



EIILM UNIVERSITY
S I K K I M

FOOD & BEVERAGES

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Chapter 1

Introduction of Food & Beverage Service Industry

A brief description of the food & beverage service industry, its various sections and types.

The food & beverage industry is usually defined by its output of products, to satisfy the various demands of food & drinks of people. But it doesn't include the manufacturing of food & drink and its retailing. In today's world, the food & beverage service industry has expanded a lot and nowadays, it is serving more than 100 million meals per day. It has spread across all walks – of life. Hotel, restaurants, industrial canteen, hospital canteen, railway, airways, all are now part of food & beverage service industry. The basic function of this industry is to serve food & drink to people, to satisfy their various types of needs. The main aim is to achieve customer satisfaction. The needs that customer might be seeking to satisfy are:

- Physiological: the need of special food items
- Economic: the need for good value for the price paid
- Social: a friendly atmosphere, to express feelings frankly
- Psychological: the need for enhancement of self-esteem
- Convenience: the desire for someone else to do the work.

These various needs play a major role in deciding the factors responsible for defining the different type of service methods in Food & Beverage service industry.

The service of food and beverage may be carried out in many ways depending on a number of factors:

- The type of establishment
- The type of customer to be served
- The time available for the meal
- The turnover of customer expected

- The type of menu presented
- The cost of meal served
- The site of establishment

Food & beverage service can also be viewed from the customer's perspective. Essentially, the customer enters a food service area, orders or selects his/ her choice and then is served (the customer may pay either at this point or later). Food and beverages are then consumed, following which the area is cleared. Broadly we can categorize the service methods in five types:

- A. Table Service
- B. Assisted service
- C. Self- service
- D. Single point service
- E. Specialized or in situ service

An Introduction to Food and Beverage Service

A. Table Service

In this category, the guest enters in the area and is seated. Menu lists are given or displayed for orders. The orders are taken by waiter/ess. Then the service is done using a laid cover on the table. The following are types of service that come under this category:

English Service:

Often referred to as the "Host Service" because the host plays an active role in the service. Food is brought on platters by the waiter and is shown to the host for approval. The waiter then places the platters on the tables. The host either portions the food onto the guest plates directly or portions the food and allows the waiter to serve. For replenishment of guest food the waiter may then take the dishes around for guests to help themselves or be served by the waiter.

French Service:

It is a very personalized service. Food is brought from the kitchen in dishes and salvers, which are placed directly on the table. The plates are kept near the dish and the guests help themselves.

Silver Service:

The table is set for hors d'oeuvres, soup, main courses and sweet dish in sterling silverware. The food is portioned into silver platters at the kitchen itself, which are placed at the sideboard with burners or hot plates to keep the food warm in the restaurant. Plates are placed before the guest. The waiter then picks the platter from the hot plate and presents the dish to the host for approval. He serves each guest using a service spoon and fork. All food is presented in silver dishes with elaborate dressing.

American/Plate Service:

The American service is a pre-plated service, which means that the food is served into the guest's plate in the kitchen itself and brought to the guest. The kitchen predetermines the portion and the accompaniments served with the dish and then balance the entire presentation in terms of nutrition and colour. This type of service is commonly used in a coffee shop where service is required to be fast. Russian Service: An elaborate silver service thought to be the foundation of French service except that the food is portioned and carved by the waiter at the gueridon trolley in the restaurant in full view of the guests. Display and theatrical presentation are a major part of this service. The principle involved is to have whole joints, poultry, game and fish elaborately dressed and garnished, presented to guests and carved and portioned by the waiter.

Gueridon Service: This is a service where a dish comes partially prepared from the kitchen to be completed in the restaurant by the waiter or, when a complete meal is cooked at the tableside in the restaurant. The cooking is done on a gueridon trolley, which is a mobile trolley with a gas cylinder and burners. The waiter plays a prominent part, as he is required to fillet, carve, flambé and prepare the food with showmanship. The waiter has to have considerable dexterity and skill.

Snack-bar Service: Tall stools are placed along a counter so that the guest may eat the food at the counter itself. In better establishments, the covers are laid out on the counter itself. Food is either displayed behind the counter for the guests to choose from, or is listed on a menu card or simple black board. An Introduction to Food and Beverage Service

B. Assisted Service

In this type of category, the guest enters in the dining area and helps himself to the food, either from a buffet counter or he may get served partly at table by waiter/ess and he collects any extras he needs from the counter. Eating may be done on either at table, standing or in lounge area/ banquet hall.

Buffet Service:

A self-service where food is displayed on tables. The guest takes his plate from a stack at the end of each table or requests the waiter behind the buffet table to serve him. For sit-down buffet service, tables are laid with crockery and cutlery as in a restaurant. The guest may serve himself at the. Buffet table and return to eat at the guest table laid out. The waiter may serve a few courses like the appetizer and soup at the table.

C. Self Service

In this type of service, the guest enters in the dining area, selects his own tray or from the food counter and carries food by himself to his seating place.

Cafeteria Service:

This service exists normally in industrial canteens, colleges, hospitals or hotel cafeterias. To facilitate quick service, the menu is fixed and is displayed on large boards. The guest may have to buy coupons in advance, present them to the counter waiter who then serves the desired item. Sometimes food is displayed behind the counter and the guests may indicate their choice to the counter attendant. The food is served pre-plated and the cutlery is handed directly to the guest. Guests may then sit at tables and chairs provided by the establishment. Sometimes high tables are provided where guests can stand and eat.

D. Single Point Service

In this category, the guest orders, pays for his order and gets served all at a single point. There may be may not be any dining area or seats. The different types are:

Take Away:

Customer orders and is served from single point, at counter, hatch or snack stand; customer consumes off the premises.

Vending:

Provision of food service and beverage service by means of automatic retailing.

Kiosks:

Outstation to provide service for peak demand or in specific location (may be open for Customers to order or used for dispensing only)

Food Court:

series of autonomous counters where customers may either order and eat or buy from a number of counters and eat in separate eating area, or take-away.

E. Specialized Service

In this category the guest is served at the place, which is not meant or designated for food & beverage service (i.e. guest rooms or any special area).

Grill Room Service:

In this form of service various meats are grilled in front of the guest. The meats may be displayed behind a glass partition or well decorated counter so that the guest can select his exact cut of meat. The food comes pre-plated.

Tray service:

Method of service of whole or part of meal on tray to customer in situ, e.g. hospitals aircraft or railway catering. An Introduction to Food and Beverage Service

Trolley service: Method of service of food and beverages from trolley, away from dining areas, e.g. for office workers, in aircraft or on trains.

Home- Delivery: Food delivered to customer's home or place of work, e.g. Pizza home delivery or Meal on wheels etc.

Lounge Service:

Service of variety of foods and beverages in lounge area.

Room Service:

It implies serving of food and beverage in guest rooms of hotels. Small orders are served in trays. Major meals are taken to the room on trolleys. The guest places his order with the room service order taker. The waiter receives the order and transmits the same to the kitchen. In the meanwhile he prepares his tray or trolley. He then goes to the cashier to have a check prepared to take along with the food order for the guests' signature or payment. Usually clearance of soiled dishes from the room is done after half an hour or an hour. However, the guest can telephone Room Service for the clearance as and when he has finished with the meal.

There are two types of Room Service:

Centralized room service:

Here all the food orders are processed from the main kitchen and sent to the rooms by a common team of waiters.

Decentralized room service:

Each floor or a set of floor may have separate pantries to service them. Orders are taken at a central point by order-takers who in turn convey the order to the respective pantry.

Chapter 2

Introduction to Catering Industry

Hospitality is probably the most diverse but specialized industry in the world. It is certainly one of the largest, employing millions of people in a bewildering array of jobs around the globe. Sectors range from the glamorous five-star resort to the less fashionable, but arguably more specialized, institutional areas such as hospitals, industrial outfits, schools and colleges. Yet of these many different sectors, catering has to be the most challenging. Whatever the size of the catering operation, the variety of opportunities available is endless. “The sky is the limit with catering”.

CATERING INDUSTRY

The food service industry (catering industry in British English) encompasses those places, institutions and companies that provide meals eaten away from home. This industry includes restaurants, schools and hospital cafeterias, catering operations, and many other formats, including ‘on-premises’ and ‘off-premises’ caterings. Catering is a multifaceted segment of the food service industry. There is a niche for all types of catering businesses within the segment of catering. The food service industry is divided into three general classifications: commercial segment, noncommercial segment, and military segment. Catering management may be defined as the task of planning, organizing, controlling and executing. Each activity influences the preparation and delivery of food, beverage, and related services at a competitive, yet profitable price. These activities work together to meet and exceed the customer’s perception of value for his money.

CATERING SEGMENTS

Catering management is executed in many diverse ways within each of the four segments. The first, commercial segment, traditionally considered the profit generating operation, includes the independent caterer, the restaurant caterer, and the home-based caterer. In addition, hotel / motel and private club catering operations are also found in this category.

FOOD SERVICE CATERING INDUSTRY

Military Segment	Commercial Segment	Non-commercial Segment
1. Military Functions	1. Independent Caterers	1. Business / Industry Accounts
2. Diplomatic Functions	2. Hotel / Motel Caterer	2. School Catering
	3. Private Clubs	3. Health Care Facilities
	4. Restaurant /Catering Firm	4. Transportation Catering (in flight catering)
		5. Recreational Food Service (Amusement and theme parks,
		6. Conference and sport arenas)
		7. College and University Catering
		8. Social Organizations (fraternal And social clubs) F

The figure above, illustrates how the food service catering industry is segmented. The non-commercial segment, or the 'not-for-profit' operations, consists of the following types of catering activities: business / industry accounts, school, college and university catering, health care facilities, recreational food service catering, social organizations and transportation food service catering. The military segment encompasses all catering activities involved in association with the armed forces and / or diplomatic events.

TYPES OF CATERING

There are two main types of catering on-premises and off premises catering that may be a

concern to a large and small caterer. On-premise catering for any function - banquet, reception, or event - that is held on the physical premises of the establishment or facility that is organizing / sponsoring the function. On-premise catering differs from off-premise catering, whereby the function takes place in a remote location, such as a client's home, a park, an art gallery, or even a parking lot, and the staff, food, and decor must be transported to that location. Off-premise catering often involves producing food at a central kitchen, with delivery to and service provided at the client's location. Part or all of the production of food may be executed or finished at the location of the event. Catering can also be classified as social catering and corporate (or business) catering. Social catering includes such events as weddings, bar and mitzvahs, high school reunions, birthday parties, and charity events. Business catering includes such events as association conventions and meetings, civic meetings, corporate sales or stockholder meetings, recognition banquets, product launches, educational training sessions, seller-buyer meets, service awards banquets, and entertaining in hospitality suites.

On-Premise Catering

All of the required functions and services that the caterers execute are done exclusively at their own facility. For instance, a caterer within a hotel or banquet hall will prepare and cater all of the requirements without taking any service or food outside the facility. Many restaurants have specialized rooms on-premise to cater to the private-party niche. A restaurant may have a layout strategically designed with three separate dining rooms attached to a centralized commercial food production kitchen. These separate dining rooms are available at the same time to support the restaurant's operation and for reservation and overflow seating. In addition, any of the three dining rooms may be contracted out for private-event celebrations and may require their own specialized service and menu options.

Other examples of on-premise catering include hospital catering, school, University/ college catering.

Off-Premise Catering

Hot Buffet Caterers:

Hot buffet caterers provide hot foods that are delivered from their commissaries in insulated containers. They sometimes provide serving personnel at an additional charge.

Full-Service Caterers:

Full-service caterers not only provide food, but frequently cook it to order on-site. They also provide service personnel at the event, plus all the necessary food-related equipment china, glassware, flatware, cutlery, tables and chairs, tents, and so forth. They can arrange for other services, like décor and music, as well. In short, a full-service caterer can plan and execute an entire event, not just the food for it. Off-premise catering is serving food at a location away from the caterer's food production facility. One example of a food production facility is a freestanding commissary, which is a kitchen facility used exclusively for the preparation of foods to be served at other locations. Other examples of production facilities include, but are not limited to, hotel, restaurant, and club kitchens. In most cases there is no existing kitchen facility at the location where the food is served. Caterers provide single-event foodservice, but not all caterers are created equal. They generally fall into one of three Categories Party Food Caterers Party food caterers supply only the food for an event. They drop off cold foods and leave any last-minute preparation.

TYPES OF CATERING ESTABLISHMENTS

Various catering establishments are categorized by the nature of the demands they meet. The following are some of the catering establishments.

Restaurant

A restaurant is an establishment that serves the customers with prepared food and beverages to order, to be consumed on the premises. The term covers a multiplicity of venues and a diversity of styles of cuisine. Restaurants are sometimes also a feature of a larger complex, typically a hotel, where the dining amenities are provided for the convenience of the residents and for the hotel to maximize their potential revenue. Such restaurants are often open to Non-residents also.

Transport Catering

The provision of food and beverages to passengers, before, during and after a journey on trains, aircraft and ships and in buses or private vehicles is termed as transport catering. These services may also be utilised by the general public, who are in the vicinity of a transport catering unit.

The major forms of modern day transport catering are airline-catering, railways catering, ship catering and surface catering in coaches or buses which operate on long distance routes.

Airline Catering

Catering to airline passengers on board the air craft, as well as at restaurants situated at airport terminals is termed as airline catering. Modern airports have a variety of food and beverage outlets to cater to the increasing number of air passengers. Catering to passengers en route is normally contracted out to a flight catering unit of a reputed hotel or to a catering contractor or to the catering unit operated by the airline itself as an independent entity.

Railway Catering

Catering to railway passengers both during the journey as well as during halts at different railway stations is called railway catering. Travelling by train for long distances can be very tiring; hence a constant supply of a variety of refreshment choices helps to make the journey less tedious. On-board meal services are also provided on long distance trains.

Ship Catering

Ship catering is catering to cargo crew and passenger ship passengers. Ships have kitchens and restaurants on board. The quality of service and facilities offered depends on the class of the ship and the price the passengers are willing to pay. There are cruises to suit every pocket. They range from room service and cocktail bars to specialty dining restaurants.

Surface Catering

Catering to passengers traveling by surface transport such as buses and private vehicles is called surface catering. These eating establishments are normally located around a bus terminus or on highways. They may be either government run restaurants, or privately owned establishments. Of late there has been a growing popularity of Punjabi style eateries called dhabas on the highways.

Outdoor Catering

This catering includes the provision of food and drink away from home base and suppliers. The venue is left to the people's choice. Hotels, restaurants and catering contractors meet this growing demand. The type of food and set up depends entirely on the price agreed upon. Outdoor catering includes catering for functions such as marriages, parties and conventions.

Retail Store Catering

Some retail stores, apart from carrying on their primary activity of retailing their own wares,

provide catering as an additional facility. This type of catering evolved when large departmental stores wished to provide food and beverages to their customers as a part of their retailing concept. It is inconvenient and time consuming for customers to take a break from shopping, to have some refreshments at a different location. Thus arouse the need for some sort of a dining facility in the retail store itself. This style of catering is becoming more popular and varied nowadays.

Club Catering

Club catering refers to the provision of food and beverages to a restricted member clientele. Some examples of clubs for people with similar interests are turf clubs, golf clubs, cricket clubs etc. The service and food in these clubs tend to be of a fairly good standard and are economically priced. night clubs are usually situated in large cities that have an affluent urban population. They offer entertainment with good food and expensive drinks.

Welfare Catering

The provision of food and beverages to people to fulfil a social obligation, determined by a recognised authority, is known as welfare catering. This grew out of the welfare state concept, prevalent in western countries. It includes catering in hospitals, schools, colleges, the armed forces and prisons.

Industrial Catering

The provision of food and beverages to ‘people at work,’ in industries and factories at highly subsidized rates is called industrial catering. It is based on the assumption that better fed employees at concessional rates are happy and more productive. Catering for a large workforce may be undertaken by the management itself, or may be contracted out to professional caterers. Depending on the choice of the menu suggested by the management, catering contractors undertake to feed the workforce for a fixed period of time at a predetermined price

Leisure-Linked Catering

This type of catering refers to the provision of food and beverages to people engaged in ‘rest and recreation’ activities. This includes sale of food and beverages through different stalls and kiosks at exhibitions, theme parks, galleries and theatres. The increase in the availability of leisure time and a large disposable income for leisure activities has made it a very profitable form of catering.

Chapter 3

Types of Restaurant

INTRODUCTION

Eating is one of life's pleasure and pride – so is cooking and serving good food to others. A restaurant is a commercial outfit which specializes in the preparation of quality food and to serve them to satisfy the customer's demands. Their motto is "Customers are our assets and satisfied customers are our source of wealth". Restaurants do have state of the art kitchens in their premises, where food items are prepared, following a fixed menu to serve the customers. Most restaurants are also equipped with infrastructure facilities, table settings, dining halls of various sizes to cater to needs of small gatherings to grandiose banquets to suit customer demands and above all, trained personnel to provide a satisfactory service.

The term restaurant (from the French word restorer, to restore) first appeared in the 16th century, meaning "a food which restores", and referred specifically to a rich, highly flavored soup. The modern sense of the word was born around 1765 when a Parisian soup-seller named Boulanger opened his establishment. Whilst inns and taverns were known from antiquity, these were establishments aimed at travelers, and in general locals would rarely eat there. The modern formal style of dining, where customers are given a plate with the food already arranged on it, is known as service à la ruse, as it is said to have been introduced to France by the Russian Prince Kura kin in the 1810s, from where it spread rapidly to England and beyond.

RESTAURANT

A restaurant is a retail establishment that serves prepared food to customers. Service is generally for eating on premises, though the term has been used to include take-out establishments and food delivery services. The term covers many types of venues and a diversity of styles of cuisine and service. Restaurants are sometimes a feature of a larger complex, typically a hotel, where the dining amenities are provided for the convenience of the residents and, of course, for the hotel with a singular objective to maximise their potential revenue. Such restaurants are often also open to non-residents.

Restaurants range from unpretentious lunching or dining places catering to people working nearby, with simple food and fixed menu served in simple settings at low prices, to expensive establishments serving expensive speciality food and wines in a formal setting. In the former

case, customers usually wear casual clothing. In the latter case, depending on culture and local traditions, customers might wear semi-casual, semi-formal, or even in rare cases formal wear. Typically, customers sit at tables, their orders are taken by a waiter, who brings the food when it is ready, and the customers pay the bill before leaving. In class or porches restaurants there will be a host or hostess or even a maître d'hôtel to welcome customers and to seat them. Other staff's waiting on customers include busboys and sommeliers.

CLASSIFICATION OF RESTAURANTS

Restaurants can be classified by whether they provide places to sit, whether they are served by wait-staff and the quality of the service, the formal atmosphere, and the price range. Restaurants are generally classified into three groups: appear in the registered .

1. Quick Service - Also known as fast-food restaurants. They offer limited menus that are prepared quickly. They usually have drive-thru windows and take-out. They may also be self-service outfits.
2. Mid scale - They offer full meals at a medium price that customers perceive as "good value." They can be of full service, buffets or limited service with customers ordering at the counter and having their food brought to them or self service.
3. Upscale - Offer high quality cuisine at a high end price. They offer full service and have a high quality of ambience.

TYPES OF RESTAURANTS

Restaurants often specialize in certain types of food or present a certain unifying, and often entertaining, theme. For example, there are seafood restaurants, vegetarian restaurants or ethnic restaurants. Generally speaking, restaurants selling "local" food are simply called restaurants, while restaurants selling food of foreign origin are called accordingly, for example, a Chinese restaurant and a French restaurant.

Depending on local customs and the policy of the establishment, restaurants may or may not serve alcoholic beverages. Restaurants are often prohibited from selling alcohol without a meal by alcohol sale laws; such sale is considered to be activity for bars, which are meant to have more severe restrictions. Some restaurants are licensed to serve alcohol ('fully licensed'), and / or permit customers to 'bring your own' alcohol.

Cafeterias

A cafeteria is a restaurant serving mostly cooked ready to food arranged behind a food-

serving counter. There is little or no table service. Typically, a patron takes a tray and pushes it along a track in front of the counter. Depending on the establishment, servings may be ordered from attendants, selected as ready-made portions already on plates, or self-serve of food of their own choice. In some establishments, a few items such as steaks may be ordered specially prepared rare, medium and well done from the attendants. The patron waits for those items to be prepared or is given a number and they are brought to the table. Beverages may be filled from self-service dispensers or ordered from the attendants. At the end of the line a cashier rings up the purchases. At some self-service cafeterias, purchases are priced by weight, rather than by individual item.

The trays filled with selected items of food are taken to a table to eat. Institutional cafeterias may have common tables, but upscale cafeterias provide individual tables as in sit-down restaurants. Upscale cafeterias have traditional cutlery and crockery, and some have servers to carry the trays from the line to the patrons' tables, and/ or bus the empty trays and used dishes.

Cafeterias have a wider variety of prepared foods. For example, it may have a variety of roasts (beef, ham, turkey) ready for carving by a server, as well as other cooked entrées, rather than simply an offering of hamburgers or fried chicken.

Fast-Food Restaurants

Fast-food restaurants emphasize speed of service and low cost over all other considerations. A common feature of newer fast-food restaurants that distinguishes them from traditional cafeteria is a lack of cutlery or crockery; the customer is expected to eat the food directly from the disposable container it was served in using their fingers. There are various types of fast-food restaurant:

one collects food from a counter and pays, then sits down and starts eating (as in a self-service restaurant or cafeteria); sub-varieties: one collects ready portions one serves oneself from containers one is served at the counter a special procedure is that one first pays at the cash desk, collects a coupon and then goes to the food counter, where one gets the food in exchange for the coupon. one orders at the counter; after preparation the food is brought to one's table; paying may be on ordering or after eating. a drive-through is a type of fast-food restaurant without seating; diners receive their food in their cars and drive away to eat

Most fast-food restaurants offer take-out: ready-to-eat hotfoot in disposable packaging for the customer to eat off-site.

Casual Restaurants

A casual dining restaurant is a restaurant that serves moderately-priced food in a casual atmosphere. Except for buffet- style restaurants, casual dining restaurants typically provide table service. Casual dining comprises of a market segment between fast food establishments and fine dining restaurants.

Fast Casual-Dining Restaurants

A fast casual restaurant is similar to a fast-food restaurant in that it does not offer full table service, but promises a somewhat higher quality of food and atmosphere. Average prices charged are higher than fast-food prices and non-disposable plates and cutlery are usually offered. This category is a growing concept that fills the space between fast food and casual dining.

Counter service accompanied by handmade food (often visible via an open kitchen) is typical. Alcohol may be served. Dishes like steak, which require experience on the part of the cook to get it right, may be offered. The menu is usually limited to an extended over-counter display, and options in the way the food is prepared are emphasized.

Many fast casual-dining restaurants are marketed as health- conscious: healthful items may have a larger number of items than normal portion of the menu and high-quality ingredients such as free- range chicken and freshly made salsas may be advertised. Overall, the quality of the food is presented as a much higher class than conventional factory-made fast food. An obvious ethnic theme may or may not be present in the menu.

Other Restaurants

Most of these establishments can be considered subtypes of fast casual-dining restaurants or casual-dining restaurants.

i) Café

Cafés and coffee shops are informal restaurants offering a range of hot meals and made-to order sandwiches. Cafés offer table service. Many cafés are open for breakfast and serve full hot breakfasts. In some areas, cafés offer outdoor seating.

ii) Coffeehouse

Coffeehouses are casual restaurants without table service that emphasize coffee and other beverages; typically a limited selection of cold foods such as pastries and perhaps sandwiches are offered as well. Their distinguishing feature is that they allow patrons to relax and socialize on their premises for long periods of time without pressure to leave promptly after eating.

iii) Pub

A pub (short for public house) is a bar that serves simple food fare. Traditionally, pubs were primarily drinking establishments with food in a decidedly secondary position, whereas the modern pub business relies on food as well, to the point where gastro pubs are known for their high-quality pub food. A typical pub has a large selection of beers and ales on tap.

iv) Bistros and Brasserie

A brasserie is a café doubling as a restaurant and serving single dishes and other meals in a relaxed setting. A bistro is a familiar name for a café serving moderately priced simple meals in an unpretentious setting. Especially in Paris, bistros have become increasingly popular with tourists. When used in English, the term bistro usually indicates either a fast casual-dining restaurant with a European-influenced menu or a café with a larger menu of food.

v) Family Style

"Family style restaurants" are restaurants that have a fixed menu and fixed price, usually with diners seated at a communal table such as on bench seats. More common in the 19th and early 20th century, they can still be found in rural communities, or as theme restaurants, or in vacation lodges. There is no menu to choose from; rather food is brought out in courses, usually with communal serving dishes, like at a family meal. Typical examples can include crab houses, German-style beer halls, BBQ restaurants, hunting lodges, etc. Some normal restaurants will mix elements of family style, such as a table salad or bread bowl that is included as part of the meal.

vi) BYO Restaurant

BYO Restaurant are restaurants and bistros which do not have a liquor license.

vii) Delicatessens Restaurant

Restaurants offering foods intended for immediate consumption. The main product line is normally luncheon meats and cheeses. They may offer sandwiches, soups, and salads as well. Most foods are precooked prior to delivery. Preparation of food products is generally simple and only involves one or two steps.

viii) Ethnic Restaurants

They range from quick-service to upscale. Their menus usually include ethnic dishes and / or authentic ethnic foods. Specialize in a particular multicultural cuisine not specifically accommodated by any other listed categories. Example: Asian Cuisine, Chinese cuisine, Indian Cuisine, American Cuisine etc.

ix) Destination Restaurants

A destination restaurant is one that has a strong enough appeal to draw customers from beyond its community. Example: Michelin Guide 3-star restaurant in Europe, which according to the restaurant guides is "worthy of a journey"

Chapter 4

Staff Organisation F&B Department

DUTIES AND RESPONSIBILITIES OF RESTAURANT STAFF

All types of catering establishments require a variety of staff positions in order to operate effectively and efficiently. The food and beverage service department usually has the largest staff. Able leadership and supervision is required to effectively direct the department and guide the staff. The personnel in the food and beverage service industry require practical knowledge of operations as even a small error can cause displeasure to the guest. Coordination of activities of all outlets is essential to provide the guest with quality service at all times. Teamwork is the watchword in any food and beverage service department. A dedicated and committed team, with able leadership, under ideal working conditions, helps in fulfilling the establishment's ultimate goal of guest satisfaction.

The important duties and responsibilities of the restaurant staffs are discussed in this section.

1. Food and Beverage Manager

The food and beverage manager is the head of the food and beverage service department, and is responsible for its administrative and operational work. Food and Beverage Managers direct, plan and control all aspects of food and beverage services.

Food and Beverage Managers require excellent sales and customer service skills, proven human resource management skills, and good communication and leadership skills. Desired knowledge for this position includes knowledge of the products, services, sector, industry and local area, and knowledge of relevant legislation and regulations, as well. Hence it is said that food and beverage manager is a Jack-of-all-trades, as the job covers a wide variety of duties. In general, food and beverage manager is responsible for:

i) Budgeting

The food and beverage manager is responsible for preparing the budget for the department. He should ensure that each outlet in the department achieves the estimated profit margins.

ii) Compiling New Menus and Wine Lists

In consultation with the chef, and based on the availability of ingredients and prevailing trends, the food and beverage manager should update and if necessary, compile new menus. New and updated wine lists should also be introduced regularly.

iii) Quality Control

The food and beverage manager should ensure quality control in terms of efficiency in all service areas, by ascertaining that the staffs are adequately trained in keeping with the standards of the unit.

iv) Manpower Development

The food and beverage manager is responsible for recruitment, promotions, transfers and dismissals in the department. He should hold regular meetings with section heads, to ensure that both routine as well as projected activities of the department go on as planned. He must also give training, motivate and effectively control staff.

2. Assistant Food and Beverage Manager

The assistant food and beverage manager assists the food and beverage manager in running the department by being more involved in the actual day-to-day operations. This position exists only in large organizations. An assistant food and beverage manager's job includes:

- i) Assisting section heads during busy periods.
- ii) Taking charge of an outlet, when an outlet manager is on leave.
- iii) Setting duty schedules for all the outlet managers and monitoring their performance.
- iv) Running the department independently in the absence of the food and beverage manager.

3. Restaurant Manager

Restaurant Manager is responsible for directing and supervising all activities pertaining to employee relation, food production, sanitation, guest service and operating profits. The restaurant manager is either the coffee shop manager, bar manager or the specialist restaurant manager. The restaurant manager reports directly to the food and beverage manager and has overall responsibility for the organization and administration of a particular outlet or a section of the food and beverage service department. The restaurant manager's job includes:

- i) Setting and monitoring the standards of service in the outlets.
- ii) Administrative duties such as setting duty charts, granting leave, monitoring staff positions, recommending staff promotions and handling issues relating to discipline.
- iii) Training the staff by conducting a daily briefing in the outlet.
- iv) Playing a vital role in public relations, meeting guests in the outlets and attending to guest complaints, if any.
- v) Formulating the sales and expenditure budget for the outlet.

vi) Planning food festivals to increase the revenue and organizing advertisement campaign of the outlet along with the chef and the food and beverage manager.

4. Room Service Manager

The room service manager reports directly to the food and beverage manager and is responsible for the room service outlet. The room service manager checks that the service rendered to the guests conforms to the standards set by the hotel. He also monitors all operational aspects of the outlet such as service, billing, duty charts, leave and absenteeism, in addition to attending to guest complaints regarding food and service.

The room service manager is also in charge of the sales and expenditure budget. The room service is most liable to have problems. The room service manager should ensure coordination among the room service order taker, the captain and the waiter. It is necessary for the room service manager to be present in the outlet during peak hours to interact with other departments of the hotel and to take regular momentums of all the equipment used. In the event of the hotel offering valet service and the room service manager takes charge of that service as well.

5. Bar Manager

Bar Manager organizes and controls a bar's operations. A bar manager arranges the purchase and pricing of beverages according to budget; selects, trains and supervises bar staff; maintains records of stock levels and financial transactions; makes sure bar staff follow liquor laws and regulations; and checks on customer satisfaction and preferences.

The bar manager should have good interpersonal skills and good memory. He must be efficient and speedy, must enjoy working with people. He should have good cash-handling skills.

6. Banquet Manager

The banquet manager supervises the banquet operations, sets up break-down service according to the standards established by the hotel. He co-ordinates the banquet service in conjunction with other departments involved and prepares weekly schedules for the banquet personnel.

From the time the bookings are done till the guest settles the bill, the banquet manager is in charge of all aspects of banquet and conference operations. He supervises the work of the banquet sales assistants, who do the banquet bookings and the captains and waiters who perform the food and beverage service activities under his guidance. He is responsible for organizing everything right down to the finest detail.

The banquet manager projects the budget of the banquets, and works in close coordination with the chef in preparing menus. He is responsible for making an inventory of all the banquet equipment and maintaining a balance between revenue and expenditure.

Banquet managers may also be designated as assistant managers in the food and beverage service department.

7. Other Staff Designations at Various Levels

The following are the various designations with their job specifications in the food and beverage department.

i) Senior Captain or Maitre d' Hotel

The senior captain has overall responsibility for operations.

He prepares the duty charts in consultation with the outlet manager.

He oversees the Miser-en-place, cleaning, setting up of the outlet and staffing to ensure that the outlet is always ready for service.

The senior captain receives the guests and hands them over to the captain or station holder. He takes orders from guests if the captain is unable to do so.

The senior captain should be an able organizer and also be prepared to take over the duties of any member of the staff as and when required.

ii) Reception Head Waiter

This staff member is responsible for accepting any booking and for keeping the booking diary up-to-date. He / she will reserve tables and allocate these reservations to particular stations. The reception head waiter greets guests on arrival and takes them to the table and seats them.

iii) Captain / Chef de Rang

This position exists in large restaurants, as well as in the food and beverage service department of all major hotels. The captain is basically a supervisor and is in charge of a particular section. A restaurant may be divided into sections called Stations, each consisting of 4 to 5 tables or 20 to 24 covers. A captain is responsible for the efficient performance of the staff in his station. A captain should possess a sound knowledge of food and beverage, and be able to discuss the menu with the guests. He should be able to take a guest's order and be an efficient salesperson. Specialized service such as guerdon work involves a certain degree of skill, and it is the captain who usually takes the responsibility to do this work.

iv) Waiters / Commas de Rang / Server

The waiters serve the food and beverage ordered by a guest and is part of a team under a station captain. They should be able to perform the duties of a captain to a certain extent and be a substitute for the captain if he is busy or not on duty. They should; also be knowledgeable about all types of food and beverages, so that they can effectively take an order from a guest, execute the order and serve the correct dish with its appropriate garnish and accompaniment. They should be able to efficiently coordinate with the other staff in the outlet.

v) Trainee / Commits De Barrater

The trainees work closely with the waiters, fetching orders from the kitchen and the bar, and clearing the side station in a restaurant. They serve water and assist the waiter. They are mainly responsible for the miser-en-place, and stacking the side board with the necessary equipment for service. The debarrasseur is the 'learner', having just joined the food service staff, and possibly wishing to take up food service as a career.

vi) Wine Waiter / Sommelier

Wine waiters have an important role to play in reputed establishments. Their job is to take orders for the service of wine and alcoholic beverages and serve them during the meal. Hence they should be knowledgeable about wines that accompany a particular dish and the manner in which they should be served. They should also be aware of the licensing laws prevalent in the city and should be efficient sales persons.

vii) Room Service Waiters / Chef Degage

Room service waiters work in the room service outlet, serving food and beverage to guests in their rooms. The order is placed by the guest on telephone, and is recorded on a Kitchen Order Ticket (K.O.T). It is then passed on to the duty captain. The duty captain in turn places the order in the kitchen or the bar, as the case may be. The room service waiter who has been assigned that order, sets the tray according to the food or beverage ordered, picks up and delivers the order when it is ready.

viii) Carver / Trencher

The carver is responsible for the carving trolley and the carving of joints at the table as required. The carver will plate up each portion with the appropriate accompaniment.

ix) Floor Service Staff / Floor Waiter

The floor service staffs are often responsible for an entire floor in an establishment or, depending on the size of the establishment, a number of rooms or suites. Floor service of all meals and

breakfast is offered either throughout the day or in a limited time depending on the size of the establishment. The floor service staff would normally work from a floor pantry or from a central kitchen with all food and drink reaching the appropriate floor and the required room by lift and in a heated trolley.

x) Lounge staff / Chef de sale

Lounge staff may deal with lounge service as a specific duty only in a first class establishment. The lounge staff is responsible for the service of morning coffee, afternoon teas, aperitifs and liqueurs before and after both lunch and dinner, and any coffee top ups required after meals. They would be responsible for setting up the lounge in the morning and maintain its cleanliness and presentation throughout the day.

xi) Cocktail Bar Staff

The person who works on the cocktail bar must be responsible, well versed in the skills of shaking and stirring cocktails and should have thorough knowledge of all alcoholic and non-alcoholic drinks, the ingredients necessary for the making of cocktails and of the licensing laws.

xii) Buffet Assistant / Buffet Chef / Chef de buffet

The chef de buffet is in charge of the buffet in the room, its presentation, the carving and portioning of food and its service. This staff would normally be a member of the kitchen team. The cashier is responsible for the takings of the food and beverage operation. This may include making up bills from food and drink check or, alternatively, in a cafeteria, for example, charging customers for their selection of items on a tray.

xiii) Counter Assistants

Counter assistants are found in cafeterias where they would stock the counter and sometimes serve or portion food for customers. Duties may also include some cooking of call order items.

xiv) Table Clearers

Table clearers are responsible for clearing tables and trolleys, specially designed for good stacking of crockery, glassware, cutlery, etc.

Chapter 5

Restaurant Operating Equipments (Glass Ware)

SERVICE EQUIPMENTS

Elegant and attractive service ware, color full and clean dishes, quality plates and glassware add to the decor of a restaurant. However, several factors have to be considered while selecting the equipment.

- Standard of the restaurant
- Types of service
- Décor and theme of the restaurant
- Type of clientele
- Durability of equipment
- Ease of maintenance
- Availability when stocks run out for replacement
- Storage
- Flexibility of use
- Price factors
- Standardization

A hotel / restaurant should be well stocked with appropriate equipment to provide quality service. For multipurpose use and to cut down costs, most hotels / restaurants standardize equipment in terms of size and color.

Food and beverage service equipment may be divided into glassware, chinaware and tableware which are further subdivided into flatware, cutlery and hollowware.

1. GLASSWARE

Glassware refers to glass and drink ware items besides tableware, such as dishes, cutlery and flatware, used to set a table for eating a meal. The term usually refers to the drinking vessels, unless the dinnerware is also made of glass. The choice of the right quality glass is a vital element if the cocktail is to be invitingly presented and give satisfaction to the consumer. Well designed glassware combines elegance, strength and stability, and should be fine and smooth

rimmed and of clear glass.

Types of Glassware

Many standard patterns and sizes of glassware are available to serve each drink. Most glass drinking vessels are either tumblers, flat-bottomed glasses with no handle, foot, or stem; footed glasses, which have a bowl above a flat base, but no stem; or stemware, which have a bowl on a stem above a flat base. Neither a tumbler, footed, nor a stem, yard (beer) is a very tall, conical beer glass, with a round ball base, usually hung on the wall when empty.

GLASSWARE

Collins Glassware

A Collins glass is a glass tumbler, holding 240 to 350 ml, used to serve a mixed drink, named after Tom Collins. This glass is somewhat narrower, and holds less than the similar highball glass.

Highball Glass

A highball glass is a glass tumbler, holding between 8 and 12 fluid ounces (240 to 350 mL), used to serve a mixed drink, or highball. This glass is taller than an Old-Fashioned glass, and shorter than a Collins glass.

Shot Glass

It is a small glass used for measuring or serving up to three ounces of liquor. Modern shot glass holds a thicker base and sides than the whiskey glass.

Pint Glass

A pint glass is a drinking vessel holding an imperial pint (568 ml) of liquid and is usually used for beer. Three common shapes of pint glass are found (conical, jug, and flared top), though others are available. Pints are considered good for serving stouts, porters and English ales

Pilsner Glass

A pilsner glass is a glass used to serve many types of light beers, but is intended for its namesake, the pilsner. Pilsner glasses are generally smaller than a pint glass, usually in 250 ml or 330 ml sizes. They are tall, slender and tapered. Wheat beer glasses are often mistakenly referred to as pilsner glasses, but a true pilsner glass has an even taper without curvature. Pilsner glasses are made to showcase the color, effervescence, and clarity of the pilsner, as well as to maintain a nice head.

Beer Stein

A beer stein is a traditionally-German beer tankard or mug, made of pewter, silver, wood, porcelain, earthenware or glass; usually with a hinged lid and levered thumb lift.

Flute Glass

A flute glass is the preferred serving vessel for Belgian lambics and fruit beers. The narrow shape helps maintain carbonation, while providing a strong aromatic front. Flute glasses display the lively carbonation, sparkling color, and soft lacing of this distinct style.

Goblet or Chalice

Chalices and goblets are large, stemmed, bowl-shaped glasses adequate for serving heavy Belgian ales, German bocks, and other big sipping beers. The distinction between goblet and chalice is typically in the glass thickness. Goblets tend to be more delicate and thin, while the chalice is heavy and thick walled.

Snifters

Typically used for serving brandy and cognac, a snifter is ideal for capturing the volatiles of aromatic beers, such as Belgian ales, India pale ales, barley wines and wheat wines. The shape helps trap the volatiles, while allowing swirling to agitate them and produce an intense aroma.

Wheat Beer Glass

A wheat beer glass is a glass used to serve wheat beer, known also as Weizenbier or Webber. The German glass generally holds 500 milliliters with room for foam or "head". It is much taller than a pint glass. It is very narrow at the bottom and slightly wider at the top. In other countries

such as Belgium, the glass may hold 250 ml or 330 ml. The tall glass provides room for the often thick, fluffy heads produced by the style, which traps aromas and is visually pleasing.

Tulip Glass

A tulip glass not only helps trap the aroma, but also aids in maintaining large heads, creating a visual and olfactory sensation. The body is bulbous, but the top flares out to form a lip which helps head retention. It is recommended for serving Scottish ales, barley wines, Belgian ales and other aromatic beers.

Cocktail Glass

A cocktail glass, martini glass, or champagne glass, or stem cocktail glass, is a drinking glass with a cone-shaped bowl (the tip of the cone forming approximately a 90 degree angle in the cross section) on a stem above a flat base, used to serve a cocktail or champagne. As with other stemware, the stem allows the drinker to hold the glass without affecting the temperature of the drink. One variation is the double martini glass which is taller and wider at the opening than a standard martini glass

Red Wine Glasses

Glasses for red wine are characterized by their rounder, wider bowl, which gives the wine a chance to breathe. Since most reds are meant to be consumed at room temperature, the wider bowl also allows the wine to cool more quickly after hand contact has warmed it. Red wine glasses can have particular styles of their own, such as:

Bordeaux glass:

Tall with a wide bowl, and is designed for full bodied red wines like Cabernet and Merlot as it directs wine to the back of the mouth. Burgundy glass: Larger than the Bordeaux glass, it has a larger bowl to accumulate aromas of more delicate red wines such as Pinot Noir. This style of glass directs wine to the tip of the tongue.

White Wine Glass

White wine glasses are generally narrower, although not as narrow as champagne flutes, with somewhat straight or tulip-shaped sides. The narrowness of the white wine glass allows the

chilled wine to retain its temperature for two reasons; The reduced surface area of the glass (in comparison to red wine glasses) means less air circulating around the glass and warming the wine. The smaller bowl of the glass means less contact between the hand and the glass, and so body heat does not transfer as easily or as fast to the wine.

Champagne Flutes

Champagne flutes are characterized by a long stem with a tall, narrow bowl on top. The shape is designed to keep sparkling wine attractive and inviting during its consumption. The glass is designed to be held by the stem to help prevent the heat from the hand warming up the champagne. The bowl itself is designed in a manner to help retain the signature carbonation in the beverage. This is achieved by reducing the surface area at the opening of the bowl. Champagne flutes are often used at formal engagements, such as award ceremonies and weddings.

Sherry Glass

A sherry glass is a drink ware generally used for serving aromatic alcoholic beverages, such as sherry, port, aperitifs and liqueurs, and layered shooters. An ISO-standard sized sherry glass is 120 ml. The copita, with its aroma-enhancing narrow taper, is a type of sherry glass.

Compete Glass A modified version of the cocktail glass. Used for serving drinks where the rim of the glass is required to be coated in either sugar or salt or any other condiments used to make some of the more exotic drinks such as margaritas.

Pitcher

This larger container usually has a handle and a lip or spout for pouring the contents into several glasses. Available in glass or plastic. Generally used for serving beer for a beer keg for draft beer.

Old Fashioned Glass

The Old-Fashioned glass, rocks glass, or "lowball", is a short tumbler used for serving liquor "on the rocks", meaning over ice, or cocktails having few ingredients. It is named after the old fashioned cocktail, traditionally served in such a glass. A White Russian is traditionally served in

the Old Fashioned Glass.

Yard Glass

A yard (or yard glass) is a very tall glass used for drinking beer; a yard (or yard of ale) also refers to the (variable) quantity of beer held by such a glass. The glass is approximately 1 yard long (hence the name), and holds 2 imperial pints (1.14 liters) of liquid. The glass is shaped with a bulb at the bottom, and a widening shaft which constitutes most of the height. Because the glass is so long and in any case does not usually have a stable flat base, it is hung on the wall when not in use.

Coffee-Mug

Almost a smaller version of the beer mug, made of thick heavy glass and used for coffee Irish Coffee Cup. A uniquely shaped glass with a handle that is used to serve any hot beverage such as Spanish coffee or cocoa.

Handling of Glassware

1. Glassware is highly fragile and most delicate and expensive: hence almost care has to be taken while handling glass equipments.
2. Glasses are normally stored in a glass pantry and should be placed upside down in single rows on paper-lined shelves, to prevent dust settling in them.
3. Tumblers should not be stacked inside one another as this may result in heavy breakages and accidents.
4. The appearance of the drink mainly depends on the glass and therefore, the glass should be sparkling clean and attractive in shape and style.
5. When glassware is machine or hand washed, each individual item must be polished and dried with a glass cloth made of linen, as water leaves stains on the glasses.
6. Glasses whether clean or dirty have to be handled by the base or stem, since the finger prints left on the glass necessitates polishing.

Chapter 6

Restaurant Operating Equipments (Chinaware, Holloware)

CHINAWARE

China is a term used for crockery whether bone china (expensive and fine), earthenware (opaque and cheaper) or vitrified (metalized). Most catering crockery used nowadays tends to be vitrified earthenware, which is very durable and haven been strengthened. Crockery is also usually given rolled edges to make it more chip resistant.

Chinaware is made of silica, soda ash, and china clay, glazed to give a fine finish. Chinaware can be found in different colors and designs which are always coated with glaze. Chinaware is more resistant to heat than glassware. There are various classification of catering china. They are:

Porcelain

Porcelain is a ceramic material made by heating selected and refined materials, which often includes clay of kaolinite clay, to high temperatures. The raw materials for porcelain, when mixed with water, form a plastic body that can be worked to a required shape before firing in a kiln at temperatures between 1200°C and 1400°C. The toughness, strength, and translucence of porcelain arise mainly from the formation of glass at high temperatures and the mineral mullet within the fired body. Bone China Bone china is porcelain made of clay mixed with bone ash. This is very fine, hard china that is very expensive. The decorations are to be found under the glaze only. The price of bone china puts it out of reach of the majority of everyday caterers, and only a few of the top class hotels and restaurants would use it. The range of design, pattern and color is very wide a there is something to suit all occasions and situations. Earthenware may sometimes be as thin as bone china and other porcelains, though it is not translucent and is more easily chipped. Earthenware is also less strong, less tough, and more porous than stoneware, but its low cost and easier working compensate for these deficiencies. Due to its higher porosity, earthenware must usually be glazed in order to be watertight.

Stoneware

Stoneware is a hard pottery made from siliceous paste, fired at high temperature to vitrify (make glassy) the body. Stoneware is heavier and more opaque than porcelain. The usual color of fired

stoneware tends to be grayish, though there may be a wide range of colors, depending on the clay. It has been produced in China since ancient times and is the forerunner of Chinese porcelain.

1.Chinaware Serving Items

There are wide ranges of chinaware serving items and their sizes vary according to the manufacturer and the design produced. Recent developments in chinaware include the ovenproof ware (dishes, casserole and cocotte dishes), which allow food to be brought straight from the oven to the table.

2.Handling of Chinaware

Whatever quality of china or crockery is used, the most important thing to ensure is that it is washed, rinsed and dried correctly to ensure that no dirt, stains or streaks appear.

- 1) Chinaware has a high breakage rate and , therefore, needs careful handling.
- 2) They should be stored on shelves in piles or stacks of approximately two dozen each. Any higher may result in their toppling down.
- 3) They should be stored at a convenient height for placing on, and removing from the shelves to avoid accidents.
- 4) Chinaware should be kept covered to prevent dust and germs settling on it.
- 5) Chipped and cracked items harbor germs and should, therefore, not be used and disposed off carefully.

TABLEWARE

Tableware includes the dishes, glassware, cutlery, and flatware eating utensils (knives, forks, and spoons) used to set a table for eating a meal. The nature, variety, and number of objects varies from culture to culture, and may vary from meal to meal as well. Tableware may be categorized as follows:

Flatware

Flatware denotes all forms of spoon and fork. Flatware, especially that used by most people when they eat informally, is usually made of stainless steel. Cutlery refers to knives and other cutting instruments. Holloware refers to table service items such as sugar bowls, creamers, coffee pots, teapots, soup tureens,Cutlery

Holloware hot food covers, water pitchers, platters, butter plates and other metal items excluding flatware and cutlery.

Special Tableware

There is almost an unlimited range of flatware, cutlery and hollowware in use in the catering industry. Apart from the familiar knife, fork, spoon, vegetable dishes and lids, entrée dishes and lids, soup tureens, teapot, hot water jugs, sugar basins there are a number of specialist items of equipment available for use with specific dishes. Some common specialist equipments are listed below:

Special Tableware

Silver Tea Tong

The silver tea tongs (called also silver sugar tongs or silver sugar nips) are used for lifting sugar cubes from the sugar bowls and add to tea cups. The basic forms in which they were made are: fire tongs, of two arms joined at one end by a pivot scissors tongs, of two arms pivoting at the centre, in the form of a pair of scissors (tea tongs or sugar nips) Ends of tongs may be serrated.

Asparagus Holder

The asparagus holder is an utensil for a diner to hold a single stalk of asparagus. It is made of a single strip of metal, bent in the form of U-shaped tongs, with a small square plate at each end to grip the stalk. Pastry Slicer Pastry slicer is used for serving pastries (portion of gâteau)

Pastry Fork

Pastry fork is a small fork designed for eating pastries and other desserts while holding a plate. It is typically designed so that it can be used with the right hand, while the left hand holds the plate. It therefore has the left side widened to be used like a knife to cut the food when pressed down on the plate. Left-handed pastry forks have the right side widened instead. This fork may also be used to lift fruit pieces from the plate.

Oyster Fork

A fork used for picking up shellfish cocktail or oysters. This fork is shaped like a regular fork, but it slightly smaller and the tines are curved outward.

Lobster Pick

This long, narrow utensil is used to pull every shred of meat from the hard-to-reach cavities (such as the legs) of lobsters and crabs. The tip of a lobster pick can either be pointed or in the shape of a tiny, two-prong fork. Snail Tong and Snail Fork Small, spring-operated tongs used to hold hot snail shells while extracting the snail. Unlike most tongs, these open by squeezing the handles. When the pressure is released, the tongs snap securely around the snail shell.

Snail Dish

It is a round dish with two ears having six indentations to hold portion of six snails. Skewers A long, thin, pointed rod that comes in various sizes. Skewers are made of metal or wood; the former often has a ring at one end. They're most often used to hold meat in place during cooking/serving, as well as to skewer meat and vegetables to be grilled for shish kebab. The best skewers are square or flat-shaped that hold food securely when moved. Usually made of stainless steel. Ice-cream Scoop It is used to remove ice cream from a carton or other container while forming the ice cream into a ball or oval shape. Ice-cream scoops come in several styles and sizes. The simplest is a plain metal scoop- o r spade-shaped utensil. Next comes one shaped like a half-globe or oval with a spring-action lever in the handle. When squeezed, the lever moves an arc-shaped blade across the scoop's interior and ejects the ice-cream ball. The nonstick-style scoop has antifreeze sealed inside.

Nutcracker

It is a tool for cracking hard nutshells, usually consisting of two hinged metal arms between which the nut is squeezed.

2. Stainless Steel

Stainless steel flatware and celery is available in a variety of grades. Use of stainless steels and super stainless steels is expanding in a variety of markets. Stainless steels have higher resistance to oxidation (rust) and corrosion in many natural and manmade environments; however, it is important to select the correct type and grade of stainless steel. Stainless steel is finished by

different degrees of polishing: high polish finish, dull polish finish and a light grey matt, non reflective finish, etc.

Stainless steels resistance to corrosion and staining, low maintenance, relative in expense and familiar luster make it an ideal base material for tableware. Stainless steel neither tarnishes nor stains. It resists scratching far more than other metals and may, therefore, be said to be more hygienic.

i) Handling of Tableware

Storage of cutlery and flatware is very important. Each item has to be stored in the boxes or drawers lined with baize to prevent the items being scratched. They should be stored in cupboard or room which can be locked. Cutlery and flatware may be stored in cutlery trellis.

TABLES AND CHAIRS

The size and shape of tables depends entirely on the availability of space and the kind of service envisaged. Normally three types of tables are used. They are rounding, rectangular and square.

The height of the table irrespective of the shape should be 75 cm from the floor level. The diameter of a round table to seat four people should be approximately 92 cm. The size of a square table to seat two people should 76 cm sq and 92 cm square to seat four people. The size of rectangular table to seat four people should be 137 cm x 76 cm. Commercial table tops come in a variety of materials: wood, metal, stone, tile and melamine. Many restaurant table tops are available with edged finishes to prevent scuffs and dents.

In some expensive tables, another table top is placed with revolving facility, on top of which the food is placed where th guests can rotate revolving top and serve himself, if he chooses to. Chair Chair are available in various shapes, colors and sizes to suit all occasions. Because of the wide ranges of style, chairs come in varied height and width. However the dimension of chairs should be relative to table dimensions. The average height of the chair should be 92 cm. The seat should be 46 cm from the floor and 23 cm from the top of the table. This would enable guests to sit and eat comfortably, without their legs touching the underside of the table.

SIDE STATION / DUMMY WAITER

The side station is also called the dummy waiter or service console. This is a very important piece of furniture in a restaurant. It is used by the service staff for keeping all the

service equipment and one place. It is also used as a landing table for the dishes picked up from the kitchen enroute to the table and the dirty dishes from the guest's table to the wash-up area. For the convenience of the service staff, the side station should be strategically located in a restaurant. The side station should be kept clean and presentable as it can be seen by the guests. The following service equipment can be stored in a side station. Salvers, Coffee pots, Finger bowls, Soup ladles, Cigar cutters, Candle holders, Straw stand, Creamers, Teapots, Cruet sets, Butter dishes, Bread baskets, Wine cradle, Pot holders, Wine chiller and stand, Ice buckets and tongs, Sugar bowl; and tongs, Bottle and wine openers, Bud vases, Toothpick stand, Drip bowls. The style and design of the side board varies from establishment to establishment. It depends upon:

- Served the style of service and menu offered.
- The number of waiters working from one sideboard
- The number of tables to be served from one sideboard

The amount of equipment it is expected to hold. It is essential that the side board is of minimum size and portable so that it may be moved, if necessary. If the sideboard is too large for its purpose, then it takes up space which could be used to seat more customers. The top should be of heat resistant material which can be easily washed down. After service, the sideboard is either completely emptied out or restocked for the next service.

Chapter 7

Ancillary Departments

The ancillary department of the restaurant area includes important units in the make-up of a catering establishment, acting as the link between kitchen or food preparation units and the restaurant or food service units. The service areas behind the scenery can also be termed as 'back-of-house'.

The service areas are stocked with appropriate equipment, depending on the style of operation. The service areas themselves are some of the busiest units of a catering establishment, especially during the service periods. In general, especially in large hotels, five

Main service areas can be distinguished:

- 1) Stillroom
- 2) Silver or plate room
- 3) Wash-up
- 4) Hotplate
- 5) Spare linen store

A well-structured layout of these areas is most important to ensure even flow of work by the various members of staff. However, the layout itself may vary with different catering establishments according to their own needs.

STILLROOM

The main function of the still room is to prepare and provide food items and equipments which are not catered for in any other department (such as kitchen, larder or pastry). The actual daily work carried out in the stillroom varies from one establishment to another according to the type of meals offered and the size of the establishment.

1. Stillroom Staffs

The still room is looked after by a still room supervisor, who is responsible for the staffing, ordering of supplies from the main store and effective control of these items when issued to various departments. In most of the restaurants, the stillroom remains open for long hours. For the efficient running, the staffs normally work on a straight rotating shift basis, doing an early shift one week and a late shift the next. The stillroom staffs are also responsible for the washing

up of all their equipments.

2. Provisions Obtainable from the Stillroom

- The list below gives the provisions that can be obtained from the stillroom:
- Beverages: coffee, tea, chocolate, hotlinks, oval tine and other food drinks.
- Fruit juices: apple, orange, pineapple, grapefruit and other assorted fruit juices.
- Pastries, gateaux and sandwiches
- Rolls, brioche and croissant
- Toast: breakfast toast, melba toast
- Milk, cream and butter
- Toasted scones and teacakes
- Sugar: coffee powder, tea dust, demurer etc.
- Breakfast cereals: cornflakes, weetabixm shredded
- wheat, rice crispiest, muesli etc.
- Preserves: jams, jelly, marmalade, cherry, plum,
- raspberry, strawberry, apricot and honey.
- Cleaning detergents and scrubbers.

3. Stillroom Equipments

A wide range of food items are offered from a stillroom and therefore, to ensure the correct storage, preparation and presentation a considerable amount of equipment is used. The equipment that may be found includes:

- Coffee brewing machine
- Coffee bean grinding machine
- Tea dispenser
- Bread slicing machine
- Salamander
- Hot cupboard
- Steamer and hot water boiler
- Refrigerators
- Work table and cutting board

- General storage space, shelves and cupboards
- Sinks, washing machines and dish washers.

SILVER ROOM / PLATE ROOM

The silver room holds the stock of silver required for the service of meals. The various types of silver are kept here on labeled shelves, with all the service plates of one size stacked together. Cutlery, flatware, hollowware and other smaller items are usually stored in drawers lined with baize, as this helps to reduce noise, slipping and scratching. In very large establishments, the silver and the plate room may be two separate units, but in the majority of places they are combined and in some cases, are a part of wash-up.

WASH-UP AREA

At the service time especially, the wash-up area is one of the busiest sections. It must be correctly sited to allow a smooth flow of work, promoting a fast turnover and efficient service. There are two methods of washing:

1. The tank method:

Using this method, the items are washed in a sink of hot water containing detergent and then placed into racks and dipped into another sink. This second sink is known as sterilizing tank; the water temperature is very high, at approximately 75°C. The items are left in here for few minutes then lifted out. As the water is so hot, the items especially the crockery, will air dry, making this a more hygienic method (no cloths are needed). The crockery can then be stacked and put away as required.

2. The machine method:

In principle, the machine method is no different from the tank method, except that the whole system is automated and therefore labor saving.

HOTPLATE POINT

The hotplate is the contact point between the kitchen and the service staff. It is the point at which both areas must cooperate and communicate effectively so that the customer gets the quick and efficient service that he expects.

Hot cupboards can be used for either food or plates. Units as a whole are usually made up of

a hot cupboard with sliding doors, topped by a heated serving surface. The top may also house containers acting as dry or heated bain-maries. Dry heat keeps the food hot by electric elements or gas flame. The wet heat method provides heat via an open tank of water, which itself is heated by gas-fired burners or by an electric immersion heater.

The hot plate or hot cupboard needs to be stocked with all the china and crockery needed for service, e.g. soup plates, fish plates, consommé cups, platters, soup cups, tea cups and demitasse. The Saboteur is in charge, and controls the hotplate over the service period. As an aid to the food service staff the Saboteur would control the 'off board' which tells the waiter immediately any dish is off. The Saboteur who controls the hotplate over the service period will initially receive the food check from the waiter. He checks that it is legible and that none of the dishes ordered are 'off' the menu.

SPARE LINEN STORE

The spare linen store is the service area where linen materials are stored in a cupboard. This spare linen stock is held near the food service area in case of emergency. The linen is changed when necessary on a basis of 'one clean for one dirty'. This is normally the responsibility of a senior member of the food service staff and is kept locked for control purposes. Generally, 50% of the total inventory is stocked up in the spare linen room.

LET US SUM UP

The ancillary departments of the restaurants act as the link between kitchen and food service areas. The service areas are stocked with appropriate equipment. In large hotels, five main service areas can be distinguished, viz. stillroom, silver or plate room, wash-up, hotplate and spare linen store. The main function of the still room is to prepare and provide food items and equipments which are not catered for in any other department. The still room is looked after by a still room supervisor, who is responsible for the staffing, ordering of supplies from the main store and effective control of these items when issued to various departments. The provisions that can be obtained from the stillroom include beverages, fruit juices, pastries, gateaux and sandwiches, rolls, brioche and croissant, toast, milk, cream and butter, toasted scones and teacakes, sugar, breakfast cereals, preserves, cleaning detergents, scrubbers, etc.

The equipment that may be found in still room includes coffee brewing machine, coffee bean grinding machine, tea dispenser, bread slicing machine, salamander, hot cupboard, steamer and hot water boiler, refrigerators, work table and cutting board, general storage space, shelves and cupboards, sinks, washing machine, dish washers, etc. The silver room holds the stock of silver required for the service of meals. Cutlery, flatware, hollowware and other smaller items are usually stored in drawers lined with baize, as this helps to reduce noise, slipping and scratching.

The wash-up area is one of the busiest sections. There are two methods of washing, viz. the tank method and the machine method. The hotplate is the contact point between the kitchen and the service staff. Hot cupboards can be used for keeping hot either food or plates. The Saboteur is in charge, and controls the hotplate over the service period. The spare linen store is the service area where linen materials are stored in cupboards.

Chapter 8

Preparation for Service

Restaurants not only should attract potential customers but also should strive hard to entice them to become frequent and regular customers. This can be done in a number of ways, such as through the type of menu, the glamorous and attractive name of the place or atmosphere within the food service area.

The customer's first impressions of a restaurant are the most important and these are largely determined by the professionalism of the service staff and their preparations prior to service. These pre- service preparations are known as miser-en-place and are vital in that they create the right and pleasing environment by the setting and controlling of temperature, lighting and equipment.

PREPARING FOR SERVICE

The serving food and beverage to the anxiously waiting customer needs professional expertise. The service should follow a sequence and have a plan of action based on the practices of the professional catering industry. The service staff should be expert performers of certain tasks before, during and after service. Diligent and courteous service would certainly transform a satisfied customer to regular customer.

Preparation before Service

- The service staff should check the following before service:
- The tables and linen are clean.
- Tablecloths are evenly spread on the table.
- Chairs are dusted and properly arranged.
- The table set up is appropriate and pleasing.
- The silver is polished and the china and crockery are spotlessly clean and befitting the occasion.
- Cruet sets, sugar bowls and flower vases are filled and placed on the table suitably.
- The floor / carpet is clean and dry.
- The restaurant and back area are in a state of readiness before the service session

commences.

- The side station is fully equipped for service and the following should be checked:
- Condiments tray is cleaned and refilled.
- Napkins are folded and kept handy for the particular session.
- Salvers, extra linen, cutlery and service equipment necessary for the session are stacked up.
- Water jugs and ice buckets are filled and kept ready.
- Coffee pots ready with freshly brewed coffee / tea.
- Sugar cubes, butter and butter plates ready.

Preparation during Service

- 1) When the guests arrive greet them warmly, by wishing them the time of the day.
- 2) Escort the guests to the table and seat them promptly by pulling the chairs out to ease seating. If need be, the table should be moved so that very little inconvenience is caused to guests when they seat themselves.
- 3) Ensure that children have high chairs and special attention is paid to the elderly.
- 4) Remove extra covers, if any
- 5) Serve water and present the menu card, if the captains busy.
- 6) If the order has to be taken, offer suggestions to the guests on the choice of food and beverages and repeat the final order to avoid possible errors.
- 7) Do not leave the station unattended, as nothing annoys a guest more than not being able to find a waiter, when something is needed.
- 8) If the table cloth has to be changed during service, the table top should not be exposed. Any articles on the table should be cleared to the side station and not placed on chairs or on the next table. The soiled cloth should be brushed using a service cloth and a crumbing tray or plate.
- 9) Do not neglect little things such as lighting a guest's cigarette, responding to a request and showing interest in the guest's needs.
- 10) Ensure that service is fast, efficient and pleasant.
- 11) Before serving dessert, clear and crumb the table.

Preparation after Service

- 1) Pull out the chairs or the table to enable guests to move out comfortably.

- 2) Wish them warmly and request them to visit again, saying - Do visit again, sir / madam.
- 3) Clear the table immediately and reset for the next guest.
- 4) Have the side station cleared and restacked for the next sitting.

MISE-EN-SCENE

Mise-en-scene, the French term means to prepare the environment of the outlet before service in order to make it pleasant, comfortable, safe and hygienic. Before each service session, the restaurant should be made presentable enough to receive the guests. The supervisor or team of waiters should ensure the following mise-en-scene:

- Carpets are well brushed or hovered.
 - All tables and chairs are serviceable.
 - Table lights or wall lights have functioning bulbs.
 - Menu cards are presentable and attractive.
 - Tent carts or other sales material are presentable.
 - Doors and windows are thrown open for some time to air the restaurant.
 - This should be followed by closing the windows and doors and setting the air-conditioning or heating to a comfortable temperature.
-
- Exchange dirty linen for fresh linen.
 - Table cloths and mats are laid on the tables.
 - Replace wilted flowers with fresh flowers.

MISE-EN-PLACE

Mise-en-place, the French term means to “putting in place” is attributed to the preparation of a work place for ultimate smooth service. It is widely used in the food and beverage service department in everyday hotel operations. Before service commences, the staff should ensure that the station is in total readiness to receive guests. A station comprises of a given number of tables which are attended by a given team of waiters. Thus a restaurant may have several stations, each with a team of waiters. In a large restaurant, each station may be headed by a Chef-de-rang.

Mise-en-place involves:

- Side stations should be stacked with sufficient covers for resetting the restaurant after the

first sitting is over.

- Extra linen, crockery, cutlery, glassware and ashtrays should be kept handy so that they are readily available for use.
- Cruet sets should be cleaned and filled on a daily basis.
- Sauce bottles should be filled and the necks and tops of the bottles wiped clean.
- Butter, condiments and accompaniments for service should be kept ready for use when needed.

TABLE SETTING

Table setting refers to the way to set a table with tableware - such as eating utensils and dishware - for serving and eating. The arrangement for a single diner is called a place setting. The arrangement varies across various cultures. The rules for laying a table are not rigid. They are followed to facilitate dining and making the table neat. The basic rules for laying the tables are given below:

- 1) Table Linens: Table linen has to be laid properly. A white cloth is preferred but not mandatory. The only rule is to make sure those linen patterns and china patterns don't clash.
- 2) Chargers: Chargers or dinner plates should be placed on the table first. Chargers are decorative elements that are placed underneath plates to add color or texture to the table. Each plate should be set in the center of the place setting and each place setting on the table should be set equidistant. The rest of the components used to set a formal table will be set with the dinner plate in mind. If a charger is used, soup and melon bowls will be placed on top. The charger will generally be removed just before the main course.
- 3) Napkins: Linen napkins should be folded elegantly and placed in the center of the dinner plate.
- 4) Silverware: Silverware is to be placed in order of use. In other words, the diner will start at the end and work his way in. The first course will use silverware farthest from the dinner plate, while the last course will utilize the silverware closest. Place all silverware an inch from the table's edge.
- 5) Knives: Set knives on the table to the right of the dinner plate. Technically, one should only

use a knife if one is cutting meat; however, up to three knives can be placed on the table, in order of use. Blades should face inside, towards the table setting.

6) Forks: Forks are to be set to the left of the dinner plate in order of use. In most cases, there are three: one each for seafood, the main course and the salad. When dining formally, salads are generally served at the end of the meal.

7) Spoons: Spoons are set to the right of the knives in order of use. If there is a melon course, this spoon will be set closest to the plate with the soup spoon on the end. If there is a dessert spoon, this will be set above the plate. Coffee spoons are set on the saucer when it's time for dessert.

8) Glasses: Glasses are set above the plate to the right in order of use. From left to right: Water glass, red wine glass, white wine glass, champagne flute (if ordered).

9) Dessert: Dessert plates and coffee / tea cups will be set out after dinner. If a fork is to be used with dessert, this will be placed on the dessert plate. A dessert spoon should have already been set above the dinner plate. Coffee spoons should be placed on the saucer. Coffee / tea mugs aren't used for a formal dinner.

Points to Remember When Laying a Table

1) The table on which a tablecloth is to be spread, should be first covered with a baize base cloth, for the following reasons:

- a. To protect the diner's wrists and elbows from the table's sharp edges.
- b. To keep the tablecloth firmly in place.
- c. To protect the surface of the table and prevent the rattling of crockery and cutlery.
- d. To absorb moisture in case liquid spills on the table.

2) Based on the size of the table, appropriate linen should be used. The central fold of the tablecloth should be in the middle of the table and all the four edges should just brush the seats of the chairs. Soiled or torn linen should not be used. Three types of tablecloths namely cotton, linen and damask are used. Of these, damask is the best.

3) If a bud vase is used as a central decorative piece, it should not be very large or tall as that obstructs the view of guests sitting opposite each other. Heavily scented flowers should be avoided, as they affect the flavor of the food.

4) Each cover should be well-balanced. (A cover is the space required on a table for laying

cutlery, crockery, glassware and linen for one person to partake of a meal).

5) Only the required cutlery, crockery and glassware should be placed on the table. On a normal dining table, the space required for one cover is 60 cm x 38 cm. The cover on the opposite side should be exactly similar, so as to give a well- balanced look.

6) Cutlery should always be laid from the inside to the outside of the cover, since the order of sequence in which they are to be used is always from outside to inside.

7) Knives and soup spoons should be placed on the right-hand side of a cover, while forks should be placed on the left-hand side. Dessert spoons and forks should be placed on top of the cover. The side knife should be placed on a quarter plates and kept on the left side of the cover. The cutting edge of all knives should face to the left.

8) Water tumbler should be kept to the right of the cover, at the tip of the large knife.

9) Napkins should be placed in the centre of the cover, in between the cutlery. Normally during a dinner session, napkins are arranged in empty water tumblers.

10) Cruet sets a butter dish, an ashtray, meal accompaniments and a bud vase should be placed in between the covers at the centre of the table.

11) Crockery and cutlery should be spotlessly clean and the glassware well polished.

12) Chipped or cracked equipment should not be used. The hotel's monogram should be visible to the guest.

13) All cutlery and crockery should be placed about an inch from the edge of the table so that they are not accidentally tipped over.

Chapter 9

Menu

History

A lighted display board-style menu outside a French kebab restaurant. Menus, as a list of prepared foods, have been discovered dating back to the Song Dynasty in China. In the larger populated cities of the time, merchants found a way to cater to busy customers who had little time or energy to prepare food during the evening. The variation in Chinese cuisine from different regions led caterers to create a list or menu for their patrons.

The word "menu," like much of the terminology of cuisine, is French in origin. It ultimately derives from Latin "minutus," something made small; in French it came to be applied to a detailed list or résumé of any kind. The original menus that offered consumers choices were prepared on a small chalkboard, in French a *carte*; so foods chosen from a bill of fare are described as "à la carte," "according to the board."

The contemporary menu first appeared in France during the second half of the eighteenth century, or The Romantic Age. Prior to this time eating establishments or *table d'hôte* served dishes that were chosen by the chef or proprietors. Customers ate what the house was serving that day, as in contemporary banquets or buffets and meals were served from a common table. The establishment of restaurants and restaurant menus allowed customers to choose from a list of unseen dishes, which were produced to order according to the customer's selection. A *table d'hôte* establishment charged its customers a fixed price; the menu allowed customers to spend as much or as little money as they chose.

Economics of menu production

As early as the mid-20th century, some restaurants have relied on "menu specialists" to design and print their menus. Prior to the emergence of digital printing, these niche printing companies printed full-color menus on offset presses. The economics of full-color offset made it impractical to print short press runs. The solution was to print a "menu shell" with everything but the prices. The prices would later be printed on a less costly black-only press. In a typical order, the printer might produce 600 menu shells, then finish and laminate 150 menus with prices. When the restaurant needed to reorder, the printer would add prices and laminate some of the remaining shells.

With the advent of digital presses, it became practical in the 1990s to print full-color menus affordably in short press runs, sometimes as few as 25 menus. Because of limits on sheet size, larger laminated menus were impractical for single-location independent restaurants, and more restaurants began using menu covers to hold multiple sheets. The use of covers also makes it possible to update one or more pages of the menu without discarding the entire product. More recently, updated technology offers the option of larger laminated menus in press runs of as few as 100 copies.

The changing economics of offset printing in the early 21st century made it practical to produce press runs of as few as 300 menus, but some restaurants may want to place far fewer menus into service. Some menu printers continue to use shells. The disadvantage for the restaurant is that it is unable to update anything but prices without creating a new shell.

During the economic crisis in the 1970s, many restaurants found that they were having to incur costs from having to reprint the menu as inflation caused prices to increase. Economists noted this transaction cost, and it has become part of economic theory, under the term "menu costs." As a general economic phenomenon, "menu costs" can be experienced by a range of businesses beyond restaurants; for example, during a period of inflation, any company that prints catalogues or product price lists will have to reprint these items with new price figures.

To avoid having to reprint the menus throughout the year as prices changed, some restaurants began to display their menus on chalkboards, with the menu items and prices written in chalk. This way, the restaurant could easily modify the prices without going to the expense of reprinting the paper menus. A similar tactic continued to be used in the 2000s with certain items that are sensitive to changing supply, fuel costs, and so on: the use of the term "market price" or "Please ask server" instead of stating the price. This allows restaurants to modify the price of lobster, fresh fish and other foods subject to rapid changes in cost.

The latest trend in menus is the advent of handheld tablets that hold the menu and the guests can browse through that and look at the photographs of the dishes.

Writing style

An 1899 menu from Delmonico's restaurant in New York City, which called some of its selections entremets, and contained barely English descriptions such as "plombière of marrons."

The main categories within a typical menu in the US are "appetizers," "side orders and a la carte," "entrées," "desserts" and "beverages." Sides and a la carte may include such items as

soups, salads and dips. There may be special age-restricted sections for "seniors" or for children, presenting smaller portions at lower prices. Any of these sections may be pulled out as a separate menu, such as desserts and/or beverages, or a wine list. Children's menus may also be presented as placemats with games and puzzles to help keep children entertained.

Menus can provide other useful information to diners. Some menus describe the chef's or proprietor's food philosophy, the chef's resume, or the mission statement of the restaurant. Menus often present a restaurant's policies about ID checks for alcohol, lost items, or gratuities for larger parties. In the United States, county health departments frequently require restaurants to include health warnings about raw or undercooked meat, poultry, eggs and seafood.

Puffery

As a form of advertising, the prose found on printed menus is famous for the degree of its puffery. Menus frequently emphasize the processes used to prepare foods, call attention to exotic ingredients, and add French or other foreign language expressions to make the dishes appear sophisticated and exotic. Higher-end menus often add adjectives to dishes such as "glazed," "sautéed," "poached," and so on. "Menu language, with its hyphens, quotation marks, and random outbursts of foreign words, serves less to describe food than to manage your expectations"; restaurants are often "plopping in foreign words (80 percent of them French) like "spring mushroom civet," "plin of rabbit," "orange-jaggery gastrique."

Brian McGrory quips that, when going to a high-end restaurant, he sometimes feels that he needs "an unabridged dictionary, a Biology 101 textbook, and a pile of Fun With Phonics just to figure out the meaning of gianduja ice cream, hazelnut financiers, yellow watermelon, and bulgur crackers[--] just some of the inscrutable listings from the dessert menu..."Terry Pratchett satirizes this in his novel Hogfather, after a fancy restaurant has its stock of expensive foods replaced with mud and old boots. The resulting menu features such items as Panier de la Pate de Chaussures (Mud mousse in a basket of shoe pastry), Cafe de Terre, andSpaghetti Carbonara (boiled boot laces).

Part of the function of menu prose is to impress customers with the notion that the dishes served at the restaurant require such skill, equipment, and exotic ingredients that the diners could not prepare similar foods at home. In some cases, ordinary foods are made to sound more exciting by replacing everyday terms with their French equivalent. For example, instead of stating that a pork chop has a dollop of applesauce, a high-end restaurant menu might state "Tenderloin of

pork avec compôte de pommes."

Although the French term "avec compôte de pommes" is an exact translation of "with applesauce," it sounds more exotic – and more worthy of an inflated price tag. Menus may use the French term "concassé" to describe coarsely chopped vegetables or "coulis" to describe a puree of vegetables or fruit. Another example is the French term "au jus," which means that meat is served with its own natural gravy of pan drippings.

In some fast food restaurants, each menu item has a number and patrons are asked to "order by number."

"Secret menu"

Animal fries from In-N-Out Burger's secret menu

Another phenomenon is the so-called "secret menu" where some fast food restaurants are known for having unofficial and unadvertised selections that customers learn by word of mouth. Fast food restaurants will often prepare variations on items already available, but to have them all on the menu would create clutter. Chipotle Mexican Grill is well known for having a simple five item menu, but some might not know they offer quesadillas and single tacos, despite neither being on the menu board.

In-N-Out Burger has a very simple menu of burgers, fries, sodas, and shakes, but has a wide variety of "secret" styles of preparations, the most famous being "Animal Style" burgers and fries. This can also occur in high-end restaurants, which may be willing to prepare certain items which are not listed on the menu (e.g., dishes that have long been favorites of regular clientele). Sometimes restaurants may name foods often ordered by regular clientele after them, for either convenience or prestige.

Types

Paper

City Hotel, New Orleans restaurant menu (December 8, 1857)

Menus vary in length and detail depending on the type of restaurant. The simplest hand-held menus are printed on a single sheet of paper, though menus with multiple pages or "views" are common. In some cafeteria-style restaurants and chain restaurants, a single-page menu may double as a disposable placemat. To protect a menu from spills and wear, it may be protected by heat-sealed vinyl page protectors, laminating or menu covers. Restaurants weigh their positioning in the marketplace (e.g. fine dining, fast food, informal) in deciding which style of

menu to use.

While some restaurants may use a single menu as the sole way of communicating information about menu items to customers, in other cases, the meal menu is supplemented with ancillary menus, such as:

- An appetizer menu (nachos, chips and salsa, vegetables and dip, etc.)
- A wine list
- A liquor and mixed drinks menu
- A beer list
- A dessert menu (which may also include a list of tea and coffee options)

Some restaurants use only text in their menus. In other cases, restaurants include illustrations and photos, either of the dishes or of an element of the culture which is associated with the restaurant. An example of the latter is in cases where a Lebanese kebab restaurant decorates its menu with photos of Lebanese mountains and beaches. Particularly with the ancillary menu types, the menu may be provided in alternative formats, because these menus (other than wine lists) tend to be much shorter than food menus. For example, an appetizer menu or a dessert menu may be displayed on a folded paper table tent, a hard plastic table stand, a flipchart style wooden "table stand," or even, in the case of a pizza restaurant with a limited wine selection, a wine list glued to an empty bottle. Take-out restaurants often leave paper menus in the lobbies and doorsteps of nearby homes as advertisement. The first to do so may have been New York City's Empire Szechuan chain, founded in 1976. The chain and other restaurants' aggressive menu distribution in the Upper West Side of Manhattan caused the "Menu Wars" of the 1990s, including invasions of Empire Szechuan by the "Menu Vigilantes", the revoking of its cafe license, several lawsuits, and physical attacks on menu distributors.

Menu board

Some restaurants – typically fast-food restaurants and cafeteria-style establishments – provide their menu in a large poster or display board format up high on the wall or above the service counter. This way, all of the patrons can see all of the choices, and the restaurant does not have to provide printed menus. This large format menu may also be set up outside (see the next section). The simplest large format menu boards have the menu printed or painted on a large flat board. More expensive large format menu boards include boards that have a metal housing, a translucent surface, and a backlight (which facilitates the reading of the menu in low light), and

boards that have removable numbers for the prices. This enables the restaurant to change prices without having to have the board reprinted or repainted.

Some restaurants such as cafes and small eateries use a large chalkboard to display the entire menu. The advantage of using a chalkboard is that the menu items and prices can be changed; the downside is that the chalk may be hard to read in lower light or glare, and the restaurant has to have a staff member who has attractive, clear handwriting.

A high-tech successor to the chalkboard menu is the 'write-on wipe-off' illuminated sign, using LED technology. The text appears in a vibrant color against a black background.

Outdoor

Some restaurants provide a copy of their menu outside the restaurant. Fast-food restaurants that have a drive-through or walk-up window will often put the entire menu on a board, lit-up sign, or poster outside, so that patrons can select their meal choices. High-end restaurants may also provide a copy of their menu outside the restaurant, with the pages of the menu placed in a lit-up glass display case; this way, prospective patrons can see if the menu choice is to their liking. As well, some mid-level and high-end restaurants may provide a partial indication of their menu listings—the "specials"—on a chalkboard displayed outside the restaurant. The chalkboard will typically provide a list of seasonal items or dishes that are the specialty of the chef which are only available for a few days.

Digital display

With the invention of LCD and Plasma displays, some menus have moved from a static printed model, to one which can change dynamically. By using a flat LCD screen and a computer server, menus can be digitally displayed allowing moving images, animated effects and the ability to edit details and prices.

For fast food restaurants, a benefit is the ability to update prices and menu items as frequently as needed, across an entire chain. Digital menu boards also allow restaurant owners to control the day parting of their menus, converting from a breakfast menu in the late morning. Some platforms support the ability allow local operators to control their own pricing while the design aesthetic is controlled by the corporate entity. Various software tools and hardware developments have been created for the specific purpose of managing a digital menu board system. Digital menu screens can also alternate between displaying the full menu and showing video commercials to promote specific dishes or menu items.

Online menu

Websites featuring online restaurant menus have been on the Internet for nearly a decade. In recent years, however, more and more restaurants outside of large metropolitan areas have been able to feature their menus online as a result of this trend.

Several restaurant-owned and startup online food ordering websites already included menus on their websites, yet due to the limitations of which restaurants could handle online orders, many restaurants were left invisible to the Internet aside from an address listing. Multiple companies came up with the idea of posting menus online simultaneously, and it is difficult to ascertain who was first. Menus and online food ordering have been available online since at least 1997. Since 1997, hundreds of online restaurant menu web sites have appeared on the Internet. Some sites are city-specific, some list by region, state or province.

Chapter 10

Menu Engineering

Menu engineering is an interdisciplinary field of study devoted to the deliberate and strategic construction of menus. It is also commonly referred to as Menu Psychology.

Definition

In general, the term *menu engineering* is used within the hospitality industry (specifically in the context of restaurants), but can be applied to any industry that displays a list of product or service offerings for consumer choice. Typically the goal with menu engineering is to maximize a firm's profitability by subconsciously encouraging customers to buy what you want them to buy, and discouraging purchase of items you don't want them to buy.

Fields of study which contribute most to menu engineering include:

- Psychology (perception, attention, emotion/effect)
- Managerial Accounting (contribution margin and unit cost analysis)
- Marketing and Strategy (pricing, promotion)
- Graphic Design (layout, typography)

Psychology of menu engineering

Perception and Attention—Visual perception is inextricably linked to how customers read a menu. Most menus are presented visually (though many restaurants verbally list daily specials), and the majority of menu engineering recommendations focus on how to increase attention by strategically arranging menu categories within the pages of the menu, and item placement within a menu category. This strategic placement of categories and items is referred to as the theory of *sweet spots*.

The reasoning being Sweet Spots stems from the classical effect in psychology known as the Serial position effect (aka. the rules of regency and primacy). The thought is, customers are most likely to remember the first and last things they see on a menu—hence, sweet spots on a menu should be where the customers look first and last. To date, there is no empirical evidence on the efficacy of the sweet spots on menus.

Customer perception of items offered on a menu can also be affected by subtle textual manipulations. For example, descriptive labeling of item names may produce positive effects, leading to higher customer satisfaction, and higher perceived product value. Similarly, the

presence of dollar signs or other potential monetary cues may cause guests to spend less.

Managerial accounting

The primary goal of menu engineering is to encourage purchase of targeted items, presumably the most profitable items, and to discourage purchase of the least profitable items. To that end, firms must first calculate the cost of each item listed on the menu. This costing exercise should extend to all items listed on the menu, and should reflect all costs incurred to produce and serve. Optimally item costs should include: food cost (including wasted product and product loss), incremental labor (e.g., cost in in-house butchering, pastry production, or prep), condiments and packaging. Only incremental costs and efforts should be included in the item cost.

The two criteria for determining which menu items should be featured on a menu have been food cost percentage and gross profit. Food cost percentage is calculated by dividing the cost of the menu item ingredients, including surrounding dish items, e.g, salad, bread and butter, condiments, etc. by the menu price. Gross profit is calculated by subtracting the menu cost as previously defined, from the menu price. Advocates of Menu Engineering believe that gross profit trumps food cost so they tend to identify menu items with the highest gross profit, items like steaks and seafood, as the items to promote. The downside of this exclusive approach is that items that are high in gross profit are typically the highest priced items on the menu and they typically are on the high end of the food cost percentage scale. This approach works fine in price inelastic markets like country clubs and fine dining white table cloth restaurants. However, in highly competitive markets, which most restaurants reside, think Applebee's, Chili's, Olive Garden, price points are particularly critical in building customer counts. In addition, food cost cannot be ignored completely. If food cost increases, total costs must increase enough to lower the overall fixed cost percentage or the bottom line will not improve. This is not a recommended strategy for neighborhood restaurant with average checks under \$15.

Those who believe that a low food cost percentage is more important than gross profit will promote the items with the lowest food cost percentage. Unfortunately, these items are typically the lowest priced items on the menu, e.g., chicken, pasta, soups. Promoting only low food cost items will likely result in lowering your average check and unless the restaurant attracts more customers, overall sales will not be optimized.

Low food cost and high gross profit are *not* mutually exclusive attributes of a menu item. A second approach called Cost-Margin Analysis identifies items that are both low in food cost and

return a higher than average gross profit. These items referred to as Primes (*The Fundamental Principles of Restaurant Cost Controls*). This analysis works well for restaurants in highly competitive markets where customers are price-sensitive.

There is really no single method of analysis that can be used across the board on all menu items. If a menu item is a "commodity" like hamburgers, chicken tenders, fajitas, and other items found on the majority of restaurant menus, prices tend to be more moderate. If a menu item is a "specialty" and unique to a particular restaurant, and demand is high, prices can be higher than average because technically the restaurant has a "monopoly" on that item and until competitors copy them and put it on their menus, higher prices can be charged. However, no restaurant can sustain a competitive uniqueness or price advantage over their competition in the long run. Eventually competitors will try to match them.

Using Menu Engineering in restaurants or menu items where price inelasticity is present is recommended and Cost-Margin in casual neighborhood restaurants and on menu items where price points are critical in building and keeping customers should be considered. Remember, the customer determines the best price to charge, not the restaurant operator. Customers do not care about your costs; they care about what you charge.

After an item's cost and price have been determined (see pricing in the Marketing section), evaluation of an item's profitability is based on the item's Contribution Margin. The contribution margin is calculated as the menu price minus the cost. Menu engineering then focuses on maximizing the contribution margin of each guest's order. Recipe costing should be updated (at least the ingredient cost portion) whenever the menu is reprinted or whenever items are re-engineered. Some simplified calculations of contribution margin include only food costs.

Marketing (price and promotion)

By using guest demand (also called the menu mix) and gross profit margins, the relative performance of each menu item is determined, and assigned one of the following terms (based on the BCG Matrix):

Stars Stars are extremely popular and have a high contribution margin. Ideally Stars should be your flagship or signature menu items.

Plow Horse or Workhorse Plow Horses are high in popularity but low in contribution margin. Plow horse menu items sell well, but don't significantly increase revenue.

Puzzles Puzzles are generally low in popularity and high in contribution margin. Puzzle dishes

are difficult to sell but have a high profit margin.

Dogs Dogs are low in popularity and low in contribution margin. They are difficult to sell and produce little profit when they do sell.

In general, items within a relevant comparable set (for example, entrees, or chicken entrees) should be priced to have similar contribution margins—this way, the restaurant would make the same amount of money, no matter what item the guest chooses to order.

Chapter 11

Beverages

Beverages are potable drinks which have thirst-quenching, refreshing, stimulating and nourishing qualities. By refreshing, one means the replenishment of fluid loss from the body due to perspiration. Simulation results in increase of the heart beat and blood pressure. This is due to the intake of spirits (alcohol) or tea (thin) and coffee (coffin). Nourishment is provided by the nutrients in the beverages, especially fruit juices. Most of the beverages supply energy in the form of sugar or alcohol. They also provide other nutrients like mineral salts and vitamins. For example, milk gives calcium and citrus fruits give vitamin C.

Generally, people drink for one or more of six reasons; to quench thirst, to get drunk, to enjoy a social setting (social drinking), to enjoy the taste of the beverage, to feed an addiction (alcoholism), or as part of a religious or traditional ceremony or custom (proposing toast).

BEVERAGES AND THEIR CLASSIFICATION

A beverage is a liquid formulation specifically prepared for human consumption. The word “Beverage” has been derived from the Latin word “beaver” meaning rest from work. After work, one tends to feel thirsty due to fluid loss through perspiration and one is inclined to drink water or other potable beverages to compensate fluid loss. Beverages can be broadly classified into two. They are Alcoholic Beverages and Non-alcoholic Beverages. The following chart shows the classification of beverages.

ALCOHOLIC BEVERAGES

An alcoholic beverage is a drink containing ethanol, commonly known as alcohol. Ethanol is a psychoactive drug, with a depressant effect. Significant blood alcohol content may be considered legal drunkenness as it reduces attention and slows reaction speed. Ethanol being a psychoactive drug, with a depressant effect, many societies regulate or restrict its sale and consumption. Alcohol has been widely consumed since prehistoric times by people around the world, as a component of the standard diet, for hygienic or medical reasons, for its relaxant and euphoric effects, for recreational purposes, for artistic inspiration, as aphrodisiacs, and for other reasons. Some drinks have been invested with symbolic or religious significance suggesting the mystical use of alcohol. However Alcoholic beverages can

be addictive and the state of addiction to ethanol is known as alcoholism.

Fermented Alcoholic Beverages

In fermentation process, certain yeasts decompose sugars, in the feed stock in the absence of oxygen, to form alcohol and carbon dioxide; method for production of ethanol, wine, and beer. Low- alcohol-content drinks are produced by fermentation of sugar or starch-containing products, and high-alcohol ones are produced by distillation of these low alcohol products.

Beer

Beer is alcoholic beverage made by brewing of fermenting cereals mash, especially malted barley, usually with the addition of hops as a flavoring agent (bitter taste) and as a stabilizer. A great many beers are brewed across the globe. Local traditions will give beers different names, giving the impression of a multitude of different styles. However, the basics of brewing beer are shared across national and cultural boundaries. Ale and Lager are two main types of Beer. These are clear and sparkling. Another beer is stout which is stronger and colored.

Wine is an alcoholic beverage produced through the partial or total fermentation of grapes. Other fruits and plants, such as berries, apples, cherries, dandelions, elder-berries, palm, honey and rice can also be fermented. Some popular type of wine are Table wine, Sangria, Sparkling wine, Champagne, Fortified wine, Port, Sherry, Vermouth etc.

Distilled Alcoholic Beverages

A distilled beverage is a consumable liquid containing ethyl alcohol (ethanol) purified / enriched by distillation from a fermented feed stock such as fruits, vegetables, or cereal grains. The word spirits generally refers to distilled beverages low in sugars and containing at least 35% alcohol by volume. Popular spirits include Absinthe, baijiu, brandy, grappa, rum, tequila, vodka, whisky, sake and traditional German schnapps. Short description of these are presented below.

Whiskey

Refers to a broad category of alcoholic beverages that are distilled from fermented grain mash and aged in wooden casks (generally oak). Different grains are used for different varieties, including: barley, malted barley, rye, malted rye, wheat, and maize (corn). is a general term for distilled wine, usually containing 40–60% ethyl alcohol by volume. In addition to wine, this

spirit can also be made from grape, pomace, or fermented fruit juice. It is normally consumed as an after-dinner drink. Brandy made from wine is generally coloured with caramel to imitate the effect of long aging in wooden casks; pomace and fruit brandies are generally drunk unaged, and are not usually coloured.

Rum

Rum is a distilled beverage made from sugarcane by-products such as molasses and sugarcane juice by a process of fermentation and distillation. The distillate, a clear liquid, is then usually aged in oak and other barrels. Rum is produced in a variety of styles. Light rums are commonly used in cocktails, while golden and dark rums are appropriate for use in cooking as well as cocktails. Premium brands of rum are also available that are made to be consumed neat or on the rocks. Vodka is one of the world's most popular distilled beverages. It is a clear liquid containing water and ethanol purified by distillation from a fermented substance such as potatoes, grain or sugar beet molasses, and an insignificant amount of other substances: impurities and possibly flavorings. Except for various types of flavorings,

Vodka

Vodka is a colorless liquid. Vodka usually has an alcohol content of 35% to 50% by volume. Vodka is a Russian delight.

Sake

It is a Japanese wine made from rice and is very strong.

Compound Beverages

Distilled beverages with added flavorings and relatively high sugar content are generally referred to as compound beverages.

Liquor

A liqueur is a sweet alcoholic beverage, often flavored with fruits, herbs, spices, flowers, seeds, roots, plants, barks, and sometimes cream. The word liqueur comes from the Latin word liquifacere which means "to dissolve." This refers to the dissolving of the flavorings used to make the liqueur. Liqueurs are not usually aged for long periods, but may have resting periods during their production to allow flavors to blend. There are many

categories of liqueurs including: fruit liqueur, cream liqueur, coffee liqueur, chocolate liqueur, schnapps liqueur, brandy liqueur, anise liqueur, nut-flavored liqueur, and herbal liqueur, depending upon the flavoring agents used. Gin is a spirit flavored with juniper berries. Distilled gin is made by redistilling white grain spirit which has been flavored with juniper berries. Compound gin is made by flavoring neutral grain spirit with juniper berries without redistilling and can be considered flavored vodka. The most common style of gin, typically used for mixed drinks, is London dry gin.

NON-ALCOHOLIC BEVERAGES

A non-alcoholic beverage is a beverage that contains no alcohol. Such drinks are generally drunk for refreshment, or to quench people's thirst. Non-alcoholic beverages can be mainly classified as hot and cold beverages.

Cold Drinks

Aerated

These beverages are charged or aerated with carbonic gas. The charging with carbonic gas imparts the pleasant effervescent characteristic of these beverages. Carbonation occurs when carbon dioxide is dissolved in water or an aqueous solution. This process yields the "fizz" to carbonated water and sparkling mineral water. Example: soda water, dry ginger, fizzy lemonade, ginger beer, coca-cola, Pepsi, and others.

Spring water/ Spring water is the water derived from underground Mineral water formation from which water flows naturally (artesian) to the surface of the earth. Minerals become dissolved in the water as it moves through the underground rocks. This may give the water flavor and even carbon dioxide bubbles, depending upon the nature of the geology through which it passes. This is why spring water is often bottled and sold as mineral water. Mineral water is the water containing minerals or other dissolved substances that alter its taste or gives it therapeutic value. Salts, sulfur compounds, and gases are among the substances that can be dissolved in the water. Mineral water can often be effervescent. Mineral water can be prepared or can occur naturally. Squash Squash is a highly-sweetened (and often fruit-based) concentrate, which is diluted with a liquid, most commonly water, before drinking. Typically, squash is created by mixing one part

concentrate with four or five parts of water (depending on concentration and personal taste) directly into a glass or mug or into a jug. Squashes are also mixed with spirits or cocktails. The most common flavours are orange, apple and blackcurrant, lemon, peppermint, mixed fruit, summer fruits, and lemon-lime. Other flavours include peach, strawberry, passion fruit, custard apple and kiwi fruit. Juice is prepared by mechanically squeezing or macerating fresh fruits or vegetables without the application of heat or solvents. Popular juices include, but are not limited to, apple, orange, prune, lemon, grapefruit, cherry, pineapple, tomato, carrot, grape, strawberry, cranberry, pomegranate guava, sapota and celery. It has become increasingly popular to combine a variety of fruits into single juice drinks. Popular blends include cran-apple (cranberry and apple) and apple and blackcurrant. Juices are also used for cocktails and mixing with spirits.

Syrup is a thick, viscous liquid, containing a large amount of dissolved sugars (60 to 65% brix), but Juice Syrup showing little tendency for crystallisation of dissolved sugar. The main use of these concentrated sweet fruit flavourings is as a base for cocktails, fruit cups or mixed with soda water as a long drink. Some examples of syrup are orgeat (almond), cassis (blackcurrant), citronelle (lemon), framboise (raspberry) and cerise (cherry)

Hot Drinks

Tea

Tea is one of the most widely-consumed stimulant beverage in the world. It has a cooling, slightly bitter, astringent flavor. It has almost no carbohydrates, fat, or protein. Tea is a natural source of the amino acid theanine, methylxanthines such as caffeine and theobromine, and polyphenolic antioxidant catechins. Coffee is a widely consumed stimulant beverage prepared from roasted seeds, commonly called coffee beans, of the coffee plant. Once brewed, coffee may be presented in a variety of ways. Drip brewed, percolated, or French-pressed / cafetière coffee may be served with no additives (colloquially known as black) or with either sugar, milk or cream, or both. When served cold, it is called iced coffee. It is a powder made from cacao seeds (bean) after they have been fermented, roasted, shelled, ground, and freed of most of their fat. A beverage is made by mixing this powder with sugar in hot water or milk. It is a rich source of theobromine which acts as a stimulant. Coffee Cocoa

TEA

The most popular non-alcoholic beverage, tea is a stimulating and refreshing drink. All tea comes from the "Camellia sinuses", an evergreen shrub that may grow up to 60 feet in the wild. When cultivated for harvest, the tea bushes are kept to a height of about three feet. There are over 3000 varieties of tea each with their own specific characteristics. Tea leaves have a characteristic oval shape and serrated edge. Younger the leaves better the quality of the tea. The kind of tea obtained is determined by the manufacturing process and treatment. The principle flavour components of tea are caffeine, tannin yielding compounds and small amounts of essential oils. Caffeine provides the stimulating effect, tannin the colour, body and taste to the extract and the essential oils contribute the characteristic aroma. It is predominantly grown in India, Ceylon, China and Japan.

Chinese tea contains less tannin than the other varieties.

Tea is mostly named after the region in which they are cultivated. Example: Assam tea is named after the Assam region in India, and Keemun is named after the Keemun region of China.

Types of Tea

The climate, soil conditions where the tea is grown, and how the tea is processed, determines the flavor characteristics of the tea. Tea is harvested after each flush - the sprouting of the top two leaves and bud. Tea pickers' motto is 'two leaf and a bud.' The top two leaves and bud are hand plucked and then processed into any of the four types of tea, which are Black, Green, Oolong, and White.

Black Tea

The leaves are withered, then rolled till they become soft and massy. This is done to break up the fiber and cells of the leaf to liberate the constituents so that their extraction is easy. The leaves are then fermented. During the process of fermentation some of the acid in the leaves oxidizes and is converted into less soluble forms while more essential oils develop. After fermentation is complete, the leaves are fired in a drying machine. Some of the popular black teas include English Breakfast, and Darjeeling.

Green Tea

Skips the oxidizing step. It is simply withered and then dried. It has a more delicate taste and is pale green/ golden in color. The chief difference between black tea and green tea is the former is fermented while the latter is not. Since the purpose of fermentation is to make tannin less soluble, an infusion of green tea has more tannin in it, astringent and slightly bitter to taste. is popular in China, it is withered, partially oxidized, and dried. Oolong is a cross between black and green tea in color and taste. is the least processed. A very rare tea from China, White tea is not oxidized or rolled, but simply withered and dried by steaming.

Oolong tea

White tea

The best tea generally produces a pale-coloured infusion and the depth of colour is not necessarily a 'sign of strength.' Freshly infused tea is harmless to normal digestion; continued infusion extracts the tannin, a bitter substance which is harmful.

COFFEE

Coffee berries, which contain the coffee bean, are produced by several species of small evergreen bush of the genus *Coffea*. The two most commonly grown species are *Coffea canephora* (also known as *Coffea robusta*) and *Coffea arabica*. These are cultivated in India, Latin America, Southeast Asia, and Africa. Once ripe, coffee berries are picked, processed to remove the mesocarp, and dried. The seeds are then roasted, undergoing several physical and chemical changes. They are roasted to various degrees, depending on the desired flavor. They are then ground and brewed to produce liquid coffee which is also known as coffee decoction. Coffee can be prepared and presented by a variety of methods to cater the need of local palate. Coffee is always brewed by the user immediately before drinking. In most areas, coffee may be purchased unprocessed, or already roasted, or already roasted and ground. Coffee is often vacuum packed to prevent oxidation and lengthen its shelf life.

Processing of Coffee Beans

Coffee preparation is the process of turning coffee beans into a beverage. While the specific steps needed vary with the type of coffee desired and with the raw material being utilized, the process is composed of four basic steps; raw coffee beans must be roasted, the roasted coffee beans must then be ground, the ground coffee must then be mixed with hot water for a certain time (brewed), and finally the liquid coffee must be filtered off from the spent powder. Roasting

Roasting coffee transforms the chemical and physical properties of green coffee beans into roasted coffee products. The roasting process is integral to producing a savory cup of coffee. When roasted, the green coffee bean expands to nearly double its original size, changing in color and density. As the bean absorbs heat, the color shifts to yellow and then to a light "cinnamon" brown then to a dark and oily color. During roasting, oils appear on the surface of the bean. The roast will continue to darken until it is removed from the heat source. Coffee can be roasted with ordinary kitchen equipment (frying pan, grill, oven) or by specialised appliances. Some times, butter fat (melted butter / ghee) is added during roasting to enhance the flavour of the resultant powder.

The whole roasted coffee beans are ground, which is also known as milling, to facilitate the brewing process. The fineness of grind strongly affects brewing, and must be matched to the brewing method for best results. Brewing methods which expose coffee grounds to heated water for longer require a coarser grind than faster brewing methods. Uniformly ground coffee is better than the mixture of sizes produced by a mill with chopping blades. Many coffee drinkers grind the beans themselves immediately before brewing. There are four methods of grinding coffee for brewing: burr-grinding, chopping, pounding, and roller grinding. Grinding

Chapter 12

Order Taking Procedures of Food & Beverages in a Restaurant

Order taking is a skillful art that reflects the efficiency of both the waiter and the establishment. The order taker (waiter) should be skillful to handle array of customers efficiently. He should have a very good memory. He should have good oral communication skills. Knowledge about food and beverage, their garnishes and accompaniments, matching wines and spirits, cooking time and serving time, description of dishes in a lucid manner are other important qualities of order taker. He should also possess a rapid writing skill legible enough so that other subordinates can understand and execute the order.

ORDER TAKING PROCEDURE

The order taking procedure in a hotel industry is discussed in detail in the following paragraphs.

Receiving the Guest

1. The welcoming of the guests represents the most important step to his final satisfaction and reflects the level and quality of the service of an establishment
2. Guests must be welcomed from the entrance of the restaurant; they should not wait by themselves for more than 10 seconds at the entrance.
3. The first impression received by the guest is most important. It is not necessary to execute the whole welcoming procedure with each guests (it is not always possible in case of affluence), however, it is indispensable to show him that he has been taken into consideration, if it is only by eye contact.
4. If the hostess or the maître d' are occupied, the head waiter or the assistant waiter must show the guests that they have been taken into consideration.
5. If there is an overbooking problem (more tables have been reserved than the restaurant can welcome), guests should not be left at the entrance but invited to sit down at the bar and take care of the problem away from their presence.
6. The hostess or Maître d' must try to seat the guests if he she has to modify the planning of reservations at the moment of the guests arrival.
7. The hostess or the head waiter will accompany the guests to his table and pull out the chair for him / her to sit.

8. The head waiter or the assistant waiter will immediately present himself to the table to show the guests that he has been taken into consideration

Attending an Order

1. The waiter will approach the guest from the left, place the menus, ensuring they are clean, in front of him and enquire: "May I have your order please, sir / madam?".
2. He should wait patiently, facing the guests, until (after any necessary advice has been asked for and given) the order is completed as fast as and including the main course.
3. When the menus are long and varied, it is advisable to allow customers a few minutes before asking the order.
4. When it is apparent that there is a host, take his instructions first, otherwise receive orders as soon as the guests are ready.
5. If the waiter is busy and cannot attend to a customer at once, he should inform him that he will attend to him shortly or "in a moment".
6. When two tables are occupied at approximately the same time, the waiter must take the order of the first party first. Customers are apt to note with annoyance any failure to a "first come, first served" sequence.
7. Waiter must be aware not only of the speciality of the day but also reasonable dishes to recommend. He should know the following things as far as possible:
 1. Knowing which dishes are ready for quick service to guests in a hurry.
 - Items suitable for children
 - Salad, vegetable and potato suggestions for grills, roasts and main courses for a la carte guests.

Recording an Order

1. The Head Waiter should write in the corner of the order sheet; the table number and the number of persons being served. He also notes the time at which the order has been taken.
2. He takes the order for the appetizer; he indicates the number of guests for each appetizer opted.
3. He takes the order for the main dish. He writes the special notes at the right (example: choice of spice and hotness). He repeats the same for all the guests.
4. He takes the order for all other items.

5. He affixes his signature and hands it over to his back waiter.

SAMPLE PROCEDURE FOR ORDER TAKING

1 The front waiter presents himself to the table. Table No: Covers:

2 He indicates on the voucher the table number and the number of persons.

Table No: AS

Covers: 4

3 He writes down the time at which the order has been taken. Table No: AS Covers:4 ,12h30m

4 He takes the order for the first appetizer. He indicates the number of the guest corresponding to that order.

Table No: AS Covers:4

12h30m Shrimp Cocktail.

5 If the order of the second appetizer is identical, the head waiter will only indicate the chair number corresponding to the second guest.

Table No: AS

Covers:4

12h30m

Shrimp Cocktail (1,4

6 If a guest does not take an appetizer, the head waiter will write on the voucher "no appetizer" and the chair number corresponding to the guest, so that there is no confusion in the kitchen.

Table No: AS

Covers:4

12h30m

Shrimp Cocktail (1,4

No (3

7 The head waiter takes the order of the last appetizer Table No: AS Covers:4

12h30m

Shrimp Cocktail (1,4

No (3

Bisque (2

8 When the order of appetizers is finished, the head waiter writes the total number of dishes ordered

Table No: AS

Covers:4

12h30m

2 Shrimp Cocktail (1,4

1 No (3

2 Bisque (2

9 The head waiter takes the order of the main dish. The first guest does not take a main dish, the head waiter writes it down on the voucher

Table No: AS

Covers:4

12h30m

2 Shrimp Cocktail (1,4

1 No (3

2 Bisque (2

No(1

10 He takes the order of the second dish. Table No: AS

Covers:4

12h30m

2 Shrimp Cocktail (1,4

1 No (3

2 Bisque (2

No(1

Tournedos(3

11 He asks the guest how he would like his meat cooked. He indicates this information on the right side of the voucher

Table No: AS

Covers:4

12h30m

2 Shrimp Cocktail (1,4

1 No (3

2 Bisque (2

No(1

Tournedos(3R

12 He takes the order for the third guest. Table No: AS

Covers:4

12h30m

2 Shrimp Cocktail (1,4

1 No (3

2 Bisque (2

No(1

Tournedos(3R

2wd

13 He takes the order of the fourth guest Table No: AS

Covers:4

12h30m

2 Shrimp Cocktail (1,4

1 No (3

2 Bisque (2

No(1

Tournedos(3R

2wd

Homard(4

14 He writes down the total number of dishes ordered Table No: AS

Covers:4

12h30m

2 Shrimp Cocktail (1,4

1 No (3

2 Bisque (2

1 No(1

2 Tournedos(3R

2wd

1 Homard(4

15 He separates the different headings. He writes down the date and appends his initials in the right inferior part of the voucher. He transfers the voucher to his back waiter.

Table No: AS

Covers:4

12h30m

4 Cartes

2 Shrimp Cocktail (1,4

1 No (3

2 Bisque (2

1 No(1

2 Tournedos(3R

2wd

1 Homard(4

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11.4 METHODS OF TAKING FOOD AND BEVERAGE ORDER

Essentially there are four methods of taking food and beverage orders from customers. All order taking methods are based upon these four concepts.

Triplicate Method Order is taken, top copy goes to the supply point, second copy is sent to the cashier for billing; third copy is retained by the server as a means of reference during service.

Duplicate Method Order is taken; top copy goes to the supply point, second copy is retained for service and billing purposes.

Service with Order Method

Order is taken; customer is served and payment received according to that order, for example, bar service or take-away methods.

Pre-Ordered Method · individually (example room service breakfast)

· Hospital tray system

· Functions

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