

5th SEM BTTM-Bachelor Travel and Tourism Management

UNIVERSITY OF CALICUT

ACCOMMODATION OPERATION

2018 ADMISSION

Prepared By

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TTM5B08: Accommodation Operation

Lecture Hours Per Week: 5

Credits: 4

Objective: To familiarize the students with various hotel operations and to enhance the skill level of them to perform various duties and responsibilities in a hotel environment.

Pedagogy: A combination of Lecture, Case Analysis, Group Discussion, Seminars, Assignments, Practical's and assigned readings.

Module I

Hotel Front Office – Functions – Organization structure – various personnel, guest cycle activities, night audit and its functions, registration, front office systems, front office documents, front office communication, qualities required by front office personnel, room tariff, room plans and types.

Module II

Housekeeping department – definition, organization structure, functions, job descriptions of executive house keeper, assistant house keeper, housekeeping equipment's types of rooms and beds, role of housekeeping in guest satisfaction and repeat business – types of keys – bed making procedure – room cleaning procedures.

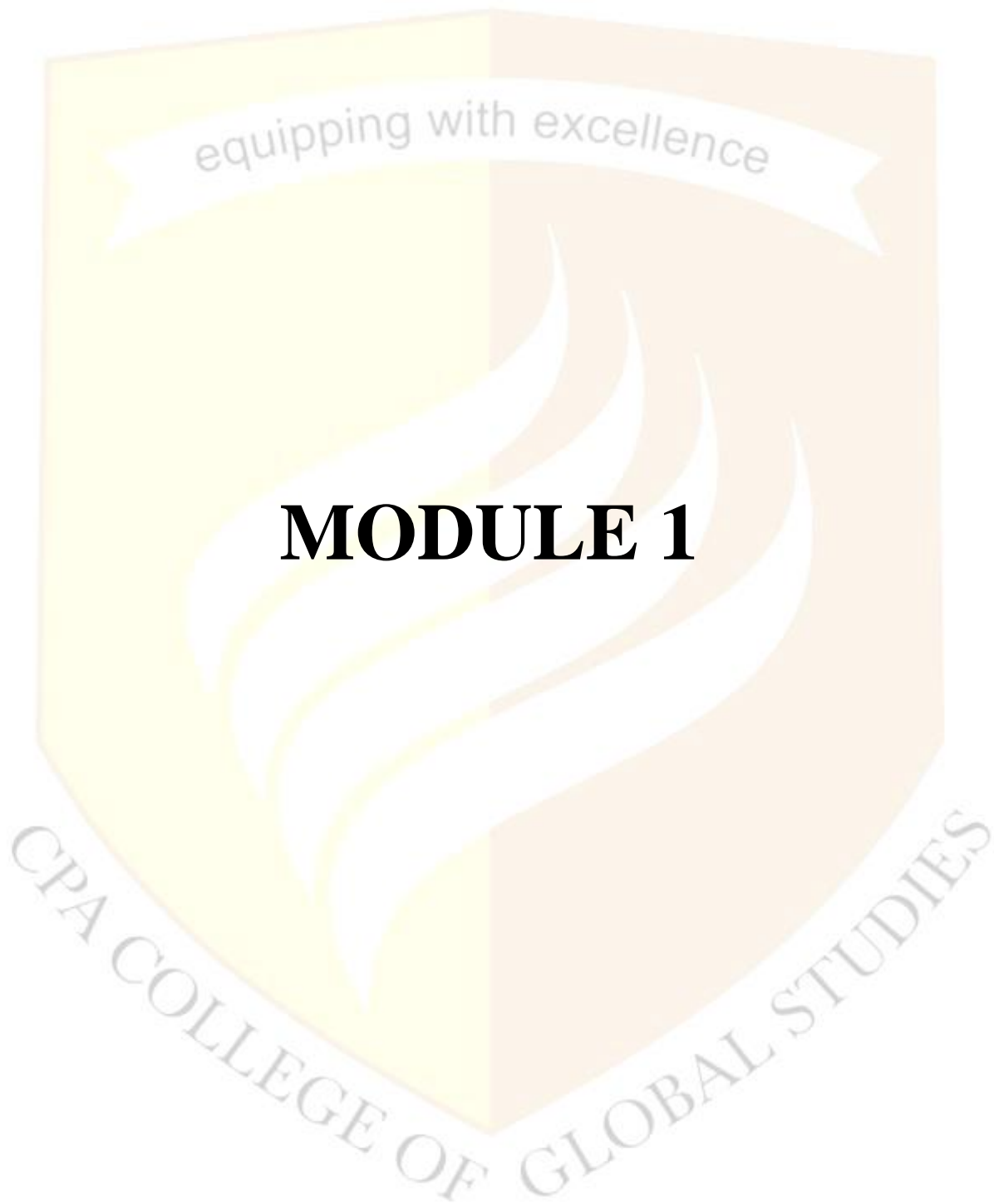
Module III

Food and Beverage department and its functions, responsibilities of food and beverage personnel, job description of food and beverage manager, production staff, the beverage staff, methods of food and beverage cost control, tasks in restaurant services, service systems, definition of professional cooking, cooking materials, classification, job description of executive 'chef'. Structure of food production department, duties, floor plan of kitchen, flow of activities.

Module IV

Hotel Marketing Department its functions, organization structure, job descriptions, hotel sales, methods used, back office functions and organization structure, various accounting tools, role of H.R.Management in hotels, H.R.Manager in a hotel–service tips for hospitality personnel, role of managers in hospitality industry.

Recommended Practical Study One/Two-week familiarization training in a hotel/resort. (The students have to be familiarized with various operations in different departments in a hotel through practical and industrial visits)



MODULE 1

INTRODUCTION TO HOTEL

- ❖ The hospitality industry's history can be traced back by the end of 1700s in the Colonial Period.
- ❖ This industry has been the subject of important development over the years as it has faced many obstacles such as the World Wars, the great depression, the industrial revolution and other social changes.
- ❖ However, the hotel industry as seen today in its modern concept took place in the 1950s and 60s.
- ❖ The idea of renting an accommodation to visitors appeared since ancient times, and the modern concept of a hotel as we know started 1794, when the City Hotel opened in New York City; the City Hotel was claimed to be the first building designed exclusively to hotel operations.
- ❖ Other similar hotel operations follow the trend and appeared in other cities such as Philadelphia, Baltimore and Boston in 1809.

Definition:-

According to the British law "A hotel is a place where a bonafide traveler can get food and accommodation where he is in a position to pay for it and he is in a fit condition to be received

SEVEN DEPARTMENTS IN A HOTEL

1. Front Office Department
 2. Housekeeping Department
 3. Accounting Department
 4. Human Resource Department
 5. Maintenance Department
 6. Food and Beverage Department
 7. Security Department
1. Front Office Department
 - It is the nerve center of a hotel.

- Members of the front-office staff welcome the guests, carry their luggage, help them register; give them their room keys and mail.
- They are the duty to answer questions about the activities in the hotel and surrounding area, and finally check them out.
- In fact, the only direct contact most guests have with hotel employees, other than in the restaurants, is with members of the front-office staff.

2. Housekeeping Department

- It is an operational department in a hotel
- It is responsible for cleanliness, maintenance, aesthetic upkeep of rooms, public area, back area and surroundings.
- They are maintaining the hotel to the best possible state in terms of cleanliness, and keeping it at highly desirable ambience.

3. Accounting Department

- Handles a variety of important tasks include invoicing and monitoring and collections.
- Financial reporting as well as financial analysis.
- Financial accounting involves recording and reporting financial transactions, i.e. revenue, expense and profit.
- It also includes calculating assets, liabilities and owners' equity

4. Human Resource Department

- Their job to hire, train and maintain employees and employee relations.
- The role of this department has to do with the administration of an impartial and internal justice system.
- It promotes transparency and openness in organizational communication
- Coordinating Hotel Associate events and activities.

5. Maintenance Department

- Responsible in repairing and maintaining the machinery plants and distribution.
- Responsible for all the damages the hotel has attempted.
- They are often responsible for the management of services and processes that support the core business.
- They ensure the safety of all the staff and guests within the boundaries of the establishment.

- They are also responsible for improving energy efficiencies and reducing operating costs.

6. Food and Beverage Department

- They are responsible for maintaining high quality of food and services, food costing, managing restaurants, bars, etc.
- Their tasks include preparation for service, greeting the guests, taking their orders and settling the bills
- They are responsible of Food made in the Kitchen and Drinks prepared in the Bar to the Guests at the Food & Beverage premises

7. Security Department

- They are assigned to protect the guests and staff of the hotel, including their property.
- Their role in a hotel is to secure the actual premises and the hotel itself.
- They are typically works directly on the hotel property, patrolling the grounds, and in an office, monitoring security cameras or filling out paperwork.
- Hotel security is also responsible for escorting guests and hotel staff to and from the hotel.
- Hotel security must be on call anytime during their shift to investigate disturbances reported by hotel staff and guests.

Front Office Department

- ❖ The Front Office is also called the nerve centre of a hotel.
- ❖ Front Desk is a very important department in the hotel, making direct contact with guests.
- ❖ The main function of this department is Reservation, Guest service, Check-in, Check-out, Telephone, Finance & Cashiering, Foreign Exchange, Room Assignment, Inquiry etc.
- ❖ It is one of the major operational and revenue-producing departments of the hotel which generates two-thirds of the revenue earned by a hotel from the sale of the guest rooms.

The front office of a hotel generally performs the following basic activities:

- Processing advance reservations
- Registering guests- check in
- Rooming guests
- Handling guest's luggage

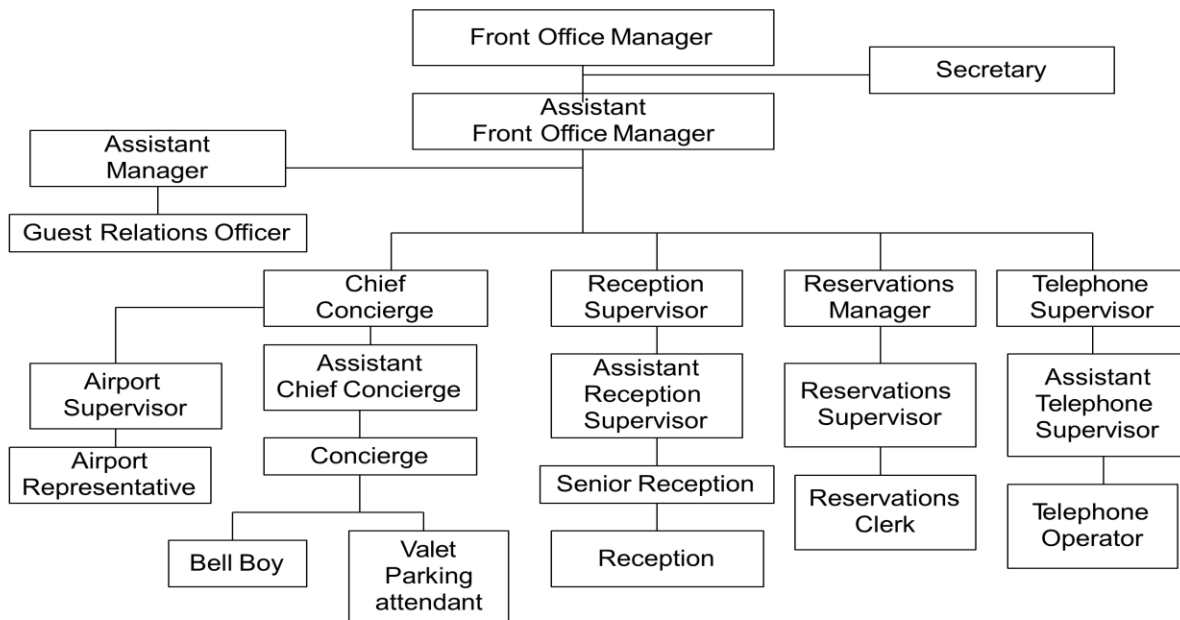
- Issuing room keys
- Providing information
- Handling guests' mail and parcel
- Administering telephone service
- Accounting (making payments and billing)
- Checking out guests

Functions of FO Department

- Guest Registration
- Guest Service
- Guest History and records
- Guest Database
- Updates Room Status
- Reservation
- Postage and Parcels
- Telephone
- Finance and Foreign Exchange
- Inquiry:
- Bell Desk and Concierge



Organizational Structure of a Hotel



Various Personnels in FO Dept

- a) **Reservation Agent:** Responds to Reservation Requests and creates Reservation Records.
- b) **Front Desk Agent:** Registers guests, and maintains room availability information.
- c) **Cashier:** Maintains and settles guest folios, and properly checks out guests.
- d) **Night Auditor:** Controls the job of the Accounts Receivable Clerk, and prepares daily reports to management (ex: Occupancy Report and Revenue Report).
- e) **Mail & Information Clerk:** Takes Messages, provides Directions to Guests, and maintains Mail.
- f) **Telephone Operator:** Manages the Switchboard and coordinates Wake-up Calls.

- g) **Uniformed Service Agent:** Handles Guest Luggage, escorts Guests to their Rooms, and assists guests for any bit of information requested.(Porter or Bellhop Service)
- h) **Concierge:** who coordinates guests' entertainments, travel and other activities.

GUEST CYCLE ACTIVITIES

Guest Cycle	
Stages	Activities
Pre-Arrival	Reservation, Reconfirmation, Pickup request, Pre Arrival Letter
Arrival	Doormen, Bell Desk, Travel Desk, Registration, Room Assignment, Issuing of Key, Baggage Handling, Welcome Letter
Occupancy	Safe Deposit, Telephone Calls, Concierge, Travel Desk, Currency Exchange, Mails
Departure.	Bill Settlement, Key Return, Bell Desk, Travel Desk, Concierge, Check-out, Thank-you Letter

1. Pre - Arrival

- ❖ The Guest chooses a hotel during the pre-arrival stage of the guest cycle.
- ❖ Choice of the guest can be affected by many factors, including previous experiences with the hotel, advertisement, word of mouth referral by friends and colleagues, location, corporate, travel agent booking, hotel name, hotel loyalty program member etc.

- ❖ The guest's decision of making the reservation can also be affected by the ease of making the reservation and the way reservation agent interacted and described the facility of the hotel like room type, room rate, recreational facilities and other attractions near the hotels etc.
- ❖ If a reservation can be accepted, the reservation agent creates a reservation on the hotel management software.
- ❖ The creation of this reservation record starts the hotel guest cycle.
- ❖ This reservation contains details of the guest specific request which will help the hotel to provide the guest with personalized service during his stay.
- ❖ The details which are collected during the reservation also helps the hotel to complete pre-registration activities like assign room according to guest request, room rate to be charged to the guest folio during the course of stay etc.

2. Arrival

- ❖ The arrival stage of the guest cycle includes registration and room assignment process.
- ❖ After the guest arrives, he or she establishes a business relationship with the hotel through the front office.
- ❖ It is the front office staff responsibility to clarify any query of the guest especially the details of room rate of packages he/she is booked on.
- ❖ Front office staff should determine the guest's reservation status before beginning the check-in/registration process.
- ❖ A Registration card or Reg. card is printed and completed at the time of check-in, which will help the front desk to collect essential information.

- ❖ The reg. card should contain details like billing instructions, reservation details, number of adults and children occupying, address, passport and visa for foreign nationals, full address, personal details and credit card details.
- ❖ It is mandatory to get guest signature on the registration card.
- ❖ The registration process is complete once a method of payment and the guest's departure date have been confirmed and duly signed by the guest.
- ❖ The guest may be given a room key and direction to the room or escorted by the guest service associate or guest service manager.

3. Occupancy

- ❖ The manner in which the front office staff represents the hotel is important during the occupancy stage.
- ❖ As the main contact centre for hotel activity, the front office is responsible for coordinating guest requests.
- ❖ Front desk should take extra care to respond to the guest in a timely and accurate manner.
- ❖ The main focus of the front desk staff is to provide anticipatory service and to meet or exceed the guest's expectations. This will encourage the guest to repeat to the hotel.
- ❖ The front desk should also follow the hotel standard operating procedure for handling the hotel and guest keys, property surveillance, safe deposit boxes, guests personal property, and emergencies are also important.
- ❖ A variety of charges restaurant charges, telephone, internet, travel desk etc. during the occupancy stage affect guest and hotel account.

- ❖ Most of these charges will be posted to the guest account according to front office posting procedure.

4. Departure

- ❖ Guest services and guest accounting are completed during this stage
- ❖ A guest history record is created and the guest's account is zeroed out.
- ❖ Hotels often use expired registration records to construct a guest history file.
- ❖ At Departure, the guest vacates the room, receives the accurate statement of the settled accounts, returns the room keys and leaves the hotel.
- ❖ Once the guest has checked out, front office updates the rooms availability status and notifies the housekeeping department.
- ❖ At this stage front office also collect the feedback of the guest experience in the hotels by handing over the guest feedback form.

NIGHT AUDIT AND ITS FUNCTIONS

- A night auditor works at night at the reception of a hotel
- The night auditor typically handles both the duties of the front desk agent and some of the duties of the accounting department.
- This is necessitated by the fact that most fiscal days close at or around midnight, and the normal workday of the employees in the accounting department does not extend to cover this time of day.
- Work shifts for night auditors usually run from 11 p.m. to 7 a.m. but could vary depending on the hotel, with shifts of 10 p.m. to 6 a.m. or midnight to 8 a.m. being common.
- Work weeks vary by hotel as well, with most hotels having a full-time auditor working five nights a week (typically Sunday through Thursday) and a separate part-time auditor working the other two nights a week (Friday and Saturday).

Functions of the Night Audit

- Verifying the accuracy and completeness of guest and non-guest records.
- Verifying entries of guest and non-guest accounts.
- Balancing all front office accounts.
- Resolving room status discrepancies.
- Monitoring guest credit limitations.
- Producing operational and managerial reports.

REGISTRATION

- It is the process of gathering information from the guest that is mandatory as per the laws prevailing in the country.
- According to the Foreigner's Act, 1946 and the Registration of Foreigners' Rules, 1992, the innkeeper should keep the records of the guests staying in his premises as per Form F
- It is the formalization of a valid contract between the guest and the hotel, in which the hotel offers safe and secure boarding and lodging facilities to the guest and the guest accepts to pay for the services and facilities received.
- In case of foreign visitors, the front desk staff should fill Form C and verify the passports and visas of guests.

Registration Process

The registration process involves many stages. The different stages of the registration process are: –

- Identification of Guest: Identifying the status of a guest—guest with confirmed reservation or walk-in guest—and to process registration accordingly.
- Formation of Registration Records: Guests fill the registration form or verify the pre-filled GRC, and sign to approve and formalize the registration record.
- Room and Rate Assignment: A room is assigned to the guest and the rate is fixed after deducting any discount.
- Establishment of Mode of Settlement of Bills: Cash / Credit /TAV / TC / DD
- Completion of Check-in Procedure: All the necessary formalities are completed.
- Room Keys are Issued

FRONT OFFICE SYSTEMS

- As a hotelier it is very important that you invest in a good and easy to use front office system.
- Having a user-friendly front office system will ensure the smooth running of your hotel and make your staff task easier while giving your guests a pleasant experience staying at your hotel.
- A front office systems should be able to handle the daily routine of your hotel activities like room reservations, guest check in and check out, housekeeping and more.

Types

- 1) On-premise hotel front office system
- 2) Hybrid hotel front office system
- 3) Cloud hotel front office system

- 1) On-premise hotel front office system
 - This means those systems that only be accessed on the premises of the hotel.
 - An On-premise system has to be installed on the hotel computers and manage by the IT personnel of the hotel.
 - This type of hotel front office system usually comes with a license and occasionally needs to be upgraded.
 - Upgrades only happen on the hotel premises.
- 2) Hybrid hotel front office system
 - Many on-premise vendors have decided to give their front office system the ability to be accessed from a web browser.
 - This is because many clients are migrating to the cloud based front office systems and to retain their client on-premise vendor try to include some functionalities of a cloud-based system in their system while leaving the rest of the function to remain on premise.
- 3) Cloud hotel front office system
 - This type of system is now the most popular hotel front office system.
 - This is because of its ability to be accessed from any location 24 hours.
 - With the cloud hotel front office system guest can directly book their room with their computer or on their mobile.
 - Payments can be made online and it is easy to check in and checkout guests.

FRONT OFFICE DOCUMENTS

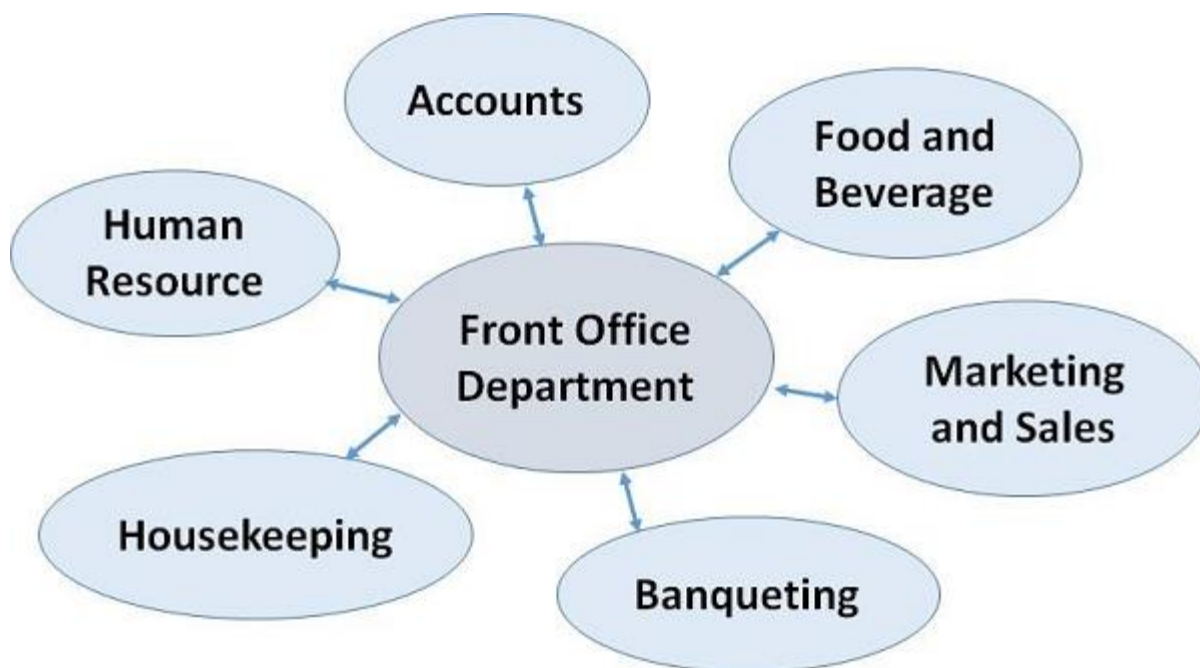
- ❖ Customer Records
- ❖ Incoming and outgoing correspondence
- ❖ Financial control documents
- ❖ Telephone messages
- ❖ Policies and procedures/ brochures
- ❖ Memos
- ❖ Reports
- ❖ Meeting agendas and minutes

Forms used in Front Office Department

- Reservation Form
- Reservation Chart
- Reservation Slip
 - ✚ White color- Individual
 - ✚ Yellow color- Groups
 - ✚ Green color- VIPs
 - ✚ Pink color- Through Travel Agencies
 - ✚ Purple color- Conventions
- The Hotel Dairy (Booking Dairy).
- Reservation Revision Cancellation Form

Front Office Communication

- ❖ The Front office department is responsible for communicating with all other departments in the hotel as well as different sections within the department.
- ❖ To get the front office and back office jobs done successfully, the front office staff members need to communicate with their peers as well as their colleagues and subordinates.
- ❖ Within the department, the staff of front office communicates with each other to provide the best possible guest services such as reserving accommodations, registering guests, managing guest accounts, handling guest mails, and personalized guest services.



Here is how front office needs to communicate with the other departments –

a) **Communication with Human Resource**

- Front Office department is engaged with the HR department to interview, help shortlist them, and select the most eligible employees.
- It also contacts the HR department for employee training and induction programs, salaries, leaves, dues, and appraisals.

b) **Communication with Accounts**

- As front office department handles guest accounts with a complete responsibility, the staff needs to often interact with the back-office accounting colleagues regarding payment settlements or dues of guests or non-guests, discount offers, and coupons settlement.
- It also needs to sort out and get actual status of night auditing with accounts.

c) **Communication with Food and Beverage Department**

- Since front office department is the one where the guests speak about their food and beverage requirements during reservation, the front office needs to communicate with the food and beverage sections frequently.
 - It also keeps the track of guest's purchases from the restaurant, the bar, or coffee shops in the hotel.
 - It conveys special requests of the guest regarding food and beverage to the F&B department.
 - It deals, accepts, and reserves banquet inquiries and coordinates them with the respective departments.

d) Communication with Marketing and Sales Department

- Sales and Marketing department highly relies upon front office inputs about the guests.
- The guest history compiled by the front office department is an excellent source for segmenting the customers, prepare customer-oriented packages, and plan and execute the campaigns.
- The front office staff contacts marketing and sales department in case there is a need to prepare electronic marquees or message boards for promotions.

e) Communication with Housekeeping

- The front office staff needs to interact with the housekeeping department on the concerns such as –
 - Readiness of vacated accommodation for selling.
 - Security of the accommodation.
 - Guest's complaints and requirements about any amenities are initiated at the front desk.
 - Guest's requirement of removing soiled dishes or linen from the accommodation.
 - In addition, the housekeeping department relies upon front office staff for the number of accommodations sold, departures, walk-ins, stay-over guests, and no-shows. Timely distribution of the accommodation sales helps the housekeeping manager to plan employee personal leaves and vacations.

f) Communication with Banqueting

- The front office and banqueting department needs to interact with each other on the concerns such as –
 - Expected number of guests to attend the banquet.
 - Showing directions of the venue to the unfamiliar banquet guests.
 - Posting of daily messages on felt board regarding venue, occasion, hosts and guests.
 - Settling of the city account against the banquet service for the guest.

Qualities required by FO personnel

- ❖ If front office is the back bone of the hotel than Receptionist is the brain of the hotel.
- ❖ For a guest and the hotel, Receptionist is the link.
- ❖ Receptionist comes in contact with all the guest of the hotel .He meets people, greets them, makes them comfortable, and helps them in all possible ways.
- ❖ It is very difficult to draw a line for the receptionist's duties.

- ❖ A guest may ask him for the shopping details, tourist interest places, address of known or unknown people, railway, air, bus etc. booking distance between different places, weather reports, etc.
- ❖ The receptionist has to make sure that the guest feels at home and that is why, hotel is called a home away from home.

For this a receptionist should possess certain qualities. The following are the personality traits:

- Pleasant Personality : Good manners and a smile are natural assets.
- Eagerness : Eagerness to help
- Respect : Respect all, young, old, rich, less rich
- Sense of responsibility : He should feel responsible and take responsibility
- Orderly Mind : Essential for methodical and accurate work
- Neatness : Indicates pride in self and job
- Accuracy : Accuracy is perfection
- Loyalty : Should be loyal to both management and colleagues
- Intelligence : Intelligent enough to take decision
- Tact : Tactful to handle situation
- Yearning to be a good receptionist.

Room Tariff

- Tariff is the rate or charges offered to the guest by the hotel for the use of different facilities and services facilities., during their stay in the hotel.
- Commonly Room rates of hotels are technically known as Tariff.
- It is statutory on the part of the hotel to display its tariff to the guests.

There are two ways to display a tariff structure:

- 1) Through Tariff Card
- 2) Through Tariff Board

- 1) Through Tariff Card

- A tariff card is used in large and medium sized hotels.
- They use the tariff card with details of their rooms.
- These are available at the Reception Desk and also in each and every guest room.

2) Through Tariff Board

- A tariff board on the other hand is used in small sized hotels.
- The board is placed behind the Reception Counter where it will be visible all the guests.

Types of Rate

Different rates for a hotel guestroom include,

- 1) Rack Rate
- 2) Crib Rate
- 3) Corporate Rate
- 4) Seasonal Rate
- 5) Advance Purchase Rate
- 6) Week Day/ Weekend Rate
- 7) Day and Half Day Rate
- 8) Group Rate
- 9) Travel Agent Rate
- 10) Membership Rate

1) Rack Rate:

- This is the rate printed on the room tariff card.
- This rate is usually negotiable as it is the highest published rate of rooms.
- It is a rate before any discount.

2) Crib Rate:

- It is a special rate charged for children above 5 years and below 12 years of age who are accompanying their parents.
- The hotel provides a crib (baby bed) in room for infants.

3) Corporate Rate:

- This is a promotional rate to attract the corporate market segment.
 - This rate is generally 10 to 20 percent lower than the rack rate.
- 4) Seasonal Rate:
- Hotels may offer different rates for different seasons.
 - Destinations may have high, low, and shoulder seasons.
 - The duration when the tourist traffic at a particular place is high is known as the peak season; when the demand for hotel rooms drops down, it is known as off-season rate. Hotels in these locations mention their seasonal rate and off-season (discounted) rate.
- 5) Advance Purchase Rate:
- Though popular in the airline industry, it is a new concept in the hospitality industry.
 - It entails heavy discounts on room rates when room bookings are done in advance.
 - The rate of discount depends upon the advance period and the number of rooms available for the time of booking.
 - For instance, a hotel may offer more discounts for a room that is booked two months in advance as compared to a room that is booked fifteen days in advance.
- 6) Week Day/ Weekend Rate:
- The demand for hotel rooms may be more on certain days in a week.
 - Hotels analyze their demand levels over a period of time and fix a higher rate during high demand periods and a lower room rate during low demand periods
- 7) Day and Half Day Rate:
- The day rate, charged from guests not staying overnight at a hotel, is lower than the rack rate.
 - Sometimes, a guest may wish to stay for a very short duration of time, not exceeding six hours. In these cases, the half day rate, which is a bit higher than the numerical half of the rack rate, is charged from guests.
- 8) Group Rate:
- As a large group (15 and more than 15 persons) provide bulk business to a hotel, hotels offer discounted rates to groups.
- 9) Travel Agent Rate:
- Travel agents sell travel products like hotel rooms, airline bookings, etc., on a commission basis to the guests.

- They provide a substantial amount of business to hotels, hence hotels offer them special discounts

Eg: Travel agencies like Thomas Cook, Cox & King, SITA Travels, etc.

10) Membership Rate:

- These rates are offered to guests who are members of influential organizations like FHRAI, United Nations, etc.
- The rates are much lower than the rack rate and may also include discounts on food and beverage.

11) Company Volume Guaranteed Rate:

- Hotels may offer a special rate (lower than the rack rate) in order to attract high volume of business from special market segments like Companies.
- A hotel may have a contractual agreement with a company, according to which the company's representatives are entitled to a special discounted rate when they reserve a room in the hotel.
- The percentage of discount will depend upon the volume of business promised and the mutual understanding between the hotel and the company at the time of making agreement.

12) Airlines and Crew Rate: A special discounted rate for the crew of one or more airlines that offer certain volume of business throughout the year on a consistent and continuous basis.

13) Government Rate: Some hotels offer special discounted rates to Government Officials when they are on an official tour and staying in a hotel.

14) Educational Rate: These are special rates offered by hotels to students and educationists, as they are a significant source of business because of their large numbers and frequency of travel.

15) Introductory Rate: This rate is offered by the hotel on the opening of a new property in the town. This rate is generally offered to attract guests and is offered till the hotel is established in the market.

16) Complimentary Rate: When a hotel does not charge the room rent from a guest, it is called complimentary rate or Comp. rate/ room rate. Hotels generally offer such rates to tour/group leader, tour operators, travel agencies, and local dignitaries who are vital to the public relations programme of the hotel.

17) Package Rate: A package rate is quoted for the bouquet of products or services. The rate is generally lower than the sum total of the prices of individual products or services offered in the bouquet. It is a market strategy to sell the slow moving items along with hot selling products. Hotels may offer the following packages

- a) Meeting package (May include residential arrangement of delegates, meeting room, meals, tealcoffee, snacks, audio visual equipment etc.)
- b) Meal package (Includes room rent and meals)
- c) Marriage package (Includes all the necessary arrangements for marriage, like mandap, priest, party hall/lawn, accommodation for the maiaage party, arrangement of reception buffet, and even a complimentary room/suite for the newly wedded couple)
- d) Holiday package Includes transportation, accommodation, meals, guide, and sight seeing at the destination)

18) Tour Group (Series Group) Wholesale Rate: These are heavily discounted rates for wholesalers who operate a series of tours for groups arriving and departing together. For example, a tour operator may conduct a week's tour of the Golden Triangle (Delhi-Agra-Jaipur-Delhi) on the 2, 12", and 22d of every month for group of 20 persons. The tour operator guarantees the hotel that it would provide this series of business every month for a period of one year. In return, the hotel ofers a heavy discount to the operator and allocates or 'blocks' rooms for the series for the entire year.

Meals plan or Rooms plan

I. European Plan (EP)

European Plan: Room Rent only.

- It means that only the stay is included in the rates and that you will have to pay extra for using the hotel's dining facilities.
- This can be called the "Room Only" Plan, in general terms.

II. Continental Plan (CP)

CP: Room Rent+ Buffet Breakfast only.

- This plan is where your room stay involves a daily breakfast at the hotel.
- The hotel can either affix its option of breakfast menu or provide in the dining area for a buffet breakfast.
- Also, whether the room service provides the breakfast or in a general dining area, depends from hotel to hotel.

III. Modified American Plan (MAP)

MAP: Room Rent+ Buffet Breakfast+ (Buffet Lunch/ Buffet Dinner).

- It is also known as Half Board or Half Pension meal plan.
- It is a modified version of the American Plan and includes a room stay with breakfast and a choice between lunch and dinner.

IV. American plan (AP)

AP: Room Rent+ Buffet Breakfast+ Buffet Lunch+ Buffet Dinner.

- It is also known as Full Pension or Full Board meal Plan. It includes all three major meals, breakfast, lunch, and dinner for the length of your stay.
- Generally, the rates on this plan are higher but offer a good value for your money, and of course, added convenience.

V. Bermuda Plan

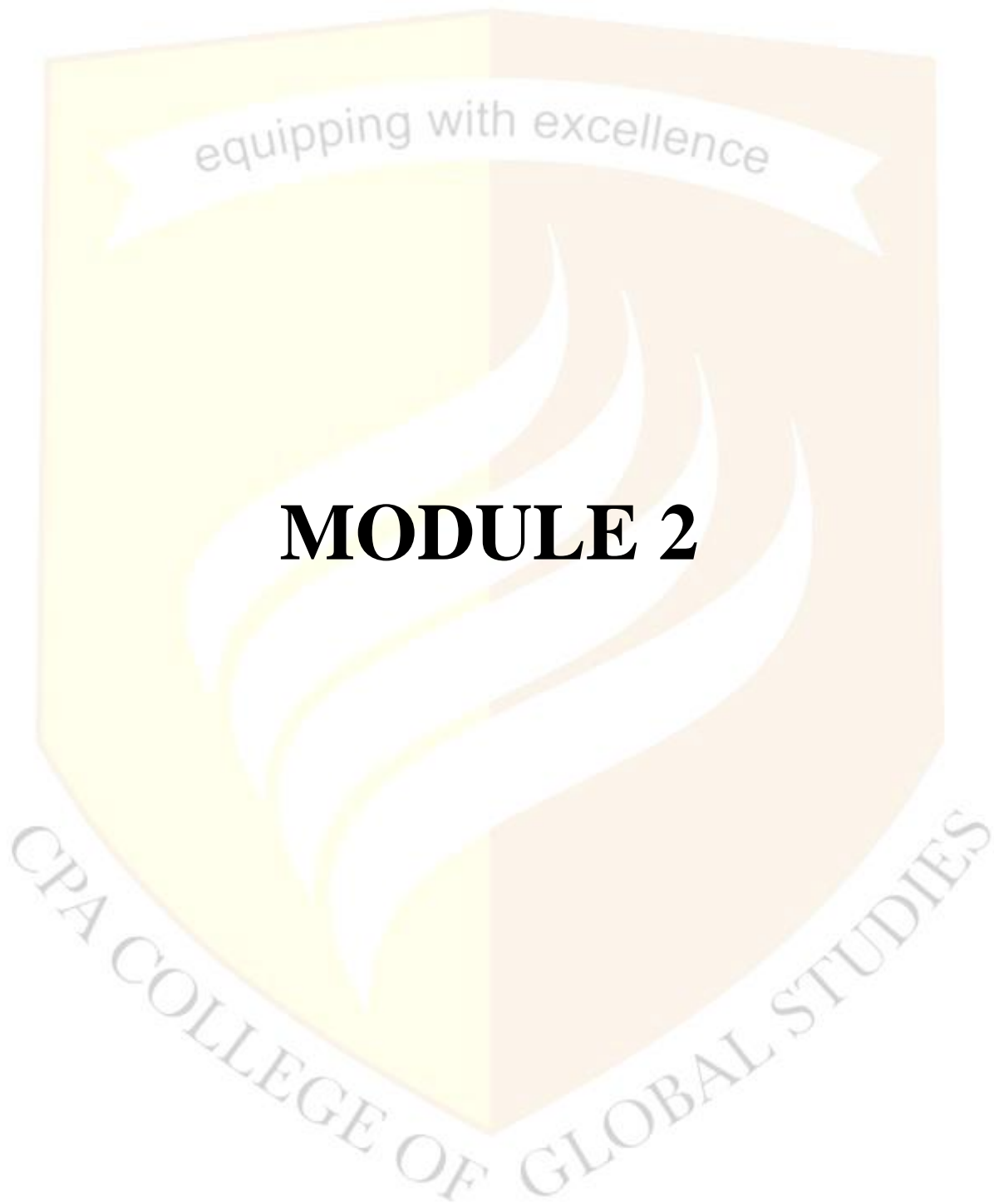
BP: Room Rent+ American Breakfast

- It includes room rate with American breakfast.

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MODULE 2

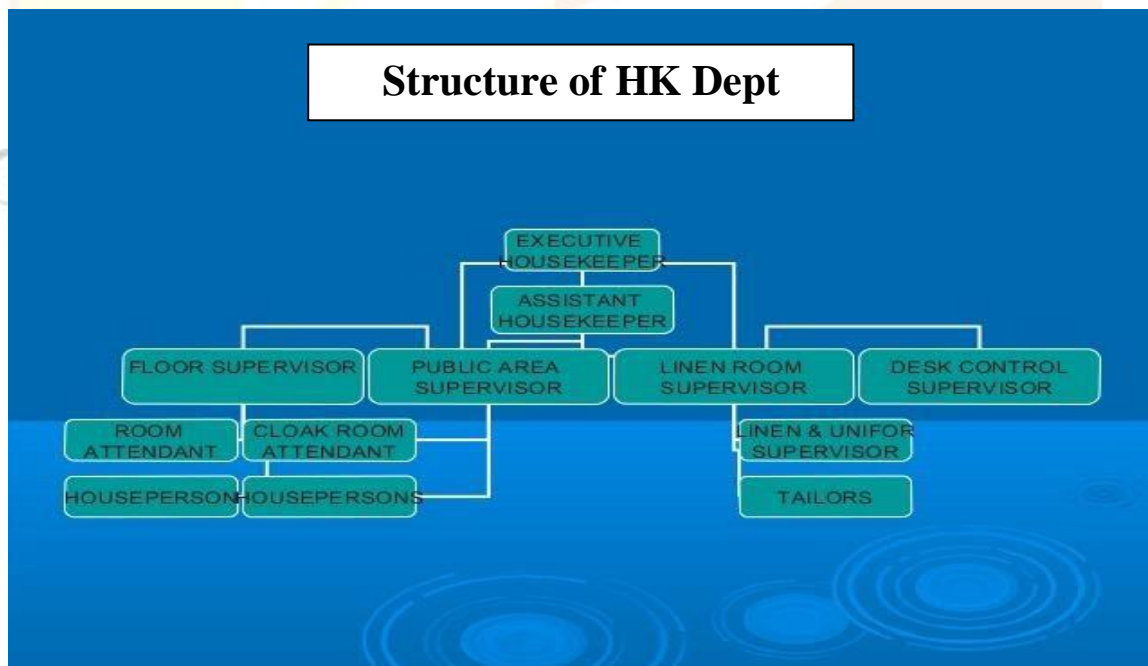
House Keeping department

- Housekeeping as maintaining hotel on a daily or long term basis or looking after its cleanliness, tidiness, upkeep and smooth running.
- The HK department must ensure that each and everything in the hotel is in useable condition and properly functioning.
- Providing a clean, safe, comfortable environment are the key element to any good housekeeping services.
- They have a lot work from cleaning and maintaining guest rooms, public areas, taking care of the laundry, linen, and bed making decoration, safety and security.
- Housekeeping staff have to coordinate with the other departments to provide high quality, timely services and minimize any disturbance.

Definition:

“Housekeeping is defined as the clean provision of a clean, comfortable and safe environment. It is management of the property and equipment of an institute or organization, a house, industrial or commercial institute”.

in a Medium Hotel



Functions of Housekeeping Department

1) Cleaning Rooms and Public Area:

- Guestrooms play an important role in earning revenues as well as in image building of the hotel.
- Guest always looks for comfort and expects a certain standard of services and it is the job of the HK department to make his stay comfortable and make the ambiance pleasant.
- Floors, lobby, dining rooms, uniform room, function room, store room, bars, office, swimming pool each and everything required to be well cleaned by the staff.

2) Bed making

- A guest requires a comfortable bed to take rest, relax, sleep, enjoy and a skilled personnel will make a wrinkle free bed within minutes.
- Clean sheets, blankets, pillows, bottom sheet, night sheet, second sheet, foot fold everything is considered by the staff.

3) Clothing and Linen Management

- Linen includes all fabrics that are used in a hospitality industry.
- Basically linen room is centralized and acts as a storage point and distribution center for clean linen.
- Curtains, bed sheets, cushion cover, pillow covers, table covers and napkins are the example of clothes and linen used in different hotels.
- Linen is the one of the largest expenses of housekeeping department.
- Efficient linen and laundry management ensures that large volumes of soiled linen are washed and treated so as to look neat, smell, fresh and feel crisp, and they are disbursed at the right time and to the right place.

4) Laundry Services

- Another major function of HK department is doing proper cleaning and hygienic washing of all the linen items and ensuring a continuous supply of linen to the different areas of the hotel.
- A hotel may operate its laundry services through,
 - In-house laundry: It is a laundry operating in the premises of the hotel

- Commercial laundry: The hotel does not manage these laundries on its own but sends the soiled linen to an outside establishment.

5) Key Control

- Ensuring the proper management of the keys is the prime responsibility of the housekeeping staff.
- It should be handled effectively and safely before and after letting the room.

6) Pest Control

- Insects and the other small animal's like bedbugs, rat, mice, cockroaches that are harmful and or cause damage; therefore, pest control is one of the primary tasks of the department.

7) Safety and Security

- It is the prime duty of the HK department to take care of the safety and protection of guests, employees, the property, assets of hotel.
- The term safety in discussing matters such as disasters, fire preventions, fire protection devices and conditions that provide for freedom from injury and damage to property.
- There are the new terms, such as protection and safeguarding of assets, threat analysis, security surveys, and risk analysis and risk management.
- Working in housekeeping involves physical activities and use of equipment both of which increase the risk of accident and injury so, the housekeeping staff must be trained in protecting himself and others.

8) Interior Decoration

- The aim of interior decorations is to aesthetically design and plan a room.
- It is an art of creating a pleasant atmosphere in the living room with the addition of a complex of furnishing, art and craft, appropriately combined to achieve planned results

9) Room Maintenance

- They are responsible for the hotel's maintenance as an engineering department.
- The housekeeping staff works in close liaison with the engineering department.
- The damaged and broken items are regularly fixed which ultimately results in proper functioning and eliminates guest complaints.

10) Refurbishment and Redecoration

- The staff has to do complete renovation where all the soft furnishings are changed and the furniture too may be changed or redone.
- It is usually done once in a 3-5 years floor wise while redecoration is done as per requirements.

11) Budgeting

- The executive housekeeper draws up the budget, considering various factors and presenting the annual budget for the forthcoming Budgeting Financial year.
- factors and presents the annual budget for the forthcoming Budgeting Financial year.

Executive Housekeeper

Executive housekeeper is overall in-charge in housekeeping department, who has the accountability and responsibility of all functions carried out in dept.

- He/she insures smooth running of all operations in dept.
- Management and supervision of housekeeping personnel and the work done by subordinates.
- Plan, direct, coordinate and control the functions of the subordinates.
- Develop standard procedures for specific tasks.
- Maintain inventory, furniture, equipments, and decorations in hotel as per requirements.
- Establish and maintain standards operating procedures for cleaning.
- Prepare annual housekeeping budget.
- Recruitment, selection, training and dismissal of staff.

Assistant Housekeeper

The Assistant housekeeper is responsible for any of the public areas, floors, Linen room, control room etc

- He/she undertake normally, 50-60 rooms under his supervision to ensure efficient management of guest rooms.
- Check the CIP/OOO Rooms.
 - ✚ CIP: commercial Important Person
 - ✚ OOO: Out Of Order
- Inspection of all areas cleaned by the Room attendants.

- Prepare schedule for different tasks.

Personal Attributes/ Characteristics of Housekeeping Staff

Personality is the sum total of physical, mental, emotional, behavioural characteristics of an individual. These build the personal projection of staff to guests which define the image of hotel.

Following are some personality traits for staff,

- (i) Pleasant Personality
- (ii) Physical Fitness
- (iii) Personal Hygiene
- (iv) Cooperation and Coordination
- (v) Communication Skill
- (vi) Eye for Detail
- (vii) Adaptability
- (viii) Honesty
- (ix) Courtesy
- (x) Tact and Diplomacy
- (xi) Calm Demeanor
- (xii) Punctual

(i) Pleasant Personality

As housekeeping staff remains in direct contact with the guests, either its supervisory housekeeping staff or the operational; should have a pleasant personality.

(ii) Physical Fitness

Long hours job demands physical fitness of housekeeping personnel. In order to carry out the daily routine tasks efficiently and effectively; the staff must maintain level of fitness.

(iii) Personal Hygiene

The hygiene of hotel is reflected by personal hygiene of the staff. Healthy staff can provide healthy atmosphere and services to guests;

(iv) Cooperation and Coordination

In any organization the objectives are achieved with the coordination and corporation on various stages with all the concerned parties.

(v) Communication Skill

In housekeeping department everyone is sharing information, directing others, giving and taking orders, so everyone must master the skill of communication.

(vi) Eye for Detail

Attentive personnel, who quickly sees details and how things work is an essential attribute of housekeeping staff.

(vii) Adaptability

Adaptability means changing yourself with the changing environment, circumstances by understanding needs and competition.

(viii) Honesty

Honesty builds strength of character that will allow the employee to be of great service to his/her guest or head. Being honest means choosing not to lie, steal, cheat or deceive in any way.

(ix) Courtesy

Courtesy is polite behaviour that shows respect for other people. It is a polite gesture or favor towards guests as well as colleagues which create an impression of worthy of appreciation.

(x) Tact and Diplomacy

It is the skill and sensitivity required in dealing with difficult issues and people.

(xi) Calm Demeanor

Remaining calm in all situations, either routine tasks or emergency situations help employees in thinking rationally and handling the problems.

(xii) Punctual

Punctuality shows interest in the work, dedication towards job, respect for management and guests.

Cleaning Equipment of HK Dept.

- Although a small percentage of cost goes into the purchase of the cleaning equipment.

- A careful selection for the correct choice is important to enhance productivity and efficiency of the department.
- The equipment must be chosen on the basis of the requirement of the surfaces.
- The quality and type of equipment chosen can save expenses on breakdowns and also save labour and time.
- Selecting the ideal equipment plays a major role in the cleaning process.
- Equipment must be purchased keeping in mind the following points:
 - Quality and reliability of equipment
 - Cost factor
 - Maintenance of the equipment should be easy
 - Warranty provided by the company
 - Ease of operation
 - Efficiency of the equipment etc.

Cleaning equipment can be classified as,

- 1) Manual equipment
- 2) Mechanical Equipment

1) Manual equipment

- These equipment perform its operation manually by the workers.
- Brushes, brooms and mops are examples of manual cleaning.

a) Brushes

- ✚ Different types of brushes are used to clean different surfaces
- ✚ On the basis of their functions brushes can be of following types:

- Toilet brushes
- Cloth scrubber brush
- Carpet brushes
- Upholstery brushes
- Feather brushes
- Wall brush



- Sink brush

b) Brooms

- + These have long bristles that can be hard or soft knotted together at one end and inserted into a handle.
- + Brooms are used for removing dust or dirt in large areas.
- + Different types of brooms are:
 - Wall brooms
 - Soft Brooms
 - Hard Broom

c) Mops and clothes

- + Mops are used for dusting different type of surfaces and to clean them.
- + They are designed to remove soil and debris from floors, walls and ceiling without raising and dispersing dust.
- + The Mops used by HK Dept includes,
 - Mops with impregnated fringes.
 - Static mops
 - Kentucky mops
 - Sponge mops
 - Squeegee
 - Foss mops
- + The Cloths used by HK Dept includes,
 - Duster
 - Swabs and wipes
 - Scrim
 - Glass cloth
 - Rags
 - Dust sheets
 - Druggets
 - Chamois Leather

d) Containers

✚ Containers are given to staff to carry, transport, collect and store supplies and other items to ease their job.

✚ Different types of containers are

- Buckets, Basins and bowls
- Dustpan and Dust-bins
- Sani-bins
- Spray bottles
- Hand caddies
- Maid's cart
- Janitor's trolley
- Mop-wringer trolley
- Linen trolley

2) Mechanical Equipment

- The various mechanical equipment used in the housekeeping department are mostly powered by electricity.
- The staff should be well trained in the operation of these equipment to enhance their efficiency and prevent any accidents.

a) Vacuum cleaner/ Suction cleaner

✚ Vacuum cleaners are suitable for all kind of surfaces but are suitable for those areas having large carpet area.

✚ They remove debris and soil and water from a surface by suction.

✚ Different types of Vacuum cleaners are

- Handled vacuum cleaner or Dustette
- Backpack vacuums
- Electrical brooms
- Upright vacuums
- Cylindrical vacuums
- Centralized vacuums
- Wet and Dry Vacuum Cleaners

b) Floor Scrubbing and polishing machines

- ✚ This machine can scrub the floor and polish the floor.
- ✚ With the help of soft pads these machines apply polish to the floor and this polish is spread evenly on the floor surface by the machine.
- ✚ Then buffing is done by the machine to have a glossy appearance of floor

c) Wet-extraction systems

- ✚ Wet extractors have suction and water injection feature to rinse and suck water from the surface to be cleaned.
- ✚ This machine sprays water with detergent to remove more deeply embedded soil which is not easily removed by suction cleaning.

d) Scrubber-drier-sweepers

- ✚ These machines are suitable for large areas where mechanical sweeping, scrubbing and drying are required.

❖ Miscellaneous Housekeeping equipment:

This includes other pieces of equipment used in the housekeeping department

- Different types of Ladders like stepladders, extension ladders, roof ladders etc
- Carpet beaters
- Abrasive pads
- Rubber gloves
- Airing racks
- Choke removers

Types of Guestrooms and Beds

- The size and frequency of a room depends on the type of the hotel and the classification of rooms.
- It used to be customary in many hotels to have rooms of the same standard throughout a property, but the trend is changing now.

- Guests are now being offered a choice of more expensive rooms with upgraded facilities, as well as the establishment's standard options.
- Hotels now offer a wide variety of rooms catering to the needs of different types of travelers. They are as following –

- ❖ Single Room:

- It is provided with accommodation for a single person with standard room furnishing and fixture according to the size of the property.
- The bed size is 6'x3'.

- ❖ Double Room:

- It is a room with a double bed for two persons.
- The bed size is 6'x6'.

- ❖ Twin Room:

- It contains two identical single beds with the head table in between.
- The beds are of size 6'x 3'.

- ❖ Triple Room:

- It offers accommodation for three people.
- An extra bed is provided along with a double bed or twin beds.
- The bed sizes are as above.

- ❖ Quad Room:

- This room provides sleeping comforts for 4 people.
- It has 4 separate beds.

- ❖ Double / Twin Double / Family Room:

- These rooms again provide sleeping comforts for 4 persons.
- The beds are twin double beds separated with bedside table and head board.
- These rooms are generally offered to family like husband, wife and children, that's why they are also called family rooms or twin double room.

- ❖ Suite Room:

- Suites are the rooms, which are very luxurious and generally can be divided into two parts: one which can be considered as living room and the other one is bed room.

- These are the most expensive kind of accommodation offered by any of the hotel.
- They are further divided into following types:
 - Single Suite
 - Double Suite
 - Junior Suite
 - Duplex Suite
 - Penthouse Suite
 - Presidential Suite

❖ Cabana:

- A room nears a water body or swimming pool.
- These rooms are equipped with shower and sitting facilities.
- They also provide the facility of changing to the guest.

❖ Lanai:

- These are the rooms which have a natural beauty as a view from their windows.
- It may have a balcony, a patio, or both. This type of room is commonly found in resorts.

❖ Studio Room/Extension Room:

- A room with a sofa-cum-bed facility.
- It is also equipped with fan/air conditioner, a small kitchen corner, and a dining area.
- The furniture is often compact.

❖ Queen Room:

- A room with a queen-size-bed.
- The size of the bed is 5'x7'.

❖ King Room:

- A room with a king-size-bed.
- The size of the bed is 6'x7'.

❖ Deluxe Room:

- The deluxe is a superior class room, generally offers a city view attached with full sized bathroom, a bathtub & shower.
- ❖ Interconnecting Rooms:
 - Two rooms which share a common door are called as interconnecting rooms.
 - These rooms are mostly used by families.
- ❖ Adjoining Rooms:
 - Two rooms which share a common wall are called as adjoining rooms. These rooms are mostly preferred by groups.

Role of Housekeeping in guest satisfaction and repeat business

- ❖ First Impression: Housekeeping helps us to give a good impression to any customer because when a customer first comes into a hotel, he/she will feel good to see the good system regarding decoration & make his/her visit again and again.
- ❖ Home Away From Home: Housekeeping provides a home away from home because when any customer takes a room & sees that everything that a room requires is placed on its right place & all the facilities like home are there in the room so he/she will feel that he/she is not away from home.
- ❖ Repeat Business: When a customer will be satisfied with the services provided by the hotel & also likes the decoration or view of the hotel, he/she will visit the same hotel again and again. Also, he/she will tell others to be the customer of that hotel so we can say that housekeeping plays the role of repeat business.

Types of Keys

- ❖ Master Key: – A master key is designed to open a set of several locks.
- ❖ Grand Master: – Key operates all locks in the Hotel. Including laundry and linen rooms.
- ❖ Emergency Key: – The emergency key opens all guestroom doors, even when they are double locked.
- ❖ Floor Supervisors Master Key: – they are used to collect dust and garbage from the floor and putting it into the dustbin.
- ❖ Housekeeping Staff Master Key – Key operates all rooms serviced by a particular room maid or housekeeping staff.

Bed Making Procedure

Wash the hand first then start making the bed. There are different steps in bed making which are listed below,

- 1) You need to remove the soiled sheets and pillowcases from the bed and shake individually to check any lost or found item.
- 2) Check out the mattress protector and the mattress to see if there is any staining present.
- 3) Turn the side of the mattress, vacuum it properly and check for any hair, spring, or foam elasticity or deformation from any side.
- 4) You need to check the under area of the bed.
- 5) Re-lay the bed mattress protector on the mattress. Change the protector if soiled or smelling.
- 6) Open out fresh lower sheet evenly and you need to tuck it securely at the head of the bed, foot and the sides of the bed.
- 7) Now you need to open out the fresh top sheet and distribute it evenly over the lower bed sheet.
 - Ensure that the laundry crease is in the same line as the inner sheet for even distribution.
 - The sheet hem should be evenly pulled up to the headboard.
 - Tuck this sheet at the foot.
- 8) Open out blanket and distribute it evenly on the top sheet using the crease as described earlier for even distribution.
 - Ensure that the blanket labels are at the foot.
 - Pull the blanket four inches from the head-board.
- 9) Fold the top sheet, at the head of the bed, over the blanket and fold the sheet and blanket once again.
- 10) The blanket and top sheet are together tucked uniformly on the both sides while the corners at the foot of the old are mitered.
- 11) Now, cover the pillows with the pillow covers keeping in mind that both on their edges match each other.
 - Fluff the pillow and even out the pillow slips to look neat and tidy.

- If the pillowslips are larger than the pillow the excess slip should be neatly folded downward.
- The side of the pillow which has the fold should be away from guest view.

12) Now, cover the bed with the bedspread ensuring it is right side up and falling evenly all around the bed.

- Keep extra bedspread towards the headboard to crease in between the pillows so as to make it presentable.
- The bedspread corners should be aesthetically done.

Room Cleaning Procedures

The Cleaning of hotel rooms is the varying basis on the status of that room. It is described as follows,

1. Cleaning Of Occupied Room
2. Cleaning Of Departure Room
3. Cleaning Of Vacant Room

1. Cleaning Of Occupied Room

This type of room status can be divided into different steps:

a) Entering the guest room;

- ✓ Ring the bell or knock on the door with your knuckle & announce housekeeping thrice in the sequence of 10sec. 5 sec. 5sec.

- Do not use articles like pens, or keys for knocking purposes.
- In case of DND sign, proceed to clean another room, mark a note of the DND status on the room assignment sheet.
- If the room was not opened till the end of shift then before leaving the floor put an information card below the door.
- This information card will help you in case of a guest complaint.

- ✓ If the guest opens the door then you may ask him/her for room service.

- If the guest is willing, then proceed to clean the room.
- In case he is not interested to take service at the moment then ask him/her for an alternative time.

- If he or she requests to come later or reject the service then make a note in the room assignment sheet as per the situation.
- ✓ If there is no answer from the guest's side.
 - Wait for a minute and then knock on the door
 - Opened it partially and announce housekeeping
 - If there is no reply then enter the room and check first whether the guest is inside the room or else.
 - If a guest is inside then apologize and explain your situation and leave the room and come back later.
- ✓ When opening the room for servicing
 - First put door belt in the handle
 - Put the light card and place the room attendant cart in front of the room door
 - This will indicate that room service takes place.
- b) Preparing to clean the Guestroom
 - ✓ If guest has permitted you to clean the room
 - Greet him /her and begin the work
 - But start your work without disturbing or inconvenience to the guest.
 - ✓ Draw the curtain& open window
 - While drawing curtain check all the curtain hooks/rings and tracks
 - Ventilate the room properly.
 - ✓ Remove all the used cutlery, crockery and tea trays
 - Inform room service to collect them.
 - ✓ Check all the electrical appliances whether they are working or not
 - If there is a problem then inform to control desk for maintenance work.
 - ✓ Clear ashtrays, waste paper basket, and the Sani bin from bathroom into the trash bag on the cart.
- c) Cleaning the Guest room
 - ✓ After the initial check, you can proceed to the dusting, vacuuming, and other cleaning tasks in the guest room.
 - Always start cleaning clockwise or anti-clockwise.

- Start cleaning from higher to lower levels.
 - ✓ Take a Damp duster and start dusting of the door and all the door fixtures, cabinets and closets, minibar, luggage rack, dressing table, drawer, mirror, bedside table, fixture and accessories in the guest room.
 - ✓ Dry dust bulb lampshades and pedestal lamp.
 - ✓ Vacuum all the upholstered item.
 - ✓ Re-arrange all the furniture and article after you are done.
 - ✓ Vacuum the carpet edge and floor.
 - ✓ Clean window frame and glass panes if required.
 - ✓ Do damp dusting on head board of the bed, the telephone and disinfect the mouthpiece and the receiver.
 - ✓ Do spot cleaning if required.
 - ✓ At last vacuum the floor and then mop the floor.
- d) Replenishing Bedroom Supplies
- ✓ Replenish all the used supplies
 - ✓ Place some extra supplies if required

2. Cleaning Departure Room

- ❖ A departure room is one from which the guest has left, settling his/her account, returning the room keys, and departing the hotel.
- ❖ This departure room would have been occupied in the night.
- ❖ All the cleaning tasks for an occupied room apply to the cleaning of a departure room too.
- ❖ Some other tasks includes:
 - ✓ Check for any items left behind by the guests who have departed.
 - ✓ On finding such articles, you need to follow the procedure for dealing with lost-and-found articles.
 - ✓ You must remove the cobwebs or dust from the ceilings.
 - ✓ Now, you need to wipe out the drawers and closets from the inside.
 - ✓ Do not forget to check coat hangers and replenish supplies if necessary.
 - ✓ Clean the carpet and all the soft furnishings.

- ✓ Must check if there is any maintenance work is needed or not.
- ✓ Before leaving from the place take one last critical look around the room.
- ✓ Keeping in mind that your last look is going to become the first look for any guest at the room.

3. Cleaning of Vacant Room

- ❖ A vacant room is one in which no guest has slept previous night and which is not yet occupied.
- ❖ This room would have already been serviced earlier when the last guest to have stayed in it departed from it.
- ❖ A vacant room having been unoccupied for a long time, it may need to be cleaned in the manner of vacated room.
- ❖ A vacant room only needs some arrangements. This include,
 - ✓ Light dusting and a checkup of all electrical appliances.
 - ✓ In the washroom/bathroom, the WC (water closet) must be flushed properly.
 - ✓ A GRA should also look for a signs of illegal occupation in the night.
 - ✓ This can be done by checking if the bed has been slept in, the bathroom supplies used etc.

Cleaning the Bathroom

Wear protective gloves, note that you have already emptied the Sani bin and disposed of soiled bath linen in earlier steps.

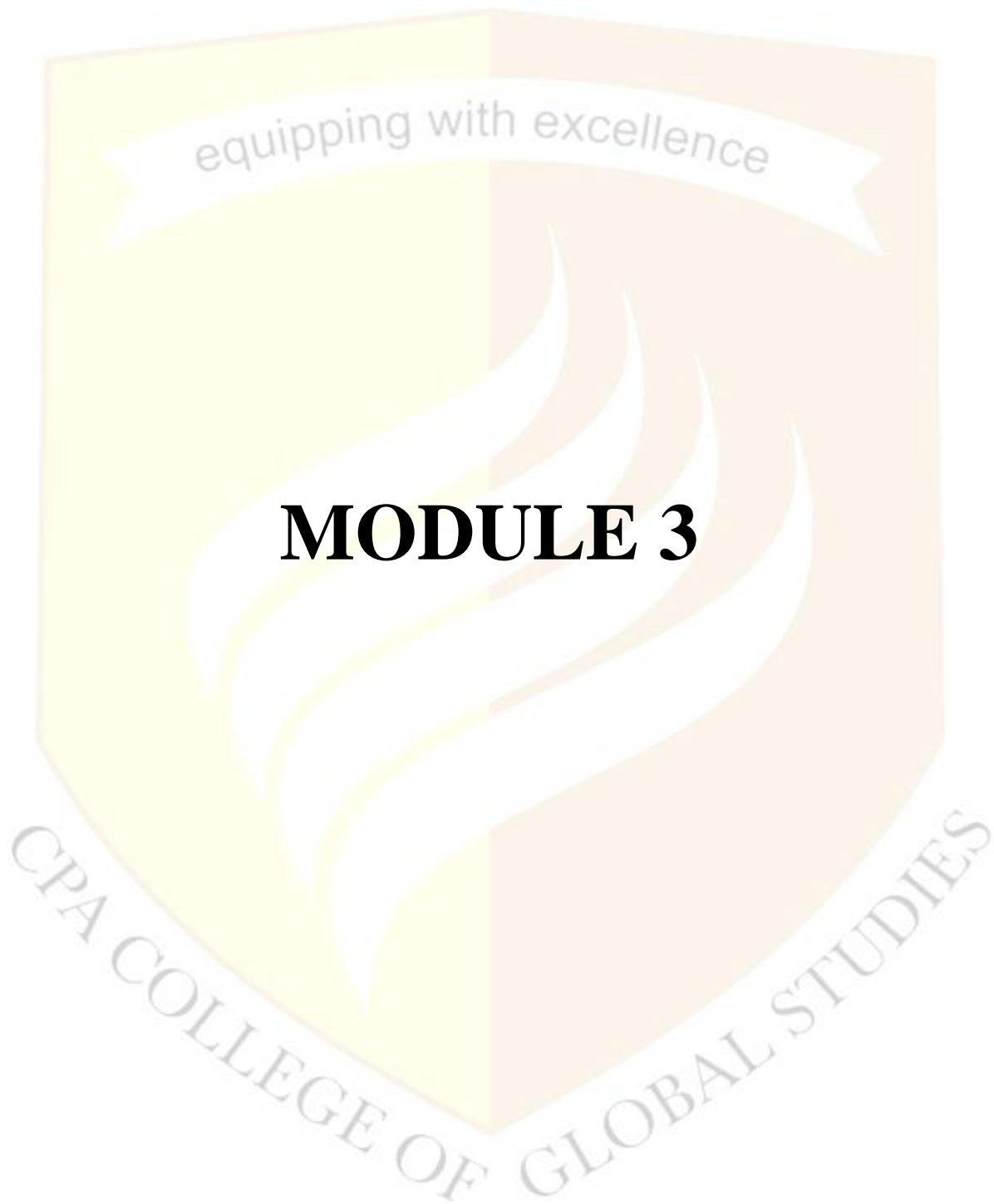
- ✓ Now flush the WC and then apply TASKI R6 (reactant 6 uses to clean toilet pots and seats) leave it for a while, till that time starts other work.
- ✓ Start damp dusting on door and fixtures as well, the toilet roll holder, faucets etc.
- ✓ Clean and disinfect bathroom phone.
- ✓ Scrub the bathtub and rinse it well, remove all the dirt.
- ✓ Check the drain, remove residual like hair or any other waste particle.
- ✓ Clean all the tiles, shower area, and vanity area by using a wet sponge and TASKI R2.

NB:-TASKI R2 is a hygienic hard surface cleaner concentrate, it is used to clean all hard surfaces such as TV cabinets, telephones, picture frames, glass mirrors, and shiny floors like polished marble, tiles and granite.

- ✓ Clean the vanity mirror and dry all the surfaces.
- ✓ Wipe the shower curtain, if there is a stain then replace it with a clean one.
- ✓ Now dry all the surfaces with a lint-free duster.
- ✓ Let the shower curtain hang loosely on the tap side of the bathtub, with the bottom of the curtain inside the tub. This is important for avoiding the buildup of moisture.
- ✓ Replenish toiletries and other bathroom supplies if required.
- ✓ Tooth glasses should be replaced with clean ones or clean and wipe then use the same one.
- ✓ Now clean the WC by using a toilet brush, clean the WC from inside of the toilet bowl, especially under the rim, and flush, and rinse the toilet brush in the flush water.
- ✓ Place the disinfected strip with the sign 'sanitized for use'.
- ✓ Check all Electrical Appliances to see that they are working order.
- ✓ Now mop the floor. It is a good practice to add a little disinfectant to the mop water because guests walk barefoot in the bathroom.
- ✓ Now take a look and leave the bathroom door open for air to circulate, and exit the bathroom.

BIBLIOGRAPHY

- [Link](#)



MODULE 3

Food and Beverage Dept of a Hotel

Apart from providing food and beverages to their consumers, the food and beverage (F&B) operations have other functions in the hospitality industry. The following are the functions:

Functions of F&b

1. Purchasing Food and Beverages
2. Planning menus
3. Maintaining Daily Operations
4. Food Service Hygiene
5. Beverage Control
6. Cost control and budgeting

Duties and Responsibilities of F & B Personnel

1) Restaurant Manager

Reports To: Food and Beverage Manager, General Manager

Job Summary: To recommend and meet budgets and goals by leading a service “I” with personalized guest attention.

Duties and Responsibilities

- Recommend and monitor a budget and plan for the year.
- Lead, train and motivate a service team.
- Conduct daily briefings ensuring two-way communication, training and policy information
- Control expenses of the restaurant.
- Develop innovative ways to create sales of the restaurant by up-selling menu items, food promotion merchandising, etc.
- Meet and greet guests and develop a personal guest database to ensure continued patronage.
- Schedule staff rotations and duties and organize extra hands when required.
- Ensure the safety and hygiene of the restaurant.

- Maintain discipline and conduct staff appraisals
- Coordinate with the chef for menu offers and operational coordination.
- Coordinate with other departments for the smooth supply of operational supplies.
- Responsible for proper billing and cash recovery for services rendered.
- Resolve guest and staff complaints and grievances
- Represent the restaurant in Food and Beverage meetings.

2) Senior Captain (Restaurant Supervisor)

Reports To: Restaurant Manager, Food and Beverage Manager

Job Summary: To organize, supervise and train all service personnel in the restaurant with a view to providing quick and personalized food and beverage service to guests.

Duties and Responsibilities

- Deputize in the absence of the Restaurant Manager and ensure the smooth functioning of the restaurant.
- Schedule weekly/fortnightly staff duty shifts with the approval of the Restaurant Manager ensuring that work exigencies are met and the staff is rotated fairly.
- Allot daily duties to subordinate staff to meet work exigencies ensuring equity of work.
- Organize the training of staff for meeting the standards of service.
- Develop restaurant sales through upselling, guest contacts and ensuring good service.
- Control costs by applying food control principles.
- Motivate staff through fair leadership.
- Maintain and control the par stocks of cutlery, crockery, linen, supplies, and equipment.
- Assist the accounts department in stocktaking.
- Hand over lost and found properties to the Housekeeping as per rules.
- Supervises Restaurant Captains, Hostesses, Servers and Apprentices.

3) Captain (Head Waiter)

Reports To:- Senior Captain

Restaurant Manager

Job Summary:- To organize and supervise an assigned restaurant station with a view to providing fast and efficient food and beverage service.

Duties and Responsibilities

- Train and supervise restaurant servers to give high standards of service in terms of time, quality and personalization.
- Check and ensure the serviceability of equipment and furniture.
- Sell food and beverage so as to meet restaurant budgets.
- Take food and beverage orders correctly.
- Give wine service according to international practices.
- Control the inventory of cutlery and service equipment allotted to the station.
- Assign duties ensuring equity of work.
- Ensure that staff meets hygiene and discipline standards.
- Ensure that the station is free from dust.

4) Steward (Waiter)

Reports to: Captain

Senior Captain

Job Summary: To provide quick and personalized food and beverage service to guests at allotted tables as per standards service laid down and according to guest satisfaction.

Duties and Responsibilities

- Attend briefings prior to the restaurant opening, well-groomed and equipped with the basic aids of operations such as bottle openers, pens, pads, and matches.
- Clean and polish allotted silverware, cutlery, glassware, and chinaware.
- Stock the sideboard with proprietary sauces, jams, salt and pepper shakers, butter dishes, linen, and other service ware.
- Lay table covers as per standards set.
- Fold napkins as per prescribed attractive styles.
- Requisition of fresh linen and flowers from housekeeping.
- Air the restaurant and ensure that the station is clean.
- Receive, greet, and seat guests.
- Present wine lists and menu cards and take orders.
- Serve food and beverage by the standards of the restaurant.
- Upsell food and beverages.
- Present the bills and receive payment correctly.
- Supervises Assistant Waiters, Busboys and Trainees

5) Restaurant Hostess

Reports To: Senior Captain

Restaurant Manager

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

Duties and Responsibilities

- Collect the restaurant reservation register from the overnight caretaker and mail it from Food and Beverage Office.
- Receive and post table reservations in the register ensuring equity of load between stations.
- Clean and arrange the hostess desk and menus cards.
- Attend briefings before the restaurant opening.
- Attend to all telephone calls of the restaurant in the shift.
- Receive guests and lead them to their reserved tables.
- Handout Wine Lists/Menu Cards to the guests.
- Take orders from guests if required.
- Provide guests with hotel information.
- Go to the guest and enquire whether the food and service are up to their satisfaction.
- Handle any complaints
- Wish greetings to every guest when leaving and invite them to come again.
- Record the names of guests in the daily cover register.
- Page guests if phone calls or messages come for them.
- Maintain guest history

6) Wine Butler (Sommelier)

Reports To: Senior Captain

Restaurant Manager

Job Summary: To present and serve wine and spirits to guests as per the standards of the establishment

Duties and Responsibilities

- Requisition of the wines and spirits from the bar.
- Display wines and spirits on the trolley.

- Stock the trolley with the accessories
- Present trolley to the seated guests and upsell the wines and spirits
- Prepare and serve ordered beverages as per international
- Replenish orders and remember guest preferences.
- Raise Order Tickets for the cashier

Job description of food and beverage manager

- A food and beverage manager is responsible for the operations of a restaurant.
- They are responsible for ensuring that all of the food and drinks are of the highest quality.
- A few of the main duties of an F&B manager are designing unique menus, handling customer complaints, creating company policies, and complying with food and safety regulations.
- They also have to prepare reports on how the restaurant is performing.
- Some of the jobs titles that a food and beverage manager could grow into are restaurant manager and general manager.

Responsibilities for Food and Beverage Manager

- Design attractive menus
- Develop a relationship with regular customers
- Follow food and safety regulations
- Order food supplies for the kitchen
- Ensure that customers are satisfied with food and service
- Assist with marketing events
- Create restaurant policies
- Hire and train new restaurant staff

Qualifications for Food and Beverage Manager

- Culinary degree is preferred but not necessary
- Great organizational skills
- Ability to forecast how much food is needed
- Ability to delegate tasks

- Great leadership abilities
- Deep knowledge of the food industry
- Customer-oriented mindset
- Ability to communicate with all levels of staff
- Ability to create reports to give to ownership

Job description of food and beverage Production staff

- Assemble goods on production lines
- Monitor the production process
- Feed raw materials into production machinery
- Carry out basic quality and testing checks
- Store goods and raw materials properly in our warehouse
- Use lifting equipment and forklift trucks to fulfill orders
- Pack goods to be shipped
- Maintain work areas and equipment

Food and Beverage Cost Control in Hotels

There are primarily four Food Service categories that need to be controlled in a restaurant.

1. Food Cost-

- Food cost is the cost incurred in preparing a dish.
- The food cost includes the plate as well as the period cost.
- It includes the cost of the raw materials utilized, such as meat, dairy, vegetables, grain, spices, etc.
- Non-alcoholic beverages are also included in the Food Cost.

2. Beverage Cost-

- Beverage cost is the cost related to alcoholic beverages served in restaurants and bars.

3. Labor Cost-

- Labor Cost includes the expenses incurred in maintaining the restaurant staff.
- It also consists of the taxes incurred on the payrolls of the employees.

4. Other Expenses—

- Other expenses include all the other costs that are incurred while running a restaurant.
- These can be utilities, rent, kitchen equipment, etc.

Methods of Food and Beverage Cost Control

1. Food Cost Control in Restaurants

- The first step of food and beverage control is Food Cost Control.
- But before you go ahead and take steps to control your Food Costs, you must analyze your actual food expenses and your Food Cost Percentage.
- This can be deduced by using predefined food and beverage cost control formulas.
- Once you know your exact food cost percentage, you can control your restaurant's Food Cost by following certain practices. These are:-
 - i. Menu Item Forecasting
 - ✚ Forecasting the menu is ascertaining the demand for different menu items.
 - ✚ It is required to make decisions regarding raw materials to be ordered, the workforce to be supplied, time to be given, etc.
 - ✚ Menu item forecasting will decrease your food waste and save you the cost of labor and raw materials.

✚ Only after understanding the requirements of a particular item should you decide how much of a specific item should be prepared in your restaurant.

✚ You can forecast the sales of a dish by calculating its Popularity Index.

Popularity Index= Total number of a specific menu item sold/ Total number of all items sold

Predicted Number of Item Sold= Number of guests to visit your restaurant X Popularity Index



ii. Standardized Recipes

- ✚ It consists of the detailed procedures to be used in preparing and serving each of your menu items and is integral to Food and Beverage Control.
- ✚ They give a set measure of the exact amount of ingredients to be used, declare the number of servings, set portions for each meal, and of course the preparation method.
- ✚ They are critical for controlling food and beverage costs as even a slight imbalance in the servings, cascaded over a period could lead to a severe dip of your margins.

iii. Inventory Management

- ✚ Before you go and start stocking up your inventory, you first need to define what inventory levels are needed in your restaurant.
- ✚ You need to have a clear understanding of how much stock of which items would be needed in your restaurant kitchen, and for how long would those items last.
- ✚ This comes from menu forecasting and yield management.
- ✚ When you forecast your menu, you determine how much of a dish will be required.
- ✚ When you manage yield per dish, you estimate how much raw material will be necessary to avoid wastage.
- ✚ Both of them together will work towards your food and beverage cost control by determining exactly how much inventory would be needed.

iv. Purchasing

- ✚ Much care needs to be given while purchasing inventory items or your food costs might escalate.
- ✚ You need to have a list of all the items that need to be purchased and how many to be purchased.
- ✚ You should also order enough to maintain a steady supply so that you don't run out of an item.
- ✚ You must also adhere to the Product Specifications while purchasing Stock Items. Product specifications primarily consist of the Product Name, Pricing Unit, Standard Grade, Weight/Size, Desired Packaging, Container Size, etc.

v. Vendor Management

- ✚ Before you choose a vendor to supply the raw ingredients to your kitchen, you need to have the Purchase Order.
- ✚ It is essential to have a Purchase Order (PO) for all orders, no matter how trivial they are, and their records should be maintained.
- ✚ Once you have the Purchase Order prepared, you need to decide a vendor for supplying the stock to your restaurant kitchen.
- ✚ It is better to purchase from the same vendor to maintain the quality and taste of your food.
- ✚ Buying from the same vendor at the same price also helps in keeping the Fixed Cost of your menu.

vi. Receiving

- ✚ Receiving is one aspect of Food and Beverage control that is often overlooked, but it is just as important.

- ✦ To reduce the possibility of thefts, you should ensure that the purchasing agent and receiving clerk are two different individuals and that the entire purchasing and receiving procedure is carefully monitored.

- ✦ Receiving clerks should be adequately trained to verify the weight, quantity, quality, and price of the products while collecting the stock items.

vii. Storage

- ✦ All Food Costing and Control methods can go in vain if the stock items purchased are not stored properly, as food items are highly perishable.

- ✦ You must follow proper stocking practices to ensure the longevity of the stocked goods.

- ✦ There should be separate areas for storing dry, refrigerated, and frozen products.

2. Beverage Cost Control in Restaurants

- The process of controlling Beverage costs is pretty much similar to Food Cost control.
- Keeping a check on the Beverage Costs can be more tedious as over-pouring, and spilling is quite common and leads to inflated costs.
- You can track and control your beverage cost using this formula:-

Cost of beverage sold/ Beverage sold= Beverage Cost percentage

i. Forecasting Beverage Sales

- ✚ When you predict the number of guests you will serve and the revenues they will generate in a given future period, you have created a Beverage Sales forecast.
- ✚ Doing so will provide you a clear picture of the costs that you are looking at so that you can take definite steps to ensure there is no wastage or theft, and the beverage cost is controlled.

ii. Standardized Drinks and Recipe Portions

- ✚ You should also have a pouring policy through which you can regulate the drink size.
- ✚ Standardized portions are essential, and tools must be ensured to maintain the quality and quantity of the drink.
- ✚ Train your staff to use measuring cups or jiggers to avoid over-pouring.

3. Labor Cost Control in Restaurants

- The Restaurant Industry witnesses one of the highest attrition rates among all sectors, especially at the junior level, leading to high overall restaurant costs.
- You must be able to control your overall restaurant costs, to sustain your restaurant.
- Several factors contribute to a high Labor Cost, making it a significant part of the entire Restaurant Cost.
- Labor expense includes salaries and wages, but it consists of other labor-related costs as well such as employee meals, training, uniform, etc.

Labor Cost Percentage: Cost of labor/ total sales

i. Assessing and Managing Labor Productivity

- ✚ While hiring employees for your restaurant, it is important first to determine the number of staff you'll need.
- ✚ You need to assess the Productivity Ratio of each staff member to maintain a Productive Workforce.
- ✚ Productivity standards represent what you should reasonably expect in the way of output per unit of labor input.
- ✚ Establishing productivity standards for every employee is an essential management task and the first step in controlling payroll costs.

ii. Ensuring Employee Productivity

- ✚ Follow these tips to enhance employee productivity in your restaurant.
 - a) Employee selection
 - b) Training and Supervision
 - c) Scheduling

4. Other Expenses Control

- Apart from the Food, Beverage, and Labor, certain other expenses add up to the overall Restaurant Costs.
- These can be categorized as Controllable and Non-Controllable, and Fixed and Variable Costs.

Tasks in Restaurant Services

- Prepare restaurant tables with special attention to sanitation and order

- Attend to customers upon entrance
- Present restaurant menus and help customers select food/beverages
- Take and serve orders
- Answer questions or make recommendations for complementary products
- Collaborate with other restaurant servers and kitchen/bar staff
- Deal with complaints or problems with a positive attitude
- Issue bills and accept payment

Service Systems in Restaurant Services

a) Waiter service

More commonly known as sit-down service, a waiter takes care of everything from taking orders to serving food and payment.

b) Chinese banquet services

Another form of waiter service is where each waiter takes care of a table or group of tables with 10-12 guests. Dishes are usually communal and shared.

c) Buffet Services

In a buffet service, guests can choose their food from a wider selection made available on the buffet line. There are 4 common types of buffet service.

d) Self-Service

Diners place, pay, and pick up their orders at a counter similar to fast-casual and fast food establishments.

e) Semi-Self Service

Similar to self-service, diners order and pay for their orders at the counter but their food is served to them when ready.

Definition of professional cooking

A professional cook is responsible for meal planning and preparation, as well as the supervision of other cooks, if any, in restaurants and in other businesses where food is prepared and served.

Cooking materials

- Non-stick Surfaces.
- Clay and Stoneware.
- Cast Iron.
- Carbon Steel.
- Aluminum.
- Copper.
- Stainless Steel

Classification of Kitchen equipments

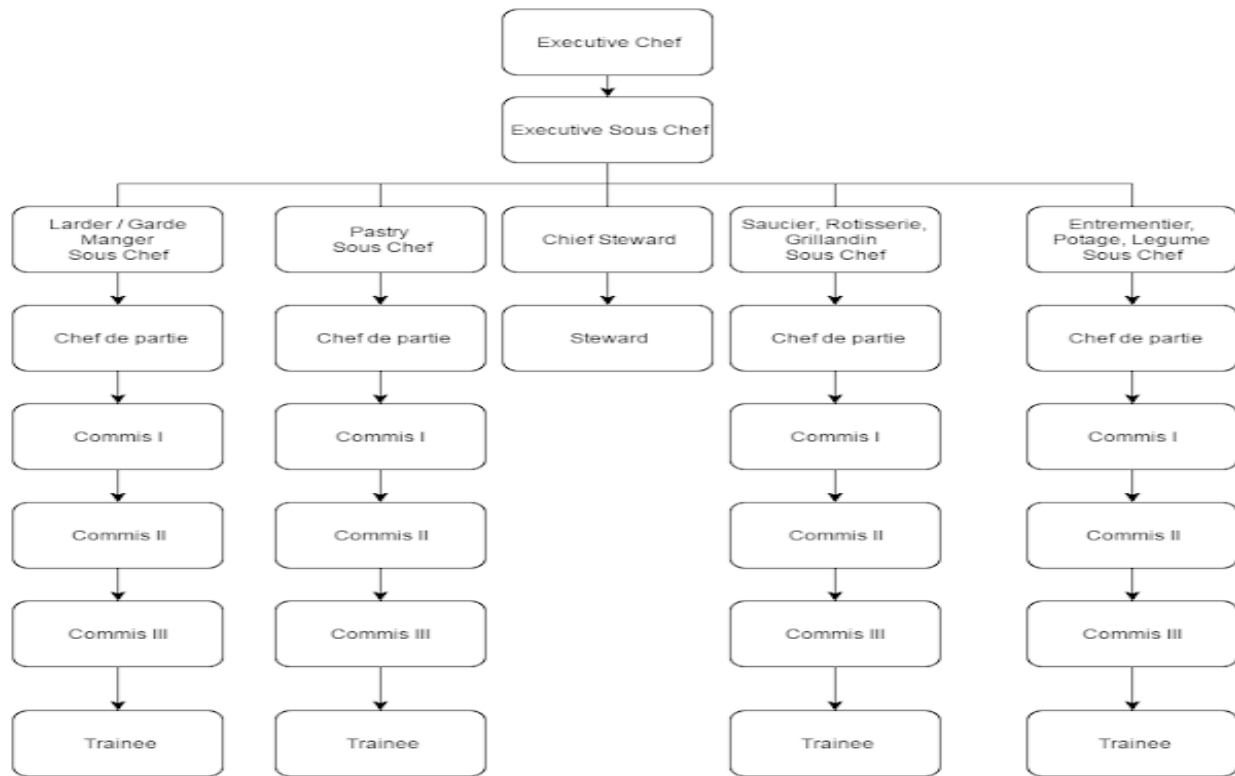
- I. Mechanical, Electrical and Gas Equipments
 - a) Mechanical appliances: Used for chopping, grinding, beating, peeling, cooking and serving utensils.
 - b) Electrical appliances: Electric Oven, Refrigerator, Mixer, Toaster, Hot plate, Heater, Electric kettle, hot food Cabinet etc.
 - c) Gas appliances: Gas stove, cooking Range and Oven.
- II. Essential and Luxury Equipments
- III. Major and Minor Equipments Major Kitchen Equipments
 - a) Stoves
 - b) Refrigerators
 - c) Sink
 - d) Table
 - e) Cooker
 - f) Meat safe cupboard and Rack.
 - g) Mixer-cum-Grinder
 - h) Oven

Executive Chef

An **Executive Chef** (sometimes called a Chef de Cuisine) is the leader of a kitchen with regard to managing menus, staff and administration.

Job Description of Executive Chef

- Coordinating cooks' tasks.
- Ensuring promptness, freshness and quality of dishes.
- Implementing hygiene policies and examining equipment for cleanliness.
- Designing new recipes, planning menus and selecting plate presentation.
- Reviewing staffing levels to meet service, operational and financial objectives.
- Hiring and training kitchen staff, such as cooks, food preparation workers and dishwashers.
- Performing administrative tasks, taking stock of food and equipment supplies, and doing purchase orders.
- Setting and monitoring performance standards for staff.
- Obtaining feedback on food and service quality, and handling customer problems and complaints.

Structure of food production department**Kitchen Organization Chart****Duties and responsibilities of a kitchen hand**

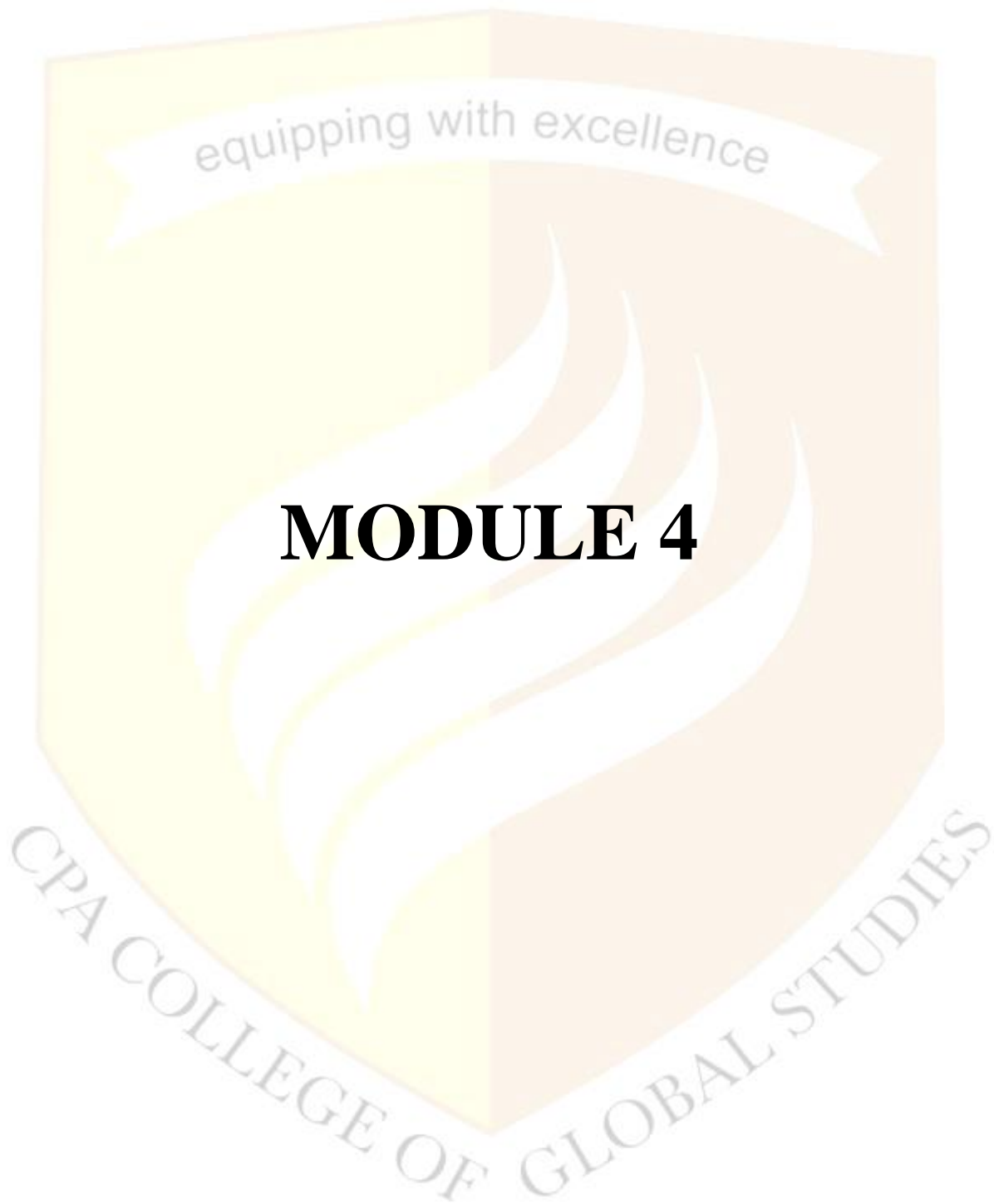
- Keep food preparation areas clean
- Clean kitchen equipment and appliances
- Clean bench tops, floors, ovens and ranges
- Receive, lift, handle and store food deliveries
- Retrieve food items as requested by chefs
- Assist with food preparation
- Wash dishes, pots and utensils
- Ensure working areas are kept clear
- Throw trash out

Floor plan of kitchen

- The kitchen layout is the shape that is made by the arrangement of the countertop, major appliances and storage areas.
- This floor plan creates the kitchen's work triangle - the path that you make when moving from the refrigerator to the sink, to the range to prepare a meal.
- The 6 Most Popular Kitchen Layout Types
 - The One Wall Kitchen.
 - The Galley Kitchen.
 - The L-Shaped Kitchen.
 - The U-Shaped Kitchen.
 - The Island Kitchen.
 - The Peninsula Kitchen.

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Hotel Marketing Department

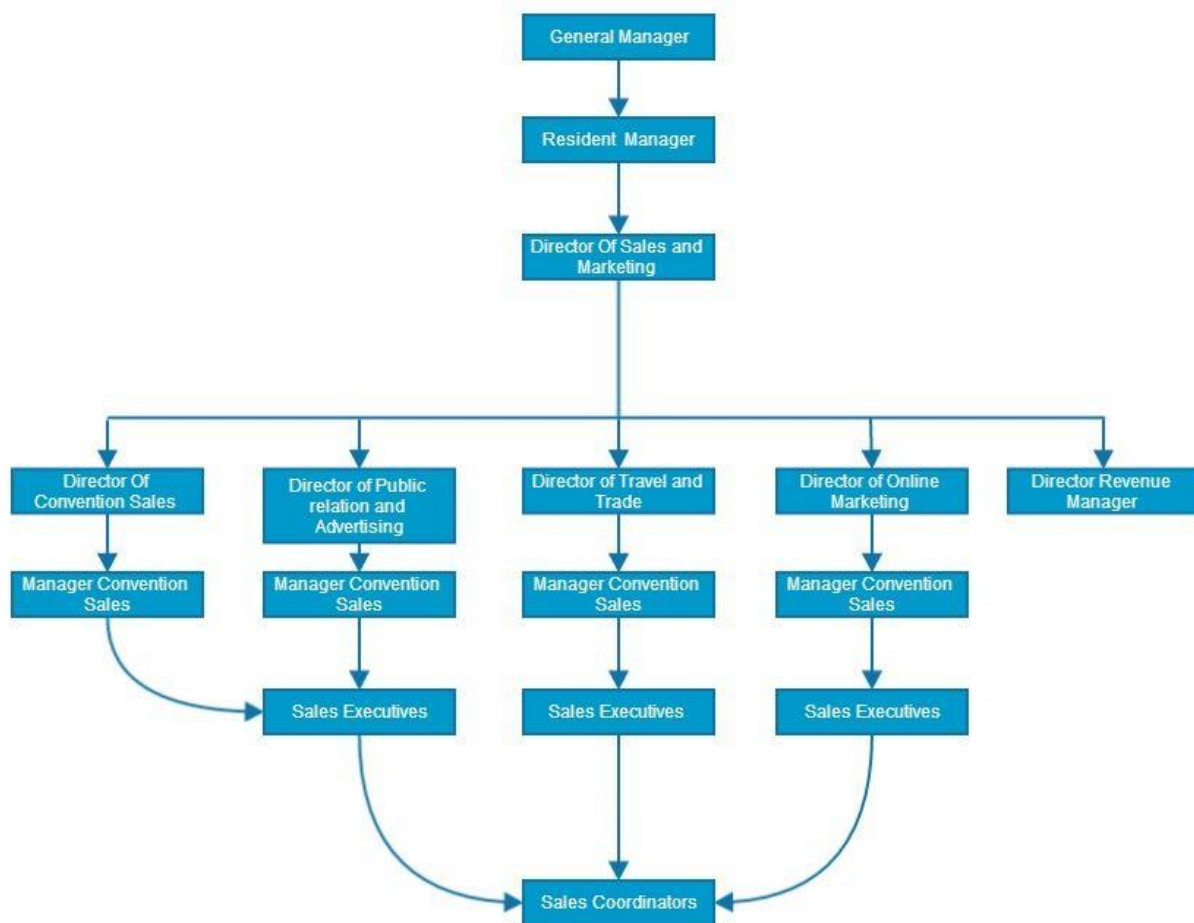
- The Marketing Department plays a vital role in promoting the business and mission of an organization. It serves as the face of your company, coordinating and producing all materials representing the business.
- It is the Marketing Department's job to reach out to prospects, customers, investors and/or the community, while creating an overarching image that represents your company in a positive light.
- The duties of the Marketing Department may include one or more of the following:
 - Defining and managing your brand.
 - Conducting campaign management for marketing initiatives.
 - Producing marketing and promotional materials.
 - Creating content providing search engine optimization for your website.
 - Monitoring and managing social media.
 - Producing internal communications.
 - Serving as media liaison.
 - Conducting customer and market research.
 - Overseeing outside vendors and agencies.

Hotel sales

- It is more than just selling rooms and F&B - you're trying to help people get what they want, at the right price for you.
- The best **sales** people are those that are able to establish relationships with their customers and not make it seem like they are selling anything
- Hotel sales managers are responsible for bringing in guests and making the hotel money.
- They may work with senior sales managers or owners to plan sales promotions, set sales goals, and train staff.

Methods used for hotel sales

- ❖ Hoardings and Flex Boards
- ❖ Good Website
- ❖ Synchronize your Values with Guest Utility
- ❖ Focus on Having Swift Website
- ❖ Organizing Various Events
- ❖ Generating New Ideas
- ❖ Decreasing Dependency
- ❖ Creating Online Promotion

Organisation Structure of Hotel Marketing Department

Back office

- A hotel back office is a room or space in a hotel that is set up to deal with some of the higher-level financial work and other issues facing this type of business.
- Front office staff conducts the back house operations in the absence of the guest or when the guest involvement is not required.

Functions of back office:

- ✚ Determining the type of guest by checking the database.
- ✚ Maintaining the guest account with the accounting system.
- ✚ Preparing the guest bill.
- ✚ Collecting the balance amount of the guest bills.
- ✚ Effective cost control.
- ✚ Creating budgets.
- ✚ Financial reporting.
- ✚ Ordering business supplies.

Various Accounting Tools Used in Hotel

1. FreshBooks

- This is the top accounting programs used in the hotel industry today.
- It can be used to handle accounting for hotels.
- Fresh Books is capable of streamlining routine accounting activities such as billing and making them seamless in nature.
- Moreover, the software presents you with a collection of features through a neat, intuitive interface.
- You can customize it to present accounting features according to your personal preferences.
- This software can prepare professional invoices and financial reports.
- It can also track your hotel expenses, issue invoices, keep an eye on accounting periods as well as perform client follow up.
- The software is Cloud-based hence your financial data is accessible online.
- You can experience this software for free over a trial period that lasts 1 month.

Pros

- It is based in the Cloud
- The software has multiple features and capabilities
- It is accessible for free thanks to a trial period

Cons

- It cannot be integrated with other accounting software

2. Nimble property

- This is a tailored hospitality industry solution, smartly built to help hotel owners & hoteliers in all accounting and operations aspects.
- With an extensive 1000+ client base, this accounting & analytical solution leverages automation and integration.
- It stands as unique and remarkable for its significant features & functionality which helps in managing a group of hotels.
- An Easy-to-use interface lets you monitor daily sales, check occupancy %, RevPar, review GSS info, import STR, compare budgets, revenue & expenses, reconcile bank accounts and do much more.

Pros

- Exclusive for Hotel business
- Cloud based platform and hosted solution
- Deep Hotel Business insights
- Easy to use interface
- Integrates with PMS, GSS Surveys, Payroll, STR and Bank
- Provides prompt support & service
- Offers impressive Hotel-specific reporting
- It is scalable and customizable

Cons

- Its demo period is short

3. Sage Intacct

- This is accounting software which is specially developed for hotels.
- Capable of handling the financial information and tasks for other hospitality institutions such as restaurants, clubs and resorts, Sage Intacct is formidable and versatile.
- This software is based on the Cloud. Therefore, you can view your financial information at any time by simply logging on.
- This bookkeeping tool also performs accounting activities automatically.
- In addition to that, this accounting software for hotels can deliver financial information for specific hotel locations and properties on demand.
- It also allows you to create flexible charts of financial information that are available as a free download.
- Furthermore, the software can support various hotel ownership structures for example franchises, multinational units and other corporate arrangements as well.
- The tool is also fully compliant with the accepted accounting standards.

Pros

- This software is specially constructed for hotels
- It is versatile and can handle a variety of hospitality institutions
- The software is Cloud-based
- It can deliver filtered financial information
- It can support various business structures
- You can try it out for free through a limited time demo

Cons

- It is expensive

4. Inn-Flow

- This is a software tool that makes it easy for you to perform accounting for your hotels.

- Based in the Cloud, Inn-Flow makes it easy for you to access your hotel's financial information.
- In addition to processing accounting data, it also assists with hotel management.
- The software can perform reporting across multiple brands quite easily.
- Through an intuitive and simple interface, accountants can manipulate its many features.
- An interesting feature of this hotel accounting software is that it can schedule accounting report generation.
- It is accessible through a demo account before using the paid product after a trial period.

Pros

- This software is specially made for hotels
- It is Cloud-based and provides information quickly
- It can handle multiple hotel branches and brands
- This software has an easy-to-use interface
- You can try it out through a demo account

Cons

- Its demo period is quite short

5. Hotelogix

- This software is capable of providing bookkeeping facilities for hotels.
- Maximizing automation, Hotelogix is a comprehensive solution.
- It makes accounting activities simpler to perform.
- The software also boosts the collection of revenue and assists with managing hotel property.
- An interesting feature of this digital tool is that it can be integrated with a web-booking engine.
- This allows you to garner bookings without having to pay commissions.
- It can be manipulated through a dedicated smartphone application.
- You can try out the software for free over a limited trial period of 15 days.

Pros

- This software can automate literally any hotel accounting task
- It enhances revenue collection as well as branch management
- The software is easily integrated with a web-booking system
- It can be controlled using a smartphone

Cons

- Its trial period is short

6. M3AS software

- This accounting software focuses on boosting performance through leveraging computing power.
- The M3 accounting software for hotels allows for scalability.
- Hence, it is designed to provide technological support for every step of your hotel portfolio.
- This digital tool is also designed such that it delivers accounting and analytics at the same time Furthermore, you can use it to create some service standards across a large chain of hospitality facilities.
- Being versatile, it can provide accounting assistance for small hotels as well as large enterprises.
- A demo is available for you to try before investing in the paid product.

Pros

- It focuses on increasing performance
- The software is scalable
- It performs analytics alongside accounting
- This software can handle small or large hotel chains

Cons

- It cannot be integrated with other software

HR Manager in Hotel industry

- The Human Resources head oversees the daily operation of the Human Resources office.
- Responsible for areas of Recruiting, Employee Relations, Benefits, Events, Workers Compensation and other employee-related tasks.
- Additionally responsible for short and long term planning of all the HR related functions like workforce planning, recruitment, staffing strategies, wage and salary administration, associate and labour relations, benefits, workforce training and development etc.

Roles and Responsibilities of HR Manager

- To assist in all activities concerning the sourcing & recruitment of staff, performance management, staff discipline and HR administration.
- To coordinate and/or conduct departmental training and conduct a new hire hotel orientation program.
- Implement corporate policies and procedures on compensation, incentive, bonus and benefits.
- Coordinate and oversee all matters related to staff accommodation, facilities, and transport.
- Coordinate employee wellness and safety programs.
- Encourages a good standard of employee conduct and behaviour and coordinates disciplinary procedure as and when necessary
- Assist in recruitment and hiring of all employees.
- Ability to remain calm and courteous in demanding situations.
- Assists other department heads / HOD's in the formulation of HR policies and procedures for their respective departments.

Service tips for hospitality personnels

- a) Smile.
- b) Support your team.
- c) Have the perfect presentation.
- d) Listen to the customer's needs.

- e) Always be helpful.
- f) Show some initiative.
- g) Deal with any complaints.

Role of managers in hospitality industry

- ❖ Planning, organizing, and managing the daily operations of the hospitality staff to ensure efficiency.
- ❖ Supervising staff members and communicating the importance of customer satisfaction.
- ❖ Checking the quantity and quality of supplies and equipment on a daily basis, such as guest amenities.
- ❖ Maintaining a high standard of customer service according to company operating procedures.
- ❖ Attending to any complaints logged by guests in a professional and timely manner.
- ❖ Performing monthly evaluations of staff members according to performance and participation.
- ❖ Preparing the monthly budget of the hospitality division and creating expenditure reports for senior management review.
- ❖ Working with the human resources department to recruit and train new personnel.
- ❖ Determining the future goals of the hospitality division by studying market trends and working with the marketing team.

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