owner can not control GM or Management
- Loss of control in day to day operations
- Talented managers leave frequently
- Hotel Owner and Mgt Company conflict of interest
- Owners bear costs of management company errors
- Transfer of Ownership can be complicated

2.3. Franchising and the lodging industry
2.3.1. Hotel franchisors
- Hotel Franchisor – Manages the brand and sells the right to use the brand name
2.3.2. Hotel franchisees
- Hotel Franchisee- party that buys the right to use a brand name for a fixed period of time at an agreed upon price
2.3.3. Franchise Agreements
- Franchise Agreement - a legal contract that describes the duties and responsibilities of each party in the franchise relationship

2.4. Ownership and operational challenges
- Career challenges
- Loyalty issues
- Executive Operating Committee (EOC) relationships
- Affected employees
- Conflict with brand managers

CHAPTER 3: THE FRONT OFFICE DEPARTMENT

3.1. Responsibilities of the front office
3.1.1. Basic terms
Front Office: The department within the hotel responsible for guest reservations, registration, service, and payment.

Front Desk: The area within the hotel used for guest registration and payment.

FOM: The hotel industry term for a front office manager.
3.1.2. Responsibilities of the front office
3.1.2.1. The property management system
Central reservations system (CRS): The industry term for the computerized program used to record guest room reservations.

Back-up system: Redundant hardware and/or software operated in parallel to the system it serves.
3.1.2.2. Guest services
- Front office should be ready to assist in a variety of guest-related request, such as:
- Transportation to and from an airport or other transportation terminal
- Handling luggage
- Providing directions to attractions within the local area

- Conveying information about available hotel services
- Taking messages for guests
- Routing mail
- Newspaper delivery
- Management of safety deposit boxes
- Arranging for wake-up calls
- Providing guest security by the careful dissemination of guest-related information
- Handling guests' concerns and payment disputes

3.1.2.3. Guest accounting and data management

Night audit: The process of reviewing for accuracy and completeness the accounting transactions from one day to conclude, or "close," that day's sales information in preparation for recording the transactions of the next day.

Night auditor: The individual who performs the daily review of all the financial transactions with hotel guests recorded by the front office.

- PMS would keep a record of:

  The name of the guest staying at the hotel

  The date of the guest's last stay

  The guest's address, telephone number, and credit or debit card information

  The room rate paid and room type occupied by the guest during their last stay

  A history of the guest's prior folio charges

  The form of payment used by the guest to settle his or her account with the hotel

  The guest's membership in groups receiving a discount from the hotel

  The guest's company affiliation

  The guest's room-type preferences

3.2. Forecasting demand

3.2.1. The effect of demand on room rates

Sell-out

- A situation in which all available rooms are sold. A hotel, area, or entire city may, if demand is strong enough, sell out.
- A period of time in which management must attempt to optimize ADR.

3.2.2. Using PMS in forecasting demand

If a PMS is effective:

- Information will be easily accessible.
- Its information is readily compatible with Windows Office products.
- Internet connectivity will be easy and dependable
- A strong revenue management component will be included.

3.3. Establishing room rates

3.3.1. Rack rates

The price at which a hotel sells its rooms when no discounts of any kind are offered to the guest. Often shortened to "rack."

3.3.2. Transient rates

Individual guests who are not part of a group or tour booking. Transient guests can be further subdivided by traveler demographics to obtain more detailed information about the type of guest staying in the hotel (for example, corporate, leisure, and government).

3.3.3. Group rates

Special discounted room rates given to customers who agree to buy a large number of room nights for their group.

3.3.4. Contract rates

A fixed term room rate that is agreed to in advance and for the length of the contract agreement.

3.4. Reservation

- Reservations may occur either from:
  - Hotel Direct Inquiry
  - Central Reservation System
  - Internet Booking Site

3.4.1. Hotel direct inquiries

- Critical areas that should be examined for training needs include:
  - Telephone etiquette
  - Qualifying the guest
  - Describing the property
  - Presenting the rate
  - Overcoming price resistance
  - Upselling
  - Closing the sale
  - Recapping the sale
- Walk-in: A guest seeking a room who arrives at the hotel without an advance reservation.
- Curb appeal: The initial visual impression the hotel's parking areas, grounds, and external buildings create for an arriving guest.

3.4.2. Central reservation systems

- When guest call the toll free number to make a reservation they will receive a:
  - Confirmation number
  - Cancellation number
  - Room night: The number of rooms used times the number of nights they are sold. For example, a guest who reserves 2 rooms for 5 nights each has made a reservation for 10 room nights

    $$2 \text{ rooms} \times 5 \text{ nights} = 10 \text{ room nights}$$

  - Room availability
    - Black-out dates
      - Specific day(s) when the hotel is sold out and/or is not accepting normal reservations.
  - Room rates
  - Seasonality of rates
  - Room types

- Distances to local attractions
- Hotel amenities and services offered
- Directions to the property

3.5. Reception and guest service
3.5.1. Pre-arrival
Registration (Reg) card: A document that provides details such as guest's name, arrival date, rate to be paid, departure date, and other information related to the guest's stay.

3.5.2. Arrival & Stay
Correctly registering guests is a five-step process that consists of:
1. *Greeting the guest*
2. *Confirming the information on the registration record*
3. *Securing a form of payment*
4. *Room assignment*
5. *Issuance of room keys*

3.5.4. Departure
The actual settlement of the guest's bill includes:
- Confirmation of the guest's identity
- Presentation of a copy of the bill for the guest's inspection
- Processing the guest's payment
- Revising the room's status in the PMS to designate the room as vacant and ready to be cleaned

3.6. Guest accounting
3.6.1. Guest's folio
- Possible charges that hotel staff must accurately identify and then **post** to the guest's folio:
  - Guest room charges, including appropriate taxes
  - In-room safe charges
  - In-room mini-bar charges
  - Pay-per-view movies/games
  - Internet access charges
  - Restaurant or bar charges
  - Telephone tolls
  - Gift shop purchases
  - Laundry charges
  - Parking charges
  - Meeting room charges
  - Audio-visual equipment rental
  - Banquet food or beverage charges
  - Business center charges

3.6.2. Data management

Interface: The process in which one data-generating system automatically shares all or part of its information with another system.

Call accounting: The system used by a hotel to document and charge guests for the use of their in-room telephones.

PBX: Short for "Private Branch Exchange." The system within the hotel used to process incoming, internal, and outgoing telephone calls.

3.6.3. Night audit

Completing the night audit consists of the following eight key items:

1. Posting the appropriate room and tax rates to the folios of the guests currently in the hotel.
2. Verifying the accurate status of all rooms recorded in the PMS.
3. Posting any necessary adjustments to guest folios.
4. Verifying that all legitimate non-room charges have been posted throughout the day to the proper guest folio.
5. Monitoring guest account balances to determine whether any are over the guest's established credit limit.
6. Balancing and reconciling the front office's cash bank.
7. Updating and backing-up the electronic data maintained by the front office.
8. Producing, duplicating, and distributing all management-mandated reports, such as those related to room and non-room related revenue, ADR, occupancy percentage, source of business, and in-house guest lists.

CHATPER 4: THE HOUSEKEEPING DEPARTMENT

4.1. Definition and the role of housekeeping department

4.1.1. Definition: The housekeeping department in a hotel is responsible for the hotel's cleanliness

4.1.2. The role of housekeeping:

When a hotel's housekeeping staff is effective, guest satisfaction is high, employee morale is good, and ultimately the hotel is profitable.

When the quality of the housekeeping staff work is below industry standards, guest complaints soar, employees at the front desk and in other departments of the hotel become disillusioned about management's commitment to quality service, and profits suffer due to increased allowances and adjustments made at the front desk to compensate guests for poor experiences.

In addition, guests who feel the hotel was not clean simply do not return.

4.2. Responsibility of Housekeeping

4.2.1. Areas of responsibility

- Public Spaces
- Lobby areas
- Public restroom
- Front desk areas

- o Management office
- o Game rooms
- o Exercise areas.
- o Pool and spa areas
- o Selected meeting and food service areas
- o Employee break rooms and locker rooms
- o Guest Areas
- o Elevators
- o Corridors
- o Stairwells
- o Guest rooms
- o Sleeping areas
- o Bath areas
- o Kitchen areas
- o Laundry Aras
- o Laundry preparation areas
- o Laundry supply closets
- o Guest linen and supplies storage areas.

4.2.2. Interaction

4.2.2.1. Front Desk

Room status: The up-to-date (actual) condition of each of the hotel's guest rooms (for example; occupied, vacant, or dirty.)

Term	Meaning
Clean and Vacant	The room is vacant, has been cleaned, and can be assigned to a guest. In some hotels, the designation used is "Clean and Ready"
Occupied	The room is registered to a current guest
On-change	The room is vacant but not yet cleaned. In some hotels, the designation used is "Vacant and Dirty"
Do not disturb (DND)	The room is occupied but has not been cleaned due to the guest's request not to be disturbed
Sleep-out (sleeper)	The room is reported as occupied but was not used (bed not used; no personal belongings in room), and the guest is not present.
Stay-over	The guest will be staying in the room at least one more night
Due-out	The guest(s) have indicated this is the last day they will use the room
Check-out	The guest(s) have departed
Out of order	The is unrentable and thus is unassignable at this time

Lock out	The guest has items in the room, but will be denied access until management approves re-entry
Late Check-out	The guests have requested and been given an extenstion of the regular check-out time

4.2.2.2. Maintenance

An additional and absolutely critical communication line must exist between the housekeeping and maintenance departments of the hotel. Repairs and replacements will inevitably be needed due to the wear and tear cause by guest using hotel rooms.

4.2.2.3. Food and beverage

Some hotels have extensive food and beverage departments. When they do, linens, tablecloths, and napkins may be cleaned and pressed in the hotel's on-premise laundry (OPL)

4.2. Managing housekeeping

4.2.1. Staffing

4.2.1.1. Executive Housekeepers

The individual responsible for the management and operation of a hotel's housekeeping department.

4.2.1.2. Inspectors

The housekeeping departments of many hotels include one or more people in the position of inspector (inspectress). These employees report directly to the executive housekeeper.

4.2.1.3. Room attendants

Employee responsible for cleaning guest rooms. Also referred to as "housekeeper". Sometimes called "maids" by guests, but that term is never used by professional hoteliers.

4.2.1.4. Other Housekeeping staff
- The Staff members in the Housekeeping department include:
  - House persons
  - OPL Workers

4.2.2. Inventory Management

The housekeeping department maintains a large number of products used in the cleaning and servicing of rooms. In addition, a large number of inventory are required each time a room is cleaned. The following partial list gives some indication of the number of guest-room-related inventory items that must be maintained by the executive housekeeper:

Sheets (all sizes)	Acid-based cleaners
Pillowcases	Glassware
Bedspreads	Cups
Bath towels	Coffee/coffee filters
Hand towels	Laundry bags
Washcloths	Laundry tags
Shampoos	In-room literature and signage
Conditioners	Television viewing guides
Sewing kits	Telephone books
Glass cleaner	Pens

Furniture polish   Paper/pads/stationery

A second reason for regular supply inventories is that they allow the executive housekeeper to compile product usage reports.

4.2.3. Managing Lost and Found

The three property types are mislaid property, lost property, and abandoned property.

Mislaid property: Items the owner has unintentionally left behind. Common examples include laptop computers, jewelry and clothing.

Lost property: Items the owner has unintentionally left behind and then forgotten. Common examples include robes, slippers, hairdryers, and cosmetics.

Abandoned property: Items the owner has intentionally left behind. Common examples include newspapers, magazines, foods and beverages.

4.3. Safety training

- Handling chemicals
- Cleaning procedures
- Proper lifting techniques
- Properly entering guest rooms

All hotel employees require both general and department-specific training, and the housekeeping department is no exception. In housekeeping, specific areas of training concern most often include:

- Handling chemicals
- Cleaning procedures
- Proper lifting techniques
- Properly entering guest rooms
- Contending with guest rooms containing:
- Firearms
- Uncaged pets/animals
- Guests perceived to be threatening
- Guests who are ill/unconscious
- Drugs and drug paraphernalia
- Blood and blood-borne pathogens
- Unsafe (damaged) furniture of fixture
- Bed bugs
- Guest service
- Guest room security
- Blood-borne pathogen: Any microorganism or virus that is carried by blood and that can cause a disease
- Biohazard Waste Bag: A specially marked plastic bag used in hotels. Laundry items that are stained with blood or bodily fluids and thus need special handling are put into these bags for transport to the OPL

4.4. Cleaning Responsibilities
4.4.1. Guest Room cleaning

4.4.1.1. Sleeping area

The sleeping area of a guest room is typically the first part seen by the guest when entering the room. It must be absolutely clean.

Recall that the actual inspection sheet used would, of course, be developed specifically for the hotel inspected.

4.4.1.2. Bath room area

The bathroom area of a guest room is very closely inspected by guests for cleanliness. Inadequate cleaning of this area by the housekeeping staff will inevitably result in guest dissatisfaction and complaints. Like the sleeping area of the guest room, the bathroom area must be absolutely clean.

The actual inspection sheet used would be tailored specifically for the bathroom area inspected.

4.4.1.3. Kitchen areas and suites.

Many hotels have guest rooms that include in-room kitchen facilities for guests. In addition, all-suite hotels may include kitchens, living room areas, and equipment and features that require separate inspection.

4.4.3. Public space cleaning

The public space in a hotel is one of the first areas seen by the guests. In a larger hotel, the efforts of one or more full-time employees will be required to maintain proper cleanliness levels. Every hotel will have its own requirements for public space cleaning based on its size and product offerings.

4.5. Laundry operations

Linen: Generic term for the guest room sheets and pillowcases (and food and beverage department tablecloths and napkins) washed and dried in the laundry area.

Terry: Generic term for the bath towels, bath mats, hand towels, and wash cloths washed and dried in the laundry area.

4.5.1. Collecting

Room attendants collect soiled linen from guest room sleeping areas and used terry product from guest room bath areas, spa areas, and pools. In the guest rooms, room attendants strip beds and put dirty linens directly into laundry bags attached to their cleaning carts. When full, these laundry bags are either hand canied or carted to the OPL. Dirty linen and terry should never be used as rags to clean a guest room because doing so could damage them. Sometimes laundry is presorted in the guest room before it reaches the OPL. This is the case when linen or terry is blood-stained and must be placed separately into a biohazard waste bag to help OPL workers avoid exposure to blood-borne pathogens. Bags of this type should be placed on every housekeeping cart, and room attendants should be required to use them.

4.5.2. Sorting/ Repairing

Once in the OPL, laundry is sorted both by fabric type and by the degree of staining. Different fibers and colors require different cleaning chemicals in the wash and, in many cases, different water temperatures or length of washing. Linens made of 100 percent cotton, for example, are washed in a different manner than an employee uniforms with a high polyester content. Similarly, a white tiny wash cloth used by a guest to polish black shoes would not be washed in the same load as the regular terry collected in the hotel because the heavily soiled cloth would

need special prewash stain removal treatment to come completely clean. In some hotels, an item like this may be laundered in a special washer designated only for heavily stained laundry. In some cases, a tear or rip in a cloth item may mean that it must be discarded, but in other cases, it can be repaired. These repairs are typically made prior to washing. Discarded terry and linen items may be placed in a trash bin or cleaned and donated to an employee or local charity.

4.5.3. Washing

Washing is the most complex part of the laundering process. Today's laundry items are made from very durable fabrics, and washers can be preset to dispense cleaning products into the water at the right time and in the right amounts. Even so, executive housekeepers must still teach laundry workers to monitor washing times, wash temperatures, chemicals, and agitation when washing laundry.

4.5.4. Drying

Some fabrics do not need to be dried after they are washed. This is the case with some linens that are removed from the washer and then immediately ironed. Terry, however, as well as most other fabrics, must be properly dried before folding or ironing. Drying is the process of moving hot air (140-l45 degrees F) through the fabrics to vaporize and re- move moisture Fabrics that have been dried must go through a cool-down period in the dryer before they are removed from it. This minimizes any damage to the fabric and helps prevent wrinkling. Once removed from the dryer, however, these items should be immediately finished.

4.5.5. Finishing and Folding

The finishing of fabrics is important because washers and dryers should not produce more clean laundry than workers can readily process by ironing and/or folding. Since hotels increasingly use wrinkle -free fabrics, finishing work today involves more folding than ironing. Regardless of how much ironing is done, the space required for finishing laundry must be adequate. In larger hotels, the folding of linens and terry may be done by ma-chine while in smaller properties it is generally done by hand. The finishing area must be very clean so that the finishing process itself does not soll the laundry. Once the laundry has been finished, it moves to the storage area(s) of the housekeeping department.

4.5.6. Storing

The storage of linens is important because many fabrics must "rest" after washing and drying if the damage to them is to be minimized. Most laundry experts suggest a rest time of 24 hours for cleaned laundry. Therefore, the housekeeping department should strive to maintain laundry par levels of three times the hotel's normal usage

CHAPTER 5: SAFETY AND SECURITY

5.1. The importance of safety

Concern for the safety of guests and the security of their possessions is not merely good business, it is also a legal responsibility of the hotel's ownership and becomes an important responsibility of each hotel staff member. Employees and other non- guests visiting the hotel also have a legal right to expect their health and well-being to be protected by management.

Safety: Protection of an individual's physical well-being and health.

Security: Protection of an individual's or business's property or assets.

5.1.1. Legal liability for guest and employee safety

If a threat to guest safety results in loss or injury, and it is determined that the hotel did not exercise reasonable care in regard to that threat, the hotel may be held wholly or partially liable for the resulting loss or injury. If a hotel is found to be liable for injuries to a guest or employee, it will likely have to bear the cost of that liability

Damages: The actual amount of losses or costs incurred due to the wrongful act of a liable party.

Compensatory damages: A monetary amount intended to compensate injured parties for actual losses or damage they have incurred.

Punitive damages: A monetary amount assessed to punish liable parties and to serve as an example to the liable party as well as others not to commit the wrongful act in the future.

5.1.2. Hotel responsibility for guest safety

To demonstrate reasonable care, a hotel must address three main issues. These are:

1. The hotel's facility
2. The hotel's staff
3. Policies and procedures implemented by the hotel

Each of these plays an important part in the safety and security of overnight guests and those who work in or visit a hotel.

5.1.2.1. Facility

A threat analysis program is an organized procedure by which a hotel facility is assessed for possible hazards

Threat analysis: A systematic procedure designed to identify and eliminate identifiable safety risks.

- **Step 1**

  Identifying and removing known threats to safety
- **Step 2**

  Informing guests about any remaining safety threats
- **Step 3**

  Prohibiting behavior that is known to create safety threats

5.1.2.2. Staff training

Occupational Safety and Health Administration (OSHA): A federal agency established in 1970 that is responsible for developing and enforcing regulations to help ensure safe and healthful working conditions.

- Provide a safe workplace for employees by complying with OSHA safety and health standards
- Provide workers with tools and equipment to do their jobs that meet OSHA specifications for health and safety
- Establish training programs for employees who operate dangerous equipment
- Report to OSHA immediately (within 8 hours) any worksite accident that results in a fatality or requires the hospitalization of three or more employees
- Maintain the "OSHA 300" form (an on-site record of work-related injuries or illnesses) and keep it available for inspection for a period of five years

- Display OSHA notices about employee rights and safety in prominent places within the hotel
- Provide all employees access to the Material Safety Data Sheets (MSDS) that provide information about the dangerous chemicals they may be handling during work
- Offer no-cost hepatitis-B vaccinations for employees who may have come in contact with blood or body fluids

5.1.2.3. Policies and procedures

Written policies and procedures help inform all hotel employees of what is expected when responding to safety and security threats.

5.2. Safety resources

hoteliers have a number of resources at their disposal as they seek to create lodging environments that are safe and secure. In this section, we will examine some of the most important of these.

5.2.1. Internal resources

- Among the most important internal tools available to hoteliers are:
  - Recodable locks
  - Alarm systems
  - Surveillance systems
  - Emergency plans

5.2.2. External resource

- Local law enforcement: Local law enforcement officials can advise and assist managers and, in many cases, provide no-cost safety and security training for the hotel's employees.
- Insurers: When assessing risk, and before selling insurance to a business, an insurance company predicts the average number of times the risk is likely to result in actual loss or damage.

5.2.3. Special Safety Related Threats

5.2.3.1. Swimming Pools

1. Posts the pool's operating hours and opens the pool only during those hours.
2. Clearly mark the depths of pools accurately on the sides and ends and in both metric measurements and in feet/inches.
3. Ensure that the pol and pool area are properly illuminated and that any electrical components are regularly inspected and maintained to comply with local electrical codes.
4. Install self-closing and self-latching and/or locking gates to prevent unauthorized access to the pool area. If possible, lock the entrance to the pool with a recordable lock.
5. Have appropriate life-saving equipment on hand and easily accessible as well as at least one cardiopulmonary resuscitation (CPR) certified employee on duty at all times the pool is opened.
6. Allow pool use only be registered guests and specifically authorized others.
7. Contact the hotel's insurer to determine the number, placement, and content of necessary pool warning signs.

8. Post all pool policy and information signs in the language(s) of guests. Enforce the policies at all times.
9. Provide an emergency telephone in the pool area that rings directly to the front desk or to 911 depending on the preference of the hotel's insurer.
10. Carefully document all activities related to pool maintenance, local ordinance compliance, and operating policy enforcement.

5.2.3.2. Spas

1. Inspect and document the inspection of the spa drain covers on a daily basis.
2. Post all spa policies signs in the language(s) of guests.
3. Install a thermometer and check the spa temperature frequently; recording your readings. A range not to exceed 102-105 degrees Fahrenheit (38.9-40.6 degrees Celsius) is recommended.
4. Display spa temperatures in a manner that is easily readable by guests.
5. Clearly mark the depths of the spa in both metric measurements and in feet/inches.
6. Do not allow the consumption of alcohol while using the spa.
7. Install non-slip flooring surfaces around the spa and provide stairs/ladders for entry and exit.
8. Prohibit spa use from children and non-guests.
9. Provide an emergency telephone in the spa area that rings directly to the front desk or to 911 depending on the preference of the hotel's insurer.
10. Carefully document all activities related to spa maintenance, local ordinance compliance, and operating policy enforcement.

5.2.3.3.   Exercise Facilities

Policy Signs: Signs stating rules and regulations involving the use of the facility.

Warning Signs: Signs stating specific risks in an area of the facility or with a particular piece of equipment.

Directional Signs:Signs indicating entrances, exits, fire evacuation plans, and other safety information.

Emergency Signs: Signs indicating where various emergency items are stationed, such as fire extinguishers, first aid kits, and telephones.

CHAPTER 6: GUEST SERVICE IN LODGING INDUSTRY
6.1. The importance of quality service in lodging

This is important because the guest renting a room at a hotel or purchasing a meal at the hotel's restaurant is buying, and wants to receive, an anticipated standard of service in exchange for the payment. Increasingly, guests are willing to pay more when they visit hospitality properties offering service that meets or exceeds their service expectation.

Quality: the consistent delivery of products and services according to expected standards.

Services (guest): The process of helping by addressing by their wants and needs with respect and dignity and in a timely manner.

6.1.1. Service concerns

Points of service:

Service is not the same as servility (to assist someone who is of a better social class).
Properly addressing a guest's "wants" first requires defining what they **value**
Value: The relationship between price paid and the quality of the products and services received.
Employee-to-guest ratio: The number of employees relative to the number of guests. In the lodging industry, this is typically expressed in terms of employees per room.

6.1.2. Service expectations

Important parts of a first impression include:

Minimal waiting time to check-in

A friendly welcome, including eye contact, a smile, and acknowledgment of your name

Accurate information about your reservation

The proper type of room immediately available for you

Answers to your questions about the hotel and its services

Directions to your room

6.2.   Ingredients in a quality service system

Recipe ingredients for developing and implementing a quality service team:

1. Consider the guests being served.
2. Determine what the guests desire.
3. Develop procedures to deliver what guests want.
4. Train and empower staff.
5. Implement revised systems.
6. Evaluate and modify service delivery systems.

6.2.1 . Consider guest being served

- It is important for managers to know as much as possible about all of the guests being served.

6.2.2 . Determining what guest desires

- Methods for gathering guest preferences and desires include:
  - Managing by walking around
  - Comment cards (questionnaire)
  - Talking with guests as they check-out
  - Electronic surveys on the hotel's channel(s) in the guest room television
  - Asking line-level employees as they tend to have more guest interaction than their **supervisors** or **managers**

6.2.3 . Develop processes to deliver what guest want

Benchmark: The search for best practices and an understanding about how they are achieved in efforts to determine how well a hospitality organization is doing.

Cross-functional teams: A group of employees from each department within the hospitality operation who work together to resolve operating problems.

6.2.4 . Training and empowerment employee

Empowerment: The act of granting authority to employees to make key decisions within the employees' areas of responsibility.

- Before empowerment, staff must:
  - Be trained

- Be provided with the correct tools and resources
- Above all, serve the guests

6.2.5 . Implement revised system
- This involves:
  - Testing new strategies
  - Implementing the changes in an controlled environment
  - Roll out the revisions to all areas

6.2.6 . Evaluate and modify service delivery systems
- Easier to retain existing guests than to find new ones.
- Comment cards address current guest concerns
- **Repeat Business:** Guests who return to the property for additional times after their first visit.
- The process of quality guest service is cyclical.
- **Word of Mouth Advertising:** The favorable or unfavorable comments made when previous guests of a hospitality operation tell others about their experiences

6.2.7. Management tactics for superior service quality
- Checklist to Maintain a Service Priority:
  - Recruit and select service-minded staff
  - Provide effective orientation and training
  - Supervise with a service emphasis
  - Empower staff with service authority
  - Emphasize continuous quality improvement

6.3. Recruit and select service-minded staff
Employer of choice: The concept that the hospitality operation is a preferred place of employment in the community for applicants who have alternative employment opportunities.

Turnover rate: A measure of the proportion of a work force that is replaced during a designated time period (month, quarter, or year). It can be calculated as:

Mission Statement: A planning tool that broadly identifies what a hospitality operation would like to accomplish and how it will accomplish it.

6.3.1 . Provide effective Orientation and Training
- Common mistakes while planning for and presenting training programs:
  - Emphasize only skills-"how to" training, rather than emphasis on a service attitude
  - Short-change the length of training-misconception that "everything that must be learned can be taught on the job"

6.3.2 . Supervise with a service emphasize
- Managers should discuss service-related problems and mutually agree upon corrective action during times of performance appraisal.
- Managers must role-model service.

6.3.3 . Empower employees with service authority
- Lodging managers empower their staff as they:
  - Share their service mission

- Provide the training and other resources required to meet the needs of the majority of guests
- Encourage staff members to help guests with out-of-the-ordinary service requests

SUBJECT 2: **AND INTRODUCTION TO RESTAURANT MANAGEMENT**
1. ***Duration of knowledge: 3 credits***
2. ***Duration of review: 4 hours***

Review Syllabus

Chapter 1. Kinds and characteristics of restaurants and their owner

1.1 Definition of the restaurant

The restaurant is a commercial establishment where meals are prepared and served to customers [from French, from *restaurateur* to restore]

1.2 Kinds of the restaurant's ownership

a. *Chain restaurants*

Some advantages and disadvantages over independent restaurants. The Advantages include such as: the recognition in the marketplace, Greater advertising clout, sophisticated systems development, and discounted purchasing

b. *Independent restaurants*

The Independent restaurant advantages such as relatively easy to open, Restaurateurs can "do their own thing" from Concept development, menus, décor, etc. Also, it has a lot of potentiality for growth. As you known, some will grow into small chains while larger companies will buy them out.

c. *Franchised restaurants*

The Franchise is a form of business organization in which a firm (which already has a successful product or service) enters into a continuing contractual relationship with another business(or person) operating under the firm's trade name and usually with that firm's guidance, in exchange for a fee.

The franchised restaurant involves fewer risks: Restaurant format has been tested in the marketplace so less likely to go belly-up (*bankruptcy*), training is provided. Not only that Marketing and management supports are available.

Several requirements for the franchised restaurants are the franchising and royalty fees, advertising royalty, and substantial personal net worth

In their relationship, the franchisors who sell a franchise to the franchised restaurants will be responsible for: helping with site selection and review, assisting with design and building preparation, helping with preparation for opening, training managers and staffs, planning and implementing pre-opening marketing strategies, conducting unit visits and providing on-going operating advice.

1.3 Kinds of the restaurants

a. Quick service restaurants:

- Characteristics:

+ Many precook or partially cook food, so that it can be finished off quickly because the QSRs impress the speed of service

+ Goal is to serve maximum number of customers in a minimum amount of time

+ Food is paid for before service. Customers order at a brightly lighted counter over which are color photograps of menu items and prices.

+ Limited menus featuring burgers, chicken in many forms, tacos, hot dogs, fries and so on. It helps manager easily to control quality and the speed of service

b. Quick (Fast)casual restaurants

Filling a niche between quick service and casual dining, the defining traits of quick casual restaurants are: the use of high-quality ingredients, fresh made-to-order menu items, healthy options, limited or self-serving formats, upscale décor, carry-out meals. They also include bakery-cafés. Some of them are mainly take out; others are sizable restaurants.

c. Family Restaurants

This kind of restaurants grew out of coffee shop-style restaurant. They are frequently located within easy reach of suburbs and are informal with a simple menu and table service designed to appeal to families. Some offer wine and beer but most do not serve alcoholic beverages.

d. Casual restaurants

Casual dining is popular because it fits societal trend of a relaxed lifestyle. The defining factors of those restaurants include signature food items (ethnic, specialty), creative bar menus or enhanced wine service and comfortable, homey décor. Examples: Applebee's, Outback, Chili's, etc.

e. Fine-Dining Restaurants

These restaurants refer to the cuisine and service provided in restaurants where food, drink and service ere expensive and usually leisurely. They have very low table turnover that can be less than one and evening and average check of $60 or more. The customers are there for special occasions and business. The restaurants are small, usually less than 100 seats and proprietor- or partner-owned.

f. Ethnic Restaurants

- Mexican restaurant's characteristics: menu is often built around Mexican foods (such as tortillas, ground beef, cilantro, chilies, rice, and beans) and may include tasty seafood items and spicy sauces. They are relatively inexpensive. Labor costs are also low. Menus, décor, and music are often colorful and exciting

- Italian restaurant's characteristics are: the largest number of U.S. ethnic restaurants, Offer an array of opportunities for entrepreneurs and franchisee with concept modifications. Pizza is native to Naples. Chain operators are spreading the pasta concept (e.g., Olive Garden)

- Chinese restaurant's characteristics are small percentage of restaurants in America, historically owned by hardworking, ethnically Chinese families. Cooking revolves around the wok and divided into culinary districts: Szechuan, Hunan, Cantonese, and the northern style centered in Beijing

g. Theme restaurants

They are built around emphasizing fun and fantasy and are comparatively short life cycle. They do well outside major tourist attractions and most profits come from merchandise, but locals tire of hype when food is poor. Costs of capital and operations are high.

Theme restaurant categories: Hollywood and the movies; Sports and sporting events; Time: the good old days; Records, radio, and television; Travel: trains, planes, and steamships and Ecology and the world around us.

Chapter 2. Concept, Location, and Design

2.1 Restaurant Concepts

The restaurant concept is the matrix of ideas that constitutes what will be perceived as the restaurant's image. The concept is devised to interest a target market.

The challenge is to create a restaurant concept that should fit a definite target market and distinguish the establishment as D&B (different and better) than the competition. The restaurant concept may be necessary to modify as competition arises.

The following are the tips for developing a restaurant concept:

– Make it different enough from the competition
– Do not let it be too far ahead of current times
– Do not price your menu out of the market
– Pay attention to food costs
– Make your concept profitable
– Good concepts are on-trend
– Make your concept easily identifiable
– Take inspiration from others and love your concept
– Make sure the concept and location fit

In selecting a concept for a restaurant, define it precisely in the context of which markets will find it appealing. Market may constitute a small percentage of the total population. The concept and market are central to the restaurant, supported by the menu, prices, service, quality, location, atmosphere, food, and management.

The restaurant symbology includes the logo, line drawings, linen napkins, and service uniforms, which help to create the atmosphere of restaurants. The independent restaurants can take cues from larger companies to come up with symbols and signs that reflect the restaurant's concept.

When a concept fails, it can be changed to fit the market. Conversion can take place while the restaurant is doing business. Name, decor, and menu of the restaurant can be changed, so that customers who have left may return if the new concept appeals to them and new concept may better appeal to the same market.

2.2 Concept and Location, Design

- Good location depends on the kind of restaurant, the clientele, that may be their professionals, the size of potential market that restaurant want to attract and the price structure of the restaurant

- When a restauranteur wants to locate a restaurant, he is necessary to consider the important criteria for any restaurant:

+ Demographics of the area: age, occupation, religion, nationality, race, family size, educational level, average income of individuals and families.

+ Visibility from a major highway (Visibility: extent to which the restaurant can be seen for a reasonable amount of time)

+ Accessibility from a major highway (Accessibility: ease of arrival)

+ Number of potential customers passing by the restaurant

    + Distance from the potential market

    + Desirability of surroundings

Beside those, some criteria should be considered as:

- Market population
- Family income
- Growth or decline of the area
- Competition from comparable restaurants
- Restaurant row or cluster concept

- The design of both the back and the front of the building needs to correlate with the theme of the restaurant. Design and the volume of business are reflected in each area: the exterior, the entrance and holding area, the bar or beverage area, the dining area (including the table arrangements), the kitchen, and receiving (including access for deliveries), and storage and trash area. The most important elements in designing a restaurant include space allocation, lighting and color as well as layout of the dining area.

+ Space is a major issue in restaurant design because it costs money yet is vital to maintaining a balance between the overcrowded restaurant and the more spacious restaurant with two high an average check.

+ Color and light interact with one another to create a mood. The right lighting makes the entire restaurant design flourish, the wrong lighting will make it suffer. Color needs to be selected in tandem with lighting because the two needs to be in harmony.

Chapter 3. The Menu
3.1 The Vital Factors in Menu Planning

The menu is a heart of any restaurant because it showcases everything you have to offer for food and beverage. Menus are diverse as the number of different types of restaurants. Planning a menu is a challenge and need to be considered carefully.

Considerations in menu planning include:

- Needs of guests in target market and trends
- Capability of cooks
- Equipment capacity and layout
- Consistency and seasonal availability of ingredients
- Price and pricing strategy
- Nutritional value
- Contribution theory
- Accuracy in menu
- Type of menu

- Actual menu items
- Menu analysis
- Menu design and layout
- Standard recipes
- Food-cost percentage

The menu is the most important part of the restaurant concept. Selection of menu items requires careful analysis. An analysis of competing restaurants will help in terms of positioning the restaurant with respect to the competition and for product differentiation. In some restaurants, the guests and servers are also asked for input, which makes for consensus building and a feeling of ownership of certain dishes. The menu must reflect the concept and vice versa. The restaurant concept is based on what the guests in the target market expect, and the menu must satisfy or exceed their expectations. Responsibility for developing the menu may begin with the chef, individually or in collaboration with the owner/manager and, perhaps, cooks and servers.

3.2 Considerations in menu planning

3.2.1   Capability/ Consistency:

The capability of the chefs or cooks to produce the quality and quantity of food necessary is a basic consideration. The use of standardized recipes and cooking procedures will help ensure consistency. A standardized recipe is one that, over time, has been well tested. It lists the quantities of ingredients and features a simple step-by-step method to produce a quality product. The menu complexity, the number of meals served, and the number of people to supervise are also elements that have an effect on the capability and consistency of the restaurant kitchen.

3.2.2   Equipment

In order to produce the desired menu items, the proper equipment must be installed in an efficient layout. A systematic flow of items from the receiving clerk to the guests is critical to operational efficiency. Chain restaurants and experienced independent operators carefully plan the equipment for the menu so as to achieve maximum production efficiency. Menu items are selected to avoid overuse of one piece of equipment. For example, too many menu items that are broiled may slow service because the broiler cannot handle them. Most menus begin with a selection of appetizers that do not use the stovetops and grills to avoid conflict with the entree preparation. Some appetizers are prepared and placed in the refrigerator, ready to be served cold. Others may be prepared and then fried.

3.2.3   Availability

Are the menu ingredients readily available? A constant, reliable source of supply at a reasonable price must be established and maintained. High-quality ingredients make a high-quality product, and fresh must be just that — fresh! Almost all food items are available everywhere — at a price. The operator takes advantage of the seasons when items are at their lowest price and best quality. The ups and downs in food prices can be partially overcome by seasonal menus or even daily menus

3.2.4 Nutritional Value

Restaurant guests, some more than others, are becoming increasingly concerned about the nutritional value of food. This is creating a higher demand for healthier items, such as chicken

and fish. In fact, two-thirds of all seafood is eaten in restaurants. Fish and shellfish have far less fat than other protein foods.

Seafood is lower in cholesterol and sodium, and has high amounts of the highly polyunsaturated omega-3 fatty acids, which are thought to help in heart attack prevention. Greater public awareness of healthy food and individual wellness has prompted operators to change some cooking methods — for example, they are broiling, poaching, steaming, or preparing rotisserie chicken instead of frying. Kentucky Fried Chicken, to divert attention from the word fried in the title, changed its name to KFC. The company also changed its cooking oil, which included some animal fats, to 100 percent vegetable oil. Some restaurants place a heart sign next to menu items that are recommended for guests with special low-fat dietary needs. A few restaurants put the number of calories beside each item on the menu. Most chain restaurants have taken steps to provide lighter and healthier food. As an example, McDonald's publishes the complete nutritional breakdown of its menu items and has changed its cooking oil for potatoes from animal fat, high in cholesterol, to 100 percent vegetable oil, which is cholesterol free. Consumers are more concerned about a food's fat content than about cholesterol and sodium. A number of restaurants offer menus with leaner meats and more seafood and poultry.

3.2.4 Accuracy

Restaurants must be accurate and truthful when describing dishes on the menu. If the beef is described as prime, then it must be prime, judged according to U.S. Department of Agriculture Standards; butter must be butter, not margarine; and fresh cream must be fresh. Some restaurants have been heavily fined for violations of accuracy in menu. At least two class- action lawsuits challenging the accuracy of dietary data on restaurant menus have operators wondering if trendy menu-labeling mandates will open the floodgates for similar litigation.

3.2.5 Menu Items

The menu items selected will depend on the type of restaurant. The number and range of items on the menu is critical to the overall success of the restaurant. The menu items include the following courses that are arranged the order:
- Appetizers and soups: six to eight appetizers are adequate for the majority of restaurants.
- Salads: typically salads are served before the meals, as a light appetizers.
- Entrees: In table service restaurants, there should be at least eight entrées. To maintain a balance, there should be an item or two from each of the major meat, pasta, poultry, seafood and fish categories.
- Desserts: may include a selection of fruits, pies, cakes, ices, and pastries.
- Matching/pairing: such as wines

3.2.6 Types of Menu

There are many types of menus which are classified by kind of restaurant or time for meals such as:
- Dinner-house: separate similar entrées
- À la carte: individually priced items
- Table d'hôte: selection of several dishes from which patrons make a complete meal at a fixed price
- Du jour menu: lists items served only on a particular day

- Cyclical: generally used in institutions. Menus are repeated in cycle every few days
- California: order any menu item at any time of day
- Tourist: used to attract tourists
- Lunch and dinner menus: Lunch menus need to be easy to read and food must be produced quickly, while Dinner menu portions and prices tend to be larger
- Degustation (chef's tasting) menus is a sample of the chef's best dishes, which is served in several courses and takes longer to serve

3.3 Price in Menu Selection

Price is a major factor in menu pricing. There are two main menu pricing strategies, those are the comparative approach and the ratio method.

-    The Comparative approach analyzes competitions' prices and deter mines the selection of appetizers, entrées and desserts. Individual items are selected and priced. The cost of ingredients must equal predetermined food-cost percentage.

-    The Ratio method is to price individual item and multiply by ratio amount necessary to achieve desired food-cost percentage. This method results in the same expected food-cost percentage for each menu item. It is not the best strategy. An expensive fresh fish item may be priced too high when compared to the customer's perception of value or to the prices charged by the competition. A glass of iced tea might have a beverage cost of 15 cents and sell for 75 cents, when it could be priced at $1.50.

Food cost is reflected in pricing. The cost of food varies with sales (a variable cost). When stated as a percentage of sales, food cost provides a simple target for the chef and management to aim for, becoming a barometer of the profitability of the restaurant.

If total sales were $200,000 for the month, the food cost of $66,666 divided into the $200,000 would produce a food cost of 33 percent.

When you know the contribution margin, you can make better decisions about whether to add or subtract a product line and how to price your product or service.

The contribution margin is the difference between the sales price and the cost of the item. The amount left over when the cost of the item is deducted from the selling price (the gross profit) is the contribution that is made toward covering the fixed and variable costs. It works like this: If restaurant A offers a steak on the menu that costs $5 and sells for $14.95, the contribution margin is $9.95 for every steak sold. The margin of $9.95 goes to pay the fixed and variable costs, including 15 percent for surrounding plate costs, such as vegetables and sauces, and leaves some over for profit. Profit is the amount left over after all expenses have been paid.

3.4 Menu Design and Layout

The menu design and layout have been called the silent salespersons of restaurant. The overall menu design should reflect the ambience of the restaurant.

- Menu size may range from one to several pages, come in a variety of shapes, generally 9" x 12" or 11" x 17"
- Printing and artwork should harmonize with the theme of the restaurant
- Names of dishes should be easy to read and understand
- Menu should include a strong focal point

Chapter 4. Bar and Beverages

4.1. Bar layout and design

❖ A number of factors affect bar location and design:
  – Type of restaurant
  – Overall design and layout of the restaurant
  – Intended prominence of the bar
  – Number of bartenders required to operate the bar and beverage service
  – Volume of business expected
  – Degree of self-sufficiency of the bar
  – Electric and water supply
  – Construction costs of providing electric and water supply
  – Distance to the storeroom and the dispensing system
  – Location of the beer kegs and cooling equipment

❖ Bar setup is divided into three areas:
  – Front bar: Where the bartender prepares drinks as well as the workstation has storage space for equipment, beverages, speed racks, ice, and glasses
  – Back bar : is used for aesthetics and have functions as a storage and display area. The sales volume will determine the amount of refrigerated storage space required. One refrigerator may be needed for wine and a separate one for beer. Most restaurants use the back bar to add atmosphere by displaying premium spirits and liqueurs. This display is a form of subliminal advertising.
  – *The under bar* is the part where the bartender prepares the drinks; it includes the part under the front counter. The main equipment in the under bar is the speed rack, which contains the well (or pouring) brand liquors. It should be located in a convenient position to allow the bartender to work quickly and efficiently. The speed rack is generally centrally located at waist level. The speed rack holds several of the most common pouring brands, called house brand: Scotch whiskey (two bottles), bourbon, vodka (two bottles), gin (two bottles), rum, tequila, vermouth (two bottles), and cordials.

❖ Bar location: should be in a location with easy access and near the entrance in prominent lighting to be a highlight

❖ Some bar areas provide comfortable seating so the customers can relax. So, seats placed close together encourage conversation

4.2 Beverages

❖ Cocktails is the style of mixed drink which is mixture of distilled spirits, sugar, water, and bitters. They usually contain one or more types of liquor and one or more mixes.
  - Cocktail are divided to two categories according to volume: Short drinks, up to 3.5 ounces and Tall drinks, up to 8.5 ounces
  - Factors of a good cocktail include the balance of the ingredients, the quality of the ingredients and the skill of the bartender

❖ Spirits: have many kinds of spirits such as

- Whiskey is made from a liquid that has been fermented and distilled from grain and aged, often for long periods. Whiskey from Scotland is called Scotch whiskey. Most whiskey is blended.
    - Bourbon is now produced mainly from corn, aged up to six years in charred barrels
    - Brandy: distilled from wine, comes from California and South Africa
    - Cognac: distilled from wine, regarded by connoisseurs as the best brandy and only come from the Cognac region of France
        - White Spirits: Vodka, Gin, Rum and Tequila are the most common so called white spirits.
    - Gin: popular foundation of many drinks (e.g., martini, gin and tonic, etc.)
    - Vodka: made from several ingredients, predominantly barley, corn, wheat, rye, sugar beet molasses, and potatoes
    - Rum can be dark or light in color
        - Dark: distilled from molasses
        - Light: distilled from fermented juice of sugar cane
    - Tequila: distilled from the agave tequilana, a type of cactus, called mescal in Mexico. Tequila can be white, silver, or golden. White is not aged, silver is aged up to three years, and golden is aged in oak barrels for up to four years. Tequila is used in margaritas and tequila sunrise cocktails as well as shooters.
- ❖ Nonalcoholic Beverages are those which do not have any alcohol. They include Sodas, Juices, non-alcoholic beers, de-alcoholic wines, and nonalcoholic cocktails as well as Bottled waters, Power drinks, Coffee and Tea

4.3 Wines

Wines are the alcoholic beverages that are fermented juice of freshly gathered grapes. They are produced in temperate parts of the world that are significantly impact by soil, climate, and cultivation.

The First categorized by color: red, white or rosé. Further classified as light beverage wines, still, sparkling, fortified, and aromatic
- Sparkling wines include champagne, sparkling white wines, and sparkling rosé wines. Sparkling comes from addition of carbon dioxide that naturally produced or infused
- Fortified Wines include sherries, ports, Madeira, and Marsala. They have brandy or wine alcohol added to make a unique taste, about 20 % ALC and sweeter than regular wine
- Aromatic Wines are fortified and flavored with herbs, roots, flowers, and barks. They can be sweet or dry and known as aperitifs, so normally enjoyed before a meal to stimulate digestive juices

WINES WITH FOOD
- White wine is best served with white meat—pork, turkey, chicken, veal, fish, and shellfish.
- Red wine is best served with red meat—beef, lamb, duck, and game.
- Champagne can be served throughout the meal.
- Port and red wine go well with cheese.
- Dessert wines, which tend to be sweeter than others, best complement desserts and fresh fruits that are not highly acidic.

- When a dish is cooked in wine, it is best served with wines of that variety.
- Regional food is best served with wine of the same region.
- Wines are best not served with salads with vinegar dressings, chocolate, or strong curries, all of which are too strong or acidic for it.

4.4 Controlling losses in bar

Several other commonsense measures can be incorporated into the control of the bar and beverage operation.

- Limit bar access to bartenders and make them accountable for the pouring- cost results.
- Give incentive bonuses for good results.
- Require that drink orders be rung into the register before the drinks are made.
- Use a remote system in which servers must ring up the order before it goes to the bartender.
- Install a video camera.
- Install an alarm on the bar door.
- Do not allow bags to be brought into the bar.
- Provide lockers in another area.
- If bartenders make mistakes, have them written off and signed for by management.
- Cushion bar floors to reduce breakage.
- Set up a system that allows employees to report incidents anonymously.
- Be careful in hiring employees for the beverage operation; check references and do background checks.

Chapter 5. Service and Guest relations

5.1 Introduction to Service and Service encounter

- Guest service, including guest recognition, is important for all restaurants, but particularly dinner houses and fine-dining restaurants because they offer more service

Guest recognition is an aspect of marketing and sales. The psychology of foodservice as practiced by the served varies tremendously with the types of establishment, from the quick service to deluxe dinner house. It is also complex relationships and skills, especially in a dinner house.

- Many servers are skilled performers in the service encounter. The heart of a service is in the encounter between the server and the customer. Server and guest are actors in a play. Once the meal is finished, the play is over, the guest leaves, and the server moves on to the next stage.

+ Payoff for the guest: feeling of warmth, friendship, and ego enhancement

+ Reward for the server: big tip and excitement of the drama

- Greeters or the Host is the first and last person guest meets at a restaurant, represent the restaurant by offering a friendly greeting and facilitating the seating of guests. He/ She should be a smiling, well-groomed, friendly person
- The Server as the Independent Businessperson in the restaurant business
- ❖ A number of restaurants have service standards that they expect to meet or beat. Here are 11 steps of service that set a standard for all to meet:
- 1. Greet guests within one minute.

2. Suggestively sell beverages/take order.

3. Bring beverages by four minutes.

4. Offer to explain the specials and other menu items.

5. Bring appetizers/soups/salads by six minutes.

6. Bring entrees by 15 minutes.

7. Check that everything is perfect within two minutes.

8. Take dessert order.

9. Bring dessert by four minutes.

10. Check everything is perfect.

11. Upon guest request, present the check within two minutes.

Standards like these give servers something to aim for and achieve because otherwise service will be below guest expectations.

5.2 Seven Commandments of Customer Service

– *Tell the truth*: When it comes to customer service, the honesty is the best policy

– *Bend the rules:* Learn why a rule is a rule in the first place and its boundaries. Go ahead and bend it if that' s what make the system better serve your customer

– *Listen actively:* All you need to do is listen when the customer tells you everything you need to know

– *Put pen to paper*: a letter or email after a conversation can be a terrific way to confirm facts and details or just to say thanks

– *Master the moments of truth:* Should pay attention to details and the promise made in your advertising

– *Be a fantastic fixer*: an effective customer-service recovery process includes these components: apologize, listen and empathize, fix the problem quickly and fairly, offer compensation, keep your promise and follow up

– *Never underestimate the value of a thank you*

5.3 Guest Service Skill

5.3.3 *Setting the table*

The table setting should be pleasing and inviting to the guest. Guests notice clean cutlery and flatware that is free from watermarks, fingerprints, and food particles. Avoid watermarks by cloth-drying the flatware immediately as it comes out of the dishwasher. Remember: To avoid fingerprints, train staff and servers to hold the cutlery flatware by the center-middle part.

Experienced maitre d's bend their knees to level themselves with the glassware and can spot a dirty one at a distance. Like cutlery, all glassware should be free of water spots and fingerprints. Dirty rinse water causes spots; chemicals in the rinse water can streak glassware. An improper mix of washing and sanitizing chemicals might lack the action that makes the water sheet off the glass without streaks or watermarks.

When the table setting is complete, it should look pleasing to the eye. This is accomplished by arranging everything symmetrically. Everything should be clean and free from fingerprints.

5.3.2. *Taking the Order*

If they have not already done so, servers introduce themselves and take the opportunity to suggest beverages. This is done by describing two or three drink items (depending on the guest). For business convention guests, this might be a special martini—if the bartender is known for that—or a choice of wines. The main thing is to get people to make a selection from a variety of choices rather than a simple yes-no decision. At the initial guest contact moment, the server may also describe food specials, then depart to obtain the beverages while the guests decide on their food order.

The food order should be taken by asking the senior female for her order first, followed by the other women. (The server has to politely take control of the situation to prevent everyone from shouting his or her order.) Then the senior male's order is taken, and so on. The server's team takes the order by seat number from a vantage point (say, the entrance). This allows each plate to be placed correctly in front of the person who ordered the dish. Some restaurants use the clockwise system.

Restaurants generally have a rule as to which side food is served to and cleared from. Beverages are both served and cleared from the right-hand side from and to a tray. Some restaurants clear plates as soon as a person is done eating; others wait until everyone has finished. The method chosen is a matter of preference. It also depends on how busy the shift is and how soon you need the table. A quick system to ensure guests have a great experience is based on a popular acronym in this business: GUEST—Greet, Understand, Educate, Satisfy, and Thank.

5.4 Strategies for Handling Complaints
- *Win-win action tips*
  - Act immediately on a complaint
  - Let the guest know you care
  - Calm the guest
  - Tell how the problem will be addressed
  - Invite the guest to express their feelings
  - Never invalidate or make the guest wrong
  - Offer appropriate and reasonable amends
  - Nurture the relationship

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(Duyệt)   **ĐÀO TẠO ĐH&SĐH**   **PHÓ TRƯỞNG KHOA**

ThS. NGUYỄN THỊ ÁI DIỄM