

HOSPITALITY MANAGEMENT

Lecture notes
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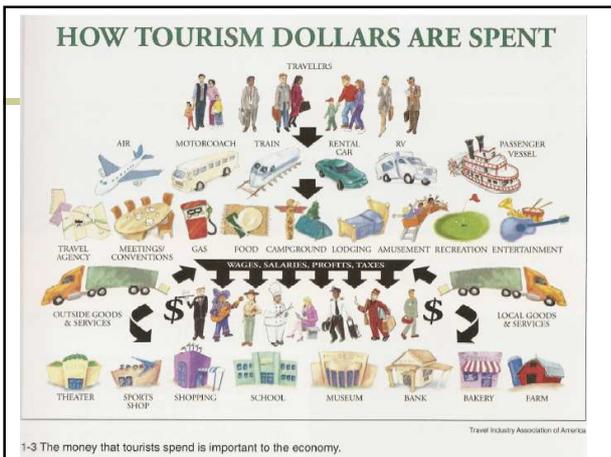
Defining the hospitality

The hospitality field, by definition, is a service industry. Its task is to create shareholder wealth by servicing and satisfying guests. Industry segments include, among others: hotels, restaurants, private clubs, managed food service, event planning, tourism related businesses, and travel providers. More often than not, the product purchased is either intangible or the perceived quality of the product purchased is impacted by the service method in which it was received.

Defining the hospitality

Langhorn (2004) noted that in hospitality, the service provider is “part of the product itself”. For guests to be satisfied, they not only must believe that they have received a valuable service for their dollar, but also feel valued and respected by the workers providing the service (Kernbach & Schutte, 2005; Langhorn, 2004; Varca, 2004; Winsted, 2000).

Sheila A. Scott-Halsell, Shane C. Blum & Lynn Huffman (2008): A Study of Emotional Intelligence Levels in Hospitality Industry Professionals, Journal of Human Resources in Hospitality & Tourism, Vol. 7(2), 135-152



Defining the hospitality

Hospitality is:

- the act of kindness in welcoming and looking after the basic needs of guests or strangers, mainly in relation to food, drink and accommodation;
- refers to the relationship process between a guest and a host;
- the reception and entertainment of guests, visitors, or strangers with liberality and goodwill (Oxford English Dictionary);
- derived from the Latin word *hospitare* meaning to “receive as a guest”

The hospitality industry

The Hospitality Industry include the companies or organizations which provide food and/or drink and/or accommodation to people who are away from home.

http://www.edb.gov.hk/FileManager/EN/Content_6371/Introduction_to_Hospitality_Eng.pdf

The hospitality industry

The hospitality and tourism industry (H&T industry) meets the needs of people with kindness and goodwill while they are away from their homes.

The H&T industry has four service sectors: food and beverage, lodging, recreation, and travel and tourism.

http://www.montana.edu/hhunts/MAFCS_WEBSITE_DEVELOPED_2008/MAFCS_2007_Student_Lesson_Plans/Unit_Plan-adobe_files/Lesson_1_Intro_to_H_T_Lesson_Plan.pdf

The hospitality industry

- **The H&T industry is about service.** The industry provides service to people when they are away from their home, and sometimes even when they are home. For example, home delivery of food would be part of the hospitality industry as would a masseuse that does home visits or a cook that does at-home cooking lessons or catering.

The hospitality industry

- **The H&T industry is about diversity.** There are small, large, privately owned, and publicly owned businesses. There are people of every socioeconomic class, cultural background, race, age, and religion involved with H&T, both in providing and receiving the services. The H&T industry reaches every corner of the globe, while providing jobs, entertainment, food, transportation, and a place to sleep.

The hospitality industry

- **The H&T industry is about entrepreneurs.** The H&T industry is full of businesses that serve people and are owned by a single person or family. This means not only are there many H&T jobs working for someone else, there is a lot of H&T opportunity to work for yourself. Worldwide examples of entrepreneurs creating small businesses that became big business are: McDonalds, Marriott hotels, Holiday Inn hotels, Albertsons food stores, and Southwest Airlines.

The hospitality industry

- **The hospitality industry is complex.** It covers a wide range of jobs, locations, activities, and economic brackets.
There are four sectors of the hospitality industry: food and beverage, lodging, recreation, and travel and tourism.

The hospitality industry

- The **food and beverage industry**, also known as the **foodservice industry**, consists of businesses that prepare food for customers. The number of people employed in foodservice industry is expected to double by 2015 to approximately 22 million people.
- **Lodging**, also known as **accommodation**, is a place to sleep for one or more nights. A business in the lodging industry provides a place for people to sleep overnight. It can be one of many sleeping places such as a fancy hotel, a youth hostel, an elder hostel, a campground, or highway side motel.

The hospitality industry

- **Recreation** is any activity that people do for rest, relaxation, and enjoyment. The goal of recreation is to refresh a person's body and mind. Any business that provides an activity for rest, relaxation, and enjoyment in order to refresh a person's body and mind is in the recreation business. Recreation businesses are incredibly diverse because people have varying ideas on what activities they participate in for rest, relaxation and enjoyment. There are four general types of recreation businesses: entertainment, attractions, spectator sports, and participatory sports.

The hospitality industry

The **travel industry** is in the business of moving people from place to place while the **tourism industry** provides those people with services that promote travel and vacations. Busses, planes, cabs, boats, and passenger trains are all part of the travel industry while travel agencies, tour operators, cruise companies, convention planners, and visitors bureaus are all part of the tourism industry.

Activity 1

1. What does the term hospitality mean to you? Give a definition for hospitality.
2. What sections of the hospitality industry have you visited or used?
3. Explain the different definitions or explanations for hospitality. How does hospitality impact on our lives?
4. Explain why do you think that this industry attracts visitors to Cyprus.

Activity 2

1. In groups, consider the hospitality industry in Cyprus. Discuss the different sectors in the hospitality industry. (Hint: A sector of hospitality industry can be profit-making or non-profit-making.) You may also give the names of some companies in the hospitality industry. One example has been given in the table below. Work on the table to see which group in your class comes up with the most appropriate examples.

Activity 2

Sector	Products/services provided	Example	Name of company/organisation
Food and Beverage	Food and drink	Fast food	McDonald's

Activity 2

2. Look at the table that your group has just completed and compare the answers with other groups.

Have you been to any of the above companies or organisations? What services did you receive from them? Were you satisfied with the way you were treated by the company or its staff? Did they understand what services you wanted? Did they provide what you wanted quickly and accurately? Was the staff member friendly or rude? Based on the discussion above, suggest five qualities or traits that a successful staff member in the hospitality industry should possess. Do you or your group members possess any of these qualities or traits?

The hospitality business and you

Answer with a Yes, No or Sometimes

1. Can I talk to strangers?
2. Am I pleasant and courteous even when under stress?
3. Am I at ease when using the telephone?
4. Do I generally look clean and neat?
5. Can I follow orders?

The hospitality business and you

6. Do I accept criticism gracefully?
7. Do I like staying busy?
8. Do I do detailed work well?
9. Do I enjoy working with other people?
10. Do I enjoy helping people?

Give yourself 2 points for each yes, 1 point for sometimes and 0 for no. If you scored 16pts. or more you would make an excellent hospitality worker

Characteristics of The Hospitality Industry

- Shift work;
- The physical products of hospitality, e.g. food and drink in a restaurant or the actual hotel room, are products that are sold at a price to the guests or customers (e.g. the price a guest paid for renting a hotel room, or the price a customer paid for buying a meal in a restaurant). These are often regarded as the **tangible aspects of hospitality.**;

Characteristics of The Hospitality Industry

- The qualities of staff and the way they deliver the service are often more important than the tangible products in making a hospitality experience satisfactory or unsatisfactory or these are the **intangible aspects of hospitality**;
- Inseparability of Production and Consumption;
- Highly perishable product;
- No such thing as business hours;
- Hospitality operations run on a 24 hour basis all year round;

Characteristics of The Hospitality Industry

- One of the problems that the industry faces is that hospitality workers are often minimum wage earners who are unable to afford the service that they are providing. For the employees to be able to provide the necessary level of service, they too must feel appreciated and supported. They are, in fact, the internal customers of their company. One of the primary duties of hospitality managers is to lead in such a way that both their internal and external customers can find satisfaction (Lewis, 2000; Sosik & Megerian, 1999; Wong & Law, 2002).

The objectives of hospitality industry

1. Making the guests feel welcome personally
This requires both a friendly manner on your part toward the guest and an atmosphere of "liberality and good will" among the people who work with you in serving the guest. That often translates to an organization in which workers get along well with one another.

The objectives of hospitality industry

2. Making things work for the guests

Everything needs to be clean and in working order before the guests step foot on the establishment. A hospitality system requires a lot of work and the manager must see that it is done properly and maintained at all times.

The objectives of hospitality industry

3. Making sure that the operation will continue to provide service and meet its budget

As a manager, the key to achieving this objective lies in achieving a controlled profitable operation. A good term to describe this management concern is "conformance to budget."

Trends influencing the hospitality industry

- Technology;
- More comfortable travel;
- Communication;
- Aging population;
- Early retirement
- Longer life span and better health in senior years
- Political changes
- Two wage earner families
- Smaller families
- Change in consumer spending patterns

Trends influencing the hospitality industry

- Social impact
- Shorter work week
 - Not so in US
 - Europeans get more holidays
 - Professions work more
- Downsizing causes more work
- More leisure time
- Short, last minute trips
- Seasonality not a factor
- Greater disposable income

Trends influencing the hospitality industry

Demand for leisure travel services will continue to outpace that for business travel

– there are now significantly more leisure travelers filling airline seats, checking into hotel rooms, and consuming other travel services than business travelers, and this gap will grow

Trends influencing the hospitality industry

More leisure travelers will select cruises and timeshares as alternatives to vacations that include conventional lodging

– the popularity of cruising will continue to grow, driven principally by the construction and arrival of magnificent, new floating "resorts" (and remarkably attractive pricing), while timeshares will be in big demand as more savvy travelers discover both the value and flexibility of "owning" vacation time that reflects their lifestyles and travel habits

**Trends influencing the
hospitality industry**

***Activities that promote stress reduction
will gain in popularity***

– growing interest in "adventure" travel notwithstanding, the pursuit of stress reduction will remain the number one motivator for the one-half of all active leisure travelers who now feel they "don't have enough vacation time." This is likely to translate into growing patronage of both amenity and destination spas (by both women and men), as well as the growth of amenity spas in urban hotels that cater to business travelers and meeting attendees

**Trends influencing the
hospitality industry**

***Meetings and conventions will drive the
recovery of demand for business travel
services***

– individual business travelers will continue to seek ways to do business without traveling, while demand for travel services from meeting and convention attendees will continue to grow

**Trends influencing the
hospitality industry**

Expect to be "fired" if you're not wired

– hotels, resorts, conference centers, even airline terminals that don't provide high-speed Internet access will rapidly discover the error of their ways as more travelers, both business and leisure, demand such access (and for free!) in an increasingly wired world. And they'll probably head elsewhere if they don't get it.

Trends influencing the hospitality industry

Air travel will remain remarkably affordable

– hard to believe given the unpredictable nature of the cost of jet fuel and the fact that half of all domestic airline seats are now operated by bankrupt carriers, yet unprecedented competition brought about by transparent pricing for "undifferentiated" brands will insure fares remain low relative to the escalating cost of other travel services

Trends influencing the hospitality industry

Lodging rates will rise

– hotel room rates will continue to escalate as operators manipulate yield to capitalize on growing demand. "Upscale" and "Luxury" operators are likely to be the biggest beneficiaries of this trend as consumers who traded up in the go-go '90s begin to indulge once again

Trends influencing the hospitality industry

Travel agents will continue to morph into sellers of "complex" and "high risk" travel products and services

– contrary to popular (and unenlightened) opinion, travel agents will actually consolidate and strengthen their position as purveyors of "complex" and "high risk" travel products including cruises, all-inclusive vacations, multi-stop tours and group tours

**Trends influencing the
hospitality industry**

Consumers' utilization of the Internet will continue to reinvent the distribution and sale of travel services

– although the actual percentage of business and leisure travelers who use the Internet to plan some aspect of travel is expected to remain flat if not decline, the percentage who go online to make reservations will continue to grow

**Trends influencing the
hospitality industry**

Transparent pricing will underscore the urgent need for brand clarity

– techno-savvy consumers can now compare prices for airline seats, hotel rooms, car rentals, cruises, even complete vacations with just a couple of clicks, so the question arises: who will get the sale? The answer will be determined by the "value" ascribed to the proposed transaction which, in turn, will depend on the "clarity" of the brands under consideration. Those that stand for something relevant to the consumer will ascend to the top of the list. Those that do not will become vulnerable.

**Trends Affecting the Future of
the Hospitality Industry**

- Increasing competition;
- Emphasis on service;
- Customers' growing value consciousness;
- Changes in marketing and management made possible by technology;

Trends Affecting the Future of the Hospitality Industry

- Increased responsibility for employees and managers through employment;
- Greater diversity of the workforce;
- Customers' concerns with security
- Consumers' and governments' concern with sanitation
- Globalization

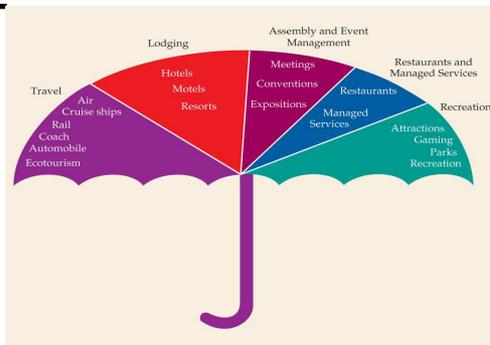
Industry Relationships

Travel Agents - responsible for recommending destinations and making bookings for travel and accommodation

Tourist Information Centers - the hospitality industry relies on staff in information centers to correctly advise customers on the services it offers, such as accommodation and food & beverage services

Retail Outlets - helps attract tourists

Scope of the Hospitality-Tourism Industry (Walker, 2007)



[The success of the service]

- Focus on the guest
- Understand the role of the guest-contact employee
- Weave a service culture into education and training systems
- Thrive on change

[Disney Service Model]

- S**mile
- M**a**ke **E**ye contact
- R**espect and welcome all guests
- V**alue the magic
- I**nitiate guest contact
- C**reative service solutions
- E**nd with a “thank you”

[“Seven Deadly Sins of Service”]

- **Apathy** (absence of passion)
- **Brush-off** (To ignore or behave coldly toward);
- **Coldness**
- **Condescension** (lack of respect)
- **Robotics**
- **Rule book**
- **Runaround** (form of evasive excuses)

The activities of the hospitality industry

Main business sectors in the hospitality industry:

- **Accommodation** – To provide accommodation (and usually food and drink) to people who for whatever reason are away from home

- **Food and beverage** – To provide food and beverage to local, commuting, transient customers and tourists

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The accommodation

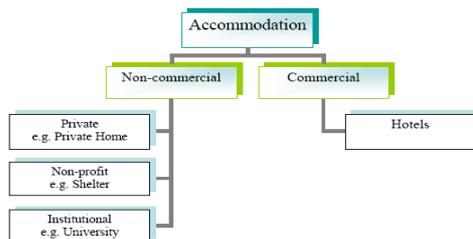


Figure 1: Accommodation structure

Classification of hotels

Criteria:

- Location: e.g. city centre hotels, suburban hotels, airport hotels and highway hotels/motels

- Function: e.g. commercial hotels and convention hotels

- Market segment: e.g. resorts, health spas, timeshares/vacation ownership and casino hotels

- Distinctiveness of property: e.g. all-suite hotels, boutique hotels, extended-stay hotels, historic conversions and bed and breakfast inns

- Price and staff/room ratio

- Size: e.g. under 150 rooms, 151-300 rooms, 301-600 rooms, more than 600 rooms

- Rating (grading): e.g. one-star to five-star or one-diamond to five-diamond

Classification of hotels

Hotel Ownership

Another classification of hotels is by their ownership, which can be:

- **Private:** An independent hotel owned by a person/partnership/private company;
- **Local group:** Several hotels owned by a local company
- **International group:** A hotel which is part of an international chain of hotels

Types of hotels

- **City centre hotels**
- **Suburban hotels**
- **Airport hotels**
- **Highway hotels/Motels**
- **Convention hotels**
- **Commercial hotels**
- **Resort hotels**
- **Spa hotels**

Types of hotels

- **Timeshares/Vacation ownership**
- **Casino hotels**
- **All-suite hotels**
- **Boutique hotels**
- **Extendedstay hotels/Serviced Apartments**
- **Historic conversion hotels**
- **Bed and breakfast inns (B&Bs)**

Types of hotels

- Guest houses
- Hostels
- Cabins
- Villas/Chalets (usually found in skiing and beach resorts)

Hotel management

Hotels can be operated in one of the following ways:

- Independently owned and operated

These can be independent hotels, with no affiliation, that are being managed by the owners of the properties.

- Management contract

Management contracts are hotel management companies which operate properties owned by other entities. In some cases, the hotel owners may arrange to run their properties through a management contract with a company that specialises in managing hotels.

Hotel management

The reason for this is that the owner may not:

- Have the necessary expertise;
- Desire to become involved in the operation of the hotel;

Benefits for the hotel management company:

- Little or no up-front financing or equity involved
- Manage the property for the contract period such as five, ten or twenty years
- Receive a management fee during the contract period

Hotel management

- Franchising

Some investors prefer to use the franchising concept in running the hotel. Franchising in the hospitality industry is a concept that:

- Allows interested investors to use a company's (the franchisor) name and business format
- Is made up of properties where the franchisees agree to run the hotel in accordance with the strict guidelines set by the franchisor
- Allows a company to expand more rapidly by using others' capital

Hotel management

Benefits for the franchisee:

- Obtain from the franchisor the expertise in doing business such as site selection, planning, pre-opening training, operations manuals, information management, central reservation system, field support, quality control, purchasing, advertising, marketing, new products and concepts

- The franchisee has complete control and responsibility over the daily operation of the property

In return, the franchisor receives a joining fee and an ongoing fee from the franchisee.

Hotel management

- Referrals

Referral associations, e.g. Leading Hotels of the World (LHW), offer to hotels similar benefits as franchising, but at a lower cost. Some hotels choose to become a referral property. This means that the property is being operated as an independent hotel in association with a certain chain. These hotels refer guests to one another's properties and share a centralised reservation system, a common logo, image, or advertising slogan. Hotels pay an initial fee to join a referral association and further fees are based on services required.

Hotel management

As the property has already been physically developed, the owner may want assistance only with marketing, advertising, management, or reservation referral. In addition, guests may find more variation among the referral properties as size and appearance standards are less stringent than those in a franchise agreement. However, every hotel is assessed and checked regularly to ensure that it maintains the highest standards.

The Functions and Departments of a Hotel

The day-to-day operations of a hotel are the key factors determining the success or failure of its service. It is necessary to understand the structure of hotels in order to get an overview of how the organisation fits together. Regardless of the size of a hotel, the organisational structure will be basically the same. It is usually divided into several distinct departments, each responsible for a particular area of work. The larger the hotel is and the more facilities it offered, the more specialised the departments become.

The Functions and Departments of a Hotel

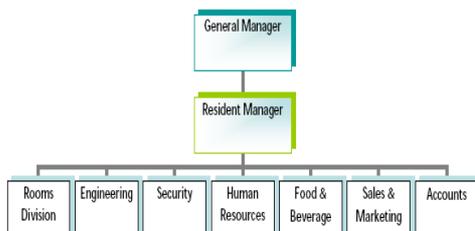


Figure 2: Major departments of a five-star hotel

Key executives in the hotel

General Manager

The main responsibilities of the general manager (GM) include:

- Providing leadership to the management team
- Coordinating the work of all departments
- Participating in the formulation of hotel policies and strategies
- Leading the hotel staff in meeting the financial, environmental and community responsibilities
- Assuming full responsibilities for the overall performance of the hotel

Key executives in the hotel

Resident Manager

The main responsibilities of the resident manager include:

- Holding a major responsibility in developing and executing plans developed by the owner(s), the general manager and other members of the management team
- Checking on operations, providing feedback and offering assistance when needed
- Completing, reviewing and summarizing statistical reports and sharing them with the general manager
- Assuming responsibilities for the daily operations and management of the hotel

Functions of major hotel departments

Engineering

The engineering department is responsible for maintaining the physical plant of the hotel such as electricity, plumbing, air conditioning, heating and elevator systems; and for overseeing all mechanical and technical conditions of the hotel.

Functions of major hotel departments

Security

Security is an important concern in every hotel. The security department is responsible for implementing procedures which aim at protecting the safety and security of hotel guests, visitors, hotel employees and the hotel itself. Examples include monitoring surveillance equipments, patrolling the hotel premises and maintaining security alarm systems.

Functions of major hotel departments

Human Resources

The human resources (personnel and training) department is responsible for hiring, orientation, training, wages and benefit administration, labour relations, employee relations, and staff development.

Food and Beverage

The food and beverage (F&B) department provides food and beverage services to the hotel guests and visitors through a variety of outlets and facilities/services. Examples include lounge, bar, coffee shop, restaurants, banquet service, room service (also called in-room dining) and cake shop.

Functions of major hotel departments

Sales and Marketing

The main functions of the sales and marketing department involve generating new businesses for the hotel, coordinating advertising, as well as sales promotions and public relations activities aiming at enhancing the hotel's image.

Functions of major hotel departments

Accounts

The accounts department is headed by the financial controller who, as a key member of the management team, can guide the hotel to an increasing profitability through better control and asset management. In addition, this department is responsible for monitoring all of the financial activities of a hotel. Examples include overseeing accounts receivable, accounts payable, payroll, and cost control systems of the hotel; keeping records of assets, liabilities and financial transaction of the hotel; preparing the monthly profit-and-loss statement, coordinating with purchasing department and information technology department, and handling guests' inquiries about billing.

Functions of major hotel departments

Rooms division

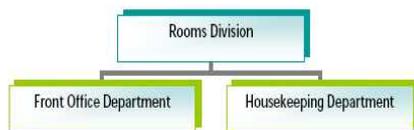


Figure 3: Organisation of the rooms division

Functions of major hotel departments

The three main functions of the front office are as follows:

1. Selling rooms
2. Maintaining balanced guest accounts
3. Providing services and information to guests

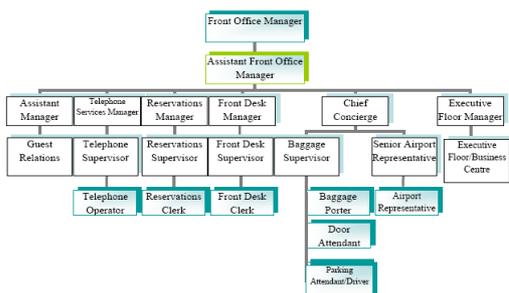
The front office department is headed by the front office manager (FOM) whose main duty is to enhance guest services by constantly developing services to meet guests' needs.

Functions of major hotel departments

The FOM performs the following duties:

- Monitoring reservation status
- Looking over market mix and preparing occupancy forecasts
- Determining rate structures and supervising implementation of rate policies
- Reviewing previous night's occupancy and average room rate
- Reviewing arrivals and departures for the day and the next day
- Making staffing adjustments needed for arrivals and departures
- Reviewing the VIP list, checking VIP rooms, meeting VIPs and entertaining them

The Front Office Department



Activity 3

1. Make a list of the variety of jobs in the front office department.
2. Indicate the main duties of these jobs.
3. Develop a list of helpful communication skills in this department.

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The Housekeeping Department

The housekeeping department requires the following information from the front desk:

- Check-in, occupied and check-out rooms in order to organise room cleaning
- Special requests from guests, such as baby cot or extra blanket, etc., so that extra amenities and services can be provided to guests

In return, the housekeeping department will provide the actual room status to the front desk for comparison with the computer record which ensures that the front desk has the correct room status. Any discrepancy found will be double checked by the Assistant Manager.

Types of rooms

Types of room	Explanations
Single	A room that sleeps only one person and has been fitted with a single, double or queen-size bed.
Twin	A room that can accommodate two persons with two twin beds.
Double	A room that can accommodate two persons with a double or queen-size bed.
Twin double (also double-double or queen double)	A room that can accommodate two to four persons with two twin, double or queen-size beds.
Triple	A room that can accommodate three persons and has been fitted with three twin beds, one double bed and one twin bed or two double beds.
Hollywood twin	A room that can accommodate two persons with two twin beds joined together by a common headboard.
Murphy	A room that is fitted with a murphy bed, i.e. a bed that folds out of a wall or closet.
Suite	Room with one or more bedrooms and a living space. The bedrooms might be singles, doubles or twin doubles.
Adjacent	Rooms close by or across the corridor, but are not side by side.
Adjoining	Rooms that are side by side, but do not have a connecting door between them.
Connecting	Two rooms that are side by side and have a connecting door between them.

The Housekeeping Department

The housekeeping department of a large-sized hotel comprises of the following sections:

- Laundry department
- Uniform and linen room
- Housekeeping office
- Guest floors
- Public areas
- Health club
- Floral and plant arrangement

The Housekeeping Department

The housekeeping department is responsible for cleaning and maintaining the guestrooms, public areas, office spaces and back of the house areas in the hotel so that the property is as fresh and attractive as its first day of business. Although the roles that housekeeping performs vary from one hotel to another, the tasks performed by the housekeeping department are critical to the smooth daily operations of any hotel.

The Housekeeping Department

Executive Housekeeper

- interviews, selects and engages staff in conjunction with human resources manager
- training
- deployment
- prepares work schedules, work procedures and job descriptions
- compiles duty rotas, holiday lists, etc.
- personnel records
- arranges supervision
- staff welfare
- orders and controls equipment, materials and linen
- handles complaints
- key control

The Housekeeping Department

- Assistant Executive Housekeeper
- Assistant Housekeeper
- Floor supervisor
- Room attendant
- Public area supervisor
- Cleaner
- Tailor and seamstress
- Uniform and linen room attendant

Food and Beverage

FOOD & BEVERAGE is a term the hospitality industry uses to refer to all food and beverage needs for an event, dining experience or general catering. The food and beverage department within a hotel consists of many areas and personnel that cater to internal or external guests.

Food and Beverage

Divisions

- Kitchens
- Restaurants
- Catering, internal and external
- Banqueting, internal and external
- Room service (In-room dining)
- Minibars
- Lounge bars
- Stewarding

Food and Beverage

Kitchens

A kitchen is a place for the storage and preparation of food for consumption. In some hotels, there may be a variety of kitchens catering to different needs from breakfast, luncheon and dinner to events such as gala dinners and conferences. The number of guests being catered for varies depending on the size of the dining facilities and kitchen, the number of staff employed and the equipment being used. The purpose of a kitchen is to produce the right quality of food of the highest standard for the required number of people, on time, by the most effective use of staff, equipment and materials.

Food and Beverage

Restaurants

A restaurant is a retail establishment that serves prepared food to customers. Food is generally for eating on the premises, although 'restaurant' can also describe take-out establishments and food delivery services. The term covers many types of venue and a diversity of styles of cuisine and service. Restaurants can range from modest lunching or dining places catering to people working nearby, with simple food served in simple settings at low prices, to expensive establishments serving refined food and wines in a formal setting.

Food and Beverage

Banqueting and catering (internal and external)

A banquet, event or function can be described as the service of food and drink at a specific time and place, to a given number of guests at a known price. Banquet is a term used to describe a large formal occasion. Some examples of hospitality functions include:
Business functions: Conferences, working breakfasts, luncheons and dinners, meetings
Social functions: Gala dinners, anniversaries, weddings

Food and Beverage

Stewarding Department

The correct cleaning, drying and storage of all equipment used in the preparation and cooking of food is critical to prevent the spread of bacteria and cross-contamination.

Responsibilities of the Chief Steward are:

- Cleanliness of back-of-house
- Washing of pots and pans and other kitchen equipments
- Cleanliness of glassware, china and cutlery
- Inventory of chemical stock
- Maintenance of dishwashing machines
- Pest control, where necessary

The Food and Beverage Manager

The responsibilities of a Food and Beverage Manager will typically cover a number of areas. They will have the sole responsibility for the day-to-day running of the F&B department and ensuring budgetary controls while overseeing pricing and purchasing in all food and beverage areas. They will also be involved in the recruitment and supervision of a highly skilled F&B team and be responsible for the creation and implementation of seasonal F&B marketing strategies including input into menu planning.

The Food and Beverage Manager

- Their responsibilities can also include:
- Dealing with all matters concerning spirits, wines and beers.
 - Ensuring that the profit margins are achieved for each food and beverage outlet.
 - Purchasing, receiving, storing and issuing liquor as well as controlling the overall inventory.
 - Interviewing and selecting staff.
 - Training of staff for supervisory level.

The Food and Beverage Manager

- Their responsibilities can also include:
- Promotion of the beverage department and marketing.
 - Co-ordinating requests from other departments within the hotel.
 - Complying with health and safety regulations.
 - Holding regular meetings with section heads to ensure that all departments are working efficiently.

Food and Beverage

Restaurant Manager

A Restaurant Manager can also be referred to as the *maitre d'* (short for *maitre d'hotel* which literally means "master of the hall"). In a suitably staffed restaurant or hotel this person is in charge of assigning customers to tables in the establishment, and dividing the dining area into areas of responsibility for the various waiting staff on duty. He or she may also be the person who receives and records advance reservations for dining, as well as dealing with any customer complaint and making sure all servers are completing their tasks in an efficient manner.

Food and Beverage

In some localities or traditions, particularly small organisations like a single restaurant, the post is also known as the headwaiter, host or restaurant manager. Their duties include daily operations, staffing and human resources, legal aspects of the business, accounting, finance, marketing, advertising and public relations. Their duties also extend to the followings:

- Responsibilities to the guests
- Responsibilities to the employer
- Responsibilities for health and safety
- Responsibilities for staff training
- Interviewing and selecting new staff

Food and Beverage

Assistant Restaurant Manager

An Assistant Restaurant Manager will assist the Restaurant Manager in the organisation and running of the restaurant. They will assume full responsibility when the Restaurant Manager is unavailable, on leave or absent. Their duties will include daily operations and staffing and will also extend to:

- Responsibilities to the guests
- Responsibilities to the employer
- Responsibilities for health and safety
- Responsibilities for staff training
- Helping and assisting the Restaurant Manager with interviewing and selecting new staff

Food and Beverage

Station Head Waiter/Section Supervisor

This person is responsible for a team of staff serving a set number of tables in the restaurant or function; this is known as a *station*.

Station Waiter

In larger hotels this position is sometimes called a *chef de rang*. This employee will work under the direction of the Station Head Waiter and serve guests.

Waiter/Waitress

This employee will work under the direction of the Station Waiter and is usually an apprentice or a person who is just beginning to learn the skills of serving guests.

Activity 4

Describe the roles of the staff positions listed below:

Position	Responsible to:
Restaurant Manager	
Assistant Manager	
Section Supervisor/ Captain	
Station Waiter	
Waiter/Server	

Food and Beverage

Kitchen organisation – key figures:

- Executive Chef

To become a Head Chef or an Executive Chef takes many years of hard work with long hours standing on your feet, working unsociable hours at any time of the day or night. It takes years to learn the skills and knowledge necessary to become proficient in different cooking methods and styles.

Food and Beverage

- Head Chef (*le chef de cuisine*)

In large establishments the duties of the Executive Chef, Head Chef or person in charge are mainly administrative; only in small establishments would it be necessary for the Head Chef to be engaged in handling the food. The functions of the Head Chef are to:

- Organise the kitchen
- Compile the menus
- Order the food
- Show the required profit

Food and Beverage

- Engage the staff
- Supervise the kitchen (particularly during service hours)
- Advise on purchases of equipment
- Be responsible, in many cases, either wholly or partially, for the stores, still room and the washing up of silver crockery etc.
- Be responsible for guest satisfaction
- Ensure food quality and consistency

Food and Beverage

An Executive/Head Chef also has to work in conjunction with:

- Other chefs and cooks
- Food and beverage staff
- Function staff
- Kitchen stewards
- **Second Chef (*le sous-chef*)**

The Second Chef/sous chef relieves the Head Chef when they are off duty and is the Chef's 'right hand'.

Food and Beverage

- Chef de Partie

The Chefs de Partie are each in charge of a section of the work in the kitchen, such as sauces and soups, fish, vegetables, larder or meat. This is the job of the specialist. The Chefs de Partie organise their own sections, delegate the work to assistants and are in fact the 'backbone' of the kitchen.

Food and Beverage

- Pastry Chef (le patissier)

All the sweets and pastries are made by the Pastry Chefs, as well as items required by other parties, such as vol-au-vents, bouchees, noodles etc., and also the coverings for meat and poultry dishes when pastry is required.

- Assistant Cooks (les commis chefs)

The Chefs de Partie are assisted by *commis* or assistants, the number varying with the amount of work done by the partie, e.g. the vegetable partie is larger than the fish partie due to the quantity of work to be prepared, so there are more assistants in that partie. The Assistant Cook is usually capable of taking over a great deal of responsibility, and in some cases will take charge of the partie when the Chef is off duty.

Food and Beverage

- Apprentice (l'apprenti)

The apprentice is learning the trade and rotates among the parties to gain knowledge of all the sections in the kitchen.

Activity 5. Describe the role that an Executive Chef would have in a large hotel in Cyprus today. Use the criteria listed above and give six important functions that you think would be necessary for this position.

Conclusion

- A business approach toward hospitality industry:
- be able to communicate with customers in the hospitality environment;
 - develop positive image and organisational reputation;
 - contribute to good customer service;
 - avoid misunderstandings and complaints;
 - follow organisational standards for personal presentation, etc.

THANK YOU FOR THE ATTENTION
