

Food and Beverage Service

A TRAINING MANUAL

Third Edition

About the Author

Sudhir Andrews graduated with honours in English Literature from St. Stephen's College, Delhi University. Thereafter, he completed his post-graduation in management from the Indian Institute of Management, Ahmedabad. He was one of the first MBAs to join the hotel industry in 1971. He earned two Hotel Management Diplomas with distinction—one from the International Hotel Association, Paris, France and the other from the American Hotel and Lodging Association, US. He did a fellowship with CERT, an apex body of Irish hospitality education.

His experience of over 30 years includes his work with the following organisations and institutes of international repute:

- The Oberoi—where he created the Oberoi Hotel School and was the General Manager of two Oberoi properties.
- ITC Welcomgroup—where he rose to be Member Personnel on the Divisional Board. He created the Welcomgroup hotel training centre in New Delhi and commissioned the Welcomgroup Graduate School of Hotel Administration at Manipal, Karnataka.
- Institute of Hotel Management and Catering Technology—where he was the Principal of the Institute of Hotel Management and Catering Technology, Pusa, New Delhi under the Ministry of Tourism. At this time, he was also on the Board of many IHMs and the National Council of Hotel Management and Catering Technology. During this period, he was involved in several ILO and UNDP programs in India and abroad as faculty. He was also the member of the National Classification Committee and gave star ratings to many properties.

In 1994, he moved to Dubai as Director—Human Resources for the Metropolitan Chain. Here he set up the Metropolitan Institute of Hotel Management in collaboration with HIM, Montreaux, Switzerland. He also became Group Vice President—HR with a sister concern of the Metropolitan Group which have businesses in automobiles, airlines, hotels, travel agencies, etc.

He immigrated to Canada in 2000 where he worked with a Property Management Company. He returned to Dubai again in 2002. In his second sojourn in Dubai, he joined the “Executive Office”—a consulting wing to the ruling Sheikh of Dubai. He also acted as an advisor to the Merit Hotel School which opened two hotel school campuses in Dubai and Sharjah. He was also engaged as a consultant with “The Peoples Partnership”—a British HR consultancy firm where he did some noteworthy consultancy projects for several banks, oil companies, and Dot.com companies.

At this juncture of his life, he also worked as a career counsellor and had his own program on FM Radio 89.1 in Dubai. He brought out his own column on Career Counselling with *Khaleej Times*, a Dubai newspaper, for a year as well as taught at Eikon Academy which brought in the Herriot-Watt University.

Sudhir Andrews is now the Dean—Academics of Ecole Hoteliere Lavasa in collaboration with Ecole Hoteliere de Lausanne, Switzerland. He is also the author of 10 hospitality books published by McGraw-Hill India.

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Sudhir Andrews

Dean—Ecole Hoteliere Lavasa



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Dedicated to
my mother
(Late) Amrutha Andrews
who has been my source of inspiration

Letter from the Author

Dear Reader

Congratulations on joining the food service industry. It is one of the fastest growing industries in the world, which offers ample opportunities worldwide for the true professional.

This is the third edition and I thank readers for their continued trust and support, urging me to upgrade the manual. I believe that certain basic principles of food service remain 'unchanged' over the years and shall continue to do so in the future. This edition faithfully retains those chapters. What has changed is the role of the food service professionals, with the surge of globalization, economics and technology (see the section on "*The New Food Service Professional*"). This edition attempts at empowering food service professionals with these new changes to meet the challenges of the future.

Let us examine some of the changes that have come about.

We may have witnessed and experienced Mongolian Barbeque at up-market food courts in Dubai; Chicken Tikka with Chutney in traditional English pubs; Japanese Sushi bars at every corner in North America, Mexican Nachos with cheese, jalapenos and Salsa sauce in most movie theatres; Thai cuisine in neighbourhood markets; and Middle-Eastern Shawarma rolls for the commoner in Mumbai and London, as a result of **globalization** brought by the breaking down of economic and political barriers. The world is indeed one big market with multi-cultural workforces and movement. The traditional food service customer has the privilege of a deluge of food options and has, therefore, become adventurous, knowledgeable and excited to try new gourmet opportunities. This brings in its wake new skills, service styles and cultural awareness. Those who have retained their traditional food habits but have settled elsewhere in the world have created their cuisines in new locales which have also exposed their cuisine to the local populace. What we witness today is the breaking of tradition too. Food service practices have become more informal. For example, red wines before, had to be drunk with red meat, while white wines were drunk with white meat. Today, no one frowns at any wine with any meat. Similarly, customers are permitted to mix and match their cuisine to their taste and joy. It is permitted to let a customer have his Indian curry with noodles or mix mango and banana with rice! People are getting more adventurous and are bold to demand what pleases them, however eccentric their taste is. Other changes include:



Technology which will replace all the processing work, earlier done by human beings, like ordering processes from the kitchen, billing processes, self-service through food dispensers

and mini-bars, automated table reservations (much like airline passengers selecting their seats online), 'smart' dining tables which are virtual entertainment, information and process centres.

Leasing space to branded restaurants will be a strategy adopted by most hotels, which would prefer to concentrate on rooms business leaving food and beverage business to outsourced agents.

Outsourcing will become a way of life in most hotels. Hotels will prefer outsourcing their housekeeping, accounting, security, horticulture, laundry, food preparation, etc., to outsourced agents. This is because of the rise in costs of energy, raw materials, labour, real estate, etc.

This will see the mushrooming of specialist companies like the Housekeeping and Maintenance Companies, Security Companies, etc. This in turn will open additional entrepreneurial and employment opportunities to hotel professionals.

Youth will dominate the future workforce. It is quite possible to see a workforce below thirty-five years. Mature professionals will have to re-engineer themselves to consider self-employment as service providers.



Shortage of professionals will plague the hospitality industry. Earlier, the term 'hospitality' was applied to hotels and restaurants only. Today, the same term embraces many other service industries like airlines, retail, hospitals, banks, insurance, theme parks, education, sports academies, etc. All will vie for the same pool of hospitality students. Hotels and restaurants will therefore employ several strategies as given above such as outsourcing, leasing, introducing technology, etc.

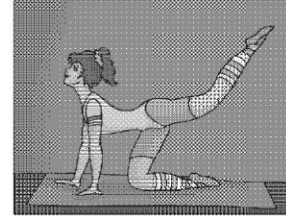
Knowledge workers will be an outshoot of shortages where service providers will manage with fewer people competent at doing multiple tasks. A Food Service Agent will also plan, organize and control operations that his supervisor did; cook at table sides; entertain by song and dance; budget and be accountable for results. The Agent will create databases and build his own network of clients through innovative means. Thus Food Service Agents will be hired for the databases one has.

Empowerment is a must for knowledge workers who are responsible for the ultimate guest experience. Empowerment is the authority to act independently without having to seek approval of a higher authority. The food service professional has become a strategic player in the success of the food facility. It is important therefore to know how the new knowledge worker is recruited, trained and motivated.



There is a big movement in the concern for **hygiene, sanitation and safety**. People have become health and fitness conscious thanks to the media. They demand high standards in these areas. Many governments worldwide are passing legislations to tighten hygiene, sanitation and safety rules and are taking severe steps for those who do not comply. A case in point is

that most restaurants have adopted a “no smoking” policy. Some have designated spots in the restaurant for smoking. Governments, local and international, recognize the need of safe food and eating facilities. This has prompted me to introduce the chapter on “Hygiene and Sanitation” and “Safety in Food and Beverage Service”.



Whatever the changes may be happening world wide, the food professionals must be strong on the basics of the subject. It acts as the strong foundation on which higher responsibilities are built. This book concentrates on the basics. An advanced book entitled “*Professional Food and Beverage Management and Service*” which builds further on the lessons learnt in this foundation book is also available.

This book is ideal for:

- Hotel management students
- Craft course students of food and beverage
- Lecturers of hotel management and craft services
- Apprentices in food service
- Food service professionals like the waiter, supervisor and the restaurant manager
- New entrants who have no formal training or education in food service but are entering the industry raw
- Event management companies who may have food programs
- Supervisors and staff of leisure activities like theme parks, cruise lines etc.
- Entrepreneurs who wish to set-up their own food and beverage activity
- Housewives who may wish to give the correct food and beverage service at home
- Convention and training centres that provide food service
- Institutional catering services
- Independent restaurant owners and staff
- Hospitality trainers



Dear Readers, this book is designed for self-learning or classroom lectures and demonstrations. It is designed for both the lecturer of Food and Beverage Service and the student. Through experience, it takes 42 learning hours to complete the basics of this subject. Therefore, the book is divided into 42 learning hours supported by demonstrations, overhead slides and review quizzes.

I wish all readers success in their careers and sincerely hope that this book will make a small contribution in that journey. I shall also welcome your valuable feedback and suggestions to make this book meet your needs in future editions. I may be contacted by e-mail at sudhir_andrews@hotmail.com

Good Luck!

Yours faithfully,
SUDHIR ANDREWS

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Introduction

▲ THE NEW GUEST PROFILE

Like every thing around us, the diner has changed. With the advent of cyber space the world has never been the same. People have crossed boundaries in the comforts of their homes at the click of a button. This has made them knowledgeable and adventurous. Political boundaries have broken down too, to survive in a global economy. The breakdown of the Soviet Union into a flood of new states; the mass emigration into the United States, Canada, Australia and New Zealand; and the movement of people to the middle east for new job opportunities, make people more accessible to cultures, cuisines and customs. Technology has made travel and the crossing of borders easy. While air travel is fast and convenient, the web allows us to correspond with anyone in the world instantly. The dining experience as a consequence, has been presented with new challenges in the midst of these changes. The new hotel professional needs to be aware and sensitive to the changes in attitudes of the guests who come to dinner.

Woman Power: Women pursuing full-time careers have encouraged the practice of families eating out more often. Restaurants are forced to adapt to the change in demographics. It is common to see coffee shops with children's menus or special birthday party offers, complete with clowns, balloons and games. "Women's only" night outs are a common phenomenon. Bars even offer a free drink to women in recognition of their dining potential. Elaborate family brunches are available for families on weekends. Women executives have become a regular travelling segment that requires special facilities and dining options.

Business Wealth: The buzzword is *privatization*. Large dinosaurian public undertakings are forced to privatize. Governments can no longer manage and fund these behemoths. Private enterprise has reached horizons never imagined before. Worldwide investments and big capital funds have encouraged big businesses. Giants like the aerospace industry, computer industry, courier services and credit cards have overtaken oil, automobiles or shipping industries. Individuals too have amassed incredible wealth. Software professionals have become millionaires overnight, by creating just one unique software programme. The result of this wealth is that business entertainment has become a way of life with large entertainment accounts. Hosts want to make an impression of their financial strength to their clients with the quality of entertainment and dining experiences. Guests are willing to pay anything for perceived value and convenience.



Emotional Experiences: Guests have become adventurous. They want total experiences that will trigger emotions. A perfect experience is one that will appeal to all the senses of sight, hearing, touch, smell and taste. The eyes would like to see new costumes, lighting, and décor and food presentations. Showmanship plays a big part in restaurant service now.



The guests will like to hear fusion music as also the sizzle of dishes. They would like to smell unique flavours that will stimulate their appetite. They would like to pamper their taste buds with new cuisines of quality. It is not surprising that the traditional English public has taken to Indian curry and spices; Mongolian Bar-b-cue competes with Chinese cuisine; Mediterranean food has challenged traditional French cuisine. People are willing to taste zebra and alligator meat from the African continent, or sand baked camel's meat of the Middle East. Guests want their dining experience to touch their egos, creative tastes, need for adventure and mostly their heart. The way the servers

give the service, contributes largely to the 'touching' experience. Specialty restaurants have the advantage of unique experiences provided they offer authentic cuisines, costumes, décor, entertainments and service styles. Restaurants without the advantage of uniqueness have to compete for the big bucks in innovative ways. They are willing to bring "once in a lifetime" performances along with their dining experience. For example, entertainers who were just a dream for a whole generation, have the opportunity to perform again in revival concerts. Wouldn't it be lovely to hear Shirley Bassey, Cliff Richards or the London String Quartet at a cozy restaurant? Diner theatres too have caught on well. The famous British comedy acts like the Laughter Factory have entered Banquet halls of eastern hotels. Similarly, ethnic restaurants have a good chance to make a niche. In future they will brand themselves to offer global franchises with quality-standardized cuisines. Soon the world will have African bars from Johannesburg, Georgian food from Tbilisi or Chettinad cooking from Chennai. The movement has started.

Time Conscious: The new guest is time conscious in a fast paced world. Fast food restaurants, takeaways and home deliveries found their popularity in these time pressed circumstances. Even ethnic cuisines like Indian, Japanese, Greek, and Thai have found ways to provide fast foods. This is the reason for the success of Food Courts. Guests will want immediacy and will not tolerate delays in what they consider fair time. They will be intolerant to slow and inefficient service even if the food is good.

Health Conscious: Guests are working hard to keep fit and healthy. New research has made people aware of healthy living. While they enroll into gyms and sports clubs for their physical well-being, they



are also nutritionally conscious. Health foods have crept into many menu offers designed by qualified dieticians. Health food restaurants can be found at gym complexes, Food Courts, sports clubs, business complexes and institutional catering. Nutritional claims must be authentic. Television has influenced people to have that perfect figure and appearance. Diet foods for a slim waistline have become essential to a menu spread. Customers are able to even guide the server with food preparations by insisting, for instance, on organic vegetables or fat free dressings.

Value-addition: This refers to the extras given for a particular price. For example a grill room *49ers* has a dance floor with a DJ and live rock band; the steakhouse *Billy Blues* offer's billiard tables; *Sheratons* offer buffets with children's menus and health foods in addition to their normal spread; *Facasia* the Mediterranean restaurant offers a free bottle of wine or a tureen of soup with meals; *Rock Bottom Café* offers free drinks to women accompanying men; or *China Town* gives free starters with the dinner drinks. People are attracted to bargains and perceived added value. Fast Food restaurants are competing hard to give value-addition. This they do by offering animated film videos with family packs or children's gimmicks with children's meals.

Wants information: Curiosity has spurred guests to travel, made easy by quicker transportation and economy holiday packages. They are exposed to cuisines and service styles of the world and cannot be fooled. Guests do expect the exact standards of service and have no patience for fakes. Many guests direct their preparations. They also like to get educated on new cuisines to talk about it at social gatherings. Menu cards and service staff must be able to exactly tell the way the food items are prepared.

D-I-Y competent: Guests are willing to do things themselves, (D-I-Y stands for Do-it-Yourself). While the western person is normally manually competent, the vast migration of oriental people to the west where domestic help is not available has made them quite willing to help themselves. The success of fast food restaurants, self-help counters, buffets lunches, salad bars, vending machines and food courts are ample testimony. One of the benefits of self-help is that it reduces time for the guest on a fast track.

Techno-savvy: In addition to D-I-Y competency, guests are comfortable in using the web and would like to take control of their dining experience over the web, via phone or through fax. They want to make their table reservations and expect it to be ready when they reach. They want to order food even before they reach the restaurant. Home deliveries are popular with the comfort that modern guests have with the phone or fax.

Hygiene Conscious: Guests are very particular about hygiene, particularly how their servers handle food. They will not tolerate soiled uniforms, table linen, crockery and cutlery, personal habits and are willing to sue restaurants for unhygienic conditions. Most governments give importance to healthy and hygienic food preparation and service areas. Litigations on this count have been expensive and have also led to the closure of restaurants.



Language Savvy: While English is still the popular language in the global economy, restaurants with multi-lingual staff will be able to attract multinational clientele. While French and German were the common international alternate languages, Spanish, Russian, Hindi and

Japanese have become necessary in business communities. Look at airline crews today on International routes. They compose their crew with multi-lingual staff and proudly announce the range of languages spoken by the cabin crew.

Point Casting: The term relates to specialization in a very narrow field. Guests will patronize outlets, which have achieved consistent excellence and authority in a narrow food and beverage field. Starbucks and Costa have won their popularity with their range of coffees and even educate their guests about their products. *Kentucky Fried Chicken* will continue to be specialists in southern fried chicken. Many restaurants have attempted to copy them, but in the guest's mind eye, KFC is best. *Subway* will always hold strong on submarine sandwiches. This has given rise to their rapid expansion worldwide. *Dairy Queen* and *London Dairy* are specialists on ice creams as Dunkin Donuts are on different varieties of doughnuts. *New York Fries* have become specialists of fries with unique toppings. Cinnabon has captured the sweet toothed market with delicacies flavoured with cinnamon. We all know that *McDonalds* and *Burger King* are the emperors of hamburgers.

What does all this mean to a food and beverage professional? It means that the professional has to anticipate and adapt to changing circumstances and guest profiles. Continuous learning and development is the call of the day. Additional knowledge and skills also means additional wages and global opportunities.

▲ WHY DO PEOPLE DINE OUT?

A professional server must understand why people eat out. People eat out for reasons that are tangible and intangible. Let us look at some of these:

Hunger is the basic need for survival. The body needs food for energy and sustenance. People may satisfy this basic need by buying food from a hotdog stall or a fancy restaurant based on their budget. Restaurants meet this need.

Convenience is an intangible factor that forces people to eat out. Many may not have the time or resources to prepare meals at home find restaurants convenient. There are restaurants that cater to all segments of society. Working people go to a restaurant that can provide them food within the given time and budget during lunch. Sightseers find mobile vans and fast food outlets for a quick bite. Shoppers may combine their lunch meal with shopping at a mall food court.

Social occasions are a great reason why people eat out. Businessmen may want to entertain their clients or families to celebrate birthdays, anniversaries, religious festivals etc. in a specialty restaurant. Upmarket restaurants cater to status and social needs.

Entertainment is a great reason to eat out. That is why restaurants go beyond food and provide costumes, showmanship, décor and music to create an amusing environment. Exotic night clubs and specialty restaurants provide sheer entertainment.



How do people choose a restaurant?

Reputation: Most people visit a restaurant because they have heard about it from others. Some recommend the food, others the atmosphere; while still others the uniqueness of the experience. People like to talk about hotels and restaurants because they are social points in a community. Reputation is very fragile and restaurants strive to preserve their name with positive experiences.

Price is a very tangible reason why people opt to choose a restaurant from others. Each segment of the public chooses their restaurants based on their budgets. Price is a tool to directly attract and serve a market segment from the neighbourhood diner to an upscale restaurant. Another aspect of price is the value for money. Restaurants give more than what is ordered like free appetizers or a bottle of wine etc.

Atmosphere is a strong reason to pull people to restaurants. Mature groups may find clubs, bars and cocktail lounges to relax after a day's work, while discotheques may attract youth with loud music and dance. Atmosphere is also distinguished between formal and informal atmosphere. While night clubs and cocktail lounges may be very formal, fast-food restaurant have an informal atmosphere. Atmosphere is determined by the décor, uniforms of staff, dress codes of staff, type of service and cutlery and crockery used.



Quality of food attracts those who are discerning in their food tastes. Quality preparation does not have to come from high-priced restaurants. “Ravi” an Indian restaurant in Dubai provides the finest Muslim kebabs and *biryani* at the cheapest price. Their restaurant has no frills but people flock to eat the delectable food. Similarly KFC are masters of the southern fried chicken or China Town in *Haka* noodles that attract the rich and economical eaters to their portals. High-priced restaurants do make their distinction in the quality of food they provide.

Uniqueness of food is a good reason to attract customers. Specialty restaurants subscribe to this category and pull customers who want different food experiences. Restaurants worldwide are competing hard to develop cuisines from ethnic origins, perfecting their preparation and standardizing the recipes to give the public food that no one else can provide. Some good examples of ethnic experimentations are the *Dum Pukt* cuisine of the nawabs of Lucknow and the *Chettinad* cuisine from the south of India.

Portion sizes (the quantity of food served for a price) attract certain segments with large appetites and low budgets! College students would go to any place that gives them a wholesome meal at least cost. The Tibetan Eateries around the Delhi University or the Vietnamese restaurant in York University, Toronto, are good examples of such strategy where students flock for a big bowl of soup and noodles for a few pennies. Fish and chips shops became popular for the good portions that they gave to the common person.

Consistent standards have made branded restaurants like the Burger King, Taco Bell etc. popular world wide. A customer knows exactly what to expect from the restaurant any where in the world. This is a good reason why people are repeat customers.

Focus groups (those with a common interest) are attracted to those restaurants that meet their specific interests. These include football fans who flock to a bar that televises the latest FA Cup match on giant screens; families who visit their neighborhood restaurant who give them weekend brunches; singles bars where the singles can meet and perhaps find their life partners, etc. Young people flock to certain discotheques and dance halls for the sheer electric atmosphere. It is not only the music but the place where they will find their friends and like minded dance lovers.



Service levels are paramount to any dining experience. It all depends on what the customers expect. Service personnel that are slow, uninformed, rude etc. are sure to drive customers away. Restaurants pay a lot of attention to food service in its physical or intangible form.

For example chilled beer, hot food, and good presentation are just as important as courteous staff, timely service and atmosphere.

Location is a very strong reason to attract customers. Most consumers would want to patronise an establishment that is within easy reach. Obviously owners of restaurants plan well to determine the choice of a site that would best serve their target market segment. Working people would like to have their lunch at a restaurant that is a walking distance only. Singles and working couples would look for a neighborhood diner when they return from work. Parking is a major problem in downtown locations. Customers choose a restaurant that has a convenient and available parking facility nearby. Most cafés and snack bars that operate on high volumes locate themselves off busy streets where the “footfall” is great.

Whatever is the reason to eat out; the defining feature is “experience”. Experience is created by both tangibles and intangibles coupled with the emotions that are generated. While food and its presentation, texture, aroma and taste is the central focus, it is also others like atmosphere, service and convenience that also play a part.



▲ TRAINING METHODOLOGY

This training manual is fashioned to be the core text for training in food and beverage service. It, therefore, has adopted the following features:

- It is divided into lessons.
- It is concise, eliminating unwanted words.
- It is sequenced in the way that the subject should be learnt.
- It adopts a simple language.
- Terminologies are explained carefully and re-emphasised in *Key Terms* at the end of each lesson.

- The text can be used by professionals for self-learning as well as by trainers for teaching.
- It acts as a ready reference for those in a hurry.
- It deals directly with food and beverage service.

Any good training deals with four aspects:

1. **Knowledge**—the foundation of information required to perform a task effectively.
2. **Skills**—the logical and motor skills required to complete tasks.
3. **Attitudes**—the emotional way we interact with the environment (workplace).
4. **Competencies**—the behaviours required in a job to be effective.

This manual has been divided into these components. The competencies are given under the heading, 'Competencies of Food Service professionals,' in the next section of Introduction. Trainers and learners must look at this section in the context of the four aspects of good training.

From the many training methodologies available, I have suggested the following methodologies in this manual as they are practical and in common use already:

Lecture	<i>Ideas expressed orally.</i> It is usually a one-way communication from trainer to trainee. This may not ensure complete learning. It is advised that trainers get the trainees to participate more in the session by asking them questions so that they think for themselves. A question-answer session at the end will clear all the doubts and give the trainer a feedback on whether the trainees have understood the ideas or not. The trainer must use illustrative training aids which will be discussed later.
Demonstration	<i>A performance of a skill by the trainer while learners watch.</i> This is an effective method that improves learning. The trainer will naturally have to assemble the various equipment, tools, ingredients (as in the case of cooking), and accessories in advance to ensure the smooth flow of the session.
Practice	<i>An opportunity for learners to perform what they have learnt.</i> There are bound to be mistakes initially till the trainee achieves proficiency. The more the practice the greater is the chance of the trainee attaining proficiency. Most demonstrations must be followed by practice.
On-the-job training	<i>This method is employed when learners have acquired a certain level of proficiency before they face live situations.</i> This is the most effective method of learning. The main challenge is to perform tasks under pressure of time and dealing with guests.
Role-play	<i>This method employs learners to act out scenes of real situations but in simulated conditions.</i> The learners can afford to commit mistakes without serious consequences. Most competencies and guest relation skills are best taught by role-play.
Study Tours	<i>These are guided visits to actual work sites for learners to translate their knowledge into practical orientations.</i> It is effective for learners

to actually see and touch real equipment, accessories, and visualise real layouts guided by the principles learnt in the classroom.

Most methodologies come alive with support materials called *training aids*. Here are some of the aids mentioned in the manual that work well with the methodologies suggested above:

White Board	It is inexpensive and reusable. Most training classrooms are equipped with white boards.
Flip Charts	This is flip-over chart paper hung on an easel. The benefit of this aid is that many diagrams can be prepared in advance for a session. Flip charts have the advantage of recording important points in the classroom discussion for use later in the session.
PowerPoint	In today's world of computers, the PowerPoint software is a marvel that comes with Microsoft office. The advantage is that presentations can be made more colourful. Some have animation features. The computer will require an LCD projector with necessary accessories to project the matter. However, such projectors are expensive.
Samples	These are actual exhibits that can be brought in a classroom like bottles, ingredients, forms and formats, etc. These are essential for demonstration purposes and help in enhancing understanding.

▲ COMPETENCIES OF FOOD SERVICE PROFESSIONALS

Competencies

Competencies are those skills, attitudes and behaviours that a person possesses. Some of these are taught at childhood by parents and teachers, in the growing years. People may have these competencies as part of their nature but there are some that can be acquired and developed through constant practice and discipline. Any hospitality education training builds these competencies into their curriculum in recognition of their importance in the profession. Hospitality being a people's business requires the highest standards of these attitudes and behavior, because they are the intangibles that impact on a guest experience far more than the products they purchase. It is interesting to note that a relatively new concept has come up called 'Aesthetic Labour'. Aesthetic labour has natural embodiments and acquired soft skills to please the senses of customers. In simple terms it is all about 'looking' and 'sounding' good. Many service organisations are recruiting aesthetic labour as part of their image and branding strategies. In hospitality it is essential and adopted by many hotels and restaurants as cutting edge. Such employees will eventually demand higher salaries. Some tips to improve one's professional and aesthetic competencies are mentioned below.

Grooming and Hygiene

Grooming is one of the most important features of a server. The server reflects the image of the restaurant, since he or she is in direct contact with guests. A well-groomed server represents qualities of hygiene, professionalism, management style, reliability, etc.

Here are some tips for a male server:

1. Hair should be cut close.
2. The uniform should be spotless and well ironed. A tight or oversized uniform gives a sloppy appearance.
3. Nails should be well manicured and hands clean. This is important especially since the server's hands are under guest constant surveillance.
4. Guard against body odors or cheap perfumes. The market has some wonderful anti-perpirants.
5. Shoes should always be polished, and of a conservative style.
6. A close shave is necessary before entering the restaurant. Stubbles of a beard or moustache could look uncomely.
7. Bad breath could be nauseating to a guest since the waiter speaks to the guest at close proximity.

Some tips for a female server:

1. The apron and elastic hair band should always be clean.
2. High heels could be hazardous during service. Flat shoes with sturdy heels are advisable.
3. Stockings should be clean.
4. It is preferred to have a light make-up to project a professional work image.
5. Excessive jewelry should be avoided.
6. A very strong perfume could nauseate a guest. Fresh light cologne would be preferable.
7. Ethnic wear has its own standards of modesty and practicality. However ethnic clothes must be clean, well pressed and should be pleasing to the customer.

Basic Etiquettes

The hotel and restaurant business is a cocktail of showmanship, diplomacy and sociability. All front line personnel are required to have the ability to communicate effectively with certain manners and etiquette associated with being a good host.

The basic etiquettes that a server should exhibit in a restaurant are:

1. Attention to guests as soon as they enter the restaurants. Recognition is a powerful tool to get guests coming again. Even better, is to address them by name using phrases like, "Good afternoon Mr. Smith. Welcome to our restaurant".
2. Be polite to guests by frequently using terms such as "Thank you", "Please", "May I help you", "Excuse me", and "Pardon me", etc.
3. Assist guests to remove warm, heavy coats in winter and raincoats in the rainy season and help put them on when they leave.
4. Help to seat the ladies first.



5. Provide extra cushions or special chairs for children.
6. Do not interrupt a guest conversation when speaking to them.
7. Do not overhear conversation.
8. Avoid mannerisms such as touching the hair, scratching oneself or picking the nose, etc.
9. Stand erect at all times. A gentle bow at the time of service is permissible.
10. Remember a guest's special dish and remind him or her that you know it. Ascertain whether he or she would like to order it again. Guests get impressed.
11. Be attentive to guest calls. Sometimes the raised eyebrow of a guest should be enough. If busy, acknowledge with a nod of the head and a smile that you will attend to them shortly.
12. Talk softly.
13. Strike a match to enable a guest to light his or her cigarette. (Please note that most restaurants around the world are banning smoking. Understand the policy of your establishment on this matter. Some restaurants have a smoking section and these needs to be ascertained at the time of seating them).
14. Avoid arguing with service staff and guests in the restaurant.
15. Carry pencils in the trouser pockets and not behind ears or clipped in front of the jacket.
16. Desist from chewing gum or beetle nut.
17. Present the bill/check to the host discreetly in order to avoid embarrassing him. Most establishments have folders to present the bill.
18. Avoid soliciting for tips.
19. Remove tips after guest has left.
20. Enter and leave the restaurant through the service door only.

Hygiene and Sanitation

Sanitation and hygiene are predominant criteria for a guest's choice of a restaurant. A guest is particular about hygienic food and the cleanliness of the environment. In order to ensure a good image the server must keep the following points in mind:

1. Lead guests to only clean tables.
2. Remove soiled dishes and leftover food from tables immediately. Food items and crumbs that fall on the table must be crumbed or wiped out with a napkin on a side plate.
3. Keep sideboards, table and other surroundings clean and meticulous, as a guest is very observant.
4. Keep all sauce bottles closed. When in use, ensure that the mouths of bottles are wiped clean, before presenting them to a guest.
5. Clean cutlery in fresh water and dry them before use.
6. Wipe glasses with a clean waiter-cloth and hold up the glasses against a light to detect any stains and thumb impressions.
7. Bar mirrors as well as plate glasses should be free of stains.

Teamwork

Teams have become the cornerstones of food service operations. A poor team performance can severely damage the establishment's reputation, while superior team performance directly enhances it. Teamwork is one of the essential competencies at the time of recruitment. Results are the responsibility of the entire team and not the team leader alone. Team dynamics have changes over the years. Let us understand the anatomy of teamwork.



What is a team? A team is a small interdependent group of people with complementary skills who are committed to a common purpose, performance goals and approach for which they hold themselves mutually accountable.

The key words are interdependence, complementary skills and accountability. No one person can deliver any goals. It takes a team to deliver results with complementary specializations with the desire to accomplish objectives and hold themselves responsible for a success or failure.

Why should we have teams? Teams can meet significant performance challenges. They have a common purpose and are able to assist when a team member is slow. They harness the complimentary skills of other team members and have trust in their competency. They can be an influence on each other to be ethical, disciplined and motivating.

Who is the team in a food service operation? The direct teams are the kitchen, stewarding, and service staff. Each has distinct skills, in cooking, sanitation and service respectively. The indirect teams are purchase receiving, stores, accounts, housekeeping and engineering who do the backhouse functions to make a dining experience memorable.

What is the team leader's role? The team leader's role is to build commitment to the common purpose. He or she fills in gaps in competencies, delegate leadership, a hands-on performer with the team, makes key decisions and manages external relationships including the management, guests, and the government.

What are the team member's qualities? They are all performers who find excitement in their performance. They take ownership of the task and objectives and hold themselves accountable for success or failure. They have a sense of urgency with youthful enthusiasm and energy. They are result oriented and respect each other.

Attitude

Attitude is a buzzword in modern operations. We wear an attitude. In other words, attitudes are something that we own and are responsible for. It comes from within and can be positive or negative based on one's experiences. (See Part II Chapter 6 "Understanding Guest Service")

for more inputs on attitude) Let us take an inventory of key attitudes required in food service operations:

1. The **joy of serving** people. The benefits of service are many. People are giving business to those who have better service. A good service gets better paychecks and tips. It ensures repeat customers. Service is the cutting edge.
2. A **cheerful attitude** is an asset. It is infectious and spreads cheer and goodwill to others. It fosters a pleasant and tension-free workplace.
3. **Cooperation** is vital in team performances. Unless one does not cooperate with others they will not cooperate in return.
4. **Pride** in ones work brings excellence. There is a difference between doing routine work and doing work with an aim to make a difference. Service can be done with showmanship, sincerity and enthusiasm.
5. **Initiative** is a valued competency in today's world. The only way to beat competition is to innovate and bring in new ideas. Each food service professional must always look for new ideas and introduce them. Some may have the benefit of directly introducing new ideas, while others will need to seek the approval of superiors. Continuous improvement or "Kaizen" is a science brought in by the Japanese, which has made them an economic giant.
6. **Salesmanship** is a vital job requirement to motivate the guest to spend that extra dollar. (See Part X, Chapter 3 on "Suggestive Selling").
7. **Honesty** is a precious attribute. There are many temptations in a food service operation. There are opportunities for theft of property and guest belongings; misleading guests with information; giving secrets to competition etc. Organizations value and reward employees who are upright and truthful.



Discipline

Discipline is the hallmark of a good food service professional. This is because the temptations in a hotel are many. Discipline is of two types—**physical**, where grooming and physical conduct play a role, and **mental**, which demands sincerity, honesty and perseverance. Here are some tips to prevent indiscipline.

1. Update one continuously with the house rules and regulations.
2. Make disciplined behavior bring reputation, recognition, better rewards.
3. Act professionally at work by being businesslike in actions and conversation.
4. Amend mistakes immediately.
5. Always air grievances in privacy.
6. Be an example to others.
7. Improve skills by training to avoid mistakes that may be viewed as indiscipline.

Given below, on the left are the common reasons for indiscipline, while on the right side are the suggested positive ways to look at them.

- | | |
|---|---|
| (a) Unavoidable circumstances | Sometimes there is a crucial element like sickness or pressing domestic demands- this is normally excused provided this is not too regular. Remember your team needs you. |
| (b) Adventurism | The desire to be different can be converted into innovation. |
| (c) System of control absent/inefficient | Self-regulation is one of the empowerment tools given to modern professionals. |
| (d) Ignorance of rules | It is important to update oneself constantly with the current rules and regulations. Clarify rules during briefing. Ignorance of rules is a crime. |
| (e) To attract attention | Get attention by excellent performance. |
| (f) Does not accept the system | Clarify problems and doubts openly with the superiors or move out. |
| (g) Rebel | Rebels are those who bring about change. Change can be instituted through dialogue and cooperation and not rebellion. |
| (h) Affiliation with negative groups | Negative groups are counter-productive to good performance. Associate with winners. |
| (i) Bad habits | Cultivate good habits. |
| (j) Short cutting systems | Distinguish between innovation and taking short cuts. Innovations do not harm the organization, while short cuts do. |

Courtesy

1. It is the hallmark of a good waiter to be courteous on all occasions not only towards guests, but also towards colleagues and other people working in the same unit.
2. Courtesy should be inherent in one's nature and a sign of one's desire to please those with whom one comes into contact with. One manner should not be just a part of the "technique" of the restaurant but be spontaneous and genuine.
3. The advantages and necessity of being courteous should be emphasized as it not only smoothens operations, but also ensures better relationships.

Examples of courtesy are given below:

- (a) Each guest entering the restaurant must be received at the door by the hostess or the supervisor in a cordial and pleasant manner and be conducted to a seat. Chairs should be drawn for the convenience of all lady guests, and gentlemen if possible.

- (b) If the waiter knows the guest's name it is advisable to address him by his name as this shows that the guest is getting recognition. Do not mispronounce names or call them by somebody else's name!
- (c) In case there are restaurants having bar counters or bars in the immediate neighborhood of the restaurant, guests who cannot be seated in the restaurant should be asked if they wish to wait in the bar until a table is available. If possible the server should accompany the guest to the other facility to make sure that they will be taken care of properly. The server should remember to contact them when a table is ready.
- (d) Guests must be asked prior to seating whether the table that they have been allotted is agreeable to them.
- (e) When two tables are occupied approximately at the same time, the server must offer the menu to both and attend to the one ready to order first.
- (f) When approaching a guest, use the word 'assist', e.g. "May I assist you" or "May I be of assistance?"
- (g) While taking the order the waiter should leave the menu with the guests to decide. After a while, approach them saying, "Are you ready to order, Sir/Madam?" Do not hustle the guest to order. People need time and possibly help to explain dishes.
- (h) Guests should never get the feeling that they are being hustled. It is really proper to let them finish their drink before asking for their food order. In the evening this holds true. At noon a lot of people are on a tight schedule so the lunchtime menu should be presented as soon as the guest is seated. Before taking the food order the waiter should ask whether they would like a drink, "May we bring you a drink before your meal?" If the answer is "No" the server should take the food order and serve it as soon as it is ready. If the answer is "Yes", the drink order should be served. When the drink is placed on the table the waiter should ask, "Would you like to order now or shall I come back later?" If the answer is "later" the waiter should not forget to come back while the guest is finishing his drink. If the guest orders right away, the food should be brought as soon as it is ready to serve and say, "Would you like a drink with your meal?"
- (i) If a guest says his food or drink isn't right, the waiter should not argue. Listen to the complaint, apologize and solve the problem. The best is to say, "I am sorry. Please let me bring you another or may I bring you something else?" The waiter should take the order back to the kitchen and tell the Chef to replace it. If he has any trouble, he should tell the manager.
- (j) In case a waiter is busy and cannot attend to a guest at once, the server should inform the guest that, he/she will attend shortly.
- (k) A guest may become impatient if he or she cannot catch the station server's eye. The server in another station should stop and acknowledge the call by saying "I will send your station waiter, sir/madam".
- (l) Always present the check without delay. Keep it at the side station to present it when the guest is ready. One way to suggest a close of service is to say, "Is there anything I can get for you?"

- (m) After a breakfast service, wish the guest with, “Thank you, have a pleasant day”. It should be said with utmost sincerity.
- (n) After service say, “Thank you, I hope every thing was all right. Do come again” or “It’s been a pleasure serving you. Please come again soon”.

Key Terms



Competencies	skills, attitudes and behavioural traits required for a job
Grooming	physical personal presentation
Hygiene	cleanliness of a person and his/her surroundings
Etiquettes	a code of polite behaviour in a society
Sanitation	a concern and action to safeguard public health
Teamwork	the process of working with others effectively and harmoniously
Discipline	self control
Courtesy	politeness
Attitude	the way one communicates a mood

Review Quiz



1. What do we mean by competencies?
2. What are the tips for grooming?
3. What are the basic etiquettes in a restaurant?
4. Why is teamwork important?
5. What causes indiscipline?



1

**THE
RESTAURANT**

Introduction to a Restaurant

Learning Objective



To familiarise oneself with a typical restaurant; its layout; and the basic considerations to be kept in mind while designing a restaurant.

A restaurant is a commercial facility that provides food and beverages to customers for profit. Basically, it is furnished with dining tables and chairs and equipped with crockery, cutlery, flatware, glassware and linen according to the standards of the establishment. Therefore a *luxury*



restaurant will have fine china and glassware with linen tablecloths and napkins, while *economy restaurants* may have table mats, steel or plastic plates and glassware with paper napkins. Independent restaurants have captive kitchens to prepare food while restaurants in hotels have central kitchens that serve several restaurants of the hotel. Specialty restaurants in hotels have captive satellite kitchens because of the unique nature of the cuisine; with special equipment required; and special storage and preparation conditions.

▲ LAYOUT OF A RESTAURANT

Figure 1.1 gives a representative layout of a restaurant with a dance floor and band stand. Obviously this is an elaborate layout for the purpose of illustration. Most restaurants however are influenced by limited space, the nature of building construction (like pillars in the centre of the room, windows, dimensions of the room and exit points) and the type of service provided, e.g., geuridon service requires wide aisles between tables to manoeuvre trolleys while buffet service will need a buffet table with space around it for guest circulation.

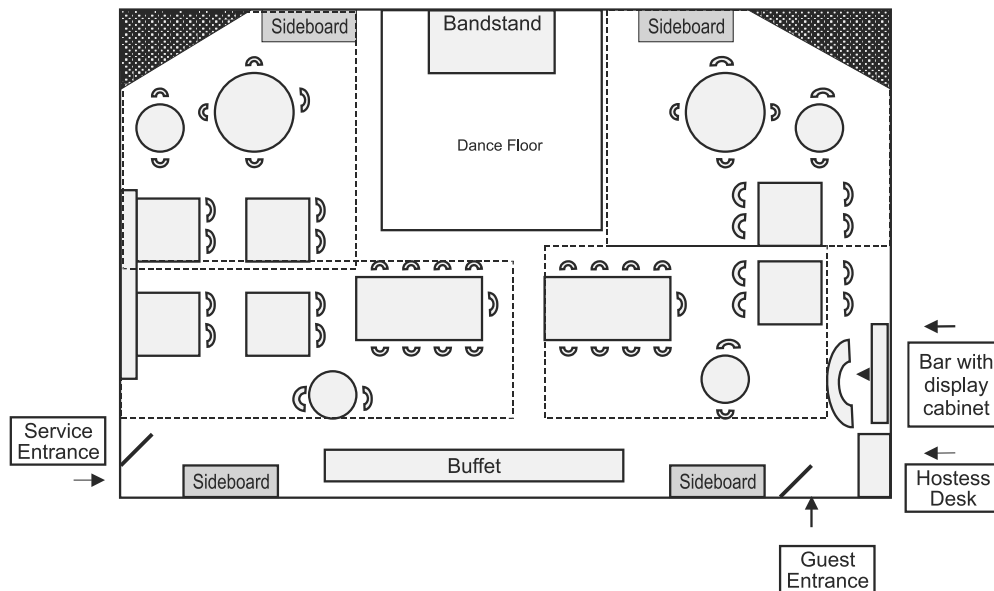


Fig. 1.1 *Typical Layout of a Restaurant*

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

- 1. Two entry points:** Restaurants must provide one entry point for guests and the other for service personnel adjoining the kitchen. Some restaurants may provide a foyer with sofas at the entrance for guests waiting for a seat. The guest entrance has the hostess's desk so that she can receive guests. The service entrance is a swing door that leads to the kitchen. The door is fitted with a window to ensure that service personnel do not collide with each other. Some restaurants may keep a double swing door to prevent the kitchen noise entering the restaurant.
- 2. Tables of different sizes:** It is prudent to have tables for couples; for four people and large tables to seat a group. Tables should be so sized to expand or reduce seating when required. There are also some circular tables to facilitate direct interaction by guests with each other. The two larger rectangular tables can be separated to form four tables as the occasion demands. All tables have a view of the band and the dance floor, which is the centerpiece of the restaurant. For those restaurants that do not have live entertainment; the

space can be converted into additional seating. We can see that all tables have a provision for additional chairs if required.

3. **Stations for quick service:** The seating in the diagram is divided into four stations (dotted lines) each headed by a captain who leads a team of waiters and busboys to provide personalised and speedy service to the station. A station is a set of tables and chairs in a restaurant that is assigned to a dedicated crew. The station is supported by a sideboard (shaded) that stocks the service ware and linen and table appointments necessary to supply the station. The number of stations depends on the size of the restaurant and the number of seats in the restaurant. A fine dining restaurant will have multiples of eight covers to create a station while coffee shops will have multiples of 12 covers to make a station. This is because one waiter services 8 covers in a fine dining restaurant while s/he services 12 covers in a coffee shop. It makes it easy to assign staff to each station.
4. **Service bar:** Upmarket restaurants may be licensed to serve liquor. They would proudly display their wines and spirits on a cabinet behind the bar. In hotels, some restaurants may prefer to dispense liquor from the room service bar located in the kitchen or the authorised bar in the property, because of space constraints.
5. **Decorators:** The triangular sections are decorative corners for foliage or artifacts. Some decorators may act as separators of sections to bring in privacy to each section.
6. **Buffet Table:** Space is provided for a buffet table, should the restaurants offer such service. The buffet table is close to the service entrance to facilitate easy placement and replenishment of food.

▲ OTHER CONSIDERATIONS

When a restaurant is planned several specialists are involved: the architect looks at the construction aspects of the facility; the Facility Planner would look into certain internal practical aspects like utility connections, spaces for essential equipment, etc.; an Interior Designer looks into the aesthetic aspects of the restaurant; and the Interior Decorator who looks at the actual materials and items used to reflect the design concept. The team looks at the following aspects:

- **Views:** The restaurant must take full advantage of windows and view. Most tables must be along such features. Windows also provide natural light to the room. Some views may be the specialty of the restaurant like those on the rooftops of tall buildings giving breathtaking views of the city. Restaurants without windows will have to direct attention to fine or eccentric murals and artworks on the wall.
- **Sound Proofing:** The restaurant must have sound proofing to facilitate guest conversation. Carpets are good sound absorbers but are expensive. Upmarket restaurants provide carpets while casual and economy restaurants prefer tiles. Linen on baize moultons absorb sound of cutlery and crockery on tables. Natural foliage also absorbs sound. Walls are provided with sound padding to deaden sound. Cafeterias and food courts may not give attention to this because of the volumes of operations.
- **Temperature:** Temperature control is important in places of extreme climate. Hot climates will need good air-conditioning while cold climates will need effective heating.

- **Aisles:** Freedom of movement is essential for safety reasons. The restaurant must have enough aisle space for the service staff, trolleys and bussing carts.
- **Display Counters:** It is up to the restaurant whether to have display counters for wines, pastries, buffets, service counters, salad bars etc. These counters enhance sales by their display much like goods in a shop window. An alternative is to have mobile trolleys that can be wheeled to a guest to stimulate sales. There are pastry trolleys, wine trolleys, hors d'oeuvre trolleys, etc.
- **Seating:** Obviously, any restaurant will want to pack in as many seats into the premises. The furniture must be flexible to cater to various table strengths as also convenient to fold for storage where required.
- **Crockery and Cutlery:** The crockery, cutlery, table appointments and linen must reflect the standard of the restaurant. Upmarket restaurants will have more expensive table ware.
- **Entertainment:** A restaurant may choose the type of entertainment based on its objective. The type of entertainment determines the mood or atmosphere so crucial to a restaurant. A fine dining restaurant may chose to have a soloist (pianist, violinist, guitarist, etc.); bars will have a duo of a keyboard player and a singer; economy restaurants make do with piped music; discotheques have loud hi-fidelity music for dancing; while formal night clubs have cabarets. Specialty restaurants may import ethnic artists to reinforce their theme either daily or on special food promotion nights. Live entertainment is expensive.
- **Décor:** This is determined by the theme and standard of the restaurant. Quality is determined by the finishing of ceilings, floorings and walls. Lighting also adds to décor just as the quality of crockery, cutlery, glassware and linen and furniture. Theme restaurants have their décor centred on the theme (e.g. Japanese, Chinese, Indian, etc.)
- **Clientel:** It is important to factor in the type of clientel expected. Corporate clients will require plusher environs to exhibit their financial wealth to their clients while shoppers would be happy with casual and practical settings.
- **Type of Service:** The type of service determines design. Geuridon type of French service will require plenty of aisle space for trolleys to be maneuvered while buffet service will require space for buffet layouts and replenishments. The display counter may be the central focus in a cafeteria style service while a dance floor and stage may be the focus of a night club.
- **Market positioning** is an important criterion at the time of designing a restaurant. The market segment that one positions determines the price of menu items. There could be informal and inexpensive cafes for students at one end to exclusively priced segments at the other end of the spectrum. In fact the location of the property determines the segments it caters too.
- **Back-House areas** are a critical aspect of restaurant design considerations. The most important being the kitchen. Banquet Halls may require quantity kitchens and washing areas (stewarding) for large cooking utensils. They also require large back-house storage facilities for stacking volumes of chairs, tables and other equipment. In any kitchen refrigeration facilities are vital

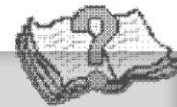
based on the volumes of food being cooked. A fast-food restaurant may need just a reach-in refrigerator while restaurants with a large menu may need walk-in refrigerators. Any kitchen will need a provision store to cater to the volume of food being cooked. Storage for crockery, cutlery, glassware, linen, service equipment, etc requires adequate shelves for each.

Key Terms



Aisles	passages between tables
Buffet	display of food where guests serve themselves
Crockery	earthenware utensils and plates for eating food
Cruets	small containers for condiments, oils and sauces on the dining table
Cutlery	different knives used for dining
Facility Planner	a specialist who designs service areas
Flatware	spoons and forks (also trays and salvers)
Foyer	entrance hall or pre-function room
Hostess	a woman professional who receives guests in a restaurant
Interior Decorator	the person who actually materializes the interior design concept
Interior Designer	a specialist who prepares the design concept of interiors
Market Segment	section of population who are potential clients
Moulton	baize cloth on tables to absorb sound and prevent slippage
Restaurant	a commercial facility that provides food and beverages to customers
Serviceware	the crockery, cutlery and glassware used in restaurant service
Service entrance	entrance to the back service areas
Sideboard	furniture that stocks serviceware and linen for a station
Station	a set of tables and chairs assigned to a dedicated crew
Table appointments	cruets, ash trays and bud vases
Wine Display Cabinet	a furniture with shelves to display wine

Review Quiz



True or False

1. A restaurant sells food for profit.
2. Independent restaurants have captive kitchens.
3. Restaurant layouts are only influenced by space.
4. A restaurant must have one entry point.

5. A hostess is the supervisor of the restaurant.
6. Restaurant tables are of standard size.
7. A station is a sideboard.
8. A buffet table displays a variety of food.
9. A restaurant must have enough isle space for service.
10. A restaurant must have a license to serve liquor.

Explain the following:

1. Features of a restaurant.
2. Considerations shown when designing a restaurant.

Training Methodology



The trainer must draw out a restaurant plan in advance on a flip chart and display it in the classroom. S/he should explain the features of the plan in a lecture making sure that key terms are understood clearly.

The trainer must then ask the trainees to draw a restaurant plan and explain the rationale for their design. Observe whether they have used the principles explained in the chapter and lecture. Let them present their design explaining their rationale and let other students critique it in terms of the general principles taught. This method will ensure the transfer of learning.

The trainer should factor in site visits to different restaurants at a time when they are closed for business. The trainer can show the principles taught in class. A well prepared questionnaire to students can direct students to seek the restaurant designing principles.

Organisation of a Restaurant

Learning Objective



To understand the roles of employees within a restaurant organisation structure.

The term "organisation" refers to the way employees relate to each other in terms of their responsibilities. The organisation is represented by the form of an organisation chart that gives the hierarchy of positions; reporting relationships; and communication channels. The figure below (Fig. 2.1) gives the organisation chart of a typical restaurant:

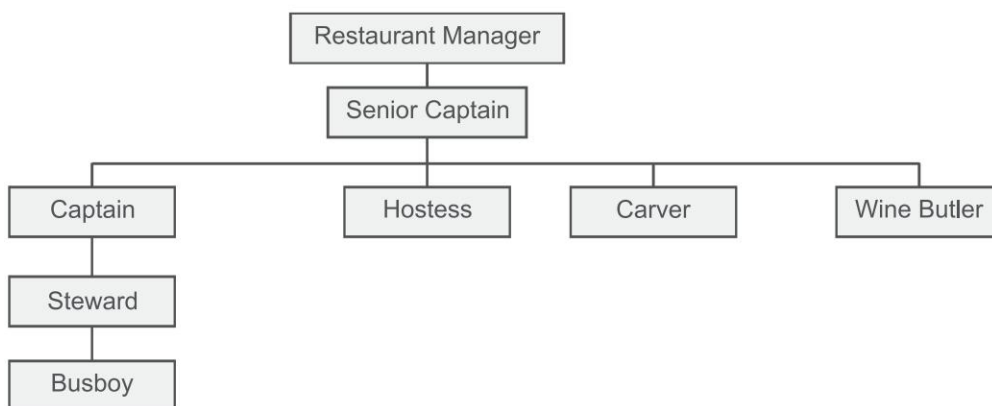


Fig. 2.1 Organisation Chart of a Restaurant

Note: The position above mention American titles used by American chains.

The grid below (Fig. 2.2) gives the comparison of restaurant job titles with American, English and French terminology for the reader to be clear. The terminology is influenced by the relationships of an independent hotel with a foreign franchisor. Therefore local hotels associated with an American chain (e.g. Sheraton, Intercontinental, Hyatt, etc.) will use American terminology; those with English chains (e.g. Trusthouse Forte, Metropolitan, etc.) will use English terminology; and those with French associations (e.g. Meridien, Novotel, Sofitel etc.) will use French terminology. Independent restaurants adopt the terminology most familiar in the local environment. The English titles like Head Waiter and Waiter is known well in the Indian market and in most commonwealth states.

American	English	French
Restaurant Manager	Restaurant Manager	
Senior Captain	Restaurant Supervisor	Maitre de Hotel
Captain	Head Waiter	Chef de Rang
Steward	Waiter	Commis de Rang
Busboy	Assistant waiter	Commis de Barasseur
Carver	Carver	Trancheur
Wine waiter	Wine Butler	Sommelier
Internee	Apprentice	Trainee Commis
Hostess	Reception Headwaiter	Receptionist

Fig. 2.2 Job Title Comparisons

Let us examine the roles of each job position in the chart above using the American terminology because of the profusion of American chain affiliations worldwide.

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

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

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

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

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



Carver: Known as a *trancheur* in French, is a specialist in carving roasts at the table-side. He has a trolley equipped with a cutting board, platters, knives and forks for serving roasts that he cuts. We will find carvers in upmarket French restaurants that include roasts as essential features of the restaurant menu.

Stewards/Stewardesses: They are also known as “Waiters”, “Servers” or “Commis de Rang”, are the ones who provide the actual service to the guests. Being contact persons they have to exhibit good customer skills along with technical ability to provide food and beverage service of high standards. They have to be hygienically clean and upsell to get the extra dollar from the guest.

Busboys: They are also known as “Assistant Waiters” or “Commis de Barasseur”. They clear tables and replenish the sideboard with supplies.

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

▲ JOB DESCRIPTIONS OF RESTAURANT PERSONNEL

A job description is a formal document that specifies the duties and responsibilities of a job holder. It also mentions reporting relationships, level of authority and those individuals and departments one coordinates with. A job specification is the profile of the person who will do a particular job. It includes issues like minimum education, experience, technical training, skills and competencies required. Skills are those kinetic and logical talents acquired through education and training. Therefore, the service of wines, carving roasts, briefing staff, etc are all skills. Competencies are behavioural traits necessary for a job. Such desired behaviours could include teamwork, positive attitude, punctuality, grooming and hygiene, etc. Below are the job descriptions inclusive of job specifications of each restaurant job title:

Restaurant Manager

Job Title:

Restaurant Manager

Reports to:

1. Food & Beverage Manager
2. General Manager

Job Summary

To recommend and meet budgets and goals by leading a service team that ensures quality service standards with personalised guest attention

Duties and Responsibilities

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

Supervises

Senior Captain, captains, hostess, servers, busboys and apprentices

Limits of Authority

1. Evaluates performance of staff
2. Discipline of staff
3. Can void checks

Coordinates with

1. **Kitchen** – on food preparation matters.
2. **Kitchen Stewarding** – for the supply of clean service ware.
3. **Housekeeping** – for cleanliness and supply of linen and flowers.
4. **Accounts** – for budgets and depositing daily sales.
5. **Engineering** – on matters of maintenance and safety.
6. **Security** – on matters of security and safety.
7. **Marketing** – on matters of sales and promotions.
8. **Stores** – for supply of alcoholic beverages, operational supplies.

Minimum Educational Qualifications

Diploma in Hotel Management

Experience

Minimum 2 years after hotel management or 3 years as Restaurant Supervisor

Skills and Competencies

- Thorough knowledge of Food & Beverage management and service.
- Proficiency in the English language. Another foreign language preferred.
- Training skills.
- Guest handling skills.
- Etiquettes and Manners
- Supervisory skills
- Personable and well groomed

Senior Captain (Restaurant Supervisor)**Job Title**

Senior Captain (Restaurant Supervisor)

Reports to

1. Restaurant Manager
2. Food & Beverage Manager

Job Summary

Organise, supervise and train all service personnel in the restaurant with a view to providing quick and personalised food & beverage service to guests.

Duties & Responsibilities

1. Deputise in the absence of the restaurant Manager and ensure smooth functioning of the restaurant.

2. Schedule weekly/fortnightly staff duty shifts with the approval of the Restaurant Manager ensuring that work exigencies are met and the staff are rotated fairly.
3. Allot daily duties to subordinate staff to meet work exigencies ensuring equity of work.
4. Conduct daily briefing using it as a vehicle for two-way communication, training and corrective action.
5. Attend to guest complaints and ensure guest satisfaction through immediate action.
6. Inspect the *mis-en-scene* and *mis-en-place* to ensure the smooth flow of operations.
7. Ensure the maintenance and aesthetic upkeep of the restaurant in close coordination with engineering and housekeeping.
8. Organise the training of staff for meeting the standards of service.
9. Develop restaurant sales through up selling, guest contacts and ensuring good service.
10. Ensure that the restaurant is free from work hazards.
11. Supervise food service with a view to ensure speed, quality of service and personalization.
12. Appraise staff performance and recommend rewards to the restaurant manager.
14. Control costs by applying food control principles.
15. Serve wines and beverages according to international practice.
16. Motivate staff through fair leadership.
17. Prepare flambé items, if applicable to the restaurant, with showmanship and authenticity.
18. Maintain and control the par stocks of cutlery, crockery, linen, supplies and equipment.
19. Assist the accounts department in stocktaking.
20. Hand over lost and found properties to the Housekeeping as per rules.

Supervises

Restaurant captains, hostess, servers and apprentices.

Limits of Authority

Recommending authority but initiates the performance appraisals of staff for the final approval of the manager.

Coordinates with

1. **Kitchen** – for the timely supply of food ordered.
2. **Bar** – for the supply of alcoholic beverages.
3. **Housekeeping** – for the supply of linen, flowers, staff uniforms, restaurant cleanliness and lost and found items.
4. **Engineering** – for the maintenance of restaurant fittings, climate control, equipment and audio-systems.
5. **Kitchen Stewarding** – for the supply of clean cutlery, glassware, silverware and chinaware.
6. **Accounts** – for depositing restaurant sales and taking inventory.

Minimum Educational Qualifications

Diploma in Hotel Management

Experience

Three years as captain in a reputable organization.

Skills and Competencies

- Thorough knowledge of food and beverage service.
- Adequate knowledge of food preparation and presentation especially of items on the menu.
- Knowledge of wines and flambé preparation.
- Socially confident.
- Proficiency in the English language. Knowledge of a foreign language is preferable.
- Supervisory skills.

Captain (Head Waiter)

Job Title

Captain (Head Waiter)

Reports to

1. Senior Captain
2. Restaurant Manager

Job Summary

Organise and supervise an assigned restaurant station with a view to providing fast and efficient food and beverage service.

Duties and Responsibilities

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

Supervises

Servers, busboy and apprentices in his/her charge.

Limits of Authority

Only advisory to the Senior Captain

Coordinates with

1. **Kitchen** – for timely supply of guest food ordered.
2. **Bar** – for the supply of alcoholic beverages.
3. **Housekeeping** – for the cleanliness of the station, linen and flower supply.
4. **Stores** – for the requisition of supplies.
5. **Engineering** – for the maintenance of restaurant fittings and equipment.

Minimum Educational Qualifications

Diploma in Hotel Management

Experience

Direct recruit from a Hotel Management School with 3 month orientation or 3 years as a waiter.

Skills and Competencies

- Thorough knowledge of food and beverage service.
- Knowledge of wines and spirits and there service.
- Adequate knowledge of food preparation and presentation, especially of items on the menu.
- Socially confident.
- Proficiency in English. Knowledge of a foreign language is preferable.
- Supervisory skills.
- Trained trainer.

Steward (Waiter)**Job Title**

Steward (Waiter)

Reports to

1. Captain
2. Senior Captain

Job Summary

To provide quick and personalised food and beverage service to guests at allotted tables as per standards of service laid down and to guest satisfaction.

Duties and Responsibilities

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

Supervises

Assistant waiters, busboys and trainees.

Limits of Authority

None

Coordinates with

1. **Kitchen** – for the timely supply of guest food.
2. **Bar** – for the supply of alcoholic beverages.
3. **Housekeeping** – for the cleanliness, supply of fresh linen and flowers.
4. **Engineering** – for the maintenance of service equipment and furniture.
5. **Kitchen Stewarding** - for the supply of clean service-ware.

Minimum Educational Qualifications

High School with a craft course certificate in restaurant service.

Experience

Minimum one year as Assistant Waiter.

Skills and Competencies

- Thorough knowledge of food and beverage service.
- Socially confident.
- Personable and well-groomed.

- Physically sturdy to carry heavy loads and be on the feet for long hours.
- Proficiency in the English language and knowledge of the local dialect. A foreign language is preferable.
- A team person.
- Etiquettes and manners.

Restaurant Hostess

Job Title

Restaurant Hostess

Reports to

1. Senior Captain
2. Restaurant Manager

Job Summary

To receive and record table reservations requested for the restaurant. Extend warm and courteous welcome and hospitality to guests visiting the restaurant and allot them a table.

Duties and Responsibilities

1. Collect the restaurant reservation register from the overnight caretaker and mail from the F&B Office.
2. Receive and post table reservations in the register ensuring equity of load between stations.
3. Clean and arrange the hostess desk and menus cards.
4. Attend briefings before the restaurant opening.
5. Attend to all telephone calls of the restaurant in the shift.
6. Receive guests and lead them to their reserved tables.
7. Handout Wine Lists/Menu Cards to the guests.
8. Take orders from guests if required.
9. Provide guests with hotel information.
10. Go to the guest and enquire whether the food and service to their satisfaction. Handle any complaints immediately.
11. Wish every guest when leaving and invite them to come again.
12. Record the names of guests in the daily cover register.
13. Page guests if phone calls or messages come for them.
14. Maintain guest history sheets.

Supervises

None

Limits of Authority

Can allocate tables independently.

Coordinates with

1. **Food & Beverage Office** – for mail, messages and reservation register.
2. **Housekeeping** – for restaurant hostess desk cleanliness and uniforms.
3. **Restaurant staff** – for operational efficiency.

Minimum Educational Qualifications

High School preferably with a Craft Course Certificate in F&B Service.

Experience

One week department training adequate.

Skills and Competencies

- Young and attractive female.
- Socially confident and pleasant.
- Sturdy to stand for long hours.
- Has salesmanship.
- Proficiency in the English language. Knowledge of a foreign language preferable.
- Basic knowledge of food service.
- Knowledge of the menu.
- Has etiquettes and manners.

Busboy (Assistant Waiter)**Job Title**

Busboy (Assistant Waiter)

Reports to

1. Station Captain
2. Senior Captain

Job Summary

Provide supportive help to stewards in *mis-en-place*, clearance of soiled dishes, table set-ups, replenishing guest water and drinks, and ultimate food and beverage service to guests.

Duties and Responsibilities

1. Report for briefing, well groomed.
2. Collect fresh linen from housekeeping.
3. Collect, clean, polish and stack cutlery, crockery and glassware at the sideboard.
4. Assist stewards in table layouts.
5. Replenish water jugs and ice buckets.
6. Check non-available items from the kitchen and bar.

7. Help in receiving and seating guests in the allotted station.
8. Pick-up food from the kitchen and deposit it at the sideboard.
9. Provide assistance to stewards during service.
10. Replenish water goblets of guests.
11. Independently conduct service if required.

Supervises

None

Limits of Authority

None

Coordinates with

1. **Kitchen** – for the pick-up of guest food orders.
2. **Bars** – for the pick-up of guest beverage orders.
3. **Housekeeping** –for the supply of linen and flowers.

Minimum Educational Qualifications

High School preferably with a craft course certificate in F&B Service

Experience

Three months departmental training is adequate.

Skills and Competencies

- Physically sturdy to do heavy physical work.
- Socially confident.
- Personable and well groomed.
- Teams person.
- Proficiency in the English language.

Wine Butler (Sommelier)

Job Title

Wine Butler (Sommelier)

Reports to

1. Senior Captain
2. Restaurant Manager

Job Summary

To present and serve wine and spirits to guests as per the standards of the establishment.

Duties and Responsibilities

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

Supervises

None

Limits of Authority

May dialogue with guest directly to procure business.

Coordinates with

1. **Bar Stores/Dispensing Bar** – for the supply of wines and spirits.
2. **Kitchen Stewarding** – for the supply of glassware.
3. **Cashier** – for giving the billing instructions of guests.

Minimum Educational Qualifications

High School with a Craft Course in Food Service and specialization training in Wines and Spirits.

Experience

A minimum two years as wine butler or bartender in a gourmet restaurant.

Skills and Competencies

- Excellent knowledge in wines and spirits and their service.
 - Socially confident.
 - Proficiency in the English language. Knowledge of French is preferable.
 - Etiquettes and manners.
 - Personable and well groomed.
 - Having flair and showmanship.
 - Good selling skills.
-

Carver (Trancheur)

Job Title

Carver (Trancheur)

Reports to

1. Senior Captain
2. Restaurant Manager

Job Summary

To present and serve prepared roasts to guests as per the standards of the establishment.

Duties and Responsibilities

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

Supervises

None

Limits of Authority

May dialogue with guests for the purpose of sales and service.

Coordinates with

1. **Kitchen** – for the supply of the roast of the day.
2. **Kitchen Stewarding** – for the supply of crockery and cutlery.
3. **Cashier** – for giving the billing instructions to guests.

Minimum Education Qualifications

High school with a craft course certificate in Butchery.

Experience

Minimum three years in butchery.

Skills and Competencies

- Thorough knowledge in meat cuts.
 - Proficiency in the English language and the local dialect.
 - Well groomed.
 - Socially confident.
-

Disc Jockey

Job Title

Disc Jockey

Reports to

1. Discotheque Manager
2. F&B Manager/Owner

Job Summary

To operate maintain and control the audio-visual systems in the discotheque so as to provide recorded music for dancing and lighting effects.

Duties and Responsibilities

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

Supervises

None

Limits of Authority

Recommending authority for the purchase of music and equipment.

Coordinates with

1. **Housekeeping** – for the cleanliness of the console area.
2. **Engineering** – for the replacement and maintenance of music equipment.
3. **Accounts** – reimbursement of purchased records, CDs and audiotapes.
4. **Marketing** – for instructions on special events.

Minimum Educational Qualifications

High School

Experience

Five years in a similar capacity

Skills and Competencies

- Thorough knowledge of music and trends.
- Knowledge of musical equipment and strobe lighting.
- Knowledge of sources from where to get music.
- Socially confident.
- Proficiency in the English language.
- Sensitive to guest moods.
- Knowledge of the latest hits.
- Flair and Showmanship.

Key Terms

Busboy	assistant waiter
Captain	station supervisor
Competencies	behavioural traits required for a job
Job Description	a formal document that specifies the duties and responsibilities of a job holder
Job Specification	a profile of the person for a job
Restaurant Manager	head of a restaurant
Senior Captain	a restaurant supervisor
Skills	kinetic and logical talents acquired through education and training
Sommelier	wine butler
Steward	waiter
Trancheur	carver



Review Quiz

Fill in the Blanks

1. The person who clears tables is called _____.
2. The French term for a restaurant supervisor is _____.
3. The French term for a wine butler is _____.
4. Another name for a sideboard is _____.
5. A formal document that specifies the duties and responsibilities of a job holder is called _____.
6. The profile of the person to do a particular is job is called _____.



7. Kinetic and logical talents acquired through education and training are called _____.
8. Behavioural traits necessary for a job are called _____.
9. A group of tables serviced by a captain and his crew is called _____.
10. The person who cuts roasts at the table-side is called a _____.

True or False

1. The restaurant hostess reports to the restaurant manager.
2. One role of the senior captain is to ensure smooth workflow between the restaurant and kitchen.
3. A restaurant manager controls the expenses of a restaurant.
4. A hostess balances the guest workload in all stations.
5. The senior captain may provide Guéridon service.
6. A captain is responsible for a station.
7. A station is a sideboard.
8. A wine butler coordinates with kitchen stewarding for glassware supplies.
9. A carver can interact with guests directly.
10. A disc jockey must be socially confident.

Explain the following:

1. Draw the organisation chart of a restaurant and explain each job role.
2. Write out the Job Description of a Steward.

Training Methodology



The trainer should draw out the organisation chart of a restaurant on a flip chart in advance and display it in the classroom. S/he proceeds to explain the chart through a lecture.

The trainer should draw out the comparative terminology grid on a flip chart and display it next in the classroom. S/he proceeds to explain the terms. He can make a quick check of understanding by closing the chart and asking questions of the various terminologies.

The trainer should have made copies of the job descriptions for distribution in the class. S/he proceeds to explain each job description clearly ensuring the headings. S/he should make the differentiation clearly of job descriptions and job specifications; and skills and competencies.

Associated Departments of Hotel Food Service

Learning Objective



Students will learn about the different departments that food service operations associate with in a hotel.

Restaurants in hotels depend on other important departments for their smooth functioning. It is important to know how they influence food operations:

▲ KITCHEN

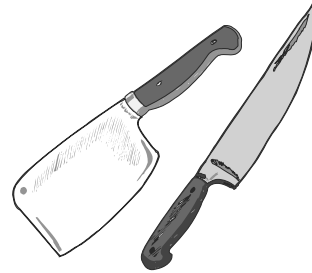
A kitchen is a place where food is prepared. While large kitchens have independent sections to deal with various aspects of food preparation due to the sheer volume of activity (as shown below), smaller kitchens would club sections or have multi-skilled cooks to carry out several roles. Restaurant personnel coordinate closely with kitchens for the supply of guest food orders. While food in the kitchen is supplied at a central counter, in medium to small hotels, a restaurant server may have to go to separate counters of the kitchen to get orders prepared by that section.



Butchery: In this section, raw meat is cut from wholesale cuts and carcasses into smaller portions of given weight, ready for cooking. The butchery would prepare lamb, mutton, beef, veal, pork, fish, poultry and game birds for cooking. This section is also responsible for curing meats like bacon, sausages and hams by having curing chambers. In modern hotels, the butchery function is outsourced to external butchers who supply pre-cut portions as per the specifications of the hotel.

Garde Manger: It is the section where cold dishes such as hors d'oeuvres, cold meat cuts, salads, galantines and *pates* are made. This section would be kept cool to deal with perishable items as also ice carving for buffets. This section supplies items for public sale to the in-house delicatessen of the hotel.

Pantry: It is the source for sandwiches, fruit platters, juices and shakes. Some pantries undertake light hot snacks like burgers, club sandwiches, grilled sandwiches etc.



Bakery and Confectionary: This section prepares various breads, bread rolls, croissants, brioches, cakes, pastries, muffins, cookies, flans, tarts, and ice creams. While the temperature in a bakery is hot with industrial ovens, the confectionary is kept cool, as most pastry items have to be kept fresh and ice-creams frozen. Modern hotels have found it convenient and economical to outsource this activity as well. A hotel with a captive bakery and confectionary shop may receive from this section supplies for public sale.

Hot Range: It is the main cooking range where hot foods are made. They have a wide variety of equipment from ranges, which are fired by coal, gas or electricity, griddles, deep fat fryers and steamers. An essential part of the hot range is a counter with hot cases to keep prepared food warm. It becomes the nodal point for controlling all guest food orders. The hot range is where sauces are prepared for various continental dishes.

Grill: Provides grilled items like kebabs, sizzlers, *tandooris* and other grilled meat and vegetables.

Vegetable Preparation: Processes raw vegetables into smaller cuts for cooking. There are modern automatic machines for peeling, slicing and cutting.

Still Room: Tea and coffee are brewed here. A still is a chamber in which water continuously boils. For tea or coffee service, a waiter may put the teapot under the tap with tea leaves or tea bags, according to the portions required, and fill the teapot with boiling water from the still. In coffee stills, ground coffee is brewed and supplied instantly.

Soups Section: Huge stock kettles prepare quantity stock used as the base for various soups. Stocks can be made of chicken, beef, veal and vegetable.

Satellite Kitchens: These kitchens are located away from the main kitchen to supply food to scattered restaurants in a hotel. Often these kitchens are attached to specialty restaurants with their specialised cuisine preparation methods, equipment and service.

Organisation Chart of a Hotel

- **Chef-de-Cuisine** is the head of the kitchen responsible for planning, organizing and controlling the kitchen operations. It is a management position. He translates the policies and procedures of the establishment into the kitchens. He also represents the department at

coordination meetings. He is given a budget within which he keeps his expenditures. His main concern is to maintain the established food cost, which he achieves through strict food control. He drives the food safety programs and ensures that all staff are hygienic. He fulfills the human resources needs such as recruitment, training, motivation and discipline of the department.

- **Sous Chef** is the deputy chef who shares some of the *Chef-de-cuisine's* responsibilities. He directs the kitchen operation in his absence.
- **Chef-de-parties** are supervisors responsible for a section of the kitchen. S/he translates the management's policies and procedures into the section. A chef-de-partie is skilled enough to head a small kitchen operation.

Specialist Chef-de-parties are those who have developed skills in a specific field of a kitchen.

They are the:

- **Chef Tournant** is a reliever chef who can replace any of the regular *chef-de-parties* in their absence. Therefore this specialist has to have a wide variety and range of cooking skills.
- **Chef Saucier** is a specialist in sauces. He becomes a key person in continental cuisine (especially French cuisine), which relies heavily on sauces.
- **Chef Pâtissier** is specialised in confectionary items especially cakes and pastries.
- **Chef Rotisseur** is skilled in roasts and grills and is assisted by the *Grillardin* the grill cook and the *Savourier* the savouries cook.
- **Aboyeur** is the announcer of dishes for preparation to various sections, once orders come in from the restaurant. He is also known as a 'barker' who coordinates the restaurant orders with the kitchen.
- **Chef Garde Manger** is responsible for the cold kitchen preparations.
- **Chef Bouchier** is the expert in butchery and meat cuts. Another variation to the butcher is the *Chef Charcutier* is the expert on pork-based items like sausages, ham, etc.
- **Chef Poissonier** specialises in fish preparations.
- **Chef Potager** is responsible for the Soups section. He becomes another key person in continental cuisine.
- **Chef Communar** is responsible for staff cafeteria meals.
- **Chef Entremetier** o prepares raw vegetables into cuts and portions to make it fit for cooking.
- **Chef Volailier** is the poultry man specialised in chicken items and game birds.
- **Breakfast Cook** is a specialist of breakfast items including various preparations of eggs, pancakes and breakfast meat.
- **Chef de Banquets** is a specialist in quantity cooking for banquets.

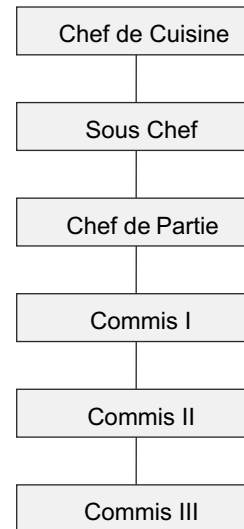


Fig. 3.1 Organization Chart of a Kitchen

- **Chef de Nuit** (the night cook) is a specialist in his own way as he is multi-skilled to prepare food from any section of the kitchen. Normally he is the only person to meet room service and coffee shop orders at night.
- **Commis** are general cooks who make the food items. They may be given titles of Commis I, Commis II and Commis III based on their experience and skill level. Commis I is senior most.
- **Apprentices** are learners who are either recruited due to statutory requirements or because of internal kitchen training schemes. Their programmes may range from 18 months to 2 years based on the scheme.

Future Perspectives: Hotels of the future will prefer to lease out restaurant and kitchen space to branded restaurants than be involved in running them. The leasees will be responsible for running their own kitchens and food service. Hotels may maintain an all-purpose coffee shop, room service and banqueting. The volume of kitchen activity would be certainly curtailed by outsourcing the butchery, vegetable preparation, bakery, confectionary and cold kitchens. Many hotel kitchen and service professionals will find meaningful careers in franchised and outsourced operations in addition to hotels.

Kitchen Stewarding

The department is primarily concerned with the storage, maintenance, cleanliness and issue of cutlery, crockery, hollowware, chinaware and glassware to the restaurants and kitchens. It is responsible for the cleanliness of kitchens and the washing of pots and pans. It procures, installs and services gas connections and coal supply for cooking. The department would ideally have a large store for kitchen and service equipment; dishwashers and pot washing section. Many hotels may give the responsibility of the staff cafeteria to the kitchen stewarding. In such cases the stewarding would have their own brigade of cooks to prepare staff meals. Kitchen Stewarding is also responsible for pest control activity of a kitchen. Food Service staff coordinates with this department to deposit soiled dishes for washing at dishwashers and to receive fresh supplies of crockery, cutlery, flatware, glassware and service ware. The kitchen stewarding will remain an integral part of food service operations. Figure 3.2 gives the organisation chart of kitchen stewarding.

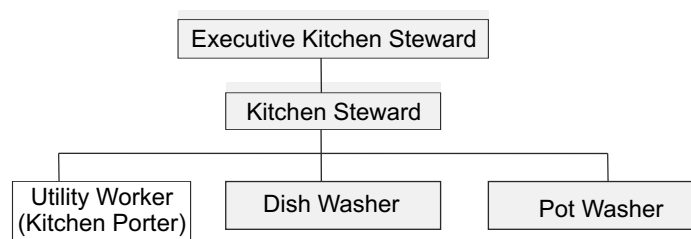
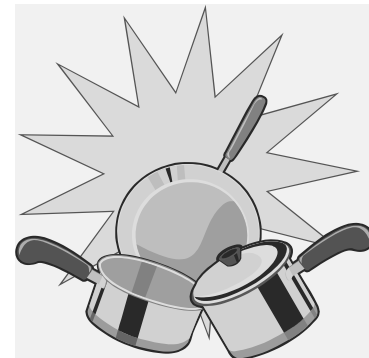


Fig. 3.2 Organisation Chart of Kitchen Stewarding

Executive Kitchen Steward is responsible for planning, organizing, directing and controlling the stewarding activity. He would control the kitchen stewarding stores and ensure that the kitchens and restaurants smoothly get their needs. He conducts periodic inventories to monitor the movement of all kitchen and service ware. He coordinates with the gas or coal supplier to keep the kitchen operations going. He reports to the Chef de Cuisine.

Kitchen Steward: This is a supervisory level responsible for a shift. Stewarding activity is a twenty-four hour activity in a busy hotel. He prepares duty the weekly/ fortnightly duty Rota of staff and ensures that the needs of the kitchen are fulfilled. His main responsibility is to ensure that the kitchens are kept in clean and hygienic conditions.

Utility Workers: These are the cleaning brigades, who clean kitchens and equipment and do other heavy work. *Kitchen Porter* is the American title given by small independent hotels to utility workers who do multi-tasking.

Dishwashers: They operate the dishwashing machine that cleans all service ware.

Pot Washers (plongeurs): They clean large pots and cooking utensils of the kitchen, using jet water sprays.

Future Perspectives: Kitchen stewarding is an important function to maintain the strict sanitation and hygiene laws of the municipality and health authorities. At the most this activity can be contracted to cleaning companies though the dish-washing machine will be owned by the property.

Bars

The bar dispenses wine, liquor, spirits, juices, aerated waters, cigars and cigarettes. Restaurant food service professionals will coordinate with the bar for guest beverage orders. Figure 3.3 gives the organisation chart of a bar.

Bar Manager: Translates hotel policies, procedures and standards into the bar operation. He directs the bar operations ensuring efficient guest service. He also develops the clientele base through active customer relationship management. He reports to the Food and Beverage Manager.

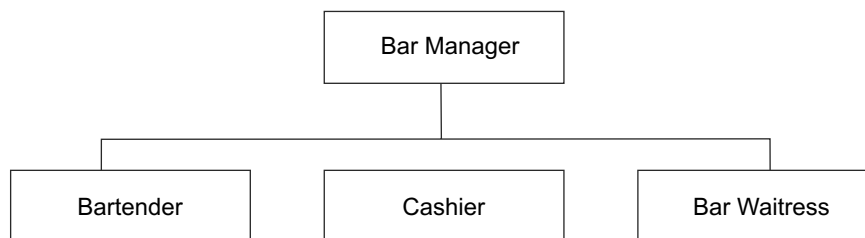


Fig. 3.3 Organisation Chart of a Bar



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

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

Future Perspectives: Bars will continue to be a captive revenue generating activity of future hotels.

Housekeeping

This department is responsible for the cleanliness, maintenance and the aesthetic standard of



the hotel. Housekeeping cleans restaurants and supplies them with laundered staff uniforms, linen and fresh, dried flower arrangements. The different sections of housekeeping are: the **housekeeping control desk** which passes information to housekeeping staff working at various parts of the hotel; a linen and uniform room that coordinates with the laundry for the supply of clean linen and uniforms; the **flower room** where flowers are procured and prepared for decoration at tables or buffet tables; the **lost and found section** to deposit misplaced guest belongings; and the public area brigade who are responsible for the cleaning of restaurants and other public areas. Figure 3.4 gives the organisation chart of the Housekeeping Department.

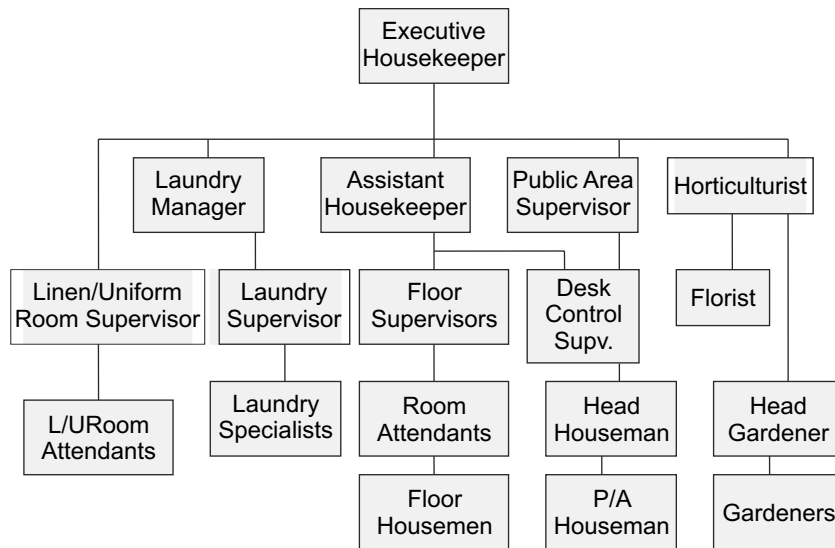


Fig. 3.4 Organisation Chart of Housekeeping

Executive Housekeeper: She is the head of housekeeping responsible for translating hotel policies, procedures and standards into housekeeping operations. It is normally a woman's role and part of the middle-management team. She represents the department in coordination meetings.

Assistant Housekeeper: Heads a shift as the housekeeping provides twenty-four hour service. She supervises floor supervisors on the shift who are given a set of floors with guest rooms to manage with a team of room attendants. She also oversees the public area supervisor. She translates the departmental policies and procedures to the supervisors.

Floor Supervisors: Directs the cleaning of guest rooms on allotted floors. She ensures that the departmental policies, procedures and standards are followed at the floor level.

Room Attendant: Also called chambermaid, is responsible for the cleaning of allotted guest rooms in her shift. The present standard of rooms is 16 per shift.

Housemen: They are male cleaning personnel allotted to rooms and public areas to manage heavy cleaning duties.

Linen Room Supervisor: Coordinates the exchange of soiled linen for fresh ones with a team of linen attendants. She works closely with the Laundry for the supply of clean linen. She also conducts periodic inventories with the audit team to safeguard this expensive asset.

Uniform Room Supervisor: Responsible for keeping uniforms in safe storage conditions. Issues laundered uniforms to hotel staff against soiled ones, with a team of Uniform Room attendants and tailors. She too coordinates closely with Laundry for the supply of fresh uniforms.

Public Area Supervisors: Ensures the cleanliness, maintenance and aesthetic upkeep of all public areas like lobbies, restaurants, banquets spaces, etc. with a team of housemen.

Horticulturist: He responsible for the upkeep of the landscapes, gardens and nursery through a dedicated team of gardeners. S/he is assisted by a florist who floral arrangements for the restaurants, banquets and other areas of the hotel.

Future Perspectives: Future hotels are likely to outsource the housekeeping function to professional housekeeping companies who would have certified themselves with a high quality of service. The hotel may keep a skeleton staff for linen and uniform room activity, emergency checkouts and check-ins and lost and found activity. Hotels have already begun to outsource public area cleaning and horticultural activities.

Finance and Accounts

The restaurant coordinates with the accounts on matters of the budget, purchases and sales of the day. The Accounts department is headed by a **Financial Controller** who is at a middle/senior management level who supervises the following accounting team:

- **City Ledger** clerk responsible for all the credit payments due to the hotel;
- **Accounts payable** clerk who pays all creditors and also issue salaries to staff;
- **General Cashier** who banks all money received from revenue generating areas;
- **Income Accountant** who prepares all the essential financial reports and controls the restaurant and front office cashiers;
- **Food & Beverage Control** section which does the costing of food and beverages consumed with a team of food and beverage cost clerks;
- **Purchase**. Receiving and Store functions which are part of the control chain that supply materials to the hotel operations.

Financial analysts help in multiplying finances through prudent investments and money markets. Figure 3.5 gives the organisation chart of the Accounts department.

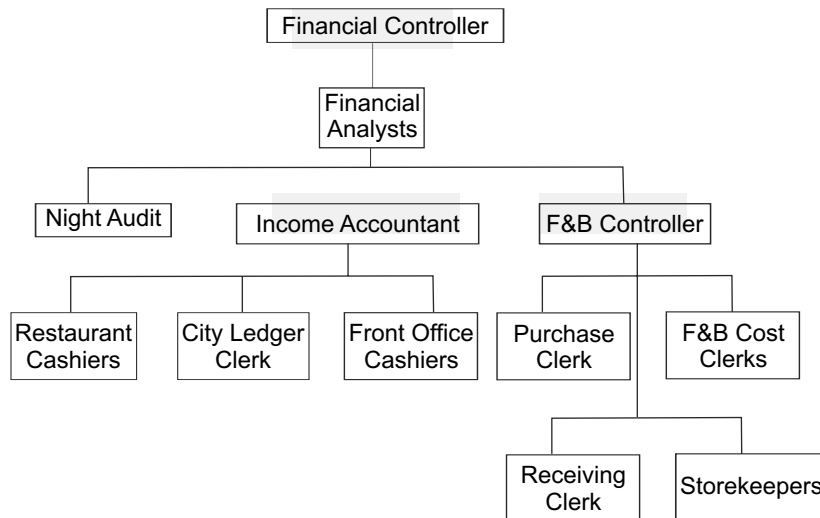


Fig. 3.5 Organisation Chart of Finance and Accounts Department

Future Perspectives: Routine accounting like payroll, collections, and revenue accounts is likely to be given to Back Office Processing (BOPs) units leaving the department to concentrate on financial management. The Finance function will try to leverage earned capital into investments that will raise further capital for future operations and growth. Accounting software are available that integrate accounting information from various revenue generating centers into financial statements for decision making. Guests will be able to keep a tab on their bills through the room television screens.

Engineering

This department is responsible for the supply of air-conditioning (or heating), lighting, mechanical, electrical, carpentry, electronic and civil works of the hotel. The restaurant depends on them for climate control, mechanical equipment and maintenance of furniture. Figure 3.6 gives the organisation chart of engineering.

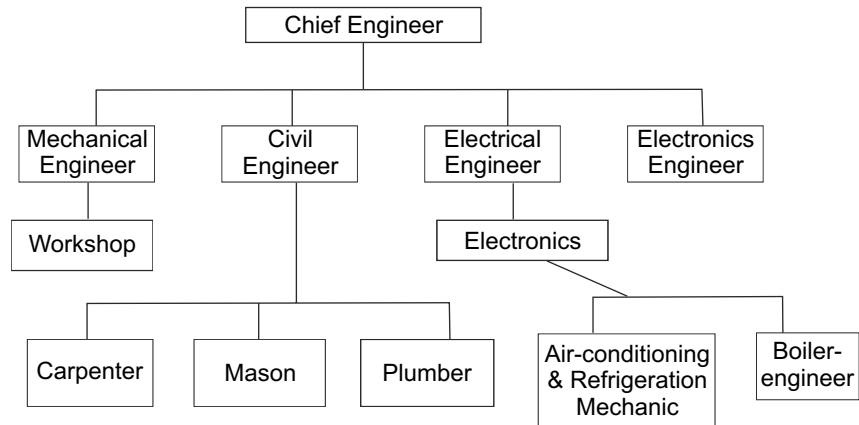


Fig. 3.6 Organisation Chart of Engineering

Chief Engineer: A man qualified and experienced to lead a team of engineers.

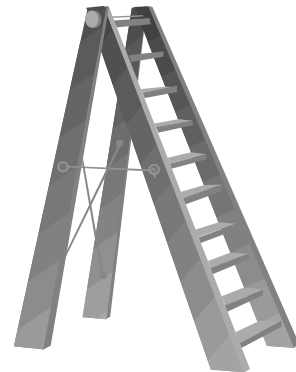
Mechanical Engineer: Responsible for all mechanical works like elevators, escalators, mechanical equipment etc. He has a workshop where mechanics repair and maintain things.

Civil Engineer: Responsible for all building and allied services. In addition to carpentry, masonry and plumbing he would also be responsible for all water treatment and sewage systems.

Electrical Engineer: Responsible for all electrical systems like power and lighting fed by sub-stations to the building. He has the responsibility for the air-conditioning and refrigeration. The task gets larger when hotels become mega-complexes.

Electronics Engineer: Responsible for all electronic equipment including networked personal computers, electronic engineering control panels, security systems, fire alarm systems, audio-visual systems etc.

Future Perspectives: Engineering will have bigger challenges in the future, as buildings get more sophisticated and technical. Electronics will play a bigger part as air-conditioning and heating systems, water systems, fire alarm systems, elevators and escalators and engineering information systems will all be controlled from a single panel. We would have multi-skilled staff to manage day-to-day problems while the suppliers of sophisticated engineering systems will maintain the systems on maintenance contracts.



Front Office

It is the central point, which makes room reservations, registers guests into the hotel and maintains their master bills. Hotel restaurants would coordinate with the front office to establish whether a guest is a resident of the hotel or not. Resident guests are permitted to sign their checks, which are later included in the master bill of the guest. The Front Office also provides information on the V.I.P.s staying in the hotel to offer special services by restaurant staff, if required. Figure 3.7 gives the organization chart of the front office department.

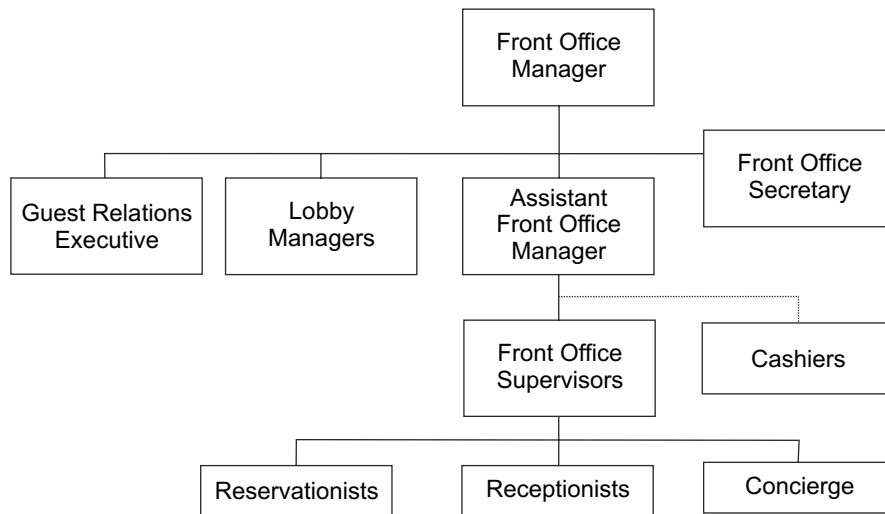


Fig. 3.7 Organisation Chart of Front Office

Front Office Manager: Responsible for managing the front office, lobby and transport activities. S/he translates company policies and procedures into the department and meets revenue targets by setting high occupancy standards as well as the average room rate.

Assistant Front Office Manager represents the Front Office Manager in his absence. S/he ensures that the systems, procedures or standards are faithfully followed. S/he meets guests and manages customer complaints.

Lobby Managers man the lobby desk on three shifts. They are the representatives of the General Manager to the guest on a moment-to-moment basis. They supervisor the bell desk operations that provide porter services; transport section that control a fleet of transport to move guests and employees of the hotel.

Guest Relations Executive acts as the official hostess of the property. She facilitates guest needs and coordinates with all departments to give them satisfactory services. She drives the guest history and advises the front office about guest preferences. She also handles guest complaints.

Front Office Supervisor: Responsible for a shift as the front office operates for twenty-four hours. S/he ensures that systems and procedures are met and that all technical support is at hand.

Concierge provides information to in-house guests and visitors; facilitates issues with the external environment for guests; handles guest and hotel mail; controls the guest room keys; and provides the messaging services.

Receptionists register guests into the hotel and allot rooms to them.

Reservationist makes room reservations and controls the supply of rooms for sale.

Front Office Cashier: Maintains the guest folios (bills) and receives payment when guest check out. Though s/he reports to the Income Accountant technically, is under the Front Office Manager/Assistant Manager administratively. A cashier will man each shift on three shifts.

Future Perspectives: The entire front office activity will be computerized from reservations to checkout. Guests will be able to make direct reservations and get confirmations through the web. The erstwhile information assistant will man a separate Concierge desk while the Front Office Agent will be multi-skilled to manage reservations, registration, billing and checkout.

Stores

A large hotel has several stores to keep different items according to the storage conditions required. The *General Stores* would have all items like stationary, general supplies etc; the *Food Stores* would keep all food items with longer shelf lives like proprietary sauces, packaged peanuts, etc.; *Beverage Stores* that keeps supplies of spirits, beers and wines. Such stores are often bonded as they store imported beverages also; *Perishable Stores*, which are refrigerated to keep all perishable food items like meats, poultry and vegetables; and *Engineering Stores* for engineering supplies. *Housekeeping Stores* that maintains stocks of linen, uniforms and draperies. Restaurant personnel will be mostly coordinating with the General Stores and Food and Beverage stores for their supplies. Figure 3.8 gives the organisation chart of a typical store.

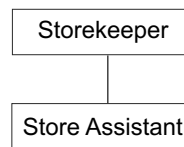


Fig. 3.8 Organisation Chart of a Store

Storekeeper: He is the custodian of the store. He ensures that all items are maintained within established par stocks. He is also responsible to ensure that the storage conditions are maintained; the store is safe from pilferage; and issues items strictly against established procedures.

Store Helper: He assists in the stacking, weighing and location of items.

Future Perspectives: Hotels will continue to have stores. The challenge will be to carry optimum inventories. It is quite possible that hotels will adopt just-in-time supply to minimize inventory costs.

Human Resources

The Human Resources department is important to any food service operation as they are concerned with the very important resource – people. The department is responsible for the hiring, maintenance and exit of staff. However, the following functions would concern the food operations:

- **Recruitment** to fill permanent and temporary vacancies. This becomes critical especially when additional staff is required during peak periods in a day, week or season. Additional staff is required for banquet functions on a part-time basis. The HR department is good

at contacting sources of manpower supply. Their challenge is to feed the food operations with qualified people to meet the objectives of food operations.

- **Orientation** is provided to newcomers to help them settle into the organization and job at the shortest possible time.
- **Training** is a very contribution to any food operation. The HR department will have trained trainers to develop skills and careers to the standards set by the organization.
- **Payroll** is an important function to ensure that salaries and wages are paid on time. The HR department also coordinates the performance appraisal process to ensure that performers are rewarded.
- **Exit** formalities are important to ensure that all the dues to an exiting employee are honoured as per labour laws.

Key Terms



Engineering	department responsible for all mechanical, electrical, air-conditioning, civil and electronic services
Finance and Accounts	the department that accounts for all revenues and provides finances for operational expenditures
Front Office	the department responsible for room reservations, registration, information and billing
Housekeeping	department responsible for the cleanliness, maintenance and aesthetic upkeep of the hotel
Human Resources	department responsible for recruitment, orientation and upkeep of the human resource
Kitchen	place where food is prepared
Kitchen Stewarding	the department responsible for upkeep of service equipment; sanitation and hygiene of the kitchen; and fuel supply

Review Quiz



True or False

1. External butchers supply pre-cut portions to a hotel's specifications nowadays.
2. The pantry makes light hot snacks.
3. The Chef Bouchier is responsible for banquets.
4. The Chef Communar is a reliever cook.
5. The Executive Kitchen Steward reports to the Food and Beverage Manager.
6. The Lost and Found section is controlled by the Accounts Department.
7. The people who clean restaurants are the floor housemen.
8. The restaurant brigade checks with the Front Office to ascertain whether a guest is a resident or not.

9. The Guest Relations Executive reports to the Front Office Manager technically.
10. The Front Office Cashier reports to the Front Office Manager technically.

Fill in the Blanks

1. The section of the kitchen where butter sculpture is made is called the _____.
2. The section of the kitchen that supplies juices and shakes is the _____.
3. The section of the kitchen where the main hot foods are made is called the _____.
4. The chamber in which water continuously boils is called the _____.
5. The American title for the Utility Worker is _____.
6. The section that costs all food and beverage consumption is called _____.
7. The job position in Engineering that will fix a faulty air-conditioning unit in the restaurant is the _____.
8. The management job position in the front office organization structure responsible for porter services is the _____.
9. The store that provides non-perishable food items is the _____.
10. The department that handles employee orientation is the _____.

Training Methodology

The trainer will take the learners on a study tour of the relevant departments of the property. S/he would get someone from each department to speak to the learners about what coordination points are to be considered when dealing with their respective departments. The trainer must distribute copies of the Job Descriptions and also put up the relevant Organisation Charts on flip charts while discussing them.



4

Types of Restaurants and Bars

Learning Objectives



Students will get an in-depth understanding of the different types of restaurants.

It is important for a food service professional to know the different types of restaurants existing and their unique features.

▲ **COFFEE SHOP**

The Coffee Shop is a concept borrowed from the United States. Coffee Shops have replaced the erstwhile dining rooms of old hotels and therefore it is an all purpose restaurant. For example, the linen, food and music can change with breakfast, lunch and dinner, in keeping with the mood of the day. The coffee shop will have for example, paper mats and paper napkins for breakfast and snack services giving an informal ambience. They can change the mood at lunch and dinner by providing table linen and cloth napkins to make the restaurant formal. Similarly piped music can vary from pop music during informal hours to sedate lounge music during formal hours. The Coffee Shop is distinguished by the following features and style:



- Food is pre-plated from the kitchen. This means that the cook in the kitchen prepares a complete and balanced meal and arranges it in a plate. The portion sizes are fixed but adequate in quantity to the average guest. The meals are complete and nutritionally balanced.

- The restaurant ensures quick service because the food items offered can be made in a hurry and does not need elaborate table service as it comes pre-plated.
- The restaurant has a casual atmosphere. This means that guests can come in casual wear (excluding swimwear). The restaurant will have lively piped music. The tables will have table mats and paper napkins.
- Classic Coffee Shops have a counter to sit at and have a meal.
- Coffee shop menus are quite light and simple and include popular meals like Fish and Chips, Fried Chicken, Club Sandwiches, Burgers, etc.
- The tables are provided with sugar cubes, proprietary sauces, and mustard and creamer satchels.
- The Coffee Shop runs 24 hours and is the only restaurant in a hotel that serves food at any time of the day and night when other restaurants in the hotel are closed.
- Coffee Shops of hotels will be off the lobby in most cases, or beside the swimming pool.
- Superior hotels today are providing elaborate multi-cuisine buffets in the coffee shop and prefer to call the outlet the 'all purpose restaurant' or 'a 24 hour restaurant'. Such restaurants are more elaborate with linen on tables.

▲ SPECIALTY RESTAURANT

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

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

▲ GRILL ROOM OR ROTISSERIE

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

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

▲ DINING ROOM

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

- The dining room is usually meant for the residents of the hotel or members of a club who may bring their guests.
- Dining rooms can change their atmosphere from the casual in the morning breakfast to formal for lunch and dinner.
- Rarely would they have a *la carte menu* (individually priced items) in a dining room. They will instead specialise in a good buffet spread or a choice of two *table d'hote* (priced meal combos) menus; (see Lesson 7 “*The Menu*” for further details).
- A dispense bar for drinks.

▲ DISCOTHEQUE

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

- The music is driven by a qualified and experienced disc jockey (DJ) who creates or responds to the moods of the guests.
- Special lighting to give psychedelic effects.
- A dance floor.
- A bar which is the main feature.
- Light meals and finger picking snacks.
- Discotheques in hotels permit only formal-casual clothing, while independent ones allow casuals.
- The bartender disc jockey and bouncer are essential employees of a discotheque.
- Entry charge to ensure that the right crowds enter. Others may permit only couples to ensure the right balance of men and women.
- Some discotheques are strictly on membership basis.
- The term discotheque has been replaced with a generalised term 'Night Club' today.



▲ NIGHT CLUB

The traditional Night Club is principally open at night for dinner, dance and live entertainment. Its special features are:

- The décor is lavish.
- Service is elaborate with fine linen and silver crockery.
- Guests have to wear formal wear only and some go to the extent of insisting on black tie.



- Live performances or cabarets which may range from famous singers and dancers, vaudeville shows, and *Can Can* dances. A variant to entertainment is the supper theatre where guests see a play before or after dinner.
- A live band.
- A dance floor.
- A fully stocked bar with bartenders who are entertainers themselves using showmanship to dispense drinks.

▲ BARS

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

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

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

Bar Waitresses: Also known as barmaids or cocktail waitresses, they serve beverage orders at tables.

Waitresses bring in a lot of showmanship and charm to bar operations.

The essential features of a bar are:

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



▲ PUBS

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

- Bar counter with beer taps
- Recorded music and in some cases a live soloist or duo

- Pub finger snacks and pre-plated pub meals
- Indoor games like darts or pool
- Plush seating

▲ FAST FOOD RESTAURANT

The name itself explains the theme of this type of restaurant and distinctly an American concept as we know it today. It is also known within the industry circles as a Quick Service Restaurant (QSR). Such restaurants provide 'ready to eat' food in minutes after it is ordered. Some are provided instantly while others are 'finished' through quick cooking. This is possible when some foods are pre-heated and kept warm like Southern Fried Chicken or instantly heated on site like burger patties on a griddle. Big names in this category of restaurants are McDonalds, Burger Kings, Wimpy's, etc. who specialise in burgers; KFC who started a new trend in Southern Fried Chicken; Dominos Pizza, Papa Johns and Pizza Hut in Italian Pizzas. Now there are several options of ethnic food like Taco Bell serving Mexican fast foods, The main features of fast food restaurants are:

- A cashier counter where food orders are placed, paid for and received for consumption either on a tray or in a packed form to take away.
- The restaurant is gaily coloured and casual.
- The menu items are depicted through colourful transparencies behind the cashier.
- It is a tray service.
- Food is normally dry finger foods.
- It does not usually require the traditional cutlery and flatware.
- Each food and beverage item is individually priced.
- Fast Food is processed in an industrial fashion by volume.
- The fast food operation is driven by standardized food, preparation methods, flavours, portion sizes and procedures.

While we are dazzled by the branded American fast food chains, we must remember there are many other forms of fast food operations provided by hamburger stalls, ethnic kiosks like the '*bhel puri wala*' or the '*vada pav*' vendor on the beaches of Mumbai. We also have the '*aloo tiki*', '*dahi vada*' and '*pani puri*' person in many traditional shopping centres in New Delhi India. Such operations have low overheads and operate on low price and high volumes based on the vendor's skill and capacity. All countries have their road side ethnic fast foods like the fish and chips seller in the UK, the stuffed baguettes in France, the pizza in Italy popularised the world over; the char-grilled meat sticks in French African countries; the Chinese noodles; the Mediterranean *Dona Kebab*; Middle-Eastern *Falafel* and *Shawarma*; or the Indian *Chicken Tikka with Naan* (an *Indian flat bread*). Such operations are for the common man though even the rich elite acquire a



taste for them. Another version of fast food service are the ‘drive through’ service which allow customers to order and be instantly provided food in their cars through a window (see picture).

▲ CASUAL DINING

A casual dining restaurant is moderately priced formal restaurant with an informal atmosphere. It provides table service with formal cutlery, flatware and glassware with pre-plated food. The restaurant is a cross between a coffee shop and fine dining restaurant. Some noteworthy restaurants are the Tony Romas, Ruby Tuesday, Hard Rock Café, Chilis, Applebees, TGIF and Fuddruggers (all Bar and Grill restaurants); Nando’s a South African outlet with Portugese/Mozambique Grilled Chicken.

▲ BISTRO/CAFÉ

A bistro is a typical invention from Paris also known as **Café**. Historians claim that the name came from the Russian *bystro* which means ‘quickly’ during their occupation in 1815. The French vehemently deny this. Bistros were set in unsophisticated settings originally in basements of hostel tenements for the tenants. Landlords later expanded their kitchen service to the public and extended the seating to pavements because of cramped space indoors. Modern architects expanded this concept to Parisian streets. The bistros soon added charm and character to Paris and are very popular with tourists and romanticised by Hollywood. Meals (in some countries just sandwich or cakes) are moderately priced for the common man with some announcing a soup *or dish du jour* (dish of the day). Most serve popular cheap wines and coffee. Cafes specialise in coffee only with sandwiches. Essential features of a Bistro would include:

- In-expensive light furniture
- Simple food cooked in quantity and preserved
- Wine and/or coffee
- Unsophisticated service

▲ BRASSERIE

A brasserie is a type of restaurant that hails from the north of France. It distinguished itself originally by having an in-house brewery producing house beer. The word brasserie comes from the French term *brasser* which means to brew. While the practice of preparing beer may have been dropped, the term brasserie continued elsewhere in the world. Typical features of these type of restaurant are:

- Upscale yet relaxed setting
- Serves both a la carte and table d’hote meals
- White linen and formal cutlery and flatware
- Service by trained professional personnel
- Open all days of the week
- Serves the same menu every day
- Has printed menu

▲ DINERS

Diners are a typical American concept popular in North-East America and expanded to the Midwest. They have now extended to Canada as well. Some say they were the precursor to the Fast Food restaurants. They were originally mobile lunch wagons to serve food to those in remote locations. The concept was applied to the Railways and we still have moving Diners as part of long haul rail travel. Diners soon became prefabricated structures with some essential features:



- Long stainless steel counters for people to sit at.
- Quick fried or grilled foods like burgers, grilled chicken, bacon and fries, grilled sandwiches, omelettes, waffles and pancakes.
- Modern Diners have introduced soda fountain specialties.
- Open 24 hours and in many American towns the only eatery open at night
- They originally did not serve alcoholic beverages but later added beer and some cheap wines. Today some diners in classy neighbourhoods give a full bar also.

▲ CAFETERIA/CANTEEN

Cafeterias are restaurants meant for volume patrons found in school and college food programmes, residential halls, industrial canteens, defense messes, hospitals, etc. Cafeterias produce in quantity and serve them at self-help counters. It is manned minimally with a cashier who collects money for food selected from a common board. Consumers take trays with portioned compartments and stainless steel cutlery and flatware. They pass along the counter and select the food of their choice. We may have a counter attendant to assist the customers.



Common long tables and light chairs are provided to clients to sit for eating. Essential features of a cafeteria are:

- Counter to keep food warm
- Fixed menu with each item individually priced
- Self-help
- Common tables and chairs

Key Terms



Bars	a facility that serves alcoholic beverages
Bistro	an unsophisticated French restaurant for the common person
Brasserie	an upscale yet relaxed restaurant that brews its house beer
Cafeteria/Canteen	a self-help facility for large numbers
Casual Dining	a facility with a relaxed casual atmosphere in a formal setting
Coffee Shop	informal American style outlet
Dining Room	all-purpose eating facility found in small hotels
Discotheque	restaurant for dancing to recorded music
Diner	a NE American concept of prefabricated food outlets open 24 h
Fast Food Restaurant	quick service restaurant with standardised menu items
Grill Room	a food operation that specializes in grill and roast items only
Pubs	an English bar that specialises on on-tap beers
Restaurant	a commercial establishment committed to the sale of food and beverage
Specialty Restaurant	a food operation that specializes on a national or ethnic cuisine

Review Quiz



Multiple Choices:

- An outlet that runs 24 hours in a hotel is called**
 - Specialty restaurant
 - Night Club
 - Coffee Shop
 - Diner
- An outlet that has a glass partition between the kitchen and dining area to see the cooking is called**
 - Rotisserie
 - Specialty restaurant
 - Snack bar
 - Brasserie
- We will most likely see *table d'hote* menus in**
 - Discothèques
 - Dining rooms
 - Grill rooms
 - Bars

4. We will find 'bouncers' at

- (a) Rotisseries
- (b) Dining rooms
- (c) Discothèques
- (d) Bistro

5. A live band and dance floor is mandatory in a

- (a) Discothèque
- (b) Night Club
- (c) Specialty restaurant
- (d) Casual dining

6. The person who takes guest food orders from rooms is called

- (a) Valet
- (b) Order-taker
- (c) Plongeur
- (d) Counter Assistant

7. The restaurant that sells Thai food is called

- (a) Discotheque
- (b) Specialty
- (c) Rotisserie
- (d) Brasserie

8. Smaller hotels will have a

- (a) Coffee Shop
- (b) Dining Room
- (c) Grill Room
- (d) Cafe

9. A facility that originally started in hostel basements is called

- (a) Bistro
- (b) Brasserie
- (c) Casual Dining
- (d) Canteen

True or False

1. Specialty restaurants have table mats and paper napkins.
2. Coffee Shops can change their atmosphere on a day.
3. Specialty restaurants can concentrate on a particular food item.
4. Dining rooms are found in large hotels.
5. Some discotheques are strictly on membership basis.
6. A night club has live entertainment.
7. A grill room will have a glass partition.
8. Casual Dining has formal service in a casual atmosphere

9. Diners were traditionally prefabricated structures.
10. A Brasserie has seating on the pavements.

Fill in the Blanks

1. The type of restaurant that offers pre-plated service is called _____.
2. A restaurant that promotes supper theatre is called a _____.
3. A restaurant driven by recorded dance music is called a _____.
4. A restaurant that focuses on a theme is called _____.
5. A Disc Jockey is found in a _____.
6. A restaurant that traditionally brewed and served its own beer is called _____.
7. Food service outlets that specialise in quantity food dispensations are called _____.
8. A restaurant that is open all night in North America is called a _____.
9. A concept that started in tenement house basements is called _____.
10. A restaurant that provides ready to eat food is called _____.

Training Methodology

The trainer must compile pictures or slides of the different types of restaurants for exhibition in the classroom. S/he would then flash them rapidly for trainees to identify to confirm learning. The trainer must follow-up with field trips to actual restaurants.

Restaurant Service Equipment

Learning Objective



The readers will familiarise themselves with all the essential equipment and accessories used in providing international restaurant service.

Service equipment in this chapter is a composite term. It includes furniture, fixtures, linen, cutlery (e.g. knives), flatware (spoons and forks), crockery (Chinaware), hollowware (metal or earthenware containers that carry food and beverages for service) and glassware. Each of these components reflects the style, quality and standard of the restaurant. Several factors are considered when purchasing them:

1. Standard of the restaurant
2. Type of service
3. Décor and theme of the restaurant
4. Type of clientele
5. Durability of equipment
6. Ease of maintenance
7. Availability when stocks run out
8. Storage
9. Flexibility in use
10. Price factors
11. Standardization



Most equipment is standardised for multi-use and cost efficiency. Let us look at each of the service equipment used in the normal functioning of a restaurant.

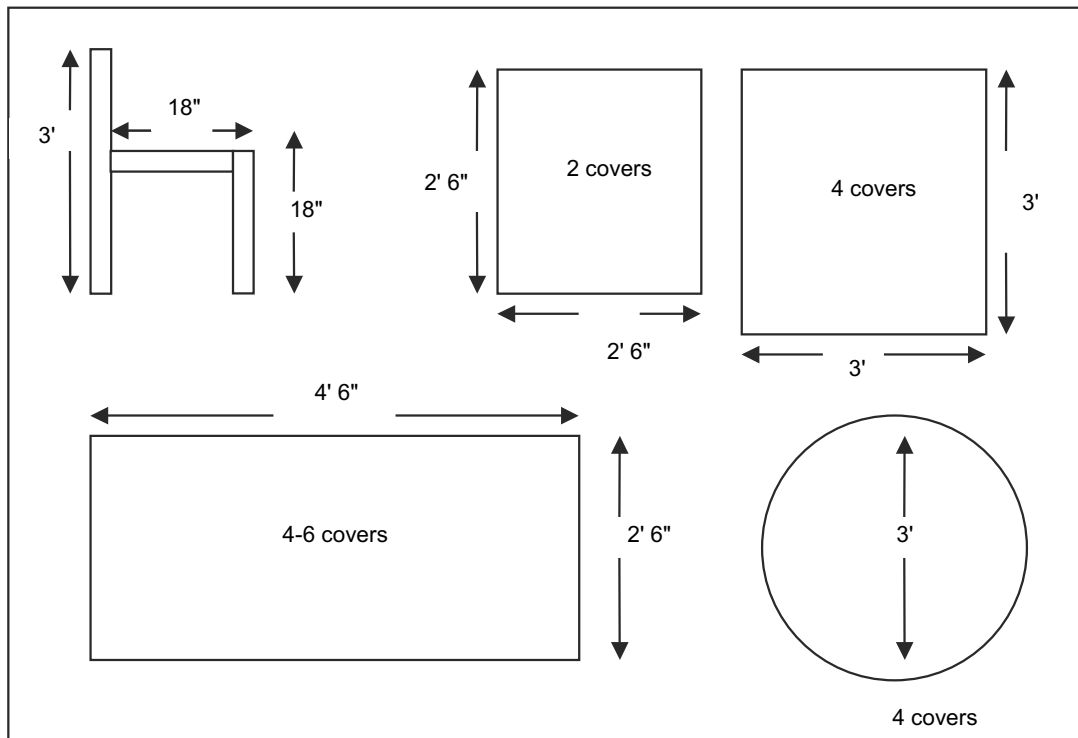
Linen

Most linen is standardised to serve the restaurants, bars, room service and banquets. Some standard dimensions are:

- | | | |
|-------------------------|------------------------------|-------------------|
| 1. Tablecloths | to fit 2' 6" table | 54" × 54" |
| | to fit 3' square table | 72" × 72" |
| | to fit rectangular table | 72" × 96" |
| | | 72" × 54" |
| 2. Slip Cloth | to cover stained table cloth | 36" × 36" |
| 3. Napkins | also called serviettes | 18" × 18" |
| | | 20" × 20" |
| | Paper servietters | 14" to 17" square |
| 4. Buffet cloths | minimum size | 6' × 12' |

Furniture

The above are standard sizes of furniture used in a restaurant. These sizes are useful in banquets as well which need the flexibility of furniture with varying layouts. The banquet tables are





Stackable Banquet Chairs

Foldable Banquet Tables



foldable for easy storage and saving space while the chairs are so designed that they can be stacked.

The side board or “dumb waiter” is perhaps the most vital piece of furniture for the smooth functioning of service. We will note that it has shelves for stocking crockery, teapots and other accessories; a drawer with partitions for cutlery of various types.



Another version of sideboard has a lockable cupboard for silverware or linen. This space can be used to provide a retractable hamper to dump soiled linen.

Some restaurants may have mobile “dumb waiters” or sideboards. These help in positioning the station wherever the need is. It is especially useful in banquet operations where table layouts may vary according to the occasion and the staffs need flexibility in positioning the station.

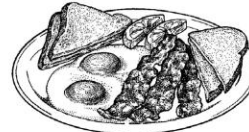


Chinaware

Chinaware is earthenware pottery originally from China. Chinaware is made of silica, soda ash and china clay, baked and glazed at high temperatures make it hard and to give a fine finish. It should be opaque and free from air bubbles. Chinaware can be found in different colours

and designs which are always coated with glaze. Patterns on glaze can wear or discolour with constant washing and use. China is more resistant to heat than glassware. Standard types and sizes of chinaware are:

Entrée Plate	9 3/4" and 10"
Side Plate	6 3/4" diameter
Dessert Plate	7" and 8 1/2" diameter
Fish Plate	8" diameter
Soup Plate	8 3/4" diameter
Soup cup (two handles)	7 1/2"
Joint Plate	10" diameter
Salad Plate	5" diameter
Coffee Cup	8–10 oz
Tea Cup	6 2/3 oz
Saucer	6" diameter
Demitasse Cup	3 1/2 oz
Tea Pot	1/2 pint, 1 pint, 1 1/2 pint, 2 pint
French Onion Soup bowl	8 oz



Entrée Plate



Teacup and Saucer



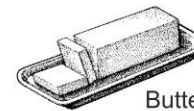
Coffee cup and Saucer

Other chinaware

1. Milk jugs
2. Cream jugs
3. Coffee pots
4. Sugar pots
5. Butter dishes
6. Ashtrays
7. Egg cups
8. Soup cups
9. Platters
10. Cereal Bowl



Egg Cup



Butter Dish



Soup Cup and Saucer



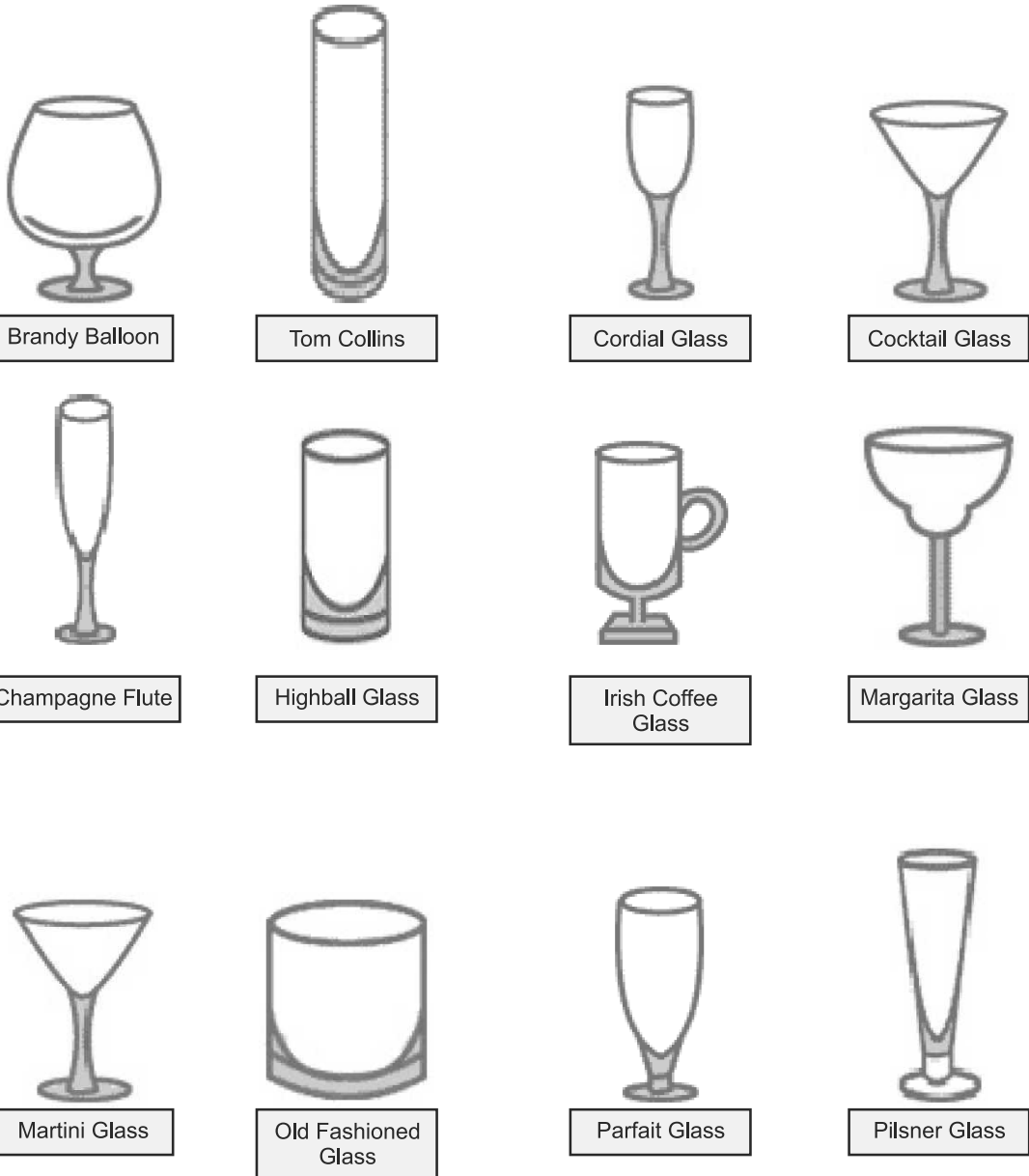
Cereal Bowl and Plate

Tips on Chinaware

1. Vitrified chinaware is stronger
2. It has a high breakage rate and therefore needs careful handling
3. It should be stored on shelves
4. It should be stacked properly so that it does not topple
5. It should be stored at a convenient height to retrieve to avoid accidents
6. It should be kept covered to avoid dust and germs.

Glassware

The raw materials used in making glass are sand, soda and lime. It is the proportion of each that makes different types of glass. Glassware in hotels is a composition of 72% silica (sand), 15% sodium oxide (soda), 9% calcium oxide (lime) and 4% minor ingredients.





Some tips on glassware

Empty glass containers must be stored inverted in single rows with paper on the shelf to prevent slippage.

1. Glass racks are good ways to store glassware. They are rubber-lined and have individual compartments to prevent glasses from moving in transit and storage.
2. In restaurants glasses must be transported in trays.
3. Glasses with stems must be held by the stems and stored inverted.
4. Glasses must be held against the light to detect smudges or water spots.

Flatware and Cutlery (or Silverware)

Flatware is the term for those tools in dining that help mix and hold food in sizes and portions that are easy to eat. These are normally spoons and forks. Cutlery is the term used for cutting tools like knives. The flatware and cutlery used in upmarket restaurants is called sterling silver which consists of 92.5% silver and 7.5% copper to harden and strengthen the silver. Naturally such silverware is expensive and needs to be carefully controlled in storage, in use and while washing. Most other restaurants use silver-plated or stainless steel flatware and cutlery. Silver-plated flatware and cutlery is made from base metal such as steel which is then coated with a thin layer of silver or silver alloy to give it a rich look. Economy restaurants use stainless steel which is economical and easy to maintain. The types of flatware and cutlery commonly used in restaurants are:

Flatware;

- **Soup spoons** for service of soup served in cups or soup bowls
- **Dessert spoons and forks** for desserts
- **Coffee spoons** for coffee
- **Teaspoons** for tea, fruit cocktails, ice-cream served in coupes, grapefruit and boiled eggs
- **Service spoons and forks** for transferring food from platters to the guest plate



Basic Flatware and Cutlery

Cutlery

- **Fish knives and forks** for fish and hors d'oeuvres
- **Large knives and forks** for main courses
- **Fruit knives and forks** for fresh fruit
- **Steak knife** for cutting steaks. It has a serrated edge.
- **Grapefruit knife** for cutting grapefruit
- **Cheese knife** for cutting cheese

Hollowware

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

Table Service

- **Soup tureens** for soup in large quantities to portion out into guest soup bowls
- **Soup bowls** earthenware bowls for individual guests. These bowls are filled from soup tureens
- **Trays** of various sizes to transport glassware and hollowware. Beverage trays are round always
- **Oval flat tray with lid** these are stainless steel or silver coated trays that carry food to the guest table
- **Round flat tray with lid** for service of vegetables
- **Oval or round entrée dish** food containers from the kitchen. From these dishes will food be portioned into guest plates
- **Water jug** silver plated or stainless steel jugs for service of water into guest water goblets
- **Sauce Boats** to present sauce on tables



Sauce Boat

Cocktail Service

- Round salvers
- Ice buckets
- Champagne bucket

for the service of drinks. They are silver plated
to hold ice
to hold crushed ice to chill champagne bottle



Champagne Bucket

Still Room Service

- Coffee Pots
- Teapots
- Creamers
- Sugar pots

those with long spouts to hold coffee
those with shorter spouts to hold tea
milk jugs
to hold granulated or cubed sugar

Special Tableware

- Sugar tongs to pick sugar cubes from sugar pots
- Asparagus tongs to pick hot or cold asparagus
- Oyster forks to open oyster shells
- Finger bowls bowls of warm water to wash fingers after a meal
- Cruet Sets salt and pepper dispensers in wood or stainless steel
- Ice cream scoops retractable spoons to portion ice-cream from ice cream tubs
- Sauce ladles long handles spoons to portion soup
- Soup Ladle long handled spoons to portion soup
- Toast rack a rack with divisions to hold toast upright
- Snail tong to pick snails
- Snail fork a two tine fork to pick meat from snail shells
- Fondue fork a two tine fork with a long handle to cook food cubes in a fondue pot of hot oil
- Caviar knife a short knife to pick caviar from a caviar pot
- Sundae Spoon a long handled spoon to reach deep sundae glasses
- Ice Cream spoon a blunt edged spoon to slice and lift ice cream from an ice cream coupe
- Pastry fork cum knife a fork with one tine like a knife to cut and pick pastry
- Corn on the cob holder a trident shaped short fork that pierces corn on the cob
- Lobster pick a pick that reaches difficult areas of the lobster
- Butter knife a special knife that allows cutting, slicing and lifting of butter from butter dishes
- Cheese knife it permits slicing and lifting cheese
- Grapefruit spoon a deep bowled spoon the allows scooping into rounded grape fruit

- **Grape scissors** to cut and hold a portion of grapes
- **Nut cracker** a type of pliers that helps in cracking nuts such as walnut, almonds, etc.
- **Gateaux Slice** a flat spoon that allows lifting of pastries from their displays
- **Steak knife** a knife with a serrated edge to cut thick meat easily
- **Stilton scoop** for the service of Stilton cheese
- **Preserve spoon** small spoon for jams and pickles



Fruit Stand

Miscellaneous Tableware

- **Flower vases** to hold a rose bud
- **Fruit stands** to display fresh whole fruit
- **Tea strainers** in silver plated metal or
- **Candle stand** in silver or silver plated to hold one candle
- **Wine cradle** wicker basket for holding a wine bottle
- **Sundae coupe** glasses to serve sundaes
- **Oil and vinegar bottles** decorative bottles placed on guest tables
- **Oval au Gratin** hollowware for au gratin preparations
- **Cocotte dish** for items cooked in proportions
- **Jam and marmalade pots** to be placed on guest tables for breakfast
- **Toothpick holder** for toothpicks
- **Straw holder** for drinking straws
- **Chaffing dishes** containers heated by solid fuel for holding food on buffet tables
- **Burners** either solid fuel or oil lit for chaffing dishes or fondue pots
- **Copper pans** for use in preparing flambé items on Guéridon
- **Punch bowl and ladle** for punch preparations
- **Bread baskets** wicker baskets to display assorted breads
- **Ashtrays** for cigarette ash
- **Cake stand** to display a whole cake
- **Pudding cups** for portioned puddings
- **Wooden salad bowls** Melon bowls



Cocotte



Bread Basket



Salad Bowl



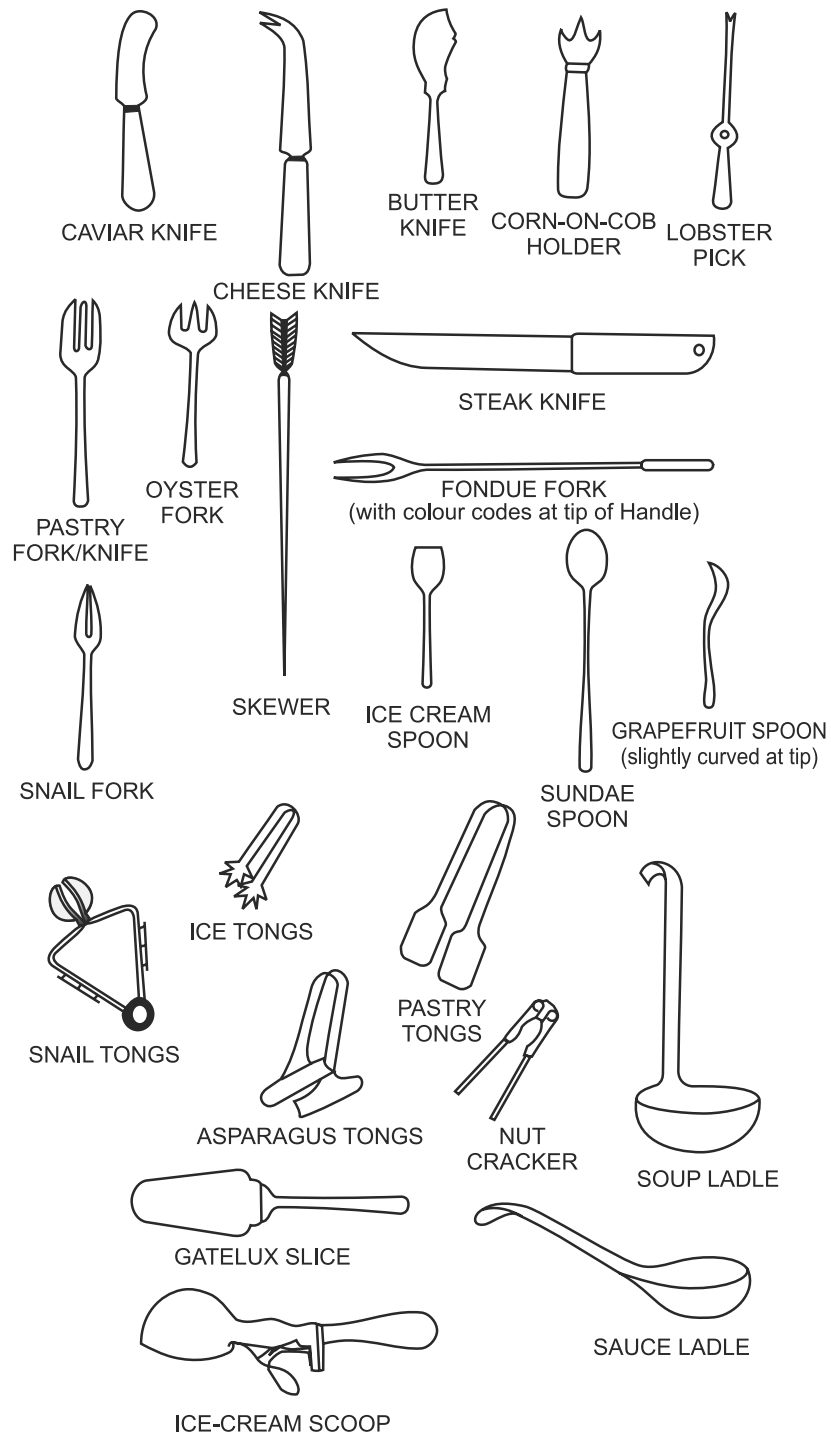
Melon Bowl



Cake Stand



Pudding Cups



Service Trolleys

Trolleys in a restaurant are an important part of merchandizing food and beverage. They are mobile display units that are wheeled to the tableside to stimulate sales. Chapter titled “Restaurant Procedures” gives details of the purpose and presentation of service trolleys. At this juncture it is essential to know that there are a number of service trolleys as under:

- Wine Trolley
- Hors d’oeuvres Trolley
- Salad Trolley
- Guéridon Trolley
- Cheese Trolley
- Pastry Trolley
- Desert Trolley
- Fruit Trolley
- Liqueur Trolley
- Bussing Trolley



Dessert Trolley



Pastry Trolley



Bussing Trolley



Fruit Trolley



Guéridon Trolley

Key Terms



Chaffing dishes	food containers heated by solid fuel for buffet table food service
Chinaware	porcelain pottery originally from China
Creamers	milk jugs
Cruet Set	dispensers for salt and pepper
Demitasse	small cup (half cup) for serving black coffee
Entrée Plate	main dinner plate
Flatware	cutlery
Gateaux	French term for cakes and pastry
Glassware	combined term for drinking receptacles
Hollowware	Metal or ceramic containers for food service
Salver	tray
Trolleys	mobile units wheeled to table sides to stimulate sales of food and beverage items

Review Quiz



Fill in the Blanks

1. Linen used to cover stained tablecloth is called _____.
2. Another name for a sideboard is _____.
3. Chinaware is _____ pottery originally from China.
4. Chinaware is made from silica, soda ash and _____.
5. A half cup for black coffee is called _____.
6. The element used in glassware to make it clear and strong is _____.
7. Glassware is measured in terms of _____.
8. A good way to store glassware is in _____.
9. A steak knife is distinguished by a _____.
10. Sauces are presented at guest tables in _____.

True or False

1. Service equipment reflects the standards of a restaurant.
2. Service equipment is standardised for cost efficiency.
3. Restaurant chairs must be so designed that they can be stacked.
4. A sideboard can have a hamper to dump soiled linen.
5. Chinaware is less resistant to heat than glassware.

6. Soup cups have two handles.
7. Chinaware has a high breakage rate.
8. A white wine glass has a shorter stem.
9. Glassware with stems must be stored upright.
10. Teaspoons are used when serving boiled eggs.

Training Methodology



Trainer must collect samples of each item for demonstration in the classroom. The trainees must touch and feel each item to enhance learning.



2

FOOD SERVICE

6

Types of Service

Learning Objective



To help students recognise the different types of food service in restaurants.

A server becomes a professional when s/he has learnt the art of food service. Food service has various approaches based on the origins and purpose. Therefore there is an approach to service when there is pomp and ceremony where the emphasis is on show and finesse while there are services with least fuss that require a person to help oneself.

The art of service is the focus of this lesson. Part of a dining experience is the way the food is served by skilled servers who have converted it into an art. Each great civilization has their style of service which has become universally known and accepted. Let us look at these different types of service.

▲ ENGLISH SERVICE

It is known as the “Host” service where the host plays the dominant role in the service. We must understand that the English had food that came roasted, baked, stewed or in grilled form that required portioning. This style is very similar to food service in an English home where the master of the house portioned food in as much as deciding how much each member of the house should eat. Commonwealth countries, influenced by the British colonial rule, adopted this style of eating at home. The food service has the following flow:

- The server presents the dish brought from the kitchen to the host for approval and places the dish on the table.
- The host then calls for each guest plate and portions the food onto the plate.

- A variation is that, the host portions the food and then allows the server to serve the food into the guest plates. The server becomes the ‘dummy’ host and takes the dishes around for guests to replenish their dishes or be served by the server. Sometimes the waiter serves the first round then leaves the platter on the table for the guests to serve themselves in the subsequent rounds.
- Another variation is when the server presents the food to the host for approval and then takes it to the sideboard and portions it.
- S/he then takes the portioned food to each guest, announces the dish and proceeds to serve the guest.
- S/he keeps the dish at the sideboard for a round of replenishment.

▲ FRENCH SERVICE (GUÉRIDON SERVICE)

It is a personalised service where food is carved or cooked at the table side. The table side service is typified by a Guéridon Trolley equipped with a burner for cooking. This is a service where food comes partially prepared from the kitchen to be completed at the guest’s table side on the trolley itself. It is also known as the “cart” or “trolley” service. Guéridon service is for the leisurely diner who wants to savour his or her taste buds. Guéridon food is highly priced but extremely delicious and requires large aisle space between tables for the movement of the trolley. This service is found in French restaurants. The showmanship of the waiter plays an important role in the preparation of the dish by filleting, carving and flaming the food with wine. The server has to be extremely dexterous to perform such an act. The restaurant *Maitre de Restaurateur* takes pride in this particular tradition. Another version of this is the carving trolley where special meats are carved at the table side. Some notable items that typifies French Service is the carving of *Entrecote Double* at a table side or cooking and flaming of *Steak Diane* on a Guéridon trolley or the *Carnard a la press* the carving of a whole duck.



- The guest chooses from a special Guéridon menu.
- The server prepares the food at the table in view of the guest on the Guéridon trolley.
- The food is pre-plated and served to the guest from the right.

▲ AMERICAN SERVICE

This is a style of service imported from the U.S. known as Plated Service. Coffee Shops which are informal restaurants adopt this style of service. This method ensures quick service and clearance as the Americans believe in a least amount of fuss. Its features are:

- The cook assembles a complete meal in a guest plate in the kitchen. It consists of a main dish accompanied with vegetables, potatoes (mashed, fried or sautéed). The portion is predetermined in the kitchen and the accompaniments served in the plate to balance the presentation and nutrition.
- The plated food is brought by the server and served right of the guest.
- The server may cover the food with special stainless steel plate covers to keep the food warm till it reaches the guest.
- S/he removes the plate cover when the food is placed before the guest.
- The necessary cutlery such as knife and fork is already arranged at the table before each seat, with common bread basket, butter dish, salt, pepper and proprietary sauces.
- Upmarket restaurants may keep a show plate in front of the guest and place the food plate on top of it.



▲ SILVER SERVICE

This service is given the name as all the cutlery, service dishes and service forks and spoons are made of silver. The food presentation is elaborate to heighten the dining experience. We will notice it is very similar to a variant of the English Service. There is no hard and fast rule that segregates these services. An English service can incorporate a silver service by using silver cutlery and service ware. In this service:

- The table is set for hors d'oeuvres, soup, main course and dessert.
- The food is portioned in the kitchen itself into silver plates and dishes and brought by the waiter to the host for approval.
- It is then placed on the sideboard with heating burners or *réchaud* to keep the food warm.
- The food is then taken by the waiter to each guest and served onto the guest plate with a service spoon and fork from the left of the guest.

▲ RUSSIAN SERVICE

This type of service comes from the era of the Tsars of Russia in St. Petersburg who believed in pomp and ceremony. Some historians claim that this type of service originated in Constantinople but was named and glorified under the Tsars. The key feature is the elaborate presentation of food like a whole suckling pig, peacock decorated with feathers, etc. Food is pre-cut and then elegantly re-assembled in its original form. For example pre-cut racks of venison are put back on the bone or a goose is portioned and reassembled to its original beauty and presented to the diners. The platters on which they are presented are elaborately



garnished. This service is not much in use nowadays but it is ideal for grand functions and state banquets. It is also known as the platter service as food comes in well decorated silver platters.

- Empty soup bowls are put in front of guests on a show plate also called base plate.
- The soup is brought in a large tureen.
- The server proceeds to portion the soup with a ladle into the soup bowls.
- The server presents the food to guests
- S/he takes it to a side-station and portions the food in full view of the guest. The server decides the portions served.
- Then proceeds to serve them.
- Cutlery and flatware are wrapped in cloth or paper napkins.
- His/her challenge is to ensure that the food presentation remains good till he serves the last guest and also that there is enough portions for all the guests. This requires skill of service and the knowledge of how s/he can stretch a dish to the last guest.

▲ CAFETERIA SERVICE

This service exists normally in industrial canteens, colleges, hospitals or hotel staff cafeterias to give quick service. The menu is fixed and displayed on large menu boards with each item priced separately. Diners select the items to their choice and budget. The service follows this flow:

- The menu is displayed on a common board with each food item individually priced
- The diners select their food choices and buy coupons of the chosen food value from the cashier at the head of a food counter. Another variation is that the food is paid for at the end of the counter. Partitioned trays and cutlery are kept at the beginning of the counter and the tray is pushed along a rack/rail along the counter
- Diners present the coupon to the counter attendant
- Food as per choice is portioned into the partitioned trays
- The counter attendant then serves the items from a *baine marie* (kept hot by steaming hot water from below). Another variation is when food is pre-plated and kept in hot (or cold for cold dishes) glass counters. The diner will select the item and is served by the counter attendant
- Diners then sit at community tables where salt and pepper and some basic proprietary sauces are pre-placed.



▲ SNACK BAR SERVICE

This service is also known as counter service where high stools are placed against counter tops. This type of service is popular in diners, coffee-shops and casual snack bars. Its features are:

- Food counters display food behind the counter or is depicted in pictures or transparencies.
- Guests choose their food which is served at the counter.
- In better establishments a cover is laid out on the counter with cutlery, table mats and napkins.
- They pay either before or after the food has been consumed.

▲ GRILL ROOM SERVICE

This type of service is in a grill room where a glass partition divides the restaurant and kitchen.

- Guests choose their meat cuts and watch as their food is prepared.
- The food is pre-plated and served.
- A new variation is provided in seafood restaurants where raw fish is displayed with raw vegetables. Guests can choose the fish and vegetables in the quantity they wish and the preparation they desire. The chef prepares their dish in their full view.

▲ OTHER SERVICE

Buffet Service

It is self-service where food is displayed on tables. The guest take plates stacked at the beginning of the table and proceeds along the table requesting the buffet attendant to serve him or her or does self-service. In stand-up buffets guests are forced to stand and eat. This type of service is found in banquet halls catering to large number of guests.

- Crockery and cutlery is stacked at the head of the buffet table.
- The buffet follows the normal food course of soups, salads, appetizers, hot dishes (non-vegetarian and vegetarian), rice or breads, and finally deserts.
- Guest move along the buffet table and select their items as per the courses they desire.
- Servers portion the food into their plates.
- Servers replenish the platters and dishes.



For sit-down buffets, tables are laid with cutlery and glassware.

- The guest collects a plate from the head of the table
- S/he serves each course as per procedure above and prospects to sit at the tables laid out for guests.
- S/he either deposits the plate after the course is completed, at the designated table or leaves it to the buss person to remove the soiled dish
- The guest then proceeds to the next course of the meal on the buffet

Breakfast Service

Breakfast is the first meal of the day. In the US and the UK, breakfast is the main meal of the day and therefore has elaborate offerings to fill the stomach and give energy for the rest of the day. Because of health consciousness, breakfast has been pruned down considerably restricting itself to fruits and juices.

There are basically two types of breakfasts offered in restaurants—the *Continental Breakfast* and the *English Breakfast*. The Continental breakfast is an innovation from Europe where people prefer a light meal for breakfast and a heavy mid-day meal. The English breakfast is heavy and is a major meal of the day. A traditional English breakfast can run into six or seven courses. Let's examine both.

Continental Breakfast: Consists of a choice of juices or fruit cuts, assorted bakery items or toast, cold meat cuts, assorted cheese cuts (maybe boiled eggs kept warm in a steamer on a Continental breakfast buffet menu), assorted preserves, butter, tea or coffee. Better hotels will serve brioches and croissants. The cover layout consists of:

- (a) A side plate with napkin.
- (b) A butter dish and butter knife placed on a quarter plate.
- (c) A tea cup and saucer with a teaspoon.
- (d) A sugar pot with tongs.
- (e) A bread boat or toast rack with serviettes
- (f) Jam, marmalade and honey pots.

English Breakfast: Is more elaborate of classical dimensions. The table below gives the courses and contents.

Number	Course	Item
1st	Juice and fruits	<ul style="list-style-type: none"> • Orange, pineapple, watermelon, grapefruit, tomato juices • Papaya, melon or grapefruit • Stewed fruit of apples, peach
2nd	Cereals	<ul style="list-style-type: none"> • Hot porridge • Hot or cold cornflakes
3rd	Choice of Eggs	<ul style="list-style-type: none"> • Boiled, baked, poached, fried, scrambled, shirred eggs • Omelets—cheese, tomato and onions, plain, stuffed
4th	Fish	<ul style="list-style-type: none"> • Grilled kippers • Smoked haddock
5th	Sweetened items from the griddle	<ul style="list-style-type: none"> • Pancakes • Waffles • French toast
6th	Meats	<ul style="list-style-type: none"> • Forced meats – bacon, ham, sausages • Beef tornados • Calf liver, kidney

7th	Vegetables	<ul style="list-style-type: none"> • Potatoes – mashed, French fries, baked, layonnaise
8th	Breads	<ul style="list-style-type: none"> • Toasts • Sweet breads • Buns, brioches, croissant, baguettes • Danish pastry

Key Terms



American service	pre-plated service
Baine Marie	receptacles kept warm by steam
Base Plate	a decorative plate on which food plates are positioned
Buffet Service	a service where guests help themselves from an attractively displayed buffet table
Cafeteria	service where guests are served by waiters behind a display counter
Chaffing dish	receptacles kept warm with solid fuel
English service	the 'host service' where the host portions food to guests
French service	service where food is cooked at the tableside
Grill Room service	service where guests select choice cuts of meat and roasted and grilled in full view
Guéridon Service	a French concept trolley service where semi-prepared food is finished at the tableside
Guéridon	trolley for cooking beside the table
Ladle	long-handled spoon
Réchaud	food warmer
Russian service	a service emphasizing pomp and presentation
Silver service	a service using silver ware
Snack bar service	counter service where pre-plated food is served to guests seated at the counter
Soup tureen	dish from which soup is served to guests

Review Quiz



True or False

1. A dining experience is created by the food and its presentation.
2. In an English Service the waiter portions the food.
3. French service is a personalized service.
4. In silver service we have stainless steel cutlery.
5. In silver service the food presentation is elaborate.
6. Russian service is distinguished by its pomp and presentation.
7. Cafeterias facilitate quick service.

8. Guéridon service is distinguished by the waiter's showmanship.
9. In Guéridon service guests can choose their meat cuts.
10. Buffet is a self service.

Fill in the Blanks

1. English service is also called _____.
2. American service is also known as _____.
3. The service using silverware is called _____.
4. Russian service is also called _____.
5. A service where food is served on counter tops is called _____.
6. The service where guests see cooking through glass partitions is called _____.
7. The service where food is cooked at the table-side is called _____.
8. The rule of thumb to determine the number of buffet tables is _____.
9. There are two types of breakfasts, English and _____.
10. The focus of buffet presentation is _____.

Training Methodology



The trainer must demonstrate each service in a lab restaurant, explaining the following:

- Each step in the service
- Equipments used
- The sideboard

Trainees must practice each service style to perfection. On-the-job training will further give practice in live situations.

The Menu

Learning Objective



To help students familiarise themselves with the menu; the types of menus; and its role in restaurant operations.

A menu is the range of food and beverage items offered by a food service outlet. The menu cover (card) is the written document, which lists the menu. The word 'menu' is a French term. The English refer to it as the 'Bill of Fare'. The menu also clearly defines the chef's tasks. He can:

- (1) Order appropriate raw materials without having to keep high inventories,
- (2) Design the menu around the cooks' skills,
- (3) Plan his production schedule for the day,
- (4) Gear the kitchen with the appropriate equipment and supplies required.

The menu has the following characteristics and importance:

1. **Sells:** It is a great "silent sales person" and stimulates sales. Great pains are taken in compiling the menu.
2. **Image:** It is the signature of the restaurant. It therefore has to be attractive, informative and gastronomically correct. It promotes the image of the property and becomes a talking point in many social gatherings.
3. **Identity:** It identifies the restaurants theme. This is especially important for specialty restaurants.
4. **Experience:** It certainly contributes to the dining experience. People find it novel and a talking point. Many even collect unique menu cards for display in their homes.
5. **Informative:** The menu informs the guest what is on offer and how much each item is priced. Most guests come with a budget and make choices to what one can afford. The

menu also describes each item. It explains exotic dishes and gives prices so that guests can adapt their choices within their budget.

6. **Guide:** The menu guides guests with the progression of courses from starters to desserts. Dishes are presented in the classical order.

The French set the lead in the art of food production and service. In the less hurried times of yesteryear, people ate their meal at a leisurely pace and would often take three hours for a meal. They savoured each course. A course is a meal sequence in a menu. They followed a classical sequence by which food was served. This set the trend for future menu offerings till today. A food service professional must know the sequence in which the classical menu is presented. It helps him or her to understand other menus better. Figure 7.1 gives the French Classical Menu. For readers to understand it better, the table gives the English interpretations to the French terms with some examples.

Course	French	English	Examples
1st	Hors d'oeuvres (Chaud au Froid)	Appetizers (Hot or Cold)	Oysters, smoked salmon, hot asparagus tips, shrimp cocktail
2nd	Potage	Soup	Consommés, cream soups
3rd	Poisson	Fish	Fish L'anglais, Sole de Bonne Femme
4th	Entrée	1st Main course	Noisette d'Agneau, Jambon
5th	Relevé (Piece de résistance)	Main Meat course (with salad and vegetables)	Pepper Steak, Chateaubriand
6th	Sorbet	Flavoured Ice	Sorbet Vanilla
7th	Rôti with salad	2nd main course Roast of game, birds or joints	Roast Turkey, Ox knuckles
8th	Légumes	Vegetables	Tomato Farcis
9th	Entremets de Douceur	Sweet Dish (hot or cold)	Baba au Rhum, Crepe Suzette, Choux Chantilly
10th	Savoureux et Fromage	Savoury	Cheese and crackers
11th	Dessert	Dessert	Fruit and Nuts, small pastries
12th	Café	Coffee	Café au Lait, Turkish coffee, Demitasse

Fig. 7.1 French Classical Menu

Nowadays, guests have limited time to dine, nor will the health conscious generation allow themselves to overeat. The classical menu has been sufficiently pruned to meet the needs of today. Figure 7.2 below is an example of a classical menu that has been reduced:

Number	Course	Item
1st	Appetizer	Saumon Mainiere Au Gingembre Rouge Thinly sliced lemon-cured salmon, garnished with eggs, brown bread and red ginger julienne.
2nd	Soup	Cockie Leekie Leeks and chicken soup, garnished with rice, prunes and chicken winglets. or

		Crème de Laitue A rice cream of lettuce soup
3rd	Salad	Salad Melee Au Tofu “Vinaigrette” Romaine, escarole and leaf lettuce, garnished soya bean cake and tossed with vinaigrette dressing
4th	Entrée	Omelette Aux Poireaux Et Crème Sur A three egg omelette prepared to order and filled with stewed leeks, sour cream and fresh cream or Fillet de Poisson Poche, Menagere Fresh catch of the day, served on a bed of egg noodles and mushrooms in cream sauce, garnished with lemon and parsley. or Poulet Au Vinaigre de Framboises Breast of chicken pan-fried in butter, served with a spicy cream and butter sauce made with raspberry vinegar, tomato and white wine.
5th	Vegetables	Haricots Vert Amandine Green beans with almonds Pommes Persillees Steamed potatoes rolled in butter and parsley Aubergines Frites Deep-fried eggplant Pommes Duchesse Puréed oven-baked potato swirls
6th	Dessert	Pouding Au Citron A L’Anglaise Lemon pudding served warm with sweet and lemon sauce or Poire Au Citron A L’Anglaise Pear poached in a red wine and cinnamon syrup, garnished with whipped cream and chocolate curls

Fig. 7.2 *Reduced Classical Menu*

We see that the Classical French menu has been reduced to six courses for what some may consider an elaborate meal nowadays. Daily meals are further cut into four courses as given in Fig. 7.3 as follows:

Number	Course	Item
1st	Hors d’oeuvres or Potage	Timbale of Crab and Avocado or Crème of Broccoli
2nd	Entrée with vegetables	Fillet of Beef sautéed in Basil with Mozzarella and Pesto crust served with New Potatoes with Mustard, Grain Butter, Courgettes and Baby Squash and light tomato sauce
3rd	Dessert	Cinnamon Biscuits with Poached Apples and Rhubarb served with Orange Custard
4th	Coffee	Café Laté with homemade Petits Fours

Fig. 7.3 *Four Course Meal*

▲ TYPES OF MENUS

Menus may be classified in four different ways:

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

Pricing

Under this category, menus are differentiated by their pricing options. Menu items may be individually priced or priced for a whole meal. Let us look at the characteristics of both:

A la Carte: This is a menu in which each food item is separately priced to give the guest choice to suite his or her tastes and budgets. Each course has a number of choices. The courses generally follow the sequence of the classical menu. An A la Carte menu example is shown in Fig. 7.4 below.

MENU	
Starters	Poultry
Soups	Vegetables
Seafood	Breads
Meats	Desserts
	Beverages

Fig 7.4 *A la Carte Menu*

Table d'hote Menu: A menu which prices the entire meal, irrespective of whether the guest avails of the entire meal or not. Sometimes there is a choice of two items under each course to accommodate those who are vegetarian or allergic to certain foods or quite simply to give diners a choice, shown in Fig. 7.5.

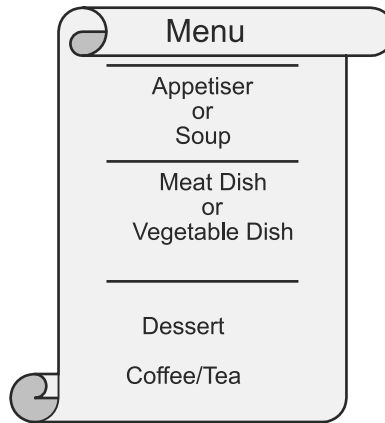


Fig 7.5 *Table d'hote Menu*

Combination Menu: This menu combines the a la carte and table d’hote menus. A la carte menus for instance may offer a combination of rice/breads, vegetables, potatoes in the entrée dish price. Table d’ hote menus, on the other hand, may offer an option of the whole meal or a choice of individually priced appetizers or desserts from the menu Fig. 7.6.

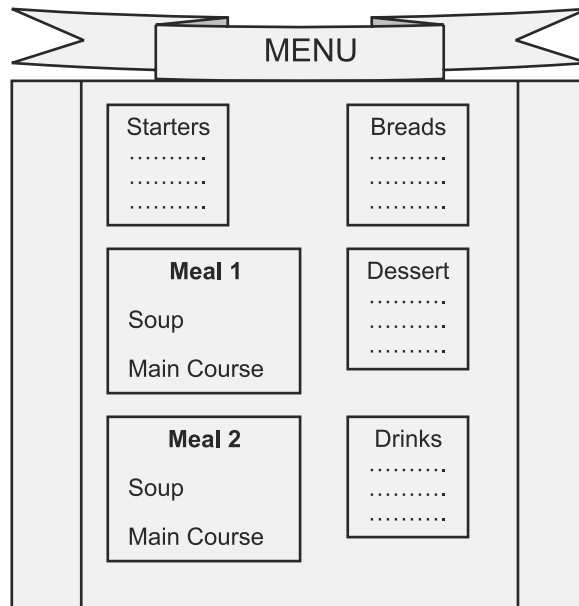


Fig. 7.6 *Combination Menu*

Menu Schedules

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

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

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

Meal Times

The traditional meal times of breakfast, brunch, lunch, tea and dinner have their special types of meals justifying separate menus for each. There may be restaurants specialising in a particular mealtime. Business district outlets may specialise in lunch menus because the business district closes in the evening. Many hotels may offer only bed and breakfast. They would naturally specialise in breakfast menus. Night Clubs located at entertainment centers or in hotels specialise in dinner menus. Let us examine the characteristics of each:

Breakfast Menu

The breakfast is an important meal to many cultures which want cheap and wholesome meals. Being the first meal, guests are in a hurry and want a quick service therefore breakfast buffets are common in outlets with brisk morning business. Breakfast menus are fairly standardized as shown in Fig. 7.7.

Lunch Menus: Lunch menus can vary from elaborate meals to light meals



Fig. 7.7 Breakfast Menu

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

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

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

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

Brunch Menus: These menus are designed for families or guests who wish to wake late. They are popular on holidays and weekends. It is popular at resorts where the pace of life slows down. Brunches (which is a combination of breakfast and lunch), are spread well beyond breakfast hours. The brunch will have combinations of breakfast and lunch items to suit the mood and taste of the individual. A typical example of a Brunch Menu is given in Fig. 7.8:



Fig. 7.8 *Brunch Menu*

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

Other Menus

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

Poolside Menus: These menus are specially designed to facilitate easy service beside the pool. The items would be pre-plated snack food like club sandwiches, burgers, fish and chips, etc. and/or barbecued items e.g., Chicken Tikka with Nan, Lamb chops, Sausages with mashed potatoes, etc.

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

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

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

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

Room Service Menu: Found in hotels that provide food and beverage service to guest rooms. The room service menus are placed in guest rooms and have reasonable but limited choice of items for breakfast lunch, dinner, snacks and beverages. Please see Lesson 11, "Room Service" for more details.

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

Banquet Menus: Hotels that have banqueting facilities make preset menus on a table d' hote scheme. The focus is on quantity cooking that can retain quality. For more details please see Lesson 12 "Banquets and Outdoor Catering".

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


Ethnic Menus: These are offered by specialty restaurants that concentrate on a type of cuisine. French, Chinese (Fig. 7.9), Japanese, Indian, Thai restaurants will offer ethnic menus. An important part of this menu is to translate names of items into English; explain the main ingredients and cooking style; and clarify whether it is spicy or not. There is and will be a proliferation of other ethnic menus in future due to globalization.



Fig. 7.9 Chinese Menu


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

Key Terms



A la Carte Menu	a menu in which each food item is individually priced
Brunch	a late morning meal that covers breakfast and lunch
California Menu	a menu that provides breakfast, lunch, dinner and snack menus around the clock
Combination Menu	a menu that combines the a la carte and table d'hote menus
Cyclic menu	a menu that changes frequently
Fixed Menu	a menu used over long periods
Market Menu	a menu based on the availability of raw materials on any given day
Menu Schedule	a menu category based on the frequency of menu revisions
Menu	the range of food and beverage items offered by a food outlet
Snack Menu	menus offered between regular meals
Supper	Early evening or late night meal
Table d'hote Menu	a menu that prices the whole menu
Wine List	a menu for wines, spirits, beer and cocktails

Review Quiz



True or False
1. Menus are designed around the skills of the cooks.
2. A menu can stimulate sales by the way it is written and presented.
3. Table d'hote menus have dishes that are individually priced.
4. Franchised restaurants change menus daily.
5. Cyclic menus are found in downtown lunch restaurants.
6. Night Clubs offer specialized lunch menus.
7. Breakfast menus are fairly standardized.
8. Wine lists are offered mainly at lunch time.
9. Brunches are meals for late-risers.
10. Specialty menus cater to market segments with special needs.

Fill in the Blanks

1. A great "silent sales person" is the _____.
2. A menu in which items are individually priced are called _____.
3. The French term for specials of the day is _____.
4. A menu used for long periods is called _____.
5. A menu that changes frequently is called _____.
6. Frequent clients visiting a restaurant can suffer from _____.
7. Restaurants that have a dedicated clientele adopt a _____ menu.
8. A meal that varies in meaning in different cultures is _____.
9. We will specially find barbequed items in a _____ menu.
10. Market menus are usually found in _____ properties.

Training Methodology

The trainer must collect a variety of menu cards of various types of restaurants for display in the classroom. S/he should explain the special features of the menu using the text as a reference.

The trainer must also list the various types of menus on a flip chart for display in the classroom. S/he should explain each type of menu linking the sample of the menu with the lecture.

The trainer can later flash the menu samples to confirm learning.

Restaurant Procedures

Learning Objective



To help students understand the essential procedures in a restaurant operation to provide an international standard of service.

▲ PROCEDURES

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

- Briefing
- Mis-en-scene
- Mis-en-place
- Setting-up the sideboard
- Preparing the trolleys for service
- Cover set-up
- Restaurant table reservations
- Receiving and seating a guest
- Taking an order
- Food and Beverage Service
- Special food service
- Cheese service
- Cigar service
- Presenting the check.



▲ BRIEFING

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

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

At the briefing, the following is discussed by the Restaurant Manager or in his absence the Senior Captain:

- New policies of the management
- Table reservation status
- VIPs expected in the restaurant
- Service standards that need re-enforcing
- Guest complaints and how they can be avoided
- Training tips

- Revenue performance of the restaurant to-date
- Sales targets for the day
- Recognition for jobs well done
- Transfer, promotions, new staff and exits
- Introduction to new staff joining the team
- Encouragement and motivation
- Staff schedule and station allotments
- Cost control measures
- New menu items
- Management observations and suggestions
- Hygiene and safety tips
- Review of menu descriptions

▲ MIS-EN-SCENE

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

- Open all the doors and windows to let in fresh air.
- Brush or vacuum the carpet i.e., if housekeeping has not done so earlier.
- Check and clean all the furniture for their serviceability.
- Switch on all lights to check for fused bulbs.
- Remove all unserviceable items to the maintenance department and prepare maintenance orders (Fig. 8.1)

MAINTENANCE ORDER		
Restaurant Name:	Date:	Time:
Nature of Complaint		
Restaurant Manager/Supervisor Signature: _____		

Fig. 8.1 *Maintenance Order*

- Sort the menu cards and remove those that are dirty or torn.
- Ensure that all the promotional material is available and presentable.
- Prepare store requisitions (Fig. 8.2) for fresh supplies of menu cards and promotional material.
- Clean all display counters and arrange the display items.
- Remove all wilted flowers and replace them with fresh ones got from housekeeping.
- Close the windows and doors and set the heating or air-conditioning to the ambient temperature.

Stores Requisition						
Date:			Department:			
Serial No.	Item	Unit	Units Required	Cost	Bin Card No.	Remark
Authorized by:		Received by:		Issued by:		

Fig. 8.2 *Stores Requisition Form*

▲ MIS-EN-PLACE

Mis-en-place means “putting in place”. It is a French term used for preparing a restaurant for smooth service. The server has to ensure that his station is adequately equipped with the

serviceware for service. A station is the allocated set of tables assigned to a team of servers headed by a captain or supervisor. The crew will:

- Prepare the Food and Beverage Linen Exchange Form (Fig. 8.3) and requisition fresh table linen in exchange for soiled ones from housekeeping.
- Complete the Flower Requisition Form (Fig. 8.4) and requisition fresh flowers for table, buffet and restaurant floral displays, from the housekeeping florist shop.
- Prepare the Store Requisition Form (8.2) and withdraw supplies such as toothpicks, proprietary sauces, paper napkins etc. from the general stores.
- Replenish glassware, crockery and cutlery from the kitchen stewarding to be stacked at the sideboard for service.
- Clean glassware (See Demonstration 8 “Cleaning a Glass” in the chapter on skills).
- Polish cutlery using silver polish.
- Lay the tables in the station as per standards.
- Stock the sideboard.

FOOD & BEVERAGE LINEN EXCHANGE FORM				
Restaurant Name:		Date:	Time:	
Description of Linen	Par Stock	Soiled Linen received	Fresh Linen Issued	Balance Due
Linen Supervisors Signature: _____		Restaurant Supervisors Signature: _____		

Fig. 8.3 *Food and Beverage Linen Exchange Form*

Flower Requisition Form					
Date:			Department:		
Serial No.	Item	Unit	Units Required	Cost	Remark
Authorized by:		Received by:		Issued by:	

Fig. 8.4 *Flower Requisition Form*

▲ SETTING-UP THE SIDEBOARD

The sideboard (or dumb waiter) is a piece of furniture with shelves and cupboards spacious enough to stock the linen, cutlery, crockery and supplies required to service a set of tables in a station. It is the nodal point from which service is given to a station. Smooth service during the restaurant operation depends on how well the sideboard is prepared. The set-up of the sideboard is part of the *mis-en-place*. The sideboard must be equipped with the following items:

- Cold water in water jugs with under plates and napkins to cover the mouth of the jugs.
- Proprietary sauces such as Worcestershire, sauce, Tabasco or chilly sauce, tomato ketchup, JP/HP sauces, Soya sauce, etc.
- Toothpicks in toothpick holders.
- Sugar bowls with white and brown sugar with teaspoons.
- Straw holders with drinking straw.

- Pots with pickles and chutneys
- Bread boats with assorted breads
- Ashtrays cleaned and polished (if the restaurant has a smoking policy)
- Service spoons and forks
- Cutlery and flatware for each cover. Normally 2 1/2 times is the back-up stock.
- Salvers and trays with underlay for service
- Crockery – dinner plates, side plates, quarter plates, under plates, show plates etc.
- Crumbing plate with brush
- Restaurant linen – table clothes, napkins, waiter clothes etc.)
- Paper napkins and doily papers (under liners to cups in a saucer to prevent slippage and absorb spills)
- Water goblets
- Pots for jam, marmalade, mustard
- Butter dishes with butter knives
- Finger bowls
- Folded napkins
- Service cutlery
- Cruet sets with salt and pepper



▲ COVER SET - UP

A 'cover' in restaurant parlance, is the space on the table for the cutlery, crockery, glassware and linen for one person. Each cover requires 24" × 18" of space. Cover set-up is based on the type of service being offered by the restaurant. It is important for a server to check the standards required by the establishment. The basic principle of cover layouts are that:

- Each cover should be well balanced on the left and right of the guest plate.
- All cutlery, flatware and other table appointments should be placed at least 2" away from the edge of the table.
- Knives and spoons must be placed to the right of the plate and all the forks on the left, except the butter knife which is on the side plate.



- The cutting edge of all knives should be towards the plate except for the butter knife, which should face away from the plate.
- The water goblet or tea-cup (for breakfast service) must be at the tip of the knife.
- The butter knife should be to the right on the side plate which is placed to the left of the plate.
- The napkin should be placed at the center of the plate or in its absence, the center of the cover. Some napkin folds are tucked into the drinking glass.
- Cruet sets must be placed on the top of the cover at the center of the table.

▲ PREPARING SERVICE TROLLEYS

Trolleys in a restaurant are an important part of merchandizing food and beverage. They are display units that are meant to stimulate sales. A member of the restaurant brigade is given the responsibility for the preparation of trolleys. It is possible that someone is responsible for particular types of trolleys. For example the *sommelier* will be responsible for the wine cart or the *pâtissier* for the desert trolley. Each has its distinct set of service ware which needs to be understood.

Wine Trolley

Wine service is important for its revenue potential. The trolley service is provided in gourmet restaurants and the person is a qualified *sommelier* (wine butler). He would set the trolley with the following:

1. Wine List
2. Wine bottle corkscrew opener
3. Waiter clothes
4. Half plates to present corks of the wine bottles
5. Torch to show labels to guests in a dimly lit restaurant
6. Display of all the wines—Red, Rosé, White and Sparkling wines
7. Champagne buckets
8. Wine boats to keep wine bottles on the table



Hors d'oeuvres Trolley

The *hors d'oeuvres* trolley is found in gourmet restaurants that present the appetizers in an attractive manner. The tips for this trolley are:

1. Clean the trolley thoroughly first with a wet cloth (if it is not made of wood) and then a dry cloth. In the case of a wooden trolley use vinegar for cleaning.
2. See that the wheels of the trolley move freely and are well oiled. They must not squeak as the noise can be an ugly distraction to the guests, during service.



3. Set the *hors d'oeuvre* platters in an attractive way for easy identification by the guest. Platters are usually pre-set-up in the platters by the kitchen staff. The platters must be well polished and clean.
4. Keep a supply of service spoons, forks, napkins and underliners.
5. Keep a sufficient number of dessert plates to serve the guests.

Salad Trolley

Salads have become an important course nowadays because of an ever increasing health conscious public. This change in guest preferences has prompted many restaurants to have exclusive salad bars dedicated to this public. Most would like to mix and match their salads to their taste. They would also like to have options of sauces. Most now are looking for fat free sauces, so this has to be catered for.

1. The trolley must be cleaned as above.
2. Those who wish to mix and match their salads would like to see bowls of fresh green vegetables. Some suggestions are tomatoes, lettuce, mushrooms, corn, cucumber, sprouts, spring onions, watercress, turnip, beetroot, radish etc. The key is to ensure that the vegetables are crisp, crunchy and fresh always.
3. Similarly the prepared salads like Caesar's Salad, Russian Salad, Egg Mayonnaise Salad, Mushroom Salad, etc. must be freshly made.
4. Meat salads are also to be provided like ham salad, tuna salad, chicken salad etc. The meats must be fresh and presented in attractive bowls of glass, china or silver.
5. Sauce boats provided must have an array of sauces to give guests a good choice. The boats will be in quarter plates with underliners and spoons for service. Some popular sauces are Italian dressing, French dressing, Salsa Sauce, Mayonnaise Sauce, Thousand Island dressing, Horseradish Sauce, Mustard Sauce, lemon juice etc.
6. An important serviceware is a wooden mixing bowl for salads with wooden forks and spoons.



Guéridon Trolley

The *Guéridon trolley* is found in French restaurants to prepare foods beside the guest tables. Food is prepared with great fanfare and showmanship especially the flambé items. It should be equipped with the following items:

1. Proprietary sauces
2. White wine
3. Oil for cooking
4. Brandy
5. Red wine



6. Liqueurs for special crepe preparations
7. Pepper mill
8. Vinegar
9. Napkins
10. Service Spoons and forks
11. Matches and ashtrays
12. Flambé copper pans
13. French and English mustard
14. Wooden board for carving and cutting
15. Carving knife and fork
16. Butter
17. Salt and pepper
18. Sugar (grain and cube)
19. Burner with filled gas cylinder

Cheese Trolley

Cheese in European countries is an important part of a meal in the classical tradition. Gourmet restaurants still offer this as a cutting edge in their service. (See the Cheese service given later in the chapter).

1. Clean the trolley as given above.
2. Requisition cheese from the kitchen and be fully conversant with the cheese.
3. Display cheese on a wooden board with a cheese knife to cut the cheese.
4. Keep accompaniments such as brown bread, crackers, celery, olives and watercress.



Dessert Trolley

The dessert trolley is one that adds a dramatic end to a meal cycle. The presentation and offer of desserts is a sure revenue earner. The trolley must be prepared as follows:

1. Dessert plates
2. Paper napkins or folded serviettes
3. Pastry forks
4. Gateaux slice
5. Pastry tongs
6. Presentation platters with the dessert display most often prepared by the pastry and confectionary section of the kitchen.
7. Assorted pastries
8. Assorted cake slices
9. Assorted fruits (if there is no separate fruit trolley)



Liqueur Trolley

A liqueur trolley is one that is an additional attraction in a gourmet restaurant that follows the classical menu preparations. The sommelier would be the one who would be in charge of this trolley as well. The trolley will have the following items:

1. Cordial glasses
2. Brandy balloon glasses
3. Cocktail glasses for frappe drinks
4. Crushed ice
5. Straws
6. Peg measures
7. Waiter clothes
8. A choice of liqueurs. (A good standard would be eight to ten liqueurs.)
9. Cordials
10. Brandy



Fruit Trolley

The fruit trolley has relevance today for the health conscious who like to stick to salads and fruits to keep fat and cholesterol levels down. There is a great opportunity for a restaurant to promote fruits. It is a welcome change to the desert trolley. The server offers whole fruits and volunteers to cut them to the guest's choice. The items on a fruit trolley are:

1. Array of fruits
2. Fruit stands
3. Side plates
4. Fruit knives
5. Juicers and glasses



Restaurant Table Reservations

Table reservations help restaurant to anticipate business in a given shift and prepare for it before hand and distribute workload in various stations equally. This responsibility is that of a restaurant hostess or in her absence, the restaurant supervisor. Table bookings are made in a Reservations Register (Fig. 8.5). Some restaurants have maps of table layouts for easy reference. Guests for example may want to sit at the window to enjoy the view, or beside the dance floor, or away from the kitchen service door, in



Restaurant Reservations Register					
Date:					
Time	Name of Guest	Telephone No.	No. of Persons	Smoking/Non-smoking	Special Requests

Fig. 8.5 *Reservations Register*

non-smoking areas, or close to the buffet and so on. Guests make table reservations to avoid the disappointment of being refused a table or having to wait. It is important for the guest to be punctual and must be cautioned at the time of booking. In hotels, the reservation function is passed on the room service or the reception when the restaurant is closed.

▲ RECEIVING AND SEATING A GUEST

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

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

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

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

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

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

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

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



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

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

▲ TAKING AN ORDER

Order taking is a skilful art that reflects the efficiency of both the server and the establishment. An order taken down clearly and precisely ensures that each guest gets exactly what s/he has ordered and in the right sequence. This is also the time when a server can prove his salesmanship by giving suggestions from the menu that yield a high profit margin.

As soon as the guests are seated the server follows this procedure:

1. Takes the beverage order first. If the guest is uncertain, it is alright for the server to suggest an appropriate cocktail or plain drink by saying, “May I suggest our bartender’s special Bloody Mary or Planter’s Punch”. The server gives a definite choice limiting it to two items for easy selection by the guest.
2. The server decides on a code to associate the order with each guest. S/he has two options:
 - Number the guest in a clockwise direction starting from the host



- Decide on a starting point — perhaps the guest sitting closest to the service door.
- It is alright to have any logical system as long as the guest is assured of his or her exact order. Nothing sounds more unprofessional than a server saying, “Who ordered this dish?” at the time of service.
3. The order is taken down on a Beverage Order Ticket (BOT) which has copies (the number of copies depend on the establishment’s control system). The usual distribution is:
 - The original copy goes to the bar to prepare the order;
 - The second copy goes to the cashier to raise a check or bill;
 - The third copy is retained in the KOT pad itself to guide the server.
 4. The guest’s must be allowed to enjoy their drinks. The server must be alert to replenish their orders by saying, “Would you like me to replenish your drink?” or “May I repeat the order?”
 5. The server must be alert when to approach the guest for the food order to give time for preparation in the kitchen by saying, “Are you ready for your food order?”
 6. When taking down the food order it is prudent to allow the guest some time to decide. A guest does not appreciate being rushed into giving a decision. Make polite suggestions of food items that give a better profit margin. The guest however, she should not be forced to decide in favour of the server’s recommendations.
 7. The server should explain dishes with fancy names especially those in ethnic restaurants. The server is expected to be knowledgeable with the preparation, ingredients and final presentation of dishes listed in the menu card.
 8. Courses have a logical sequence in the format of a classical menu depending upon the number of courses the establishment offers. In modern times the sequence followed is:
 - Appetisers
 - Soup
 - Main dish
 - Desert
 - Coffee

Some guests in a group may want appetisers, while others may want soup to start the meal. The server must ask them if they want them served together. Some establishments may have separate Guéridon Menus. Some guests may skip appetisers and soup and go for the main dish. Remember, the guest is never wrong in the way they want their meals.
 9. Take food orders on a Kitchen Order Ticket (KOT) which has the same number of copies as the BOT except that the original copy goes to the kitchen.
 10. The Server will use the same coding system as adopted for beverage orders.

▲ ELECTRONIC ORDER PAD

The electronic order pad is a portable cordless computer terminal which is part of a larger electronic Point of Sale system (ePoS). The orders from the device are transmitted on a standard

frequency to larger terminals with printer capability. An average sized restaurant needs one discreet aerial. Basically, the waitress keys in the orders the same way she would do in a static terminal. The new generation devices have touch screens much like the Android tablet that gives immense flexibility and saves time. A typical investment would be \$31,000 for a 100 seated restaurant. The electronic order pad is set to revolutionise the way restaurant operations are run making it more efficient. The key features of the system are as follows:

- The waitress logs into the device by inserting a special personal code. The device sets accountability to the waitress once she is logged in. Once, she logs out, her working hours is saved in the device.
- One device can be used by several waitresses at different time periods.
- The device has an on-line diary to make table reservations. The waitress can allot tables on a touch-screen that has the layout of the restaurant. Once a guest arrives, the waitress can check whether the guest has a reservation and if so which table has been allotted.
- The device can keep a customer's tab from another outlet like when a guest is having pre-dinner drinks at the bar and wants to carry it over to the dinner table at the restaurant.
- Menus can be programmed into them with their prices. With the click of a button the same menus can reflect different prices like beverage 'Happy Hour' prices.
- The guest takes orders and conveys the table number and order directly to the printer or screen of the kitchen or bar. It has the flexibility to send information to multiple printers or different sections of the kitchen.
- The kitchen or bar can inform the waitress when the order is to be placed.
- After service, the device allows the waitress to take a print out of the bill. The device has a table-billing system where bills can be recorded to tables which can be viewed on the screen by touching the picture of the table in the table layouts fed into the system. It also can manage split bills or meals on "Dutch" billing system.
- It automatically applies the service charge, if applicable, sales tax and VAT.
- For those who are members of Loyalty Cards, the device automatically allots points once the card is scanned by the machine. It stores membership data with pictures of the individual.
- It can take payments by credit card by using the swiping facility and the guest print-out for signature. This is more secure for the guest as the transaction can be done at the table itself.
- Bills of in-house guests in a hotel can be transferred to the front-office printer.
- A touch screen till keeps an account of the amount of revenue generated in cash and credit.
- It can also facilitate tip management and the allocation of sums to points.



- The device can be programmed to keep track of stock movements and raise purchase orders once minimum quantities are reached.
- For daily wagers, the system clocks in times the waitress is on duty and records even breaks.
- It calculates the average check per cover and the average check per table.
- The device audits changes in orders including items sent back to the kitchen to be replaced.

Users have found several benefits to this mode of order-taking:

1. It improves human productivity by saving trips to the kitchen and bar.
2. Improves record-keeping
3. It saves paper
4. Streamlines staff response times to a request and information.
5. Increases table turnover
6. Helps in up selling
7. Improves customer service
8. Eliminates the chance of duplication or order errors.
9. Can instantly calculate sales and generate performance statistics.
10. Accurate in keeping tabs
11. Instant billing including recording in front-office guest folios immediately.

▲ SERVICE OF FOOD

Service of food is the moment of truth which distinguishes a good and bad experience. The server must first know the type of service being followed by the restaurant. The types of service are given in detail in Lesson 6. The following simple tips will help the server follow correct procedures:

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

▲ SPECIAL FOOD SERVICE

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

Carving

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

Equipment

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

Types of Meats carved

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



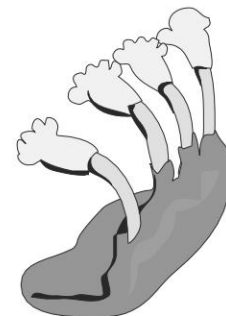
Carving procedures

Rib Roast Cleaning

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

Rib Roast Carving

- Stand behind the carving trolley facing the guest
- Take the host's approval by showing the rib roast
- Place the rib roast upright on the carving board



- Take the clean sharpened carving knife and fork
- Cut the roast absolutely flat with a long and smooth motion
- Portion ribs onto guest plates
- Serve the guest from the right
- Pour *jus-de-roti* from the tureen into a sauce boat and place it on a half plate with an under-liner and dessert spoon on the table.

Flambé Service

Flambé or flaming is a process of momentary shrouding a dish being cooked in flames creating a visual sensation. It adds flavour and a lot of showmanship in full view of all guests. It is done on a *Guéridon* trolley wheeled beside a guest table. Leaping flames are created while the dish is being prepared while soft blue flames are encouraged at the time of presentation. Flames are achieved by using alcohol. The choice of alcohol is matched to flavor the dish being cooked. Most alcoholic beverages are flammable and must be ignited immediately as alcohol once exposed to air vaporizes. Those with higher alcoholic content like brandy and rum will flame more. To be able to flame fortified wines like sherry, requires pouring it into the dish with a spoon or ladle for heating, before it is flamed. Even in the case of stronger spirits and liqueurs, it is important not to pour it into the sauce, syrup or juice until it is well lit. Lamp flame is preferred to matches when lighting liqueurs to retain the flavor of the liqueur. To get a flame, the alcohol is poured into a pan which is tilted for the flame of the burner to ignite the vapors. Once the *flambé* is in process the pan is stirred to promote the blaze further. The color of flames varies when sugar is sprinkled into a blaze, when preparing sweet sauces for desserts like *crepe suzette* (sweet pancakes). At the time of presentation, a teaspoon or tablespoon of alcohol ignites and is poured around the food to give the dish a soft blue flame.



Fondue (for Two) Service

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

Service

- Place cubes of meat or vegetables weighing totally 450-500 gms. In a platter beside the guest.
- Place a pot with *réchaud* (oil lamp) at the center.
- Equip guests with fondue forks which have long handles with color codes (shown below) to distinguish the fondue fork from each other.
- Place dinner plates before each guest.
- Place steak knives on the right of the guest for cutting the meat cubes once cooked.



- The guest's skewer the meat cubes or vegetables with the fork and leave it dipped in the pot of oil to cook.

Sauce accompaniments

The best sauces that go with fondue service are:

- Americaine sauce
- Béarnaise Sauce
- Hollandaise sauce
- Curry Mayonnaise sauce
- Cold pepper sauce
- Cocktail sauce

(Note: See lesson 28 on “*Sauces*”)



Relishes

- Relishes enhance the taste. Common relishes are:
- Capers
- Pickled onions
- Olives
- Dill pickle

Service of Oysters

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

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

Accompaniments for oysters

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



Service of Snails

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

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



Service of Caviar

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

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

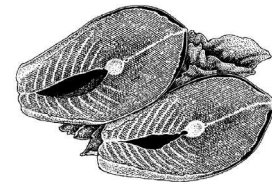
Accompaniments

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

Service of Smoked Salmon

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

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



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

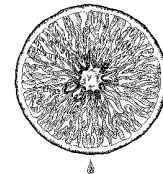
Accompaniments

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

Service of Grape Fruit

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

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



Service of Melon

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

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



▲ CHEESE SERVICE

Cheese comes in different varieties (see Lesson 9 for more details). Cheese is displayed on a wheeled cheese trolley equipped with a wooden board to slice cheese and brought beside the table. Guests choose their cheese which is sliced and placed in half plates with brown bread, watercress, olives, crackers, and celery.

▲ CIGAR SERVICE

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

(See Lesson 10 for more details).

▲ COFFEE SERVICE

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

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



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

▲ PRESENTING THE CHECK

By its very name, a “check” (Fig 8.6) is a control or check on the sale of food and beverages by a cashier. It is a bill and provides an accurate account of the type, number and cost of items with the total. It is an important sales document that determines the sales tax, service charge and consumption. The tax is a percentage of the total sales based on local laws. A service charge ensures a minimum gratuity to service personnel. The restaurant cashier ensures that checks are raised accurately for all food and beverage consumed. A check is made from the information on a Kitchen Order Ticket (KOT). The cashier keeps the check open during service and totals it only when the guest asks for it.

The server presents the check in a folder. There are many ways to pay a check:

CHECK				
GUEST NAME:		ROOM NO.	ACCOUNT NO.	
DATE	SERVER	TABLE NO.	PERSONS	TOTAL
GUEST SIGNATURE: _____ (Please do not sign if you have paid by cash or credit card)				
SERVERS RECEIPT				
DATE:		SERVER'S NAME		

Fig. 8.6 *A Check*

Cash Payment

When the guest pays in cash, the server takes the check and cash to the cashier who enters it into the Sales Summary Sheet (Fig. 8.7) or computer. The sales summary is the break-up of sales in a restaurant and must precisely conform serially to checks raised for settlement. A lost check is a serious matter and represents a loss of sales. Once the cashier receives the cash against a check, he stamps "paid" and returns any change due. The server returns the original copy of the check with change in a folder to the guest. S/he does not linger around for tips.

Credit Card Payment

There are guests who prefer to pay by credit card as a convenience than carrying large amounts of cash. The server takes the credit card to the cashier who verifies the following:

1. Whether the credit card is accepted by the establishment.
2. The expiry date of the card.
3. Whether the card is blacklisted.
4. Whether the signatures tally.

SALES SUMMARY SHEET													
Check No.	Waiter's Sig.	Table No.	No. of Persons	Food	Liquor	Cigarettes	Misc.	Sales Tax	Service charge	Total	Cash	Credit	Credit Card No./Guest name/Room No.

Fig. 8.7 Sales Summary Sheet

Once the cashier is satisfied with the above he fills up the credit card charge voucher (Fig. 8.8) which is presented to the guest for his signature and room number on the check. The cashier verifies the signature with the credit card. He returns the credit card with a copy of the voucher and check to the guest through the server who returns them in the folder.

Signing the Check

This is a privilege given to resident guests. When the guest signs s/he also puts his name and room number on the check. The server confirms with the front office immediately whether a guest is a resident of the hotel. He returns the signed check to the cashier who enters the sales summary sheet and immediately sends the check to the front office cashier to enter the transaction into the guest's folio.

Guest Exit


The server must let the guest exit with a pleasant memory. First they should be asked if there is anything else they require. IF not wait for the guest to get-up to depart. Do not tell them to

CARD NUMBER	XYZ CREDIT CARD
NAME	RECORD OF CHARGE
EXPIRY DATE	
DESCRIPTION	
_____	TAX
_____	TIP
_____	TOTAL
DATE	BILL NO.
THE AMOUNT OF THE CHARGES RECORDED HEREON WAS INCURRED BY ME AND RECEIPT OF THE SERVICE OR CREDIT APPROVAL MERCHANDISE IS HEREBY ACKNOWLEDGED BY ME.	CREDIT APPROVAL
CARD HOLDERS SIGNATURE:	

Fig. 8.8 *Credit Card Charge Voucher*

leave! Help the ladies and children by withdrawing their chairs. Thank them for coming to the restaurant and invite them to come again. Escort them to the door of the restaurant wishing them the day (or night).

Key Terms

Briefing	a two-way communication opportunity before an operation	
Cover	the space on the table for cutlery, linen and glassware for one person	
Electronic order pad	portable cordless device to transmit orders to the kitchen or bar	
Mis-en-place	preparation before an operation	
Mis-en-scene	preparing the environment of a restaurant	
Service trolleys	mobile carts for service at the table-side	
Sideboard	furniture piece that stocks service ware for a station	

Review Quiz



Fill in the Blanks

1. A two-way communication between the management and staff before an operation is called _____.
2. The food special of the day is called _____.
3. The preparation of the restaurant's environment is called _____.
4. Another term for the sideboard is _____.
5. Underliners to cups in a saucer are called _____.
6. Salt and pepper dispensers on a table are called _____.
7. The French term for a wine butler is _____.
8. Champagne buckets are found in a _____ trolley.
9. The space on a table for the cutlery, crockery and glassware for one person is called _____.
10. A server checks with the _____ to confirm whether a guest is a resident of the hotel.

True or False

1. Servers are required to check non-available items from the kitchen.
2. Servers must dispose dirty or torn menu cards at the end of restaurant operations.
3. Part of mis-en-place is vacuuming carpets.
4. Glassware is procured from the bar.
5. Tabasco is a proprietary sauce.
6. Trolley service is a way to merchandize food and beverage.
7. A Guéridon trolley stocks liqueurs for crepe preparations.
8. Cheese is displayed on mirrored platters.
9. You will find a gateaux slice on a salad trolley.
10. A cover requires 24" x 18" of space.

Training Methodology



Briefing

The trainer will give a lecture. S/he should list the pre-briefing and briefing elements on a flip chart and take trainees through these elements.

Mis-en-scene

The trainer will explain the various elements of the mis-en-scene and then take the trainees to a lab restaurant and actually demonstrate the various elements of this activity.

Mis-en-place

The trainer will follow the same methodology as mentioned above. It is important that all the necessary crockery, cutlery, glassware, and linen is available for demonstration when laying tables.

The trainer will demonstrate the set-up of the sideboard and let trainees practice the same.

The trainer will also lay out a table with covers giving detailed instruction of the steps involved. Trainees must be asked to then practice how table cloths are laid on tables and how covers are presented.

The trainer will also get copies of the various formats mentioned in the text and take students through each.

Preparing service trolleys

The trainer will assemble all the relevant trolleys and make the students understand how each is differentiated by their special features. S/he should preferably have the necessary items displayed (like cakes and pastries, fruits, wines, liqueurs, etc.) to help trainees visualise the end display. The next best alternative is to display photographs or slides of completed trolleys. The students could be directed to see these trolleys while on-the-job and report back on what they noted.

Restaurant table reservations

The trainer will show the reservations register and take students through it in a lecture. Though table reservations are strictly a hostess's job, each member of the restaurant must be able to take a reservation. The trainer can role play various scenarios where the trainer is the guest and the trainee the one taking the table reservation.

Receiving and Seating a Guest

The trainer should first explain the seating procedure through lecture and then demonstrate how it is done by making a trainee a guest. The trainees then practice the procedure with each other where some are guests and others the servers.

Taking an Order

The trainer will follow the same methodology (immediately above) when teaching this task

Food Service

This is the critical task of the server who must perfect this art. The trainer will first make the students familiar with the subject through lecture, followed by demonstration and finally through practice. Trainees must understand the following key points in service:

- Posture during service
- Rules of service
- Proficiency in the use of spoon and fork to serve from dish to guest plate
- How wine is poured
- How water is poured
- Clearance procedures
- Special food service

Presenting the check

The trainer will get samples of checks. S/he will make sure they are 'voided' for training purposes. Students will be taken through the check and its procedures through a lecture. They must understand the following key points:

- Cash payment procedure

- Credit payment procedure
- Signing procedure
- Importance of the sales summary sheet

Guest Exit

The trainer will explain the exit process followed by a demonstration. Trainees will then practice using each other as guests. The key points to be remembered are:

- How to withdraw chairs for guests
- What to say when thanking them

Cheeses and their Service

Learning Objective



To familiarise the reader with the importance of cheese; how it is manufactured and how it is served.

Cheese is a healthy and tasty food made from milk. It has been eaten around the world in various forms as long as civilizations had access to milk. The first cheese was probably made more than 4000 years ago by nomadic tribes in Asia. Through conquests and trade, cheese was introduced to Europe. Though cheese is mostly from cow's milk, people in Europe and Asia frequently made cheese from the milk of buffaloes, goats and sheep. Basically cheese can be made from the milk of any animal. Herders in Lapland use reindeer milk in making cheese, while the Tibetans make cheese from yak milk. Cheeses are made from the milk of camels, donkeys, horses and zebras. Today there are over 400 kinds of cheese with over 2000 names (because some cheeses are known by several names).



▲ MANUFACTURE OF CHEESE

There are five stages in the manufacture of cheese:

1. Processing the milk
2. Separating the curd
3. Treating the curd
4. Ripening
5. Packaging

Processing the milk

Specialists remove milk impurities by a process of clarification. The milk is then fed through a pasteurizer to kill bacteria. The

pasteurized milk is pumped into stainless steel vats that can range in volume from 3600–15900 kilos of milk. (Note: 4760 kilos of milk produces 450 kilos of Cheddar cheese).

Separating the curd

The milk is heated to about 30-36 degrees Celsius and then introduced to a liquid called *starter culture* which contains bacteria that forms acids and turns milk sour. At this stage vegetable dyes are introduced to give the curdling milk colour. The milk is stirred by paddles that uniformly blend the bacteria and dye. After 15–90 minutes the manufacturers add enzyme or rennet (a substance from the lining of the stomach of calves) to thicken the milk. Special knives cut the curd into cubes to let the whey drain from them. Paddles stir the curd and whey and the temperature in the vat is raised to 39–54 degrees Celsius. The joint effect of motion and heat, drains the whey from the curd.

Treating the curd

The curd is then left undisturbed when the loose curd gels together into a solid mass. The curd is then cut into pieces for pressing. For cottage cheese, workers rinse the curd with water and mix it with cream and salt. The curd is then put into moulds for pressing. The moulds are pressed ranging from a few hours to a few days based on the type of cheese. During this stage more whey drains out, as the curd is now shaped into wheels or slabs. After pressing, workers remove the cheese from the moulds and dry it when a rind begins to form. To prevent the rind from forming, the cheese is sealed in plastic wraps immediately. Most cheeses are without rind.

Ripening

This process is also called *ageing* or curing. It gives cheese its flavour and texture. Cheese is aged in warehouses under controlled temperatures and humidity, from two months to a year. The longer the curing time, the sharper is the cheese's flavour.

Packaging

After aging, the cheese is packed in a wide variety of shapes and sizes for wholesale or domestic consumption. They are sliced and sealed in foil or plastic. Others are sold whole in the shape of blocks, wedges, balls (rounds) or wheels.

Processed cheese is a blend of natural cheeses that melt evenly in cooking. Some processed cheeses are made from two or more kinds of cheese, while others are made from different batches of the same cheese giving differing tastes and textures. The cheese is ground and blended with emulsifiers. The cheese from the same batch gets the name of the country like Swiss cheese. Most cheese spreads are from processed cheeses moistening by the addition of cream, milk or whey. The character, texture and flavour depend on the land on which the cattle graze.

▲ CATEGORIES OF CHEESE

Cheeses are divided into four categories:

1. Fresh cheeses
2. Soft cheeses
3. Blue cheeses
4. Semi-soft cheeses
5. Semi-hard cheeses
6. Hard cheeses

Fresh Cheeses

Fresh cheeses are bland and therefore used as vehicles for other flavourings. Some are used as dips or in cheesecakes while others like Ricotta cheese are used as fillings for dumplings, crepes, pasta, and pastries. Fresh cheeses have higher moisture content and are usually lower in fat and salt content. Fresh cheeses are highly perishable and need to be refrigerated to lengthen its life. Most are consumed within two days of purchase. Cheeses with moulds are to be discarded.

Europe

Cottage Cheese It is a mild cheese traditionally made in the cottages of Europe from the milk left over from butter making. It is light, easily perishable, and a good source of protein.

Cream Cheeses It is type of white cheese that is not naturally aged. It is meant to be eaten fresh that distinguishes it from other soft cheeses, It is sweet, soft, creamy and mild to taste brought about by slight adjustments in the manufacturing process. Because of the high content of cream, the cheese needs stabilisers to increase the shelf life. Cream cheeses are ideal as spreads in breads and crackers. It is used as topping in snacks, cheesecakes and salads.

Neufchatel It is similar in taste and appearance to cream cheese, but it's made from milk instead of cream so it contains less fat and more moisture. It is best served chilled.

Ricotta This Italian fresh cheese is made from the watery whey that's drained off in the production of mozzarella, provolone, and other cheeses. Ricotta cheese is sweeter and smoother than cottage cheese, and it's much richer in calcium. You can eat it straight from the tub with fresh fruit, but it is more commonly used as an ingredient in pasta dishes and desserts. Italian ricotta cheeses are made exclusively with whey, while American versions add milk as a stretcher. Low-fat versions are available, and they work quite well in cheesecakes

Boursin This creamy cheese from France is usually flavoured with herbs, garlic or coarse ground pepper. It's mild and delicate, and goes well with fresh bread

and dry white wine. Boursin is considered better than some other flavoured spreadable cheeses, and well regarded by gourmets.

Asia

Paneer cheese It is an Indian curd cheese It is a bland fresh cheese popularly served with spinach or peas.

Soft Cheeses

Soft cheeses are aged for the shortest possible time and have a milder flavour than hard cheeses. Soft cheeses are ideal for spreads or stuffings. They are ideal to spread on toasts, bagels or buns. They can be used as stuffing for cheese omelettes or on cracker biscuits at wine and cheese shows. Blue cheeses are more pungent in soft cheeses but ideal as melted topping for steaks and burgers.

English

There is no noteworthy English cheese in this category.

European

- Brie** It weighs 2-3 kilograms and comes in two sizes – Petit Brie and Grand Brie. It is made from cow's milk. This French cheese is rich, mild, and creamy, and it's soft enough to spread easily on crackers or bread.
- Camembert** It is a French cheese of note made from pasteurized cow's milk and packed in which softens on ripening. It is a small flat round cheese, yellow in colour and with a very thin rind. This popular soft-ripened cheese is buttery rich and wonderful to spread on hot French bread.
- Carre de L'Est** It is a French cheese made from pasteurized cow's milk and packed in square boxes. It has a mild flavour and softens on ripening.
- Demi-Sel** It is a French cheese made from sour milk. It is flat and square in shape and comes wrapped in foil, normally proportioned.
- Feta** Feta is a Greek cheese made from both goats and sheep milk. The cheese is matured for several months and can have a soft or semi-firm consistency which crumbles easily in a processed form. They are normally cut into squares. The flavour of Feta can be salty and tangy or can range from mild to sharp depending on the aging process. It is used for table purposes, in salads, pastries and also in some baked food.
- Maroilles** This is a stinky washed-rind cheese from France that smells worse than it tastes. People generally don't want to eat the pungent rind.
- Reblochon** This rich and creamy French cheese is quite mild for a washed rind cheese, but it is complex enough to be popular with gourmets. The rind is edible, but too pungent for many people.

Blue Cheeses

Blue cheeses come from cow, goat and sheep milk. The cheese has blue or green veins or spotty due to molds. It is aged in a temperature controlled environment and has a sharp and salty flavour with a distinctive aroma that needs acquiring a taste for them.

English

- Dorset Blue** it is made from skimmed milk and has a much closed structure being a hard pressed cheese. It is straw coloured with deep blue veins.
- Wensleydale** the blue-veined Wensleydale matures slowly.
- Stilton** the surface of this cheese is wrinkled and brownish-grey in colour. It is a close texture cheese.

European

- Danish Blue** it hails from Denmark as the name suggests. It is made from cow's milk. It is sold wrapped in foils.
- Gorgonzola** this cheese is made in Italy and comes in weights of 8-10 kilograms. It is of white curd intersected by blue veins. It has a soft semi-solid texture and rinds which crumble.
- Roquefort** it is a French cheese that comes in weights of 2 kilograms. It is made from cow's milk and is creamy and crumbly in texture. It has unique characteristics as it is matured in the caves of Roquefort.

Semi-Soft Cheeses

European

- Pont Lévesque** This cheese is made in France. It gains full flavour when ripe. It has a thin rind and comes in square shapes.
- Port du Salut** It comes in sizes of 1–2 kilograms from France. It has a hard rind.

Semi-Hard Cheeses

Semi-hard cheeses are bolder in flavour than semi-soft cheeses and goes well with fruits, nuts and crackers. Most of these cheeses are great for snacks and sandwiches, They melt easily and are used in casseroles and stuffing for some meats. Most semi-firm cheeses are pressed during production to remove moisture. As they age, they become even firmer and more pungent and crumbly. Semi-firm cheeses tend to have a longer shelf life than softer cheeses.

English

- Caerphilly** This Welsh Cow's milk cheese is crumbly and good for melting. It is made from skimmed full cream milk. It is creamy white in colour with a mild delicate flavour and smooth texture. It has a very thin rind.

- Cheddar** The curds of many English cheeses are "cheddared" or cut into slabs and stacked to allow the whey to drain off. Some cheddar has more lactose in them, making them "sharp" or acidic. Less sharp cheddars are often labelled "mild" or "medium." England supplies many fine Cheddars, as does Vermont and Tillamook, Oregon.
- Cheshire** It is said to be England's oldest cheese and is good for cooking.
- Derby** Derby has a honey colour and close texture. It develops a strong flavour as it matures. The sage flavour is popular at Christmas time.
- Wensleydale** This white cheese has a soft flaky texture. It is pale in colour with a honey after-taste.
- Lancashire** this cheese possesses a mild flavour when young but increases in pungency as it matures. Its loose texture makes it ideal for kitchen use. It is creamy white in colour.
- Europe**
- Emmentaler** This cheese from Switzerland weighs 50 kilograms and is a pale yellow cheese with cavities all over. The cavities called eyes are formed by adding bacteria that produce carbon dioxide bubbles in the cheese, which when sliced appear as holes.
- Edam** It is a cheese from Holland. It is pale yellow in colour with a waxy texture. It is globed shaped and has a yellow or red rind. It is sold in grades of 20%, 30% and 40% fat content.
- Gruyere** It is another cheese from Switzerland. It is pale yellow in colour and is firm and dry. It also has cavities and is a popular kitchen cheese.
- Hard Cheeses** Hard cheeses have the longest aging process and therefore extremely flavourful. The curd is tightly pressed to extract as much of whey making the end product firm and dry. Since they are hard they do not melt easily and therefore used for grating and sprinkling like parmesan over spaghetti or salads.
- English**
- Double Gloucester** It is a straw coloured cheese with a nutty flavour similar to Cheddar. It has a close texture.
- European**
- Gouda** It is another cheese from Holland. It is paler in colour than Edam. It comes as a flat cheese with rounded edges and has a soft texture. It has a yellow or red rind.
- Parmesan** It is a cheese from Italy. It is a dry cheese having an appearance of pinpricks all over its surface. It is used exclusively for cooking. This

firm cheese is pungent and salty, and it's terrific grated on salads, pasta, or pizzas, or served simply with figs, pears, or crusty bread.

Asiago (aged)

This grating cheese is similar to Parmesan and Romano, but it is sweeter. It is good on pizza.

Romano

Romano is similar to Parmesan and Asiago, only it has a nuttier, sharper, and saltier flavor. It's often grated onto pizzas and pasta dishes to add flavor. **Pecorino Romano** is made from sheep's milk, **Caprino Romano** from goat's milk, and **Vacchino Romano** from cow's milk. Domestic Romanos aren't as well-regarded as Italian Romanos.

▲ SERVICE OF CHEESE

Cheese can be eaten alone or it can be served on crackers, in sandwiches, in salads and in cooked food. It is ideal for baked items that are gratinated with cheese. It constitutes the tenth course (Savourex et Fromage) in the classical menu. It is therefore considered important to a connoisseur of food. The service of cheese is special in classical French restaurants. Cheese is displayed on a cheese trolley which is wheeled beside the table. Guests choose their cheese which is sliced on wooden boards and placed in half plates with brown bread, watercress, olives, crackers, and celery. On the buffet table several cuts of cheese are displayed on a wooden tray. Guests can choose their cheese which is sliced by the buffet attendant and handed over with crackers and olives in a half plate.



Key Terms

Pasteurised Cheese	a blending of different variety of cheeses
Processed Cheese	a blending of cheese
Rennet	a substance for thickening milk
Starter Culture	an acidic bacterial liquid that turns milk sour



Review Quiz



True or False

1. Cheese is made from cow's milk only.
2. Cottage cheese is rinsed with water.
3. Rind forms during the drying stage.
4. All cheeses have rinds.
5. The ripening process helps give cheese its flavour and texture.
6. The longer the cheese is cured, the blander it gets in flavour.
7. Some processed cheese is made from blending two or more kinds of cheese.
8. The character, texture and flavour of cheese depend on the land the cattle graze.
9. Cheddar is a hard cheese.
10. Edam comes from Switzerland.

Fill in the Blanks

1. There are _____ (number) kinds of cheese.
2. Milk gets colour from _____.
3. The substance used for thickening the milk is called _____.
4. The cheese gets shape with the help of _____.
5. The ripening process is also called _____.
6. Ripening is done under controlled temperatures and _____.
7. A blending of natural cheeses is called _____.
8. A blending of different cheeses is called _____.
9. Parmesan cheese comes from _____.
10. Emmentaler is a _____ type of cheese.

Training Methodology



The trainer will give a lecture on cheese, its manufacture and service. The best way to understand it is to get samples of each type of cheese mentioned. Trainees must get a chance to taste it to understand the differences. The next best alternative is to get pictures or slides of different types of cheeses. However the service is important that is imparted through demonstration and practice. The key points to be understood are:

- How to differentiate between hard, semi-soft, soft and blue cheeses?
- How cheese is displayed?
- How cheese is served?

Tobacco

Learning Objective



To familiarise readers with the growing, manufacture and service of tobacco.

▲ ABOUT TOBACCO

It is believed that the native American Indians were the first to discover tobacco. In 1492 Christopher Columbus found they smoked it in pipes. Columbus brought the tobacco seeds to Europe where farmers grew them for medicinal purposes to relax the body. In 1560 a French diplomat Jean Nicot from whose name comes the botanical name *Nicotiana* and the term nicotine, introduced its use in France. France and Spain started smoking hand-rolled cigarettes in 1600. John Rolfe an American colonist commercialized it in Virginia from where the famous Virginia tobacco comes. Virginia and southern states had the right climate for tobacco. America exported tobacco to England who made it popular in Europe. It however became popular in America by 1850 only.

Smoking became popular throughout the world introduced by the English in their colonies. By 1960 researchers found that smoking was injurious to health causing lung cancer, heart disease and other illness. Cigarette manufacturers responded by reducing the tar and nicotine content of cigarettes but not enough to make it safe. Today, the anti-smoking movement has risen worldwide. Restaurants are obliged to declare them non-smoking establishments. Those countries still tolerant permit restaurants to have separate smoking areas.

▲ RAISING TOBACCO

Tobacco is a plant whose leaves are used for the production of cigarettes and cigars. It is a fastidious plant that requires a proper soil and a moderate climate. It is an annual plant

which means that it has only one crop a year. In countries where tobacco plants flourish, the temperature does not fall below 45 degrees Fahrenheit. It is grown in countries with a tropical or semi-tropical climate such as India, Cuba, Sumatra, Java, Jamaica and the Philippines. The leading producers of tobacco are China, India, Brazil, Russia and the United States. In their original home in the USA, tobacco leaves acquire characteristics that are accepted internationally and are internationally popular. The time span from planting to shipment is about two years.

There are four phases in the manufacture of tobacco:

- Planting
- Harvesting
- Curing
- Manufacture

Planting

The seeds of the tobacco bush are planted in nurseries in winter and early spring and tended till the young plants are strong enough to be transplanted when they are about 6–8 inches high, in soil that is carefully fertilized and drained. A constant vigil is kept against pests. In about two months when the plants have grown from four to six feet high, experts nip the flower buds. These result in bigger and juicer leaves. The plant is further pruned off dead stems and leaves. The healthy mature plant determines has 9 to 20 leaves. The leaves measure 24 to 30 inches long. If all goes well, the plant ripens in about six months turning from green to yellowish green. The leaves are sticky making it one of the dirtiest jobs a farmer can tackle.

Harvesting

The tobacco is harvested 70 to 90 days after it is transplanted on a cloudy day as a precaution against sun-burn when the leaves are most sensitive. There are two methods of cutting—(1) priming which is picking individual leaves by hand or a priming machine; and (2) stalk-cutting in which ripe plants are cropped close to the root and gently laid in rows in the field where they are left to wilt before being taken away to be dried and cured. These leaves are used for cigarettes and pipe tobacco. Cigar leaves are hand picked one by one.

Curing

Curing is the process of drying the leaves to remove the sap. This improves the flavour and aroma of tobacco. The leaves are straddled (put into bundles) across sticks. They are transported to a barn where they are cured by three methods: (1) Flue-curing method; (2) Air-curing method; and (3) Fire-curing method.

Flue-curing Method: The barn has tiers of poles hung lengthwise across the barn. The sticks used to straddle the leaves are laid across the poles with the leaves left hanging. The barn when full looks like a forest of tobacco plants. Several flues (ducts) distribute heat from a fire for 4 to 5 days at a temperature of about 170 degrees Fahrenheit which makes the leaves dry and brittle. They are then taken down to be “stripped”. The finest and the brightest leaves are called “firsts” and those of slightly lower quality are called “seconds”. The remainder are “Lugs” that are unsuitable for smoking purposes. Incidentally it is the “seconds” that form the

bulk of the tobacco production. The selected leaves are gathered into bundles which are piled on the floor in mounds to ferment naturally. To ensure even fermentation, the leaves are turned over frequently for even fermentation. This process takes between 3–4 weeks during which the leaves turn brown, glossy and pliable and develop a distinct flavour. Most flue-cured tobacco is used in the manufacture of cigarettes.

Air-curing Method: This process uses sun to cure the leaves. The leaves are placed on unsheltered platforms in a barn which has ventilators that can be opened and closed to control the temperature and humidity. The air must have moisture at an even temperature between 65 – 75 degrees Fahrenheit. Under good conditions 4–5 days are enough, following which the leaves are cured. Chewing tobacco is made from this method.

Fire-curing Method: This method uses low fires to cure the leaves. The smoke gives the tobacco its distinctive flavour and aroma. For a permanent yellow leaf the temperature is set at 90 degrees Fahrenheit and subsequently raised to 160 degree Fahrenheit for 4–8 hours. It is then decreased to 125 degrees Fahrenheit which is maintained for another 4–8 hours. It is then increased again to 170 degrees Fahrenheit. By this time the tobacco can be said to be cured and the yellow colour permanently fixed. It is used for making smoking tobacco, chewing tobacco, snuff and strong tasting cigars. The pipe tobacco can be flavoured with Tonka beans, vanilla leaves, etc. under a process called saucing compounds.

Manufacture

Freshly cured tobacco has a sharp aroma and bitter taste. Most tobacco is re-dried to cool the tobacco leaves completely. Tobacco is stored in barrels to age for 2–3 years, before manufacturing tobacco products. During this period some water is added to maintain the moisture content to prevent the leaves from becoming brittle. During this period the tobacco goes through a chemical change called fermentation that gives the tobacco a sweeter, milder flavour and aroma with reduced nicotine content. Flavourings can be added like honey, liquorice, menthol and sugar for different brands. Glycerine is added to moisten tobacco.

▲ VARIETIES OF TOBACCO

Latakia and Perique: *Latakia* is a dark strong variety of tobacco made from plants grown in Syria and Other Eastern countries. This is smoke cured by the fire of the Asiatic oak, which turns it into a dark shade. Sometimes camel or cow dung is used as fuel for the fire. *Perique* is another of the same variety grown in Louisiana, USA. Blends are used to strengthen the tobacco.

Pipe Tobacco: Pipe tobacco is made in a large and airy building. The cured leaves are spread out on the floor in a lightly compressed mass as they are too dry for immediate use. Bundles of tobacco are separated and put in steam heated chambers in which the temperature is raised to anything between 120 degrees and 160 degrees Fahrenheit. The stalks and the mid-ribs are removed by hand or machine. The stripped leaves are left in ordinary heaps for about 24 hours during which they moisten making them supple and usable. Blending is done by

experts who know the exact proportion in which stronger tobaccos like Latakia and Perique should be blended with lighter tobaccos. When different brands have been made, the leaves are placed in a machine which compresses them in the form of a hard cake. They are then shredded finely or coarsely with knives or cutting machines. Any excess moisture is removed by *panning* or *stoving* – different processes which bring out the aroma. After panning, the tobacco is spread out evenly on trays to enable it to cool down to the temperature of the air following which tests are carried out to ensure that the moisture content does not exceed the legal limit of 32%.

Cigarette tobacco: Virginia leaves are blended with other mixtures. As in pipe tobacco, bundles from the warehouses are received and stripped of the mid-ribs by machine or hand. The leaves then go to a machine which cuts them into fine shreds. Excessive moisture and impurities are removed from the tobacco. The tobacco is left for a day or two to mature following which it goes to a cigarette manufacturing machine. The paper for cigarettes is unloaded from a disc and enters the machine that receives the flowing tobacco in a constant stream. Paper and tobacco move together on their journey. The paper is rolled around the tobacco and gummed at the end. The continuous tube of cigarette then runs beneath knives which cut it into cigarettes of required lengths and stack them neatly. The cigarettes are not packed immediately but are left to dry for 24 hours. The machine used for packing is equally ingenious as those which make cigarettes. So human is this equipment that a carton or packet incompletely filled is automatically rejected. The tins if required for export are vacuum sealed. Small quantities of cigarettes are still made by hand but require a high degree of skill.

▲ SERVICE OF CIGARETTES

Cigarette packets should never be carried by hand to the customer but placed on a salver or plate. The packet should be opened (pulling out a few cigarettes partially). The server should stand by with a match or lighter to light the cigarette. The waiter must ensure that an ashtray is on the table. Ashtrays should never be allowed to collect too much ash and stubs. It is the waiter's duty to exchange them frequently by covering the ashtray with an inverted fresh one, both picked together and the fresh one replaced on the table.

▲ CIGARS

The best leaf for the production of cigars is grown in Cuba, Jamaica, Borneo and Java. Less good tobacco but still acceptable to all but the true connoisseur, is produced in India, Japan, South Africa, Germany, Holland, Russia and Hungary. The plants are grown in the same way as other tobacco plants. There are three types of cigar leaf tobacco: (1) cigar filler tobacco which is used in the body of the cigar because of its sweet flavour and burns evenly. It constitutes 85% of the cigar; (2) cigar binder tobacco holds the cigar filler tobacco together and constitutes 10% of the cigar; and (3) cigar wrapper tobacco used for the outer wrapping of the cigar representing 5% of the cigar. It has high quality leaves that are smooth, thin and uniform in colour. It goes through an expensive process to produce such characteristics.

Originally all cigars were made by hand and were straight in shape. Then a wooden mould came into use in which the leaves could be pressed into any desired form, generally known as “bellied” or “torpedo” shape. The bales are emptied and the mid-ribs is stripped by hand. The leaves are stored according to the purpose for which they are to be used i.e., as fillers, binders or wrappers. The only accessories used for hand-made cigars are a hard, wooden board, a sharp knife to cut the wrapper and scissors to trim the leaves.

▲ THE CIGAR CONNOISSEUR

Judging Good cigars form greyish ash which will last for a long time before it falls off. A whitish ash denotes a mild cigar while a darkish ash indicates a strong cigar. Cigars are also judged by their appearance, touch, shape and aroma. The crude way of testing a cigar is by pressing it between the fingers. It should not break.

Smoking There is an art in smoking a cigar. It should never be rushed but smoked slowly. The end which joins the mouth is “V” shaped or cut straight or pierced with care and never bitten off. The paper band must be removed before smoking the cigar. The cigar tip is then lit evenly with a match and not a cigarette lighter, which may taint the cigar with lighter fuel. The butt-end is bitter with oil and tannin and therefore never smoked to the end.

Service Cigars should be offered in their own boxes to allow the customer to choose his own. The type of cigar will be printed on the box. After the customer chooses the cigar the waiter should offer to remove the cigar wrapper and band. A cigar cutter or *piercer* should be given. The waiter should offer a matchbox to the customer.

Storage All tobacco should be kept in a dry place and at an even temperature. It is kept in a glass case in the restaurant. Cigars are best preserved in their boxes made of cedar wood. Cigars should never be over handled for fear of breaking the outer leaf. The best temperature for storage is 65–70 degrees Fahrenheit. Moulds set in temperatures above 75 degrees. It is never refrigerated as it dries and ruins the tobacco.

Choice of Cigars

Strength	Colorado	C	Strong
	Colorado Claro	C.C	Medium
	Claro	C.C.C.	Light
Length	Corona	9 1/2"	
	Half Corona	4 1/2"	
	Grown Corona	4 1/2"	
	Petit Corona	4 1/2"	

Famous Brands of Mild Havana Cigars:

Bolivar, Larranga, Romeo, Romeo-Y-Julietta, Upman, La Corona, (outstanding), Bock, Havana, Henry Clay, Byrons, J.S. Murais, Chana

Key Terms



Aging	the fermentation process that gives the tobacco leaves a sweeter, milder flavour and aroma
Air-curing	drying leaves using weather conditions
Cigar binder	the leaf that holds the cigar fillers together
Cigar filler	main body of the cigar
Cigar wrapper	the outer leaf that wraps the cigar
Curing	removing sap from newly cut tobacco leaves
Fire-curing	drying leaves by low fires
Flue-curing	drying leaves through heat conveyed by ducts
Priming	picking tobacco leaves by hand
Stalk-cutting	cutting tobacco plants from the roots
Straddling	suspending bundles of tobacco leaves on poles

Review Quiz



True or False

1. Tobacco grows in hot climates.
2. The soil for tobacco has to be carefully fertilized and drained.
3. Mature tobacco leaves measure 10 inches.
4. Curing improves the flavour and aroma of tobacco.
5. Air-curing uses ducts to dry and ferment the tobacco.
6. Pipe tobacco cannot be flavoured.
7. Freshly cured tobacco has a mild and sweet taste.
8. The aging process takes 2–3 months.
9. Fermentation gives the tobacco a sweeter, milder flavour and aroma.
10. Cigar fillers constitute 20% of the cigar.

Fill in the Blanks

1. Tobacco is made from _____.
2. Tobacco seeds are planted in _____ months.
3. Each tobacco plant yields upto _____ leaves.
4. Flue-cured tobacco is used in the manufacture of _____.
5. Air-cured tobacco is used in the production of _____.

Training Methodology



The trainer must demonstrate how cigarette and cigar service is done

Room Service

Learning Objective



To help the reader understand how a room service operation is organised and executed.

Room service is a facility offered by medium to large hotels that provide food and beverage to guest rooms. A guest orders food and beverage over the telephone from a room service menu in his room. An order-taker notes the order and hands it to a server who orders the food in the kitchen and serves the guest in the room. He ensures warm food and timely service.

Guests prefer eating in the privacy of their rooms for several reasons:

1. Celebrities want their privacy away from public attention and the media. Eating out attracts attention which does not let the celebrities to enjoy a meal.
2. Some wish to eat in their rooms in casual wear, even in their night clothes.
3. Others may want to watch the latest news, favourite sports match, movie or serial on TV. This practice promotes special TV meals served by room service.



4. Many cannot start their day unless they have their morning cup of tea or coffee as soon as they wake up. The morning tea/coffee service is a peak time room service in many hotels. In recognition of this need, most hotels today provide Tea/Coffee station in the room equipped with an electric kettle, tea/coffee cups, choice of tea/coffee brands, sugar, milk satchels and stirrers.
5. Breakfast can be ordered to rooms the

night before through a door knob facility called the breakfast card. It is kept on the pillow during the turndown evening housekeeping service. Guests fill their breakfast order in the card the previous night and hang it on their door knob. Room service personnel pick these door knobs at night and prepare the breakfast order in time as requested.

The key feature of this service is the choice of time. The room service will deliver the breakfast within a time range convenient to the guest; this time range is printed on the breakfast card.

6. Some guests have private meetings in their rooms and prefer to have their meals in the privacy of their rooms.
7. There has been a surge of women in all aspects of working life who travel alone. They prefer to eat in their rooms for security and privacy reasons.

The disadvantages of room service are:

1. Room service food and beverage is more expensive because of the convenience of eating in the room.
2. Guests in a hurry are intolerant to delays in service.
3. The challenge for a hotel is to keep food hot at the time of service. As food is transported from the main kitchen, food can get cold. This challenge gets more critical at resort properties with independent chalets spread over large areas.
4. Room service menus are limited so that items can be cooked at all times by cooks on different shifts with common skills. Consistency and presentation of food may suffer.
5. The hotel bears the additional cost of having the staff, space and equipment for the room service facility. Room service orders generated must justify the cost of having the room service. Room service in downtown hotels with 24 hour check-ins and check-outs will need to run to three shifts. This is a cost.

▲ TYPES OF ROOM SERVICE

There are three types of room service:

- **Centralised Room Service:** All food orders are processed from the main kitchen and sent to the guest rooms by a common set of waiters. This system is ideal for tower block hotels found in downtown locations. Central kitchens equipped with equipment and skills can offer a wider range of items. The disadvantage with this system is the time taken to serve the food to the guest room. Tall hotel structures have service elevators used by all service staff. The time taken to get one's turn in the elevator can result in a delay. The other disadvantage is to keep the food hot in transit. Resort properties are challenged with centralised room service both in terms of time and hot food.
- **Decentralised Room Service:** Each guest floor or set of floors may have a separate pantry located at the floor. Order-takers at a central point convey the orders to the respective pantries. Floor pantries are fitted with water boilers for tea and coffee service. Food options would be limited to cold items like prepared sandwiches, meat platters or frozen foods heated in microwave ovens. Some pantries may even have hot cases to keep hot pies and breads. The advantage of such a system is the speed of service to the floor, especially at

- peak times. The disadvantage is that the pantries can offer only a limited range of foods as they only dispense food and not actually cook them.
- **Mobile Room Service:** This is one where an elevator is dedicated to the room service. Orders are taken at a central point and conveyed to the mobile pantry or the guests can call the mobile pantry directly. The greatest advantage is the speed of service especially for morning tea/coffee service and breakfast. The range of food offered is again limited as these elevators have space restrictions and can only dispense easy to serve food like sandwiches, breads and perhaps pies. Some hotels are able to adapt the elevator for evening cocktail service when they stock a bar for quick beverage service based on demand for such a service. Mini-bars in the guest rooms in most hotels make cocktail service irrelevant. Another variant to the mobile room service is when wine butlers cart liquor on wine trolleys on floors in the evening.

▲ ROOM SERVICE ORGANISATION

Figure 11.1 gives the organisation chart of the room service.

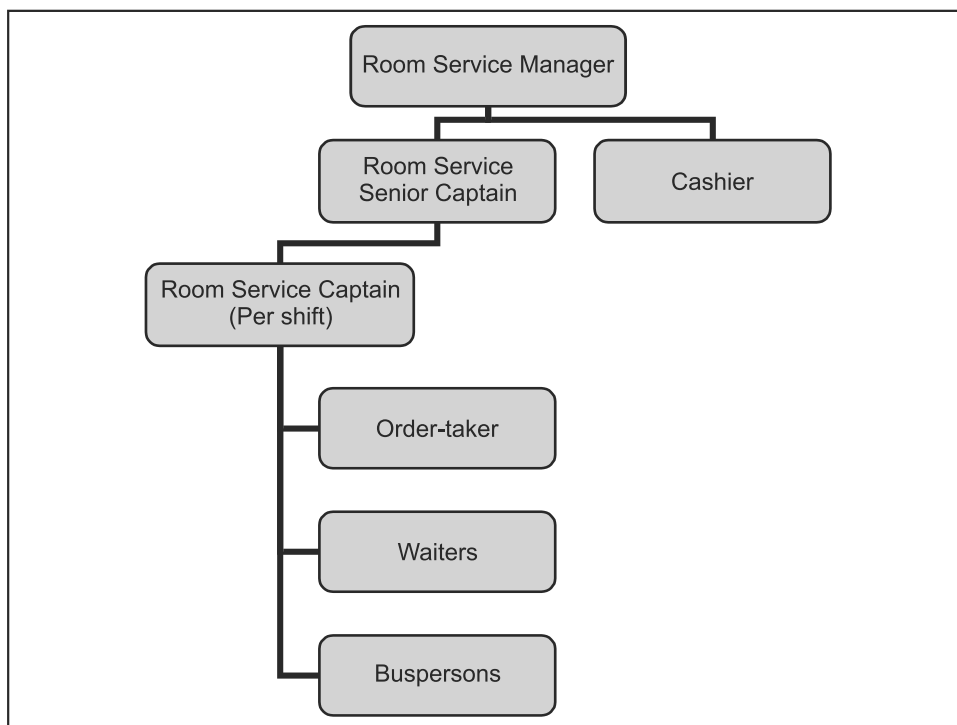


Fig. 11.1 Room Service Organisation Chart

The job descriptions of each member of the room service team are as follows:

Room Service Manager

Job Title

Room Service Manager

Reports To

1. Food & Beverage Manager
2. General Manager

Job Summary

To plan, organise and direct room service facilities to the hotel standards and to guest satisfaction.

Job Duties & Responsibilities

1. Prepare a room service plan and budget for the approval of the management.
2. Help in the recruitment of room service staff.
3. Schedule staff on a daily basis ensuring that the objectives of the department are met.
4. Take daily briefings and inform staff of new developments and receive suggestions.
5. Train staff to the service standards set.
6. Direct the movement of staff to floors especially during peak hours to ensure that orders are served to guests on time.
7. Coordinate with the kitchen chef for the supply of food.
8. Ensure that the staff does the proper mis-en-place at the beginning of each shift so that the services are smooth.
9. Control the inventory of service ware and equipment allotted to room service.
10. Manage staff complaints and grievances.
11. Handle guest complaints and take corrective action.
12. Recommend room service menus and changes to the superior.
13. Coordinate the replenishment of the mini-bars on time.
14. Ensure that all the room service and food & beverage services are accounted for.

Limits of Authority

1. May discipline room service staff.
2. Evaluates room service staff and performance.
3. May declare void checks of faulty food orders.
4. Represents all room service matters to the F&B Manager.

Coordinates With

1. **Kitchen**—for the supply of food.
2. **Kitchen stewarding**—for the supply of fresh crockery, cutlery, glassware and service ware and the cleaning of the same.
3. **Front-Office Cashier**—for credit checks
4. **General Cashier**—for the deposit of room service cash sales in a shift.

5. **Housekeeping**—for the exchange of fresh linen for soiled ones.
6. **Engineering**—for any maintenance requirements.
7. **Beverage Store**—for the supply of beverages and replenishing mini-bars in guest rooms.
8. **Guests**—to handle complaints and receive feedback.

Minimum Educational Qualifications

Diploma in Hotel Management

Experience

Minimum 2 years in food and beverage service

Skills & Competencies

- Knowledge of food and beverage
- Food service skills
- Supervisory skills
- Coordination skills

Room Service Captain

Job Title

Room Service Captain

Reports To

1. Senior Captain
2. Room Service Manager

Job Summary

To ensure efficient and personalised food and beverage service to guests in rooms in accordance with the standard procedures and policies through a trained and motivated team, in a given shift.

Duties and Responsibilities

1. Take-over issues from the previous shift such as:
 - Pending checks
 - Guest complaints
 - Outstanding replenishment of mini-bars
 - Special instructions for VIP guests
 - Complimentary items such as fruit baskets, cakes and special bars.
2. Conduct briefings for the shift with a view to a two-way communication and individual development.
3. Check that mis-en-place handed over to the shift is complete and will meet the exigencies of the shift.
4. Take daily attendance of staff of the shift and allocate duties ensuring equity of workload.

5. Control the execution of room service food and beverage orders with attention to speed and correctness of orders being serviced.
6. Organise the clearance of service ware from guest floors.
7. Control door knob orders and ensure that they are executed in time.
8. Ensure that the order-takers in the shift are prompt in attending to telephone calls and are polite to guests.
9. Ensure that the VIP board is up to date.
10. Ensure that the room rack and name aid-machines are up to date with the latest guest arrivals.
11. Control costs by minimising pilferage and breakages.
12. Account for all checks issued for guest orders.
13. Control staff movements to optimize man hours.
14. Check the cleanliness and orderliness of the entire room service area.
15. Maintain a high level of hygiene and sanitation in room service area.
16. Train staff towards excellence in service.
17. Handle guest complaints diplomatically.
18. Motivate staff through fair leadership.
19. Check room service equipment for operational efficiency.
20. Requisition supplies for service.
21. Ensure that the linen par stock is maintained.
22. Ensure that the complete mis-en-place is ready to handover to the next shift.

Directly Supervises

1. Waiters
2. Buspersons
3. Order-takers
4. Trainees and apprentices

Limits of Authority

Only recommending authority.

Coordinates with

1. **Kitchen**—for the smooth pick-up of food.
2. **Cashier**—for receiving and handing over checks.
3. **Front-Office**—for updating arrivals and departures on guest racks. Updating VIPs in the house and any special instructions for them.
4. **Kitchen Stewarding**—for cleaning and sanitation schedules of the area, equipment and all service ware.
5. **Stores**—for the requisition of supplies.
6. **Housekeeping**—for the supply of uniforms to staff and fresh linen in exchange for soiled ones. Coordination for the removal of soiled service ware from guest floors.
7. **Banquets**—for parties in guest rooms.
8. **Engineering**—for the maintenance of room service equipment.

Minimum Educational Qualifications

Diploma in Hotel Management

Minimum Experience

Three years as a senior waiter or a direct recruit from a hotel management school with an orientation of nine months.

Skills and Competencies

- Knowledge of food and beverage.
- Knowledge of basic food preparation and their presentation.
- Trained Trainer.
- Socially confidence.
- Good supervisory skills.
- Proficiency in the English language and the local dialect.
- Good at time management.
- Physically fit to cope with physical activity on a shift.
- Basic numerical skills.

Room Service Waiter**Job Title**

Room Service Waiter

Reports To

1. Captain
2. Senior Captain

Job Summary

To provide prompt and personalised food and beverage service to guests in their rooms.

Job Duties & Responsibilities

1. Complete the mis-en-place before the shift commences.
2. Set-up trays and trolleys as per standards.
3. Attend briefings before the shift commences.
4. Equip one with the “du jour” items and those not available.
5. Clean and polish allotted silverware, cutlery, glassware and chinaware.
6. Fold napkins into prescribed attractive styles.
7. Replenish soiled linen with fresh ones from housekeeping.
8. Place orders with the kitchen and follow-up the pick-up.
9. Execute orders in guest rooms ensuring speed, quality and personalisation.
10. Clear trays and trolleys from guest rooms and corridors.

11. Deposit soiled dishes with the kitchen stewarding.
12. Prepare and place complimentary items in guest rooms.
13. Replenish mini-bars. Help train trainees and apprentices.

Directly Supervises

Trainees and apprentices

Limits of Authority

None

Coordinates With

1. **Kitchen**—for placing and pick-up of guest food orders.
2. **Bar**—for pick-up of beverage orders.
3. **Housekeeping**—for supply of fresh linen and flowers.
4. **Engineering**—for the maintenance of equipment and furniture.
5. **Kitchen Stewarding**—for depositing soiled service ware and replenishing with clean ones.

Minimum Educational Qualifications

High school with a craft course in food and beverage service.

Minimum Experience

One year as an apprentice.

Skills and Competencies

- Knowledge and skills in food and beverage service.
- Social confidence.
- Personable, well groomed and hygiene-conscious.
- Physically sturdy to carry heavy loads and be on the feet for long hours.
- Proficiency in the English language and the local dialect.
- Team orientation.

Room Service Order-taker

Job Title

Room Service Order-taker

Reports To

1. Room Service Captain
2. Room Service Senior Captain

Job Summary

To extend warm and courteous service to guests on telephone and receive their food and beverage orders through effective salesmanship.

Duties & Responsibilities

1. Attend briefing at the beginning of each shift.
2. Keep the room service cabin clean.
3. Attend to the room service telephone promptly, courteously and accordingly to the standards set by management.
4. Be familiar thoroughly with the room service menu.
5. Update oneself daily with non-available food and beverage items.
6. Take down food & beverage orders as per the requirements of the and upsell the menu to generate more revenue.
7. Note down the KOT accurately and pass it on to the captain. Follow-up on orders if reminded by guests and inform the guest of the status of their orders.
8. Fill the sales-summary sheet.
9. Maintain and enter a logbook for any complaints, delays and suggestions.
10. Update the guest rack or computer with the latest arrivals and departures.
11. Update the VIP board.
12. Assist the banquets and restaurants by taking reservations and booking after their closing hours.
13. Make KOT/checks of breakfast orders.
14. Ensure utmost courtesy and manners when dealing with guests.
15. Manage guest complaints.

Supervises

None

Limits of Authority

- May receive and attend to guest complaints. May communicate directly with guests.
- May take down room reservations and banquet bookings during closing hours of restaurants and banquets.

Coordinates With

1. **Front-Office**—for guest arrivals and departures, VIPs in the house, group information, house count statistics.
2. **Housekeeping**—clearance of trays.
3. **Engineering**—routine maintenance of equipment.
4. **Restaurants**—for table reservations after closing hours of the restaurants.
5. **Banquets**—taking down banquet enquiries and bookings after the closing hours of the banquet.
6. **Guests**—to take food and beverage orders.
7. **Floor and Mobile Room Service pantries**—to communicate guest orders (where applicable).

Minimum Educational Qualifications

High School with three months orientation in room service.

Minimum Experience

Three months orientation in the department.

Skills and Competencies

- Clear diction and pleasant voice.
- Telephone skills and etiquettes.
- Proficiency in the English language and the local dialect.
- Suggestive Selling skills.
- Team person.
- Basic numeric skills.

Room Service Busperson**Job Title**

Room Service Busperson

Reports To

1. Room Service Captain
2. Room Service Senior Captain

Job Summary

Provide support help to waiters in mis-en-place and ultimate food service to guests. Perform any such duties as may be assigned from time to time by the captain.

Duties & Responsibilities

1. Report for duty on time in clean and neat uniform.
2. Deposit soiled linen and collect fresh linen from housekeeping.
3. Collect supplies from the concerned stores.
4. Collect fresh cutlery, glassware, crockery and service ware from kitchen stewarding, polish them and stack them in allotted racks.
5. Assist waiters in tray and trolley layouts.
6. Fill water jugs, sugar bowls, butter dishes, salt and pepper shakers.
7. Check non-available items from the kitchen and bar.
8. Attend briefings and follow instructions.
9. Assist in food pick-up from the kitchen.
10. Help keep the room service area clean and in order.

Supervises

None

Limits of Authority

None

Coordinates With

1. **Kitchen**—for food pick-up
2. **Bar**—bar pick-up
3. **Waiters**—for mis-en-place duties
4. **Housekeeping**—for the deposit of soiled linen and replenishment of fresh linen
5. **Kitchen Stewarding**—deposit of soiled service ware and replenishment of fresh ones
6. **Stores**—for requisitioning supplies

Minimum Educational Qualification

High School with Craft Course Certificate in Food and Beverage Service.

Minimum Experience

Three months orientation in department is adequate.

Skills and Competencies

- Physically sturdy to do vigorous manual work
- Team person
- Proficiency in the English language
- Well groomed and hygiene-conscious

▲ ROOM SERVICE EQUIPMENT AND LAYOUT

Room Service food and beverage principles of service are just like those in a restaurant. Because the service is external to the immediate environment, the food and beverage is provided in trays and trolleys.

The key equipments for any room service operation are:

- Trays of various sizes to serve single portion tea to single dinner tray. The teapots and milk pots are covered by tea cosies, while plates have plate covers to keep the food warm.
- Trolleys are important to serve more than one meal in the room. The trolleys have hot cases beneath to keep food warm in transit.
- Racks are important to stack trays, crockery, cutlery, glassware, and serveware. Racks are important to store ready to use trays laid out.



- The order-takers cabin will have telephones, room racks with names of the guests on them or computers linked to the front-office.
- Dispense bar where there are no mini-bars in guest rooms.

The centralised room service is always located in the kitchen beside the service elevator. This location has access to the kitchen where the food is prepared, and the elevators so essential for the transportation of food to the floors. Figure 11.2 below gives the right perspective of a typical room service.

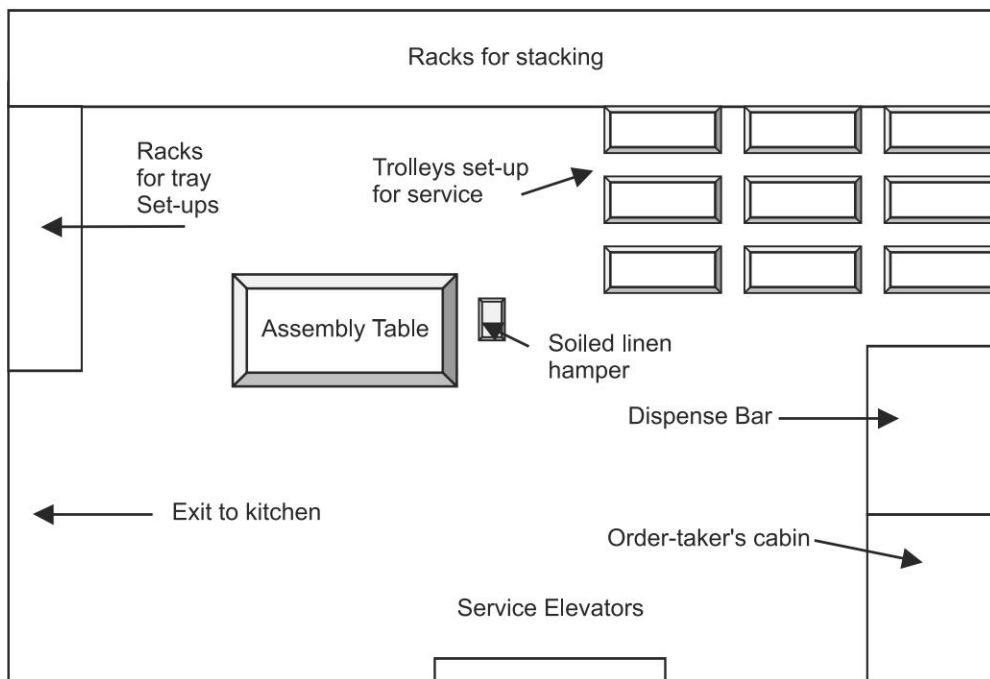


Fig. 11.2 *Layout of a Typical Room Service*

Features of a Room Service

1. The Order-takers cabin has a full glass window that enables the order-taker to have a complete view of the room service area and kitchen. She is able track the progress of orders, in case there are enquiries. This can be done in a register or in modern times on the computer.
2. She has a board that gives the names and room numbers of VIPs in the house. One important step for the order-taker is to ensure the right name of the caller and room number.
3. Modern hotels have computers with Property Management Systems that are linked to the front-office that automatically updates the status of rooms as they occur with the front-office. Another advantage of having room numbers and names is that order-takers can personalise their conversation with the guest by using his or her name as soon as they identify their room number.

4. Another feature of the room service is a dispense bar. The bar has to be secure and accessible to a bartender only. Therefore the bar has its own secure cabin with a flap window to dispense liquor. It is this dispense bar that provides the liquor to mini-bars also. The purpose of mini-bars in guest rooms is to do away with the dispense bar in room service. But many hotels still retain it for expediency of orders and better coordination. The dispense bar is also a useful source to provide liquor to in-house restaurants that do not have licensed bars in the restaurant. You will notice that the Room Service Manager does not have an independent office. The manager is expected to be hands-on to coordinate the room service activities.

The basic serviceware required by a room service is depicted in the chart below:

Glassware	Crockery	Cutlery	Silverware	Others
<ul style="list-style-type: none"> • Water goblets • Juice glasses • Highball glasses • Red wine glasses • White wine glasses • Champagne glasses • Whisky short glasses 	<ul style="list-style-type: none"> • Tea/Coffee cups with saucers • Dinner Plates • Side Plates • Egg cups • Soup cups 	<ul style="list-style-type: none"> • Dinner Knives & Forks • Fish knives & forks • Teaspoons • Soup spoons • Dessert spoons & forks • Fruit knives • Service spoons and forks • Steak knives • Grapefruit knife • Cheese knife • Butter knives 	<ul style="list-style-type: none"> • Single tea pots • Double teapots • Single coffee pots • Double coffee pots • Milk jugs • Cream jugs • Sugar pots • Butter dishes • Water jugs • Oval flat dishes with lids • Trays • Oval or round Vegetable dishes with lids • Oval or round entrée dishes • Plate covers • Ice bucket with tongs • Champagne bucket with stand • Sauce boats • Tea strainers • Candle stands • Jam pots 	<ul style="list-style-type: none"> • Toast racks • Bread baskets • Ashtrays • Cruet sets • Tea cosies • Milk jug cosy • Swizzle sticks • Bottle openers • Rose bud vases • Wine cradles • Toothpick holders

While the above list is the basic requirements of a room service operation, additional items may be stacked as per the items provided in the menu.

▲ ROOM SERVICE TASKS

A busy hotel will have three shifts. Resorts may not keep a night shift because of the cost, lack of demand, or the reason that the room service staff have to travel long distances to return home at night. Each shift will have a room service supervisor who ensures:

1. Taking a **briefing** of the shift. (Briefings are covered in detail in Lesson 32, 'Basic Skills for Supervisors'). The briefing ensures information on the VIPs; non-available food items; grooming and attendance.
2. Overseeing the **mis-en-place** for the shift. This includes tray and trolley lay-outs; requisitioning serviceware, linen general supplies. The bartender of the dispense bar would replenish his supplies from the Beverage Store.
3. Assigning a server to supply or replenish **fruit baskets** in VIP rooms. He takes the baskets on a trolley and visits each relevant floor where the baskets have to be supplied.
4. Replenishing **mini-bars** in guest rooms. Each mini-bar has a standard supply of assorted drinks. Suppliers provide miniature bottles each equalling a peg and cans of beer. The mini-bar also has mineral water and colas. The bar is stocked with snacks like chips and nuts.
5. Assigning a server to **clear trays and trollies** from to guest rooms. Busy hotels will need to recover serviceware in circulation to meet the requirements of the other orders. The housekeeping alerts the room service of soiled trays and trollies that need clearance. Most guests leave their trays and trollies outside their room door but others expect the staff to recover them from the room.
6. Assigning servers to **private parties** in guest rooms that require additional chairs, cocktail service and meals.

▲ ROOM SERVICE ORDER FLOW

Figure 11.3 gives the room service process flow:

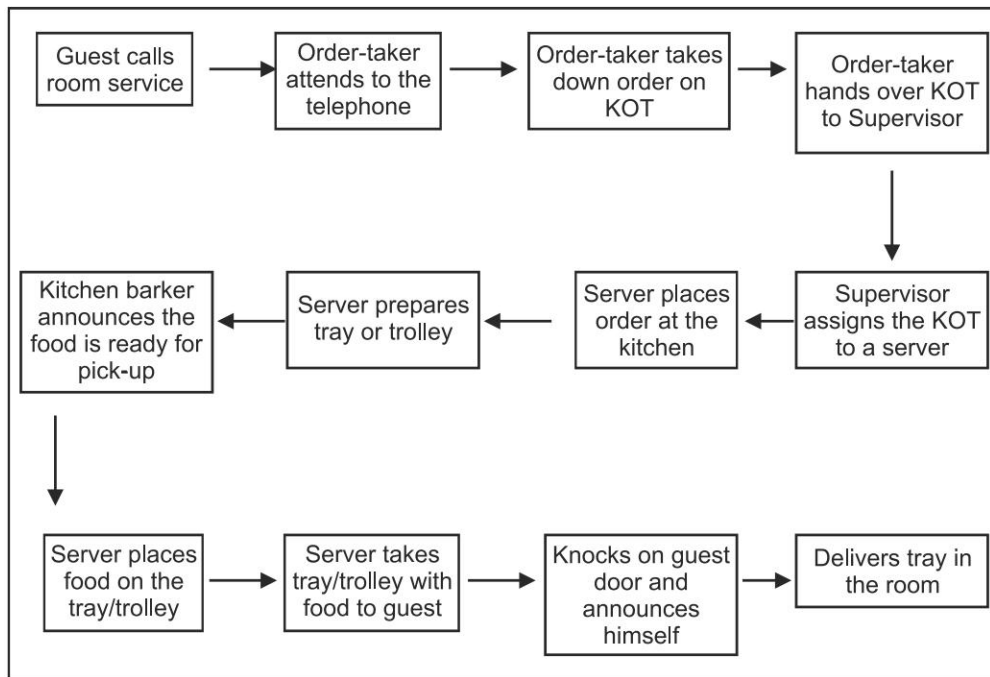


Fig. 11.3 Room Service Process Flow

Let us examine each step:

1. The guest chooses his food and beverage requirements from the room service menu located on the dresser or upon the T.V. console in the guest room. The room service number is found in the house directory or smart buttons on the phone unit.
2. The phone rings at the order-taker who answers immediately saying, "Room Service, good morning, how may I help you?". The guest identifies his name and room number normally but some will just say, "I'd like to place an order". The order-taker will then clarify the name and number before taking the order.

The name and room number is vital on two counts; (i) To personalise the conversation by addressing the guest by his or her name; and (ii) To ensure that the order goes to the right room number; (please visualise the challenge in a 4000 room hotel !).

The order-taker notes the food order on a Kitchen Order Ticket (KOT) and a beverage order on a Beverage Order Ticket (BOT) clarifying the order if necessary. (An order-taker must be familiar with the room service menu and the cooking methods, in the first instance). For example, she will clarify whether the fried eggs are full fried or 'sunny side up' which is half fried; or may clarify whether the steak ordered is rare, medium rare or well done, etc. She may up-sell with suggestions with, "May I recommend our freshly baked muffins with your tea?" or "Would you like some cocktails before your meal?"

The order-taker repeats the order to the guest to make sure that she has got it right. She thanks the guest and lets the guest disconnect first (often the guest has second thoughts to what is ordered).

The KOT/BOT (Fig. 11.4) has three copies mentioning the name, room number, date and time. 1st copy goes to the kitchen or bar; 2nd copy accompanies the check; and 3rd copy remains in the KOT book. All copies are tallied for control purposes. KOT/BOTs generates an order and a check (Fig. 8.6). Sometimes the order-taker doubles as a cashier as well.

3. The order-taker hands the KOT and check to the room service supervisor and not to a server directly. The supervisor keeps a Room Service Control Sheet (Fig. 11.5) to track

KITCHEN ORDER TICKET		
Guest Name: _____	Room Number: _____	
Date: _____	Time: _____	Server: _____

Fig. 11.4 *Kitchen Order Ticket*

Date	Room No.	Type of Order	Order Time-in	Order Time-out	Server Time-in	Server Time-out

Fig. 11.5 *Room Service Control Sheet*

- the movement of orders and ensure speedy service. Morning tea takes below 5 minutes, while lunch and dinner service takes 20 minutes. Beverage service takes 10 minutes. Hotels with efficient room services tell guests when to expect orders.
4. The supervisor assigns a server to the order ensuring an equitable distribution of work load. He/She also inspects the tray/trolley layouts and the movement of servers to ensure maximum productivity.
 5. The server presents the KOT to the kitchen barker who issues instructions to the appropriate section of the kitchen. The server hands over the BOT to the room service dispense bar.
 6. While the food (or beverage) is getting ready, the server will prepare the tray/trolley which in most cases is prepared in advance. For example, the tea tray is set with sugar and milk pots, tea/coffee cups and saucers for different portions. The trolleys will have covers laid out.
 7. The barker announces the ready order. Alternatively, the server checks if the food is ready. The same procedure is followed with the bartender.
 8. The food is placed on the tray or trolley. The supervisor hands over the check to the server who then proceeds to the room by the service elevator.

9. At the room, the server knocks on the guest room door and announces "Room Service". He may repeat the sequence if the guest takes time.
10. In the room, the server greets the guest and proceeds to place the tray on the coffee table or arranges the trolley. Some trolleys have hot cases fitted underneath. He takes out the food and places them on the trolley pulling the lounge chair beside the trolley. He requests the guest to sign the check. Room Service does not accept cash. The server does not solicit tips and returns to the room service and hands the signed check to the order-taker.

Key Terms



Centralised Room Service	One which services the entire hotel
Decentralised Room Service	One which services a guest floor or a set of floors
Mini-Bar	A refrigerated collection of liquor for sale in a guest room and beverage orders on phone
Mobile Room Service	One which has a dedicated elevator
Order-Taker	The person who takes guest food documents for service and billing
Room Service	A facility that provides food and beverage to rooms

Review Quiz



True or False

1. Celebrities like to eat in restaurants because they get public attention.
2. Guests prefer room service to watch their favourite T.V. programs.
3. Room service is ideal for those in a hurry.
4. Room service is convenient for resorts with chalets.
5. Central kitchens offer a wide range of food for room service.
6. Common service elevators are an asset to room service personnel.
7. Decentralised kitchens have elaborate menus.
8. A mobile room service is ideal for breakfast service.
9. Room service managers ensure that their staff complete mis-en-place correctly.
10. Room service is located in the kitchen of a centralised room service system.

Fill in the Blanks

1. Guests can order the breakfast in advance on a _____.
2. The emerging market segment that prefers eating in the room are _____.
3. A hotel with a 24-hour check-in has a room service that runs on _____ shifts.
4. A room service system that has a dedicated elevator is called _____.
5. The person in room service responsible for taking over from the previous shift is _____.
6. The room service server coordinates with _____ for the deposit of soiled dishes.

7. The room service computers today have updated lists of guests through the _____.
8. Room service depends on trays and _____ for the transfer of food to guest rooms.
9. The purpose of mini-bars in guest rooms is to do away with the _____.
10. Mini-bars are replenished by the _____.

Training Methodology



The trainer should make flip charts or PowerPoint presentation bulleting the following topics:

- Why guests eat in their rooms?
- The disadvantages of rooms service
- Types of room service
- Rooms service organisation chart
- Room service equipment
- Features of a room service
- Basic serviceware
- Room service tasks
- Room service order flow

He must also have copies of the job descriptions, KOT/BOT and Room Service Control Sheet. He must assemble the necessary serviceware and equipment for demonstration.

The trainer must then proceed to familiarise the trainees using the flip charts and training aids

Banquets and Outdoor Catering

Learning Objective



To help the students understand how banquet and outdoor functions are organized and executed.

▲ BANQUETS

A banquet is a food and beverage service at a specific time and place, to a given number of people, to an agreed menu and price. Banquets are special functions for social, professional and state occasions as shown in Fig. 12.1.

Banqueting is a business of selling space to hold functions. Banquets require large halls with attached kitchens to provide quantity foods and a banquet brigade who are skilled in the art of handling large bodies of people. Banquets halls are found in medium to large hotels, where banquet business is part of an overall revenue strategy. Recently, private banquet halls serve neighborhoods for their local functions. This is big business as the volume of catering is large. Banquet halls can be partitioned into smaller function rooms as a smart practice to optimize space, enabling multiple functions at the same time. The partitions are sound proofed to give exclusivity to each function.

▲ BANQUET ORGANIZATION STRUCTURE

A typical banquet brigade will consist of the following, as shown in Fig. 12.2 Banquet organization chart:

Following are the principle members of banquets:

Banquet Manager is the over-all in-charge of meeting banquet sales targets, developing banquet business, customer contact, banquet administration and supervising all arrangements.

Social Occasions	Professional Events	State Affairs
Wedding Receptions Birthday parties Cocktail parties Balls Alumni get together Annual company staff socials Theme Nights Religious and National celebrations New Year parties Dinner Theatres Sorority and Fraternity luncheons Graduation parties College faculty and staff dinners High school proms Reunions Athletic dinners Anniversary events Fund raisers Kitty parties Musical concerts Dance recitals	Conferences Conventions Training Programs Meetings of professional bodies Board Meetings Dealer Meetings Exhibitions Fashion Shows Product launches Education Fairs Employment Fairs Staff Awards Dinners Ceremonial Events Political meets	State banquets Diplomatic cocktails and dinners

Fig. 12.1 Range of Functions

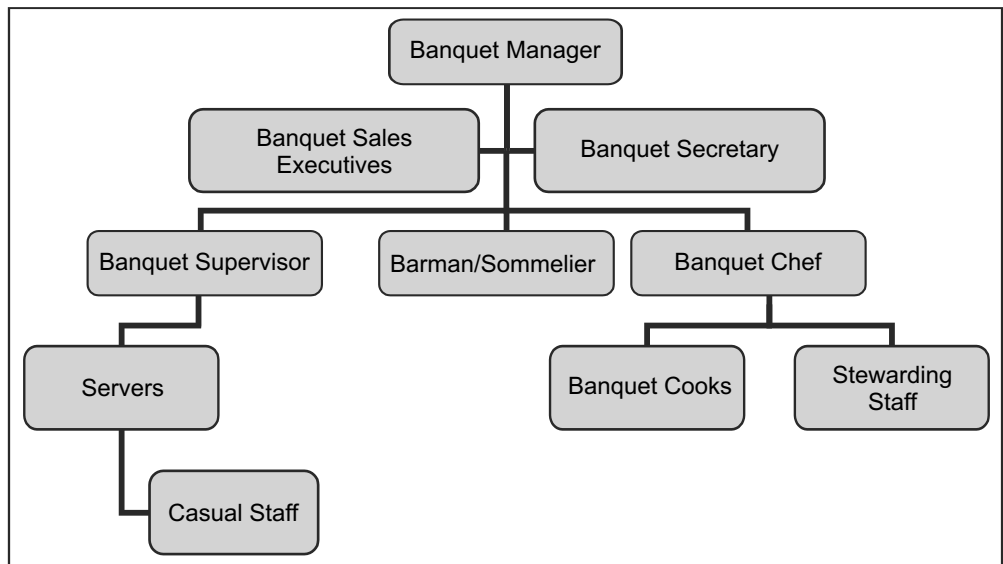


Fig. 12.2 Banquet Organization Chart

Banquet Sales Executives prepare sales kits, fact sheets, layouts and proposed menus, visits potential clients to solicit business, is the point of contact internally and conducts familiarization ('fam') tours of the facilities. S/he is usually present at functions to provide the continued contact made by her with the clients.

Banquet Supervisor coordinates the resources for functions including table layouts, staff scheduling, and banquet set-up.

Waiters and casual staff make the actual arrangements including carrying the furniture, setting table appointments, and providing the service and clearance during and after the function.

Barman and sommelier (wine butler) run the mobile bar to provide alcoholic and non-alcoholic beverages and wine service.

Banquet chef and his brigade of cooks and stewards are experienced in handling quantity food production and clean-up. In an independent banquet hall, the chef procures raw material from the local market.

Cooks prepare quantity food and serve them into *baine maries* (food warmers). Cooking commences hours before a function, as quantity food needs more time.

Banquet Secretary handles all correspondence and filing, taking bookings on phone and may assist in accompanying guests on banquet hall FAM (Familiarization) tours.

Sub-Contractors are outsourced experts to prepare wedding bowers, reception stages, music and deejay services, lighting, interior decoration, etc.

▲ JOB DESCRIPTIONS OF BANQUET PERSONNEL

Following are the job descriptions of key staff of the banquet brigade:

Banquet Manager

Job Title

Banquet Manager

Reports to

1. Food & Beverage Manager (Owner in the case of independent banquet hall)
2. General manager

Job Summary

To meet the Banquet revenue targets by providing high quality service through a banquet team of trained and motivated staff, within the policies and procedures of the establishment, ensuring complete guest satisfaction.

Duties and Responsibilities

1. Recommend an annual plan and budget to the management for approval.
2. Recruit skilled and competent banquet staff to fulfill the objectives of the department.

3. Train staff to the standards of the establishment.
4. Do business development in the market to get the banquet business.
5. Approve all function prices.
6. Organize the function rooms and support services to meet function objectives.
7. Ensure that the policies and procedures of the establishment are always maintained.
8. Manage the resources effectively to meet objectives.
9. Supervise all functions and ensure they meet guest requirements.
10. Ensure regular preventive maintenance of facilities and equipment.
11. Appraise banquet staff and recommend increments and promotions.
12. Manage the discipline and motivation of staff.
13. Cooperate with coordinating departments to get their best services.
14. Trouble-shoot any staff or guest problems.
15. Conduct personal PR with clients to get repeat business.
16. Attend meetings with sponsors of large functions to get their needs exactly and advise them how to get the best effect.
17. Monitor budgets and submit sales reports periodically.
18. Follow all local laws regarding functions. Including liquor laws, noise levels, pollution, traffic flows etc.
19. Develop good PR with government agencies to provide support when needed.
20. Receive any special approvals from government agencies e.g., traffic police, excise, municipality etc.

Supervises

All banquet staff

Limits of Authority

- Recommends plans and budgets.
- Can allot staff duties
- Approves staff recruitment and selection
- Maintains discipline of staff.
- Appraises staff and recommends increments and promotions.
- Can give price discounts within approved limits.

Coordinates with

1. **Kitchens** – for food preparation and supply
2. **Management** – for approvals of plans and budgets
3. **Contractors**- on contracts for special services.
4. **Marketing** – for promotions and ad campaigns.
5. **Clients**- for business development
6. **Government Agencies**- for approvals.

Minimum Educational Qualifications

3-year Diploma in Hotel Management

Experience

Minimum three years in banquets in a supervisory capacity

Skills and Competencies

- Good knowledge in Food & Beverage
- Management skills
- Planning & Budgeting
- Good command of the English language
- Socially confident and out going
- Trained Trainer
- Interviewing skills
- Reporting skills
- PR skills
- Negotiation skills

Banquet Supervisor**Job Title**

Banquet Supervisor

Reports to

1. Banquet Manager
2. Food & Beverage Manager (or owner for independent banquet halls).

Job Summary

Organize and supervise all banquet functions booked according to the establishment's policies and standards and to the satisfaction of the client.

Duties & Responsibilities

1. Receive instructions to execute the functions of the day.
2. Conduct daily function briefings of the staff and allocate duties.
3. Follow-up on mis-en-place and special arrangements for all the functions prior to the function, to ensure that all services are to the guest requirements.
4. Schedule staff to meet work exigencies and at the same time maintain equity in work load.
5. Train casual staff as and when required.
6. Coordinate with contractors for special jobs.
7. Ensure cleanliness of the function areas in keeping with the establishment's sanitation standards.

8. Ensure that the function information is disseminated on time to concerned coordinating department and thereafter follow-up.
9. Ensure that the service is timely, qualitatively superior and with utmost personalization.
10. Supervise service and lend assistance in coordination.
11. Handle guest complaints and unplanned needs with tact and diplomacy.
12. Ensure that the services are accounted for and paid for before the host leaves.
13. Forward appreciation letters to the banquet manager.
14. Handle and distribute service charges to the staff with equity and fairness.
15. Ensure that the clean-up and banquet closing procedures are followed.

Supervises

Waiters, Casual staff, sommelier, bartender, contractors & trainees.

Limits of Authority

Mostly advisory to the banquet manager. May take operational decisions during service. Evaluates staff and may deal directly with guests on operational matters.

Coordinates with

1. **Housekeeping**—for cleaning schedules, fresh linen and flower arrangements.
2. **Kitchen**—for the supply of food, ice sculptures & butter sculptures.
3. **Engineering**—for the maintenance of banquet facilities, equipment and furniture. For the supply of audio-visual equipment.
4. **Kitchen stewarding**—for the supply of crockery, glassware and silverware.
5. **Bars**—for the set-up of a dispensing bar and the supply of alcoholic and non-alcoholic beverages.
6. **Stores**—for general supplies e.g. stationary, paper napkins, toothpicks etc.
7. **Accounting**—for allotting an on-site cashier and the deposit of revenues.
8. **Contractors**—for special jobs and arrangements.
10. **F & B Controls**—for head count and gate control on special nights.

Minimum Educational Qualifications

Diploma in Hotel Management.

Experience

Two years in a similar capacity or three years as an assistant banquet supervisor.

Skills & Competencies

- Thorough knowledge of banquet procedures and service.
- Knowledge of food and beverage service.
- Socially confident.
- Ability to read and write English.
- Supervisory skills

- Trained trainer and coach.
- Organizing and coordination ability.

Banquet Sales Coordinator

Job Title

Banquet Sales Coordinator

Reports to

1. Banquet Manager
2. Food & Beverage Manager (Owner in the case of independent banquet hall)

Job Summary

To sell letable banquet space and food & beverage with a view to bring revenue and promote the hotel image.

Duties & Responsibilities

1. Develop sales promotion kits that are attractive and informative, along with the marketing department (or advertising agency for independent halls).
2. Assist the chef to develop viable and economical banquet menus.
3. Visit prospects with a view to sell banquet facilities.
4. Maintain constant contact with regular clients.
5. Provide the banquet manager with market intelligence.
6. Take banquet bookings.
7. Take clients on FAM tours of the banquet facilities.
8. Negotiate banquet space, services and prices.
9. Maintain guest history cards of past clients so as to generate repeat business.
10. Identify local competition, evaluate them and suggest means to combating them.
11. Report on a daily and weekly basis sales activity concluded.
12. Attend functions to to ensure client satisfaction.
13. Help the accounts to realize outstanding banquet amounts.

Supervises

None. Reports client needs to the supervisor during functions.

Limits of Authority

Can negotiate banquet bookings directly with clients within policy guidelines of the establishment.

Coordinates with

1. **Marketing**—for promotion kits and sales leads.
2. **Chef**—to develop viable banquet menus
3. **Banquet Secretary**—for information, correspondence and banquet bookings.

Minimum Educational Qualifications

Graduate preferably with a craft certificate in food and beverage or a Diploma in Hotel Management.

Minimum Experience

Two years in a similar capacity is ideal for guest contact and knowledge of the market.

Skills and Competencies

- Well groomed and smart.
- Good communication skills specially in English.
- Socially confident.
- Negotiation skills.
- High physical energy level.
- Flexible with working hours (is required to attend functions in the evenings to maintain client contact).
- Possess a driving license.
- Assertive and self starter.

Banquet Waiter**Job Title**

Banquet Waiter

Reports to

1. Banquet Supervisor
2. Banquet Manager

Job Summary

To provide efficient and courteous banquet service for various functions, in accordance with the establishment's policies, procedures and standards and to the satisfaction of the guests.

Duties and Responsibilities

1. Be properly groomed and hygienically clean for every function.
2. Attend briefings and receive job allocations, instructions and give feedback.
3. Complete the mis-en-place as per standards set.
4. Do banquet set-ups as required for the function.
5. Requisition fresh linen from housekeeping, service ware from kitchen stewarding.
6. Clean and polish the allotted silverware, glassware and cutlery.
7. Provide efficient food and beverage service, ensuring speed, quality and personalization during the function.
8. Coordinate with the kitchen for the pick-up of food and replenishment during service.
9. Coordinate and assist in bussing services with casual staff during the function.

10. Attend to guest needs and complaints during the function.
11. Assist guests to serve food during buffet service.
12. Replenish water goblets.
13. Conduct post function clean-up and stack furniture at designated places.

Supervises

Casual Staff, trainees.

Limits of Authority

May respond to guest requests and needs within the scope of the function.

Coordinates with

1. **Housekeeping**—to requisition and deposit linen.
2. **Kitchen**—for the pick-up and replenishment of food.
3. **Engineering**—for maintenance requirements, temperature control and audio-visual equipment.
4. **Kitchen stewarding**—for supplies of service ware, glassware, crockery and cutlery.
5. **Dispensing bar**—for the supply of alcoholic and non-alcoholic beverages.
6. **Stores**—for the requisition of general supplies.
7. **Front-Office**—for function information and lobby displays.

Minimum Educational Qualification

High School with a Craft Course in Food & Beverage Service.

Experience

Minimum one year in banquet service.

Skills & Competencies

- Knowledge & skills of food & Beverage
- Socially confident
- Personable and well groomed
- Physically sturdy to carry heavy loads and be on the feet for long hours.
- Be able to understand and communicate in English fairly.

Banquet Bartender

Job Title

Banquet Bartender

Reports to

1. Banquet Supervisor
2. Banquet Manager

Job Summary

To prepare and serve drinks at the dispensing bar as directed, as per standards of the establishment and within the prevailing excise laws. Ensure that all drinks are accounted for and generate income through personal salesmanship.

Duties & Responsibilities

1. Attend the briefing for the function properly groomed and hygienically clean.
2. Requisition liquor from the bar store, glassware from the kitchen stewarding, linen from the housekeeping and supplies from the general stores.
3. Prepare mis-en-place of the bar which includes liquor display, glass cleaning and stocking garnishes and accompaniments.
4. Maintain a total control of liquor dispensation so as to avoid wastage and pilferage.
5. Raise bills with the cashier for liquor purchased.
6. Assist the Beverage controller in taking bar inventory at the end of the function.
7. Prepare a daily analysis of liquor sold.
8. Conform strictly to the local excise laws and maintain the necessary records required.
9. Take account of corkage charges when required.
10. Close the bar and return unconsumed liquor to the beverage stores or as directed.

Supervises

Dedicated bar waiters and waitresses if any.

Limits of Authority

Can dispense drinks against bills raised. Can refuse drinks to guests not in a proper condition.

Coordinates with

1. **Beverage store**—to requisition liquor.
2. **General Stores**—for general supplies.
3. **Kitchen Stewarding**—for glassware.
4. **Kitchen**—for garnish and accompaniments.
5. **F&B Controls**—for bar inventory after the function.
6. **Accounts**—for all sales and corkage charges.
7. **Housekeeping**—for requisition of bar linen.

Minimum Educational Qualifications

High School with Craft Course in Food and Beverage service.

Experience

One year as a bartender.

Skills & Competencies

- Thorough knowledge of wines, spirits, tobacco & cocktails
- Socially confident

- Cool under stress
- Salesmanship
- Personable and courteous
- Basic numerical skills
- Good communication skills in the English language

▲ BANQUET BOOKING

There are three documents to make banquet bookings. These are:

- The Function Book
- Contract Agreement
- Function Sheet

Function Book

The function book (Fig. 12.3) is a control register maintained in the banquet office. It records days, times and natures of events in various function rooms. It is a reservations diary to commit dates and venues. The book is now computerized. It is maintained by the banquet secretary who takes reservations during office hours on phone, and is accessible to the Banquet Manager and the Sales Coordinator. Hotels hand over the document and role to the Room Service Order Taker or receptionist, after banquet hours, as they run all shifts. The objective of all is to maximize banquet space, as space not sold is revenue lost forever.

Date: 24.07.06	8 a.m.	9 a.m.	10 a.m.	11 a.m.	noon	1 p.m.	2 p.m.	3 p.m.	4 p.m.
Rose Room					St. Anthony's Reunion luncheon				
Tulip Room		Sony Dealers Meet							
Ballroom									
Meeting Room 1	GEC Board Meeting								
Meeting Room 2									

Fig. 12.3 *Function Book*

Time must be given between functions for clearance of the previous function and the set-up of the new one if the same hall is used. Zealous sales coordinators may make back-to-back bookings without this precaution, leading to chaos. A minimum half an hour is required for small functions while large functions will need several hours for clearance and set-up.

▲ CONTRACT OF AGREEMENT

A Contract of Agreement is signed between the banquet management and the client. It specifies the details required to make the function successful. A contract may use any format even a simple letter. What matters is the information covered in it. Below is a checklist of information that should be included:

1. Name and address of the organization

2. Name of the contact person making the banquet booking
3. Contact person's title
4. Telephone contact numbers
5. Date of the function
6. Start and end time of the function
7. Type of function
8. Name of hall booked
9. Minimum number of people guaranteed
10. Price per head for food & Beverage
11. Method of payment
12. Service charges and taxes
13. Hall charges
14. Guest room bookings
15. Advances and deposits
16. Cancellation clause
17. Details of menu
18. Type of food service
19. Bar service
20. Additional services:
 - **Physical Layout**—bandstand, stage, ramps, partitions, break-out rooms, table layouts, buffet set-up, red carpet, bars
 - **Entertainment**—deejay, band, microphones, sound system, special lighting, dance floor, floor shows, entertainers, musical instruments
 - **Education & Meetings**—projection equipment, screens, lecterns, lecturers table, photocopying facilities, faxing facilities, flip chart boards, white boards, stationary, writing kits, reception/registration desk, coffee breaks with menu, tables for training kits and handouts, country flags, mineral water, mints
 - **Wedding Receptions**—floral arrangements, stage for bride and bridegroom, photographers, video camera, dance floor, music, priests etc.
 - **Décor**—flower arrangements, butter sculpture, ice sculpture, special decoration for theme parties
 - **Special staff**—hostesses, registration clerks, musicians, master of ceremonies, security, traffic attendants, valet parking service, florists, audio-visual engineers, housekeeping staff, porters, drivers and coaches, police arrangements etc.
21. Charges for each additional service
22. Name of salesperson making the booking
23. Signatures of both the parties with date and time

Function Sheet

A Function Sheet, also called a Function Prospectus, announces a function with details to all relevant departments of the hotel. It is copied to the banquet chef; concierge (to announce the

function on the day of the function on a Function Board displayed in the lobby); food controller who gears his team to provide food and beverage control; accountant who organizes cashiers and raises the bill for the function; housekeeping to include the hall in their cleaning schedules as also to provide flowers if required; and engineering to provide special equipment like public address systems, projectors etc. The information recorded in a Function Prospectus is:

1. Name of booking party
2. Name and address to who the bill is to be sent to.
3. Mode of payment.
4. Nature of function.
5. Date of function.
6. Timings of the function.
7. Number of people expected and the number guaranteed. A guaranteed number is the minimum number of people for whom a charge will be made irrespective of whether that many turned up or not.
8. Menu details.
9. Price of the menu per head.
10. Type of service required. Guests usually opt for buffets or table d' hôte menus as they are easy to administer for large numbers.
11. Special arrangements such as band, microphones, lecterns, ramps, flowers, ice sculpture etc.
12. Additional charges for special requests.
13. Seating plan especially for state banquets.
14. The name of the person making the booking

Independent banquet hall owners may ask for an advance to confirm the booking, but all depends upon the relationships with the guest and his financial credibility. In the case of meetings and training programs, banquets provide buffets in foyers, outside the meeting hall, for mid-morning and mid-afternoon tea/coffee service and lunch. The hotel may offer meals at their coffee shop as a variety to participants.

▲ BANQUET SERVICE

Traditionally, banquet services are of two types – buffet and sit-down. In the buffet style guests serve themselves from a food display table. They stand or sit at tables pre-set with cutlery, glassware and linen. An alternative to this style is just chairs arranged along the walls of the hall. In sit-down style guests are served by waiters done in formal occasions. The main feature in buffet service is the buffet table which is decorated with fruit displays, ice sculpture or butter sculpture based on price and the occasion.



The traffic flow at a single buffet table layout (Fig. 12.4) will be from left to right. This layout is used when there are guests below 50. Figure 12.5 gives a dispersed layout when guests are over 50–75 persons. The numbers correspond with the diagrams as follows:

1. Half Plates, dinner plates and cutlery
2. Appetizers and salads display
3. Soup Kettle
4. Chaffing dishes with hot meat and vegetable preparations
5. Rice and breads display
6. Dessert display

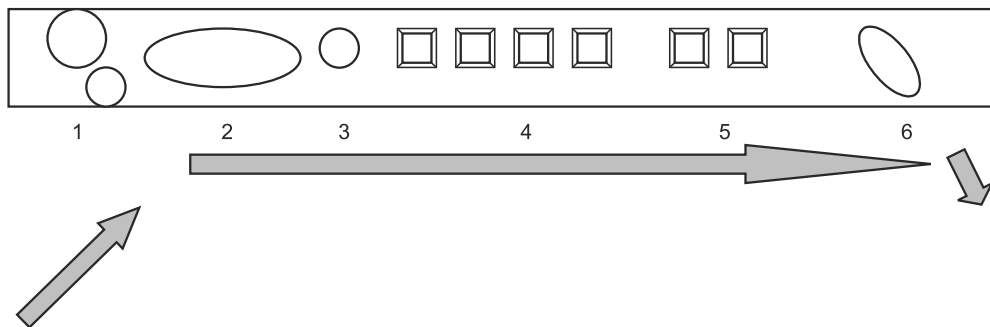


Fig. 12.4 *Single Buffet Table Layout with Traffic Flow*

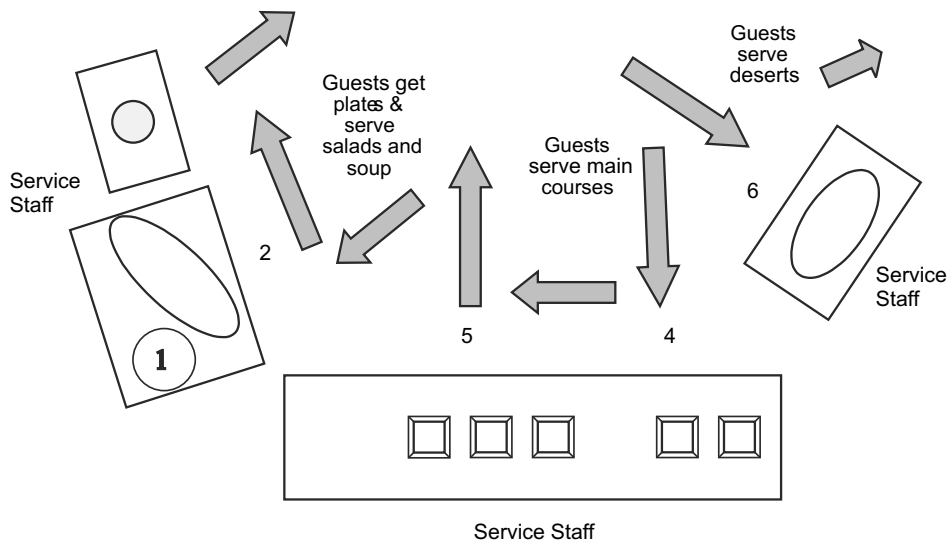


Fig. 12.5 *Dispersed Buffet Layout with Traffic Flow*

Buffets are ideal when there are large numbers of people. We will find buffet service at weddings, large social occasions, and dinner dances etc. Buffets need fewer service staff that replenish food on the buffet table and buss dirty plates, glassware and cutlery. A common fault that must be avoided in large functions is to have only one buffet table. It is advised to have multi-buffet tables of identical nature spread around the room for every 75 guests. This disperses people and prevents long queues at the buffet table. Another variation is to have the appetizers, salads and soup at a separate buffet table, keeping the chaffing dishes (food warmers heated by dry fuel) with hot foods in another and finally the desserts buffet separated from the rest (*see diagram on previous page*).

Sit-down buffet (Fig. 12.6) is when tables are laid out formally with crockery, cutlery and linen. Banquet service personnel serve the guests at the table either with pre-plated food or brought in ornate salvers and served to the guest.

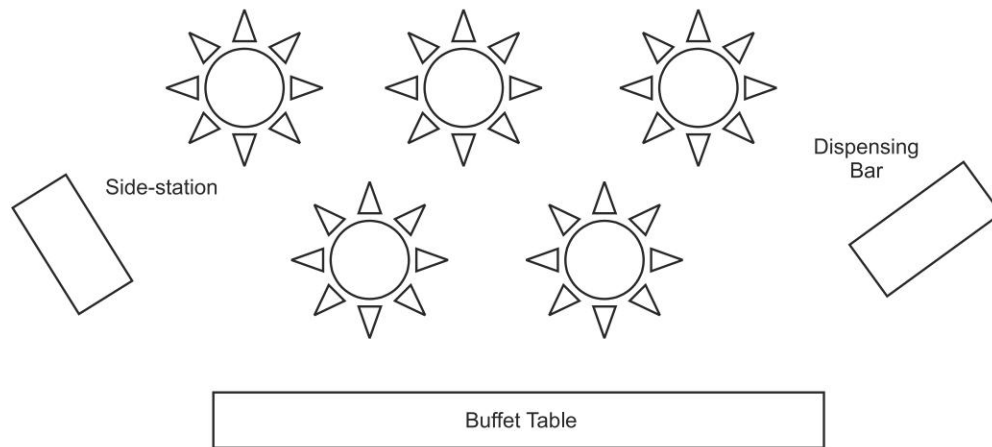


Fig. 12.6 *Sit-Down Buffet Layout*

Banquet Service Precautions

The main challenges in banquet service are:

1. Food items in the service line should not take longer to serve than the rest. We do not want queue hold-ups when the service is in progress.
2. To keep the hot foods at serving temperatures by using chaffing dishes with burners.
3. Food must be replenished in time. The service staff has to be alert to empty dishes. It brings another issue that the kitchen brigade must ensure adequate quantities of food.
4. Maintaining cleanliness. Since guests help themselves, they are bound to be spills. These spills have to be cleaned and managed to make the buffet look clean. There is also the issue of removing soiled dishes as they present an ugly sight.
5. Making drinking water available. Sit-down buffets will have water goblets set at the guest table. These need to be replenished regularly. Filled glasses of water are provided at a separate station for stand-up buffets. Soiled glasses need be replenished with clean ones and replenished with water.

▲ BANQUET BEVERAGE SERVICE

Beverages at a function are served from a mobile dispensing bar that can be moved to suit the layout. While hotels have a blanket permit to serve alcohol, independent banquet halls may need to get a special permit from the appropriate authorities for each function. This must be made known to the client when booking the function. Beverages must be procured from licensed sources and must be dispensed by a qualified bartender who knows the local laws such as the minimum age for the consumption of liquor and limits to which a person can consume liquor. Beverage service can be in many ways:

- **Cash Bar.** Guests have to pay for each drink they consume. Cash bars are found at college reunions, sorority and fraternity get together etc. Guests either buy coupons for the value of drinks or pay the cashier for their drinks who give them a bill acknowledging payment before they can get their drinks from the bartender. The drink prices are specified in the Contracts of Agreement and may be discounted from regular bar prices.
- **Host Bar** is where the drinks charges are borne by the host who would like to track the consumption of liquor by the bottle or glass. Sometimes a host wishes to put a cap on the number of drinks. Coupons with price caps are distributed to the guests who can only consume to that limit.
- **Open/Close bars.** Some hosts permit an open bar which would then make available a large choice of brands. Closed bars are those where the host will specify limited brands to control costs.
- **Corkage** permits the host to bring his own stock of liquor for the function. He would be charged corkage (a price for each bottle opened). The establishment would need to obtain a permit to serve drinks on corkage.
- **Wine service.** This is done at sit down dinners where the sommelier will replenish the wine as per the guest request. In cases of special presentations, exhibitions, etc. waitresses circulate among the guests with beverage trays of wine or champagne before the function. Many training programs may have an introductory cocktail the night before the program for the participants to get to know each other. It also becomes the occasion for participants to register themselves to the program. The organizers restrict the welcome cocktail to an hour to control costs.


The key challenge is to keep account of the drinks consumed to recover payment. The beverage controller is assigned this task.

▲ OUTDOOR CATERING

Outdoor catering is a banquet service at external sites. People choose outdoor catering to personalise an occasion. All social, professional or state functions can have outdoor catering at their own premises. A housewife may order outdoor catering at her villa for a large gathering of friends, or a corporate house may call for an in-house meeting, training program or conference. The banqueting procedures remain the same. There are three challenges to outdoor catering:

1. When food preparation is on-site. This requires logistics of raw vegetable supply at site, equipment for cooking and service of quantity food, fuel and smoke issues and dedicated staff who can cook to standards. Cooking outside creates neighbourhood pollution with objections.
2. Most hosts prefer to have the food cooked at the banquet facility itself as they have the resources to ensure the standards of cooking. This poses another challenge — transportation. The food has to be kept fresh and warm, stored in safe containers to avoid spillage during transportation and covered well from dust, insects and other contaminants. Transportation includes the movement of furniture, equipment and service ware for the set-up on site. The transport will have to be large enough to carry folding tables, folding chairs, chaffing dishes, crockery, cutlery, glassware and service platters, each packed well to avoid breakages and damage. Large commercial banquet operations have custom built outdoor catering vans with hot cases, refrigerators, buckle-down facility for furniture, and special racks for serviceware. Outdoor vans are a useful investment if the establishment has a large outdoor catering business. Smaller banquet halls may restrict themselves to smaller function to fifty people. They would restrict their business to local neighbourhoods only.
3. Another challenge is to keep food hot and frozen desserts chilled at the time of service. This requires carrying solid fuel for heating chaffing dishes and gas cylinders stoves to heat and cook food. Chilled food would require ice boxes. Service is a challenge in extreme weathers in open-air. Covered chaffing dishes are used for hot food on site. Large ice-boxes keep frozen desserts chilled. Larger establishments may have mobile holding cabinets both refrigerated and hot to maintain food temperatures before service. Refrigerated mobile storage units maintain cold products at temperatures of 41F (5C) and hot cases maintain a minimum internal temperature of 140F (60C). This keeps food out of the temperature danger zone of 41F–140F (5C–60C).

Key Terms

Banquet	service of food and beverage at a specific time and banquet place, to a given number of guests at an agreed menu price	
Buffets	tables laid with food for guests to help themselves	
Cash bars	bars where guests pay for their drinks	
Closed bars	bars that offer a limited range of liquor brands	
Contract Agreement	a document that confirms a banquet booking with the client	
Corkage	per bottle charge for serving the hosts liquor	
Function Book	a control diary of all functions booked	
Function Sheet	a document that announces a function to relevant departments in the hotel	
Host bars	bars where the host pays for all drinks	
Open bars	bars that offer a wide range of liquor brands	

Review Quiz



Fill in the Blanks

1. Banquets serve three broad categories of occasions: social, professional and _____.
2. The banquet person who solicits business from the market is called _____.
3. The person in banquets who schedules staff is _____.
4. The coordinating department that oversees the head count and gate control on special nights is _____.
5. The three prime documents for banquet bookings is the function book, contract agreement and _____.
6. During after hours the function book is handed over to _____.
7. The document signed by the management and the client is called the _____.
8. Another name for the function sheet is _____.
9. The person responsible for the lobby function board is the _____.
10. Banquet service is if two types: buffet and _____.

True or False

1. Sorority and fraternity luncheons are professional occasions.
2. Fashion shows are social events.
3. Banquet is a business of selling space.
4. A banquet secretary takes booking on phone.
5. A banquet waiter coordinates with stores.
6. A banquet supervisor has a recommendary authority.
7. The function book acts as a reservation diary.
8. Possible additional service for a wedding reception is a dance floor.
9. The main feature of a buffet service is an ice sculpture.
10. Buffets need fewer service staff.

Training Methodology



The trainer will make the following flip charts or PowerPoint slides prior to the training session:

- Chart giving the range of functions
- Banquet Organisation Chart
- Page of a Function Book
- Information in a Contract of Agreement
- Information in a Function Sheet
- Banquet layouts
- Special precautions
- Types of Beverage Service

- Outdoor Catering points

The trainer will also use the following training aids:

- Copies of Job Description
- Copy of a Function Book
- Copies of Contracts of Agreement
- Copies of a Function Sheet
- Crockery, cutlery, linen and furniture for banquet sit-down layout

The trainer will then proceed by lecture to familiarise the trainees with the banquet organisation and procedures using the text.

S/he will also demonstrate the sit-down table layouts. Trainees must practice the layouts.

The trainer must take trainees on site to function rooms when they are set-up for various functions explaining the features of each

The key points of learning are:

- How to categories functions and the special features of each in banquet arrangements
- Banquet organisation
- Duties and responsibilities of banquet staff
- How to fill a Function Book
- Banquet layouts

Hygiene and Sanitation in Food and Beverage Operations

Learning Objective



To help readers familiarise readers with hygiene and sanitation concerns in F & B operations and how to prevent them.

Hygiene and sanitation are the two most critical components of the restaurant business. While hygiene refers to personal cleanliness; sanitation refers to keeping the surrounding areas clean to safeguards public health. Local authorities have passed strict legislation to ensure that all public eating places are clean and safe. This is because people consume food and beverage that directly influences health. The government departments that monitor hygiene and sanitation are the health department of the municipality, fire department and the tourism classification committees. They have powers to close down food operations if the owner does not adhere to standards and specifications of food production and service. There are high costs to closing a restaurant including litigation costs and bad public image. An owner likes to abide by hygiene and safety rules as a responsible citizen.

Hygiene and sanitation starts with food production. It is here that food is cooked for consumption. Some tips for reducing risks at the time of food preparation are:

- Purchase specifications must stipulate high standards of food raw material
- Perishable items must have a minimum lead time
- Receiving department must inspect raw food items thoroughly to purchase specifications
- Perishable items like vegetables, meats, dairy products, etc. must be issued to the kitchen refrigerated stores directly.

- The refrigerated stores must maintain the desired temperatures through external temperature gauges that are monitored regularly.
- Items must be issued on the principle of FIFO (First-in, First-out)
- Raw vegetables and fruits must be washed before use.
- Sensory tests should be used repeatedly to evaluate the quality of food.
- All items for a dish must be assembled to introduce at the right time in the food preparation.
- Food preparation must strictly follow the standard recipe instructions.
- Try not to bring food into multiple temperature changes.
- Thaw frozen foods in cold refrigerators first. Drastic reduction in temperature can be a hazard. Never thaw food at room temperature. The risks are great.
- All preparation surfaces must be sanitised after each preparation.
- Rusty tools and equipment should be discarded.
- Staff must wear clean uniforms, used hair restraints, be in the habit of washing hands frequently, using gloves when handling food directly and have high standards of personal hygiene.
- Equipment is properly cleaned at the end of each shift.
- Kitchen floors must be mopped clean frequently.
- Staff must be trained to reduce risks. Training should include the use of standard recipes, time-temperature combinations, sensory tests, personal hygiene, safe food handling and the proper use of equipment.

▲ HOLDING

Holding is the time period between the completion of food preparation and its service. Ideally the food should be served immediately. However this may not be always possible such as in banquets when food is prepared well in advance in view of the quantity involved. Some tips at this critical point are:

- Hot foods must not be allowed to cool but kept in hot cases 60C degrees and above.
- Left over food from buffets must be cooled from 60C to 21C within two hours or between 70C to 5C within four hours. Improper cooling is the main cause of food borne illness.
- Leftovers must be chilled for future use in pans that are no more than 4" deep to manage the heat transfer rate – the rate at which heat leaves food. To avoid contamination, pots must be properly sealed.
- Leftovers must be stored in stainless steel pots.
- Cold items like salads and desserts can be held in the cold refrigerator.
- When re-heating, the food must attain a minimum internal temperature of 74C degrees for 15 seconds.
- The establishment should ensure purchase of proper holding equipment with temperature gauges, such as bain-marie for food, warming drawers for breads, Infrared lamps to keep pre-plated food warm, cold holding equipment for salads and desserts and hot cases.

- Holding equipment such as *bain-marie* must be replenished frequently to keep food fresh for the guests.
- The staff must use thermometers to monitor temperatures of held food.
- Proper tools like plastic gloves, ladles, scoops etc. must be used when portioning food.
- Holding equipment must be cleaned and sanitized immediately after use.

▲ SERVICE

It starts with the **hygiene** of service staff. Servers can be carriers of bacteria and diseases. People are critical of the personnel who serve them. They determine the standards of the restaurant by the way the staff presents itself. Restaurants therefore set some guidelines to ensure staff hygiene as follows:

- Hair must be cut short. Men and women with long hair must tie it in a bun with preferably hair netting.
- Hands must be washed frequently. Stains of food, ball-pen ink or dust are not only obnoxious to guests but are safety hazards.
- Nails must be well manicured and clean. We must remember that guests see the server's hands when s/he pours water into goblets on the table or when they serve food.
- Uniforms must be immaculately clean and pressed as physical evidence of the establishment's hygiene standards.
- Shoes must be polished and clean.
- Servers must bathe before coming on duty and spray light deodorants.
- Minor cuts must be covered with band-aid to prevent transfer of blood borne pathogens.
- Servers who are ill or have a cough or sneeze should not be allowed to handle food and serve guests.
- Servers must avoid smoking/chewing gum in kitchens and service areas.

Servers are also required to observe certain precautions **during service**. They must know the preparation times of food to serve them immediately and hot. Essentially food should be kept out of the Temperature Danger Zone using equipment such as the Baine Marie, plate warmers, dish covers, etc. Guest must be warned of hot plates and dishes to protect them from scalding themselves.

The handling of food and serviceware is another issue for servers. There are some norms to be followed:

- Servers must avoid contact with food with bare hands. They must use gloves, tongs and service spoons to handle food.



- Food and cutlery fallen on the floor is never used again. They are replaced with fresh ones immediately.
- Serviceware and tableware must be properly polished and sanitised before use.
- Servers must never touch serviceware that will be in direct contact with the guest's mouth. Examples are the rims of glasses or cups; spoons; etc. Glasses must be held at the bottom and cutlery by the handles.
- The bottom of trays or dishes must be clean to prevent soiling table cloths and uniforms.
- Each cooked dish must be inspected before service for physical contaminants like hair, glass, pins, etc.
- Servers must serve cooked food immediately.
- Soiled crockery, cutlery and glassware must be removed from the table immediately and deposited at the dishwasher's station.
- Servers must use tongs when serving ice and not the hands.
- Tableware must be laid just before service. Some servers may be tempted to lay out the tables overnight for the next morning service. Such long exposure will attract dust.
- Servers must make sure that all glasses are held against the light to check for fingerprints and watermarks.
- The lips of bottles of proprietary sauces like ketchup, Soya sauce, Tabasco or meat sauces must be kept clean. Similarly, salt and pepper shakers must be kept clean. Jam, pickle, sugar and mustard pots must be polished and cleaned as much as butter dishes.
- Side stations in restaurants must be kept clean always and soiled linen dumped in the appropriate hamper.
- Furniture, equipment, carpets and draperies must be cleaned before service.
- Room service trolleys must have hot cases to serve the food hot and out of the temperature danger zone.
- It is advisable to use plate warmers when serving food to keep food warm.

▲ CLEANING AND MAINTENANCE

Finally, the cleaning and maintenance of kitchen and service equipment need special care. Some tips to observe are:

- Servers must handle cleaning agents carefully. Containers must be labeled and must describe their potency and toxic qualities.
- Cleaning agents must be locked in separate cupboards away from cooking areas.
- Staff must be properly trained in the use of cleaning agents or give the job to qualified contractors.
- Cleaning agents must be stored in their prescribed bottles and cartons and not in kitchen utensils.



- Kitchen and service equipment must be sanitized every day, preferably at the end of each shift. When personnel are idle, they should be allocated to cleaning.
- Assign cleaning responsibility to staff as part of their daily schedule. By this supervisors can hold the concerned staff member responsible.
- It is advisable to post cleaning procedures beside the equipment to reinforce proper procedures of cleaning.
- While the Kitchen Stewarding is responsible for the cleanliness of kitchens and service-ware, it is everybody's responsibility towards hygiene and sanitation of these areas.
- Manual cleaning systems must have the three sinks approach to wash, rinse and sanitize. Hot water must be at least at 77 °C for a minimum 30 seconds to bring about effective sanitization. Other methods for sanitization could include 50 mg of chlorine to 1 litre of water or 12.5 mg of iodine to 1 litre of water at a temperature of 24 °C for a minute.
- Equipment and utensils must be scraped and pre-soaked before the washing cycles to get rid of food particles and grease.
- The water used for washing, rinsing and sanitizing must be changes frequently.

Key Terms

Holding	the time period between the preparation of food and its service
Hygiene	personal cleanliness
Lead Time	the times between ordering and supply
Sanitation	keeping surrounding areas clean to safeguard public health



Review Quiz

Fill in the Blanks

1. Food preparation must follow _____.
2. Frozen food must be thawed in _____.
3. Left overs must be _____ for future use.
4. Left overs must be stored in _____.
5. Staff must use _____ to monitor temperature of held food.
6. All containers holding cleaning agents in the kitchen must be _____.
7. The _____ is responsible for the cleaning of kitchens.
8. _____ should be properly cleaned at the end of each shift.
9. Cold salads and deserts must be stored in _____.
10. The period between the completion of food preparation and its service is called _____.



True or False

1. Local authorities set strict legislation on food production facilities.
2. Hygiene and sanitation starts with food production.
3. Staff must be trained to reduce risks.
4. Hot foods must not be allowed to cool before service.
5. Soiled linen is dumped in the corner of the restaurant.
6. Cleaning agents can be stored in kitchen utensils.
7. We can reduce spoilage of food preparation through multiple temperature changes.
8. Left-over food must be stored in galvanised pots.
9. Servers can touch food.
10. It is permissible to lay tables overnight.

Training Methodology

The trainer must make flip charts or PowerPoint slides of the following before the training session:

- Tips for reducing risk at the time of food preparation
- Tips to reduce risk at the time of holding food
- Tips for personal hygiene
- Tips when handling food

The trainer should then proceed to familiarise trainees through lecture.



3

BEVERAGES

Wines

Learning Objective



To help the students learn the different types of wines and their manufacturing processes.

▲ DEFINITION OF WINE

Wine is an alcoholic beverage obtained by fermenting the juice of freshly gathered grapes in the district of origin according to local customs and traditions.

▲ HISTORY OF WINE MAKING

Wine is one of God's choicest gifts to man and its history is almost a romance. The Old Testament in the Bible gives evidence of wine existing, but there is definite evidence of its use in China in 2000 B.C. and in Egypt in 3000 B.C. as well. We are told by Sir John Malcohn in his first account of Persia that during the reign of King Jamshed, viticulture (science of growing grapevine) flourished and it is the Persians who are credited with the discovery of fermentation. The Phoenicians from Lebanon later absorbed the science and introduced the wine and its secrets to the Romans and Greeks who subsequently propagated wine-making and dedicated a God to wine—the Roman *Bacchus* and the Greek *Dionysus*. They took viticulture into the lands that they conquered. The Greeks introduced it in Southern France to the Black Sea and from Sicily into Northern Africa. There is evidence that they exported wine to Egypt. The Romans planted vines in Bordeaux, the valleys of the Rhone, Marne and Seine and along the Mosel and Rhine. They are responsible for introducing viticulture to France, Hungary, Germany, England, Italy and Spain. The Romans embraced Christianity and when their empire



collapsed, it is the Church that propagated wine-making as sacramental wine. Therefore the clergy perfected wine making and blending. Benedictine, created by the Benedictine monks is an example of that era.

In 1153, King Henry II married Eleanor of Aquitaine who brought along with her dowry the provinces of Bordeaux and Gascony. Wine trade flourished between England and France. Since French wines were excellent, the English viticulture fell into decay.

▲ VITICULTURE

Wines are from grapes of the *Vitus* genus, *Vitaceae* family, from which Latin term viticulture evolves. The sugar in grapes, called fructose or grape sugar, is made into wine by adding yeast. Quality wines come from the grapes called *Vitis Vinifera*, which has over 4000 varieties.

An important part of good viticulture is the soil. Ironically, vine does not thrive in good soil. It needs dry rocky soil that does not hold water, so that the vine roots can chase the soil below in search for moisture thereby developing the roots into sturdy well spread undergrowth, often extending to 15 feet or more. Vines can last for fifty years. However the soil needs to be tended like any other agricultural crop to keep the vines healthy.

Vines like to grow in temperate climates between 50°–90°F. They need warmth and sunshine to bloom and produce adequate sugar to turn into alcohol. The grapes need 120–150 frost-free days for them to bloom into luscious grapes. France prides itself with the perfect soil and weather



for viticulture. Germany too has the right weather conditions for good wine such as the Riesling. In the Southern Hemisphere countries like Chile, Argentina, South Africa, Australia and New Zealand can boast of such weather and from where the new generation of good wines are emerging. They have found ways to drain the rain water from the soil to keep the soil dry. Cold climates can be disastrous on vines. Viticulturists find hill slopes ideal for growing vines as they drain the water and prevent direct sunshine on the vines. The French term *côte* means slope and some famous wines like Côte d' Or in Burgundy comes from the golden slopes of the region. Though climates are normally predictable yearly, there is sometimes perfect weather called

microclimates. Those years are called vintage years from which vintage wines are announced.

Good wines are primarily from 100% grapes of a similar variety. French wines own this distinction and are called varietals. Others, like American wines can have a mix of grapes to give their unique flavors. These are called generic wines.

Classifications of Wines

The main classifications are:

Table Wines: These include Red, White and Rosé wines and are referred to as 'still wines' as they lack carbonation. These wines are further classified as dry and sweet wines. Dry means

that there is little sugar content and usually accompany a meal. Dryness is achieved by natural means when sugar is converted into alcohol or by stopping fermentation once 14% alcohol is achieved; or unnatural means by adding sulphur dioxide or heat.

Sparkling Wines: Sparkling wines have carbon dioxide to make them fizzy, achieved when carbon dioxide is captured in the bottle. Champagne is the monarch in this category. The alcohol content is less than 14%. Traditionally, champagnes come only from the Champagne district of France. Other champagnes have to use the name of the region they are from before the word champagne e.g., California Champagne. The Italians call sparkling wines with the word *Spumante*, while the Germans use the words *Schaumwein* or *Sekt*. These wines are drunk on festive occasions and throughout a meal.

Fortified Wines: These are wines fortified by the addition of alcohol (usually brandy) either during or after fermentation. This increases the alcoholic content from 14% to 24%. Examples of these wines are Sherry, Port, Madeira and Marsala. These wines are drunk either before or after a meal. Meals before a meal are called *aperitifs* like Sherry, Dubonnet, Campari, etc. while ones drunk after meals are called *Dessert Wines* like sweet Sherries, Port, Madeira and some varieties of Sauternes.



Aromatized Wines: These wines are prepared with the addition of brandy or neutral spirits and flavored with herbs, barks and other flavourings. Examples are Vermouth, Dubonnet and Bitters.

▲ WINE GROWING COUNTRIES

France

Bordeaux	Médoc and Haut Médoc, Saint Julien, Saint Estephe, Margaux, Pauillac, Graves, Sauternes, Barsac, St. Emillion, Pomerol, Entre Deux Mers.
Burgundy	Chablis, Cote de Beaune, Beaujolais, Pommard, Cote de Nuits
Côte de Rhône	Côte Rôtie, Châteauneuf-du-Pape, Hermitage, Tavel
Loire	Chinon, Bourgueil, Anjou
Alsace	Sylvaner, Muscat, Pinot, Riesling
Midi	Languedoc, Rousilion
Germany	Hock, Mosel, Sekt, Assmannshausen
Italy	Chianti, Bardoline, Barolo, Barbera, Soave, Frascati, Orvieta
Hungary	Tokay
Portugal	Port, Madeira
Spain	Sherry

▲ MAKING OF TABLE WINE

Harvesting: Grapes are plucked when the density of the bloom or natural yeast on the skin from a number of bunches is constant. The grape is fully ripe and has nothing more to gain from the plant. In fact, the balance between sugar and acidity is the critical element in the harvesting

of grapes. It is this balance that gives the wine taste. A spell of dry weather is chosen, as far as possible. Some wines are left on the vines a little longer to develop a greater concentration of sugar. From these grapes are got the finest sweet wines.

Grading: Grapes are graded according to quality.

Weighing: Grapes are weighed, to determine the quantity required for fermentation.

Removal of Stalks: The ripe grapes are plucked off from the stalks with a destalking machine. The stalks have a bitter taste due to the presence of tannin, which should not come in contact with the juice.

Crushing: Grapes are traditionally crushed by feet in some regions or in modern times by mechanical presses to extract the juice called *must*. At this stage the wine maker uses a hydrometer to measure the specific gravity of the *must*, which indicates the sugar content and therefore the projected alcoholic strength. The procedure is necessary as there are laws in most countries, which specify the minimum/maximum alcoholic strength of wines. These laws allow the wine maker to add small quantities of sugar should the *must* show insufficient alcoholic potential. This process of enrichment is called *Chaptalization*.

During the crushing stage, red wine is got from red or black grapes. It is allowed to have contact with the red skin of the grapes, which imbue the red color. In the case of white wine, they are made from white grapes or red and black grapes without the skin contact. Rosé wines get their pink color by allowing the skins of red grapes to come in contact with the wine for a short while (usually overnight), to get the pink color.

Sulphuring: Sulphur dioxide is added fairly early in the fermentation process to prevent air from oxidizing the juice and converting the alcohol into vinegar. The air has bacteria, principally *acetobactor*, which is aerobic i.e. it is live in the presence of oxygen. These acetobactors can convert alcohol into vinegar, Sulphur Dioxide, being hungry for oxygen, takes up the oxygen from the *must* to let the wine yeast which is anaerobic (able to work in the absence of oxygen) to convert the grape sugar into alcohol. Sulphur dioxide also forms a coating on the surface of the juice to prevent the air from entering the juice and thereby letting the wine yeast to do its work. It is also used to kill the wild yeasts present on the skins of grapes that may cause premature or uncontrolled fermentation. The amount of sulphur dioxide used is subject to government regulation.

Fermentation: Fermentation is the process of adding wine yeast (known in technical terms as *Saccharomyces ellipsoideus*) to fresh grape juice to convert the natural sugar in the grape to ethyl alcohol. The fermentation is done in stainless steel vats nowadays. In this process carbon dioxide is simultaneously released making fermentation violent at first and then slows. The yeast added is 3-5% of the volume of juice. The fermentation process takes two days to two weeks according to the tradition of the house. Fermentation occurs only as long as there is sugar to ferment or when the alcohol content rises to 14% because at this point alcohol kills the remaining yeast. If sugar remains with alcohol content then the wine tends to be sweet. A wine is considered sweet when it has 2% sugar content. During the process the temperature is maintained between 64° and 70° F. for red wines and 44° to 59°F for white wines. The lower

temperatures for white wine are to give more fresh and fruity flavor to the wine. The wine maker may control the acidity caused by grape acids by adding water or acidifying agents such as gypsum.

Cellaring: Once fermentation is complete the “running wine” or *vin de goutte* is run off into the casks for maturing. The casks are filled to the full to exclude air. There are methods of purging the casks of any acetobactor by steaming and adding sulphur dioxide. The filled casks are put in cellars for the wine to mature. This is called “Cellaring”. The purpose of cellaring is to allow further chemical reactions with a small amount of air present in suspended particles in the wine. The suspended particles are allowed to settle to the bottom of the cask as sediment or *lees*. In olden times the cellaring was down in cold caves. In recent times refrigeration has made it possible to age the wines in any climate. The casks used have a role to play in the final quality of wine and influenced the taste and texture of the wine. New wood casks are used to give the strong flavor of wood. Sometimes wine makers may scrape the inside of used casks to get the fresh wood flavor. The period of aging the wine in casks can range from a winter season for most wines, to several years for more stable red wines, based on the type of wine being produced.

Second Pressing: The residue of pips and skin (called *marc*) left in the fermentation tank or vat is sent for further pressing and the resultant juice, called *vin de presse*, is rich in tannin and some tartrates. The wine maker may decide whether to add *vin de presse* to *vin de goutte*. The pips and skins are sent for a third pressing and the juice fermented and distilled to produce *eau-de-vie-de-marc*. We see that nothing is wasted and the sugar in the grape is completely utilized.



Racking: The wine must be separated from the *lees* of dead yeasts which decompose and give an odd flavor to the wine. The wine is carefully pumped into another cask without disturbing the lees leaving some wine at the bottom. This is sent for distilling into *eau-de-vie-de-marc*. Racking removes some acidity. The color is also more brilliant. It is less astringent with the reduction of tannins. Flavors also blend together and smooth out. Glycerin develops, giving more smoothness and body.

Fining & Filtration: This is the process of converting the cloudy wine into clear ‘fine’ wine. This may be done with gelatinous substances such as isinglass (bladder of sturgeon fish), white of egg, colloidal silica, gelatin or Bentonite – colloid clay which collects the protein haze in the wine during its passage to the bottom of the cask. The wine may then be passed through fine filters.

Refrigeration: The young wine is pumped into a refrigeration unit to stabilize the wine.

Blending: Blending is an art which requires considerable experience, judgment and sensitivity. It is a legitimate, natural and honest way of improving the quality of wine. Blending is done from wines of different vineyards and different years. This process ensures a consistent quality. Many Bordeaux wines are the result of wine blending wines from different vineyards. True Champagne is always made from a blend of wines.

Aging: This takes place naturally by allowing the wine to rest in oak barrels for one or two years to gain maturity and pick up a soft mellow character from the oak wood. Maturization can be induced artificially by agitation, heating, refrigeration and electrical impulses.

Bottling: This is done before the blended wine has lost its bouquet, finesse, quality and color. Glass bottles are the most preferred containers. Some are colored to prevent the light from ruining the wine. Others are given shapes to distinguish them. Bottles are cleaned and dried with hot air. Cool and dry weather is chosen.

There are four kinds of bottlers in France:

- A vineyard bottler of no note.
- A cooperative that gets together to bottle their wines.
- The *négociant* (merchant) or *négociant-éleveur* (merchant breeder) who actually blend the wine for a distinctive and consistent taste and perhaps even age the wine before bottling it. Such associations will give titles on the label as:
 - ♦ *Mis en bouteille dans nos chais* meaning “put in the bottle in an out-place or warehouse”.
 - ♦ *Mis en bouteille par négociant* meaning “put in the bottle by merchant or firm”.

In these cases the merchant’s reputation has been built up over the ages for consistency.

- Those who establish that the wine was produced and bottled in the same place using terms such as:
 - ♦ *Mis en bouteille au château* meaning “bottled at the house”.
 - ♦ *Mis en bouteille à la propriété* meaning “put in the bottle at the property”.
 - ♦ *Mis en bouteille au domaine* meaning “put in the bottle at the place”.

▲ TYPES OF WINE BOTTLES

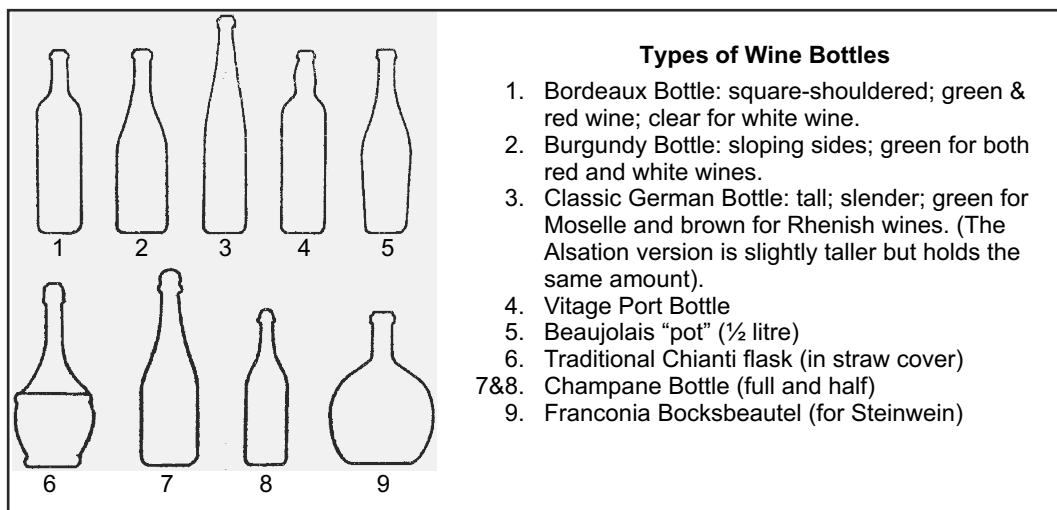


Fig. 14.1 Type of Wine Bottles

Corking: Cork has been found to be one of the best materials to seal a bottle of wine. After 40 years, the cork tree develops a thick, spongy, semi-hard bark several inches thick. Portugal primarily and then Spain and Italy produce the best cork. Bottles are closed with fine, soft, supple cork, applying pressure with the fingers. Corks are finally sealed with Spanish wax.

Pasteurization: Pasteurization is the process to age the wine and free the wine from further fermentation. The wine bottles are immersed upright in double boilers with water, heated to temperatures between 180° F and 190° F. The immersion is for 1–2 minutes.

Maturing: Wine is matured in bottles. Maturing is the term used for ageing in a bottle. The period of maturing may differ from house to house. Wines mature at different rates. Some mature fast and lose their quality after that, while young wines improve with years. For example Bordeaux and Burgundy wines are matured for 3–4 years, while Chablis is matured for 18 months. Basically, maturing is meant to bring a good acid-tannin balance. Red wines benefit the most from the maturing process. During maturing the wines may create sediment or lees in the bottle. Such wines are required to be carefully decanted into wine decanters before service to avoid the sediment from ruining the wine. White wines may form a harmless crust at the mouth of the bottle.

Storage: Wines are stored in cool conditions at temperatures of 50°–65° F. The storage area must be dark as light can ruin the wine. Lights are used only when they are essential. Most table wines are stored on their side in touch with the cork. The cork must remain supple to avoid it from drying out and letting in air that would oxidize the wine. The wines must be moved as little as possible before they are shipped out.

Labeling: France set the first move to regulate wine production. Until the 19th century, wine trade was mostly *laissez faire* meaning that wines were not authenticated and approved for buyers. As a result buyers were unsure of the source and quality of wines they bought. In 1854, Emperor Napoleon III constituted a committee of experts to officially rank the wines of two Bordeaux districts – Haut-Médoc and Sauternes, for a trade exposition. They came up with five *Cru* (growth areas) classifications: *Premier Cru*, *Deuxième Cru*, *Troisième Cru* etc. This did not exactly rank them in quality as all were of good quality. Collectively they are referred to as the Grand Cru. This system continues till this day. Today a label will exhibit Grand Cru Classé for wines in any of the five classifications. In 1936 France gave the task of regulating wines to the *Institute National des Appellations d'Origine*. They came up with laws under a term *appellation contrôlée* which means “name controlled”. When the label shows the term *appellation contrôlée*, it means that the wine is passed by the highest certification body of the alcoholic beverage industry. A label must identify the precise location of vine growth. Some may have a traditional Chateau name like Chateaux Margaux, or in smaller districts the name of the *appellation contrôlée* only e.g. the *Appellation Pomerol Contrôlée*. Larger areas can mention the region like *Appellation Bordeaux Supérieur Contrôlée* etc. Some appellations may insist on mentioning where the wine was bottled. They may insist that the bottling be done at the premises of production. This is reflected on the label such as *mis en bouteille au chateau* meaning that it was bottled at the Chateau itself.

In 1945 France introduced a second rank of appellations under the designation *Vins Délimités de Qualité Supérieure* (VDQS) who classified lower brands of wines. They instituted a status called *Vin de Pays* which means “country wine”. Such wines must come from the region of production claimed; involve some varieties of grapes; mention the yield and alcoholic content on the labels.

There are three levels of *Vin de Pays*:

- ***Vin de Pays Régionaux***—covering large regions such as the Loire valley (Vins de Pays du jardin de la France).
- ***Vin de Pays Départementaux***—restricted to smaller counties.
- ***Vin de Pays de Zone***—covers wines from smaller communes within a county.

Below the *Vin de Pays* classification are *vin ordinaire* or *vin de table* (ordinary or table wines). About 70% of the wines drunk in France are *vin de pays* and *vin de table*. This classification is mentioned on the labels of the concerned wines.

When reading a label, the following information is a must:

- The country of origin.
- The region in which the wine was produced e.g. Burgundy, Bordeaux etc.
- The appellation for which the wine qualifies – *Appellation d’Origine Contrôlée* (A.O.C.) or *Vins Délimités de Qualité Supérieure* (V.D.Q.S.)
- The name and address of the shipper.
- The name and address of the importer.
- The alcohol percentage by volume.
- The net contents of the bottle.

The following optional information is used on a label:

- Vintage
- Brand name or chateau name
- Source of bottling



▲ MAKING OF SPARKLING WINE

Sparkling wine of which champagne is universally accepted as the finest, have a distinct preparation process:

Harvesting: All the steps of harvesting, stalking, grading remain the same as the table wine processes. Vintage champagne is made only in years when there is more sunshine than in a normal year. Deluxe champagnes, like the Grand Marques, are costlier as they are made in vintage years. Some are *Blanc de Blancs*, which is champagne made from only white grapes.

Pressing and Fermentation: The initial steps in wine making are the same as table wines. Pink champagne is made by allowing the skins of red or black grapes to remain in contact with the pressed grape juices at the time of vintage.

Blending: After the primary fermentation, wines of different vineyards and varying qualities are blended to form the *cuvée*, or store of wine.

Bottling: The base wine is bottled in champagne bottles stoutly made to contain the gas pressure of up to 90lbs per square inch, which develops during the secondary fermentation. At this stage sugar and yeast is added to the wine. A cork, which is larger in diameter than the mouth of the bottle, is squeezed to shut the bottle and is secured with a steel wire clip called an *agrafe*.

Secondary Fermentation: This occurs after the wine has been bottled, and it is at this stage that carbon dioxide bubbles form and remain captive in the wines.

Maturing: The bottles are left undisturbed for a year or two so that the wine can mature. The bottles are stocked in chalk cellars at around 60–65° F.

Remuage: During its long rest in the chalk cellars, the wine gives off sediment, which must be moved before the wine moves into the final stages of preparation. *Remuage* is the initial part of the process of removing the sediment when the bottles are placed in special racks, known as *pupitres* kept at a slight angle. The object is to encourage the sediment to slide down the bottle and settle on the base of its temporary stopper. At the end of the process the bottles are completely inverted.

Degorgement: While the bottle is still inverted, the bottle necks are dipped into freeing mixture. The sediment and the small quantity of wine around it become ice. The cork is removed and the sediment is ejected as a frozen bullet.

Dosage The bottle is topped up with champagne and expedition liqueur. The liqueur content depends on how sweet the wine is intended to be. Gradations are from the driest to the sweet – Brut, Extra Sec. Sec, Demi Sec and Doux. Some Brut champagne contain no final liqueur at all and are completely dry.

Aging Bottles are sent back to rest again for perhaps a year or more, before they are marketed.

▲ FORTIFIED WINES

These are wines to which alcohol is added either during or after fermentation. Some popular fortified wines are:

Port: It can claim to be the world's greatest fortified wine. It was created at the beginning of the eighteenth century in the Duoro Valley in Portugal. There are different types of port. **Ruby Port** is matured in the shortest time in casks; and is full bodied, robust and deep ruby in color. **Tawny Port** is kept longer in casks (two years or more) giving the brownish color that gives its name. Tawnies are less sweet and lighter in body than Rubies. **Crusted Port** is a blend of high quality wines usually from different vintages. Kept for several years in casks and for more in bottles, it develops a crust in the bottle. It is an elegant and well balanced wine. **White Port**

is made from white grapes and is made in the same way as the Tawny. **Late Bottled Port** is aged in casks instead of bottles for six to eight years. This is the characteristic of vintage port. Vintage Port is declared when the maker finds the crop good in the particular year. It is aged for 10–30 years before it is ready for consumption. It is a delicate and mellow wine.

Sherry: It is a blended and fortified wine that comes from the town of *Jerez* in Spain. There are basically two categories of sherry: *Fino* and *Olorosa* which both start life as pale, dry wines but get converted into medium or sweet wines by blending. Secondary wine can be used for coloring. The difference in the *fino* develops with the appearance of a curious yeast growth called *flor*, which appears on the surface of the fermenting wine in casks which are kept open to the air. Those wine casks which do not have this growth are called *raya* or ‘wines for burning’ from which *oloroso* is developed. Another feature in the making of Sherry is the Solera System. In this system, the oldest wine is bottled for shipping and the cask is replenished with the next oldest wine. The second oldest cask is in turn replenished with the third oldest wine and so on. Sherry has no vintage year. The most important grape used for Sherry is *Palomino*. Well known *fino* sheries are *Fino*, *Mauzavilla* and *Amontillado*.

Madeira: Madeira is one of the most versatile of the fortified wines. It can be served as an *aperitif*, *soup wine*, *dessert wine* or an *after dinner wine*. The most distinctive feature of Madeira is its curious smoky after taste. This is derived partly from the soil and climate of the Island of Madeira, but chiefly from the ‘cooking’ process to which it is subjected. The wine is put into a “hot room” and heated to a temperature of 90-140° F for several months, before being fortified with spirit and matured in wood.

Marsala: It is the main dessert wine from Italy, made in north-west Sicily. It is a dark, strongly flavored wine with scorched taste like Madeira. The best varieties are good, inexpensive after dinner drinks while the dry variety called **Virgin** is good as an aperitif.

Malaga: It has a predominant aroma and bouquet of raisins and is fairly inexpensive dessert wine.

Tarragona: It is a thick, deeply colored, very sweet wine from Barcelona, Spain.

▲ AROMATIZED WINES

These wines are prepared with the addition of brandy or neutral spirits and flavored with herbs, barks and other flavorings.

Vermouth: This wine is prepared with cheap base wine, flavored with wormwood, quinine, coriander, Orris root, bitter almond, Chinchona bark, Quassia wood, cloves, nutmeg, Angelica root, orange peels, Cinnamon and Rosemary. *Cinzano* is a famous brand of vermouth. The typical vermouth of Italy is dark red and sweet while that of France is white, fairly dry and much lighter. Close cousins of Vermouth that are patent *aperitifs* are *Dubbonet*, *Pineau des Charentes* from the Cognac region and Saint Raphael.

Spirit based aperitifs are stronger. Most notable among them are Marseille with a dominant flavor of aniseed. Pernod, Ricard and Berger are French aperitifs that require dilution with chilled water.

Bitters: These are used both in drinks and medicinally. Bitters are often used in mixed drinks and are believed to relieve hangovers. *Campari* is the best known bitter invented by Gaspare Campari in 1800. It is red in color and flavored with orange peel. *Angoustra bitter* is rum based and made in Trinidad. Bitters may come in other flavors such as orange, peach etc. A few drops only, are required to give the flavor.

▲ SAKE

Sake is a traditional Japanese rice wine. It is usually served warm in small cups called *Sakazuki* poured from a narrow mouthed bottle called *Tokkuri*. Its color can vary from clear to pale amber with each brand having a distinctive character and taste. It does not need aging and has 18% alcohol.



▲ LIQUEURS

Types of Liqueurs

A liqueur is a sweetened and flavored spirit. It is a digestive drink after meals. There are four broad categories of liqueurs:

Herb Liqueurs: These liqueurs are flavored with herbs, e.g. *Crème de Menthe* (which has only one herb – mint), *Chartreuse* (which needs 126 different herbs), *Drambuie*, *Irish Mist* etc.

Citrus Liqueurs: These liqueurs are flavored with mostly peels of citrus fruits like orange and lemon, e.g. *Cointreau* and *Curacao*.

Fruit Liqueur: These liqueurs are flavored with almost any kind of fruit other than citrus ones. Examples are: *Crème de Banane*, *Crème de Fraises*. However, fruit brandies, which are also liqueurs, are derived from the distillation of the fermented wash of that fruit, like *Cherry Brandy*, *Apricot Brandy* and *Peach Brandy*.

Bean and Kernel: These liqueurs are made from cocoa beans, coffee beans, vanilla beans, nuts and fruit kernel like, *Crème de Cacao*, *Tia Maria*, *Crème de Vanille*, *Crème de Noisettes*.

Production of Liqueurs

What all liqueurs have in common is a spirit and sweetening agent which may be sugar or honey. The spirit may be derived from any material such as malt whisky for Scottish Liqueurs, brandy for French liqueurs, rum for West Indian liqueurs or spirits from potato, molasses, etc. What differentiates one liqueur from the other is the flavoring agent. There are three methods of flavoring a spirit:

Maceration: This requires the soaking of the flavoring agent in alcohol or water to get the full flavor and color. This process may last from 24 hours to a full year and is adopted for aromatic herbs.

Hot Infusion or Percolation: In this method, hot spirit is circulated through crushed flavoring agents and recycled till all the aroma is absorbed.

Distillation: In this method the alcohol vapor is passed through the flavoring agent and cooled. The resultant spirit has absorbed the flavor.

Classification of Liqueurs

Liqueurs may be classified as follows:

Simple Liqueur	40° Proof with 20 kg of sugar per 100 litres of liqueur
Demi-fines	40° Proof with 20–25 kg of sugar per 100 litres of liqueur
Fines	49° Proof with 40–45 kg of sugar per 100 litres of liqueur
Surfines	52° Proof with 45–50 kg of sugar per 100 litres of liqueur

Popular Brands

<i>Name</i>	<i>Color</i>	<i>Flavor/Base Spirit</i>
Apricot Brandy	Red	Apricot with fermented apricot base
Advokaat	Yellow	Egg yolk with brandy base
Anisette	White	Aniseed
Benedictine	Amber	Herbs with Cognac base
Cointreau	Clear	Orange
Curacao	Clear/Orange/Blue	Orange
Curacao (West Indies)	Golden/Blue	Orange
Cherry Brandy	Deep Red	Cherry with fermented cherry base
Crème de Cacao	Dark Brown/Clear	Cocoa beans
Crème de Menthe	Clear/Green	Mint
Chartreuse	Green/Yellow	Herbs
Crème de Cassis	Wine	Fermented marachino cherries base
Crème de Banane	Clear	Banana
Calvados	Yellow	Apple Brandy
Drambuie (Scotland)	Golden Brown	Herbs, Whisky, Honey
Danzig Goldwasser	Clear/ gold flakes	Aniseed and Caraway
Forbidden Fruit (USA)	Golden Brown	Orange and Honey with brandy base
Framboise	Clear	Raspberries distillate
Galliano (Italy)	Pale Yellow	Herbs and Barks
Grand Marnier	Golden Brown	Orange with Cognac base
Glen Mist (Scotland)	Golden	Herbs & Spices with Scotch base
Irish Mist (Ireland)	Brown	Coffee with Irish Whiskey base
Kummel (Baltic)	Clear	Caraway seeds and Vodka
Kirsch (Germany)	Clear	German cherry distillate
Kahlua (Mexico)	Red	Cocoa Beans
Maraschino	Red	Maraschino flower blossoms with fermented Marachino cherries base.
Mirabelle	Golden Brown	Plum Brandy

Pernod	Milky White	Aniseed
Rock and Rye (USA)	Gold	Citrus fruits with Rye whiskey base.
Southern Comfort (USA)	Gold	Peach and orange with Bourbon Whiskey base
Strege (Italy)	Yellow	Herbs and Barks
Tia Maria (Jamaica)	Brown	Rum base
Van der Hum (S.A)	Rust Brown	Nartjies (South African oranges)

▲ WINE TRADE TERMS

Age or Ageing	Maturing in wood casks or bottles
Aperitif	French term for alcoholic appetizer
Aroma	Taste in the mouth
Bouquet	Aroma in the glass or bottle
Brut	French term for dry wine
Carbonate	To aerate with carbonic Acid
Cask	Wooden containers like Oak
Chambre	To bring the wine to room temperature
Demi Sec	Medium dry
Doux	Sweet
D.O.M.	“ <i>Deo Optimo Maximo</i> ” in Latin, meaning “To God most good and most great”, written on Benedictine liqueur bottles
Frappé	Crushed ice
Liqueur	Distilled spirit aromatized with fruits, herbs and beans
Proof	Standard of strength i.e., 20° proof is equal to approximately 10% of alcohol. 50° Under Proof is equal to 75% approximately
Rosé	French for pink
Sec	Dry
Schaumend	German for sparkling
Vine	Spanish for wine
Vintage	Wine made in a vintage year.

Key Terms

Acetobactor	airborne bacteria
Aging	Leaving wine in oak casks to mellow and imbibe the oak flavor
Agrafe	steel wire clip to secure champagne corks
Brut	Term for “Dry” champagne
Cellaring	placing filled wine casks in cellars
Chaptalization	process of adding sugar to grape juice
Chateaux	house in France



Côte	hill slope
Cru	wine growth areas
Degorgement	process of ejecting frozen sediment from champagne bottles
Demi Sec	Term for “medium dry” champagne
Doux	Term for “Sweet” champagne
Dry wine	wine with little or no sugar in it
Eau-de-vie-de-marc	juice from third pressing that is distilled
Fining	process of converting cloudy wine into clear wine
Flor	yeast growth when fermenting sherry
Fortified wines	wines strengthened in alcoholic content
Fructose	sugar in grapes
Lees	sediments in the wine
Marc	residue of pips and skins in wine
Maturing	Leaving wine in bottles to achieve an acid-tannin balance
Must	juice of crushed grape
Pasteurization	the process of stopping fermentation
Pupitres	racks that tilt bottles
Remuage	process of removing sediments from champagne bottles
Sparkling wines	wines with carbon dioxide captured in the bottle
Table wines	still wines drunk during meals
Tartrates	tannin that give bitter taste
Vin-de-goutte	running wine after fermentation
Vin-de-pays	country wine
Vin-de-presse	juice obtained by pressing pips and skins
Vintage wine	wine grown in a year of perfect weather
Viticulture	science of growing grapevine
Wine	alcoholic beverage from the fermentation of grape juice

Review Quiz



1. How are wines classified and how are each different?
2. Write a brief note on viticulture.
3. Explain briefly the following:
 - (a) Acetobactor
 - (b) Vin-de-Goutte
 - (c) Vintage years
 - (d) Vin-de-pays
4. Give the type of bottlers in France.
5. How do we classify liqueurs? Give how each is differentiated?

True or False

1. All wines are from grapes.
2. Good viticulture depends on soil.
3. Vines thrive in cold climates.
4. Sugar and acidity is the critical element in the harvesting of grapes.
5. Sulphuring is the process of shutting out oxygen from the grape fruit.
6. The proportion of wine yeast to the volume of juice is 10%.
7. A wine is considered sweet when it has 2% of sugar content.
8. The process of racking removes acidity in the juice.
9. Wine is aged in teak barrels.
10. Wines are stored in cool conditions.

Fill in the Blanks

1. The science of growing grapevine is called _____.
2. The sugar in grapes is called _____.
3. Vines like to grow in _____ climates.
4. The French term for hill slope is _____.
5. The range of alcoholic content in wines is _____%.
6. The range of alcoholic content in fortified wines is _____%.
7. Sherry comes from the country of _____.
8. Grape stalks have a bitter taste due to the presence of _____.
9. The juice of crushed grape is called _____.
10. Acetobactors convert wine into _____.

Spirits

Learning Objective



The students will understand the meaning of spirits and how the various spirits are manufactured.

▲ DEFINITION OF ALCOHOL

Alcohol is an odorless liquid containing either ethyl or methyl alcohol. Ethyl is potable whereas methyl alcohol is fatal and used for industrial purposes only. Alcoholic beverages contain ethyl alcohol.

▲ WHAT IS AN ALCOHOLIC BEVERAGE?

An alcoholic beverage is any potable liquid containing from 1% to 75% of ethyl alcohol by volume. It is obtained either by the fermentation of sugar-based foods, or the distillation of fermented products. Beer and wine are fermented products with 2% to 20% alcohol, while rum, gin, brandy, vodka etc are distilled products with as high as 55% alcohol content. The later come in the category of spirits or liquor. In this chapter we shall discuss distilled spirits. Alcohol is made from grain like barley, rye, corn or maize; or fruits like grape, sugarcane, etc. Alcohol is classified based on social, economic and taxation laws, which determine what constitutes an alcoholic beverage. For example, beers, which contain as little as 2% of alcohol by volume are taxable, while certain bitters and medicinal compounds, which contain 40% alcohol and above are not taxable, because they are not considered as alcoholic.



Proof

Proof is a term found on the label of alcoholic beverage bottles to indicate the alcoholic content of the said beverage. Proof was evolved from the days when there was no way of measuring the

strength of spirits. The system of assessing proof was by adding spirit and water to gunpowder. The mixture was made progressively stronger till such time the water portion had no effect on the gunpowder and allowed it to explode when ignited. The spirit that caused an explosion was “proved”.

There are three Proof Systems:

1. **British System**, which is used in all commonwealth countries. Under this system Proof Spirit is 100 and absolute alcohol 175.25. British proof spirit is therefore 57% alcohol.
2. **U.S. System** in which absolute alcohol is 200 and Proof spirit is 100. Therefore U.S. Proof indicates 50% alcohol or half of proof.
3. **Metric System** (Gay Lussac), which indicates the volume of alcohol in a beverage. Therefore if 100% were the beverage volume, 40% on the label would indicate the volume of alcohol in that volume of beverage.

▲ HOW IS ALCOHOL OBTAINED?

Fermentation: Sugar in fruit (obtained from fruit mash) or grain (obtained by germinating and malting) is converted into alcohol by the action of bacteria. The degree of fermentation can be controlled. Carbon Dioxide, a bi-product, is retained for fizzy drinks like beers and champagne.

Distillation: The fermented mash of fruit or grain is heated. Alcohol, which evaporates at lower temperatures than water is trapped and condensed to a liquid by cooling. Pure distilled alcohol has no color, taste or smell and is used in fortifying other beverages such as liqueurs (sweetened after dinner drinks). Pure alcohol is blended with flavoring agents, coloring agents and water to get the desired drink.

There are two types of distillation processes: (1) the Pot Still Method and (2) the Patent Still method. Let us look at each.

Pot Still Method

This is a process (Fig. 15.1) where copper pots with capacities around 1000 litres are heated over brick kilns. Copper does not react with alcohol and is a good conductor of heat. Fermented fruit juice is heated in these pots till they release a vapour which is trapped in a cooling chamber and cooled by coiled condensers fed with chilled water to produce an alcoholic distillate, which is spirit.

Patent Still Method

The Patent Still apparatus is also called the Coffey Still or Continuous still (Fig. 15.2). Pot Stills produce distillates as a single batch, while the patent still is a continuous process. Non-premium spirits are produced by the Patent Still process. Fermented juice is passed through an 80 foot chamber (Chamber A in diagram below) that heats the juice with perforated copper plates. The hot juice trickles through the plates as drops. By the end of the process the juice is hot and converted to vapour that is fed to a second chamber (Chamber B in diagram below) through pipes that receives the vapour and sends it through coiled condenser pipes that is cooled by refrigerated water till the vapour is converted to a liquid.

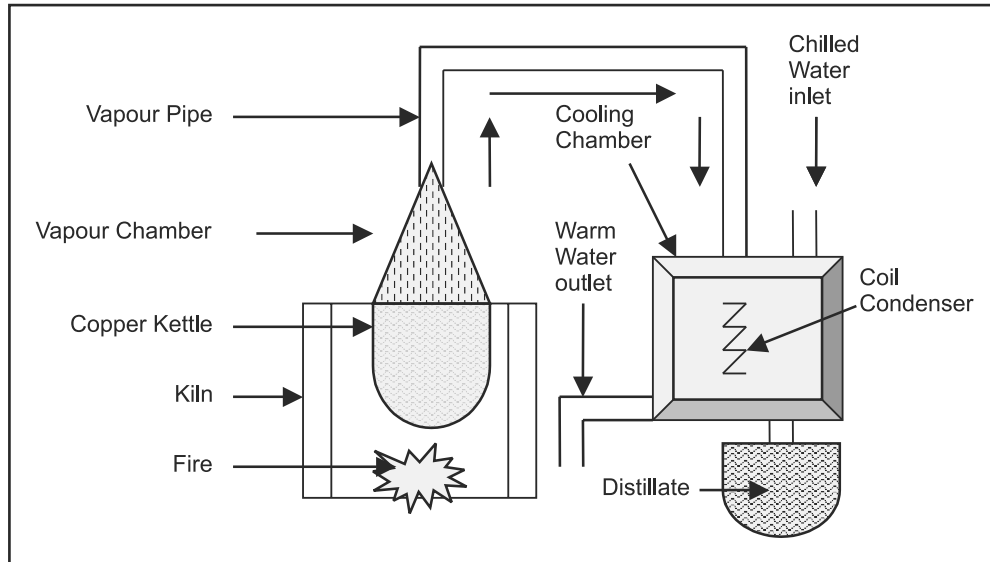


Fig. 15.1 *Pot Still Process*

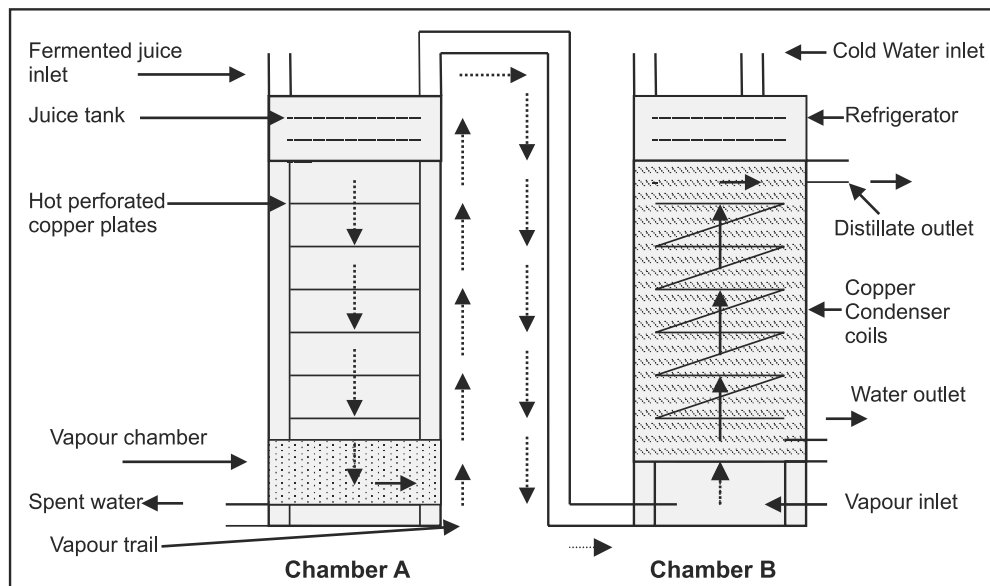


Fig. 15.2 *Patent Still Process*

▲ DEFINITION OF SPIRIT

A spirit is any alcoholic beverage containing a significant amount of distilled ethanol (ethyl alcohol).

What is a spirit?

A spirit is a potable alcoholic beverage obtained from the distillation of an alcoholic containing liquid. In distillation all the alcohol can be separated from the liquid forming pure alcohol to which distilled water is added to reduce its potency.

Classification of spirits:

The classification of spirits is based on the source from where they get the sugar to convert into sugar. These classifications are:

Sugar Source	Examples	Spirit
Grain	Barley, Maize, Rye, Corn	Whisky, Liqueurs
Vegetables	Potatoes,	Vodka
Fruit	Sugarcane, grape, apricot, juniper berries	Rum, Brandy, Liqueurs, gin
Herbs		Liqueurs, Bitters

Key Terms

Alcohol	an odorless liquid containing either ethyl or methyl alcohol
Alcoholic beverages	any potable liquid containing from 1% to 75% of ethyl alcohol by volume
Distillate	any liquid obtained from distillation
Distillation	the process of cooling heated liquid vapour to give a purified and concentrated liquid
Proof	is a system to indicate the alcoholic content of a beverage
Spirit	any alcoholic beverage containing a significant amount of distilled ethanol (ethyl alcohol)

Review Quiz

- Write short notes on the following:
- Define alcohol and how it is produced? What is an alcoholic beverage?
- Write a brief note on the term "Proof".
- How are spirits classified?
- Explain the Pot-still and the patent-still methods of preparing whisky.

Fill in the Blanks

- An alcoholic beverage is any potable liquid containing _____.
- An alcoholic beverage is obtained by fermentation or _____.
- Wine is a _____ product.
- Spirits have alcoholic content as high as _____ %.

5. A term on the label of an alcoholic beverage bottle to indicate the alcoholic content is _____.
6. The element in fruit and grain that converts to alcohol is _____.
7. Distilled drinks get their colour from synthetic colours or in contact with _____.
8. The distillation process which produces spirits as a single batch is called _____.
9. Brandies are prepared by the _____ method.
10. Vodka is made from _____.

True or False

1. Methyl alcohol is potable.
2. Alcoholic beverages contain 1% to 100% alcohol.
3. Beer is a distilled product.
4. Beer and wine have alcoholic contents ranging from 2% to 20%.
5. Alcohol is made from grain or fruit.
6. Alcoholic distillation traps cooled vapour of heated fermented juice.
7. All distillates are colorless.
8. Coffey stills are a continuous process.
9. Premium spirits are prepared by the Patent Still method.
10. Spirits are classified by their sugar source.

Training Methodology

This topic can be taught through the lecture method using flip charts or PowerPoint slides created from the text. It would be nice to have wine and spirit bottles with labels to demonstrate how 'proof' is shown.



- The key learning points are:
- The distinction between fermentation and distillation
- Pot Still Method and Patent Still Method
- Differentiation of proof methods

Brandy

Learning Objective



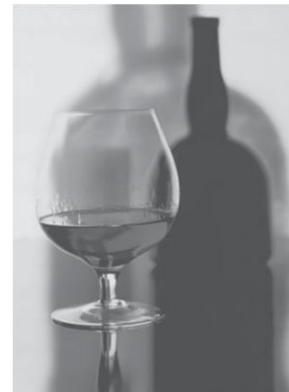
Students will learn what Brandy is and how it is manufactured.

▲ INTRODUCTION

Brandy comes from the Dutch word *brandewijn*, which means “burnt wine”. Distillation of them was a burning process done by heat. It is usually an after dinner drink. Brandy originated by accident when wine was distilled to withstand long journeys by sea to distant lands in the 14th century. The intention was to mix it with water at the destination to bring back the original consistency of wine. The ‘distilled wine’ was transported in oak casks. It was soon learnt by the traders by the end of the journey that the wine had gone through a transformation in composition that was distinct, having imbibed the flavours of oak. It was soon retained as brandy. While France and Spain took the lead in the manufacturing of fine brandy, Bulgaria, Georgia, Balkans led Eastern Europe and filled the cellars of the Tsars of Russia.

▲ CHARACTER OF BRANDY

Grape brandy is a mixture of distillates obtained from the fermented juice or mash of grapes. Distillation, to put it simply, is the process of heating fermented fruit juice and capturing and cooling the vapour to form the alcohol. Only distillates of grape juice can be called brandy. However, there are brandies from other fruit as well such as peach, apricot, pear and apple. While other brandies are made from fruit juice, fruit brandies are exclusively distilled from the entire fruit, skin, pips and all. Such brandies are identified by preceding the fruit name before the word “brandy” such as Peach Brandy, Apricot



Brandy, Plum Brandy, Kirschwasser (cherries), Framboise (raspberries), Fraise (strawberries), Grappa (grapes), Pisco (Muscatel grapes), Mure (blackberries), Myrtille (bilberries). They are colourless and fairly high in alcoholic content. These should not be mistaken with fruit-flavoured brandies which have fruit flavouring and colouring. Brandies are aged in oak casks for a minimum two years while the usual aging period is from three to eight years. It is usually marketed at 80 to 84 proof.

The character of the brandy is determined by the kind of grapes used, the climate, soil, cultivation and harvesting methods, fermentation and distillation process, aging, and blending. Each factor is important and all have an impact on the type and quality of a brandy. The variety of grape used in brandy must be low in sugar and acidic. The low sugar content means that a lot of wine must be distilled to produce the distillate. It increases the congeners, (which are substances other than alcohol and water like acids, glycerine, phenolics, butyl alcohol, propyl alcohol, fuscil oil, aldehydes and esters), which are found in wine and new distillates. Congeners provide flavour and aroma that may or may not be desirable. The acid content helps with aging. Some of the favorite grapes for brandy are St-Emilion, Folle Blanche and Colombard. The soil need not be rich. Some excellent brandies are grown in poor soil. However certain characteristics of the soil like the calcium content produce better grapes.

▲ TYPES OF BRANDY

Cognac

Grape brandy is produced in many countries but experts consider *Cognac* the best. *Cognac* is produced in the French district of Charente in which the city of Cognac is situated. In order to be labeled “Cognac”, the grapes must be grown, fermented and distilled in this area, where there are seven famous districts. The better Cognacs come from the soil rich in calcium coming from ancient oyster beds while the poorer ones come from districts with lesser calcium content.

Cognac is classified in order of quality as follows:

La Granda Champagne

La Petit Champagne

Les Borderies

Les Fins Bois

Les Bons Bois

Les Bois Ordinaire

Bois Communs



Cognac brandy was created in the 17th century when the art of second distillations was discovered. Brandies are prepared by the Pot Still Method. The first distillate called “heads” yields a harsh distillate of 30% alcohol. Cheap brandies are produced from the first distillate. The second distillation called “tails” gives *Cognac* with an alcoholic content of not more than 72%. Superior brandies like *Cognac* are produced from the second distillate. However, local laws require the alcoholic content to be below 45%, therefore the distillate is diluted to conform

to those standards. *Cognac* is matured for years in oak casks and then blended to give a fine brandy. There is no vintage brandy. Cognac is graded by Bureau National Interprofessionnel du Cognac (BNIC). The labels of Cognac give the number of years the particular Cognac is aged:

* One Star	— Matured for two years
** Two stars	— Matured for two to four years
*** Three Stars	— Matured for five to eight years
V.S.	— Very Special
V.O.	— Very Old
V.O.P.	— Very Old Pale
V.S.O	— Very Superior Old
V.S.O.P	— Very Superior Old Pale (stored for 4 years)
V.V.S.O.P	— Very Very Superior Old Pale

Armagnac

Another worthy French brandy is *Armagnac*, which comes from the region of the same in southwest of France. The Armagnac region is just south of Bordeaux in the old Gascony province. Armagnac is full-bodied and drier than cognac. It is best to use the younger brandies for mixed drinks. The mature expensive brandies are better appreciated when had neat, Armagnac brandy is grown in three areas: Haut Armagnac, Ténaréze, and Bas-Armagnac. The last produced over half of all Armagnac, while Ténaréze produces 40% and the Haut-Armagnac produced 10%. The best Armagnac comes from the Bas-Armagnac often blended with brandies from Ténaréze region. Armagnac has only one continuous or semi-continuous distillation at a very low proof of 104 to 144. Armagnac is dry and bitter in taste, a quality developed during the aging process where the liquor is exposed to sappy black Monlezun oak casks. Armagnac must be aged for about ten years for best results.

Calvados

Calvados is a famous apple brandy from Normandy in upper France where the climate is not suitable for grapes. The region is however very good for apples called calvados. There are three types of calvados – Calvado du Pays d’Auge grown in central Normandy which is pot distilled twice resulting in a distillate of about 140 proof and aged for a year; Calvados which is a fine product but not the best grown in the Pays d’Auge region and prepared with continuous distillation; Eau-de-vie de cidre which is a plain brandy for usual consumption.

Other Brandies

Armenia

Armenian Brandy, a very fine brandy aged between 3 to 20 years. It was awarded the Grand Prix designation in the 1900 Paris International Exhibition and earned the legal right to be called ‘Cognac’.

France

Marc, a French brandy from grape pressings and possesses a fiery, raw flavor and fruity taste.

Kirsch is made from cherries. It is lighter than its German and Swiss counterparts.

Framboise made from raspberries, grown in the Alsace region.

Mirabelle brandy is made from yellow plums and aged sometimes up to 12 years giving it a straw colour.

Quetsch brandy made from purple Alsatian plums.

Italy

Grappa, much the same as Marc in qualities. This potent and harsh drink is made from the residue of grapes called pomace. It is traditionally a second rate wine though some producers have produced a smoother and expensive wine.

Germany

Kirschwasser, made from cherries and is heavier than the French version. It is a colourless brandy.

Zwetschgenwasser, made from purple plums. It has a dry spicy plum flavor and is pale in color.

Testerbranntwein is the German version of the Italian Grappa wine.

Hungary

Palinka a traditional fruit brandy made from apricots, apples, cherries, elderberries, peaches, pears or plums.

Switzerland

Kirsch, made from cherries.

Poire Williams flavored with pear brandy

Damasinne, is a type of brandy made from prunes (from the Damasnier tree) in the Jura Mountains.

South Africa

Buchu, a brandy flavoured with *Agathosma* species

Kukumakranka, is a fruit brandy flavoured from the ripe kukumakranka fruit.

Balkans

Slivovitz, is a highly regarded brandy made from blue plums

Rakia is made from a variety of fruits (e.g. berries, plums, apples, etc.) and nuts.

Greece

Ouzo, is flavored with anise and licorice. It tastes like middle-eastern *arak* and turns a grayish white when mixed with water.

Metaxa brandy is slightly sweet, greenish tan beverage with a strong resin flavour.

Austria and Hungary

Baracj Palinka is an apricot flavored brandy very popular in these countries

Spain

Carlos1 and Funandor are high quality brandies made from a blend of wines. They have a heavier flavor and sweeter taste than French brandies.

Aguardiente is the Spanish version of the Italian Grappa wine.

Torres Brandy is made from white wines with high acidity and moderate alcohol content. The wines are made from Parellada grapes.

***Peru***

Pisco brandy is full bodied and with a strong distinctive flavor. It is marketed in a unique bottle of an Inca god's head.

Brazil

Cachaça in Brazilian meaning 'burning water' is extracted from sugarcane.

USA

Applejack is a brandy distilled from apple juice.

Williamine is a brandy made from pears. Some bottles even have a whole pear in it.

▲ POPULAR FRENCH BRANDY BRANDS

- Armagnac
- Beehive VSOP
- Bisquit Dubouche***
- Calvados – Boulard XO, Busnel, Creamlight, Pays D'Auge (apple brandy)
- Camus
- Charles de Navarre
- Cognac
- Courvoisier
- Delamain
- Frapin
- Hennessy***
- Hennessy X.O
- Hine
- Martell***
- Napoleon
- Otard
- Remy Martin
- Saligane V.S.O.P.



Service of Brandy

- (a) Brandy is best served neat (without ice) in a Brandy Balloon glass that retains the vapor of brandy and stimulates the nasal senses when drunk. It is best appreciated after dinner.
- (b) Socially people have had brandy with ginger ale, lemonade, coke and Orange juice. This is not doing injustice to Brandy.

Popular cocktails:

BRANDY ALEXANDER

- 30 ml Brandy
- 15 ml fresh cream
- 15 ml Creme de Cacao (dark)
- Garnish: 1/4 tsp Nutmeg

Shake all the ingredients in a shaker with ice and strain into a cocktail glass. Garnish with nutmeg



▲ SANGRIA NARANJA

From its humble roots in Spain, Sangria has become one of the world's most sensual drinks. First introduced in the U.S. at the 1964 World's Fair in New York, the uniqueness of this drink is its flexibility with fruits unlike most summer cocktails, which require precise measurements and exact ingredients. No two drinks are ever the same

- 1 bottle of Fruity Red Wine 750 ml
- 1/2 Cup GranGala Triple Orange Liqueur
- 1/3 Cup Brandy
- 2 bay leaves
- 1 Orange, sliced into rounds
- 1 Pear and or Apple, cored and cut into thin wedges
- 1/4 Cup White Sugar

Cut the orange in half. Cut off the thin outer peel of the orange using a vegetable peeler. Avoid the bitter pith. Slice the other half of the orange and use for garnish. In a bowl, use a spoon to mash the sugar into the orange peel so the sugar absorbs the oils. Stir in all remaining ingredients. Cover and chill for 8–24 hours. Remove the orange peel and bay leaves. Serve Sangria in a pitcher garnished with reserved orange slices and fruits. Add 3–4 ice cubes to each glass.

The key is to pair a quality wine. The wine can be red or white; the red should be fruity, not tannic, and the white should be flavorful, not too acidic. Most Sangria recipes call for an orange liqueur, whose complexity lends a sun-kissed flavor to the mélange.



Sildecar

- 30 ml Brandy
- 45 ml Lemon Juice
- 15 ml Triple Sec

Shake all the ingredients in a shaker with ice cubes and strain into a cocktail glass.

**Key Terms**

Brandy	a distillate of fermented grape juice
Congener	substance other than alcohol found in wine and new distillates that provide undesirable flavour and aroma
Distillate	alcohol produced by heating fermented fruit juice and cooling the captured vapour

Review Quiz**True or False**

1. Brandies can be produced from fruits other than grapes.
2. The aging period of a brandy is a minimum two years.
3. One criterion for the character of a brandy is the blending process.
4. The variety of grape used in brandy must be high in sugar and acidic content.
5. Brandy grapes require rich soil.
6. Cognac can be only made from the district of Charante.
7. "Two Star" brandies are matured for two years.
8. Framboise is a French brandy made from raspberries.
9. The Greek brandy which is flavoured with anise and liquorice is called Kirsch.
10. Mirabelle brandy is made from plums.

Fill in the Blanks

1. Brandy comes from the Dutch word "brandewijn" which means _____.
2. Brandy is a spirit distilled from _____.
3. Brandies are aged in _____.
4. The proof of Brandy ranges between _____.
5. Substances that add flavour and aroma to wines and new distillates are called _____.
6. The _____ content in soil produces better grapes for brandies.
7. V.S.O.P stands for _____.
8. Armagnac must be aged for _____ years for best results.
9. The famous apple brandy from Normandy is called _____.
10. Second distillates are called _____.

Training Methodology



The text will be expressed through the lecture method. However the session will be supported by as many samples of different brandy bottles.

The trainer will also distribute copies of the popular brandy-based recipes. S/he will demonstrate each recipe using the appropriate glass. Naturally the trainer will have to assemble all the ingredients of the various recipes in advance for the demonstration session.

The key learning points are:

- Types of French brandies
- Classification of brandies
- Popular brandy brands
- Popular brandy-based cocktails

Whisky

Learning Objective



To help students learn about different Whiskies; their history; how they are manufactured; how they are served; and some popular cocktails made from each type of whisky.

The English, Scots, Canadians and other commonwealth countries spell this drink as WHISKY. The Americans and the Irish spell the spirit as WHISKEY. The term *Scotch* has a capitalized “S” and is exclusively used for whiskies from Scotland.

Whisky is a spirit obtained by the distillation of a fermented mash of grain (barley, maize or rice, or all together) and is aged in wood. There are approximately 200 brands of whiskies available and they vary in taste with distillers. There is no similarity in taste between Scotch, Irish, Canadian or American whiskeys.

▲ SCOTCH WHISKY

History

Scotch whisky is a distinctive product of Scotland. It is believed that Christian missionary monks made the first whisky stills around the sixteenth century A.D. in Dufftown Islay and Mull of Kintyre regions of the Scottish Highlands. In 1614 the will of a merchant of Tain called John Denoon recorded his possession of a spirit stand that served whisky at 4 pounds. Tain became the center of whisky production. In 1644 Oliver Cromwell’s administration imposed a malt tax resisted by the Scots. They started making whisky at home which was the origins of many household brand names we have today. Many individual distillers then were



cited for illegal distilling as they concealed their stills in attics, bedrooms and closets. The struggle between successive British governments and distillers continued and people sold whisky through bootleggers as the demand for this spirit exceeded supply. The drink was also exported to the new world—America at a high cost. In spite of high taxation Scotch whisky had come to stay. We have 2500 Scotch whisky brands sold to more than 200 countries.

Scotch whisky's Scottish-Gaelic name is *uisge beatha* or *usque baugh* meaning “water of life”, later anglicized to Whisky from *uisge* after dropping the word *beatha*. Gaelic is the branch of Celtic spoken in the Scottish Highlands. Many whisky punches and liqueurs were developed in the 18th and 19th century. The Scottish water plays an important part in defining the whisky as Scotch.

Scotch requires a blend of two types of whiskies. The first is Scotch malt whisky, which gives body and character, blended with Scotch grain whiskey, which gives lightness. This blending was invented in 1860s and perfected over the ages.

Manufacture of Scotch Whisky

There are two processes to distill Scotch:

1. The **Pot-still** process distills an individual lot. This process makes famous the malt whiskies. Malt whisky is made only from barley and has a heavier flavor and body than grain scotch because of the pot-distillation process that comes out as a fairly low distillate (120–140 proof) giving it an opportunity for several flavors. The greater number of malt gives it a heavier flavor. For example the Glenmorangie is rare single highland malt prepared by sixteen craftsmen in a small traditional distillery in Tain, Ross-shire. It has a wood finish flavor and matured in Madeira, Port and Sherry casks. Malt whiskies now are grown everywhere in Scotland. Highland malts are made in Orkney Islands; Campbeltown malts are distilled in the Mull of Kintyre in the South; Islay Island malts are made in the west coast of Scotland; and Speyside malts are made along the river Spey.
2. The **Patent (or Coffey)-still** process permits continuous distillation and used for grain Scotch. Grain Scotch is also blended with malt Scotch at a ratio of 40 : 60. Such blends are lighter and more delicate than malt scotch. Most grain whiskies are produced in the Lowlands of Scotland, south of a line between Dundee and Greencock.

The following is the process of making whisky:

Harvesting Scotland's cool climate favors the cultivation of barley. This grain gives Scotch the distinctive flavor.

Cleaning The barley is first carefully selected to contain 60% starch. It is then washed to separate it from the husk and is finally dried.

Malting The dried barley is soaked in warm water for two or three days. The barley is spread on the floor to germinate for 8–12 days till it sprouts a shoot — a thumbnail long. The sprouting barley is constantly turned by hand or by a “Saladin” machine to aerate it.

Drying and Grinding Germination is stopped at a certain time and the barley is subjected to heat over fires of smokeless coal and peat. The peat gives smoke, which flavors the malt during the process. It is this peat that gives Scotch its unique smoky flavour. The malt is then ground to form what is called *grist*.

Mashing The grist is mixed with warm water in a tank called the mash Tun (a vat or tub). The grist spawns sprout which create an enzyme called *diastase* converting the starch into sugar called maltose. It is the water in Scotland that imparts the unique quality to Scotch. The sweetish liquid produced (wort) is drawn off and the remaining husky liquid, called **draff** is removed for cattle food.

Fermentation The wort is cooled and then passed into vessels where it is fermented for 40 hours. Yeast is added to convert the maltose into glucose, which produces crude alcohol and carbon dioxide. The result is a sort of beer called the “wash”, with an alcoholic strength of about 10%.

Distillation The wash is distilled twice in pot stills. The wash is heated and alcohol with a lower boiling point than water becomes vapor, which is then cooled and condensed back into liquid. The first and last distillate (called **foreshots** and **feints**) is combined with new wort for distillation. The middle distillate is retained for blending. The middle distillate is a fairly weak and impure spirit called “low wines”. This is distilled again to produce pure Scotch malt whisky. Grain spirit has only one distillation before blending and this is the difference in malt and regular whiskies.

Maturation This new whisky is poured into oak wood casks where it is matured into a pleasant mellow spirit for as long as fifteen years, though not less than three years. Scotch matures during this aging process, developing smoothness and improved character. Aging also gives color of the barrel. The barley is spread on the floor to germinate for 8–12 days. Sometimes caramel is added for deeper color. Finer whiskies are matured in actual sherry or port casks or wine-treated casks. Most regular Scotch is aged for five or six years while premium Scotch is a minimum eight years. Premium Scotch benefit as it is aged longer during which it takes the woody flavor of the barrel.

Blending After the malt whisky and grain whisky are matured, they are “married” to achieve consistent quality and bouquet. Each major blend differs and the maintenance of a precise standard of quality and task is the blenders function. There are as many as forty different malt and grain whiskies blended according to a secret formula handed down from generations to produce the Scotch whisky we know today. These may be matured after blending to “marry” the blend completely. For example *Johnny Walker Black Label* is produced from a blend of over forty malt and grain whiskies. No other twelve-year old deluxe whisky contains such a high proportion of powerful Islay Malts giving this whisky its renowned full-bodied taste, extraordinary smoothness and great complexity.

Filtering and Bottling The Scotch whisky is finally filtered and bottled.

Popular Scotch Whisky Brands		
Premium Scotch	Standard Scotch	Malt Scotch
Johnny Walker Black Label	Johnny Walker Red Label	Johnny Walker Malt
Johnny Walker Gold Label	Bells	Glenmorangie
Johnny Walker Blue Label	Black & White	Glenfiddich
Johnny Walker Yellow Label	Cutty Sark	
Johnny Walker Swing	Dewars White Label	
Black Dog	Haig Gold Label	
John Haig's 12 years old	Vat 69	
Dimple Scotch 15 years old	Whyte & Mackay Special	
Dewars Special Reserve 12 years old	Ballantine	
Ballantine's Gold Seal	Highland Queen	
Chivas Regal 12 years old	J&B Rare Scotch Whisky	
King of Kings	Clansman	
Old Parr	Mac Andrew's Blended Scotch	
Queen Anne	King George IV	
Grants Premium	White Horse	
100 Pipers 12 years old	Old Smuggler	
	Grants	
	Teachers	
	Dewars	
	White Label	

Tasting Scotch Whisky

In the manufacturing process of whiskies malt and grain whiskies are blended to make the complete product. The blending process is an art. The whisky blenders are gifted experts that blend different whiskies to uniform consistency. They have sensitive senses of smell and taste to give each whisky house their unique whisky qualities. Here are some terms and processes they use to achieve their ends. F&B professionals who wish to become connoisseurs of whisky can use the same techniques to distinguish various whisky blends.

Character or style of the blend is defined by the dominant flavours of the blend. These flavours are influenced by the places where the ingredients in whiskies were made.

Nose or aroma, of a blend is defined by the smells that the blenders distinguish when they inhale the vapours that rise from a glass of whisky. The smells are often complex and multi-layered. For this purpose they use a **Nosing Glass** which is a glass with a wide bowl, a narrow opening and a small glass lid to contain the whisky vapours. The same result can largely be achieved using a wine glass or brandy balloon. This is used by producers to fully savour the aroma of a whisky.

Leg is the term for a trace of whisky that sticks to the side of a glass after rolling the whisky in the glass and keeping it still thereafter. Two things cause legs—the alcoholic strength and the natural viscosity. Whisky samples are tested for their strength by spotting the legs of each

blend. Sticky, full-bodied whiskies will have longer legs and take more time to slide back to the whisky in the glass while lighter whiskies will have less prominent legs.

Palate is the depth of the flavour, defined by the taste achieved by actually drinking the whisky. It includes the initial flavours from the first sip and the flavours that develop in the mouth as the whisky is swallowed.

Finish is defined as the elements of the whisky (and their flavours) that linger in the mouth long after the whisky is swallowed.

Scotch Whisky Service

(a) Scotch whisky is best appreciated when drunk neat on the rocks. The ice gently melts to make the drink more potable. This applies especially to malt whiskies. Such presentations are best in a short whisky glasses or the old fashioned glass.

A popular way of drinking Scotch whisky is with a mixer of soda or water. The guest may be asked if they prefer to drink it with ice or not. This may be served in short or tall whisky glasses as per the guest preference.

Popular Cocktails:

Rob Roy

A drink created by a bartender at the Waldorf Hotel in New York in 1894 for the opening night of the opera “Rob Roy”. It was made official in 1930 by the Savoy Hotel, London in their book The Savoy Book.

- 30 ml Scotch whisky
- 30 ml Vermouth
- A dash of Angostura bitters

All ingredients are mixed in a mixing glass with ice. Stir and strain the mixture into a chilled cocktail glass.



Whisky Mac – 30 ml Scotch whisky and 30 ml ginger wine is shaken. It is not served chilled.

Rusty Nail

- 30 ml Scotch whisky
- 15 ml Drambuie
- Garnish-Cherry

Mix whisky and Drambuie in a mixing glass with ice and strain into an old fashioned glass. Garnish with a cherry.

▲ BOURBON WHISKEY

Bourbon whiskey is produced in North America only. The Reverend Elijah Craig is credited with the production of the first Bourbon whiskey in 1789 in Bourbon, Kentucky, United States of America. Evan Williams developed the first commercial distillery in 1783. But it was only on May 4, 1964 that the U.S. Senate and the House of Representatives passed a resolution

that Bourbon was a distinct product of the U.S. Most Bourbons are produced in Kentucky. Others are produced in Tennessee, Illinois, Indiana, Ohio, Pennsylvania and Missouri. Bourbons from Tennessee is called sour mash whiskeys instead of Bourbon. Sour mash is a spirit made from a regular sweet mash brew mixed with some soured old mash brew in a ratio of two regular to one sour. Federal law requires those whiskeys branded as sour mash to have the ratio of one sour and three parts regular mash. The sour mash gives a heavier body and finer flavor to the bourbon, lending it a bit of sweetness and delicacy. Most bourbon is sour mash even if the labels do not indicate it. Sour mash whiskey is made through a variation of the fermentation method. The distiller uses part of the previous day's mash and fresh yeast in the fermentation of Bourbon,

thus each batch is related to the previous batch. A favorite in the U.S.A. is Jack Daniels Sour mash Tennessee Whiskey produced by the original process by Mr. Daniels at the Lynchburg distillery in 1866. Unlike traditional Bourbon, which is placed in the barrel immediately after distillation, Jack Daniels is trickled through 10 feet of hard Maple charcoal prior to ageing to give it that distinctive flavor and mellowness.

Most Bourbons are straight whiskies, which mean that they are obtained from a continuous process of distillation from a mash of corn, maize, rye or barley, unblended and aged in charred oak barrels for at least two years. The usual ratio in a bourbon mash is 60% corn, 28% rye, and 12% barley malt. Most bourbon distillates are 110 to 130 proofs. They are aged at a proof of at least 125 proof for two years in charred oak barrels. The barrels give the bourbons their distinctive flavor because of charring, which produces a reddened, resinous surface on the wood to provide special flavor constituents. Bourbon has a rich body and a distinctive flavor of corn. Most of its color is gained during the process of aging. Blended bourbon must have at least 20% of straight whiskey.



Popular Bourbon Brands

Early Times	Beams Choice
Gentleman's Jack	Old Crow
Southern Comfort	Old Turkey
Jack Daniels	Virginia Gentleman
Old Forester Bourbon	Old Hickory
J.W. Harper Bourbon	Old Taylor
Old Grand Dad Kentucky Bourbon	G.W. Bourbon
Old Crown Bourbon	Prichard's Tennessee Whiskey

Rye and Corn Whiskey

Rye whiskey was introduced during the colonial times, in the United States, as agriculture developed, giving plentiful supply of rye. Pennsylvania and Maryland are the largest producers of rye. Rye whiskey must have 51% rye grain and made just as bourbon with continuous distillation at 160 proof. It is bottled and sold at 80 to 110 proofs though some may have higher alcoholic content. It is aged for a minimum two years in new charred oak casks.

Corn whiskey must have at least 80% corn grain to qualify it as such. It is made in the same manner as bourbon and rye and aged at 125 proof or higher. Its flavor is distinctly corn.

Bourbon Whiskey Service

- (a) Like scotch people like to drink it neat on the rocks.
- (b) A social variation is to serve it with a lemon fizzy drink, soda, coke or dry ginger ale.

Popular Bourbon Cocktails

Whiskey Sour

- 1 1/2 oz straight bourbon whiskey
- 2 oz fresh squeezed lemon juice
- 1 oz simple syrup
- 1 teaspoon egg white or equivalent amount of pasteurized egg blend
- orange slice
- maraschino cherry

Combine ingredients, except for the orange slice and maraschino cherry, in an ice-filled mixing glass and shake until well blended. Strain into an ice-filled Anchor Hocking 10 oz. Excellency Footed High Ball glass. Garnish with an orange and maraschino cherry pinwheel.



Old Fashioned

- 30 ml bourbon whiskey
- 1 teaspoon superfine sugar
- 2 dashes bitters
- Slice of orange maraschino cherry, stem removed water

In the bottom of a 9.5 oz rocks glass, muddle sugar, bitters, orange slice, cherry and a splash of water. Fill glass with ice, add bourbon, and stir.



Bourbon Mint Julep

- 60 ml Bourbon,
- 1/2 teaspoon sugar
- 4 sprigs mint

All ingredients are mixed and filled in a 10 oz glass with cracked ice till the outside of the glass is frosted. The mix is topped with rum or brandy and garnished with mint, lemon and cherry. It is served in a tall glass with a straw.

Canadian Caesar

- 15 ml Canadian Club whisky
- 8 ml lime juice
- Tomato Juice
- Dash of pepper
- Dash of celery salt
- Dash of Worcestershire
- Dash of Tabasco

Using a lowball glass, rim with a slice of lemon and then dip into celery salt. Fill glass 3/4 full with ice cubes. Pour 1½ oz of Classic 12 over ice. Fill glass with Tomato juice. Add four dashes of Tabasco and 2 dashes of Worcestershire sauce. Stir gently. Garnish with a celery stick and lemon slice.

**▲ IRISH WHISKEY**

The Irish—Gaelic name was *uisge beatha*, meaning “Water of life”. Irish whisky is made from a mash of cereal grains (wheat or rye) mostly, with perhaps 20% oats and wheat in a manner similar to the malt of Scotland but is distilled three times in pot stills. Triple distillation and long maturation contribute to the uniqueness of Irish whisky for even the youngest is aged in sherry casks for at least seven years by law even though the mandatory requirement is three years. Irish whiskies were mostly straight whiskies highly flavored and smooth. But now a number of blended (malt and grain) whiskies are available and are found to be lighter bodied products. Blends are labeled “Irish Whiskey –a Blend” or “Blended Irish Whisky”.

Popular Irish Whiskey Brands

- Bushmills Ten Year Old
- John Jameson Irish Whiskey
- Paddy Old Irish
- Tullamore Dew
- Dunphy’s Original Irish
- Murphys

Service of Irish Whiskey

Irish Whiskey is best served neat on the rocks in a short glass.

Popular cocktail:

Irish coffee—Hot black coffee is filled in an 8 oz glass, Sugar is added to taste. Irish whiskey is added garnished with a float of cream. It is ideal as an after dinner drink.

▲ CANADIAN WHISKY

The Canadian Distillers Association claim that Canada has been making distilled spirits for over two centuries. The first Canadian distillery was opened in Quebec City in 1769 however

John Molson is credited as the first commercial distiller in Canada in 1799. By the 1840s, there were over 200 distilleries in Canada. The credit of Canadian whisky goes to Scottish immigrants who made the whisky very similar to Scotch whisky. Even the whisky is spelt as in Scotland without an “e”.



The principle grain used in Canadian whisky is corn with a mix of maize, wheat, rye and barley malt. It is lighter in body and more delicate in flavor than bourbon. Whisky distillers look for different types and styles of corn because each contributes different flavors to the final product. Rye contributes largely to the flavor. The more rye that is added to the blend adds more spice to the aroma of the blend. The proportion of grain used and the distilling and redistilling processes are the trade secrets of the master distiller. It is distilled in a Coffey still. The Canadian government allows the distillate to be 150 to 185 proofs. Canadian whiskey is a product of blended whiskies, which may be done before aging or during the aging period. Master blenders of each distillery would usually take different types of matured whiskies to blend with a house recipe to create their own unique whisky. Maturation takes place in old white oak barrels for two or more years but most Canadian whiskies are at least six years old. Canadian whiskies are blends of whiskey or grain neutral spirits.

Popular Canadian Whiskey Brands

- Canadian Mist
- Canadian Club
- Seagram’s V.O.
- Seagram’s Seven CrownWiser’s Deluxe
- Royal Canadian
- Canadian Sellers Rye Whisky

Service of Canadian Whiskey:

Canadian whiskey is treated just like Bourbon. It is popular with lemonade particularly.

Popular Cocktails:

Manhattan

- 2 1/2 oz. straight rye whiskey
- 1 oz. Italian sweet vermouth
- 2 dashes angostura bitters
- maraschino cherry

In an ice-filled Anchor Hocking 10.5 oz. Caprice rocks glass, add ingredients and stir. Garnish with a maraschino cherry.



Manhattan Sweet—Has the same recipe as Manhattan Dry except that the Vermouth is sweet and is garnished with a Maraschino cherry.

Key Terms

Character	style of a whisky blend
Diastase	enzyme that converts starch into sugar
Draff	husky liquid after fermentation for cattle fodder
Finish	after taste of whisky long after it is swallowed
Glucose	converted maltose into sugar
Grist	ground dried malt
Leg	strength and viscosity of a whisky
Maltose	converted starch into sugar
Nose	aroma of a whisky blend
Palate	taste of a whisky
Tun	tub or vat
Wort	liquid after fermentation



Review Quiz

Fill in the Blanks

- Whisky is a spirit obtained by distilling fermented mash of _____.
- The Gaelic name for Scotch whisky is "*usque baugh*" which means _____.
- Scotch whisky is a blend of malt whisky and _____.
- Malt whisky is made only from _____.
- Malt whiskies are aged in _____.
- Sprouting barley is aerated by a machine called _____.
- Scotch whisky gets its unique smoky flavour from _____.
- The enzyme that converts starch into sugar is called _____.
- Converted starch into sugar is called _____.
- In the fermentation stage yeast is added to convert maltose into _____.

True or False

- Whiskies are aged in bottles.
- Scotch whisky is a distinctive product of Scotland.
- Scotch requires a blend of three types of whiskies.
- The barley selected for whisky must have 45% starch.
- Water in Scotland imparts the unique quality to Scotch.
- Fermented wort is called "wash".
- "Wash" is distilled once in Patent stills.
- The first distillate is called "feint".
- Whiskies are aged for as long as fifteen years.
- "Palate" is a tasting term for the aroma of whisky.



Training Methodology



The trainer will use the lecture method while explaining the history and manufacture of whiskies.

S/he will exhibit as many whisky bottles.

S/he will demonstrate the cocktails and service method. This requires assembling the various glassware and bar accessories as well as ingredients that goes into each cocktail.

Key Learning points:

- Manufacture of Scotch whisky
- Considerations of Whisky tasters
- Whisky cocktails

Rum

Learning Objective



The help the students learn the different types of rum and the popular ways to serve it.

▲ INTRODUCTION

Christopher Columbus, the Portuguese explorer, is said to have brought sugarcane to the Caribbean Islands. It has become an important agricultural product over the years leading to the making of sugar. Sugar production leaves a fermentable by-product called “Rum bullion”



meaning “rumpus”. This by-product was shipped to New England where rum was made. Rum became the drink of the slaves on plantations in the British West Indies as early as the seventeenth century. It also became a standard issue to sailors in the Royal Navy. British law in 1904 defined rum as a spirit distilled from by-products of sugarcane growing countries. Puerto Rico is a big rum producer and other suppliers are Britain, West Indies, Venezuela, Brazil, Jamaica, Dominican Republic, Haiti, Mexico, Hawaii, Philippines and Cuba.

Rum is made from the fermented sugar cane juice known as molasses, which is mixed with water. Sugar cane contains sucrose. The sugar in molasses is converted into alcohol by adding carbon dioxide and yeast. The fermented juice is distilled, made by either the pot-distillation process producing a fuller tasting rum or from column stills.. It is matured in charred oak Bourbon casks for at a year. Modern methods have introduced

stainless steel tanks. Rums aged in casks acquire a dark colour while those in stainless steel tanks are colorless.

▲ TYPES OF RUM

There are different types of rum:

White Rum is light-bodied rum also referred to as silver rum. It is a distillate of molasses. It became popular via the pre-Castro Havana, a sort of Caribbean Paris then. American tourists imbibed large quantities of white rum with their preferred mixer –Coca Cola called “Cuba Libre”. This rum is white because the spirit is not given a coloring. Light rum is formulated by the continuous distillation method and emerges as a high proof distillate. It eliminates flavourings but gives smoother rum with a mild sweet flavour. Light rums are aged for one year. Puerto Rican and Cuban Rums are in this category. Bacardi rum is a world leader in white rums as envisioned by Don Facundo Bacardi in 1862. Majority of white rums come from Puerto Rico and Cuba and considered as good cocktail mixers.



Dark Rum also referred to as brown rum, black rum or rest rum has the same production process as white rum except that a highly refined sugarcane syrup or caramel is added to give color and flavor. It is aged longer in heavily charred barrels. It has a stronger flavour than light or gold rums. This is adjusted according to the brand. Bacardi dark rum is a premium in its class being aged for eight years.



Golden Rum also referred to as amber rum or medium-bodied rums. It gets its color when white rum is matured in charred oak casks which are byproducts of Bourbon whiskey which lend the golden color to the rum. They are more flavoured and stronger in taste than white rums and are often considered midway between white and dark rums.

Spiced Rum is flavoured abisinthe/aniseed, cinnamon, cinnamon or pepper. Most are made from golden rums or white rums darkened by caramel.

Flavoured Rums are a modern concept particularly since, more and more women have taken to rums and rum-based cocktails. These flavourings are added to white rums. Some common flavours are Vanilla, Citrus, Banana, Orange, Mango, Coconut and Raspberry.

Popular Rum Brands

- Cachaca 51
- Coruba Dark
- Havana Club Silver
- Malibu
- Mountgay Eclipse Rum
- Lemon Hart Golden Rum
- Tondena Silver
- Bacardi 8 Anos



- Bacardi Black, Carta Blanca, Gold, Lemon
- XXX Dark Rum
- Old Monk
- Captain Morgan
- Red Hart

Service of Rum:

- Rum has versatile characteristics as it can be drunk neat on the rocks, with mixers like coke or soda or with fruit juices.
- A popular social drink is 30 ml rum and coke, called Cuba Libre, served in a tall glass. Ice is optional. Cuba Libre was originated after the Spanish-American War when an American group of soldiers first mixed Coca Cola, rum and a wedge of lime to toast to the freedom of Cuba.



Popular Cocktails:

Daiquiri

- 45 ml white Bacardi
- 15 ml lime juice
- 3 dashes of gomme syrup or 1 teaspoon of sugar

Shake the Bacardi, lime juice, Gomme syrup or sugar in a cocktail mixer. Strain it and serve into chilled cocktail glass.

Boston Sidecar

- 1 oz Light Rum
- 1/2 oz Brandy
- 1/2 oz Triple Sec
- 1/2 oz Lemon Juice

Shake all the ingredients in a shaker with ice and strain into a cocktail glass.



Negroni

This Italian concoction was invented in the early 1900s. Mixed with gin, Campari and sweet vermouth, it was named after Camillo Negroni in Florence who always ordered the same cocktail. Today Negroni is often consumed as a pre-dinner cocktail to stimulate the appetite for dinner.

- 1 5 ml Gin
- 1 5 ml Sweet Vermouth
- 1 5 ml Campari
- Garnish: Lemon Twist



Shake all the ingredients in a shaker with ice and strain into a cocktail glass. Garnish with Lemon Twist.

Original Negroni Recipe

- 15 ml Gin
- 15 ml Campari
- 12 ml Sweet Vermouth

Combine all ingredients in an ice filled shaker. Shake until well chilled and strain into a chilled cocktail glass. Garnish with a burnt orange. To make a burnt orange, cut about a 1 ½ inch by 1 inch peel off a ripe navel orange. Be sure to get just the skin and as little of the pith as possible. Holding the orange peel between thumb and index fingers with skin facing out, hold a lit match over the glass and with the orange peel about an inch away from the flame squeeze the peel quickly and firmly between your fingers. When done correctly, a burst of flame will come from the oils being released from the peel leaving an aroma and adding a note of orange to the cocktail. Simply drop the twist in the drink.

Mai Tai

- 15 ml. Jamaican rum
- 15 ml. Martinique rum
- Juice of 1½ limes or approximately 1½ oz. lime juice
- 1/2 oz. Orange Curacao
- 1/2 oz. Orgeat syrup
- 1/2 oz. rock candy syrup — can also substitute with simple syrup
- spent lime shell, pineapple spear, mint sprig

Combine above ingredients in an ice-filled mixing glass and shake until well blended. Strain into an ice-filled large 17. oz. Martinique glass. Garnish with a spent lime shell, pineapple spear, and mint sprig.

Key Terms

- Molasses** mash of sugarcane juice and water
Sucrose sugar in fruits



Review Quiz

Fill in the Blanks

1. Rum is made from _____.
2. Sugarcane contains _____.
3. The mash of sugarcane juice and water is called _____.



4. Rum distillate is made by the _____ process.
5. Rum is matured in _____.
6. The white rum brand that is a world leader is _____.
7. Dark rum gets its colour from _____.
8. Golden rum gets its colour from _____.
9. Light rum is produced by the _____ process.
10. Another name of the rum and coke cocktail is _____.

Training Methodology



The trainer will explain the following by lecture using flip charts or PowerPoint presentation:

- Types of Rum
- Categories of rum
- Manufacturing process
- Popular rum cocktails

S/he will use samples of rum bottles as support exhibits

S/he will demonstrate the cocktails after assembling the necessary ingredients, glassware and bar accessories.

Vodka

Learning Objective



The readers will learn what Vodka is and how it is manufactured and served.

▲ INTRODUCTION

Vodka was produced in Poland and Russia in the twelfth century and has been a favorite drink in these countries ever since. It was called then *zhizenennia* meaning “water of life”; *voda* by the Russians; and *woda* by the Poles meaning “water”. The first documented production of *vodka* in Russia was the end of the 9th century, but the first known distillery at Khylnovsk was about 200 years later. Poland lays claims to have distilled vodka even earlier in the 8th century but it was a distillation of wine, which was a crude brandy rather than vodka. The first identifiable Polish vodkas appeared in the 11th century when they were called “*gorzalka*” used as medicines during the middle ages. In the 14th century a British ambassador to Moscow first described it as the Russian national drink. In the 16th century it was established as national drink in Poland and Finland.

Vodka is an alcoholic distillate from fermented mash of grain. A typical production process was to distill alcohol twice, dilute it with milk and distil it again and adding water to bring it to the desired strength. Nothing is added to the neutral spirit leaving it odorless, colorless, tasteless but smooth. It also leaves no odor on the breath. This quality makes it perfect to add mixers for famous cocktails. It has an alcoholic content of 40%. The quality of Vodka depends on the quality of grain neutral spirit and is distilled at 80 to 190 proof.

In the early times Russia produced several kinds of vodka or “hot wine” as it was called then. There was the ‘plain wine’ (standard); ‘good wine’ (improved); and ‘boyar wine’ (high quality). It was originally flavoured, harsh and raw with a lot of impurities and the distillers masked it by adding fruits, herbs and spices. It was steeped in *zubrowka* buffalo grass seed



from Poland to give it a bitter flavor. *Pertsovka*, spicy flavored vodka was made from hot cayenne peppers.

Few other Vodkas which are still a hot favourite among the people are also the flavoured ones. *Okhnotnichya* is sweet flavored with ginger, juniper, anise, orange and lemon peels with other herbs and spices. *Absolut* Swedish vodka is seasoned with jalapeno peppers and paprika. *Limonnaya* is flavored with lemon. Other flavorings include mint, grape but mostly orange. However, vodka is best in its unflavored state.

A professor named Smirnoff discovered that by running vodka through activated vegetable charcoal, sand and quartz removed many of the harsh qualities. Today's Vodkas have adopted this process to give us a smooth drink. It is only at the end of the 19th century all the state distilleries adopted a standard production technique that guaranteed standard quality. Following the Russian Revolution in 1917, a number of Russian distillers who fled the revolution, took their art to other parts of the world. Smirnoff took his family name to Paris. One set of such émigrés set the first vodka distillery in 1930 in the US. It was not popular at first but the cultural revolution of the 60s with a more affluent younger generation and generally a more relaxed lifestyle that emphasized adventure and experimentation made vodka popular because it was a good mixer.

The traditional way of drinking vodka is to gulp the chilled drink neat accompanied by nibbles such as caviar, smoked salmon, and pickled cucumbers. Russia produces flavored vodka from chocolate to cayenne pepper. This drink has now gained global popularity as a good cocktail mixer.

Popular Vodka Brands

Smirnoff—red, blue, black, silver, citrus, raspberry
Finlandia
Stolichnaya
Skyy Vodka
Absolut

Service of Vodka:

- (a) Vodka is best drunk chilled and neat in schnapps glasses. The Russians traditionally eat it with caviar, salmon or pickled cucumbers.
- (b) It is also a good mixer with any proprietary beverage like coke, tonic water, lemonade, ginger ale etc. or fruit juices and served in tall glasses. Orange juice is the best juice that goes well with Vodka.

Popular Cocktails:

Bloody Mary

History: Bloody Mary was invented in the 1920s by an American bartender, Fernand Petiot at Harry's New York Bar in Paris. The original recipe had equal parts of vodka and tomato juice. In 1934, Petiot added black and cayenne pepper, Worcestershire sauce, Tabasco sauce and lemon juice to spice up the drink. When he returned to the States and worked at the King Cole Bar,

St. Regis, Petiot notes, "one of the boys suggested we call the drink Bloody Mary because it reminded him of the Bucket of Bloody Club in Chicago, and a girl there named Mary."

- 60 ml Vodka
- Tomato Juice
- Dash of Worcestershire Sauce
- 2 drops of Tabasco Sauce
- Salt and Pepper
- Lemon Juice
- Garnish: lemon peel



Frost a glass with salt on the rim. Mix vodka with Worcestershire sauce, Tabasco sauce and lemon juice, with crushed ice in a cocktail shaker. Add salt and pepper to taste. Pour into crusted glass and top up with tomato juice. Serve with a swizzle stick. It may be garnished with a lemon peel.

Salty Dog

- 30 ml Vodka
- 75 ml Grapefruit Juice
- 2 tsp Salt
- Orange or Lime Wedge

Shake all the ingredients in a shaker with ice. Strain into a cocktail glass. Garnish with an orange wedge.



Moscow Mule

In 1941, John G. Martin of Heublein, spirits and food distributor of the east coast and Jack Morgan, owner of the Cock' n Bull bar in Sunset Strip, Hollywood met in a bar in Los Angeles. Together they invented Moscow Mule by mixing Morgan's singer beer with Smirnoff Vodka and lime in order to market the proprietor's struggling Cock' n Bull's ginger-beer franchise.

They ordered specially engraved copper mugs and Martin set off to market it in the bars around the country. He bought one of the first Polaroid cameras and asked barmen to pose with a Moscow Mule copper mug and a bottle of Smirnoff vodka. Then he would leave one copy of the photo at the bar and take a second copy to the bar next door to show them that their competitors were selling their concoction. Between 1947 and 1950, thanks to their invention, Smirnoff vodka case columns more than tripled and nearly doubled in 1951.

- 15 ml Smirnoff vodka
- 3 oz. ginger slices
- 1 tsp. sugar syrup
- 3 ml lime juice
- 1 sprig mint
- 1 slice lime

In a copper mug, pour vodka over ice. Add sugar syrup and lime juice. Top with ginger beer and stir. Garnish with mint sprig and lime slice.



Screwdriver

- 30 ml Vodka
- 75 ml Orange Juice
- Orange Slice

Mix both the ingredients in a highball glass with ice. Garnish with a slice of orange.

**Vodka Martini**

- 30 ml Vodka
- 15 ml Dry Vermouth
- Garnish: Cocktail Olive

Shake both the ingredients in a shaker with ice cubes and strain into cocktail glass.

**Vodka Sour**

- 30 ml Vodka
- 15 ml Lemon Juice
- 1/2 tsp Superfine Sugar
- Garnish: Cherry

Shake all the ingredients in a shaker with ice. Strain into a sour glass and garnish with cherry

**White Russian**

- 2 oz Vodka
- 1 oz Light Cream
- 1 oz Kahlua

Shake all the ingredients in a shaker with ice and strain into an old fashioned glass over ice cubes.

**Sex on the Beach**

- 20 ml vodka
- 10 ml Peachtree schnapps
- 7 ml crème de cassis
- 30 ml orange juice
- 30 ml cranberry juice
- Orange slice
- Maraschino cherry



Combine all ingredients and shake in a cocktail shaker with ice. Strain into an ice-filled 10-ounce highball glass. Garnish with an orange slice and a maraschino cherry.

Cosmopolitan

- 1½ oz. citrus vodka
- ¾ oz. Cointreau
- Juice of ½ lime, hand extracted
- ½ oz. cranberry juice
- lemon spiral

Combine liquid ingredients in an ice-filled mixing glass and shake until well blended. Strain into a chilled 10.25 oz. Anchor Hocking Hollywood martini glass. Garnish with a lemon spiral.



Review Quiz



Fill in the Blanks

1. Vodka is made from _____.
2. Vodka is made by the _____ process.
3. Vodka has an alcoholic content of _____.
4. The quality of Vodka depends on _____.
5. In earlier times good quality Russian vodka was called _____.
6. Absolut Swedish vodka is seasoned by _____.
7. The person who discovered the way to refine vodkas was _____.
8. Vodka is refined with vegetable charcoal, sand and _____.
9. The first vodka distillery in the US was in the year _____.
10. Good accompaniments to vodka are caviar, smoked salmon or _____.

Training Methodology



The trainer will use the lecture method while explaining the history and manufacture of vodka. S/he will exhibit samples of bottles.

S/he will demonstrate the cocktails and service method. This requires assembling the various glassware and bar accessories as well as ingredients that goes into each cocktail.

Key Learning points:

- Manufacture of Vodka
- Service of Vodka
- Popular vodka brands
- Popular vodka-based cocktails

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Gin

Learning Objective



To help the students learn about Gin; its history; how they are manufactured; how they are served; and some popular cocktails made with gin.

▲ INTRODUCTION

Gin was first produced by a Flemish physician, in Holland, in the sixteenth century as a medicinal spirit. It was sold in chemist shops to treat stomach complaints, gout and gallstones. To make it more palatable they flavored the liquor with the oil of juniper berries. The term gin is the anglicized version of the French *genievre* and Dutch *jenever* or *genever* meaning juniper.



Gin was brought to England when William III, known as William of Orange, from Holland and his English consort ruled England from 1689, encouraged the distillation of English gin. Gin was popularized in places such as London, Portsmouth, Plymouth and Bristol through social places called Gin Palaces. Sometimes gin was rationed as part of the wages. British troops fighting in the Low Countries during the Thirty Years war were given “Dutch Courage” with the warming properties of gin in the damp weather conditions. They eventually started bringing it back to England and further popularized the drink. Gin consumption accelerated well after the Industrial Revolution and became a social menace. The Gin Act was passed in 1739 which made gin prohibitively expensive but the Prime Minister Sir Robert Walpole opposed it on the grounds it was

against the will of the people. The Gin Act was repealed in 1742 by which time 11 million gallons of gin was produced in London alone. By 1820 gin was considered as Mother’s Milk but later in the century it was called Mother’s Ruin. Prime Minister Gladstone in 1870 tried to a pass a bill to ban the Victorian Gin Palaces. The House of Commons overruled the bill and gin has been accepted into the mainstream of society as a social drink. In 1920 Cunard

Cruise Lines that ran cruises from the US to the UK created the term “cocktails” to fill the time between teatime and dinner. This soon became the Cocktail Age.

▲ TYPES OF GIN

Gin is a distillate of grain mash; in the ratio of 75% corn, 15% barley malt and 10% other grains along with juniper berries by English standards. The Dutch have equal quantities of barley, corn and rye. The English use the continuous still method of distillation while the Dutch use the Pot still method. The manufacturing process is similar to any other spirit i.e., drying the mixture of grain; powdering it into grist; adding water to create a mash which is boiled to form wort which is then distilled. The resultant spirit is diluted with distilled water, as the distillate is too strong to drink. The flavouring is added at this stage. Each distiller has his own secret formula, which in some cases has not altered since the first distiller made gin. For example the world’s most popular gin, *Gordon’s Gin* is still produced to a formula by Alexander Gordon in 1769 and only known to Gordon’s Chief Distiller and certain members of the Board of Directors. *Bombay Sapphire* has a wonderfully unique blend of ten botanicals. Gin is not *aged*.

There are basically two types of gin—“Dry” and “Heavy”. Dry gin is light in flavor and body and allows it to be consumed by other mixers. Dry gins are labeled “Dry”, “Extra Dry” or “Very Dry”. This means that the gin lacks sweetness and any aromatic flavor or bouquet. *London Dry* was a name for gin produced around London, but has now been associated with good quality dry gin from any area. Heavy gins are high in flavor and body and have a slight suggestion of malt flavor. They do not blend well with mixers and are drunk neat over ice.

The original *Dutch gins* also called **Holland Gin** and **Netherlands Gin** is heavy and classified as Holland, Geneva (Jenever) and Schiedam. Dutch gin is sometimes called *schnapps*.

Popular Gin Brands

- Gordon’s Gin
- Bokma Jonge Genever
- Bols Jonge Genever
- Bombay Sapphire Gin
- Gilbey’s Gin
- Tanqueray
- Beefeater London Dry Gin

Service of Gin:

- (a) 30 ml Gin may be served neat with cracked ice in a cocktail glass, garnished with a slice of lemon.
- (b) A popular way to serve is to shake 30 ml gin is by adding 15 ml lime cordial (and water to remove the tanginess of cordial) and cracked ice in a cocktail mixer. It is strained into a cocktail glass garnished with a with a lemon wedge. This recipe is called *Gimlet*.



- (c) **Gin and tonic** is another popular combination of 30 ml gin and tonic water with cubes of ice.

Popular Cocktails:

Singapore Sling

This cocktail was developed by Ngiam Tong Boon of the Raffles Hotel in Singapore in 1900. The original recipe was forgotten by the bartenders of the hotel. Subsequent barmen had their own version of this famous drink. The following is just one version of the drink. There are many other versions.

- 1½ oz. gin
- ½ oz. Cherry Heering
- ¼ oz. Benedictine
- ¼ oz. Cointreau
- 1 dash angostura bitters
- 3 oz. pineapple juice
- ½ oz. fresh squeezed lime juice
- Maraschino cherry
- Pineapple spear

Combine liquid ingredients in an ice-filled mixing glass and shake until well blended. Strain into an ice-filled 14 oz. Anchor Hocking Marbeya stemmed glass. Garnish with a spear of pineapple and a maraschino cherry.



Bronx

It is generally believed that Johnnie Salon created it at Waldorf Astoria sometime around the 1900's. Though he was a teetotaler, he had the uncanny knack of preparing innovative cocktails.

- 30 ml gin
- 15 ml orange juice
- A dash of French Vermouth
- A dash of Italian Vermouth

Shake the gin, orange juice, French Vermouth, Italian Vermouth with cracked ice in a cocktail mixer. Strain and serve in cocktail glass.



Pink Lady

This cocktail is considered the first “girlie drink” made popular by the high society in the 1900. It is well shaken for a long time than most cocktails. The egg gives foam that makes the drink attractive.

- 60 ml gin
- 4 dashes of Grenadine
- 15 ml lemon juice
- 15 ml applejack
- A dash of egg white
- Marachino cherry garnish

Shake the gin, Grenadine, applejack, lemon juice and egg white with cracked ice in a cocktail mixer. It is then strained into a cocktail glass and garnished with a Marachino cherry.

Gin Sling

- 1 ½ oz gin
- 1 oz sweet vermouth
- ¾ oz fresh lemon juice
- 1 oz simple syrup
- Dash of Angustra bitters
- Soda water
- Lemon spiral for garnish

Shake all ingredients (except soda) in a shaker and cracked ice and strain it into a Collins Glass. Top it up with soda and garnish with Lemon spiral.



Gin Martini

Gin Martini is also referred to as Dry Martini because dry gin is selected with only a hint of Vermouth. The idea is to drink it straight and chilled with only a hint of Vermouth. It is served in a well-chilled cocktail glass or champagne saucer.

- 4 shots of gin
- Dash of Vermouth

Pack a cocktail glass with ice with a dash of Vermouth and keep aside for the glass to cool.. In another glass stir gin with ice and leave it to cool down. Discard the ice from the Vermouth glass and strain the gin into it. Garnish with olives.

Key Terms

Cocktails

drinks period between tea and dinner; also mixture of various drinks

Dry

lacking sweetness



Review Quiz



Fill in the Blanks

1. Gin is flavoured with _____.
2. The term “cocktails” was first created by _____.
3. Gin is the distillate of _____.
4. The distillate is diluted with _____.
5. The world’s most popular gin is _____.
6. The term “dry” means a lack of _____.
7. Gin is best drunk _____.
8. A popular cocktail with gin and lime cordial is called _____.
9. Gin and tonic is composed of gin and _____.
10. There are two types of gins: “dry” and _____.

Training Methodology



The trainer will use the lecture method while explaining the history and background and types of gin.

S/he will exhibit as many gin bottle brands.

S/he will demonstrate the cocktails and service method. This requires assembling the various glassware and bar accessories as well as ingredients that goes into each cocktail.

Key Learning points:

- Manufacture of Gin
- Types of Gin
- Gin cocktails
- Popular brands

Tequila

Learning Objective



To help the students learn about Tequila; its history; how it is manufactured; how it is served; and some popular cocktails made from tequila.

▲ INTRODUCTION

Tequila is a produce of Mexico and has become synonymous with the culture and heritage of the country. It dates back to the Aztecs, some 2000 years ago, long before the Spanish conquered the country. True Tequila comes from the city of Tequila founded in 1656 in southwest Mexico. Jose Cuervo is credited to be the first to commercialise this drink. Tequila is made from the sap of the wild mescal plant (a blue variety of the agave cactus plant belonging to the lily family), which is found in abundance in the country and grown for 10 years. While several species of the agave plant can be fermented and distilled to make alcoholic beverages, only the *Agave azul tequilana weber*, commonly called the agave azul or blue agave can be used to make tequila. The blue agave has spiny broad leaves called pencas which early Indians used as sewing needles and made paper from its leaves. The heart of the agave plant (called *piña*) contains a sweet juice called *aguamiel* (honey water). This sap is extracted and fortified with sugar before fermenting. It is distilled twice at a proof of 104 to 106 and flavoring agents to produce a distillate, which is filtered through charcoal to produce Tequila.



Due to unique combination of altitude, soil conditions, humidity, annual rainfall, average temperature and exposure to the sun, southwest Mexico is the only known place in the world where Agave azul grows naturally.

▲ MAKING OF TEQUILA

Harvesting

The blue agaves take 8–12 years to mature. *Jimadors*, who harvest agaves, use tools such as the coa (a steel tipped hoe) to uproot the agaves from the unique lava red soil. They use the machete to cut the spiny leaves from the body of the plant to reveal a huge pineapple shaped heart called pina which weighs upwards of 150 pounds. These are shipped to distilleries.



Selection

Distilleries normally contract with area farmers for their supplies or purchase them from auction markets. All purchases of agaves go through a strict process of selection that ensures their maturity, weight and quality so as to meet the high standards of each distillery.

Cooking

The *pinas*, which comprise of pure starch, are steamed in stone ovens for about 24–36 hours at temperatures reaching 80–95 degree Celsius. A raw *pina* has a pale yellow color and is virtually odorless. In comparison a cooked *pina* possesses a brown orange color and emits a sweet candy like smell. Cooked pinas are then crushed in three pressing mills in order to extract the agave juice. Agave fibers tend to re-absorb the juice. They are therefore washed to get the maximum juice. The result of the wash is called aguamiel or honey water.



Fermentation

The *aguamiel* is fermented with select yeasts in a vat. A warm climate hastens the fermentation process. A by-product is alcohol.

Aging

Tequila is *aged* in oak barrels as per Mexican law. The youngest tequila *blanco* (white) is aged for 14–21 days. It is 100% agave and matured in stainless steel tanks. It is ideal for fruit-based cocktails; the *oro* (gold) tequilas are aged upto two months and flavoured with caramel. It is sweet and smooth making them perfect to be drunk neat in shots; *reposado* (rested) tequilas are aged for a year; and the oldest *anejos* (aged) are aged for at least one year.

In order to preserve the integrity and standards of Tequila, the Mexican government formulated NORMAS in the 1970s to establish and govern tequila standards and production. The formulated the following conditions:

- Tequila must be made from 100% natural ingredients.
- It must be produced with no less that 38% alcohol by volume.

- It must be made from blue agave grown and harvested only in the Mexican states of Jalisco, Guanajuato, Michoacan, Nayarit or Tamaulipas.
- The fermented agave juice must be distilled twice and the finished product must result from the agave juice processing.
- The final product must be produced from no less than 51% reduced sugars from the blue agave. It must be labeled with “Hecho en Mexico” (Made in Mexico)
- The label must display the producers four digit registration number (Norma Oficial Mexicana)
- The label must give the tequila’s age in terms of *blanco*, *oro*, *reposada* and *anejo*.



Tequila is known to have a very strong alcoholic content, much the same as gin and vodka. It probably got its mule kick reputation because of the way the peons drank it—a piece of lemon and some salt were put on the back of a clenched fist of the left hand, which was licked after a shot of Tequila drunk with the right hand. Today the Mexicans drink Tequila with tomato juice and call it *Sangarita*.

The Mexican government regulates the production of Tequila under the *Norma Oficial Mexicana de Calidad*. A label that bears the letters DGN conforms to this regulation.

Popular Tequila Brands

- Conquistador Tequila Gold
- Conquistador Tequila White



Service of Tequila:

Tequila is traditionally drunk neat with a lick of salt.

Popular Cocktail:

- Margarita
- 30 ml Tequila
- 10 ml Triple Sec or Cointreau
- Lemon wedge
- 1 teaspoon of lime juice



Salt the rim of an old fashioned glass by moistening it with lemon. In a cocktail shaker vigorously shake Tequila, Triple Sec or Cointreau and lemon or lime juice. Strain into the glass and garnish it with a slice of lemon.

Tequila Sunrise

- 4 oz orange juice
- 2 oz Tequila
- ½ oz Grenadine
- Orange slice for garnish
- Marachino cherry for garnish

Stir the Tequila and orange juice in a highball glass with ice cubes. Slowly, pour the Grenadine along the side of the glass to sink and mix with the cocktail. Garnish with orange slice and cherry.

Key Terms

Agave azul	blue agave chosen to make tequila
Anejos	aged tequila aged above a year
Aquamiel	sap of pinas
Blanco	white tequila aged for 14–21 days
Coa	steel tipped hoe for harvesting the agave plant
Jamadors	harvesters of the agave plant in Mexico
Oro	gold tequila aged for upto two months
Pencas	spiny leaves of the agave plant
Pina	heart of the agave plant
Reposado	rested tequila aged for a year



Review Quiz

Fill in the Blanks

1. Tequila is made from the sap of _____.
2. The only place in the world where the agave azul grows well is _____.
3. The agave azul takes _____ years to mature.
4. The heart of the agave azul is called _____.
5. Tequila is aged in _____.
6. Sangarita drink is composed of tequila and _____.
7. Tequila is traditionally drunk neat with _____.
8. The Mexican body that controls the manufacture of tequila is called _____.
9. The superior tequila that is aged over a year is called _____.
10. The sap of pina is called _____.



Training Methodology



The trainer will use the lecture method while explaining the history and manufacture of tequila.

S/he will exhibit as many tequila bottle brands.

S/he will demonstrate the cocktails and service method. This requires assembling the various glassware and bar accessories as well as ingredients that goes into each cocktail.

Key Learning points:

- Making of Tequila
- Popular Tequila brands
- Popular tequila-based cocktails
- Service of Tequila

Beer

Learning Objective



The readers will learn about different beers; their history; how they are manufactured; and how they are served.

▲ INTRODUCTION

Beer is a potable alcoholic beverage fermented from barley malt and flavored with hops which is a dried ripe flower of the mulberry or nettle family. The alcoholic content ranges from 3% to 5% and is known to be a refreshing drink particularly in summer. Actually any cereal containing starch and sugar may be used in the brewing of beer e.g., maize, rice, corn or wheat. But these grains lack essential enzymes (chemicals which facilitate the extraction of sugar) and when used require special treatment. If used alone, the final product would not be beer.

▲ BEER

Beer has been produced by many cultures over the ages. The Crimean Tartars made a brew from millet seed; the Russians brewed the Kvass, made from kvass seed and is still consumed in many parts of Russia; the Germans brewed a wheat version called *Weisbier*; Arabians and Africans brewed their own concoction from *teff*, millet, grass seeds and others; the Chinese made the *kiu* from rice and sorghum; the South pacific had their brews from coconut found in plenty; and south Americans make their beer from any grain at hand. Christopher Columbus found native Indians making beer from corn. Worldwide, beer is very popular and a socially acceptable product because of its low alcoholic content. It is drunk by many ages and treated as a refresher or thirst quencher.



▲ RAW MATERIALS USED IN MAKING BEER

Barley

Barley is preferred to other cereal plants as it can be easily malted for brewing and the soluble extracted from barley malt are more complete than those of other grains. Though there are many varieties of barley, the ones chosen for beer production must have high starch content, low protein content and a little flavor. It is for this reason the two-row barley—which has two rows of seed on its head—is considered best.



Malt

Barley is steeped in water, which encourages germination—a thumbnail sprout. Sprouting is necessary to produce malt enzymes called *diastase*, which converts the grain's starch into maltose, which has sugar that can be fermented. Sprouting is stopped when the maximum maltose is achieved. This is achieved drying the malt in hot kilns. The malt is then roasted according to the brewer's recipe, which affects the dryness, sweetness and color. All malts are made from barley except for wheat.

Hops

Hops belong to the nettle family. They are dried, scaly fruit of the vine *Humulus lupulus* in Europe and *H. americanu* in the USA. The female plants used, bear cone-shaped formations that measure from 1–4 inches in length. The petals have tiny glands that contain various oils and resins, which prevent the growth of bacteria in beer and impart a bitter flavor. It has a pleasant aroma, increasing the refreshing quality and stimulates digestion. It also preserves beer. Hops grow in a wide range of climates and soils.

Sugar

Sugar is an essential additive as it helps to produce a beer of pale color, less filling and with better taste and of course, increased stability. Invert sugar, a product of sugar cane treated with small amounts of acids. The process of inversion has the effect of converting the cane sugar into Dextrose and Laevulose. Both these sugar are fermentable and readily interacted by yeast. Without inversion, the use of raw or refined sugar imposes a heavy strain on the strength of the yeast.

Brewers Yeast

Brewer's yeast is a micro-organism belonging to the *saccharomyces* species and is capable of reproducing at a fantastic rate. Its work is to propagate and split up the sugar components into equal quantities of ethyl alcohol and carbon dioxide. Most yeast grows best at temperatures between 68 °F and 113 °F. Yeasts feed on simple sugar called glucose and often use their enzymes to convert starches or other sugars into glucose. It is the carbon dioxide content of the beer, which determines the amount of the fizz and the foam formation in the beer. A consistent carbon dioxide level means that the barman will not have any trouble handling beer at normal temperatures.

Water

Water is an essential ingredient. Its quality is critical and therefore spring water is preferred. Lager beers are produced from water with low mineral content. Yeast is sensitive to water and therefore a lot of consideration is given to the quality of water.

Finings Finings are used for the clarification of cloudy beer. It is made from isinglass got from the swimming bladder of the sturgeon fish. Brewers are particular about the quality of isinglass because one type is more effective than others. Isinglass consists of water and proteins, but is in no way a constituent of beer but purely as an agent of clarification.

▲ BROAD STAGES OF BEER MAKING

The process of beer production can be divided into seven distinct stages:

Malting

Barley is steeped in water until it germinates. It is then kiln-dried to 18 °F. to stop germination. The resultant product is termed malt and is ready for grinding.

Mashing

Crushed malt called *grist* is mixed with water at a temperature of 154 °F, for the proper length of time in a mashing Tun. The mash is mixed and cooked from one to six hours, during which time the malt enzyme amylase converts the starch into maltose and the enzyme protease is broken for the beer clarity. The resultant solution “wort” is a warm and sugary fluid ready for beer making. The residue (spent grain) is strained into a *lauter* tub. *Lauter* means ‘to make clear’ in German. It is sold as stock fodder.

Brewing

The wort is placed in huge copper or stainless steel kettles when hops are added. The mixture is then boiled to sterilize the wort and to extract the bitter flavor of the hops. The hops are drained off and the wort cooled from 50–70 °F and from 37–49 °F for Lager beers (distinguished by bottom-fermentation i.e., adding yeast to the bottom of the vat).

Fermentation

Fermentation is the next process where the yeast splits the sugar into alcohol and carbon dioxide. This is the most decisive phase in the brewing for attaining brews of fine taste and aroma. There are two types of fermentation:

- **Top-fermentation** is a fast and vigorous process achieved at high temperatures. The beer is produced in only a few days. It produces heavy foam on top of the brew. The wort is cooled from 50–70 °F. It is filtered, bottled and packaged for immediate consumption. Ales, porters and stouts are the popular top-fermented beers.
- **Bottom-fermentation** is a slower process from which Lager is produced. The yeast works slowly at low temperatures and the fermentation start at the bottom identified by the bubbles of carbon dioxide that emerge at the top of the wort. This process was first in-

roduced in Bavaria in the eighth century to preserve beer, which soured quickly during summer when refrigeration and pasteurization was not discovered. Brewers fermented the beers in cool caves to preserve it. They discovered that this process also added flavor to the beer and made it smoother and mellow.

Pasteurization

Pasteurization is the process of heating liquid like beer or milk to kill bacteria in the liquid and to stop fermentation. Pasteurization is necessary for bottled and canned beer to preserve it for longer shelf life. This is achieved by exposing the beer to 140 to 150 °F heat in order to kill the bacteria that spoil beer. Draft beer is not pasteurized and therefore needs to be refrigerated and consumed quickly. They can increase the shelf life of draft beers by filtering it to remove bacteria. However, beers cannot last forever and must be consumed within three to four months.

Carbonation

This is a process adopted to add carbon dioxide to beer to make it fizzy. Beer cannot be enjoyed without carbonation and is considered 'flat'. Carbonation can be achieved by retaining the carbon dioxide during fermentation or by injecting carbon dioxide to the brew in neutral containers like glass or stainless steel.

Packaging

Beer is packaged in various containers from bottles, cans and stainless steel kegs. The cans are coated inside with lacquer to avoid any reaction of brew to the metal cans. Bottles and cans come in quantities of 33 CL, 35.5 CL, 37.5 CL, 44 CL, 50 CL, 55 CL and 1.5 L Draft Beer come in full kegs of 30 gallons and half kegs.

Beer Production

Storage Bin	Malt is received from suppliers. It is weighed and stored in bins.
Screening	Foreign matter is removed from the malt.
Mill	The malt is crushed and is known as 'Grist'.
Grist Case	The grist is collected in a grist case for disposal to the mashing tun.
Mashing tun	In this vat, the grist is mixed with hot water and mashed. The resultant liquid, known as 'Wort', is drawn off into a copper kettle. The husk of malt that is left behind in the mashing tun is disposed off as cattle fodder.
Copper Kettle	The wort is boiled with hops and sugar to sterilize the mixture.
Hop Back	The unused hops are strained off into the hop back for future fermentation while spent hops are used as fertilizers.
Wort Receiver	The Wort is pumped into refrigeration tanks where the product is cooled to 60 °F.

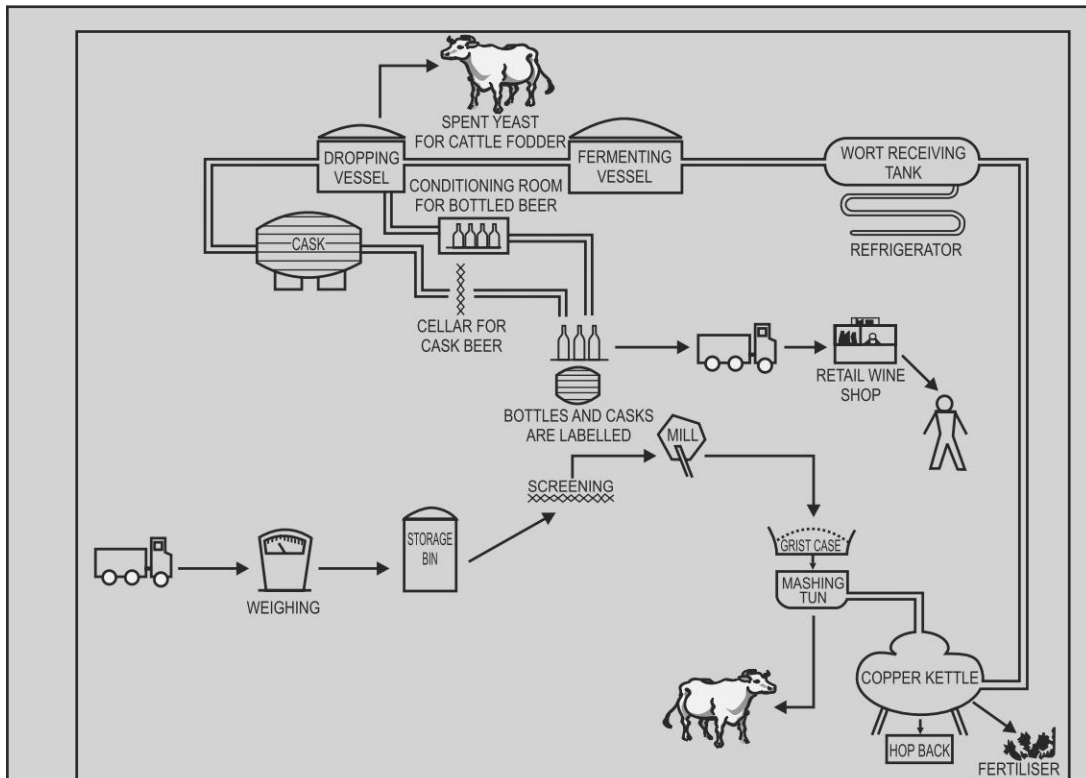


Fig. 22.1 Beer Production

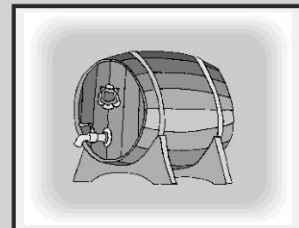
Fermenting vessel The wort is siphoned into fermentation vats where yeast is added to start the fermentation process. Fermentation splits the wort into alcohol and carbon dioxide, which is captured to create the fizz in the beer.

Dropping Vessel The fermented wort, which by now is a crude form of beer, is siphoned into a dropping vessel. The spent yeast is used as cattle fodder; while unused yeast is removed for use in future fermentation.

Casking The beer is filed into casks, which are stored in underground cellars where the temperature is cool. At this stage finings are added to clarify the misty beer.

Filtering Beer is filtered to make it brilliant.

Bottling Beer is bottled and kept in conditioning rooms for excess carbon dioxide to escape.

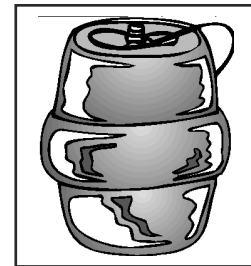


▲ TYPES OF BEERS

Lager Beer: Lager beer is distinguished by the fact that the wort is fermented by the bottom fermentation i.e., yeast is introduced at the bottom of the vat, and then stored in refrigerated cellars called by a German word 'lager', which means store, at freezing point for a period of six months. The process matures the beer. Pilsner lager is stored in the limestone caves of Pilsen in Czechoslovakia.

Ale: Ale is synonymous with beer, except that it is a term used for ordinary mild beer. It is a distinct product of the English. Produced by the top-fermentation process it has a characteristic bitter taste. Ale is sometimes mixed with lager beer to produce cream ale. The Germans have a variant called *Alt* meaning "old" from the ancient top-fermentation method.

Draft Beer: Draft beer is not pasteurized and therefore is perishable. It has to be stored at temperatures between 36 to 42° F. Draft beer comes in kegs, either full or half. A full keg holds 31 gallons. These kegs are connected to taps in bars through a pipe pressurized with carbon dioxide or air that have to be precise in pressure to give a balanced draft drink. A meter gauge helps in determining the pressure.



Porter: Porters are black beers, achieved by roasting malt at high temperatures, which gives it a dry, bitter taste and darker color. It has a less accented taste of hops as compared to ale and stout and is sweeter. This name originated from the fact that London porters at Coventry Garden used to drink this beer.

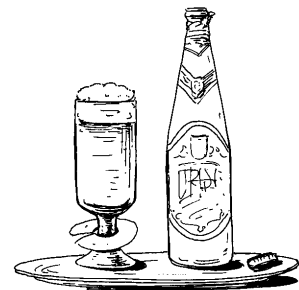
Stout: Stout is similar to a porter in as much as the malt is roasted. It has a strong malt flavor and a sweet taste, but is heavier and has a stronger hop character than porters. Stout beer was given world recognition by the Irish, who made the esteemed Guinness.



Bock: Bock is a sweet German beer that is darker, richer and higher in alcoholic content than standard beers. Bock was first brewed in Einbeck, Germany around A.D. 1200 and called *Einbecker Bier*. At some point the brew was renamed *Bock-bier*, later shortened to Bock. It is brewed in spring and therefore associated with Easter in Germany.

Doppelbocks: They are full, rich lager beer of high alcoholic content ranging from 6% to 10.5%. This beer is a specialty of Bavaria and challenges many a tourist.

Pilsner: This is a light, rich and mellow lager with dry crisp, hop flavor and a light color. It is made from the hops of Pilsen (now Plzen), Czechoslovakia and considered the best quality in the world. Original Pilsner has to come from Pilsen and people may be duped by imitations, especially brewers who may mix Pilsner hops with other ones.



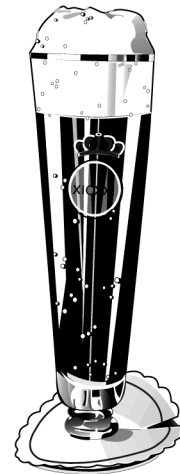
Bavarian Beer: This beer is also called *Munchen* made from the hops of Bavaria, which has a good flavor. It is light in body and darker than pilsner, getting its full, rich flavor from heavy malt. Bavarian Beers are of two types – *Helles* (light) and *Dunkel* (dark)

Dortmunder: These are special beers from Dortmund, Germany. It is a cross between Pilsner and Bavarian beer, with a dark color and full body. Other Dortmunders are *Weisbier* meaning white beer and *Weizenbier* meaning wheat beer. They are produced by varying proportions of malt by the top-fermentation method and are *krausened* (carbonated), which give them a creamy delicate character.

Non-alcoholic: These are beers without any alcoholic content and are popular with teens below the drinking age. They are also called “root beers”. They are a substitute for colas and other fizzy drinks. Drinkers can enjoy the taste of beer without its intoxicating effect.

Popular Foreign Beer Brands

Amstel
Asahi
Becks Beer
Budweiser
Bud Light
Blackthorn Cider
Boddington’s Draught Beer
Cafferey’s Irish Ale
Cobra
Corona
Fosters
Heineken
Kingfisher
Miller Genuine Draft
Murphy
Newcastle Brown Ale
Peroni Nastro Azzuro
Tiger Beer



Popular Beers from India

Kingfisher
Haywards
Royal Challenge
Kalyani Black Label
King

Service of Beers

1. Beers come in bottles and cans. Some people like to drink beer straight from the can or bottle. This preference must be asked at the time of ordering.
2. Beer is served neat in tankards or beer goblets with a stein of foam. Tilting the tankard and letting the beer slide into inner side of the tankard can control foam. Some guests like a thick foam on their beer, which can be achieved by pouring beer at right angles to the tankard.
3. Tap beer is poured into tankards and goblets and served.
4. A popular way that large groups drink beer is by pitchers. It comes at economy prices due to the volume involved.



Key Terms



Brewing	the process of making beer from wort
Carbonation	the process of adding carbon dioxide to a liquid
Fermentation	the process of converting sugar-based liquids into alcohol
Finings	substance used to clarify cloudy liquid
Grist	crushed malt
Hops	dried ripe flowers of the mulberry or nettle family
Isinglass	bladder of sturgeon fish
Malt	a product of germinated barley
Malting	the process of germinating barley
Mashing	the process of adding water to malt
Pasteurization	the process of heating liquid to kill bacteria to give the liquid a longer shelf life
Wort	heated malt mash

Review Quiz



Fill in the Blanks

1. The cereal most commonly used in beer making is _____.
2. Sprouting produces a malt enzyme called _____.
3. Hops belong to the _____ family.
4. Substances used in the clarification of liquid are called _____.
5. Isinglass is produced from the swimming bladder of _____.

6. Crushed malt is called _____.
7. Yeasts interact with sugar to produce _____ and _____.
8. The mash created by mixing grist and water is called _____.
9. Genuine Pilsner Beer is produced in _____.
10. Non-alcoholic beers is also called _____.

True or False

1. Ales are produced by the top fermentation method.
2. "Lager" is a German term for refrigerated store.
3. Draft beer is pasteurized.
4. Draft beer come in bottles.
5. Porters are dry and have a bitter taste.
6. The Irish Guinness beer is a Porter.
7. Doppelbocks are a specialty of Bavaria.
8. Beer is flavored by hops.
9. The gas that creates the fizz in beer is carbon monoxide.
10. Spent grain from the mash of heated malt is called *lauter*.

Training Methodology



The trainer will use the lecture method while explaining the history and manufacture of whiskies.

S/he will exhibit as many labeled beer bottles and cans in support of the lecture.

Key Learning Points:

- Raw materials used in making beer
- How beer is made
- Types of fermentation
- Types of beers
- Popular beer brands
- Service of beer

Non-Alcoholic Beverages and Service

Learning Objective



To help the students learn about different non-alcoholic beverages and how they are served.

▲ CATEGORIES OF NON-ALCOHOLIC BEVERAGES

The consumption of non-alcoholic beverages has become a way of life. We start with the morning bed tea; career through the morning and afternoon with cupfuls of coffee; refresh ourselves with a carbonated drink at sunset; and finally end the day with a warm nourishing drink like cocoa before going to bed for the night. Non-alcoholic beverages may be classified into four categories:

1. **Water** which is essential to human survival. It must be potable and served hygienically.
2. **Refreshing drinks** are items like colas, squashes, syrups and Ades. In this category would be placed soda and tonic water which are also excellent mixers to alcoholic spirits.
3. **Stimulants** like tea and coffee.
4. **Nourishing drinks** like malted ones (e.g. Ovaltine, Bournvita, Horlicks etc.), milkshakes, fruit juices and mocktails which are a combination of fruit juices.

Let us see how each is served:

Water

1. Ensure that the water is potable and from the designated source for guests. Foreign travellers may feel safer to consume bottled or mineral water. Mineral water was originally medicinal water from mineral springs. However there are reliable imitations of the original mineral water under known brand names. The server must make sure that you know

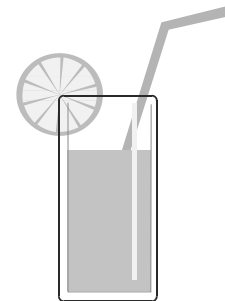
the bottled water brands stocked in your premises. It is customary nowadays to ask guests whether they prefer bottled water or filtered water.

2. Water should be always chilled, unless the guest asks for room temperature. It is customary nowadays to ask the guest if he or she prefers chilled water or water at room temperature. Some guests have sensitive throats to chilled water or ice.
3. Water is served in water goblets. Water goblets have a stem and the bowl that can take 10 ounces of water. In the absence of water goblets, the highball glass may be used which takes about 8 oz of water.
4. Water goblets are placed on the right of the plate at the tip of the large dinner knife.
5. Ensure that the goblet is free of stains by rinsing, polishing and raising the glass against the light at the time of setting the table.
6. Water from jugs is served from the right of the guest.
7. Water is poured from a jug with a cloth around the spout to ensure that water drops do not spill onto the table. Bottled water may be poured directly and the bottle twisted after the pouring is complete, to ensure that there are no spills.
8. Water should be filled to $\frac{3}{4}$ " from the rim of the goblet.
9. The water jug should be covered with a folded waiter cloth when kept at the sideboard. The bottled water is kept on the table for the guest to see at all times.
10. Replenish the water goblets periodically without waiting for the guest to ask for replenishment. This is a professional courtesy.



Refreshing Drinks

These are mostly **aerated waters** which comprise of a combination of water, carbon dioxide (that gives the fizz), sugar and artificial essence. Common essences used, belong to the citrus family giving lemonade and orangeade (*shown alongside*). Modern food technology has brought to the consumer refreshing drinks of various other fruit such as peach, apple, litchi, etc. **Colas** come under the category of refreshing drinks and have flooded the market. Branded ones like Coca Cola, Pepsi Cola, Sprite, 7 Up and Miranda are just the tip of the iceberg, each with their secret formula of preparation. All colas have a generous infusion of carbon dioxide to give the drink a fizz. **Syrups and squashes** are concentrated fruit essences sweetened with sugar syrup. They are not carbonated. Common ones under this category are the orange squash, lemon squash, strawberry and raspberry syrups. **Soda** is purified carbonated water, while **tonic water** is sweetened water with an injection of quinine. They may be drunk alone but are better known as mixers with alcoholic spirits. Given below are some service tips for the service of refreshing drinks:



1. Be aware of the refreshing drinks stocked by the property to be able to give the guest the correct choice.
2. Make sure to ask the guest whether they prefer it chilled or at room temperature though they are best served cold.
3. Refreshing drinks are served in high ball glasses.
4. Colas may be garnished with a slice of lemon, wedged on the rim. Colas are served with a straw.
5. Squashes and syrups are served in high ball glasses diluted with water and ice and a straw.

Stimulating Drinks

Tea It is believed that tea was first discovered by Emperor Shennong of China about 2737 B.C. However Chinese literature first mentions it in 350 A.D. The custom of tea drinking spread to Japan around 600 A.D. It is the Dutch traders who first introduced it to Europe from China and Japan in 1610 A.D. and by 1657 A.D. it was sold in English coffee houses for the first time. It became so popular that it became England's national drink. The East India Company introduced it into India around the seventeenth century and tea became popular in India too. Today, India is the largest producer of tea in the world followed by China and Sri Lanka.

The tea plant grows in tropical climates at elevations at 3000 – 7000 feet. The power the height, the better is the tea flavour. Tea plants can grow to a height of 30 ft. however, in plantations they are pruned to about three or four feet. The plant matures in 3–4 years and produces shoots with several leaves and a bud called *flush*. The *flush* once cut can grow again every week. The *flush* is hand picked by tea-pluckers who can harvest 18 kilos each. This amount can produce 4.5 kilos of tea. The selection of tea leaves is done by tea tasters while the blending is done by tea blenders.

Types of Tea Tea is of three types (a) black tea, (b) green tea and (c) oolong tea.

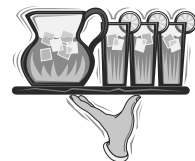
Black tea is produced by drying with air-blowers, leaves on shelves called withering racks. The dried leaves are soft and flexible when they are crushed in rollers to release their flavours. Tea is then fermented under controlled climate and humidity when they change chemically to a coppery colour. The leaves are finally dried in ovens to become brownish black.

Green tea is steamed so as not to lose its colour before it is crushed and roasted in ovens.

Oolong tea is made by the same process as green tea but its leaves are partially fermented to given it a greenish brown colour.

Tea is graded by size of leaves though not of quality. The leaves as selected by sending them through screens of different sizes. The largest leaves are sold loose and classified in size by terms as *orange pekoe*, *pekoe* and *pekoe souchong*. Smaller leaves are suitable for tea bags and are classified as *broken orange pekoe*, *broken orange pekoe fannings*, and *fannings*.

Instant tea was introduced in 1904 in the United States when a New York tea merchant sold tea in silk bags instead of tins. Consumers found



that they could conveniently brew tea in them and popularized the consumption. Instant tea is made by removing the moisture content in leaves by a special drying process leaving a powder. Tea companies produce their own brands by blending tea leaves.

Iced tea was introduced by an Englishman Richard Blechynden who wanted to popularize tea in the United States. He served iced tea first at the Louisiana Purchase Exposition in 1904. Iced tea is prepared as regular tea except that it is cooled and chilled and drunk without milk.



Service of Tea Tea service is an art and people go to great lengths to perfect it. Tea is prepared by adding boiling water to the tea leaves and allowing it to brew in the teapot for three to five minutes, so as to infuse the color and taste of the tea to the water. Milk and sugar is served separately for the guest or host to add to taste.

In the service of tea one has to take the following norms into account:

1. Tea is served at breakfast or high tea. It is rarely served at lunch or dinner but served if requested.
2. Traditionally tea is served with a tea set which consists of a teapot kept warm with a tea cozy, milk jug and sugar pot with a teaspoon for granular sugar or tongs for sugar cubes, teacups and saucers and teaspoons. Finer hotels still follow this procedure of service and have tea pots for single, double or four persons.
3. Tea sets were traditionally silver but commercial establishments have introduced stainless steel, silver plated or chrome plated tea sets as cost measures. Finer restaurants have ceramic or fine Chinaware for tea.
4. Casual restaurants may provide tea prepared in a tea still leaving the guest to add powdered creamers and pre-portioned sugar satchels. Today's guests who move in the fast lane, are comfortable with tea bags which are satchels of portioned tea leaves with a string to dangle in a tea mug of boiling water.
5. A variant of tea service is iced tea which is both stimulating and refreshing and an ideal drink in warm climates.

Procedure for Service

1. Portion tea leaves in a tea pot and fill it with hot water from the tea still.
2. Place the teapot in a tea tray with a baize or paper napkin around the teapot handle as it would be hot.
3. The tea tray must have a milk jug and sugar pot with a teaspoon or tongs.
4. The tea cup must be laid face down in the saucer on the table. Upturn the cup in front of the guest at the time of service. The saucer must have a doily paper to prevent the cup from slipping in the saucer. It also absorbs spilt tea in the saucer.
5. Place the tea tray on the table, before the guest.
6. With the permission of the guest pour the tea in the teacup leaving a $\frac{3}{4}$ " margin from the rim for the milk and sugar.

7. Ask the guest if s/he prefers milk before pouring. Let the guest decide how much milk s/he would like.
8. Ask the guest if s/he would like sugar and proceed to portion it as requested i.e., half a teaspoon, one teaspoon, or one cube of sugar.
9. Leave the teapot covered with the tea cozy on the table in front of the guest and periodically check if the guest would like to have some more.

Coffee

Coffee is a drink made from roasted or ground beans of the coffee plant. Coffee beans come from the plant called *Coffea Arabica* originally grown wild in Ethiopia. Goatherds found that their goats stayed awake all night after feeding on coffee leaves and berries. Coffee reached Arabia in 1200 A.D. from where it got its name from the Arabic word *gahwah*. It was used as wine and a medicine before it came to Turkey during the 1500s and to Italy in 1600s that made it a popular drink. Coffee Houses sprang up throughout Europe as places of intellectual discussion over sips of coffee. It is now cultivated extensively in Java, Sumatra, India, equatorial Africa, Hawaii, Mexico, South America and the West Indies. The leader in coffee bean production is Brazil followed by Columbia. The coffee plant is an evergreen shrub that grows 14 to 20 feet but in plantations is pruned to 12 feet. The plant grows in tropical climates at altitudes of 3600–8000 feet. The coffee fruit is a berry and grows when the plant is ripening, and changes in colour from green, to yellow to red. The average plant gives less than a kilo of berries. Most berries are hand picked and put through a running bath called sluice. Good berries sink to the bottom while all other material float at the top. The good berries are pulped by machine revealing two beans (seeds). Each bean has two coverings. The top covering is removed by milling machines and peeled by blowers. The best beans are then roasted at 482 °C for 16 minutes before they are cooled and cleaned for storage bins from where they are ground to regular or fine texture. They are then packed in vacuum tins or paper bags.

Types of Coffee Coffee normally take their name from the country they are grown. So *Brazils* come from Brazil, *Mocha* from Mocha (Al Mukha) in Yemen; and *Java* from Java. However some coffee houses and manufacturers may have their own blends of coffee under various brand names. *Milds* are coffees outside Brazil while *Coffee Robustas* are grown mostly in Africa.

Coffee Service *Instant Coffee* can be either powdered or freeze dried and is the most popular because it can be made by just adding hot water. *Ground coffee* captures the best essence of coffee beans and is made by boiling it with water in a closed still. *Turkish coffee* is made by the common method of making coffee i.e. boiling water and adding a teaspoon of coffee powder and drinking it with or without milk or sugar. Coffee without milk is called black coffee. *Espresso Coffee* is made by infusing steam, milk and water in an espresso machine that gives a frothy texture to the coffee when served. Sugar is added to taste. *Cappuccino* (shown alongside) is the same espresso coffee with a sprinkle of cinnamon powder on top. Cold coffee is chilled Turkish coffee served with a dollop of whipped cream on top. For those more adventurous, cold coffee is served with a dollop of coffee ice cream.



The service of coffee is much the same as tea except that instead of tea leaves we use coffee powder. Espresso Coffee and Cappuccino are served in coffee cups as they come straight from the machine. Turkish coffee is served in the traditional style as tea using coffee pots and coffee cups. Coffee pots have longer spouts than tea pots. Coffee is drunk throughout the day and ends a dinner meal well. We cannot forget that coffee is best enjoyed with coffee beans brewed in percolators, drip-pots or vacuum coffeemakers. **Cold coffee** is very popular with the younger generation. It is served chilled in parfait glasses topped with coffee ice-cream or whipped cream. The glass is presented with on a saucer with a long handled spoon.



Nourishing Drinks



Fresh fruit juices and milk have been traditionally associated in this category. Modern technology has brought to the public tinned juices with preservatives of practically all fruits including mango, pineapple, etc. Tomato juice and carrot juice are exceptions from the vegetable family. As regards milk, malted branded drinks like cocoa, Horlicks, Bournvita and Ovaltine have revolutionized drinking habits. These are sweetened powder mixes that dissolve readily in milk to give a rich and wholesome drink.

Malted nourishing drinks are portioned in coffee pots and served in a coffee cup and saucer. The procedure for serving nourishing drinks remains the same as that of coffee service.

Juices are served in juice glasses though certain mocktails have exotic glasses and presentations.



Key Terms

Aerated drinks	Drinks that have carbon dioxide to make them fizzy
Nourishing drinks	Drinks that promote good health like malted drinks and fruit juices
Refreshing drink	Drinks that quench thirst like colas, squashes, syrups and Ades
Stimulating drinks	Drinks meant to energise and keep awake like tea and coffee
Syrups and squashes	Concentrated fruit essences sweetened with sugar syrup
Soda	Purified carbonated water
Tonic water	Sweetened water with quinine



Review Quiz



True or False

1. Fruit juices come under the category of refreshing drinks.
2. Tea is a stimulating drink
3. Water should always be served chilled unless asked for otherwise.
4. Water is served in Tom Collins glass.
5. It is a courtesy to fill the guest's water goblet periodically.
6. Refreshing drinks are mostly aerated waters.
7. Syrups and squashes come under nourishing drinks.
8. The tea plant grows in very cold climates.
9. The leaves of green tea are fermented.
10. Grading of tea is by size of leaves and not by quality.

Fill in the Blanks

1. Tonic water is sweetened water with the injection of _____.
2. Refreshing drinks are served in _____ glasses.
3. The shoots of the tea plant with leaves and a bud is called _____.
4. There are three types of tea, black, green and _____.
5. The people who select tea are the _____.
6. Coffee beans come from the plant called _____.
7. The places in Europe for intellectual discussions between sips of coffee were called _____.
8. The leader in coffee bean production is _____.
9. Malted nourishing drinks are portioned in _____ at the time of service.
10. Juices are served in _____ glasses.

Training Methodology



The trainer will use the lecture method while explaining the history and categories of non-alcoholic beverages. S/he will develop flip charts or PowerPoint presentations.

S/he will demonstrate the service procedure for each type of non-alcoholic beverage. This requires assembling the various crockery, glassware, bar accessories as well as ingredients that goes into each drink.

Key Learning Points:

- Categories of Non-alcoholic beverages
- Service procedures of each type of beverage

Alcoholic Beverages Service

Learning Objective



The readers will learn the professional practices to serve alcoholic beverages along with the appropriate glassware.

Beverage Service the world over is perhaps the most crucial aspect of a dining experience. It in fact starts and ends it. The moment a guest is seated s/he is presented with a Wine List which gives not only the list of wines in the house but also the list of spirits, beers, cocktails, soft drinks and mocktails. Formal establishments may have a wine trolley rolled beside the table to encourage the guest to order beverages prepared by the Wine Butler or *Sommelier* who is an expert in his own right. How often do we hear the clink of glasses and the sound of “cheers” to the start of a dining experience? This is true of businesspersons closing a deal or a courting couple closing a romantic liaison. It is the start of celebrations to birthdays, anniversaries and other important events. The server who kick starts the dining experience with the beverage round has to be a true professional in the art of beverage service. Beverage service is a mood maker and an establishment gets a buzz of atmosphere because beverages relax guests who let their inhibitions go with laughter to truly enjoy the moment. More importantly, beverages are a great money earner. The profit margins from beverages is high and those establishments who possess a bar license have a great advantage for better business than those that do not have one. It is important that service professionals understand the intricate art of beverage service.



▲ PROCEDURE OF BEVERAGE SERVICE

One must know the basic courtesies, professional behavior and right procedures when approaching guests in the service of beverages:

1. It is important to greet guests the time of the day with a smile using their names preferably and maintaining eye contact.
2. Introduce yourself with your name so that the interaction becomes more personal.
3. Estimate who the host is.
4. Present the Wine List to the ladies first and then to the gentlemen.
5. Give them time to select by leaving them and letting them know when that you will be back.
6. Return and take orders clockwise from a reference point at the table. Take orders in writing with the ladies first, then children and gentlemen last.
7. Assist guests in clarifying beverage items using sales techniques to up sell premium brands and cocktails (as they have a higher price tag).
8. Repeat the orders aloud to make sure that orders have been taken correctly, including brand preferences.
9. Never substitute a brand without asking.
10. Before delivering the drinks to the table, make sure that the glassware is right and that there are no spills on the glassware on the outer surface.
11. Ensure that the right garnishes and presentation is used.
12. Bring the drinks to the table on a bar tray which is a smaller round salver, ensuring that there is no spillage. The tray should be in the left hand leaving the right hand to transfer the glasses from the tray to the table.
13. Serve, from the right, the ladies first, then the children and the gentlemen last.
14. In the service of chilled drinks place a cocktail napkin or coaster below the glass to absorb the condensation outside the glass.
15. Place the glass directly in front of the guest with the logo of the establishment facing the guest.
16. Place carafes or bottles of soda or mineral water, ice bucket with tongs on a plate on the guest table.
17. Enquire if the guests wish to order appetizers and present them with the *Meal Menu* and up-sell the house specialties.
18. Wish the guest by saying, "Enjoy your drink everyone".



19. Return to the table after 3 minutes in case guests need extra ice, napkins or mixes.
20. Keep an eye on the table and ask the guests if they want a refill. Refills for whisky and beer are done in the same glass. All other drinks will require fresh glassware.
21. Replace napkins, ashtrays, ice buckets, sodas, mineral water etc. periodically.
22. Present the *Wine List* again with the *Meal Menu* in case guests wish to order wine along with the meal.

▲ SERVICE OF VARIOUS BEVERAGES

The professional server must have a thorough knowledge of the beverages on the *Wine List* and how they are served. The following gives the procedures for various beverage services. To start with, it is important to understand that beverages are classified into two categories: **Non-alcoholic Beverages** and **Alcoholic Beverages**.

Non-alcoholic Beverages

The service of non-alcoholic beverages is discussed in detail in Lesson 23.

Alcoholic Beverages

Alcoholic beverages cover the following categories:

1. **Wines** including table wines, aromatic wines, fortified wines and liqueurs.
2. **Spirits** like whisky, rum, vodka, gin and tequila.
3. **Beers** of various varieties like stout, lager, ale, etc.
4. **Cocktails** that are a mix of various spirits.

A professional server must know when to serve various types of alcoholic drinks. Traditionally, cocktails and aperitifs are served before a meal; wine during the meal; and brandies and liqueurs after a meal. However wine drinking has reached a point of enjoyment that is consumed by modern practice at any time of a dinner service. Similarly, spirits and beer have become meal starters. Some guests prefer beer throughout their meal. However odd the drinks request is, the guest is always right and the server must respond to their request.

Wines

Table Wines

Service of Wines (the Golden Rules)

- Light wines should be served before the rich or full bodied wines.
- Dry wines are served before sweet wines.
- The white dry wines should be served before the red wine.
- Do not serve dry white wine with sweet foods or any foods that have a sweet sauce.
- Serve red table wines with red meats.
- Serve white table wines with white meats.
- Rosé wines may be served with any food.

- Serve aperitifs with *hors d'ouvres* and soup.
- Serve dessert wines with dessert or coffee.
- Sparkling wines are perfect for all uses especially celebrations. It can be served throughout the meal.
- Serve white wines and sparkling wines chilled.
- Champagne may be served before, during or after a meal.
- Wines of a particular region complement the foods of the same region.
- Dry white wines complement delicately flavored foods.
- The finer the cut of red meat the finer the wine.
- Full bodied red wines enhance foods with robust flavors.
- Stronger cheeses need more robust wines.
- Aromatic cheeses need spicy or fragrant wines.
- Sparkling wines and sweet wines are appropriate with desserts.

The temperature chart below gives a good idea of how the wines are to be served during service.

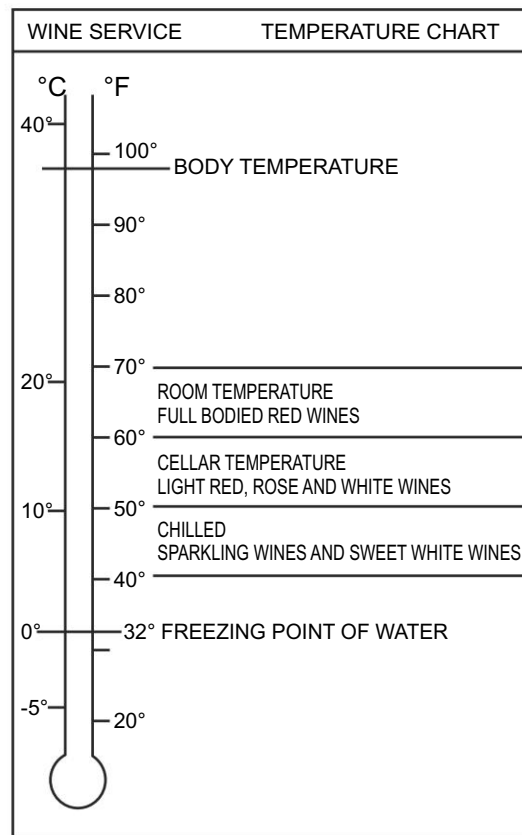


Fig. 24.1 *Temperature Chart for Wine Service*

Rules of Wine Table Service

1. It is important for a server to know the wines that are stored in the house, to guide the guests.
2. The server places the white wine glass (which has a longer stem as shown on the left)) below the water goblet to the right and the red wine glass below.
3. Once the guest has ordered and you have confirmed that the wine requested is in the house, the bottle is got from the wine cellar; the bottle is wrapped in a napkin and presented to the guest from his right with the label facing upwards. The guest has to confirm that the wine he has ordered is the right one.
4. Remove the wine glass not needed, from the guests table. If red wine is ordered instead of the white wine, then replace the white wine glass with the red wine glass (sample of a red wine glass in picture).
5. Take the wine bottle to the sideboard and with a corkscrew uncork the bottle.
6. Place the cork of the bottle on the side plate of the host. The host will examine if the cork is wet with wine. Dry corks will tell him that the wine will taste corky or air has entered the wine to make it taste like vinegar.
7. Wipe the bottle neck and rim with a napkin and pour a little into the host's glass for approval. After the host has approved, change the host's wine glass with a fresh one.
8. Proceed to serve the guests clockwise (ladies first) and the host the last. While pouring the wine observe the following rules:
 - Pour the wine gently without making contact between the mouth of the bottle and the rim of the glass.
 - Pour only three fourths of the glass.
 - Once the glass is filled, turn the bottle with a twist of the wrist to avoid spillage.
 - Place the red wine bottle on the table or in a wine basket with a napkin wrapped around it.
 - Decanting is the process of carefully pouring out wine into a decanter to avoid sediments in bottle. In the case of a decanter, place the decanter on the table.
 - Refill the glasses periodically till the bottle is emptied.
 - White wine and champagne are served chilled. After pouring, place the bottle in an ice bucket with stand to the right of the host. Cover the mouth of the bottle with a clean napkin.



- Remember to place Champagne glasses in place of the white wine glass on the table if champagne is ordered. There are three champagne glasses to choose from. Champagne flute for the traditional, champagne tulip (shown in the picture) as the usual glass and champagne saucer for toasting purposes (shown in the picture with ribbon).

Suggestions for Pairing of Wine Wine Butlers or *Sommeliers* would have learnt the art of pairing wine with foods. Wines are meant to enhance the flavor of food and visa versa. The purpose of pairing therefore is to give the guest a heightened meal experience. Here are some tips to the professional server about which wine is best for which food:

Appetizers	Wine	Entrées	Wine
Asparagus	Chardonnay or South African Riesling	Barbecued Chicken	Fruity wines like Zinfandel, Chenin Blanc
Avacado	Sauvignon Blanc or Pinot Blanc	Chicken Roast	Chardonnay, Sauvignon Blanc
Cheese	Cabernet Sauvignon, Zinfandel, Pinot Noir	Duck	Cabernet Sauvignon, Merlot
Caviar	Champagne	Fish	Chardonnay, Sauvignon Blanc, Pinot Blanc
Crepes	Sauvignon Blanc or South African Riesling	Ham	Rosé, White Zinfandel
Oysters	Chardonnay, Champagne	Hamburger	Burgundy, Gamay Beaujolais
Pâté	South African Riesling, Gray Riesling, Gewurztramminer	Lamb	Merlot, Cabernet Sauvignon
Quiche	South African Riesling, Sauvignon Blanc, Rosé	Pasta	Fruity red or whites based on the sauce
Salami	Gamay Beaujolais, Light Zinfandel	Pizza	Zinfandel, Red wine,
Soup	Light white or red wine, Sherry, Port	Pork Loin	Chardonnay, Pinot Noir, Sauvignon Blanc
Green Salads	Gamay Beaujolais with blue cheese dressing.	Pork Chops	Gamay Burgundy, Sauvignon Blanc
		Prime Ribs	Pinot Noir, Cabernet Sauvignon, Merlot
		Shellfish	Chardonnay, South African Riesling, Gewurztramminer
		Steak	Cabernet Sauvignon, Pinot Noir, Zinfandel
		Turkey	Chardonnay, Zinfandel, Cabernet Sauvignon
		Veal	South African Riesling, Sauvignon Blanc, Zinfandel

Spirits

Service of Spirits

Whisky

1. Whiskies are traditionally served in short 'Old Fashioned' glasses (shown alongside), for whisky on the rocks (i.e. whisky served on ice only) or neat whisky, or whisky with a short dash of water or soda.
2. A peg measure is 30 ml. If a guest wants a large drink then he is served 60 ml. The bartender will use a peg measure as all liquor is carefully accounted for.
3. Those who want the drink to be more diluted with a mixer can be served in a hi-ball glass. Normally these mixers are served chilled. Ice is an option.
4. Always ask the guest if he wants ice in the drink before placing it.
5. Place a coaster below the glass to stop condensation from dripping onto the table cloth.
6. Present accompaniments of peanuts or wafers along with the drinks especially in bars where there is no food agenda usually. In a restaurant there is the opportunity to sell appetizers along with the drinks.



Gin and Tequila

1. Gin and tequila cocktails are served in variants of cocktail glasses (as shown alongside and below). Popular drinks are Gin and Tonic or Gin and Lime. The famous Tequila cocktails are *Margaritas*.
2. Vodka and Rum are served in hi balls because they are usually served with a mixer like cola, tonic water or soda.
3. Vodka and rums have some exotic cocktails with fruit juices like the *Planter's Punch* which is rum based or *Screwdriver* which is Vodka based. Such cocktails are served in special glasses appropriate to the drink, hi-ball glasses or Tom Collins. These drinks are highly specialized in its mixing and presentation (as shown alongside) and done by expert bartenders. Some drinks are served in the fruit shell itself. A classic Vodka drink, *the Bloody Mary* is served in a Rolly Polly glass.



Beers

1. Beers have a variety of glassware to choose from. There are beer goblets, beer tankards (shown alongside), Pilsner Glass, Hourglass Pilsner, Flared Pilsner (shown below) and Steins. Beer glasses can range from 7–20 ounces in capacity.
2. Beer is a delicate product and will break when in contact with grease or detergents. Rinse beer glasses in grease-free detergent solutions and rinse



- again with clean water. Finally, rinse the glass in cool running water and stack it inverted in a slotted rack to water escape and the glass to air out. Beer glasses are never washed in a dishwasher.
3. Serve only chilled beer. The accepted standard temperature for the service of beer is 40°F or 5°C. It should never be served below 38°F or 3°C as it loses much of its bouquet and flavor.
 4. Ask guests if they like the beer with or without froth.
 5. Open the beer bottle by holding the bottle stationary in the left hand and levering the bottle cap with a bottle opener, with the right hand. Point the bottle away from the guest to avoid an unexpected spurt of froth. Make sure that the rim of the bottle is not chipped
 6. For beer without froth, pour the beer from the bottle or beer can into a tilted glass making the beer flow in the inner surface of the glass. Straighten the glass as the beer reaches the top. If froth is required, then pour the beer with glass vertical. $\frac{3}{4}$ to 1" of foam is ideal. Pouring the beer with a good head of froth releases carbon dioxide from the beer so that more flavour comes through and the guest feels less full giving the opportunity of another round of beer.
 7. Another type of beer is *draft beer* served directly from kegs (*see picture*). Draft beer is highly perishable, since it has not been pasteurized and therefore must be maintained at temperatures between 36°F and 38°F or 2°C and 3°C. If draft beer is served too cold it may lose its flavor and not give froth.
 8. Keep the draft tap level full when pouring beer from a keg. Hold a wet glass at an angle to the tap and not touching the tap. Tilt the glass to the desired head required. If the beer from the tap hits the bottom of the glass in the first instance then it will give a good while letting the beer flow along the inner surface of the glass will minimize the head. Draft kegs must be maintained at a constant pressure of 12 to 14 pounds per square inch to preserve a consistent level of carbonation. Less pressure will make the draft beer go flat and too much pressure will release too much of foam. There are pressure regulators to on kegs ensure this.



Key Terms

Accompaniments	foods that complement main dishes or drinks
Coaster	absorbent mats placed below drink glasses
Decanter	ornamental bottle for wine service



Review Quiz



True or False

1. A wine list includes soft-drinks.
2. Beverage service is a mood maker.
3. Profit margins on alcoholic beverages are high.
4. The wine list is presented to the host first.
5. Cocktails have a higher price tag.
6. Refills for rum and gin are in the same glass.
7. Aperitifs are served after a meal.
8. Sweet wines are served before dry wines.
9. Beer glasses rinse well in dishwashers.
10. Whiskies are traditionally served in Old Fashioned glasses.

Fill in the Blanks

1. The person who manages the wine trolley is the _____.
2. Drinks are brought to the table on a _____.
3. Beverages are served from the _____ of guests.
4. Brandies are served at the _____ of a meal.
5. Red wines are served at _____ (temperature).
6. The wine bottle ordered by the host must be presented to his _____.
7. The traditional champagne glasses are Champagne Tulip, Champagne Flute and _____.
8. A peg measure is _____ ml.
9. Vodka and rum with mixers are served in _____ glasses.
10. Draft beer kegs must maintain a constant pressure of _____ per square inch.

Training Methodology



The trainer will first use the lecture method for beverage service using flip charts or PowerPoint presentations.

S/he will exhibit as many pictures of drinks in their glasses.

S/he will then demonstrate the service procedures. This requires assembling the various glassware and bar accessories as well as ingredients that goes into each drink.

Key Learning Points:

- Procedure of Beverage service
- Golden rules of wine service
- Rules of wine table service
- Suggestions for Pairing of Wines

Bar Service

Learning Objective



To help the reader learn the professional practices to serve alcoholic beverages along with the appropriate glassware.

▲ INTRODUCTION

A bar is a facility that dispenses alcoholic beverages and cocktails; and non-alcoholic refreshing drinks and mocktails (non-alcoholic cocktails). There are two types of bars: (i) **public bars** that are independent facilities exclusively dedicated to the service of alcoholic beverages and refreshing non-alcoholic drinks. These bars are also called pubs, taverns, discotheque bars, cocktail lounges. In public bars, guests directly order drinks from the bartender and are also served by servers called barmen and barmaids at the seating away from the counter; and (ii) **service bars** that dispense drinks to servers who serve the beverages to guests. Service bars are found in restaurants, banquets, room service and outside catering.

▲ BAR LAYOUT

A typical Bar Layout is given in Fig. 25.1.

Bars may come in other shapes as shown in Fig. 25.2.

A public bar has bar stools (with or without back rests) against a counter where guests can directly order drinks from the bartender. The bar also has seating away from the bar counter for greater interaction among guests. Guests at the counter are restricted in conversation with people on the left or right. So bars provide tables and chairs or sofas along the wall for greater conversation flexibility. Servers pick-up orders of drinks from the bar and serve the guests. When designing the bar the area occupied by the bar unit is usually 20 per cent of the total bar area. The bar counter height is 3 ft. 6 inches for convenience of service and comfort of the guests. Three more inches may be added if the bar is on an elevated platform. The bar width should be 2 ft. 6 inches to 3 ft. for convenient reach of the bartender. The width also depends on the equipment on the bar counter top like beverage taps. Bar counters have a footrest along the

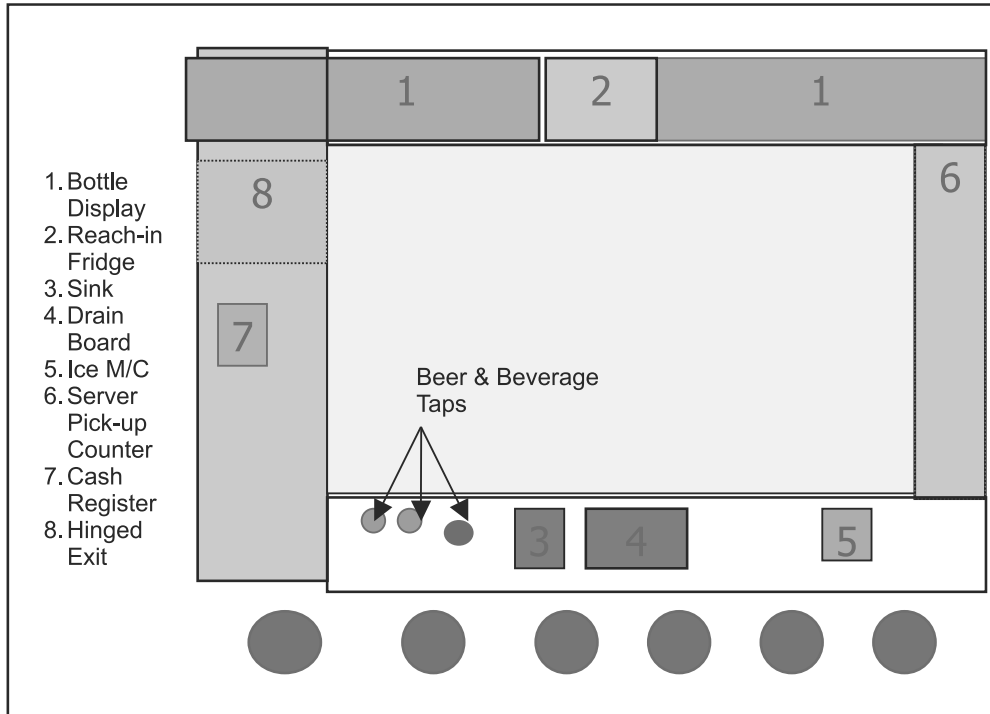


Fig. 25.1 Bar Layout

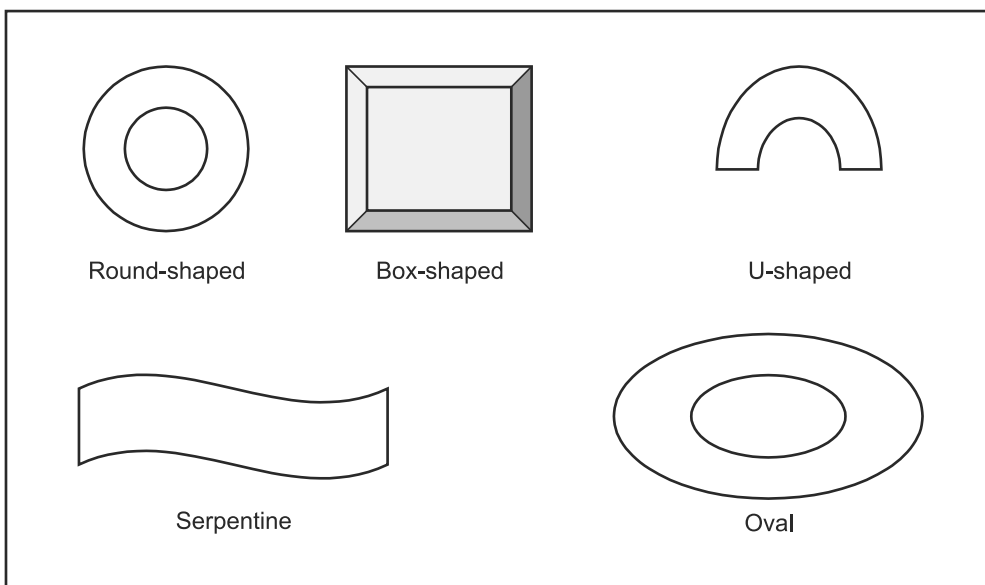


Fig. 25.2 Other Bar Shapes

length of the bar for guests sitting at the bar counter. The footrest may be of wood or brass for durability. An important part of the bar is security. Since liquor represents a sizable inventory cost, the bartender has to be totally accountable for the inventory. The bar cabin must be restricted in entry to guests and other staff. The box diagram above has a hinged flap door to permit bar personnel to enter. When closed it seals off entry into the bar area and also serves as a counter top.



The bar counter is the centrepiece of the bar and a lot of care is taken to give it a grand appearance. Regular bar drinkers are traditional in their attitudes and welcome age old leather and wood to bar décor. Modern bar counters have experimented with plastics and fibre glass finishes. Below the bar counters are cupboards with shelves that store glasses and food supplies. They also have refrigeration units to keep bottled drinks that are served chilled and ice cube machines, which are vital equipments for bar operations.

The service bar, on the other hand, is a mobile or fixed facility that has enough liquor to serve the immediate requirement. It needs replenishment from the regular bars. These bars are found in restaurants, banquet, and outdoor functions to serve liquor to guests.

▲ MIS-EN-PLACE

Just like all service operations, there is a preparation done by the bartender before he/she opens the bar. These tasks include:

1. Airing the bar from stale liquor smells of the previous day.
2. Requisitioning beverages from the beverage store against empty bottles of the previous shift. This includes beer kegs and bitters.
3. Ensuring that all bottles are properly capped and sealed to prevent evaporation.
4. Cleaning the display area and arranging bottles attractively ensuring that all labels face the guest.
5. Polishing all glassware and testing them against the light for any spots and stains.
6. Ensuring all guest supplies such as swizzle sticks, coasters, paper napkins and ashtrays are requisitioned and arranged for service.
7. Checking the ice-cube machine for adequate supply of ice-cubes.
8. Requisitioning garnishes like button onions, cloves, cinnamon, olives, cherries, chips, peanuts, and other food accompaniments to drinks, from the food store.



9. Requisitioning fresh items like lime wedges, pineapple slices, eggs, cream, nutmeg for cocktails, etc. from the kitchen. Fresh fruits and vegetables are kept covered with damp cloth to keep them fresh.
10. Pouring tinned juices into glass juice jugs immediately to avoid the juice acquiring the taste of tin or any rust contamination.
11. Checking the pressure in beverage, soda, and beer taps.
12. Testing all the electronic devices including refrigeration units, ice-cube machines, taps, etc. and bringing it to the notice of maintenance. Also checking all the furniture and fixtures.
13. Ensuring that the housekeeping has vacuumed the carpets and cleared all the trash cans.
14. Replenishing the cash bank from the General Cashier ensuring that there is adequate change for the business.
15. Cleaning the wine lists and discarding worn-out or dirty ones.
16. Ensuring that all the service equipment is in place. (Please see the next section for service equipment for a bar).

▲ BAR SERVICE EQUIPMENT

A bar has its own specialised service equipment to provide high standards of service. Some of these equipments are:

- Ice-cube machines that have a bin for prepared ice.
- Long-handled parfait spoons are used for mixing drinks especially those served in tall glasses to scoop out heavy items.
- “Muddler” spoons that have spatula base to crush fruit, mint leaves, etc. for cocktail preparation.
- Swizzle sticks are plastic long-handled sticks to mix drinks especially cocktails.
- Cocktail shakers are made of stainless steel or silver to mix cocktails. Some may have built-in electrical blenders and strainers too. One must keep in mind that ice in shakers is used for chilling purposes and not to dilute the cocktail. Therefore, it must not be kept too long in the shaker.
- Hawthorne strainers have a coiled spring edge that fits into cocktail shakers to strain beverages.
- Boston Shakers are two stainless steel cups that fit together and are ideal for mixing tall drinks.
- Lemon and orange juicers are much like the domestic ones and are used to squeeze out juice for certain cocktail preparations.
- Ice-crushers are special gadgets used for crushing ice for certain frappe preparations like crème-de-menthe frappe.



- Ice scoops are used to take out ice cubes from the ice machine.
- Ice-buckets with tongs.
- Ice-picks to break ice.
- Water and fruit juice jugs that have a bar at the spout to keep out ice cubes.
- Bottle openers to open various bottled drinks.
- Peg measures to measure spirits especially essential for bar control purposes. They are composite measures that have 30 ml and 60ml measures.
- Bar knives for cutting fruit. One is the paring knife to remove peels and the other is the serrated knife for cutting purposes.
- Cutting boards for cutting fruit and other garnishes.
- Garnish trays to keep cut garnishes.
- Optic dispensers for portioning liquor directly from liquor bottles.
- Bottle racks to store empty bottles.
- Dustbins to throw empty cans and other discards. This is essential to keep the bar clean and tidy.
- Mixing glasses for drinks that are stirred and not shaken.
- Funnels to pour drinks from shakers and stirrers into the glass to avoid spillage.
- Nutmeg cracker and grater for some preparations using nutmeg.
- Corkscrews to open corked bottles.
- Cocktail linen napkins are used by up-market bars while others use the paper ones.
- Straws for special cocktails especially those in tall glasses.
- Soda guns to provide soda constantly in busy bars.
- Glass rail is a facility on the bar counter where liquor is served into glasses. It absorbs any spills of soda, beer or colas due to froth. These rails have a drainage system below the counter.



▲ BAR GLASSWARE

Glassware has been mentioned in earlier chapters. In this chapter, it warrants another visit for the purpose of bar operations and to give details. Glassware is part of the bar experience and establishments have gone to great lengths to present exclusive quality. Glassware reflects the image of the property. Glassware is a bar's asset and has to be cared for carefully during its transportation and use. Glasses are washed at the sink of the bar to ensure individual handling. The following is an inventory of different glassware:

ALCOHOLIC & NON-ALCOHOLIC BEVERAGES	MIXER	GLASSES	CAPACITY
TABLE WINES			
Red wines		Red Wine glass	7 oz.
White wine		White Wine glass	5 ½ oz
Champagne		Champagne Tulip	6—8 oz.
		Champagne Flute	6—8 oz
		Champagne Saucer	6 oz.
Brandy		Brandy Balloon	8 oz.
		Brandy Snifter	8 oz.
Liqueur		Liqueur glass	6 out
Sherry		Sherry glass	3 out
WHISKY	Neat, water or soda, ice	Old fashioned glass	9 oz.
	Water or Soda	High-ball	8 oz.
GIN	Lime Cordial or Tonic Water	Cocktail glass	2—3 oz.
	Soda, Water, Tonic Water	High-Ball	8 oz.
RUM	Cola	High-ball	8 oz
VODKA	Neat	Short Glass	3 oz
	Tonic Water, Soda, Water, Lemonade	High-Ball	8 oz
TEQUILA	Neat	Tequila Shots	3 oz.
	Marguerite Mix	Cocktail glass	2—3 oz
BEER		Beer Tankard	½ pint — 1 pint
		Hourglass Pilsner	½ pint
		Pilsner Glass	½ pint
		Flared Pilsner	½ pint
		Steins	½ pint
		Beer Goblets	½ pint
COCKTAILS/MOCKTAILS		Cocktail glass	2—3 oz.
		Tom Collins	12 oz.
		Parfait glass	4 oz.

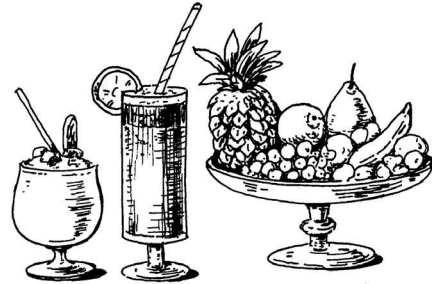
The term “Out” is an imperial measure that corresponds to liquid ounces. A four out is ¼ oz., six out is ⅙ oz.



Beer-Stein



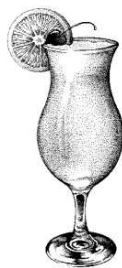
Cocktail Glass



Mocktail Glasses



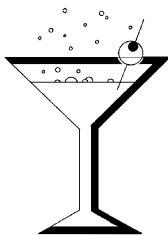
Old-fashioned Glass & Highball



Parfait Glass



Beer Mug



Martini Glass



Highball Glass

L-R: Water Goblet; Red Wine Glass;
White Wine Glass; Brandy Ballon

Bar Measurements

It is important for a food and beverage professional to know the measurements used in bar operations when preparing drinks. All cocktail recipes mention measurements. The basic measurements are:

- 1 dash = 4 to 5 drops
- 1 teaspoon = $\frac{1}{8}$ oz
- 3 teaspoons = 1 tablespoon
- 1 tablespoon = $\frac{1}{2}$ oz
- 1 pony = 1 oz
- 1 jigger = 1 $\frac{1}{2}$ oz
- 1 cup = 8 oz
- $\frac{1}{2}$ fresh lime = $\frac{1}{2}$ oz
- $\frac{1}{2}$ fresh lemon = $\frac{1}{2}$ to $\frac{3}{4}$ oz

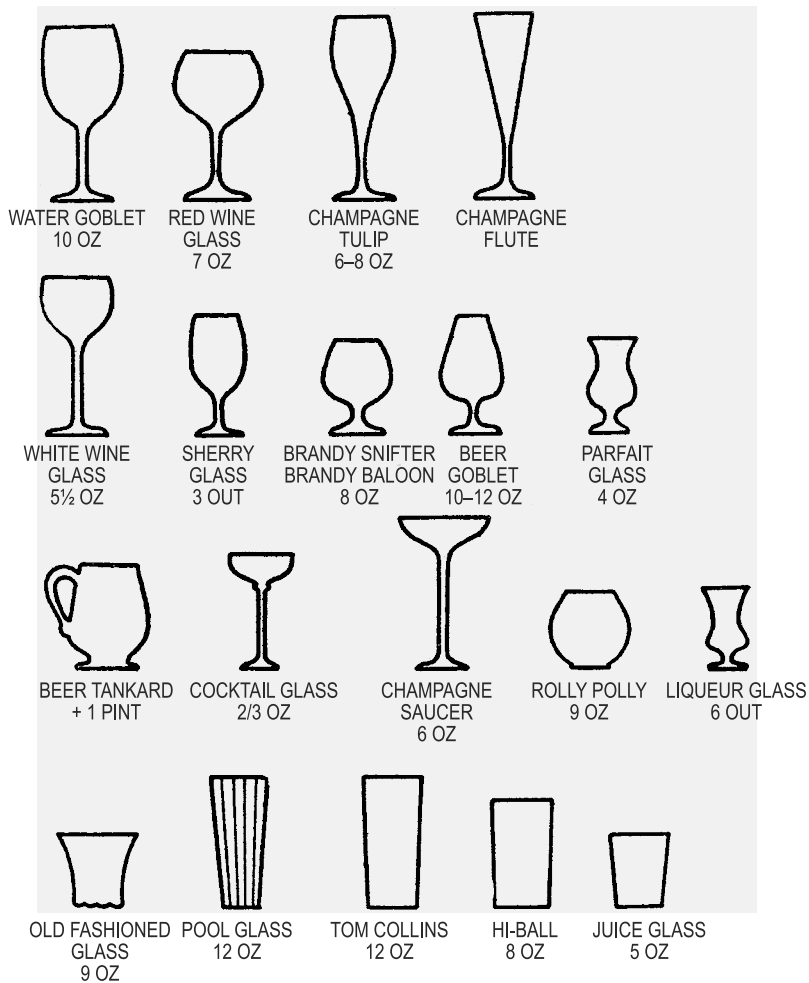


Fig. 25.3 *Types of Glasses*

Most liquid ingredients are measured as ounces (oz) in the United States and millilitres (ml) in Europe.

We may use a jigger (US term) to measure ingredients. A jigger measures 1 ½ oz at one end and ¾ oz on the other end. The European term for jiggers is the peg measure, which has 15 ml at one end and 30 ml at the other.

Dash is a term of measurement used for tiny amounts of liquid for cocktail recipes e.g Dash of Tabasco or dash of Worcestershire sauce, etc.

▲ COCKTAIL GARNISHES

A garnish is an item that decorates and flavours food and drinks. In bar service the garnish most used in cocktails is fruit and some herbs. The fruit must always be fresh and washed. Lemons

and oranges give more juice if first soaked in warm water. Fruit must be covered with damp napkin when at the bar or refrigerated when kept overnight. Generally fruit cut do not last longer than a day. Stale garnish gives an unappetising look to cocktails and also reflects on the standards of the property. The presentation of cocktails enhances its appeal and therefore, the demand for the item. We must remember that cocktails are expensive and have the potential to attract good revenue in bars. The common garnishes are:



Lemons

Lemon skin imparts lovely citrus flavour to drinks. It is best presented as twists of lemon peel. A twist is a small strip of peel that is twisted over the glass to release its aromatic oils. One end is dipped into the drink. The secret to twisting a lemon is to grasp the twist with the thumb and index finger of the left hand holding the pores or yellow side down directly over the drink with the right hand. A combination of twisting and squeezing the oils from the pores of the squeeze releases the flavour. Cocktails that use lemon are Manhattans, Champagne Cocktails, Highballs, and Spritzers.

Lime

A lime gives 16 wedges or slices. Wedges are used to moisten the rim of the glass to adhere salt or sugar. This method is used in cocktails like Bloody Mary, Margarita, Side Car, and Salty Dog. When squeezing the wedge, care must be taken that the juice does not squirt onto guests by shielding the process with the left hand. Slices are lime wheels used as decoration for cocktails like Margarita, Daiquiri, and other tropical drinks.



Orange

Orange slices or wedges are used much the same way as lime and used in cocktails with a base of orange juice. Orange slices must be cut about ¼ inch thick to make it sturdy on the glass. Limp orange slices can look unappetising.



Maraschino Cherries

These cherries are specially presented for cocktail decorative purposes. They are combined with lime or orange on a toothpick as “flags” on a drink.

Olives

Olives go well with neat drinks like vodka and gin. They lend a sour flavour to connoisseurs.

Pineapple

Pineapple spears or wheels go well as garnishes for tropical drinks like the planter’s punch where pineapple juice is used. They give the tropical touch to the drink as the fruit comes from tropical countries.

Mint Leaves

They are ideal for decorative purposes especially when a contrast in colour is desired. They go well with cocktails such as Mint Julep and watermelon based non-alcoholic drinks.

Parsley


Parsley shoots are used in some drinks more as decorative items to give a colour-contrast to a uniform drink.

▲ BEVERAGE STORE

The beverage store also known as the *cellar*. It is the heart of all bar service. Bar service personnel replenish their stocks from the beverage store on a strict basis. Issues are made against empty bottles and kegs only. By doing this the Beverage Controller can accurately calculate consumption and cost. Alcoholic beverages are expensive assets. Controlling the issue of alcoholic beverages becomes critical to those operations in countries that have to import foreign liquor. The Beverage Store then becomes a bonded warehouse responsible for the legitimate movement of liquor. The replenishment of liquor is done at specified times before a bar is opened. The bartender must make sure that the stocks in the bar are adequate for the service. The bartender must know the consumption patterns of various drinks and brands. He must also know brands not available in the bar to guide guests accordingly.



Key Terms

Bar	A facility that dispenses alcoholic beverages, refreshing drinks, and cocktails	
Cash Bank	A kitty of cash for immediate operational use	
Frappe	Crushed ice	
Garnish	A food item that decorates and flavours food and drinks	
Glass Rail	A drainage facility on bar counter tops to channelise spilt liquid when pouring	
Optic Dispenser	Gadget that portions liquor directly from bottles	
Swizzle Sticks	Glass or plastic sticks to mix drinks	

Review Quiz

True or False

1. Service bars are used in room service.
2. The width of a counter should be a maximum of 3 feet.
3. An important part of a bar is security.



4. Cinnamon is an accompaniment to a drink.
5. Housekeeping vacuum cleans the carpets of the bar.
6. Cocktail shakers are made of wood.
7. Cocktails with crushed ice are called crushers.
8. Another name of the Beverage Store is the cellar.
9. Lemons and oranges are the most popular garnishes.
10. Cocktails are served chilled.

Fill in the Blanks

1. A bar unit constitutes _____ per cent of a bar room.
2. The best height of a bar counter is _____.
3. Fixed bars have _____ to restrict entry.
4. Coolers are kept to store _____.
5. A vital refrigeration unit for bar operations is the _____.
6. Beverages are requisitioned from the _____.
7. Tinned juice cans are emptied into _____.
8. A kitty of funds for immediate operations is called _____.
9. Gadgets that portion liquor directly from bottles is called _____.
10. A drainage facility on bar counters for spilt liquid is called _____.

Training Methodology



The trainer should use the lecture method to familiarise trainees with bar-layouts, its equipment and accessories. The lecture must be supported with pictures and slides.

There must be samples of bar accessories as well as the range of glassware used in bar service.

He should demonstrate the service methods. This requires assembling the various glassware, bar accessories and ingredients that are used in the preparation of each cocktail.

He should then take the trainees to a bar explaining carefully all aspects of the bar design; the range of liquor stocked and how displays are made; bar accessories; mis-en-place; and garnishes used in cocktails.

Key Learning Points

- Bar design
- Bar mis-en-place
- Bar service equipment and accessories
- Bar glassware
- Bar measurements
- Cocktail garnishes
- Cellar



4

**FOOD
PRODUCTION**

Kitchen Organisation

Learning Objective



To help the reader get an in-depth understanding of the kitchen and stewarding organisation in a hotel.

▲ KITCHEN

A kitchen is the place where food is prepared. While large kitchens have independent sections to deal with various aspects of food preparation due to the sheer volume of activity, smaller kitchens would club sections or have multi-skilled cooks to carry out several roles. Restaurant personnel coordinate closely with kitchens for the supply of guest food orders.



▲ DIFFERENT SECTIONS OF KITCHEN

Butchery

In this section, raw meats are cut from wholesale cuts and carcasses into smaller portions of given weight, for cooking. The butchery prepares lamb, mutton, beef, veal, pork, fish, poultry and game birds. This section is also responsible for curing meats like bacon, sausages and hams by having curing chambers. Nowadays, the butchery function is outsourced to external butchers who supply pre-cut portions as per the specifications of the hotel.



Garde Manger

It is the section where cold dishes such as *hors d'oeuvres* (appetisers before a meal), *canapés* (finger-sized snacks

that go with drinks), cold meat cuts, salads, *galantines* (white-boned meat served cold in jelly) and *pates* (finely-chopped spiced meat served sliced and cold) are made. This section would be kept cool to deal with perishable items and also for ice or butter carving for buffets. This section supplies items for public sale to the in-house delicatessen of the hotel.

Pantry

It is the source for sandwiches, fruit platters, juices and shakes. Some pantries undertake light hot snacks like burgers, club sandwiches, etc.

Bakery and Confectionery

This section prepares various breads, bread rolls, croissants, brioches, cakes, pastries, muffins, cookies, flans (open pies), tarts, and ice creams. While the temperature in a bakery is hot with industrial ovens, the confectionary is kept cool, as most pastry items have to be kept fresh. Modern hotels have found it convenient and economical to outsource this activity as well. A hotel with a captive bakery and confectionery may open a bake shop for the public.

Hot Range

It is the main cooking range where hot foods are made. They have a wide variety of equipment from cooking ranges, which are coal, gas and electric fired; griddles (iron plate for cooking); deep fat fryers and steamers. An essential part of the hot range is a counter called *baine marie* with hot cases to keep prepared food warm. It becomes the nodal point for controlling all guest food orders. The hot range is where sauces are prepared for various continental dishes.



Grill

Provides roast and grilled items like kebabs, sizzlers, *tandoori* items and other grilled meats and vegetables.

Vegetable Preparation

Processes raw vegetables into smaller cuts for cooking. There are modern automatic machines for peeling, slicing and cutting.

Still Room

Tea and coffee are brewed here in stills. A still is a chamber in which water continuously boils. For tea or coffee service, a waiter may put tea leaves in the teapot and fill the teapot with boiling water from the still. In coffee stills, ground coffee is brewed and supplied instantly.

Soups Section

Huge stock kettles prepare quantity stock used as the base for various soups and essential sauces (see Lessons 27, 28, and 29 for more details).

Satellite Kitchens

These kitchens are located away from the main kitchen to supply food to scattered restaurants in a hotel. Often these kitchens are attached to specialty restaurants with their specialised cuisine preparation methods, equipment and service.

▲ ORGANISATION OF KITCHEN STAFF

Figure 26.1 gives a typical organisation chart of a large kitchen brigade. We will find that kitchen job titles are traditionally in French. This is because the French set the lead in the art of cooking and spread the specialisations and innovations around the world considered as *haute cuisine*.

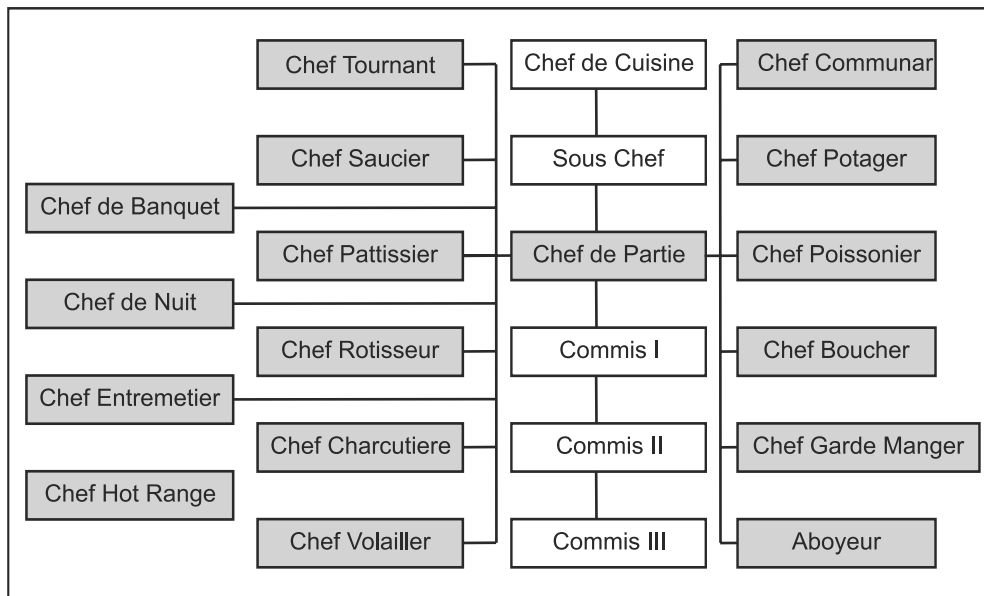


Fig. 26.1 Organisation Chart of a Large Kitchen Brigade

Chef-de-Cuisine is the head of the kitchen responsible for planning, organising and controlling the kitchen operations. It is a management position.

Sous Chef is the deputy chef who shares some of the *Chef-de-cuisine's* responsibilities. He directs the kitchen operation in his absence.

Chef-de-parties are supervisors responsible for a section of the kitchen. He translates the management's policies and procedures into the section. A *chef-de-partie* is skilled enough to head a small kitchen operation. The types of chef-de-parties are shaded. Specialist *Chef-de-parties* are those who have developed skills in a specific field of a kitchen.

Chef Tournant is a reliever chef who can replace any of the regular *chef-de-parties* in their absence. Therefore, this specialist has to have a wide variety of cooking skills.

Chef Saucier is a specialist in sauces. He becomes a key person in continental cuisine, which relies heavily on sauces.

Chef Pâtissier is specialised in confectionery items especially cakes and pastries.

Chef Rotisseur is skilled in roasts and grills and is assisted by the Grillardin, the grill cook. *Savourier* is the savoury cook.

Aboyeur is the announcer of dishes for preparation to various sections, once orders come in from the restaurant. He is also known as a ‘barker’.

Chef Garde Manger is responsible for the cold kitchen preparations.

Chef Bouchier is the expert in butchery and meat cuts. Another variation to the butcher is the *Chef Charcutier* who is the expert on pork based items like sausages, ham, etc.

Chef Poissonier specialises in fish preparations.

Chef Potager is responsible for the Soups section, another key person in continental cuisine.

Chef Communar is responsible for staff cafeteria meals.

Other specialists found on the chart but are in large food production operations are:

Chef Entremetier prepares vegetables.

Chef Volailleur is the poultry man specialised in chicken items and game birds.

Breakfast Cook is a specialist in breakfasts.

Chef de Banquet specialises in quantity cooking for functions.

Chef de Nuit (the night cook) is a multi-skilled cook to meet any exigencies at night.

Chef Hot Range puts all the sub-elements of the meal into the whole meal. He will use various cooking methods (discussed in Lesson 30) to prepare the dish according to the specifications of the menu.

Commis are general cooks who make the food items. They may be given titles of *Commis I*, *Commis II* and *Commis III* based on their experience and skill level.

Kitchen Crew of Small Hotels

Smaller hotels will have abridged kitchen crew relying heavily on multi-skills and outsourced food production services. The organisation chart (Fig. 26.2) gives an idea:

We observe in Fig. 26.2 that the *Chef de Cuisine* would be at the level of a *Sous Chef* of a large property. The *Chef de Partie* will lead the hot range activity and will also be the *saucier* if the hotel provides French cuisine. The other specialists are at the *Commis I* level. The specialists are the *entremetier* who does vegetable preparation. A small hotel will have a *butcher* to cut meats to cooking portions. Normally the butchery activity will be outsourced to a local butchery that will cut meats according to the specifications of the hotel. However, all locations will not have a commercial butchery requiring a full-time butcher. The other specialists are the *grill cook* and *garde manger* cook. The *reliever chef* will be multi-skilled to fill in leave vacancies of other cooks. We notice that the bakery and confectionery will be outsourced to a local establishment to provide the goods according to the specifications of the hotel. Small hotels are guided by what they can afford in salaries and wages rather than wanting to give lesser quality of food. Naturally smaller hotels will offer a smaller range of menu items that fit into the capabilities of its cooking staff.

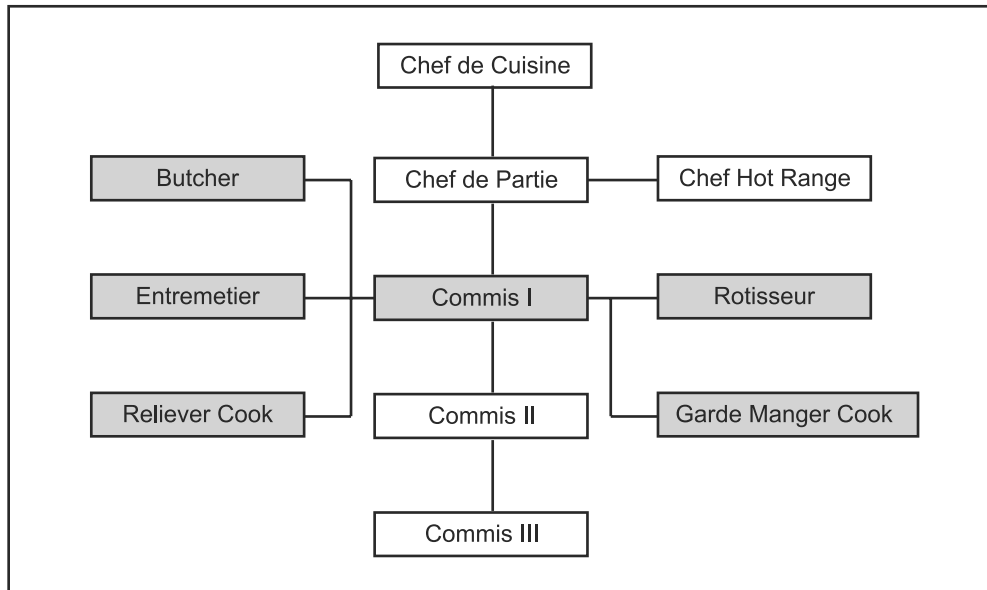


Fig. 26.2 Organisation Chart of a Small Hotel Kitchen

Future Perspectives: Hotels of the future will prefer to lease out restaurant and kitchen space to branded restaurants than be involved in running them. The lesasers will be responsible for running their own kitchens and food service. Hotels may maintain an all-purpose coffee shop, room service and banqueting. The volume of kitchen activity would be certainly curtailed by outsourcing the butchery, vegetable preparation, bakery, confectionery and cold kitchens. Many hotel kitchen and service professionals will find meaningful careers in franchise and outsourced operations in addition to hotels.

▲ KITCHEN STEWARDING

The department is primarily concerned with the storage, maintenance, cleanliness and issue of cutlery, crockery, hollowware, chinaware and glassware to the restaurants and kitchens. It is responsible for the cleanliness of kitchens and the washing of pots and pans. It procures, installs and services gas connections and coal supply for cooking. The department would ideally have a large store for kitchen



and service equipment, dishwashers and pot-washing section. Many hotels may give the responsibility of the staff cafeteria to the Kitchen Stewarding. In such cases the Stewarding would have their own brigade of cooks to prepare staff meals. Kitchen Stewarding is also responsible for pest control activity of a kitchen. The Kitchen Stewarding will remain an integral part of food service operations.

Executive Kitchen Steward: He is responsible for planning, organising, directing and controlling the stewarding activity. He

would control the kitchen stewarding stores and ensure that the kitchens and restaurants smoothly get their needs.

Kitchen Steward: This is a supervisory level person responsible for a shift. Stewarding activity is a twenty-four hour activity in a busy hotel.

Utility Workers: These constitute the cleaning brigades, who clean kitchens and equipment and do other heavy work.

Dishwashers: They operate the dishwashing machine that cleans all service ware.

Pot Washers (plongeurs): They clean large pots and cooking utensils of the kitchen, using jet water sprays.

Kitchen Porter is the title given by small independent hotels to utility workers who do multi-tasks.

Future Perspectives: *Kitchen Stewarding is an important function to maintain the strict standards of hygiene and sanitation set by the municipal and health authorities. At the most, this activity can be contracted to cleaning companies though equipment like the dish-washing machine will be owned by the property.*



Figure 26.3 gives the organisation chart of a typical kitchen stewarding brigade.

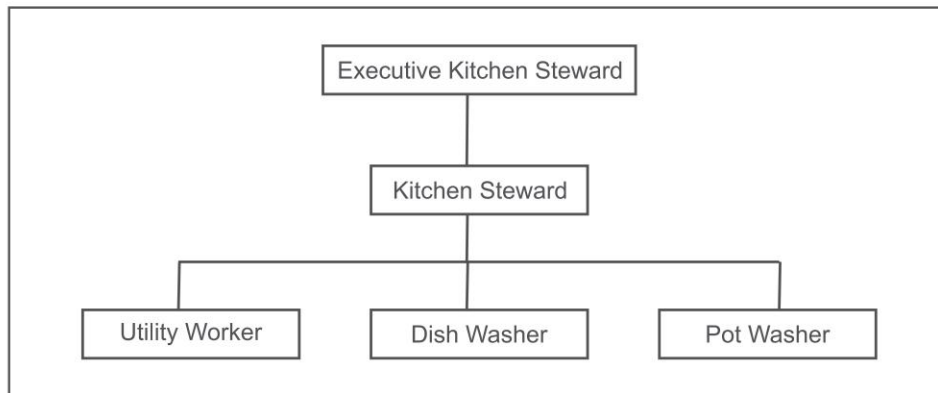


Fig. 26.3 Organisation Chart of Kitchen Stewarding

Key Terms

Canapés	Finger-sized snacks that go with drinks
Chef de Parties	Kitchen section supervisors
Flan	Open tarts
Galantines	White-boned meats served cold in jelly
Hors d'oevres	Appetisers before a meal
Pates	Finely-chopped spiced meat sliced and served cold
Plongeurs	Pot washers
Still	A chamber that boils water continuously



Review Quiz



Fill in the Blanks

1. The French term for a kitchen member specialising in vegetable preparations is called _____.
2. Small independent restaurants call their utility worker's as _____.
3. White-boned meat served cold in jelly is called _____.
4. Finger-sized snacks that go with drinks are called _____.
5. Appetisers before a meal are called _____.
6. Finely-chopped Spiced meat served sliced and cold is called _____.
7. The kitchen section that makes ice and butter sculptures is _____.
8. The kitchen section that makes flans is _____.
9. The kitchen section where we will find a baine marie is _____.
10. A chamber which boils water continuously is called a _____.

True or False

1. An aboyeur is a specialist in grill food.
2. Kitchen Stewarding store serviceware.
3. Small restaurants may outsource butchery.
4. The person responsible for kitchen operations is called a Sous Chef.
5. Kitchen stewards report to the Food and Beverage Manager.
6. The kitchen section where we get tea and coffee is called the hot range.
7. The kitchen section where forced meats are prepared is the butchery.
8. Kitchens away from the central kitchen are called out-kitchens.
9. Smaller kitchens club sections of a large kitchen.
10. A server may have to go to separate sections of the kitchen to get their orders, in a large kitchen.

Training Methodology



The trainer should use the lecture method to familiarise trainees with kitchen-layouts, its equipment and kitchen organisation chart. The lecture must be supported with pictures or PowerPoint slides.

He/She should then take the trainees on a conducted tour explaining carefully all aspects of the kitchen design, the equipment and stewarding facilities.

Trainees will get further understanding while carrying out on-the-job tasks in the kitchen.

Key Learning Points

- Sections of the kitchen.
- Organisation chart of the kitchen
- Understanding of the French kitchen titles and their roles
- Small kitchen operations
- Organisation of Kitchen Stewarding
- Kitchen Stewarding titles and roles

Stocks

Learning Objective



To help the reader understanding the importance of stocks and how they are made.

▲ INTRODUCTION

Stocks are flavoured and nutritious liquids used as foundations for sauces, soups, stews, gravies, etc. in French cooking. Another term for stock in culinary circles is **fond**, which comes from the word 'foundation'. **Fond** provides the foundation for many culinary preparations. Stock is prepared by simmering discarded bones and cartilage (which contain albumen and gelatin) of meats like chicken, beef, veal, mutton, fish, from 20 minutes to six hours (depending on the stock being prepared) in sufficient water to cover the bones. It is flavoured by *mirpoix*, which consists of diced vegetables of carrots or parsnip, celery, leek, and onions and Bouquet Garni, which is fresh herbs of various types that are tied and used as flavouring agents. We also add spices like garlic, clove, white peppercorns, etc. There are four elements in stock making as given below:

Nourishing	Aromatics and Spices	Liquid	Seasoning
Meats	Mirepoix	Water	Salt
Bones	Bouquet Garni	Wine	
Vegetables	Herbs	Remouillage (2 nd Bouillon)	
	Roots	Consommé	

▲ STOCKS

The type of stock can be determined by the meat used. The chef, therefore, can make beef stock, fish stock, chicken stock, etc.

Precautions in Preparation of Stocks

Before we go into the preparation of stocks, there are some precautions one must take to produce good quality stock:

1. Meats and vegetables that are stale give the stock an unpleasant flavour. The stock can deteriorate quickly.
2. The scum that accumulates at the top of the stock while boiling must be removed otherwise it can boil into the stock and spoil its colour and flavour.
3. Fat should be skimmed as the stock can become greasy.
4. Stock is always simmered and not boiled. High temperatures cause the stock to evaporate and become cloudy.
5. The stock should boil continuously otherwise it can become sour.
6. Salt should not be added to stock.
7. We can substitute other fowl bones for chicken stock if chicken bones are not available.

Categories of Stocks

There are four categories of stocks:

White Stock (Fond Blanc)

This is associated with white meats like chicken but can be made from the bones of veal as well. The meat and bones are gently brought to a boil and simmered for 5–6 hours for chicken and 8–10 hours for veal. *Mirpoix* of diced vegetables is sautéed in butter or fat to a golden brown and added to the liquid for flavour and colour. This stock is used for white sauce, blanquettes, fricassee, and poached dishes. The method of preparation is given below:

White Stock (Chicken, beef, veal) Yield: 15 gallons

Ingredients	Quantity	Method
Bones	60 lbs	1. Place bones in stock pot and cover with cold water
Cold water	18 gallons	2. Bring slowly to boil and skim the scum
Mirpoix	11 lbs	3. Sauté mirpoix in butter until golden brown
Butter	1 lbs	4. Add sautéed mirpoix and aromatic to stock
Thyme	1 tbsp	5. Simmer for 5–6 hours for chicken and 8–10 hours for beef or veal
Bouquet Garnie	1 large	
Bay Leaf	10 numbers	6. Pass through a fine strainer, label, cool, and refrigerate

Brown Stock (Fond Brun)

This is made from red meats like beef, veal, mutton, and game and at times with chicken meat and bones. The bones are roasted to a golden brown. The *mirpoix* is added when the bones are three-quarters roasted. Tomatoes may be added at this time before cold water is added and the mixture is slowly brought to a boil and then simmered for several hours to complete the preparation. Brown stock is used to make brown sauces, gravies, braised dishes, and meat glazes.

Brown Stock (Beef or Veal)**Yield: 15 gallons**

Ingredients	Quantity	Method
Bones cut small	3 lb	<ol style="list-style-type: none"> 1. Place bones in a roasting pan and let it brown in an oven at 350°F. 2. When bones are $\frac{3}{4}$ done, place mirpoix over the bones and finish browning. 3. When browned, remove bones and mirpoix over the bones and finish browning. 4. Remove the fat from the roasting pan. 5. Deglaze the pan with water or Remouillage and add to the stock pot. 6. Add remaining water or Remouillage to cover the bones. 7. Bring to boil; reduce to a simmer, and skim. 8. Simmer 8—10 hours. 9. Pass through a fine strainer, label, cool and refrigerate.
Mirpoix	10 lb	
Cold water or Remouillage	18 gallons	
Tomato Product	(Optional)	
Thyme	1 tbsp	
Bay Leaf	10 pieces	


Vegetable Stock

This is a neutral stock composed of vegetables and aromatic herbs, sautéed gently in butter and then cooked in liquid. This is new stock popular among the health conscious and used in vegetarian cooking and veloutes.

Fish Stock (Fume de Poisson)

This is the basis for fish preparations. The choice of fish is essential to get the right flavour. Classical preparations calls for the bones of specific fish like dover, sole, turbot, brill and whiting for superior flavours. The fish must be fresh and trimmed.

Key Terms

Bouquet Garni	Fresh herbs of various types that are tied and used as flavouring agents	
Brown Stock	Stocks made from roasted red meat bones	
Fish Stock	Stocks made from fish bones	
Fond	Another term for stock meaning “foundation”	
Mirpoix	Flavouring for stocks consisting of diced vegetables of carrots or parsnip, celery, leek, and onions and Bouquet Garni	
Stocks	Flavoured and nutritious liquids used as foundations for sauces, soups, stews, gravies etc.	
Vegetable Stock	Stocks made from vegetable	
White Stock	Stocks made from white meat bones	

Review Quiz



Short Notes

1. What are stocks? What are the basic elements of stock?
2. What are the ingredients of mirpoix and bouquet garni?
3. Give the preparation of white stock.
4. How is brown stock made?
5. How is fish stock made?

Training Methodology



After the initial explanation of the process of making various stocks the next best step is actual demonstration of stock making. Obviously the trainer has to be a qualified chef who will assemble the necessary ingredients, equipment, and pots for the preparation.

Key Learning Points

- Stock flavourings (mirpoix and bouquet garni)
- How to make white, brown, vegetable, and fish stock?

Sauces

Learning Objective



To help the reader understand the importance of sauces and how they are made.

▲ INTRODUCTION

A sauce is a hot or cold seasoned liquid accompaniment, which goes with a dish. The development of sauces goes to the credit of the French who have made its preparation into a fine art. They are the accompaniments to a fine meal and allow the chefs to demonstrate their talent. Sauces emerged from the medieval times to mask the harsh flavours of poorly prepared or old food. They consisted mainly of spicy sauces using such ancient condiments like *garum* and *spikenard*. It was only in the 17th century that the finer versions of sauces like *bechamel*, *soubise* and *mayonnaise* emerged. The classical list of sauces varied with the diversity of the French country side and the import of ideas by chefs from other countries. There are hot and cold sauces. The hot sauces are white sauce and brown sauce and their derivatives, while cold sauces are *mayonnaise* and *vinaigrette* which act as bases for their derivatives.

▲ ROLE AND FEATURES OF SAUCES

The role of sauces is to:

1. Enhance flavour
2. Give colour
3. Help in digestion
4. Moisten dry food
5. Enhance nutritional value

6. Lend a name to a dish e.g. Fish Portugaise
7. Balance taste
8. Bring richness to the dish
9. Encourage interest and appetite to the eater

Sauces have some **essential features** whether they are thick or thin, strained or unstrained, light or dark, hot or cold, etc.

1. They must have a distinctive texture.
2. They must have body and flavour or pungency to the right degree to complement the dish.
3. The colour must complement the dish—white sauce goes with white meats and brown sauces with red meats, etc.
4. The consistency of the sauce with the exception of white sauces must be transparent or translucent to seductively reveal the dish.

▲ THICKENING AGENTS

To understand how to prepare a sauce, it is important to know about a few thickening agents or liaisons. Sauces need to be thick to cling to the food as sauce in the form of thin liquid will simply run off the food and form slush at the bottom. The thickening agents are necessary to give sauces the right consistency to serve this purpose. There are some ingredients of the sauce which act as thickening agents:

- **Roux**—It is the cooking of flour and butter in equal proportion. Flour is added gradually to melted butter to avoid lumping. The degree to which it is browned determines whether the roux is white, blond (Golden) or brown, to add colour to the and thickness to the sauce. White roux is used in all cream sauces; blond is used for all velouté sauces; and brown roux in all brown sauces. As a rule of thumb 12–15 ounces of roux is added to a gallon of stock.
- **Starch**—Starch is a complex carbohydrate found in all parts of a plant that stores plant food. It is important for human consumption that reacts with body enzymes to produce sugar. There are many kinds of starch used for cooking purposes. Cornstarch, Arrowroot and Tapioca are commonly used starches. Starches are made into paste with a cold liquid and added to the boiling stock to form the final sauce. The starch gives the sauce viscosity and consistency.
- **Buerre Manie**—Flour and butter are kneaded in the proportion of 1:2 and added a little at a time to simmering liquid and stirred to form a smooth consistency usually used for fish sauces.
- **Yolk of Egg/Cream/Butter**—These liaisons are added as finishing agents to warm sauces or soups for thickening or binding. Egg yolks are first whipped with a wire whisk and cream is added if desired. A cupful of hot liquid is gradually whisked into the yolks to temper them. This mixture is then stirred into the sauce. Cream can be used to thicken a sauce using the pan juice or *au jus* to heavy cream. Butter is used not

only to thicken the sauce but also to enrich the sauce. Compound butter is added to a warm sauce and stirred with a whisk gently to give the desired consistency.

- **Blood**—Blood of poultry or game and coral or tomalley of lobster is a liaison added to give natural flavours especially to game cooking. The blood is mixed with heavy cream and added to a simmering sauce. This liaison is traditionally used in preparations such as Coq au Vin, Civet of Game and Lobster a l' Americaine.
- **Vegetable Purees**—These are made by dicing cooked vegetables, making them into a pulp and passing them through a sieve. Herbs are added to give them subtle variations of taste. The puree is added to sauces or vegetable gravies. This is a popular modern method for the health conscious.

▲ BASIC SAUCES

There are six basic sauces.

Béchamel (White Sauce)

Velouté

Espagnole (Brown Sauce)

Tomato Sauce

Mayonnaise Sauce

Hollandaise Sauce

Preparation of Basic Sauces

The characteristics of basic sauces are (a) they spawn multiple compound sauces, (b) they are the foundation for other culinary preparations like soups, casseroles, braising liquids etc., (c) they have a stable structure, (d) they have a thickened liquid base and (e) they have a long shelf life.

Béchamel

The base of this sauce is milk, flavoured in different ways for different dishes. The recipe is given below for one gallon of béchamel:

Ingredients	Quantity	Method
Milk	1 gallon	Boil Milk
White roux (using clarified butter)	15 oz.	Add hot milk to cold white roux in a bowl, slowly to make a liquid paste
Salt	to taste	Add the liquid paste into the boiling milk and whisk it thoroughly to blend it
Nutmeg	pinch	Bring the mixture to a slow fire and add the onion clout, cloves and bay leaf and nutmeg
Onion cloute (spike)	1 piece	
Cloves	2 pieces	
Bay leaf	1 leaf	

Velouté

Veloutés are finer grade of white sauces. This is because they are made from strong flavoured liquids such as chicken or fish broth and not milk. Veloutés are not in themselves finished sauces but are intermediaries to a finished velouté sauce. The finishing is done with liaisons like cream, butter, egg and cream, till the right consistency is achieved. The type of velouté is determined by the type of stock added e.g. Fish Velouté, Chicken Velouté, etc. A gallon yield of Velouté is prepared in the following manner:

Ingredients	Quantity	Method
White veal stock (for ordinary velouté)	1 gallon	Add slowly in a little hot stock to cold blond roux, in bowl, making a liquid paste.
White chicken stock (for poultry veloutés)		Whip the liquid paste into boiling stock stirring frequently to prevent the roux from settling at the bottom.
White fish stock (for fish veloutés)		Bring the sauce to boil, then adjust to a slow fire.
Vegetable stock (for vegetable veloutés)		Skim periodically the scum that accumulates at the surface.
Blond Roux	15 oz.	Add seasoning to taste.
Salt & Pepper	To taste	Strain through a chinois.
		Cool rapidly, label, and refrigerate.

Espagnole (Brown Sauce)

Espagnole is the original brown sauce that dates back to the 18th century when it was the pride of French cuisine. It is said that it was brought from Spain giving it the name it holds over the centuries. Given below is the preparation of 1 gallon of Espagnole.

Ingredients	Quantity	Method
Brown Stock (beef or veal)	6 qt.	1. Dissolve cold brown roux with hot brown stock in a bowl till it is a solid paste.
Brown Roux	13 oz.	2. Stirred roux paste into boiling brown stock with a whisk and bring to boil.
Slab bacon diced & blanched	8 oz.	3. Add tomato puree and bouquet garni to the boiling sauce.
Mirepoix (diced carrot, celery, onion)	2 lb.	4. Sauté the bacon and add mirepoix until golden and add to the boiling sauce.
Bouquet Garni (thyme, bay leaf, parsley stems)	1 large	5. Adjust the fire to simmer and let sauce cook in slow fire allowing the scum to the surface, which can be skimmed periodically.
Tomato Puree	1 qt.	6. Adjust seasoning when the sauce is reduced to 1 gallon.
Seasoning	As desired	7. Strain through a fine chinois.
Butter	As desired	8. Add butter to avoid the formation of skin.
		9. Label, cool, and refrigerate

It would be incomplete not to mention the preparation of **demi-glace** when we talk of espagnole. Demi-glace is a reduced espagnole for certain food preparations. Demi-glace cannot be made without making espagnole first. Espagnole is the half-way point of traditional demi-glace. The preparation of one gallon of demi-glace is as follows:

Ingredients	Quantity	Method
Brown veal stock	1 gallon	<ol style="list-style-type: none"> 1. Add brown veal stock to Espagnole and bring to boil while stirring it. 2. Add bouquet garni. 3. Bring to a simmer and reduce the liquid to 1 gallon. 4. Skim the liquid frequently till it is shiny. 5. Add seasoning to taste and Madeira wine or sherry. 6. Strain through a chinois. 7. If not needed immediately cool while stirring frequently to prevent the formation of a thick skin and consequent lumps. 8. Label, cover, and refrigerate.
Espagnole	1 gallon	
Bouquet garni with Tarragon	1 piece	
Madeira Wine or Sherry	8 oz.	
Seasoning	to taste	

Tomato Sauce

Given below is the method of preparing one gallon of tomato sauce:

Ingredients	Quantity	Method
Salt pork or Ham Shank	6 oz.	<ol style="list-style-type: none"> 1. Melt pork and cook it to a blond colour. 2. Sweat mirepoix, garlic and aromatics in the pork fat. 3. Add blond roux and dilute with white stock. 4. Add tomatoes, tomato puree and sugar. 5. Bring the mixture to boil while stirring often. 6. Cover and simmer in a moderate 300°F oven for about two hours. 7. Degrease and add seasoning. 8. Pass through fine food mill, then through a chinois to attain a smooth texture. 9. Cool, label, and refrigerate.
Mirepoix	1 lb.	
Minced garlic	2 pieces	
Thyme	2 pinches	
Bay Leaves	2 medium sized	
Parsley stems	1 bunch	
Sugar	1 oz.	
Blond roux	8 oz.	
Fresh ripe tomatoes peeled and chopped	8 lbs.	
Canned Tomato puree	2½ cans	
White stock (veal or chicken)	2 qt.	
Seasoning (salt, pepper, Worcestershire)	to taste	

Mayonnaise

Mayonnaise is a combination of egg yolks, salt, oil, vinegar, and water. Given below is the method of preparing of mayonnaise sauce:

Ingredients	Quantity	Method
vegetable oil	200ml/6 fl oz	<ol style="list-style-type: none"> 1. Beat the egg yolks with a little salt until creamy but not frothy. 2. Add the oil, drop by drop, beating it in and only adding more oil when the previous addition has been fully incorporated.
egg yolk		
salt	to taste	<ol style="list-style-type: none"> 3. If the mayonnaise becomes too thick or will not absorb any more oil, add a few drops of vinegar or warm water. 4. Continue adding the oil in a thin stream until it is used up and the mayonnaise has a thick consistency. Then stir it thoroughly one more time. 5. Season the mayonnaise with salt, freshly ground black pepper, a pinch of sugar and a little mustard. It should be thick and firm.
vinegar		
water		

Hollandaise

To make 250 ml/9 fl oz of this classic whipped sauce, you will need:

Ingredients	Quantity	Method
butter	175 g/6 oz	1. Melt the butter over a low heat until it separates; do not allow it to become too hot. Pour the clear portion of the butter through a fine sieve.
peppercorns	10	2. To make the reduced liquid, boil the peppercorns and diced onion with vinegar and water, and allow to reduce to about 3 tbsps of liquid.
onion peeled and diced	1	3. Prepare a bain marie or set a heatproof bowl over a pan of hot water.
vinegar	3 tbsps	4. Place the egg yolks in the bowl of the bain marie. Rub the reduced vinegar mixture through a sieve.
water	3 tbsps	5. Beat together the egg yolks and the reduced vinegar mixture over the hot water.
egg yolks	3	6. Continue beating the mixture until it is light and creamy and coats the whisk.
juice of lemon	1½	7. Stir in the warm, clarified butter, one drop at a time, adding more only when the previous drop has been thoroughly incorporated.
		8. Stir in lemon juice, freshly ground pepper and a pinch of cayenne pepper.
		9. The sauce can be made even finer by straining it through clean muslin.
water	3 tbsps	10. Keep the hollandaise sauce warm. Serve with fish or meat and vegetables.

Derivatives of Basic Sauces

White Sauce	Espagnole	Fish	Veloute Chicken	Meat	Hollandaise	Tomato Sauce	Mayonnaise
Mornay	Bordelaise	Normande	Allemande	Supreme	Bearnaise	Barbecue	Cambridge
Cheese	Demi-glace	Joinville	Aurore	Hongroie	Noisette	Italienne	Gloucester
Cream	Madere	Vin	Poulette	Chivry	Mustard	Milanaise	Remoulade
Scotch Egg	Piquante	Diplomat	Fine herbs	Ivory	Mousseline	Bretonne	Tartare
Mustard	Diable	Shrimp	Caper	Riche	Maltaise	Chaud	Vincent
Parsley	Robert		Bercy	Chaud	Foyot	Froid	Verte
Soubise	Chasseur		Curry	Froid	Choron	Tomated	Andalouse
Anchovy	Charcutiere			Ravigote	Rachel	Provencale	Cocktail
Onion Sauce	Chaufroid				Grimod	Portugaise	Tyroliene
	Lyonnaise						Thousand Island

Key Terms



Au Jus	Pan juices of cooked meat
Béchamel	A milk-based sauce
Buerre Manie	Flour and butter are kneaded in the proportion of 1:2, to thicken sauces
Demi-glace	A reduced espagnole for certain food preparations
Espagnole	The original brown sauce
Liaisons	Thickening agents for a sauce or soup
Puree	Food boiled to a pulp and put through a sieve or blender
Roux	The cooking of flour and butter in equal proportion
Sauces	A hot or cold seasoned liquid accompaniment, which goes with a dish
Starch	A complex carbohydrate found in all parts of a plant that stores plant food
Velouté	Finer grade of white sauce

Review Quiz



Short Notes

1. What is the role of sauces?
2. What are the six basic sauces?
3. How is béchamel made?
4. Explain the following terms:
 - (a) Veloutés
 - (b) Demi-glace
 - (c) Buerre Manie
 - (d) Roux
5. Give the derivatives of Espagnole.

Fill in the Blanks

1. The cooking of flour and butter in equal proportion is called _____.
2. The starch that gives the best shine to a sauce is _____.
3. Roux is white, brown, and _____.
4. Starch gives sauces viscosity and _____.
5. Flour and butter kneaded in the proportion of 1:2 is called _____.
6. A good liaison for sauces of game cooking is _____.
7. Pan juices of cooked meat is called _____.
8. Boiled food made into pulp and passed through a sieve is a _____.
9. The base of béchamel is _____.
10. A reduced espagnole is called _____.

True or False

1. Sauces increase nutritional value.
2. Sauces lend a name to a dish.
3. Sauces are always served hot.
4. Sauces must be thick.
5. Starch is a liaison.
6. Burre manie is usually used for fish sauces.
7. Tomato sauce is a basic sauce.
8. Basic sauces have short shelf life.
9. Veloutes are made from milk.
10. There are eight basic sauces.

Training Methodology

After the initial explanation of the process of making various sauces, the next best step is actual demonstration of sauce making process. Obviously the trainer should be a qualified chef who will assemble the necessary ingredients, equipment, and pots for the preparation of sauces.

Key Learning Points

- Role and features of sauces
- The different thickening agents
- The six basic sauces and their preparation
- Derivatives of basic sauces

Soups and Garnishes

Learning Objective



To help the reader understand the importance of soups and garnishes and how they are made.

▲ SOUPS

Soups are wholesome and nutritious liquid food made from meat, seafood, vegetables, cereals or poultry. Soups form the second course of the French classical menu but nowadays it is also presented as the first course for many meals. Figure 29.1 given on next page classifies the soups for easy reference:

Let us examine the nature of each soup to empower food service professionals to understand and guide the guests they serve.

Thin Soups

Consommé

It is a richly flavoured, concentrated, thin clear soup made from meat, poultry or fish. *Consommé* comes from the word “to consummate” which means to bring to completion or perfection. *Consommé* is the most sophisticated of stock-based soups as it is cooked long enough to extract the nutritive properties of the ingredients used in its making. Basically, consommés are stocks of meat, poultry or fish, which is clarified by adding lean mince meat and egg whites. Albumin in the egg white and mince meat coagulate and bind most of the cloudy material. Egg whites additionally absorb the harsh meat flavours in stock while mirpoix adds flavour to balance the taste. The stock is flavoured with *mirpoix*. *Mirpoix* is a French term for a mixture of two parts each of diced carrots and onions and one part celery and sometimes

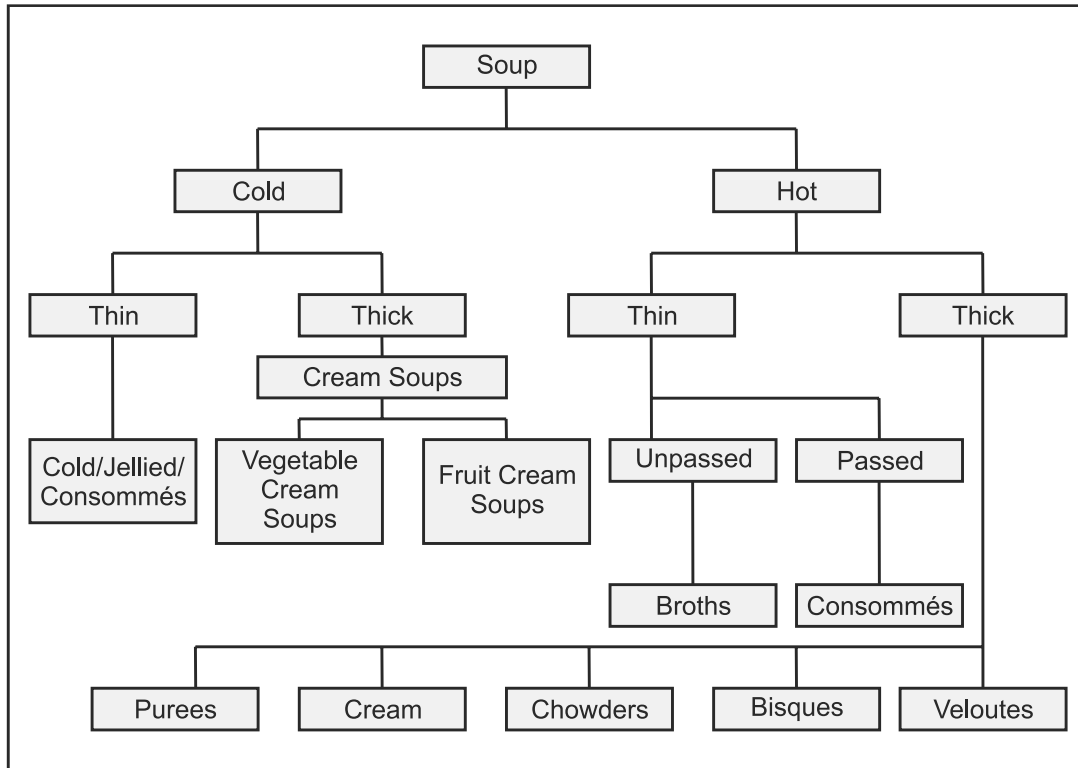


Fig. 29.1 *Classification of Soups*

a little leek, cooked with butter. The stock is brought to boil and is then simmered. As the stock boils, the clarification mixture expands and rises to the top of the stock forming a filter of grey froth of coagulated proteins. The *consommé* is allowed to simmer for an hour to allow the impurities to percolate through the filter. The soup is strained through a muslin cloth to ensure clarity of the liquid. Madeira, Marsala, Port or Sherry may be added before serving as an embellishment.

Variations to *consommés* are the soups that are chilled or jellied. *Consommés* are thickened naturally by their gelatin content brought about by the bones when the original stock was made. The gelatin gives the soups a smooth texture when hot and sets it when cool to a shivering jelly. Gelatin, however, may be added to ensure in the last part of the clarification process to ensure that the soup sets.

Garnishes add to the final presentation of a *consommé*. Some *consommés* get their name by the type of garnish used, e.g. *Consommé Celestine*, *Consommé Madrilene*, etc. Garnish is added just before serving so that they do not cloud the soup. A tablespoon of garnish is adequate. Garnish ingredients must be the size of a pea. Some popular garnishes are:

Consommé garnish	Ingredients
Breton	Julienne (thin strips) of celery and leek
Brunnoise	Small diced (cubed) vegetables.
Celestine	Julienne of thin pancakes
Cereal	Rice and barley
Dubarry	Flowerettes of cauliflower
Diablotin	Diamonds of cheese biscuits
Egg Drops	Beaten egg drops in <i>consommé</i>
Florentine	Julienne of blanched (whiten) spinach
Julienne	Strips of cut vegetables
Madrilene	Tomato dices and green peas
Paysanne	Uniformly-sized cut fresh vegetables
Printainer	Diced mixed fresh spring vegetables
Royal	Dices of savoury egg custard

Consommés are accompanied with cheese straws, wafers, small puffs or *pate a choux*.

Broths

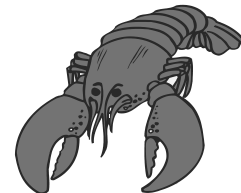
Broth is a thin soup of vegetables, meats, poultry or seafood. It is the simplest soup to prepare by simmering assortment of ingredients for a long time in a pot. Water is commonly used though it can be substituted with stock. All ingredients added must be cooked at the finishing time. The unclarified broth is served with flavourings and seasoning to taste and or beef and white wine for veal or poultry. Broths can be a complete dish by themselves. Another term for broth is *bouillon* except that it is clearer and has a strong meaty taste. Common garnishes are finely chopped herbs like parsley, chervil, chives, etc. Broths can be accompanied by baked, toasted or fried croutons rubbed with garlic, grated parmesan, or Swiss cheese. Some popular broths are Beef Broth, Scotch Broth, and Vegetable Bouillon.



Thick Soups

Purees

Purees are pulps of starchy vegetables like carrots, peas, spinach, tomatoes, potatoes, etc. passed through a sieve. Starchy vegetables like potatoes, dried beans, split peas, etc. have natural thickening agents while the others need additional thickening agents like rice or a puree of another vegetable rich in starch. A good puree ensures that the starch in the vegetable that gives the body is well blended in the puree. Smooth consistency is important and achieved by using blenders and passing the puree through a sieve before service. Some classic pureed soups are *Vichyssoise*—leek and potato puree; *Potage Crecy*—carrots thickened with rice; *Potage Saint Germain*—split peas flavoured with ham. In Europe, purees of fish, shellfish, game, and meat are also popular with a



base of chicken or meat stock. Such purees are called coulis. The term *coulis* today is used for purees of fruit and non-farinaceous vegetables. There are also purees of edible seeds and pulses like beans and lentils, which are rich in starch and do not need thickening agents. Bisques are another variation of a puree exclusively of shellfish, thickened with the cream of rice or the crust of bread fried in butter. Bisques are prepared by sautéing the shellfish and adding fish stock and aromatics. The mixture is cooked and put through a blender to make a puree, which is passed through a sieve to give the smooth texture. Bisques may be embellished with wine for added flavour. A good accompaniment to bisque is crouton. Some noteworthy examples of bisques are: *Bisque d' Homard*, *Crayfish Bisque*, etc.

Velouté

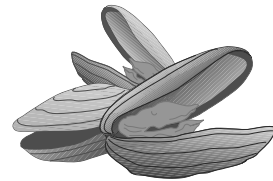
Velouté soups are based on *velouté* sauce (a creamy white sauce made from meat stock and roux). A *velouté* is composed of a blend of stock, *roux* and the puree of the kind of *velouté* desired, whether vegetables or chicken. The stock used should preferably be the same as the puree of the main ingredient. For example, a *Chicken Velouté soup* should use chicken stock and the puree is a *coulis* of chicken. A liaison of cream and egg yolks is used to finish the soup. The liaison enhances the taste and texture of the soup. The qualities of *velouté* are: (a) thickness of the consistency of cream, (b) texture, which is smooth and (c) taste, which is distinct to the main puree used. Examples of *Veloutés* are *Chicken Velouté*, *Celery Velouté*, etc.

Cream Soups

Cream soups (hot) are like *veloutés* except their base is with *béchamel* sauce together with the purees of vegetables, meats, seafood or poultry. The consistency is obtained by adding boiled milk or light cream. The soup does not require egg whites as liaisons. Cream soups are richer, smoother, and more refined in texture than *veloutés*. Nearly any vegetable can make an excellent cream soup, especially those with lighter and more delicate flavours like asparagus, cauliflower, tomato, or mushroom. The soup is garnished with heavy cream and served with croutons. Popular cream soups are Crème of Tomato, Crème of Potato, Crème of Mushroom, etc. **Cream soups (cold)** are essentially purees of vegetables or fruits thickened with heavy cream.

Chowders

These are traditionally chunky, heavy thick soups from North America. Some popular chowder from America is Seafood Gumbos, Oyster Stew, Crab Chowder, and Philadelphia pepper pot. The soup requires a fast boiling process to enable the oil and water to blend together. Chowders are seafood placed in a pan of oil with chopped garlic, chopped parsley, saffron, bay leaves, thyme and fennel, onions, pieces of bacon and seasonings to taste. Water is added to cover the mixture and brought to boil and then simmered for 20 minutes. The resultant liquid is strained and poured into soup bowls. Chunks of seafood are added to give it the characteristic flavour. Outside the United States, *Bouillabaisse Marseillaise* is a specialty from the southeastern part of France that has achieved worldwide fame. This specialty is popular because of the kind of fish which is used in its preparation is not available in the USA.



Cold Soups

They deserve a special category because they stray from the usual association of soups as hot. Most hot soups like purees and cream soups can be served cold by simply chilling them. But there are certain cold soups of global popularity. Chilled *Vichyssoise* is a combination of leeks and potatoes made famous by Chef Louis Diat, Executive Chef of Ritz-Carlton Hotel, New York, USA. *Gazpacho* is a cold specialty soup from Spain that is made from a base of tomatoes. Fruit soups are popular in Scandinavian and Slavic countries. They are favourite breakfast items in Japan, may be served as a dessert and even be served with ice cream.

Regional Soups of Note

Austria

Kohl Suppe—it is a cabbage soup in which cabbage is braised in lard. Flour is blended in to form a roux followed by stock and cooked for 1 ½ hours before serving with smoked sausages.

France

French Onion Soup—while France has been the fountainhead of many memorable soups, none is more popular world wide as the French Onion Soup. It is a clear soup served with grated Parmesan cheese grilled on croutons.

Greece

Avgolemono—is a soup made of rice cooked in meat broth. It is finished with well-beaten eggs and fresh lemon juice.

Hungary

Hungarian Goulash—is one of the finest soups with a rich paprika flavour. It can be a meal by itself. It is served with sliced smoked sausages and topped with chopped parsley.

India

Mulligatawny—is a cream of curry soup, which is considered a classic national soup. It is garnished with rice.

Italy

Minestrone—is a thick soup made of any vegetable. It is garnished with pasta such as spaghetti or noodles.

Russia

Borscht—is a heavy beef soup with sliced smoked sausage and chopped parsley. It is garnished with sour cream, boiled potatoes or cucumber slices.

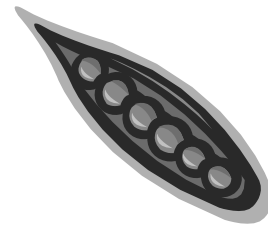
USA

Gumbo—is chowder, which is the pride of the state of Louisiana in the USA. It takes its name from an African word for okra, which is the main ingredient in the soup.

▲ SOUP GARNISH

A garnish is an edible item used to decorate or flavour food. Garnish is an important aspect of soup preparation and presentation. It enhances flavour, colour and wholesomeness. Garnishes have to be carefully chosen as the guests are particular about what floats on the soup. Garnishes come in many forms:

- Cereals** Boiled rice as in mulligatawny soup.
- Croutons** Diced or cubed baked, toasted or fried bread crumbs are ideal with cream soups.
- Cheese** Grated Parmesan cheese is grilled on croutons as in the case of French Onion Soup. Cottage Cheese is popular in *consommés*.
- Cream** Unsweetened whipped cream or sour cream is used in cream soups.
- Meats Poultry**
- Seafood** Diced or in strips are served with the appropriate cream soups and bisques.
- Pasta** Noodles or spaghetti are used in soups like the Italian Minestrone soup.
- Vegetables** Cut in various shapes and sizes are found in vegetable soups.
- Eggs/Egg Yolk** Egg drops are popular with Chinese Wonton and Hot & Sour soups. Egg yolk is served in French Onion Soups as an alternative to cheese grilled croutons.
- Herbs** Chopped fresh herbs form a colourful topping to a cream soup monotonous in colour.
- Crumbled**
- Bacon bits** They are ideal for thick soups with a meat base or as a counterpoint to vegetable soups.



A ready reference for garnishes and soups is given in the Fig. 29.2 below:

Thick Soups	Hot Clear Soups	Vegetable Soups	Chilled Thin Soups	Cream Soups	Jellied Soups
<ul style="list-style-type: none"> • Crisp diced bacon • Grated cheese • Croutons • Chopped fresh herbs 	<ul style="list-style-type: none"> • Avocado slices • Dumplings • Chopped fresh herbs • Slices of lemon • Jullienne of cooked meat or vegetable • Thin cooked pasta 	<ul style="list-style-type: none"> • Crisp diced bacon • Croutons • Frankfurter roundels • Chopped fresh herbs • Lemon slices • Finely chopped onion 	<ul style="list-style-type: none"> • Avocado slices • Thin sliced cucumber • Finely chopped herbs • Slices of lemon • Jullienne of cooked meats or vegetables 	<ul style="list-style-type: none"> • Crisp bacon • Grated cheese • Croutons • Chopped herbs • Grated lemon rind • Chopped nuts • Paprika 	<ul style="list-style-type: none"> • Caviar • Slices or wedges of lemon or orange • Chopped Fresh herbs

Fig. 29.2 Soup Garnishes

▲ SERVICE OF SOUP


The service of soups is simple yet important. Soup could well be the first course in a simple *table d'hote* menu and therefore, is the first dining experience of a particular meal. The service must be correct. The standard portion size for soup is six ounces in soup cups or soup bowls if it is part of a meal. If the soup is the main meal then the portion size should be ten ounces in a deep soup plate or soup tureen. The soup spoon is round and distinctly different than dinner spoons.

Hot soups must be piping hot. The simple rule of thumb is that thinner the soup, the hotter the temperature. Cold soups must be served in chilled cups or bowls.

Garnishes must be added just before service. Garnishes must be small, light and easily eatable. Light soups must precede heavy dishes while heavy soups must be followed with light dishes. Heavy soups are served in small proportions. Clear soups must enable the guests to see the bottom of the soup dish.

The accompaniments of soup are toasts, breadsticks, or cheese croutons.

Key Terms



Bisque	A puree of shellfish thickened with the cream of rice or the crust of bread fried in butter
Blanch	To whiten
Broth	A thin soup of vegetables, meats, poultry, or seafood
Chowder	A chunky, heavy thick soup, or stew of shellfish or fish from North America
Consommé	A richly flavoured, concentrated, thin clear soup made from meat, poultry, or fish
Coulis	Purees of shellfish, fish, game, and meat
Cream Soup	A soup of meats, fish, or vegetables where the puree is stock is thickened with milk or cream
Dice	Cube
Garnish	An edible item to decorate or flavour food
Julienne	Thin strips
Mirpoix	Flavouring of diced carrots, onion, and celery cooked in butter
Purées	Starchy vegetable pulp passed through a sieve
Soups	Wholesome and nutritious liquid food made from meat, seafood, vegetables, cereals, or poultry

Review Quiz



Fill in the Blanks

1. *Consommés* are clarified by egg white and _____.
2. A flavouring of carrots, onions and celery is called _____.
3. *Consommé* gets its clarity by straining it through _____.
4. Edible items that are used to decorate or flavour food are called _____.
5. The *consommé* garnish that has juliennes of blanched spinach is called _____.
6. Pulp of starchy vegetables is called _____.
7. Thickened puree of shellfish is called _____.
8. Chunky, heavy thick soups from North America are called _____.
9. A famous soup from Hungary is called _____.
10. The standard portion size of soups is _____ ounces.

True or False

1. Soups are the first course of the French classical menu.
2. *Consommé* is a thick soup.
3. *Consommés* can be served chilled.
4. Garnishes to soups are added just before service.
5. *Consommé Dubarry* has garnish of flowerettes of cauliflower.
6. The base of *crème* soups is *velouté* sauce.
7. Cold cream soups are purees of vegetable or fruit.
8. Chowders are essentially made of seafood.
9. Minestrone is a soup from Greece.
10. Gumbo is chowder from the US.

Training Methodology



After the initial explanation of the process of making various soups, the next step is actual demonstration of soup-making. The trainer should be a qualified chef who will assemble the necessary ingredients, equipment, and pots for the preparation of soups.

Key Learning Points

- Differentiation between thin soups and thick soups
- Differentiation between hot soups and cold soups
- Knowledge of regional soups of note
- Soup garnishes
- Service of soups

Methods of Cooking

Learning Objective



To help the reader learn the different methods of cooking, so that they can correlate food orders from guests to what they serve.

▲ INTRODUCTION

It is essential for all food service professionals to know the basics of food preparation. First it ensures that they know the product they are serving like all good salespersons and second, they are able to explain dishes to guests who are unfamiliar with menu items.

▲ THE ROLE OF HEAT

The main thing in cooking is heat. The movement of heat from one surface to another determines the quality and presentation of the food. There are two basic rules of heat:

- (i) Heat is energy and moves towards the direction of cold.
- (ii) It will seek to reach equilibrium in temperature with the cold surface.

There are six ways that heat moves from one surface to another: **Conduction** where one molecule passes heat to the adjacent molecule throughout a conductor, like an electric wire; **Convection** where the heat transfers through gas or liquids like boiling water where the bottom gets heated and passes on the heat to the cooler water above; **Radiation** is the process of giving out rays caused through the electro-magnetic spectrum like infra red rays, visible light, ultraviolet light, and x-rays at the short wave length; **Fusion** is the energy needed to melt or freeze ice (Ice Creams use this method where heat of the ice cream is transferred to ice that chills it around a container. Ice coated with salt does not melt but becomes colder when heat

is transferred to it or maintains the cold temperature. The net result is that the ice cream goes from a liquid to a solid); *Vapourisation* is a heat transfer method like boiling water that turns into steam that in turn is used to cook food; and Condensation is when liquid is solidified like condensed milk.

▲ METHODS OF COOKING

The various methods of cooking adopt these principles. The cooking methods can be categorised into four ways: (a) Water Media, (b) Fat media, (c) Heat media, and (d) Smoke media as follows:

- (a) Water Media
 - 1. Steaming
 - 2. Boiling
 - 3. Poaching
 - 4. Stewing
 - 5. Braising
- (b) Fat Media
 - 6. Roasting
 - 7. Frying
- (c) Heat Media
 - 8. Grilling/Broiling
 - 9. Baking
- (d) Smoke Media
 - 10. Smoking

We shall examine each and determine how it serves both the person making the food (kitchen) and those who consume it (guests).

Water Media

Steaming

This method uses moist heat (steam or water vapour) where heat is transferred through convection. Steam under pressure can reach very high temperatures because there is no air present. Too much pressure can damage unprotected food. Therefore, steam release mechanisms are used, like the domestic pressure cooker, to ensure that steam maintains a uniform pressure. There are two types of steaming. *Indirect steaming* is achieved by sealing the food with cloth, aluminum cloth or banana leaves and immersing it in a perforated container above a water boiler that generates steam. The food does not get in touch with the food directly. In *direct steaming*, food is in direct contact with the steam.

Benefits of Steaming:

- 1. It is ideal for weight-watchers and those on medical diets as it does not have any fat.
- 2. The food retains its basic qualities and is very nourishing.
- 3. There is no danger of overcooking the food.

Disadvantages of Steaming:

1. It takes a long time. It is not ideal for guests in a hurry.
2. The kitchen has to be equipped with steamers to place such items on the menu.
3. The food has to be served immediately to enjoy it. It may lose its freshness if kept in holding.
4. The cook has to monitor the boiling water level and steam levels so as to cook the food well and maintain consistency throughout its cooking.
5. Steam food would need sauces and accompaniments to enrich flavours as the steamed food is normally bland.

Boiling

This is a method in which food is cooked in boiling salt water (100°C) or simmering stock. Green vegetables are immersed in boiling salt water to retain its nourishment and flavour, while root vegetables are put in cold salt water raised to a boiling temperature.

Benefits of Boiling:

1. It is ideal for weight-watchers and those on medical diets.
2. The resultant liquid known as 'Pot liquor' can be used as a substitute stock and has a lot of nourishment.
3. The food retains its original qualities and is very nourishing and therefore, used in many hospital food programs.
4. It is an inexpensive method of cooking.

Disadvantages of Boiling:

1. Vegetables lose their colour called 'blanching'.
2. The food while nutritious is very flavourless.

Poaching

In this method, food is cooked on shallow water e.g., poached eggs, poached fish, etc. The water is allowed to simmer and not boil.

Benefits of Poaching:

1. Being a water-based method, it is healthy and ideal for weight-watchers and those on medical diet.
2. It is an inexpensive method of cooking.

Disadvantages of Poaching:

Food is tasteless and would need some seasoning or sauce to give it flavour.

Stewing

This method is used to soften tough meats and joints. Meats and vegetables are put into a utensil, and liquid which can be stock or water, is filled only half to allow the remaining half of the meat to cook by steaming from the vapours of the liquid. Herbs and spices are added to the liquid to give the meats a flavour. The utensil is sealed throughout the cooking process. The Irish Stew is famous in this category.

Benefits of Stewing:

1. A chef can use cheap cuts of meats that cannot be used for finer dishes. This ensures the utilisation of most of a carcass.
2. This method tenderises the food that otherwise would have been inedible.
3. It is a complete meal since it involves vegetables and meats, so it saves on the consumption of foods.
4. The dish retains all the nourishment of the ingredients used.
5. It is an inexpensive dish for the guests.

**Disadvantages of Stewing:**

1. It takes a long time to cook and therefore, has to be made well in advance for instant service during food operations.
2. The Chef has to ensure that the stew pot is kept at a simmering temperature. Boiling temperature would ruin the stew.

Braising

This is a method where meat is browned quickly in fat, and then cooked slowly in a covered pan, with little liquid. This method is a combination of roasting and stewing. It is again an ideal method for tough meats, inferior cuts and joints. Meats are first roasted brown to seal off the pores so as to retain the meat juices and flavour. The roasted meat is then placed on a bed of vegetables, herbs, bacon and ham in a casserole. The casserole is filled with stock and gravy to two thirds of the casserole with flavourings and herbs. The casserole is sealed with a lid to prevent evaporation and then placed in an oven or fire to cook very slowly. Once the dish is finished, whole joints are glazed in the oven.

Benefits of Braising:

1. Ideal for tough meats and joints that otherwise would be inedible. This method tenderises the meat to make them delectable.
2. It is fuel efficient as it uses low fires.

Disadvantages of Braising:

It takes a long time to cook and would need a sufficient lead time to serve.

Fat Media**Roasting**

In this method, food is cooked in direct contact with heat. Fat is applied to the meat called 'basting'. There are four traditional methods of roasting:

Pot-Roasting This is used in the absence of ovens, for quality meats like small joints and game birds, which



are trussed to retain their shape. It is browned in a heavy-bottomed pot in melted fat. Once the meat is browned, it is removed and replaced again on crossed rods at the bottom of the pot to prevent the meat from sticking to the bottom. The meat is basted again. The pot is tightly sealed and heated from below on a low fire. Root vegetables are added to give flavour. The meat is turned over for even cooking. Once the roast is over, stock is added to the drippings to make a 'Jus Roti', gravy that goes well with the roast.

Oven-Roasting This is the one in which good quality meats and poultry is basted and placed in a tray to be roasted at 300°F. The meat is constantly basted and turned around to give it even colour and cooking. Nowadays cooks use aluminum foils to retain the juices and flavours of the meat. They may enhance flavour with *Matignon*, a marinade of two medium carrots, two onions, two sticks of celery heart, ham, thyme and bay leaf enclosed in the aluminum foil.

Spit-Roasting This is popularised by Wild West movies or adventure films. The whole meat is skewered on a rod and cooked in its own fat over direct flames. The meat is constantly basted with fat and rotated to get even colour and cooking.

Tandoori Roasting This is an Indian concept where meat is marinated with spices and curd and skewered on rods and placed in mud ovens heated from within. This method is used to make *tandoori* breads that go well with *tandoori* meats. The *tandoori* chicken *Tikka* is a famous dish made from this method.

Benefits of Roasting:

1. It is ideal for quality meats and poultry.
2. As the pores are sealed with heat the meats retain their juices.
3. It is the best way to cook whole animals and poultry, like suckling pig, duck, chicken or lamb.
4. Roasts can be preserved for longer durations.
5. Once *tandoori* ovens are fired to the desired temperature then cooking is quick and items can be cooked at the same time they are ordered.

Disadvantages of Roasting:

1. It is time consuming and has to be prepared well ahead of actual service.
2. *Tandoori* ovens need time to fire them to reach the desired temperature.
3. The cook must ensure even browning periodically to ensure equal cooking especially of whole meats.

Frying

In this method food is brought into contact with hot fat. There are three methods of frying:

Sauté This which literally means 'to jump'. This is done on very slow fire to tenderise items and partially cook them. The food is in small quantity in relation to the pan in which it is



sautéed so that it can be tossed or flipped. The food is also cut into small pieces so that the surface area of the pieces is greatest. A little fat is added to avoid the vegetables from sticking to the pan. The purpose of sauté is to cook quickly in order to minimise water loss and vitamin destruction. Vegetables are sautéed to retain their colour and serve as accompaniments to pre-plated meat dishes. Most sautéed items are partially cooked.

Shallow frying This is complete cooking done with minimum fat. Normally this method is used for pre-cooked foods like sausages and bacon.

Deep frying This is achieved when food is completely immersed in oil and cooked at temperatures of 325°F–400°F, as is Fried Chicken or French Fries. In this method, the food is completely surrounded with oil, the food is evenly browned. At these high temperatures, food browning and cooking is done at an accelerated pace. It is ideal method of cooking for coated foods as it ensures uniform browning.

Benefits of Frying:

1. Food tastes good.
2. It takes very little time and can be processed at the time of order from the guest.
3. Fried foods can be stored and reheated whenever required.
4. A method for both sweets and savouries.
5. Stable fats can serve deep frying for a 100 hours.

Disadvantages of Frying:

1. It is definitely not the ideal method for weight-watchers or those on medical diets.
2. It is an expensive method as fat is used and is expensive. Deep Frying needs a lot of oil.
3. Oil used for deep frying needs time to heat to the desired temperature. The temperature must be kept constant consistently during the cooking.
4. Special attention is required to ensure that the fat is not overheated as this spoils the food and the fat which decomposes at high temperatures.
5. Shallow-frying requires the attention of the cook to ensure that both sides are equally browned.
6. The fat required should be exact as inadequate fat breaks up food, which then requires more fat.
7. Most meats require coating to keep the juices in and the fat out. Such coating can be in the form of egg and breadcrumbs, flour and milk, batter (a mixture of flour, milk and eggs), thin pastry, oatmeal or vermicelli, lamb or pigs cauls (membrane enclosing a baby in the womb) and gram flour or chick pea flour.
8. The fat in deep frying needs to be constantly strained to keep it fresh as leftover food items carbonise turning the oil black.
9. In deep frying, fresh oil needs to replenish used oil.

Heat Media

Grilling/Broiling

This a quick method of cooking on grid iron exposed to dry heat from below or above either with fire or gas or electric means. The term *broiling* is the American term for *grilling*. It is ideal for expensive methods like steaks and poultry. The meat is marinated before cooking and never pricked while cooking as the juices would flow out. There are several types of grilling:

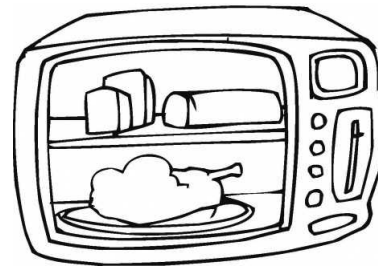
Barbeque Grilling where iron grills are coated with fat and meats raw or marinated, are placed on them and cooked from below with charcoal fire or gas. The charring of meat is essential to get the best taste out of this cooking. Care must be taken to cook the food evenly on both sides. This kind of cooking is ideal for outdoor cooking. Grill houses specialise in this method.

Salamander Grilling is done when foods are exposed to dry heat from above. Expensive meats may be cooked in the salamander on grid rods. Vegetables may be cooked in trays. The best benefit of salamander cooking is when *au gratin* (a dish cooked with a topping of crumbs, cheese or cream sauce) items are browned from above before service. It is also used to glaze (giving a glossy top finish to food with sugar syrup or reduced stock) items. Mediterranean countries like Greece and Lebanon use vertical salamanders to cook *dona kebabs* and *shewarmas*. Skewered meats are vertically rotated to ensure even cooking.

Grilling between Heat Bars is another method which ensures uniform cooking and does not require flipping the meat over to obtain uniformity.

Infrared Grilling reduces cooking time dramatically through infrared radiation.

Microwave Grilling uses microwaves to cook food. It is quick and efficient. The types of waves used by microwaves are closest in length to radio waves. The waves used oscillate rapidly, the net effect is the reversal of the electromagnetic field surrounding the food at a rate of many times a second.



Benefits of Grilling:

1. It is an alternate cooking method for weight-watchers as very little or no fat is used.
2. It is quick and can be done at the time of ordering grilled items by guests.
3. The grilling can be modified to guest preferences e.g., steaks that can be cooked rare, medium rare, or rare.
4. It can be a very personalised way of cooking as done at barbeques.

Disadvantages of Grilling:

It needs the constant attention of the cook during cooking to ensure even cooking.

Baking

This method is used to cook food in oven chambers of constant dry heat. Breads, cake bases, patty shells, pies, tarts shells and vegetables are baked.

Benefits of Baking:

Baked products are tasty

Disadvantages of Baking:

1. Baking in quantity poses a challenge. Establishments would have to invest in expensive multi-tiered commercial ovens
2. Baked confectionaries are rich in butter and not ideal for weight watchers.

Smoke Media**Smoking**

This is an ideal method to preserve meats like salmon fish or ham. Traditionally, this method uses chambers with smouldering wood shavings or saw dust.

Benefits of Smoking:

1. Helps in preserving meats.
2. Smoked items are delicacies and very tasty.

**Disadvantages of Smoking:**

Smoking is an expensive method not offered by many establishments.

Key Terms

Au Gratin	A dish cooked with a topping of crumbs, cheese, or cream sauce
Baking	Cooking method in oven chambers of constant dry heat
Basting	Applying fat to meat
Batter	A mixture of flour, milk, and eggs used for coating food in frying
Boiling	A method in which food is cooked in boiling salt water (100° C) or simmering stock
Braising	A cooking method where meat is browned quickly in fat, and then cooked slowly in a covered pan, with little liquid
Conduction	Where one molecule passes heat to the adjacent molecule throughout a conductor
Convection	The process where heat is transferred through gas or liquids
Deep Fry	Cooking method where food is completely immersed in hot oil
Frying	Cooking method where food is brought into contact with hot fat
Fusion	Energy required to melt or freeze ice
Glazing	Giving a glossy finish to food, with sugar syrup or reduced stock
Grilling/Broiling	A quick method of cooking on grid iron exposed to dry heat from below or above
Jus Roti	Drippings of meat



Matignon	A marinade of two medium carrots, two onions, two sticks of celery heart, ham, thyme, and bay leaf
Poaching	Cooking method in shallow water
Radiation	The process of giving out rays
Roasting	Cooking method using basted meat in direct contact with heat
Sauté	A frying method to tenderise items and partially cook them
Shallow fry	A complete cooking method done with minimum fat
Smoking	Cooking method using smoking chambers of smouldering wood shavings or saw dust
Steaming	Cooking method which uses moist heat (steam or water vapour)
Stewing	Cooking method to cook tough meats and joints
Vapourisation	Heat transfer from boiling water to steam

Review Quiz

Fill in the Blanks

1. The process in which heat is transferred through gas or liquid is called _____.
2. The process of transferring heat through rays is called _____.
3. Cooking methods are categorised in four ways: water, fat, heat and _____ media.
4. The resultant liquid of boiling is called _____.
5. Poaching is a _____ based method of cooking.
6. A cooking method to soften meats and joints is _____.
7. Drippings of meat is called _____.
8. Tandoori ovens are made of _____.
9. The frying method to tenderise and partially cook them is called _____.
10. A mixture of flour, milk and eggs used to coat food before frying is called _____.

True or False

1. Heat moves in the direction of cold surfaces.
2. Conduction is when heat is transferred through rays.
3. Food needs to be sealed before steaming.
4. Steaming is ideal for the diet conscious.
5. Vegetables normally retain their colour when boiling them.
6. Stewing requires expensive cuts of meat.
7. Braising needs a sufficient time to cook before service.
8. Deep frying is an inexpensive method of cooking.
9. The American term for *grilling* is *broiling*.
10. Salamander cooking uses heat from below.



Training Methodology



After the initial explanation of the methods of cooking, the next best step to ensure learning is actual demonstration the various methods. The trainer should be a qualified chef who will assemble the necessary ingredients, equipment, and pots for such a demonstration.

Key Learning Points

- Role of heat
- Different Methods of cooking with their advantages and disadvantages

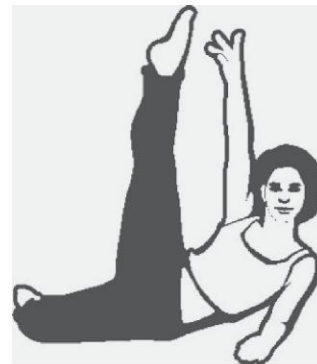
Nutrition

Learning Objective



To help the reader understand the importance of nutrition and the role it plays in cooking.

Global consumers are getting more and more health conscious. They all recognise that the body is the engine to cope with stress and strains of daily living. Nutrition develops our immune systems to prevent diseases as well as contributes to the health of all parts of our body, including our teeth, bones, blood etc. With better knowledge about health available on television and other media, people have gone exercise regimens and healthy eating habits. Testimony of this can be found in the number of gymnasiums opened and the spread of salad bars and juice bars everywhere, including supermarkets, petrol stations and food courts. The concern for nutrition becomes paramount in any food operations.



We know well the importance of nutrition in institutional catering for hospitals, schools, prisons, etc. but its importance has crept into our daily lives as well. It is imperative, therefore, for food professionals to know a little about this very important aspect.

▲ NUTRITION

What is nutrition? Nutrition is the science of food and how it contributes to the health of the body when we eat food for basic survival. Our food has six basic nutrients than are necessary to promote our health:

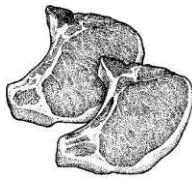
1. Proteins

2. Carbohydrates
3. Fats
4. Vitamins
5. Minerals
6. Water.



Proteins

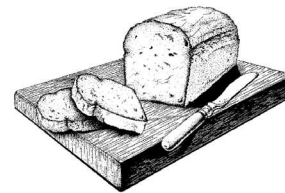
Protein is an essential element to build, maintain, and repair all body tissues. Proteins control the balance of all bodily secretions like fluids, enzymes and hormones; and help the body resist



infection. Proteins also help form chemicals that build resistance to disease. Proteins comprise building blocks called *amino acids* that are created after digestion to help repair our body tissues. Proteins are substitute energy sources for carbohydrates and fats when they are in shortage. Proteins come from animal sources such as meat, poultry, fish, eggs, milk and cheese to feed the body with essential amino acids that the body itself does not generate.

Carbohydrates

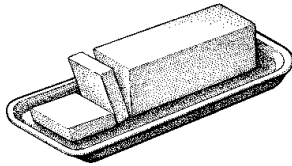
Carbohydrates are a source of energy. These may be found in foods that have starch, sugar, and cellulose. These are found in fruits, vegetables and grains. Carbohydrates contribute to the total calories consumed in a day. A calorie is the unit of energy found in food. Calories are needed to work, perform our daily duties and do any physical activity. Carbohydrates also keep us warm. The problem with carbohydrates is that if it is consumed in plenty it is stored in our body as fat, which is the source of overweight and all the malfunctions that go with it including low self esteem. Today's *mantra* is to keep off carbohydrates to keep that slim figure. However, carbohydrates are still necessary for the total well being of the body otherwise the proteins take over this function when they are required for other important uses as explained above. The amount of calories consumed is a relation to the body weight. Ideal intake of calories is 14 times the ideal body weight for the height and structure of the body for an inactive person like executives working behind desks. The equation changes to 15 times the body weight if the person is fairly active with reasonable exercise. The factor changes to 16 times the ideal body weight for those who have very active pursuits like sports people. Weight must be managed by consuming just the right amount of calories daily in relation to the body weight keeping in mind the energy that is likely to be spent in the day through physical activities.



Fats

Fats also provide energy and heat to the body. There are two types of fat: *Saturated fat* that remains solid at the room temperature like lard and ghee, and *unsaturated fat* that becomes

liquid at the room temperature like oils. Fats are provided to the body by butter, margarine, cooking oils, ghee, meat fat, and whole milk. Fast Foods that have become so popular are so rich in fat that they are referred to as 'junk' food. While fats are important to provide energy, help in cell wall development and certainly enhance the flavour of foods, an excess consumption could lead to overweight if adequate exercise is not given to the body to burn that excess fat.



Overweight is the source of all health problems including blood pressure, hypertension and fatigue. Weight-watchers must avoid fats to lose weight since fat contains more calories (nine per gram) than any other nutrient. Nutritionists say that 30 per cent of daily consumption should come from fats. Saturated fats found primarily in animal foods also lead to cancer and high cholesterol.

Cholesterol is necessary for the body functioning. The body uses it to make Vitamin D and various hormones. It is also important for the brain and nerve cells. The body creates its own cholesterol but when this is exceeded by excessive consumption of animal foods, the cholesterol levels rise and collect on the walls of arteries and block the flow of blood resulting ultimately to cardiovascular diseases and heart attacks. Food preparation has recognised the dangers of this and has moved from saturated fats to vegetable oils in cooking. Chefs recommend replacing fried foods with baked, steamed or poached meals.

Vitamins

Vitamins promote growth, aid reproduction, help digest food, help in resisting infection, prevent diseases and maintain mental alertness. Though required in small amounts, they are procured by food or supplements. We all know that vitamin deficiency can lead to many diseases and malfunctions of the body. Vitamins come in two basic categories—***Fat-soluble vitamins*** like A, D, E, and K that are absorbed and stored in the body to be supplied by



the body when needed; ***Water-soluble vitamins*** like B-Complex and C that are absorbed in the blood stream but not stored and therefore, require consumption through food or supplements.

Minerals

Minerals serve as building materials and as body regulators. They build muscle, bones, teeth and hair. Minerals include calcium, phosphorous, potassium, sulphur, sodium, chlorine, magnesium, iron, manganese, copper, iodine, bromine, cobalt, and zinc. Minerals are got from food in a water-soluble form. Food preparation takes into account ways to conserve these minerals. Sodium is found in table salt used to season cooked foods. Too much of salt results in hypertension, heart problems, and kidney diseases. Chefs have reduced this element in cooking leaving it to the guests to supplement the salt kept at tables, to the extent they are permitted. The chart below (Fig. 31.1) gives the benefits of some important minerals.

Water

The body of an adult consists of sixty per cent water. No wonder it is important to human survival. Water performs many functions for the body:

Minerals	Benefit	Food source
Calcium	<ul style="list-style-type: none"> • Bones and teeth • Functioning of nerves, heart, and muscles • Blood clots 	Milk, cheese, ice cream, sardines, clams, oysters, and leafy vegetables
Iron	<ul style="list-style-type: none"> • Hemoglobin that carries oxygen in the body • Cells to use oxygen • Prevents anemia 	Liver, heart, shellfish, lean meat, leafy vegetables, egg yolk, dried peas and beans, dried fruits, whole grain breads and cereals, and dark molasses.
Iodine	<ul style="list-style-type: none"> • Thyroid gland • Prevents goitre 	Iodised salt, saltwater fish, and seafood.
Phosphorous	<ul style="list-style-type: none"> • Bones and teeth • Body cells • Functioning of muscles • Utilise sugar and fat 	Meat, poultry, fish, milk, eggs, milk products, nuts, dried beans, and peas.

Fig. 31.1 Mineral Chart

1. It serves as a solvent for nutrients to enter the body.
2. It transports waste from the body through the lungs, kidneys and skin.
3. It is used as a building material for cells.
4. It regulates the body temperature through perspiration.
5. It acts as a body lubricant.
6. Saliva helps to swallow food.
7. Water and other fluids help food to travel through the digestive tract.

Most foods contain water but there are some like cucumber, lettuce and watermelon, milk and oranges that contain over 80 per cent of water. An average adult requires six to eight glasses of water daily to balance the loss of water lost from the body in many ways including perspiration.

▲ APPLICATION TO FOOD PLANS

How does all this knowledge translate into food plans? Nutritionists have made it simple by insisting on the four items in a daily diet:

- Milk and other dairy products.
- Meat including poultry and seafood.
- Fruits and vegetables.
- Grain.

Food must be served in the ratio of 2–2–4–4 for the above. Fruits, vegetables, and grain must be consumed twice the quantity of milk and meat products.

In food preparation, nutrients are lost due to careless handling of food. Some of these issues are:

- Cleaning and trimming beyond a point results in the loss of vitamins. Paring of fruit eliminates rich minerals that lie just below the skin.
- Oxidation when nutrients are destroyed when in contact with oxygen. Therefore, food needs to be properly packed and sealed when stored. Storage also results in a loss of nutrients.
- Sunlight destroys some colour pigments and nutrients. For example, Riboflavin is lost when exposed to light.
- Heat destroys some vitamins like Vitamin C and Thiamine. Therefore, the longer items, rich in these nutrients, are cooked; the more are the chances that they will lose their nutritive value. Proteins are damaged by heat as well.
- Water is responsible for dissolving some minerals and vitamins. Excessive soaking of foods can cause this loss.



A mention must be made of fibres which aid in digestion, prevent constipation, regulate cholesterol and decrease the risk of colon cancer and heart disease. Fibre consists of the indigestible cell walls of plants. Nutritionists recommend a daily intake of 15 to 18 grams of fibre daily. Fibre is found in whole grain breads, bran cereals, brown rice, legumes, oatmeal, and fresh fruits and vegetables.

Key Terms



Calorie	Is the unit of energy found in food
Carbohydrates	A source of energy found in foods that have starch, sugar, and cellulose
Fats	A source of energy and heat to the body
Fibres	Indigestible cell walls of plants
Mineral	Serve as building materials and as body regulators
Proteins	An essential element to build, maintain, and repair all body tissues
Vitamins	Help to promote growth, aid in reproduction, help in digestion of food, help in resisting infection, prevent disease, and maintain mental alertness
Water	Important for human survival

Review Quiz



Short Notes

1. Give the benefits of proteins.
2. What are the advantages and disadvantages of carbohydrates?

3. What are the risks of having too much fat?
4. Write brief notes on vitamins.
5. What is the value of water in nutrition?

Training Methodology

Lecture method should be used to explain this topic. Learning aids like nutrition charts and Powerpoint presentation and flip charts should be used to help the students understand the concept in a better way.

Key Learning Points

- Understanding nutrition
- Application of nutrition to food plans





5

**SERVICE SKILLS
&
COMPETENCIES**

Basic Skills for Supervisors

Learning Objective



To help the reader become aware of essential tasks of a restaurant supervisor.

▲ TASKS OF A SUPERVISOR

There are some basic tasks for all supervisors of restaurant operations:

1. Taking Attendance

Attendance is taken in every shift as it influences salaries and wages of the service staff. Some servers are paid wages by the hour while others may be paid a monthly salary. The amount of salary is based on the person's presence to contribute to the operation.

A restaurant maintains two attendance registers:

- (a) One which has all the names of servers listed on a page to mark presence or absence.
- (b) One which devotes a page to each server and the number of hours each has worked along with days off, overtime statistics, and special duties.

These registers are maintained as per labour laws and are carefully locked. They are used for a year and are legal documents. They are presented to the payroll in-charge each month to calculate the salaries and wages. The supervisor must ensure some norms while maintaining the attendance of staff:



- Staff coming late must be marked late because late-coming is a taboo in the service industry. Service is provided by “warm bodies” and late-coming can seriously jeopardise the quality of service. The Human Resources Department can incur penalties on the staff through wage deductions to emphasise the importance of attendance.
- Supervisors must mark the attendance with a pen to prevent any malpractice. Any additions or deletions must be counter-signed by the manager and employee in acknowledgement of amendments.
- Supervisors must counsel habitual late-comers and absentees before taking action. Late-coming and absenteeism are punishable offences and can even lead to dismissal of the employee.
- Supervisors must always emphasise the importance of attendance in all briefings.

2. Briefings

Briefing is a critical communication point between the management and staff. It is the opportunity for upward and downward communications.

At the briefing the supervisor checks the following:

- Grooming standards of the servers.
- Uniforms are properly pressed and clean.
- Finger nails to see that they are manicured and clean.
- The shoes are well polished.
- Servers’ knowledge of non-available items.
- Servers’ knowledge of the specials of the day.
- Equipment carried by the servers e.g., bottle opener, ball pen, KOT pads, cigarette lighters.
- Staff grievances
- Staff feedback on operations of the previous day.
- Staff suggestions for improving restaurant performances.
- Knowledge of the menu. The server may be quizzed on the following to know his or her mastery over the menu:
 - (a) Method of preparation with all the ingredients
 - (b) Time taken for the preparation of each dish
 - (c) Sauces used for the dish
 - (d) Accompaniments and garnishes
 - (e) Whether the dish is vegetarian or non-vegetarian
 - (f) Method of service
 - (g) Appropriate wines that go with each dish
 - (h) Which course each dish belongs to

- (i) Prices
- (j) Alternative suggestions for a dish
- (k) Where to fetch various items from the different sections of the kitchen
- (l) Portion sizes
- (m) Service methods and procedures
- (n) Popular menu items

The supervisor will also communicate the following:

- New policies of the management
- Table reservation status
- VIPs expected
- Service standards that need reinforcing
- Guest complaints and how they can be avoided
- Training tips
- Revenue performance of the restaurant
- Recognition for jobs well done
- Transfers, promotions, new staff and exits
- Introduction of new staff joining the service team
- Encouragement and motivation
- Staff schedules and table allotments
- Cost control measures
- New menu items
- Management observations and suggestions

3. Managing Discipline

Discipline is the hallmark of a professional hotelier. Discipline is required for the following reasons: (a) guests like to see professionalism; (b) indiscipline affects the image of the property; (c) indiscipline affects service—imagine a delayed service or a wrong order taken; (d) it reflects on the hygiene and sanitation standards of the property if servers are unhygienic or surroundings are dirty; (e) discipline is necessary to make the servers communicate with courtesy, etiquettes, and manners; (f) discipline is necessary for servers to follow systems and procedures to avoid chaos—shortcuts to service can affect the standards; (g) discipline leads to coordination with other departments and fellow-members, which is necessary to get their cooperation; (h) discipline in the punctuality and attendance is necessary as without adequate staff the restaurant cannot give quality service.



Indiscipline happens for several reasons. Figure 32.1 gives the reasons for indiscipline and how they can be addressed by the supervisor:

While the above are some reasons for indiscipline and how to deal with them, the following are some general guidelines to maintain a disciplined team:

Reasons for Indiscipline	Course of Action
Unavoidable circumstances	Pressing domestic situations like family sickness, parent-teacher meetings, etc. cannot be avoided. This should be excused provided the server has excused himself or herself before the operation starts. Any proof like a medical certificate authenticates an absence however the manager is guided by the track record of the server.
Adventurism	Young servers are hot blooded and like to beat the system. Don't kill adventurism because it can be converted to enthusiasm. Give such staff challenging tasks and additional responsibilities that will occupy their time and need for adventure.
Lack of control systems	Many acts may seem as indiscipline but actually they are caused by a lack of systems and procedures. A manager must seal loopholes in the system. A written code of conduct is also necessary to let employees know the rules. The manager can seek the assistance of the Human Resources Department to draw-up a code of conduct.
Ignorance of rules	Ignorance of rules is a crime and therefore, servers can be penalised for this. However the manager must re-emphasise rules during briefings to keep such things on the top of the mind daily.
Attention seeker	The industrial age has brought isolation and anonymity when huge work forces are employed. It is easy to be ignored and lonely. Many people deliberately cause indiscipline to attract the attention of the supervisors. A manager, in the first instance, must know and have a dialogue with his team collectively and individually to get respect. It is a necessary ingredient of leadership.
Does not accept the system	The manager should counsel the server and make him realise the importance of the system and how it fits into the larger scheme of things.
Rebellious	Rebellious people are so because of perceived injustice. The Manager can sit with the "rebel" and understand the injustice meted out to him. Well-defined grievance procedures have helped in avoiding rebellious situations. More important is that the Manager must be fair and equitable in his or her dealings with the team.
Affiliation with negative groups	The Manager should identify these negative groups and their leader. He should try to understand the reasons behind negative behaviour. Win over the group leader by giving him importance and a say in proceedings.
Bad habits	Reinforce good habits during training sessions and briefings.
Shortcuts	Penalise the server after giving two warnings.
Wilful motives	People with wilful motives are dangerous. If counselling has failed then dismiss the person from the team.

Fig. 32.1 *Discipline Chart*

1. Distribute written house rules for conduct, which must be reinforced at briefings.
2. Motivate staff to follow rules and maintain discipline and show its benefits in terms of advancement, better tips, and cooperation from team members.
3. A fault committed must be checked at once.
4. Always discipline in private.
5. Set an example by being self-disciplined. Staff want a role model.
6. Consult the Labour laws regarding disciplinary proceedings. Normally two warnings are given in writing before formal charges can be made.

4. Cost-control

Profits can be increased by reducing costs (called internal profit). Everyone is accountable for cost control especially the supervisor. Here are some tips to reduce costs:

1. Check that food from the kitchen maintains standard portion sizes.
2. Handle service equipment with care. Switch off equipment like hot cases, chillers, table lamps, display cabinets lights, etc. when the restaurant is closed.
3. Cutlery is expensive and cannot be used to open sealed bottles, or used as screwdrivers to fix equipment.
4. Restaurant linen is expensive and should not be used for wiping tables or floors. Waiter cloths are of cheaper material and used for cleaning purposes.
5. Order pads and KOTs must not be used as rough pads for dawdling.
6. Servers must be trained in the correct ways of lifting and carrying trays to avoid spillage and accidents.
7. Check each food order with the KOT to ensure that food ordered is the correct one.
8. Serve tea and coffee according to portions.
9. Send timely maintenance to avoid major breakdowns.
10. Return re-usable items like butter, milk and sugar, etc. to the kitchen.
11. Staff must take down orders correctly the first time to save returning orders.
12. Raise checks for all the food ordered. There is no free food except as a policy decision
13. The manager must be hawk-eyed for pilferage by staff.
14. Ensure the daily cleaning of the premises to keep assets fresh.
15. Ensure that the staff strength is optimum to meet business demands. Staff entail costs for the establishment.

5. Staff Scheduling

Scheduling staff ensures that the business demands are met. The schedule shows a human face in taking into account each server's special requests for leave without effecting service. Staff is rotated equitably through shifts and holidays. Food business is a 7-day business and not

everyone can get leave the same day. Servers work while others enjoy. The off-days have to be distributed fairly on a round-robin basis as portrayed in the schedule below. The schedule is made at least three days before it becomes effective to enable staff plan their personal commitments. Every schedule is authorised by the manager who is responsible for the human resources and their deployment. The schedule ensures optimal deployment especially during peak hours. Busy restaurants like coffee shops that run a 24×7 operation have morning, afternoon, evening, and night shifts. Some key personnel are given split shifts to cover busy periods.



	MON	TUE	WED	THUR	FRI	SAT	SUN
Judy	Bussing	Mis-en-scene	Clearance	Station C	Station B	Station A	off
Jane	Mis-en-scene	Clearance	Mis-en-scene	Bussing	Station A	off	Station C
Robert	Clearance	Station C	Bussing	Station A	off	Station B	Station A
Singh	Station C	Station B	Station A	off	Bussing	Station C	Station B
Antonio	Station B	Station A	off	Mis-en-scene	Station C	Bussing	Clearance
Jamal	Station A	off	Station C	Station B	Mis-en-scene	Clearance	Mis-en-scene
Victoria	off	Station A	Station B	Station C	Clearance	Mis-en-scene	Bussing

6. Assignment of Duties

Duties assigned must be fair and equitable. Servers cannot be overburdened to affect their productivity. Servers must be free from monotony. The common tasks for all servers are to serve guests. However, there are tasks that can be rotated among the restaurant staff. These tasks are:

1. Polishing silver ware
2. Cleaning glasses
3. Requisitioning linen, flowers and supplies
4. Food pick-up
5. Clearance of tables
6. Replenishing water into guest goblets
7. Replenishing soiled service ware from the kitchen stewarding with fresh ones
8. Set-up of trolleys and displays

These tasks must be distributed equitably among the staff as they are routine and sometimes tedious. The restaurant manager also ensures the following:

- Rotation of staff to different stations
- Each station must have equal staff strength i.e. one Captain per station and 20 covers per server in a coffee shop and an eight covers to a server in a fine dining restaurant.

7. Evaluating Staff

The purpose of performance appraisal is to ascertain an individual's present and future value to the organisation, by eliciting present value which is assessed by past performance, and future value determined by present potential. The main challenge is the element of subjectivity, which is reduced by evaluating performance and not personality. Setting standards of performance is implicit in quality performance appraisal. The challenge is the measurement of performance. Management has rationally used for some positions like that of a server, the Trait method in which certain behavioural characteristics like punctuality, attendance, teamwork, grooming, ability to follow instructions, etc. are evaluated. However, some traits can be measured and others cannot, and this opens the doors to subjectivity. The server in future is acquiring the responsibilities of his supervisor, which means that objective-setting is essential. The following characteristics, which greatly eliminate the element of subjectivity, should be considered at the time of evaluation:



- **Average sales per cover**
- **New guests generated**
- **Repeat customers**
- **Average check**
- **New ideas introduced**
- **Guest comment forms and feedback**
- **Cost-control measures employed**
- **Feedback of colleagues (360 degrees feedback)**

Deficiencies in performance must not be looked as areas for punishment but for training and development. The supervisor must identify training skills needed to overcome the short comings. The system should be future oriented and have the potential for growth. It should bind the superior and subordinate to act as a team to achieve targets. The appraisal should become transparent and both the supervisor and the serves should look upon performance as something mutually beneficial. The supervisor does the following to enliven performance appraisal:

1. Set standards of performance.
2. Set targets at the beginning of a year which are realistic and measurable.
3. Review performance mid-year and give feedback on shortfalls.
4. Look for training needs.
5. Conduct the appraisal interview in a relaxed atmosphere and with an open exchange of ideas.
6. Strictly concentrate on the individual's performance and not the personality unless it is essential to service such as grooming and hygiene.
7. Give the subordinate an opportunity to mexplain him or herself.
8. Help the subordinate to identify deficiencies and chalk out action plans for improvement.
9. Show the subordinate the path for future growth.

Key Terms

Attendance	The process of recording employee presence
Briefing	A two-way communication between management and staff before the restaurant opens
Discipline	Self control
Management-by-Objectives	A system of setting objectives and targets mutually at the beginning of the performance period of a year and assessing whether they have been achieved at the end of the year
Performance Appraisal	An assessment of past performance and future potential



Review Quiz

<p>Short Notes</p> <ol style="list-style-type: none"> 1. What are the various aspects covered by a supervisor in a briefing? 2. How does a supervisor exercise cost control in a restaurant? 3. Write a paragraph on 'evaluating people'. 4. How can we ensure fairness and equity in staff scheduling? 5. Why does restaurant staff need discipline?



Training Methodology

<p>The trainer should use lecture method supported by aids like flip charts or Power Point presentations, to explain their topic. This chapter can also be understood by self-learning.</p> <p>Key Learning Points</p> <ul style="list-style-type: none"> • Taking attendance • Briefings • Managing discipline • Cost-control • Staff scheduling • Assignment of duties • Evaluating staff



Suggestive Selling

Learning Objective



To help the reader learn how to enhance profits through suggestive selling.

▲ SUGGESTIVE SELLING

Suggestive selling is perhaps the most cost-effective way to promote sales; it is done verbally by the servers. It is the distinct skill that a food service professional must acquire, to distinguish oneself from other servers. Those servers with suggestive selling skills earn better sales, recognition, and larger tips. The power of suggestion is effective in sales.

Steps of Suggestive Selling

Let us go through what is required to perfect the skill of suggestive selling.

1. The first step is to **know the menu** thoroughly. This requires sitting with the chef to learn the ingredients, method of preparation and presentation.
2. The next is to **read the guests** being served. There are many telltale signs to tell about a guest. For example, a person carrying a briefcase and wearing a suit is likely to be a businessperson. A housewife would have children in tow. Students would be in casuals, probably jeans and tee shirts. Shoppers would have shopping bags. The next step is to anticipate what they would want. Old people are likely to be on diet; families on budgets; executives on expense accounts; romantic couples must be wanting food excitement; women non-fat diets, etc. To read a guest is important to give the right suggestions. We wouldn't want to suggest rich oily food to dieters, or elaborate expensive dishes to students, or time-consuming items to an executive in a hurry.
3. Guests do need **help** when it comes to menu items with unfamiliar names especially in specialty restaurants. The help may be in the form of suggestions or clarifications of dishes



and it is also an opportunity to do suggestive selling. The server may start with a statement like, “May I suggest...” or “The clam chowder is really popular”.

4. The skill is in describing dishes. Those words that **appeal to the senses** of sight, hearing, touch, smell and taste, provide the best descriptions. Let us look at some words that appeal to each sense:

- **Sight**—colour, freshness, wisp, steaming, tints,
- **Hearing**—sizzling, crisp, crunchy,
- **Touch**—soft, tender, smooth, thick, thin, hot, cold, chilled,
- **Smell**—aromatic, fruity,
- **Taste**—spicy, sweet, dry, delicious, yummy, tangy, chilly,



Each professional should prepare his or her own list of words. The art is in including these words in the description. Let us analyse the following examples of suggestive selling.

“(The people’s choice today) is our Crème of Mushroom soup, which is steaming vegetable stock, smoothly thickened with flour and butter and garnished with *wild* mushrooms and a wisp of fresh cream, [would you like to try it?]”

“The Steak au Poivre is choice tender *Wild West* beef grilled to a charcoal brown and served with spicy pepper sauce. It is accompanied with crisp French fries, fresh mixed vegetables and steamed rice. (I highly recommend this dish). [May I order this for anybody at this table?]”

“(We recommend) our house breakfast, which consists of two farm fresh eggs of your choice with crispy bacon, smooth buttered mashed potatoes and a grilled red tomato”.



Another feature of the examples above is **association** (given in italics). Associations have powerful imagery in the mind’s eye. Some associations are:

Home-made
Wild West
Farm fresh
Country

Type of cooking: e.g. grilled, deep fried, shallow fried, steamed, boiled, etc.

The terms above are self-explanatory and conjure up emotions. A professional server will memorise these descriptions to use.

Another feature in the above examples of suggestive selling is **recommendation** (in brackets). Recommendations can be made by the:

Management
Chef
Server
Guests

5. When suggesting items, it is always good to give the guest two choices. Too many choices can confuse the guest. The benefit of choice is that the guest believes he/she has made the decision when in fact the server had planted it in the guest's mind in the first place.
6. In suggestive selling, it is important to ask for the sale, as given the examples above in square brackets. Asking for the sale closes the transaction quickly and effectively.



Key Terms

Suggestive Selling An art of promoting food orally through suggestions



Review Quiz

True or False

1. Suggestive Selling is cost effective.
2. Suggestive Selling earns greater sales and tips.
3. The first step in developing the art of Suggestive Selling is to read the guest.
4. Guests with briefcases are shoppers.
5. Students can be offered expensive dishes.
6. In a specialty restaurant a guest needs help to read the menu.
7. In selling food, words should appeal to the senses.
8. Word associations leave powerful imageries.
9. Guests can make recommendations.
10. It is important to ask for a sale.



Training Methodology

After the initial explanation of the steps in suggestive selling, the next best step is to get trainees to develop exciting explanatory words for dishes of in-house menus. They should then practice suggestive-selling by role play where other trainees act as guests.

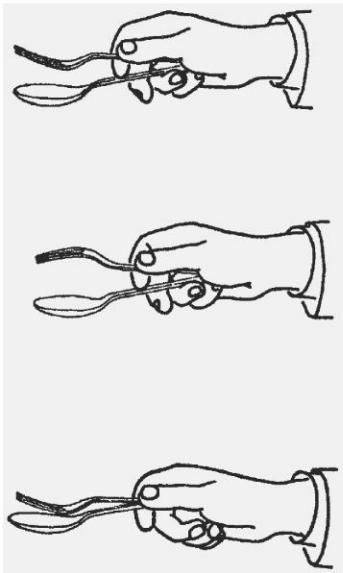
Key Learning Points

- Steps of Suggestive Selling
- How to read guests?
- Developing exciting explanatory words for dishes



DEMONSTRATION

Holding Service Spoon and Fork



1. The first finger gives initial leverage and when removed from between fork and spoon enables the two to close on food to hold firmly.
2. The fork is inverted to hold rounded food items like potatoes, tomatoes, etc.
3. The fork and spoon are kept facing upwards along side each other to form a broader base to scoop rice, fish fillets and sweet dishes.

- Training Aids
- (i) Forks.
 - (ii) Spoons.
 - (iii) Whole boiled potatoes.
 - (iv) Food with sauce.
 - (v) Rice.

2

DEMONSTRATION

Carrying a Tray

Sequence No.	Left Hand	Right Hand	Eye Contact	Precautions
1.	By the side	Pull out the nearest right tip of the tray so that it is half out.	On the tray so that it is not pulled out too much.	The table should act as the main support of the tray till such time the tray is carried
2.	Slip hand, palm facing upwards, under the tray and let the palm make contact with the bottom of the tray so that it reaches the centre of the tray	Pull the tray to enable the left hand reach the bottom centre of the tray.	See that the left hand finds the bottom centre of the tray.	The table still supports the main weight of the tray. Position left foot slightly forward to simplify the lifting.
3.	Take the weight of the tray and lift it slightly above the left shoulder.	Keep holding the right tip of the tray to counter balance	See that contents on the tray do not wobble.	Adjust tray to balance properly on left palm. Bend knees to create the lifting action.
4.	Ensure the the left palm adequately supports the tray. Note: Smaller tray may be supported by the tips of the fingers.	Adjust the tray securely on the left palm	See that the tray length points ahead and the breadth is alongside the neck. Drop the right hand.	Straighten the knees and walk upright.

Carrying a tray is one of the basic skills of a server. This is one of the first tasks taught to a new trainee. The best way is to practice the sequence above with old trays and bricks. This eliminates the danger of breaking things when trays fall initially. The trainee gets to develop the biceps and forearms to carry loads steadily. This is important since loads at work will include glassware, food and bottles. A restaurant cannot afford to have accidents due to tray falling. First, it shows the establishment as unprofessional; second, the noise of clattering trays can cause disturbance and anxiety among the guests; thirdly there is the loss in terms of broken service ware and food; and finally there is a danger of guests getting hurt. This skill must become a common practice for one aspiring to be a professional server. There are two

ways of carrying trays. One method is for heavy trays where the weight of the tray is secured on the palm of the hand; and the other is when small trays are carried on finger tips as shown in the pictures below.



Carrying a Heavy Tray

Note that the palm is in full contact with the bottom of the tray



Carrying a Bar Tray

Note that the small tray is carried on the finger tips

3

DEMONSTRATION

Laying a Table Cloth

Sequence No.	Left Hand	Right Hand	Eye Contact	Precautions
1.	Hold the left tip of the tablecloth with the thumb and forefinger (with the thumb on top). Hold central folds between the first and second finger	Hold right tip of tablecloth with the thumb and forefinger (with the thumb on top). Hold central folds between the first and second fingers.	See that the far edge of the tablecloth is evenly levelled 4" above the ground over the far edge of the table	Tablecloths are normally folded with the face side outside. Stand centrally between two legs of the table. Open out the tablecloth to its full length across the table with two double folds facing away. Let the other end drop over the far edge of the table with the table cloth 4" off the ground. The hands should be outstretched.
2.	Pull simultaneously with the right hand gently releasing the central folds. Once the tablecloth is distributed, drop the near edge of the table.	Pull simultaneously with the left hand while gently releasing the central folds. Once the tablecloth is distributed evenly across the table, drop the near edge of the table cloth over the near edge.	See that the tablecloth is evenly distributed across the table.	
3.	With palm facing downwards and in contact with the tablecloth, smooth out the tablecloth using circular motions from the inside to outside.	With palm facing downwards and in contact with the tablecloth, using concentric circles from inwards to outwards to smooth out the tablecloth.	See that no rumples are on the tablecloth	Ensure that hands are clean to avoid stains on the tablecloth.

One of the essential tasks before opening a restaurant is to set tables for service. We know by now that the table layouts are a composite of linen, glassware, cutlery and table appointments. The first step is the laying of a table cloth. Prior to this, the server would have requisitioned

fresh table linen from the linen room of the hotel and stacked them at the side station. He/She will only use fresh linen while laying tables. Obviously, guests are repulsed by stained linen as it reflects poor hygiene standards of the restaurant.

DEMONSTRATION

Changing a Tablecloth during Service

Sequence No.	Left Hand	Right Hand	Eye Contact	Precautions
1.	Hold the fresh tablecloth	Hold the fresh tablecloth	Look for any stains on the tablecloth	Open out the fresh tablecloth ways from the guest
2.	Hold one tip of the tablecloth, face upwards, with the thumb and first finger	Hold the tip of the table cloth on the same side, face upwares, with the thumb and first finger	See that the tablecloth does not go into the face of the guest	Hold the loose end if the fresh tablecloth well over the far end of the table and drop it over the dege 4" above the ground
3.	Hold the far left corner of the soiled tablecloth with the second and thrid fingers and the base of the palm. The fresh table cloth is still held by the thumb and the first finger	Hold the far right corner of the soiled tablecloth with the second and third fingers and the base of the palm. The fresh tablecloth istill held by the thumb and first finger	Align the near end of the fresh tablecloth and far end of soiled tablecloth	Pull both tablecloths spreading the fresh tablecloth across the table and simultaneoulusy folding int e soiled tablecloth
4.	Keep holding the soiled tablecloth till it slips off the fresh table cloth	Keep holding the soiled tablecloth till it slips off the fresh table cloth	See that the soiled tablecloth does not fall into the guest's tap	Release the fresh tablecloth over the near edge of table
5.	Release the soiled table cloth onto the floor	Release the soiled table cloth onto the floor	See that soiled tablecloth does not block the passageway	Drop the soiled table cloth onto the floor
6.	With the palm facing downwares in contact with the tablecloth, smoothen out rumples in concentric circles moving from the inside towards the outside	With the palm facing downwards in contact with the tablecloth, smoothen out rumples in concentric circles moving from the inside towards the outside	Look for rumples	Smoothen the fresh tablecloth
7.	Pick the soiled tablecloth from the floor	Make a bundle of the soiled tablecloth.	See that it is done out of the view of the guest.	Pick the soiled tablecloth and deposit it at the linen hamper station

In a busy restaurant operation, guests are liable to spill water, sauces or food on the table in the course of their eating. Restaurants like to maintain their immaculate standards of hygiene and sanitation by offering to change the table cloth for the comfort of the guests. It, therefore, is an art to change the tablecloth in the presence of the guest. The server will first remove all the tableware to the side station and proceed with the sequence above. After the task, he will replace the food and service ware just as he found them on the table. The key to this is speed because guests want to continue their dining experience with a minimum interruption.

There is a way to conceal spills without having to change the entire tablecloth and that is to cover the spill with a fresh table napkin. This is the quickest and accepted method as a restaurant service practice and to guests as well.

The server must remember that guests are very embarrassed when they spill items on the table. The server must manage this and comfort them with quick actions as mentioned above.

5

DEMONSTRATION

Clearing Soiled Plates from the Table

Sequence No.	Left Hand	Right Hand	Eye Contact	Precautions
1.		Lift soiled plate from the right of the guest	See that the plate does not topple any glasses and table appointments	Ensure that the guest has finished the meal denoted by closed knife and fork on the plate. If in doubt ask the guest if the guest has finished
2.	Transfer the soiled plate from the right hand placing the first, second and the third fingers under the plate and the thumb on the near edge of the plate to balance. The fourth finger protrudes outside the top of the plate to receive other plates	Transfer the plate to the left hand		
3.	Hold plate steadily as indicated above	Place the forks with the tines facing away from you. Insert the knife at right angles under the bridge of the fork. Note: A reversed fork with tines facing downwards is also permissible		
4.		Lift the plate of the second guest at the table		
5.	Receive second soiled plate and balance on three points formed by the thumb, fourth finger and base of the hand	Transfer second soiled plate to left hand		

6.		Use knife or fork of second plate to drop any left over food into the first plate. Then transfer the knife and fork to the first plate placing them along with the original knife and fork	See that the food does not fall of the plate	Turn away from the guest when doing the step Repeat tasks in sequences 4, 5 and 6 with all other plates of guests
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This is a service art that requires considerable practice in the initial stages of service training. The removal of plates must serve several objectives:

1. The operation is done silently.
2. Soiled plates look ugly and therefore, need to be away from guest view as far as possible.
3. It must be done speedily.
4. The number of trips to the side-station is reduced. A good server will remove all soiled plates from a table in one trip.
5. There should be no possibility of accidents.



A server will bring a clearance tray for soiled dishes on a guest table. He will place the tip of the tray at the tip of the table and transfer the dishes onto the tray. He will proceed to carry the tray as shown in Demonstration 2.



DEMONSTRATION

Opening a Wine Bottle

Sequence No.	Left Hand	Right Hand	Eye Contact	Precautions
1.	Hold the wine bottle firmly by the shoulder of the bottle. The bottle should have the base towards you and the neck facing away at 45 degrees away			
2.		Pierce the cork with the tip of the corkscrew and twist the latter gently in a clockwise direction till the screw is fully in		
3.	Put the pressure of the bottle towards yourself	Draw the cork out gently by twisting the cork to and fro	See that the cork is not splitting, and that the bottle is not shaken to disturb any sediment at the side of the base of the bottle	

Wine service is an art and is done by a specialist called the *Wine Butler* or *Sommelier*. While these may have the specialist knowledge of wines, every server would like to have the skill of presenting wine and opening wine bottles. All wine bottles are sealed with corks and the instrument to remove them is called the cork screw. There are four types of corkscrews. The most common is called *the waiter's friend*, which is like the multipurpose Swiss knife. It has several options including a small knife, bottle opener, scissors, and corkscrew. The benefit of this type is that it can be carried in the pocket.

The next type of corkscrew is called the T-Spiral,



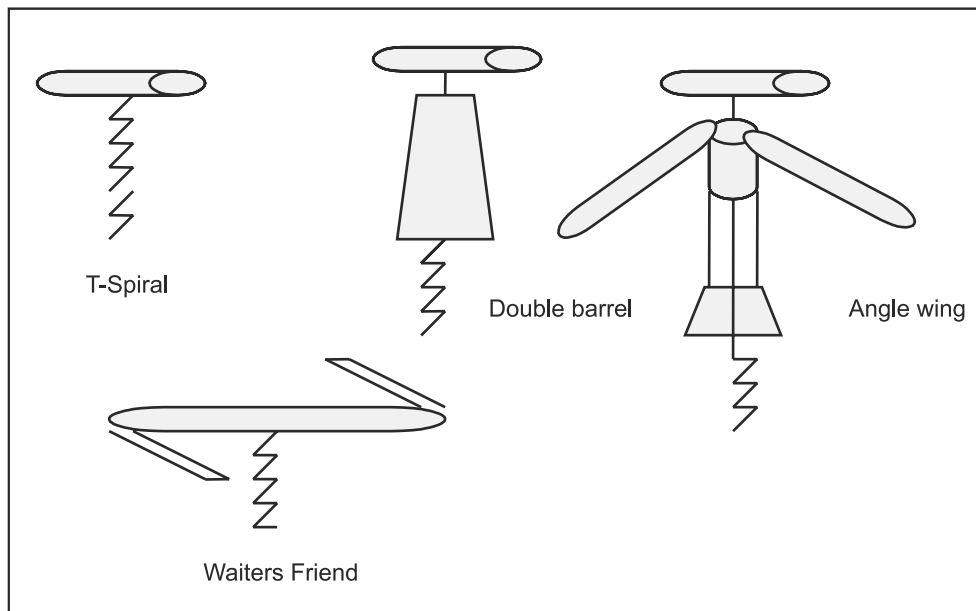


which is shaped like a tee with the bottom leg forming the spiral for the corkscrew. It is a simple gadget that requires twisting the handle to enter the cork.

The third type is a *double barrel corkscrew*, which has a cap that fits the bottle mouth through which a *T-spiral* is fitted. The cap helps to secure the cork screw on the bottle to centre the entry of the screw.

The final type is an *angle corkscrew* (shown in the picture) that facilitates all the functions. It has a cap to secure the cork screw on the mouth of the bottle; two winged handles to push the screw into the cork and a handle to pull the cork out.

The server must follow a small precaution. Never pierce the cork and push the corkscrew in. There is a danger of splitting the cork. The tip of the screw should be centred and the corkscrew turned to do the job.



7

DEMONSTRATION

Opening a Champagne Bottle

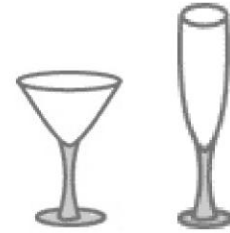
Sequence No.	Left Hand	Right Hand	Eye Contact	Precautions
1.	Hold the champagne bottle firmly by the shoulder of the bottle. The bottle should have the base towards yourself and neck facing away	Remove the silver foil from the cork of the bottle		Point the bottle away from the guest
2.	Clamp the cork with the thumb by exerting pressure	Loosen wire seal of the cork turning the wire ends in the anticlockwise direction. Once loosened, remove the wire seal	Look for pressure build-up on the cork when it moves automatically upwards	
3.	Transfer the thumb pressure to the thumb of the right hand	Placing the thumb on the cork to contain the pressure, coax the cork gently to release with the first finger and the base of the thumb		Keep the bottle facing away from the guest Note: A good waiter should not allow the cork to 'blow-up' unless requested by the guest

Champagne is an expensive drink. The service must compliment the value of the bottle. The procedure of champagne service is similar to that of wine service with minor changes. However, it is important to mention the procedure again in respect to the service.

1. The host is presented the Wine List, which itemises the champagnes in the house. Sometimes the establishments may run out of stock in which case the server must know from the cellar which champagnes are in stock to advise the guest. The server must be familiar with brand names and the regions from where they come. While the French champagne reigns supreme, they are the most expensive. Good imitations come from California, South Africa, Australia and Germany.



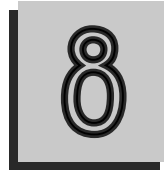
2. Once the host chooses the champagne, the waiter will prepare a Beverage Order Ticket (similar to the Kitchen Order Ticket for food). The BOT is prepared in three copies (i) retained in the BOT pad; (ii) for the bartender (or the cellar clerk); and one for the cashier who will raise a check (bill).
3. Upon receiving the bottle from the bartender, the server will place the bottle for chilling in the refrigerator or cooler. Remember that champagne is always served chilled. Often the bartender knows the consumption pattern of each brand and pre-chills popular ones for service.
4. The server will place champagne glasses based on the number of guests. For two persons he may choose the champagne tulip or champagne flute. (Champagne flutes are out of fashion nowadays). For more he may choose the champagne saucer so that the champagne goes around. The glass is placed below the water goblet on the right of each cover. The server will ensure that the glass is well polished and free of stains.
5. Once chilled, the bottle is wrapped in napkin to prevent the condensation on the chilled bottle from trickling onto the server or guest. With the label facing the guest, the server will present the wrapped bottle and label to the host for his/her confirmation.
6. The server will bring the champagne in a champagne bucket with ice, on a stand, and place it to the right of the host.
7. The server will proceed to open the bottle as demonstrated above using a cork screw. Guests like the 'pop' of the champagne cork. Upon request the host may want the spurt of froth as a mark of celebration. The server will shake the bottle to build the carbonation and pressure. He will make sure that the bottle faces away from the guest to prevent the froth from sprinkling on the guest. The server must realise that a lot of champagne is lost with the release of froth. Professionalism is exhibited when the least amount or no froth is released.
8. The server proceeds to pour the champagne to the ladies first, then all the guests and last, the host.
9. The server caps the bottle with a temporary bottle stopper and placed in the ice bucket with a napkin wrapped around the exposed portion.



Famous French Champagnes

- Dom Perignon
- Moet et Chandon
- Bollenger
- Alfred Rothschild
- Mercier
- Pol Roger





DEMONSTRATION

Cleaning a Glass

Sequence No.	Left Hand	Right Hand	Eye Contact	Precautions
1.	Hold glass by the base and dip into soap solution	With tips of fingers rub inside of glass to remove any stains	Look out for stains that need removing.	
2.	Dip glass into fresh water	Rinse using fingers to remove stains	See the soap marks are gone	
3.	Keep holding the base of the glass	With clean dry cloth wipe the glass dry	Look against the light for any water stains	





6

**SERVICE
ATTITUDES**

Understanding Guest Service

Learning Objective



To help students become aware of those components those make a positive guest experience.

The food service industry is part of the hospitality industry where people are the center of focus. 'People' include both internal people i.e. those working in an organization; and external people who are the customers, suppliers, government officials, and the media people etc. that influence restaurant business.

▲ SERVICE VS. PRODUCTS

In the first instance, we must understand how different the purchase of service is as compared to tangible products:

- **Immediacy:** The time period between demand from a customer and the supply of the request is very short, sometimes immediate. Toothpaste, for example is produced in anticipation of demand months before the actual product is sold. A meal, on the other hand, is ordered, created and served immediately. The fast-food industry gets its unique place because they immediately satisfy a meal demand.
- **Contact:** The server is face-to-face with the customers when demand occurs. S/he has to anticipate and respond correctly to their special needs. The producer of toothpaste is far removed from the customer in factories. Perhaps, located in rural areas or special industrial zones. Whereas, in a restaurant both the producer and customer are in proximity for immediate feedback.



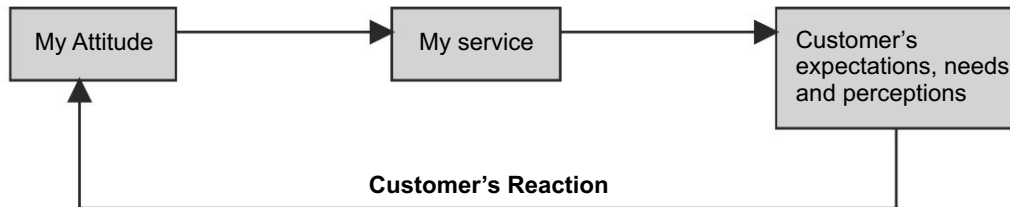
- **Customized:** Toothpaste for example is standardized and prepared for a general public. In a restaurant a guest may ask for a meal specific to her needs like a meal without garlic. That request has to be met correctly.
- **Immediate consumption:** In service, the product or service is consumed immediately. E.g. a meal ordered in a restaurant is consumed immediately unless it is a take-away. Similarly, a hair dresser's service is employed and used immediately upon demand. Services cannot be stored unlike toothpaste, once it is manufactured, can be stored for future consumption.
- **Reputation:** Services are largely based on reputation and word of mouth publicity. There is no sampling first to ascertain whether the service is suitable or not. A meal has to be consumed before it is adjudged as suitable or not. A hair dresser cuts the hair first and hopefully gives the look one is expecting. In products like perfumes one can sample it first by using testers at the point of purchase to decide whether it has the suitable aroma or not. In products, reputation is built on sustained advertisements at high costs.
- **Perishability:** Services are perishable. This means that it is based on time. Time lost in giving a service is lost forever. For example, revenue from a cover not sold in a restaurant at meal time, is lost forever. A meal returned by a guest because it does not meet expectations is lost forever and thrown out. It cannot be reused. Products can be stored over time and used at future time periods.
- **Skill dependent:** The skills of those providing the service is very crucial to the purchase experience. A bartender must produce the right cocktail based on skill and experience to satisfy the guest. The server therefore provides the dining experience unlike toothpaste which is produced by machines elsewhere and cannot create the personalized experience.
- **Intangibility:** Services are intangible and relies on the experience of it, unlike perfumes which can be touched, seen and smelled to determine whether it is desirable. Experiences are very subjective and can vary with each person. That is the reason why some people may find a restaurant wonderful while others do not find it so.
- **Difficult to standardize:** Because services are provided by people, it is difficult to standardize it. Quality control becomes a challenge though restaurants introduce standard procedures with the hope of consistent service. It is possible to standardize physical products like meals through standard recipes and cooking methods. Service is based on the attitudes of the server which may vary daily.
- **Cost of service:** Services are expensive because they are delivered mostly by people. The greater the skill of the server the greater is the cost of the service. There are hairdressers that are at the top end in reputed salons while there are others who are average in their skills. To provide service "skilled bodies" have to be present, whether there are customers or not. A waiter in a restaurant may pass a whole shift without a single customer at his station. The cost of the waiter's presence has to be borne by the owner.

Developing Service Attitudes

Keeping all this in mind, we shall focus on you and the customer. It is better understood when you look at yourself as the host and the customer as your guest. This throws the perspectives

and attitudes at a totally different level. At home we go that extra distance to welcome guests, give them unrivalled hospitality with food and drink, keep them safe and anticipate and attend to their every need.



Providing a guest experience is a cycle of events that starts with you the server.



Let us take each component and understand it carefully:

My Attitude

What is attitude? Attitude is the way you communicate mood to others, who will respond based on your attitude. The question arises: “Is my attitude positive or negative?” Let us look at some symptoms of each:

Positive Attitudes	Negative Attitudes
	
<ul style="list-style-type: none"> • Being optimistic • Feeling good about yourself • Feeling good about others • Feeling good about life • Seeing the best in others • Expecting good things to happen • Seeing the bright side of all situations • Being enthusiastic • Being creative and open • Anticipating successful encounters • Each customer is an exciting challenge 	<ul style="list-style-type: none"> • I am bored! I do not have time • It won't work • I cannot get organized • I'm too busy • I don't know what to say • I am nervous • I cannot do it • I don't stand a chance • I don't have energy • Nobody likes me • I am not good enough • Other's are better than me • I cannot win • It's not my day • I am scared of customers

Obviously, positive attitudes have greater benefits to the self and to the people one interacts with. Let's look at some of these:

Benefits of Positive Attitude:

- Creates enthusiasm
- Enhances creativity
- Magnifies positive vibes
- People like you
- Boss likes to work with you
- You become helpful
- Makes others positive
- Wins cooperation
- Become popular



The question then arises as to how we develop a positive behavior?

Habits: We use only one fourth of our capacity to correct ourselves and define new ways of behavior. The remaining parts of our experiences lie in our subconscious which constitutes 75% of our brain capacity. The subconscious drives our behavior and we are not aware of those triggers that do so. If we have negative attitudes it is because of negative influences in our growing years that are embedded in our subconscious.

The best way to overcome unconscious negative influences is to develop conscious habits. What is a habit? A habit is a constant, often unconscious, inclination to perform some act acquired through its frequent repetition. This then influences our behavior.

An action repeated becomes a *habit* and a habit repeated becomes a *behavior*.

The skill then is to change habits by constant conscious repetition. It takes thirty days to change a habit. It starts with **belief**.

What is a belief? It is accepting a thought as true. There are so many beliefs we carry about ourselves and about others. Negative beliefs create negative behavior even resulting in violence. We need to change our beliefs about ourselves and others. This is done through **auto-suggestion**. What is autosuggestion? Autosuggestion is a voluntary talking to oneself to change an attitude, action, habit or feeling. A person interested in developing positive attitudes must develop a program for oneself and repeated frequently over a period of thirty days. It would be useful to remember the following:

Programming creates Beliefs. Beliefs create Attitudes. Attitudes create Feelings. Feelings determine Action. Action creates Results.

Tools for Success (to develop a positive attitude)

- Silent self talk
- Self-talk out loud
- Self conversation



- Visual reminders
- Ignore negative people
- Self education
- Physical exercise
- Food for the soul

Secret of Success

Persistence – don't give up

Repetition – do it over and over again

Determination – say you will win no matter what

My Service

What is service? It is the total experience that a customer gets through people, when satisfying a need. Service touches all the senses of a discerning customer. Let us examine each component:

Sense of sight: Customers like to see a well groomed person. Grooming has been touched upon extensively in section of Introduction "*Competencies of F&B Service Personnel*". The way food is presented with color balance and attractive positioning on the plate, creates the gourmet experience. It is a well known saying in the food industry that presentation is everything.

Sense of smell: A diner is influenced by how fresh a server smells. It gives him the confidence of the hygiene standards of the establishment. Body odour of a server can be very nauseating. Then again, the aroma of food in the dining industry is well known. Appetizing smells trigger hunger and want. The chef builds this into the total food preparation and presentation. We have known coffee shops to crush coffee beans to give that fresh coffee aroma to attract passer bys into the restaurant.

Sense of hearing: There are things that should not be heard by the customer and things that should. A customer does not like to hear noisy air-conditioners, waiters fighting among themselves, the clatter of pots and pans, loud music (unless in a night club), etc. What they like to hear is the courtesy shown by the servers, the use of their name, suggestions in case of doubt, soft music etc. What guests like to hear are also the "crackle" of hot toast or the "sizzle" of grilled food.

Sense of taste: This is most applicable to the food industry. Taste defines the customer's ultimate experience. Chefs have gone to great extents to provide experience with the innovative use of spices, cooking methods and beverages. It is common to find wine enhancing the flavors of sauces and extracts of herbs to marinate meats. The taste of meat cooked in earthen ovens is different from those cooked on charcoal spits. Tastes are the distinctive signature to a cuisine offered by an establishment. The chef's skill provides the experience.

Sense of touch: The touch of hot food or cold desserts to the palate, create the experience. Warm napkins to clean hands before a meal or the soft feel of the table napkin all are responsible for the touching experience.

Understanding Customer Needs and Wants

We must first understand the difference between needs and wants. **Needs** are essential to human well being. These include those that are essential to human survival such as food, water, clothing and shelter and those that are essential to social survival such as belonging and status. **Wants** are the cultural manifestation of those needs. An American needs food just as much as an Indian. While an American may interpret this need by ordering hamburgers and fries, an Indian will demand rice and curry. An American interprets clothing in terms of a demand for jeans while the Indian the sari.

Abraham Maslow a social scientist brought the concept of needs most dramatically by proclaiming that:

1. All humans have needs.
2. These needs can be collated into five broad categories.
3. The categories have an ascending hierarchical order.
4. That one must be satisfied to move to the other. (Later scientists proved that all needs can co-exist together in varying levels of importance to every individual).

This was poignantly displayed in the famous **Maslow's Need Hierarchy**

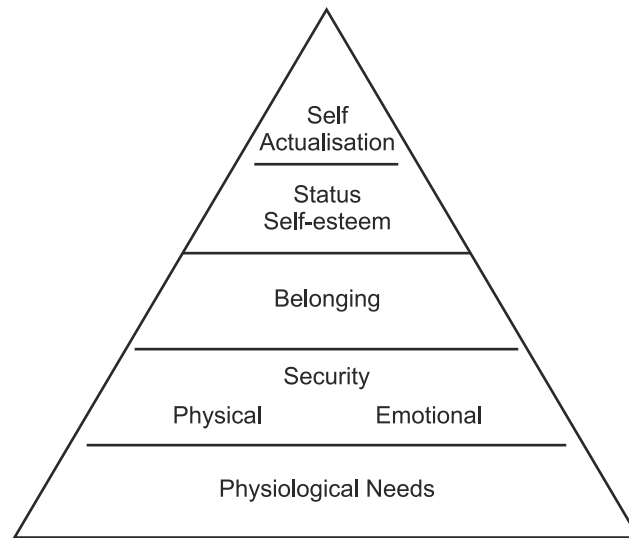


Fig. 34.1 *Maslow's Need Hierarchy*

Needs start from the bottom and we shall examine how they reflect in providing the perfect guest and employee experience.

Physiological Needs: These are the basic needs for survival such as food, water, clothing, shelter, air and sex (for procreation of the human species). The hotel and restaurant industry meets the need for food by offering a spread of cuisines, and shelter by providing a “home away from home” through its choice of rooms. Furthermore, food establishments provide fresh

supply of air and potable water to drink. The industry also recognizes this need for employees. They provide free duty meals, uniforms, potable water, proper working conditions, staff accommodation or a house rent allowance.

Security Needs: Security needs are both physical and emotional. The guests want to be sure that the property they are visiting is physically safe from anything that may endanger the body. They do not want foreign matters like hair or glass in their food. Guests want to be warned of hot plates or uneven flooring that they can stumble over. Their need for emotional security comes in many ways. First is the need to be welcomed and recognized in an establishment. Guests want to make sure that the people who serve them are hygienically clean and free from diseases. This they notice by the way the server is dressed. Guests want to make sure that the raw materials used in food preparation are fresh and that the cooking utensils are clean and sanitized. They also value their privacy as also being treated with courtesy and respect.

Physical security is an important part of working conditions in the industry. Staff is trained in operating equipment and also to adopt work habits that will ensure safety. The industry also insists of good hygiene to avoid the spread of disease and illness. Staff is put through fire drills to protect them in such an eventuality. At the emotional level, the industry offers orientation programs to help new recruits to settle as soon as possible; provide job descriptions and training to bring them up to expected levels of performance; introduce grievance procedures and provide career development and the opportunity to earn more pay.

Belonging: Human beings are social animals. They prosper and grow when interacting with others. This behavior was noticed right from the early caveman who lived together to form tribes. Hotels and restaurants are great social spots to meet this need. They have made this a fine art where people meet and socialize. The popularity of early pubs called 'locals' was to serve this precise purpose. This has continued to date where people can meet for business or pleasure.

Employees are provided with annual get-togethers, sports events, cafeterias where they can meet, identity cards etc. to secure their need for belonging.

Status and Self-Esteem: While status is the way others perceive us, self-esteem is the way we perceive ourselves. Hotels and restaurants provide the perfect platform to satisfy varying status needs. This shows in the rating system from one to five-star. Each is distinguished by the pricing, level of service and food offer based on the customers need and want. Self-Esteem is a bit tricky. Some people are diffident when they do not understand a menu. A server's intervention to explain the dishes helps in removing the discomfort. Customers do not want to feel embarrassed in such public places and strive to be on their best behavior. The server can help them in accomplishing that by praising their selection of food and wine or being discreet when presenting the bill.

Employees are provided with symbols of status such as rank and titles, perquisites and benefits linked to their position, and uniforms that distinguish them from other colleagues. Self-esteem is fostered when employees are given recognition for good performance and advancement to hold higher responsibilities.

Self Actualization: This is a state when human beings reach their potential and are able to control and contribute to the environment. The food industry has recognized this and intro-

duced innovative methods such as permitting guests to choose their raw materials and method of cooking. The customer is in total control of the selection and preparation process. Hotels and restaurants invite guests to give feedback of their experience by filling guest comment forms. Guests feel that they contribute to the establishment's prosperity.

Employees can self-actualize when they are given responsibility and authority. This is further augmented when they are given a certain degree of freedom to make decisions. Employees are encouraged to give suggestions through suggestion schemes. They are given career plans and training for growth to realize their own potentials.

Key Terms



Attitude	the way one communicates a mood
Autosuggestion	a voluntary talking to oneself to achieve a personal change
Belief	accepting a thought as true
Belonging	being part of society
Habit	an inclination to repeat an act
Needs	elements essential to human well being
Physiological needs	basic needs for survival
Security needs	physical and emotional requirements for a feeling of security
Self actualization	a state of self-potential when an individual can contribute and control his environment
Self-Esteem	how we perceive ourselves
Status	how others perceive us
Wants	cultural interpretations of needs

Review Quiz



Fill in the Blanks

- The popularity of services is largely based on _____.
- Services are made consistent through _____.
- A service experience starts with the _____.
- The way one communicates mood to others is called _____.
- An inclination to repetitively perform an act is called _____.
- Accepting a thought as true is called a _____.
- Basic needs for survival are called _____.
- Security needs are both physical and _____.
- The way we perceive ourselves is called _____.
- The state when people reach their potential to control and contribute to their environment is called _____.

True or False

1. In the service industry, people are the center of focus.
2. The time period is very short between demand and supply of service.
3. Services can be stored.
4. Services can be sampled before use.
5. Services need the presence of skilled bodies.
6. Services are inexpensive.
7. “Each person is a challenge” is an example of negative attitude.
8. Beliefs create feelings.
9. Repetition brings success.
10. People prosper and grow when they interact with each other.

Training Methodology

The trainer will have to use the lecture method using flip charts or PowerPoint presentations. This chapter can be also be accomplished by self-learning.

***Key Learning Points:***

- Difference between selling products and services
- How to develop service attitudes
- How to promote good service
- Understanding customers needs and wants



APPENDICES

“What to Observe” during Internship

▲ INTERNSHIP

The What-to-Observe (WTO) is a process developed by this author in 1973 to help hotel management trainees, interns from hotel management schools and food craft institutes and apprentices to focus on those important learning points while on-the-job training in addition to the daily tasks given to them by their superiors. The WTO is a checklist which the learners must complete in their reports to qualify their successful completion of training. Each job position has a checklist that drives their learning as given below:

What-To-Observe **Restaurant Manager**

- How briefing is conducted and what issues are covered.
- How staff are scheduled and assigned duties.
- How team spirit is promoted.
- Hours of operation of the restaurant and how staff is deployed.
- Restaurant décor and how it is different from competition.
- What type of restaurant and what service style is deployed?
- Seating capacities and how they are distributed for equitable work load.
- Operational policies guiding the restaurant manager.
- The departments that the restaurant coordinates with and the nature of such coordination.
- How food promotion is conducted and how the restaurant manager sells.
- Service standards and specifications.
- Preventive maintenance schedules.
- Type of equipment and their use.
- Systems and procedures followed.
- Forms and formats used.

- Assessing daily performance in terms of:
 - Number of covers sold
 - Total F&B Sales
 - Turn over per cover
 - Menu item sales summary
 - Average check per table
 - Peak and lean periods
 - Cost control
 - Reasons for trends
 - In-restaurant merchandising

What-To-Observe

Restaurant Captain

- Mis-en-place of a station
- How a side-station is stocked
- Work load distribution in the station
- Familiarisation of the menu
- Receiving guests and seating
- Coordination with the kitchen
- KOT control
- Nature of guest complaints and how they are handled
- Stock control of cutlery, crockery and glassware
- Number of covers in a station and how they are manned
- Salesmanship
- Guéridon service (if applicable)
- Nature of staff grievances and how they are handled
- Tip administration
- Coordination with the Restaurant Manager/Senior Captain

What-To-Observe

Server

- Grooming and hygiene standards
- Service accessories carried by the servers
- Pre-briefing activities
- What issues are represented by the servers at briefings
- Knowledge of the menu and where other information can be got: e.g. specials of the day, non-available items, etc.

- Mis-en-place:
 - Silver polishing
 - Glass polishing
 - Linen requisition procedure
 - Flower requisition procedure
 - Stores requisition procedure
 - Items stocked at the side-station
 - Napkin folding
 - Laying of covers
- Nature of coordination with kitchen stewarding
- Nature of coordination with the kitchen
- Familiarisation with the different glassware, crockery, cutlery, and linen
- Familiarisation with service equipment
- How trays are carried
- Receiving and seating guests
- Presenting menus
- Order-taking procedure
- Food and beverage service procedures
- Service of wines
- Suggestive selling
- Presenting checks and credit and cash payment procedures
- Food presentation
- Handling guest complaints
- Workloads
- Safety measures employed
- Sanitation standards

What-To-Observe

Busboy

- Observe the duties of the server you are assigned to.
- Mis-en-place:
 - Requisitioning procedures
 - Silver polishing
 - Glass polishing
 - Napkin folding
 - Soiled linen exchange procedure
 - Stocking the sideboard

- Preparing bussing equipment—trays, trolleys, etc.
- Replenishing water jugs
- Serving bread, butter, hand towels
- Replenishing water in guest goblets
- Clearance procedures
- Nature of coordination with kitchen stewarding
- Replenishing cleaned glassware, crockery, and cutlery
- Workload and fatigue factors.

What-To-Observe

Bartender

- Features of a bar and its layout
- Bar mis-en-place
 - Replenishing empty liquor bottles from beverage store
 - Polishing glasses
 - Replenishing cocktail garnishes from kitchen
 - Replenishing bar supplies from general store e.g. napkins, swizzle sticks, toothpicks, paper napkins, coasters, etc.
 - Replenishing bar supplies from food store e.g. canned olives, canned cherries, Tabasco sauce, Worcestershire sauce, etc.
 - Replenishing empty beer kegs from beverage store
- Cocktail recipes
- Breakage statistics and procedures for replacement.
- Beverage bottle display
- Implications of short and over pouring
- Legal provisions for the service of liquor e.g. dry days, minimum age, etc.
- Requisitioning procedures
- Liaison with F&B Controls for daily inventory
- How guest checks are processed
- Inter-bar transfer procedure
- Customer service and upselling
- Familiarisation with the wine list and the bar food menu.
- Procedure for complimentary drinks
- Types of glasses used in the bar
- Types of garnish and service accessories maintained
- Familiarisation with different brands of wines, spirits and non-alcoholic beverages
- KOT control

- Coordination with other departments
- Handling of difficult guests
- Nature of guest complaints
- Bar closing procedures

What-To-Observe

Restaurant Hostess

- Study the hostess desk, its location, layout and what it is equipped with
- Table reservations register and how reservations are made
- How reservations are balanced for equitable workload
- How guests with reservations are handled when tables are full
- How guests without reservations are handled when tables are full
- Restaurant briefings and what issues are covered
- Receiving guests
- Familiarisation of Menu
- Seating procedures
- How the menu is presented to guests
- Upselling techniques
- Nature of guest needs
- How guest complaints are handled
- Coordination with Room service or Reception for after hours table reservations
- Customer relations and how it is executed
- Additional tasks given to the hostess during peak hours

What-To-Observe

Banquet Manager

- Study the job description of the banquet manager
- See how banquet budgets are made and what are the essential features of the budget
- Banquet marketing plan
- What segments of the market does the banquets department serve?
- Strategies employed to meet competition
- Policies and procedures of banqueting
- Forms and formats used
- Role of F&B Control in banqueting
- Coordination aspects with kitchen, kitchen stewarding, stores, and F&B Controls
- Familiarisation with banquet menus

- How banquet negotiations are done
- Banquet facilities and layouts
- Banquet set-up
- Table layouts and buffets
- Types of banquet equipment and their maintenance
- Pricing policies
- Banquet selling techniques and promotion
- Supervision of banquet functions
- Staffing and scheduling of banquet functions
- Sources of part-time banquet staff
- Food and beverage control procedures
- Guest relations
- Nature of guest complaints and how they are handled

What-To-Observe

Banquet Sales Coordinator

- Grooming standards
- Nature of the banquet sales kit
- Preparations made before a sales call
- Familiarisation with banquet facilities
- Banquet policies and procedures
- Familiarisation with banquet menus
- How to take a banquet booking
- Pricing structures of various functions
- Importance of guest history cards and how they are made
- Familiarisation with the Banquet Register and how it is filled
- Familiarisation with the Function Prospectus
- Anatomy of a sales call
- How negotiations are done
- Collecting market intelligence
- How are surveys done of competition

Glossary

Accompaniments	Foods that complement main dishes or drinks
Acetobactor	Airborne bacteria
Agave Azul	Blue agave chosen to make tequila
Aging	Leaving wine in oak casks to mellow and imbibe the oak flavor
Aging (Tobacco)	The fermentation process that gives the tobacco leaves a sweeter, milder flavour and aroma
Agrafe	Steel wire clip to secure champagne corks
Air-curing	Drying leaves using weather conditions
Alcohol	An odourless liquid containing either ethyl or methyl alcohol
Alcoholic Beverages	Any potable liquid containing from 1 per cent to 75 per cent of ethyl alcohol by volume
American Service	Pre-plated service
Aquamiel	Sap of pinas
Attendance	The process of recording those who are present (and those who are not)
Attitude	The way one communicates a mood
Au Gratin	A dish cooked with a topping of crumbs, cheese or cream sauce
Au Jus	Pan juices of cooked meat
Autosuggestion	A voluntary talking to oneself to achieve a personal change
Baine Marie	Receptacles kept warm by steam
Baking	Cooking method in oven chambers of constant dry heat
Banquet	Service of food and beverage at a specific time and banquet place, to a given number of guests at an agreed menu price
Bar	A facility that dispenses alcoholic beverages, refreshing drinks and cocktails
Base Plate	A decorative plate on which food plates are positioned in front of the guest
Basting	Applying fat to meat

Batter	A mixture of flour, milk and eggs used for coating food in frying
Bechamel	A milk based sauce
Belief	Accepting a thought as true
Belonging	Being part of society
Beverage Cost	The cost of beverage in relation to sales
Bisque	A puree of shellfish thickened with the cream of rice or the crust of bread fried in butter.
Blanch	To whiten
Blanco	White tequila aged for 14–21 days
Boiling	Cooking method in which food is cooked in boiling salt water (100° C) or simmering stock
Bouquet Garni	Fresh herbs of various types that are tied and used as flavouring agents
Braising	A cooking method where meat is browned quickly in fat, and then cooked slowly in a covered pan, with little liquid
Brandy	A distillate of fermented grape juice
Brewing	The process of making beer from wort
Briefing	A two-way communication between management and staff before the restaurant opens
Broth	A thin soup of vegetables, meats, poultry or seafood
Brown Stock	Stocks made from roasted red meat bones
Brunch	A late morning meal that covers breakfast and lunch
Brut	Term for “Dry” champagne
Buerre Manie	Flour and butter are kneaded in the proportion of 1:2, to thicken sauces
Buffet Service	A service where guests help themselves from an attractively displayed buffet table
Buffets	Tables laid with food for guests to help themselves
Busboy	Assistant waiter
Cafeteria	Service where guests are served by waiters behind a display counter
California Menu	A menu that provides breakfast, lunch, dinner and snack menus around the clock
Calorie	Is the unit of energy found in food
Canapés	Finger-sized snacks that go with drinks
Captain	Station supervisor
Carbohydrates	A source of energy found in foods that have starch, sugar and cellulose
Carbonation	The process of adding carbon dioxide to a liquid
Cash Bank	A kitty of cash for immediate operational use

Cash Bars	Bars where guests pay for their drinks
Casual Dining	Facility that provides an informal atmosphere with formal food presentation and service
Cellaring	Placing filled wine casks in cellars
Centralised Room Service	One which services the entire hotel
Chaffing Dish	Receptacles kept warm with solid fuel
Chain Operations	Several food or lodging properties of the same owner
Chaptalisation	Process of adding sugar to grape juice
Chateaux	House in France
Chef De Parties	Kitchen section supervisors
Chinaware	Porcelain pottery originally from China
Chowder	A chunky, heavy thick soup or stew of shellfish or fish from North America
Cigar Binder	The leaf that holds the cigar fillers together
Cigar Filler	Main body of the cigar
Cigar Wrapper	The outer leaf that wraps the cigar
Clip-ons	Promotional cards affixed to the menu card
Closed Bars	Bars that offer a limited range of liquor brands
Club Catering	Food and beverage service to club members and their guests
Coaster	Absorbent mats placed below drink glasses
Coffee Houses	14 th century restaurants in England
Coffee Shop	Informal American style outlet
Combination Menu	A menu that combines the a la carte and table d'hote menus
Commercial Catering	Food and beverage operation with the sole purpose of profit
Competencies	Behavioural traits required for a job
Congener	Substance other than alcohol and water like acids, glycerine, phenolics, butyl alcohol, propyl alcohol, fusel oil, aldehydes and esters, which is found in wine and new distillates that provide flavour and aroma
Consommé	A richly flavoured, concentrated, thin clear soup made from meat, poultry or fish
Contests	Competitions to stimulate sales of a product or service
Contract Agreement	A document that confirms a banquet booking and arrangements between the banquet management and the client
Corkage	Per bottle charge for serving the hosts liquor
Côte	Hill slope

Coulis	Purees of shellfish, fish, game and meat
Coupons	Printed special offers to the public to motivate them to try a product
Courtesy	Politeness
Cover	The space on the table for cutlery, linen and glassware for one person
Cream Soup	A soup of meats, fish or vegetables where the puree is stock is thickened with milk or cream
Creamers	Milk jugs
Cru	Wine growth areas
Cruet Set	Dispensers for salt and pepper
Curing	Process of removing sap from newly cut tobacco leaves
Cyclic Menu	A menu that changes frequently
Daily Receiving Report	A document that records all goods received in a day
Decanter	Ornamental bottle for wine service
Decentralised Room Service	One which services a guest floor or a set of floors
Deep Fry	Cooking method where food is completely immersed in hot oil
Degorgement	Process of ejecting frozen sediment from champagne bottles
Demi Sec	Term for “medium dry” champagne
Demi-glace	A reduced espagnole for certain food preparations
Demitasse	Small cup (half cup) for serving black coffee
Department	An independent activity that contributes to business
Diastase	Enzyme that converts starch into sugar
Dice	Cube
Dining Room	All-purpose eating facility found in small hotels
Discipline	Self-control
Discotheque	Restaurant for dancing to recorded music
Discounting	A strategy to stimulate sales with reduced prices
Distillate	Any liquid obtained from distillation
Distillation	The process of cooling heated liquid vapour to give a purified and concentrated liquid
Division	A grouping of related departments
Doux	Term for “Sweet” champagne
Draff	Husky liquid after fermentation for cattle fodder
Dry Wine	Wine with little or no sugar in it

Eau-de-vie-de-marc	Juice from third pressing that is distilled
English Service	The host service where the host portions food to his/her guests
Entrée Plate	Main dinner plate
Espagnole	The original brown sauce
Etiquettes	A code of polite behaviour in a society
Fast Food Restaurants	Food outlets that provide food and beverage in quick time
Fats	A source of energy and heat to the body
Fermentation	The process of converting sugar-based liquids into alcohol
Fibres	Indigestible cell walls of plants
Fillers	Shredded tobacco that form the central core of a cigar
Fining	Process of converting cloudy wine into clear wine
Finings	Substance used to clarify cloudy liquid
Fire-curing	Drying leaves by low fires
Fish Stock	Stocks made from fish bones
Fixed Menu	Menu used over long periods
Flan	Open tarts
Flatware	Cutlery
Flor	Yeast growth when fermenting sherry
Flue-curing	Drying leaves through heat conveyed by ducts
Flues	Ducts that distribute air
Focus Group	Those with a common interest
Fond	Another term for stock meaning “foundation”
Food Bar	Collective name for outlets that serve snacks
Food Cost	The cost of food in relation to sales
Food Court	Booths offering multi-cuisine under one roof
Fortified Wines	Wines strengthened in alcoholic content
Frappe	Crushed ice
French Service	Service in which guests help themselves
Fructose	Sugar in grapes
Frying	Cooking method where food is brought into contact with hot fat
Function Book	A control diary of all functions booked
Function Sheet	A document that announces a function to relevant departments in the hotel
Galantines	White-boned meats served cold in jelly
Garnish	A food item that decorates and flavours food and drinks

Gateaux	French term for cakes and pastry
Glass rail	A drainage facility on bar counter tops to channelise spilt liquid when pouring
Glassware	Combined term for drinking receptacles
Glazing	Giving a glossy finish to food, with sugar syrup or reduced stock
Glucose	Converted maltose into sugar
Grill Room Service	Service where guests select choice cuts of meat and roasted and grilled in full view
Grill Room	A food operation that specialises in grill and roast items only
Grilling/Broiling	A quick method of cooking on grid iron exposed to dry heat from below or above, either with fire, gas or electric means
Grist	Ground dried malt
Grooming	Physical personal presentation
Guéridon Service	Trolley service where semi-prepared food is finished at the table-side
Guéridon	Trolley for cooking beside the table
Habit	An inclination to repeat an act
Hollowware	Metal or ceramic containers for food service
Hops	Dried ripe flowers of the mulberry or nettle family
Hors d'oevres	Appetisers before a meal
Host Bars	Bars where the host pays for all drinks
Hygiene	Cleanliness of a person and his/her surroundings
Inns	Early lodging and eating places
Isinglass	Bladder of sturgeon fish
Issuing	The process of releasing goods from the stores
Job Description	A formal document that specifies the duties and responsibilities of A job holder
Job Specification	A profile of the person for a job
Julienne	Thin strips
Jus Roti	Drippings of meat
Just-in-Time	A method of delivering supplies for immediate use
Ladle	Long-handled spoon
Lees	Sediments in the wine
Liaisons	Thickening agents for a sauce or soup
Lugs	Tobacco leaves unsuitable for smoking
Malt	A product of germinated barley
Malting	The process of germinating barley

Maltose	Converted starch into sugar
Marc	Residue of pips and skins in wine
Market Menu	A menu based on the availability of raw materials on any given day
Mashing	The process of adding water to malt
Matignon	A marinade of two medium carrots, two onions two sticks of celery heart, ham, thyme and bay leaf
Maturing	Leaving wine in bottles to achieve an acid-tannin balance
Menu Schedule	A menu category based on the frequency of menu revisions
Mineral	Serve as building materials and as body regulators
Mini-bar	A refrigerated collection of liquor for sale in a guest room
Minor revenue departments	Departments that generate lesser revenue for the hotel
Mirpoix	Flavouring for stocks consisting of diced vegetables of carrots or parsnip, celery, leek, and onions and Bouquet Garni
Mis-en-place	Preparation before an operation
Mis-en-scene	Preparing the environment of a restaurant
Mobile Room Service	One which has a dedicated elevator
Molasses	Mash of sugarcane juice and water
Motels	Motor hotels on highways
Must	Juice of crushed grape
Needs	Elements essential to human well being
Nicotine	A poison contained in the leaves, root and seeds of a tobacco plant
Open Bars	Bars that offer a wide range of liquor brands
Optic Dispenser	Gadget that portions liquor directly from bottles
Organisation Chart	Schematic depiction of relationships between jobs
Organisation Structure	A framework that assigns responsibilities and channels of communication
Oro	Gold tequila aged for upto two months
Outside Binder	Third wrap of a cigar that gives shape
Outside Catering	Providing food and beverage service at locations away from the main kitchen
Packages	Groups of products and services offered in a single price
Pasteurisation	The process of heating liquid to kill bacteria to give the liquid a longer shelf life
Pasteurised Cheese	A blending of different variety of cheeses.

Pates	Spiced finely chopped meat sliced and served cold
Pencas	Spiny leaves of the agave plant
Performance Appraisal	An assessment of past performance and future potential
Periodic Inventory	A document of internal control of inventories in a store
Perpetual Inventory	A document that records all goods received, maintained and issued in a store
Physiological Needs	Basic needs for survival
Pina	Heart of the agave plant
Plongeurs	Pot washers
Poaching	Cooking method in shallow water
Portion Control	A way of monitoring the amount of food served to a person
Portion-size	The quantity of food served at a price
Premiums	Additional free products and services to encourage sales at low periods
Priming	Picking tobacco leaves by hand
Processed Cheese	A blending of cheese
Proof	Is a system to indicate the alcoholic content of a beverage
Proteins	An essential element to build, maintain and repair all body tissues
Pupitres	Racks that tilt bottles
Puree	Food boiled to a pulp and put through a sieve or blender
Purées	Starchy vegetable pulp passed through a sieve
Radiation	The process of giving out rays
Raffles	Lucky draws
Receiving	The department that checks for quality and quantity and receives ordered goods
Réchaud	Food warmer
Remuage	Process of removing sediments from champagne bottles
Rennet	A substance for thickening milk
Reposado	Rested tequila aged for a year
Requisitioning	The process of releasing goods from a store by authorised persons
Restaurant Manager	Head of a restaurant
Restaurant	A commercial establishment committed to the sale of food and beverage
Roasting	Cooking method using basted meat in direct contact with heat
Room Service	A facility that provides food and beverage to rooms
Roux	The cooking of flour and butter in equal proportion

Russian Service	A service emphasizing pomp and presentation
Salver	Tray
Sanitation	A concern and action to safeguard public health
Sauces	A hot or cold seasoned liquid accompaniment which goes with a dish
Sauté	A frying method to tenderise items and partially cook them
Sec	Term for “semi dry” champagne
Senior Captain	A restaurant supervisor
Service Trolleys	Mobile carts for service at the table-side
Shallow Fry	A complete cooking method done with minimum fat
Sideboard	Furniture piece that stocks service ware for a station
Silver service	A service using silver ware portioned in the kitchen and served by the waiter
Skills	Kinetic and logical talents acquired through education and training
Smoking	Cooking method using smoking chambers of smouldering wood shavings or saw dust
Snack Bar Service	Counter service where pre-plated food is served to guests seated at the counter
Snack Menu	Menus offered between regular meals
Sommelier	Wine butler
Soup Tureen	Dish from which soup is served to guests
Soups	Wholesome and nutritious liquid food made from meat, seafood, vegetables, cereals or poultry
Sparkling Wines	Wines with carbon dioxide captured in the bottle
Specialty Restaurant	A food operation that specialises on a cuisine or food item
Spirit	Any alcoholic beverage containing a significant amount of distilled ethanol (ethyl alcohol).
Staff Departments	Those that create and support sales generation
Stalk-cutting	Cutting tobacco plants from the roots
Starch	A complex carbohydrate found in all parts of a plant that stores plant food.
Starter Culture	An acidic bacterial liquid that turns milk sour
Station	A group of tables serviced by a captain and his crew
Status	How others perceive us
Steaming	Cooking method which uses moist heat (steam or water vapour)
Steward	Waiter
Stewing	Cooking method to cook tough meats and joints

Still	A chamber that boils water continuously
Stocks	Flavoured and nutritious liquids used as foundations for sauces, soups, stews, gravies etc.
Stores	A sealed room that maintains goods for future use
Straddling	The act of hanging tobacco bundles across sticks
Stripping	The act of selecting tobacco leaves after drying and curing
Sucrose	Sugar in fruits
Suggestive Selling	An art of promoting food orally through suggestions
Supper	Early evening or late night meal
Swizzle Sticks	Glass or plastic sticks to mix drinks
Table d'hote Menu	A menu that prices the whole menu
Table Wines	Wines drunk during meals
Tartrates	Tannin that give bitter taste
Teamwork	The process of working with others effectively and harmoniously
Trancheur	Carver
Trolleys	Mobile units wheeled to table sides to stimulate sales of food and beverage items
Tun	Tub or vat
Vegetable Stock	Stocks made from vegetable
Vin-de-goutte	Running wine after fermentation
Vin-de-pays	Country wine
Vin-de-pressé	Juice obtained by pressing pips and skins
Vintage Wine	Wine grown in a year of perfect weather
Vitamins	Promote growth, aid reproduction, helps digest food, helps in resisting infection, prevents diseases and maintains mental alertness
Viticulture	Science of growing grapevine
White Stock	Stocks made from white meat bones
Whitney Rack	An equipment that lists the resident guests' name and room number
Wine Displays	Artfully decorated presentations of wine bottles
Wine List	A menu for wines, spirits, beer and cocktails
Wine	Alcoholic beverage from the fermentation of grape juice
Wort	Liquid after fermentation
Wrappers	The second wrap of a cigar that holds the central core

Answers to Quizzes

▲ LESSON 1: INTRODUCTION TO A RESTAURANT

True or False

1. True, 2. True, 3. False, 4. False, 5. False, 6. False, 7. False, 8. True, 9. True, 10. True

▲ LESSON 2: ORGANISATION OF A RESTAURANT

Fill in the Blanks

1. busboy, 2. Maitre d'hotel, 3. sommelier, 4. dummy waiter, 5. job description, 6. job specification, 7. skills, 8. competencies, 9. station, 10. carver.

True and False

1. False, 2. True, 3. True, 4. True, 5. True, 6. True, 7. False, 8. True, 9. True, 10. True

▲ LESSON 3: ASSOCIATED DEPARTMENTS OF HOTEL FOOD SERVICE

True and False

1. True, 2. True, 3. False, 4. False, 5. False, 6. False, 7. False, 8. True, 9. True, 10. False

Fill in the Blanks

1. confectionary, 2. pantry, 3. hot-range, 4. Still, 5. Kitchen Porter, 6. F&B Controls, 7. Air-conditioning and Refrigeration Mechanic, 8. Lobby Manager, 9. General Store, 10. Human Resources

▲ LESSON 4: TYPES OF RESTAURANTS AND BARS

Multiple Choice Questions

1. (c), 2. (a), 3. (b), 4. (c), 5. (b), 6. (b), 7. (b), 8. (b), 9. (a)

True or False

1. False, 2. True, 3. True, 4. False, 5. True, 6. True, 7. True, 8. True, 9. True, 10. False

Fill in the Blanks

1. coffee shop, 2. night club, 3. discotheque, 4. specialty, 5. discotheque, 6. Brasserie, 7. Cafeterias, 8. Diner, 9. Bistro, 10. Fast Food Restaurant

▲ LESSON 5: RESTAURANT SERVICE EQUIPMENT

Fill in the Blanks

1. slip cloth, 2. dumb waiter, 3. ceramic, 4. china clay, 5. demitasse, 6. lead, 7. capacity,
8. glass racks, 9. serrated edge, 10. sauce boats

True or False

1. True, 2. True, 3. False (banquet chairs), 4. True, 5. False, 6. True, 7. True, 8. False (red wine glass),
9. False (inverted), 10. True

▲ LESSON 6: TYPES OF SERVICE

True or False

1. True, 2. False (host), 3. True, 4. False, 5. True, 6. True, 7. True, 8. True, 9. False (grill room service), 10. True

Fill in the Blanks

1. Host service, 2. Pre-plated service, 3. Silver service, 4. Platter service, 5. Snack bar service,
6. Grill Room service, 7. Guéridon service, 8. 75 guests, 9. Continental, 10. elaborate display

▲ LESSON 7: THE MENU

True or False

1. True, 2. True, 3. False, 4. False, 5. True, 6. False (Night Clubs operate at night only), 7. True,
8. False (dinner time), 9. True, 10. False

Fill in the Blanks

1. menu, 2. a la carte, 3. dish du jour, 4. fixed menu, 5. cyclic menu, 6. food fatigue, 7. cyclic menu,
8. tea, 9. poolside menu, 10. resort

▲ LESSON 8: RESTAURANT PROCEDURES

Fill in the Blanks

1. briefing, 2. dish du jour, 3. mis-en-scene, 4. dumb waiter, 5. doily paper, 6. cruet set,
7. sommelier, 8. wine, 9. cover, 10. front-office

True or False

1. True, 2. True, 3. False (mis-en-scene), 4. False (kitchen stewarding), 5. True, 6. True, 7. True,
8. False (wooden board), 9. False (pastry trolley), 10. True

▲ LESSON 9: CHEESES AND THEIR SERVICE

True or False

1. False, 2. True, 3. True, 4. False, 5. True, 6. False, 7. True, 8. True, 9. True, 10. False

Fill in the Blanks

1. 400, 2. dyes, 3. rennet, 4. moulds, 5. aging (or curing), 6. humidity, 7. processed cheese, 8. pasteurisation, 9. Italy, 10. hard

▲ **LESSON 10: TOBACCO**

True or False

1. False, 2. True, 3. False, 4. True, 5. False, 6. True, 7. True, 8. False, 9. True, 10. False

Fill in the Blanks

1. tobacco leaves, 2. winter, 3. 9–20 leaves, 4. cigarettes, 5. chewing tobacco

▲ **LESSON 11: ROOM SERVICE**

True or False

1. False, 2. True, 3. False, 4. False, 5. True, 6. False, 7. False, 8. True, 9. False, 10. True

Fill in the Blanks

1. breakfast door-knob cards, 2. women, 3. three, 4. mobile, 5. room service supervisor, 6. kitchen stewarding, 7. Whitney rack, 8. trolleys, 9. dispense bar, 10. room service

▲ **LESSON 12: BANQUETS AND OUTDOOR CATERING**

Fill in the Blanks

1. state, 2. banquet sales executive, 3. banquet supervisor, 4. food and beverage controls, 5. function sheet, 6. room service order-taker (or front office reception), 7. contract of agreement, 8. function prospectus, 9. concierge (or Senior Bell Captain), 10. sit-down

True or False

1. False (social), 2. False (professional), 3. True, 4. True, 5. True, 6. True, 7. True, 8. True, 9. True, 10. True

▲ **LESSON 13: HYGIENE AND SANITATION IN FOOD AND BEVERAGE OPERATIONS**

Fill in the Blanks

1. standard recipes, 2. refrigerators, 3. chilled, 4. stainless steel pots, 5. thermometers, 6. labelled, 7. kitchen stewarding, 8. Equipment, 9. refrigerators, 10. holding

True or False

1. True, 2. True, 3. True, 4. True, 5. False, 6. False, 7. False, 8. False, 9. False, 10. False

▲ LESSON 14: WINES

True or False

1. True, 2. True, 3. False, 4. True, 5. True, 6. False (3-5%), 7. True, 8. True, 9. False, 10. True

Fill in the Blanks

1. viticulture, 2. fructose, 3. moderate, 4. cote, 5. 7–14%, 6. 14–24%, 7. Spain, 8. tannin, 9. vin-de-goutte, 10. vinegar

▲ LESSON 15: SPIRITS

Fill in the Blanks

1. ethyl alcohol, 2. distillation, 3. grape, 4. 55%, 5. proof, 6. sugar, 7. skins, 8. pot stills, 9. distillation, 10. potatoes

True or False

1. False, 2. False, 3. False, 4. True, 5. True, 6. True, 7. True, 8. True, 9. False, 10. True

▲ LESSON 16: BRANDY

True or False

1. True, 2. True, 3. True, 4. True, 5. False, 6. True, 7. False (2–4 years), 8. True, 9. False, 10. True

Fill in the Blanks

1. burnt wine, 2. grapes, 3. oak casks, 4. 140–144, 5. congeners, 6. calcium, 7. Very Special Old Pale, 8. ten, 9. Calvados, 10. tails

▲ LESSON 17: WHISKY

Fill in the Blanks

1. barley, 2. water of life, 3. grain whisky, 4. barley, 5. oak casks, 6. Saladin, 7. peat, 8. diastase, 9. maltose, 10. glucose

True or False

1. False (oak casks), 2. True, 3. False (two), 4. False (60%), 5. True, 6. True, 7. False (twice in pot stills), 8. False (fore-shots), 9. True, 10. False (taste)

▲ LESSON 18: RUM

Fill in the Blanks

1. sugarcane, 2. sucrose, 3. molasses, 4. pot-still, 5. un-charred oak casks, 6. Bacardi, 7. caramel, 8. oak casks, 9. continuous distillation, 10. Cuba Libre

▲ LESSON 19: VODKA**Fill in the Blanks**

1. grain or potatoes, 2. distillation, 3. 40%, 4. quality of grain neutral spirit, 5. boyar wine,
6. jalapeño peppers and paprika, 7. Smirnoff, 8. quartz, 9. 1930, 10. pickled cucumbers

▲ LESSON 20: GIN**Fill in the Blanks**

1. juniper berries, 2. Cunard Cruises, 3. grain mash, 4. distilled water, 5. Gordon's Gin, 6. sweetness,
7. neat with ice, 8. Gimlet, 9. tonic water, 10. "Heavy"

▲ LESSON 21: TEQUILA**Fill in the Blanks**

1. the mescal plant, 2. southwest Mexico, 3. 8-12 years, 4. pina, 5. oak barrels, 6. tomato juice,
7. lick of salt, 8. NORMA, 9. anejos, 10. aquamiel

▲ LESSON 22: BEER**Fill in the Blanks**

1. barley, 2. diastase, 3. nettle, 4. finings, 5. sturgeon, 6. grist, 7. alcohol and carbon dioxide,
8. wort, 9. Czechoslovakia, 10. root beer

True or False

1. True, 2. True, 3. False, 4. False (kegs), 5. True, 6. False (Stout), 7. True, 8. True, 9. False (carbon dioxide), 10. True

▲ LESSON 23: NON-ALCOHOLIC BEVERAGES AND SERVICE**True or False**

1. False (nourishing), 2. True, 3. True, 4. False (water goblets), 5. True, 6. True, 7. False (refreshing),
8. False (tropical climates), 9. False (oolong tea), 10. True

Fill in the Blanks

1. quinine, 2. hi-ball, 3. flush, 4. oolong, 5. tea-tasters, 6. Coffea Arabica, 7. Coffee Houses,
8. Brazil, 9. coffee pots, 10. juice

▲ LESSON 24: ALCOHOLIC BEVERAGES SERVICE**True or False**

1. True, 2. True, 3. True, 4. False (ladies first), 5. True, 6. False (only for whiskies and beer),

7. False (before of a meal), 8. False (dry wines before sweet wines), 9. False (always hand rinsed), 10. True

Fill in the Blanks

1. wine butler or sommelier, 2. bar tray, 3. right, 4. end, 5. room temperature, 6. right, 7. champagne saucer, 8. 30, 9. hi-ball, 10. 12–14 pounds per square inch

▲ LESSON 25: BAR SERVICE**True or False**

1. True, 2. True, 3. True, 4. False (garnish), 5. True, 6. False (stainless steel), 7. False (frappe), 8. True, 9. True, 10. True

Fill in the Blanks

1. 20%, 2. 3 ft. 6 inches, 3. hinged flap door, 4. soft drinks, 5. ice-cube machine, 6. beverage store, 7. jugs, 8. cash bank, 9. optic dispenser, 10. glass rail

▲ LESSON 26: KITCHEN ORGANISATION**Fill in the Blanks**

1. entremetier, 2. kitchen porter, 3. galantines, 4. canapés, 5. hors d'oeuvres, 6. pates, 7. garde manger, 8. confectionary, 9. hot range, 10. still

True or False

1. False (announcer), 2. True, 3. True, 4. False (Chef de Cuisine), 5. False (Chef de Cuisine), 6. False (Pantry), 7. True, 8. False (satellite kitchen), 9. True, 10. True

▲ LESSON 28: SAUCES**Fill in the Blanks**

1. roux, 2. arrowroot, 3. blond, 4. consistency, 5. buerre manie, 6. blood, 7. au jus, 8. puree, 9. milk, 10. demi-glace

True or False

1. True, 2. True, 3. False, 4. True, 5. True, 6. True, 7. True, 8. False, 9. False (béchamel), 10. False (six)

▲ LESSON 29: SOUPS AND GARNISHES**Fill in the Blanks**

1. minced meat, 2. mirpoix, 3. muslin cloth, 4. garnishes, 5. Florentine, 6. purees, 7. bisques, 8. chowders, 9. Hungarian Goulash, 10. six

True or False

1. False (second), 2. False (thin soup), 3. True, 4. True, 5. True, 6. False (béchamel sauce),
7. True, 8. True, 9. False (Italy), 10. True

▲ LESSON 30: METHODS OF COOKING

Fill in the Blanks

1. convection, 2. radiation, 3. smoke, 4. pot liquor, 5. water, 6. stewing, 7. Jus Roti, 8. clay, 9. sauté,
10. batter

True or False

1. True, 2. False (conductor), 3. True, 4. True, 5. False, 6. False (cheap cuts), 7. True, 8. False,
9. True, 10. False

▲ LESSON 33: SUGGESTIVE SELLING

True or False

1. True, 2. True, 3. True, 4. False, 5. False (premiums), 6. True, 7. True, 8. True, 9. True, 10. True

▲ LESSON 34: UNDERSTANDING GUEST SERVICE

Fill in the Blanks

1. reputation, 2. standard procedures, 3. server, 4. attitude, 5. habit, 6. belief, 7. physiological needs,
8. emotional, 9. self-esteem, 10. self-actualisation

True or False

1. True, 2. True, 3. False, 4. False, 5. True, 6. False, 7. False, 8. False, 9. True, 10. True

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- Fig. 26.2 Organisation Chart of a Small Hotel Kitchen
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- Fig. 29.1 Classification of Soups
- Fig. 29.2 Soup Garnishes

- Fig. 31.1 Mineral Chart
- Fig. 32.1 Discipline Chart

- Fig. 34.1 Maslow's Need Hierarchy

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