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Chapter - 1

INTRODUCTION TO HOSPITALITY INDUSTRY

The hospitality industry is part of a larger enterprise known as the travel and tourism industry. It is one of the oldest industries in the world. In early days, traders, explorers, missionaries and pilgrims needed a break in their journeys requiring food, shelter and rest. People opened their homes and kitchens to these weary travellers, and an industry was born.

Although accommodation today is varied and their services have changed and expanded over the ages, one thing about the hospitality industry has remained the same, *guests are always welcome!* From a friendly greeting at the door, room service, breakfast, to a host of facilities' the hospitality industry offers travellers a home away from home.

Hospitality is defined as “the friendly reception and treatment of strangers”. For most people, hospitality means entertaining guests with courtesy and warmth. Hospitality is also an industry made up of businesses that provide lodging, food and other services to travellers. The main components of this industry are hotels, motels, inns, resorts and restaurants.

In a broad sense, the hospitality industry might refer to any group engaged in tourism, entertainment, transportation or lodging including cruise lines, airlines, railways, car rental companies and tour operators.

However the two main segments are the lodging industry also called the hotel industry, and the food and beverage industry, also called the restaurant industry. The lodging industry is made up of businesses providing temporary housing, and such a business is called a lodging establishment and the people who stay in it are called guests or clients.

EVOLUTION & HISTORICAL DEVELOPMENT OF THE INDUSTRY

The past, present, and perhaps the future of the hospitality industry are closely linked. Today's industry is the result of centuries of social and cultural evolution. Comfortable, sanitary lodging was once considered only the privilege of the wealthy, but with the industrial revolution and the spread of democracy hospitality was not a luxury anymore and now became available to the common man. Advances in transportation, enable people to travel greater distances faster and at less cost, paving the way for the tourism industry to flourish from very modest origins, the hospitality and the tourism industry have become the two of the largest industries globally. A world without accommodation is unthinkable in modern day life.

Today the lodging industry is complex and diverse. To understand this, we will trace the history of hotels, from the inns of ancient times to modern hotels, whose evolution has influenced as well has been influenced by social, cultural, economic and cultural changes in society.

Early Hotels

The earliest hotels were called taverns or inns. They go back thousand of years, for as long as people have travelled. Webster defines a hotel as a "large house or building that provides lodging, food, and other services for travellers and others". The Hebrew word for an inn is *malon* and means a resting place for the night. The Greek word for inn is *kataluma* and means an eating room or guest chamber. A *malon* did not have to be in a building, it could be a level piece of ground near a spring where baggage could be unloaded, animals could be watered and tethered, and people could rest on the ground.

When large camel caravans would cross the deserts in Asia, there were hotels called caravanserais at which travellers rested and slept.

Caravanserais were established along the more travelled routes as travel spread throughout the East. They usually consisted of a large building constructed around a courtyard. The lower floor was used to store goods and to provide stalls for the cattle. Usually there was a well or large reservoir nearby. At times, bazaars and markets were held at or near the *caravanserais*. In those days of travel, the innkeeper provided very little for the traveller's comfort.

During the middle ages, there were few inns or hotels except in the cities. The church or the Lord of the Manor often established special guest offices for pilgrims and other travellers. As roads were built and horse-drawn stagecoaches began to carry passengers between towns and cities, inns were built at a point where the coaches stopped. The inns in the villages or at crossroads had limited and rough accommodations, seldom more than a common dormitory.

The fifteenth century brought about fresh importance for the inn. A new merchant class began to emerge due to an increase in trade. This meant more traveling was necessary; therefore a demand for more and better inns was created. Most travel was still primarily by horseback, but toward the end of the 16th century, more comfortable wheeled carriages came into use. The roads were rough and difficult to travel-muddy in the spring, hot and dusty in the summer, and often impassable in the winter.

During the fifteenth century, many monasteries closed their guesthouses, thus creating a need for more lodgings. The inn also began to perform a definite function in the social life on the people in the area, as well as the traveller.

The inns of the sixteenth century changed little from earlier times, although they were large and somewhat spacious. Accommodation has improved greatly, for now a guest could often have a private bedroom furnished with heavily carved oak furniture. The ground floor consisted of a large hall called the parlour, which was used as a reception room as well as a place to serve meals. The upper floor was used for the guest rooms.

Emergence of the Hotel

With more regular business, the innkeeper realized the importance of their inns and tried to offer more comforts to the weary traveller; they had better furnished rooms, a generous supply of food and drink, waiters and serving maids eager to please the guests, and large stables for the horses. Not only would the public stagecoaches be found stopping at the inns, but also the private coaches of the wealthy. There was a large increase in the volume of coach travel in the eighteenth century. Tollgates were set up on some roads to provide funds to repair and improve roads and bridge better roads and more comfortable coach made travel much faster and more appealing to a greater number of people. Travelers found that most of the innkeepers greeted them with a smile, and were given good meals. If the stop was overnight, the inn offered an ideal comfortable bedroom that was neatly furnished usually with a four-poster bed, washing table mirror etc. The inns that could not meet the traveler's need, either through the management or just plain rudeness, did not stay in business for long.

As travellers from Europe ventured across the Atlantic to America, inns were built in towns and villages and along the roadside. They became gathering places for not only the traveller but also the local inhabitants. The inn was a place where people could refresh themselves after work or hold evening meetings and share the events of the day.

Impact of Transportation

The past one hundred years have brought about dramatic changes in modes of transportation, as well as in lodging accommodations. In the mid 1800s, a person could travel by rail from one end of a country to another and, in some parts of the world, from one country to another. People from all walks of life started to travel. As travel increased, the trains became more comfortable and faster.

This was the time when the roadside inns started losing business as more people started to travel by train rather than coach. Many inns had to close while others were able to remain open by catering more to the local people. Some inns became strictly taverns or coffeehouses. Some of these still exist today. London has a larger number of the old taverns than any other large city. They have changed with the times in order to survive and are the pubs that we know today.

Traveling by train brought the traveller into the heart of a town or city. Many hotels were built near railroad stations for the convenience of passengers. This was the beginning of hotels, as we know them. Many hotels that opened in the mid-to late-1800s are still as popular as they were when they first opened.

Accommodation

Among the important inputs that inflow into the tourist system is tourist accommodation. Accommodation facilities constitute a vital and fundamental part of tourist supply and an important feature of the total tourist image of a country. Many countries have recognised the vital importance of accommodation industry in relation to tourism and their governments have coordinated their activities with the industry by way of

providing attractive incentives and concessions in the form of long term loans, liberal import licenses and tax relief, cash grants for construction and renovation of buildings, and similar other concessions to the accommodation industry.

The United Nations Conference on International travel and Tourism held in Rome in 1963 considered, in particular, problems relating to means of accommodation. The Conference acknowledged the importance of means of accommodation, both traditional (hotels, motels) and supplementary (camps, youth hostels, etc.) as incentives to international tourism. The Conference recommended that governments should consider the possibility of including projects, and particularly those relating to accommodation, on the list of projects eligible for loans from industrial or other corporations, and that, where required, they should establish special financial corporations for tourism. It also has recommended that governments should give sympathetic consideration to the possibility of granting special facilities and incentives for accommodation projects.

According to the WTO Report on 'The Development of the Accommodation Sector', tourist accommodation is used to denote the facilities operated for short-term accommodation to guests, either with or without service, against payment of and according to fixed rates. For the purposes of classification, all tourist accommodation has been divided into the following groups:

- (i) Hotels and similar establishments (the hotel industry proper) and,
- (ii) Supplementary means of accommodation.

The first group usually includes hotels, motels, boarding houses and inns, while the second includes registered private accommodation (rented rooms, apartments, houses), camping/mountain huts and shelters as well as health establishments, that is sanatoria and convalescent homes.

Types of Accommodation

The concept and the format of hotel has changed a great deal over the years. There are different types of hotels ranging from international hotels to resort hotels catering to the increasing and diversified demand of the clients. The size, the facade, architectural features and the facilities and amenities provided differ from one establishment to another. In addition, the landscape in a particular destination area also greatly influenced the architectural features of a hotel. The following are the main types of accommodation:

- i). International Hotels
- ii). Commercial Hotels
- iii). Residential Hotels
- iv). Resort Hotels
- v). Floating Hotels
- vi). Palace Hotels
- vii). Capsule Hotels
- viii). Heritage Hotels
- ix). Guest Houses
- x). Alternative Accommodation

Chapter - 2

Types of Catering Establishments & their contribution to Tourism Industry

The Catering industry is perhaps one of the largest industries in the world. The industry employs a large number of people. The Catering operations are of different types. They include wayside stalls, teashops, push cart vendors, industrial canteens, railway and airline catering etc., besides the conventional hotels, motels, resorts, clubs and others. The Catering business has a tremendous variation in menus, atmosphere, serving hours, and different types of clientele/customers. It requires close coordination; effective personnel management and production know how to meet individual demands of the customer. The catering operations require careful monitoring and very often-immediate corrective action and controls are required. This chapter provides the information regarding the different types of catering establishments and their main characteristics. This then serves as a basis for a better understanding of food and beverage service in general and the catering establishments in particular. The establishments can be divided into following categories:

1. Commercial Catering: These may be defined as establishments in which profitability through service is the primary concern. They exist not only in private ownership but also in the publicly owned sector of the economy. For example the outlets in both ITDC and State owned Tourism Development Corporations belong to this category.

a). Hotels: The provision of food and beverage facilities in hotels ranges from the self-service style often adopted for specific meal periods by transient or motel type hotels, to waiter silver service used by luxury and resort hotels. The types of food and beverage outlets found in hotels include restaurants, licensed bars, coffee shops and snack bars, specialty / multi-cuisine restaurants, room service and banqueting facilities. Some of

these facilities may be open to both the hotel residents as well as to those from outside.

b) Restaurants and Snack bars: Commercial restaurants do not offer accommodation but only food and beverage services. The various types of restaurants include snack bars, cafes, coffee shops, take-aways, steak bars, specialty restaurants, haute cuisine restaurants etc. They also have different types of service styles ranging from self-service to the more elaborate methods of table service.

c) Fast food and take away: These serve food and beverage quickly for consumption either on or off the premises. All over the world the hamburgers of different types or fish 'n' chips and in India the south Indian snacks like idli, vada or dosa are the common items that one can have quickly and satisfactorily. These outlets are well advertised/publicised and the food production is often partially or fully automated and is popular with the youth/ employees/tourists.

d) Transport Catering: Caters to the travellers by road / rail /air / sea. **Roadside catering** is through motels, dhabas and other outlets. Valuable as they provide to the travelling public along with other conveniences like toilets, grocery shops, vehicle repair facilities etc. Such outlets also have self-service, waiter service, vending machines, take away foods and beverages.

Rail catering consists two major areas – terminal catering and in-transit catering. Catering at the railway terminals comprises of self-service and waiter service restaurants, fast food and take-away units, supplemented by vending machines, dispensing hot and cold foods and beverages. The service during journey consists of providing meal packets or Tiffin's to the travellers at their respective places. The luxury tourist trains like Palace-

on-wheels and others provide food and beverage service in a separate restaurants car and also at their respective places. The trains like Shatabdi /Rajdhani provide tickets that include fare for tiffins/meals/beverages also. The latest proposals in the railways is opening of Food Courts/ Plazas at select railway stations to provide high quality food and beverage services.

Airline catering consists of terminal catering, in-transit or in-flight catering services. Food and beverage outlets at air terminals usually consist of self-service and waiter-service restaurants, supplemented by vending machines and licensed bars. The services include disposable cutlery, napkins etc., which reduce facilities necessary for washing up, and cuts down on breakages and wastages. The airline catering since introduction has become a highly specialised one.

Sea or marine catering varies from the provision of food and beverages on the short sea route ferries where the catering service does not often feature prominently, to the large cruise are passenger liners, where the catering facilities are an important part of the service offered by the shipping line, and are usually included in the price of the fare.

e) Clubs: -Clubs as a sector of the hotel and catering industry, are establishments offering food and drink, with at times accommodation, to members and bonafide guests. The types of clubs vary from working men's clubs, to political party clubs, social clubs, sporting clubs, restaurant clubs, to the private exclusive clubs.

2. Functional catering: It may be described as the service of food and beverage at a specific time and place, for a given number of people, at a known price. Examples of function catering include social functions, such as weddings and dinner dances; business functions, such as conferences, meetings and working lunches; and those functions that are organised for

both social and business reasons such as outdoor catering at a show or exhibition.

Function catering is found in both the commercial and non-commercial sector of the catering industry. In the commercial sector, function catering could be a specialised organisation operating in its own function facilities or as an outdoor catering specialist operating in a vast range of client's or rented facilities or as separate department within a hotel.

In the non-commercial sector, function catering is rarely the primary reason for providing the establishment with catering facilities. Such establishments include hospitals, schools, industrial cafeterias etc. Where the functions are not usually organised on a purely profit basis as they are in the commercial sector, but rather to serve a specific need of the organisation.

Chapter – 3

Hotel as a service provider in the modern day

Gone are the days when people looked upon a hotel for a bed and food. Now it provides almost everything that a guest needs. Hotels have become service providers for the guests in all possible ways. Competition has set into providing these services in order to woo the guest. Every big hotel chain/group has been spending crores of rupees in order to stay in this race.

Different services are rendered by the hotel, viz. Banquets, convention centers, exhibition centers, restaurants, secretarial services, corporate services, money changers, travel desk, butler service, valet service, internet service, facility for sports and games, massage parlour, health club, gym, shopping arcade etc.

These services are either wholly owned and run by the hotel, or owned by hotel and run on franchise by experts in the field, or owned & run by outsiders. These services complement each other and also help in improving the occupancy rate.

Banquet: Weddings, parties etc. help in improving food sales and also work in attracting new customers.

Convention center: Meetings, Seminars etc. are arranged which in turn attract group bookings and good occupancy.

Restaurant: Restaurants serving different cuisine like Chinese, Korean, Italian, Continental, Mexican, Indian (South Indian, Mughalai etc.) are set up by hotels with the interiors suiting those places are run to cater to the different tastes of domestic as well as international tourists.

Secretarial Service: This is an essential service for corporate clients. The CEOs, M.Ds and Chairpersons of different companies need this arrangement for expediting their notes, letters and agreements etc.

Corporate Service: This works as an extension to the corporate offices of the clients. All the services needed for handling corporate affairs are provided to make the corporate guest feel at office away from his office. Internet Service, latest addition to the corporate service list. This is available even in small and medium hotels. The guest can connect his laptop to this service and perform his regular work/tasks.

Money changers: Where there is high proportion of foreign tourists/visitors, there will be the need of money changing service. Here the hotel exchanges the foreign currency for local currency. However it cannot sell foreign currency. This service must function as per the foreign exchange rules and guidelines of the Reserve Bank of India from time to time.

Travel Desk: Provides car rental services, air & train ticketing and looks after the other travel needs of the guest. In some hotels Concierge looks after this service too.

Butler Service: In India this is a new service introduced in the started hotels. A personalised service provided to the guest and his visitors exclusively. He provides the food and beverage and also wine service, looks after the visitors to the guest and helps in keeping the room tidy from time to time and also arranges the wardrobe for the guest.

Valet Service: Also a personalised service, but limited to help at car parking and laundry facility etc. in our hotels.

Health club and sports & games: This is provided not only in resort or leisure hotels but also in down town & commercial hotels. The present corporate guest even though a busy person, wants some time out for himself for health and pleasure reasons. Health club, Spa, Gym, Message Parlour, Swimming pool, billiards, bowling ally, tennis court, mini golf course are some of the popular facilities. In some parts of our country health tourism has picked up at places like Himachal Pradesh and Kerala where health spas and ayurvedic treatments are provided. The tourist on vacation can go back a rejuvenated person.

Chapter - 4

Classification of Hotels

Hotels are classified into five main types:

- ❖ Economy / limited -service hotels
- ❖ Mid-market hotels
- ❖ All-suite hotels
- ❖ First class or executive hotels
- ❖ Luxury or deluxe hotels

Economy / Limited service hotels

These types of hotels provide efficient, clean, private rooms with attached bath. The furnishings and decor are moderate. Initially these hotels did not have telephones or television in the rooms; but now most of them have it. Food and beverage service may not be available, and bell attendants, door attendants and concierge facilities are absent.

To maintain these economy hotels, they are located on inexpensive real estate areas and constructed at relatively low cost. Operating costs are kept low by eliminating food and beverage service and employing minimum staff.

Mid -Market hotels

The modern mid-market hotel is a descendant of the first commercial hotel, offering comfortable accommodation with private baths, on-premises food and beverage service and uniformed bell staff. These hotels also called standard or tourist class hotels offer above average luxury and comfort, professionally designed decor and may also have scenic views or advantageous locations.

All-suite hotels

The all-suite hotel was invented to compete with first-class hotels by offering above-average facilities at mid-market rates. A typical all-suite hotel offers separate sleeping and living areas, along with other benefits like a kitchenette and a stocked bar. Some hotels offer food and beverage service and employ bell staff.

A variation of the all-suite hotel, the condominium hotel is a fully equipped apartment complex that rents accommodations for a short period. A typical condominium hotel is located in a resort area and marketed as an alternative to full-service hotels.

First-class or executive hotels

A typical first-class hotel is luxurious or semi-luxurious, with exceptional comfort and decor, highly trained staff and above average food and beverages. These hotels are also referred to as executive or superior hotels, often having luxury suites, two or more dining rooms and a cocktail lounge. Many accommodations have excellent views, refrigerators and fully stocked bars.

Luxury or deluxe hotels

These hotels represent the highest standard of excellence in the level of luxury and comfort, cleanliness and efficiency, staff specialisation, competence and courtesy, diversity and quality of food and beverage service. A typical deluxe hotel has at least 10% of its space reserved for luxury suites, two or more dining rooms -usually a gourmet-style dining room and a family-style restaurant. Most of these hotels have excellent views, location and ambience. Some hotels offering a very high level of luxury are referred as grand-deluxe.

Criteria for Star ranking

The Department of Tourism classifies functioning hotels under the star system, into five categories from *1-star* to *5-star*. For this purpose a permanent Committee, the Hotel and Restaurant Approval and Classification Committee has been set up which inspects the applicant hotels to assess their suitability or otherwise for award of the star category applied for. Based on the recommendations of the HRACC, deserving hotels are awarded the appropriate star category and are placed on the approved list of the Department. Approved hotels become eligible to various fiscal reliefs and benefits. The Department intercedes on behalf of such hotels whenever necessary to ensure that their needs get priority consideration from various concerned authorities. These hotels also get worldwide publicity through tourist literature published by the Department of Tourism and distributed by the Government of India Tourist Offices in India and abroad. Approved hotels become eligible for foreign exchange for their import of essential equipment and provisions and for their advertising, publicity and promotion under the Hotel Incentive Quota scheme.

To be eligible to apply for classification, a functioning hotel must fulfill the following minimum basic requirements:

- i) The hotel must have at-least 10 lettable bedrooms.
- ii) Carpet areas in respect of rooms and areas of bathrooms should by and large adhere to the following limits.

(All rooms should have proper ventilation and ceiling fans)

Failure to satisfy these conditions will disqualify a hotel for consideration.

The general features, facilities and services expected of hotels in the different star categories are broadly described here:

Category of Hotel	Area standards	
5-Star / 5-Star Deluxe Hotels (fully air-conditioned)	Single	180 sq.ft
	Double	200sq.ft
	Bathrooms	45 sq.ft
4-Star & 3-Star Hotels (air-conditioned/Non-A/c)	Single	120 sq.ft.
	Double	140 sq.ft
	Bathrooms	36 sq.ft
(Extra area may be provided if twin beds are to be provided)		
2-Star & 1-Star Hotels (air-conditioned / Non-A/c)	Single	100 sq.ft
	Double	120sq.ft
	Bathrooms	30 sq.ft or subject to local by-laws
(All rooms should have proper ventilation and ceiling fans)		

FIVE STAR CATEGORY

General Features

The facade, architectural features and general construction of the hotel building should have the distinctive qualities of a luxury hotel of this category. The locality, including the immediate approach and environs, should be suitable for a luxury hotel of this category and there should be adequate parking space for cars. The hotel should have at least 25 lettable bedrooms, all with attached bathrooms with long bath or the most modern shower chambers. All public rooms and private rooms should be fully air-conditioned and should be well equipped with superior quality carpets, curtains, furniture, fittings etc., in good taste. It would be advisable to employ the services of professionally qualified and experienced interior designers of repute for this purpose. There should be an adequate number of efficient lifts in the building of more than two stores (including the ground floor) with 24 hours service. There should be a well-designed and properly equipped swimming pool. There should be a well-appointed

lobby and ladies' and gentlemen's cloakroom equipped with fittings and furniture of the highest standard.

Facilities

There should be a reception, cash and information counter attended by highly qualified, trained and experienced personnel and conference facilities in the form of one each or more of the conference rooms, banquet halls and private dining rooms. There should be bookstall, beauty parlor, barbershop, recognised travel agency, florist and a shop for toilet requisites and medicines on the premises. There should be a telephone in each room and telephone for use of guests and visitors and provision for a radio or relayed music in each room. There should be a well-equipped, well-furnished and well-maintained dining room/restaurant on the premises and wherever permissible by law, there should be an elegant, well equipped bar /permit room. The pantry and cold storage should be professionally designed to ensure efficiency of operation and should be well equipped.

Services

The hotel should offer both International and Indian Cuisine and the food and beverage service should be of the highest standard. There should be professionally qualified, highly trained, experienced, efficient and courteous staff in smart, clean uniforms, and the staff homing in contact with guests should understand English. The supervisory staff knowing at least one continental language should be rotated on duty at all times. There should be 24-hour service for reception, information and telephones. There should be provision for reliable laundry and dry cleaning services.

Housekeeping, at the hotel should be of the highest possible standard and there should be plentiful supply of linen, blankets, towels etc., which should be of the highest quality available. Each bedroom should be provided with a good vacuum jug thermos flask with ice cold, boiled drinking water except where centrally chilled purified drinking water is

provided. There should be a special restaurant/ dining room where facilities for dancing, orchestra are provided.

FOUR STAR CATEGORY

General Features

The facade, architectural features and general construction of the building should be distinctive and the locality including the immediate approach and the environs should be suitable for a hotel of this category. There should be adequate parking facilities for cars. The hotel should have 25 lettable bedrooms all with attached bathrooms. At least 50% of the bathrooms must have long baths or the most modern shower chambers, with 24-hour service of hot and cold running water. All public rooms and private rooms should be fully air conditioned and should be well furnished with carpets, curtains, furniture, fittings etc, in good taste. It would be advisable to employ the services of professionally qualified and experienced interior designer of repute for this purpose. There should be an adequate number of efficient lifts in building of more than 2 stores (including the ground floor). There should be a well-appointed lobby and ladies' and gentlemen's cloakrooms equipped with fittings of a standard befitting a hotel of this category.

Facilities

There should be a reception, cash and information counter attended by trained and experienced personnel. There should be a bookstall, recognised travel agency, money changing and safe deposit facilities and a left luggage room on the premises. There should be a telephone in each room and telephone for the use of guests and visitors and provision for a radio or relayed music in each room. There should be a well-equipped, well-furnished and well-maintained dining room/restaurant on the premises and wherever permissible by law, there should be an elegant, well-equipped bar/permit room. The kitchen, pantry, cold storage should

be professionally designed to ensure efficiency of operation and should be well equipped.

Service

The hotel should offer both international and Indian cuisine and food and beverage service should be of the highest standards. There should be professionally qualified, highly trained, experienced, efficient and courteous staff in smart, clean uniform and the staff coming into contact of the guests should possess good knowledge of English. It will be desirable for some of the staff to possess knowledge of foreign language and staff knowing at least one continental language should be rotated on duty at all times. There should be 24 hours service for reception, information and telephones. There should be provision of reliable laundry and dry cleaning services. Housekeeping at the hotel should be of the highest possible standard and there should be plentiful supply of linen, blankets, towels etc. that should be of the highest quality available. Similarly, the cutlery and glassware should be of the highest quality available. Each bedroom should be provided with a vacuum jug (flask with ice cold, boiled drinking water. There should be a special restaurant/dining room where facilities for dancing, orchestra are provided.

THREE STAR CATEGORY

General features

The architectural features and general construction of the building should be of a very good standard and the locality, including the immediate approach and environs should be suitable for a very good hotel and there should be adequate parking facilities for cars. The hotel should have at least 20 lettable bedrooms all with attached bathrooms with bath tubs and/or showers and should be modern in design and equipped with fittings of a good standard with hot and cold running water. At least 50% of the rooms should be air-conditioned and the furniture and furnishings such as carpets, curtains, etc., should be of a very good standard and design. There

should be adequate number of lifts in the building with more than two stores (including the ground floor). There should be a well appointed lounge and separate ladies and gentlemen's cloak rooms equipped with fittings of a good standard.

Facilities

There should be a reception and information counter attended by qualified and experienced staff and a bookstall, recognised travel agency money changing and safe deposit facilities on the premises. There should be a telephone in each room (except in seasonal hotels where there would be a call bell in each room and a telephone on each floor for the use of hotel guests) and a telephone for the use of guests and visitors to the hotel. There should be a well-equipped and well-maintained air-conditioned dining rooms/restaurant and where even permissible by law, there should be a bar/permit room. The kitchen, pantry and cold storage should be clean and organised for orderliness and efficiency.

Service

The hotel should offer good quality cuisine both Indian as well as continental and the food and beverage service should be of good standard. There should be qualified, trained, experienced, efficient and courteous staff in smart and clean uniforms and the supervisory staff coming in contact with the guests should understand English. The senior staff should possess a good knowledge of English. There should be provision for laundry and dry cleaning service. Housekeeping at the hotel should be of a very good standard and there should be adequate supply of linen, blankets, towels etc., of good quality. Similarly, cutlery, crockery, glassware should be of good quality. Each bedroom should be provided with vacuum jug/thermos flask with cold, boiled drinking water. The hotel should provide orchestra and ball room facilities and should attempt to present specially choreographed Indian Cabarets.

TWO STAR CATEGORY

General Features

The building should be well constructed and the locality and environs including the approach should be suitable for a good hotel. The hotel should have at least 10 lettable bedrooms of which at least 75% should have attached bathrooms with showers and a bathroom for every four of the remaining rooms and should be with modern sanitation and running cold water with adequate supply of hot water, soap and toilet papers. 25% of the rooms should be air-conditioned (where there should be heating arrangements in all the rooms) and all rooms must be properly ventilated, clean, and comfortable with all the necessary items of furniture. There should be a well-furnished lounge.

Facilities

There should be a reception counter with a telephone. There should be a telephone or call bell in each room and there should be a telephone on each floor unless each room has a separate telephone. There should be a well-maintained and well-equipped dining room / restaurant serving clean, wholesome food and a clean, hygienic and well-equipped kitchen and pantry.

Service

There should be experienced, courteous and efficient staff in smart and clean uniforms. The supervisory staff coming in contact with guests should understand English. There should be provision for laundry and dry cleaning services. Housekeeping at the hotel should be of a good standard and good quality linen, blanket, towels etc., should be provided. Similarly, crockery, cutlery and glasswares should be of a good quality.

ONE STAR CATEGORY

General Features

The general construction of building should be good and locality and environs, including immediate approach should be suitable. The hotel

should have at least 10 lettable bedrooms of which at least 25% should have attached bathrooms with a bathroom for every four of the remaining rooms. At least 25% of the bathrooms should have western style W/Cs. All bathrooms should have modern sanitation and running cold water with adequate supply of hot water, soap and toilet paper. The rooms should be properly ventilated and should have clean and comfortable bed and furniture.

Facilities

There should be a reception counter with a telephone and a telephone for the use of guests and visitors. There should be a clean and moderately well equipped dining room/restaurant serving clean, wholesome food and there should be a clean, well-equipped kitchen and pantry.

Service

There should be experienced, courteous and efficient staff in smart, and clean uniforms and the senior staff coming in contact with guest should possess working knowledge of English. Housekeeping at the hotel should be of a good standard and clean and good quality linen blankets, towel, etc., should be supplied. Similarly, crockery, cutlery and glassware should be of good quality.

Chapter - 5

Some National and International Hotel Chains

INTRODUCTION

Traditionally, individual proprietors owned the smaller size hotels. Gradually, with the growth of tourism and the growth of international business, the demand for large and more elaborate types of hotels arose. With this scenario, the single or individual ownership of large hotels has become more a thing of the past, for the cost of opening, operating and maintaining a good hotel demands heavy financial investments.

The hotel industry has become more competitive in nature. With the finances involved in this business skyrocketing, the traditional pattern of the hotel industry has given way under the strong influence of hotel groups and chains. Such hotel groups are owned and run either by Government, Public Sector or by large corporate/business houses. The hotel groups may be owned by the corporate houses/entrepreneurs or leased from the owners on a rental basis, or under distinctive managerial contracts.

Hotels may also operate under franchise system. In such cases, the franchisee operates and manages the hotel as per the guidelines of the franchiser, and in turn pays an agreed or contracted payment for such facility or goodwill. A franchise generally entitles the use of the group or chain's name to the hotel. Such an agreement provides the franchisee with benefits of expertise and goodwill of the group / chain with promise of substantial gain for the franchisee. Franchise agreements entitle the franchisee to use of the group/chain's names, advertising support, marketing arrangements, technical and management assistance, architectural planning, staff training and other consultancy from the parent group. The terms may vary with different franchisers but the agreement

seek to create mutual benefits for the both the franchiser and the franchisee.

A chain may be formed by a hotel company to expand its brand name and marketability by including additional hotel or prospects in the same counter, or internationally under a common banner. A recent development has been the growth, through franchising concept, of chains within chains, wherein groups of investors from a corporation and obtain franchise rights for certain geographical areas from the franchiser. As they build and operate the properties, they become a chain within the larger franchising chain.

Advantages of Hotel Groups / Chains:

Hotel groups are designed to meet the problems of rising costs and to improve and expand the business. Chains and Groups operations offer opportunities for group capitalisation and, thereby increased business. It also enables better control on inefficiency and wastage, and reduces duplication. The group can better utilize and deploy their resources to advantage. It also helps the individual unit's financial requirements, which may arise due to seasonal loss and other fluctuations in income and expenditure. The principal advantages of hotel Groups or Chain operations are in the areas of purchasing onward reservation of accommodation, personnel staffing, transfers and financing.

Other advantages of hotels Groups are as follows: -

- (a) By virtue of its size and area of operation, advertising of the hotels and its branches, can be centralised through one agency.
- (b) Similarly, public relations and sales promotion can be undertaken with more impact.

- (c) Specialised skills of the managerial and other staff of hotel can also be shared with the other hotels of the group.
- (d) The group image of the hotel in the market gets enhanced.
- (e) Bulk negotiation and bulk merchandising for supply rates for food and services, as well as centralised testing of goods/supplies to the hotel can be affected.
- (f) Financial Institutions/banks prefer to advance loans/credit facilities to hotel Groups rather than to single hotels.
- (g) Hotels Groups attain better overall progress than single independent hotels. Losses in a particular hotel of the group may be offset by the high volume of business in another hotel of the group, thereby catering to the business fluctuation as a whole.

Difficulties of Hotel Groups:

Like most large organisations the hotel Group faces problems mainly in the area of communication. Occasions do arise where because of delay in communication between the Group Headquarters and the hotel on, policies and other relevant information, the image and performance of the Group as a whole suffers. The quality of group management would also depend on the geographical disposal of the hotel in the group, and the number of hotels. Another problem, that some hotel Groups may face, is over-centralizations of direction and supervision, and less delegation, thereby stunting the initiative of the General Managers of the individual hotels.

LEADING HOTEL GROUPS IN INDIA

- Introduction
- The early years
- ITDC Ashok Group
- East India Hotels - Oberoi Group
- Indian Hotels Co. Ltd - Taj Group

- ITC -Welcome Group
- Other reputed companies

Other Reputed Hotel Companies.

There is a small number of other hotel companies in India which have established themselves in a major way in the industry. These are:

- (a) Bharat Hotels
- (b) Asian Hotels
- (c) Leela Venture
- (d) Jindal Hotels
- (e) Oriental Hotels
- (f) Jaypee Hotels
- (g) Sri Krishna Hotels
- (h) Sayaji Hotels
- (i) Kamat Hotels
- (j) Guestline Hotels and Resorts
- (k) Choice Hotels (Quality Inn)
- (l) Dalmia Resorts
- (m) Sterling Resorts

Major International Hotel Chains:

Chain	Rooms	Properties
Holiday Inn	2,67,677	1,375
Best Western	1,61,714	1,762
Days Inn	1,32,000	1,126
Marriott	96,349	208
Hilton	92,122	260
Sheraton	87,229	311
Ramada	84,159	506
Motel 6	63,342	551
Comfort Inn	60,053	662
Hyatt	57,000	107
Howard Johnson	56,188	451
Radisson	50,000	208

Chapter - 6

Hotel Organisation

A full-service hotel is almost a city by itself. For the convenience of guests, virtually all amenities are available -like restaurant, newsstand, boutique, gymnasium, haircutting salon, florist, parking garage, travel agency and moneychangers.

The organisation of a hotel is influenced by the following factors:

- Location and market
- Type of ownership
- Size of the establishment
- Type of property
- Guest services
- Working capital

Location and market often determine how the hotel will be staffed and organised. For example, resort hotels are found in popular vacation areas, budget motels are located near major highways, airport hotels near the airport for fast turnover of guests, hotels in cities to cater to large groups, meetings and conferences, and small properties in small, rural areas to cater to individual travellers.

The type of ownership has a strong influence on the size and personality of staff being recruited. A major chain property or franchise hotel will be designed, equipped and staffed according to the norms laid down by the corporate office, whereas a small property can be run by an individual or retired couple.

The hotel staff varies in direct proportion to the size of the hotel. A hotel with a large number of rooms will require a large staff of housekeepers to

clean, the rooms, or a hotel which has garage or parking facilities will require parking valets, etc.

The type of property also determines the staffing and organisation of the hotel. A huge resort convention complex will require large bell staff to transport guest luggage, whereas roadside motels and inns may not offer this service at all.

The extent and various types of services offered by the hotel also influence the size and complexity of staff. If a hotel has a hair care salon, they must have hairstylists, or if there is a gift or medical shop open for 24 hours, appropriate staff to work in three shifts must be recruited.

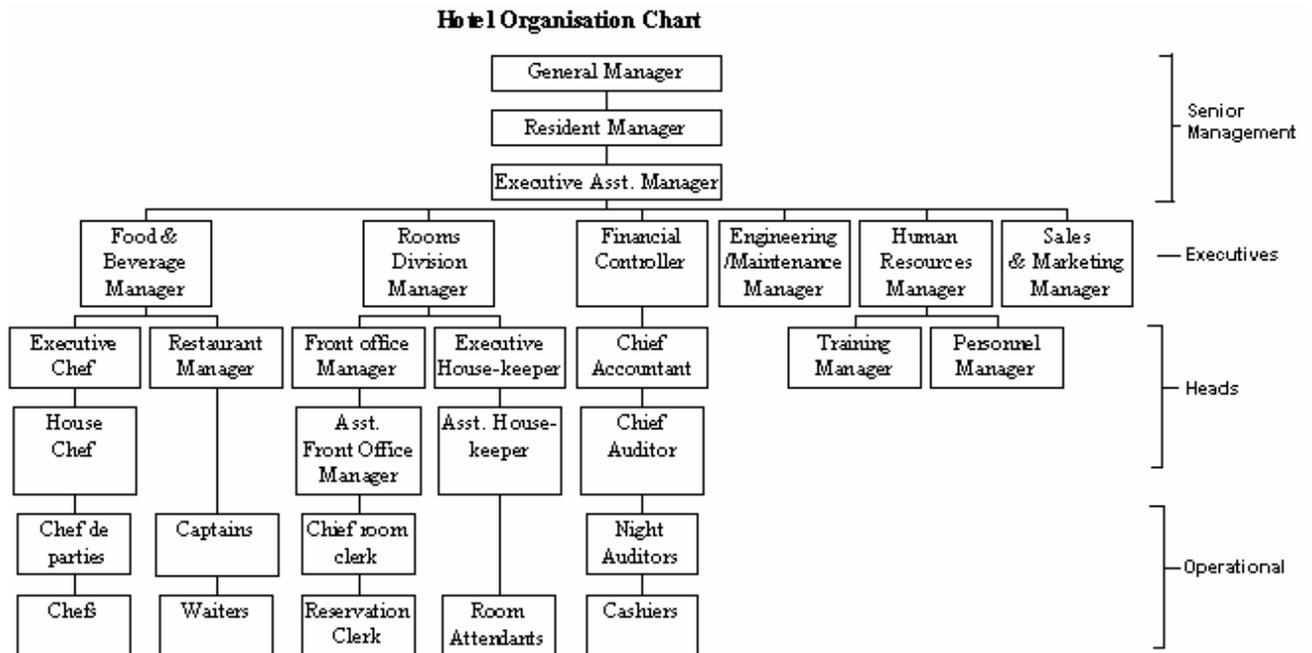
Working capital is the amount of money available for construction, improvement, maintenance and operating expenses. Finally, the size and complexity of any hotel depends on the available working capital.

All the above factors are interlinked, as a change in one brings about a change in the other. As discussed above each type of hotel has a different structure of size and type of staff. Here we will be discussing about the organization of a large hotel (say five star) having all modern amenities and recreational facilities.

HOTEL ORGANISATION CHART

The organisation chart of a large hotel is shown below. There are eight basic departments looking after the various functions of the hotel.

Depending on the need, and size the no. of departments their hierarchy differs. Generally the following organisational structure can be seen in hotels.



Brief description & importance of the departments

The operations of a basic lodging establishment are classified under four broad departments:

- Administration
- Rooms
- Food and beverage
- Engineering

The administration function is related to the business aspect of running the hotel, including all activities required to maintain accurate records, determine profit or losses, control costs and plan for the future.

The rooms' function is concerned with filling and managing guest rooms, including reservations, front-desk operations, bell service and housekeeping.

The food and beverage function looks after dining room and lounge operations, room service and banquet service. This function consists of all activities required to sell, prepare, serve and manage food and beverages.

The engineering function manages maintenance of the building and grounds, including environment control, repair and security.

FUNCTIONALITY

ADMINISTRATION

An executive director, who is assisted by a director or directors and managers, heads this department. The assistant directors and the heads of the various departments work under the supervision of the director. The HRD or personnel department comes under the administration department and is responsible for recruiting and hiring employees, implementing in house training programmes and enforcing personnel policies and procedures.

THE ROOMS DEPARTMENT

This department has a large staff of front office, housekeeping and bell service employees. The front office department is further divided into separate units for reservations, room control and guest communications. The housekeeping department is further divided into room cleaning and linen, and laundry units. A service supervisor or bell captain oversees the bell service.

THE FOOD AND BEVERAGE DEPARTMENT

Most large hotels have a formal restaurant, an informal coffee shop and a cocktail lounge to provide guests with food and beverage services. This department is headed by the food and beverage manager, he is assisted by a head Chef, restaurant manager, beverage supervisor, stores supervisor and kitchen steward. The staff responsible for dishwashing, kitchen maintenance and polishing of crockery and cutlery etc., report to the kitchen steward. There is also a cafeteria manager overseeing the food and beverage service to the employees of the hotel.

GUEST SERVICES DEPARTMENT

Most of the large hotels have several retail shops on their premises providing service to the guests. These shops rent space from the hotel to conduct their business, like for example a boutique, gift shop, medical store, art shop, hairstyling salon, travel agency etc. The guest services manager is the link between the hotel and these shop owners. A concierge is employed to arrange sight seeing tours and book community events. Some large hotels may also have a travel desk where guest can book air tickets, rent cars and avail of other travel related services.

THE SALES AND MARKETING DEPARTMENT

This department is further divided into 5 units headed by their respective heads -the advertising manager, the sales manager, the banquet sales manager, convention sales manager and the convention manager. All these units are responsible for projecting a positive image and to ensure maximum occupancy.

THE ACCOUNTS DEPARTMENT

A controller or accounting manager heads this department, aided by a budget controller, credit manager and payroll manager. The accounting manager normally also oversees a staff of cashiers, auditors and accounting specialists.

THE SECURITY DEPARTMENT

A security director who supervises watchmen, house detectives and security system specialists heads this department. In most hotels, stress is laid on prevention, rather than detection of security problems.

THE ENGINEERING DEPARTMENT

This department is headed by an engineering director under whom are a staff of engineers, mechanics, plumbers, electricians, carpenters, painters carpet and upholstery specialists, etc.

All the above departments and their various personnel show the diversity of staff required to operate a large hotel. Many of the positions are highly specialized -mainly in the food and beverage, accounting and engineering departments. Other departments like front office, sales and supervisory positions require more general skills, stressing on communication and public relations.

An opportunity for advancement exists in almost all departments. In perhaps no other field do such innumerable and widespread opportunities exist for every entry-level employee, not only within a hotel, but also throughout the hospitality industry worldwide.

Inter-departmental dependency and need for cooperation:

To ensure the speedy, efficient rooming of guests in vacant and inspected rooms, the housekeeping and front office departments must promptly inform each other of any change in a room's status or availability.

Teamwork between housekeeping and the front office is essential to effective hotel operations. The more familiar housekeeping and front office personnel are with each other's department procedures, the smoother the relationship is likely to be between the two areas.

The front office must efficiently exchange information with a representative of the engineering & maintenance division to ensure guest satisfaction. A guest complaint about a leaky faucet, malfunctioning lamp, or sticky lock should not rest with a front desk agent but should be written up and quickly relayed to engineering staff for corrective action. Front

desk staff must be informed about maintenance problems that render a room unsuitable for sale. They also must be informed when the room becomes ready for sale again.

The accounting division's success depends on close coordination with the front office. The front office cashiering and guest accounting functions include receiving cash payments, verifying personal cheques, imprinting credit cards, making change, and monitoring guest account statements. In smaller hotels the front office is also responsible for monitoring the credit of in-house guests.

A hotel's security programme is strongest when employees outside the security division participate in security efforts. Front desk agents play a critical part in key control by issuing room keys to registered guests only. All employees should be wary of suspicious activities anywhere in the property, and report such activities to a member of the security staff.

Chapter -7

INTRODUCTION TO ACCOMMODATION OPERATIONS

Among the important inputs which inflow into the tourist system is tourist accommodation. Accommodation facilities constitute a vital and fundamental part of tourist supply and an important feature of the tourist image of a country. Many countries have recognised the vital importance of accommodation industry in relation to tourism and their governments have coordinated their activities with the industry by way of providing attractive incentives and concessions in the form of long term loans, liberal import licenses and tax relief, cash grants for construction and renovation of buildings, and similar other concessions to the accommodation industry.

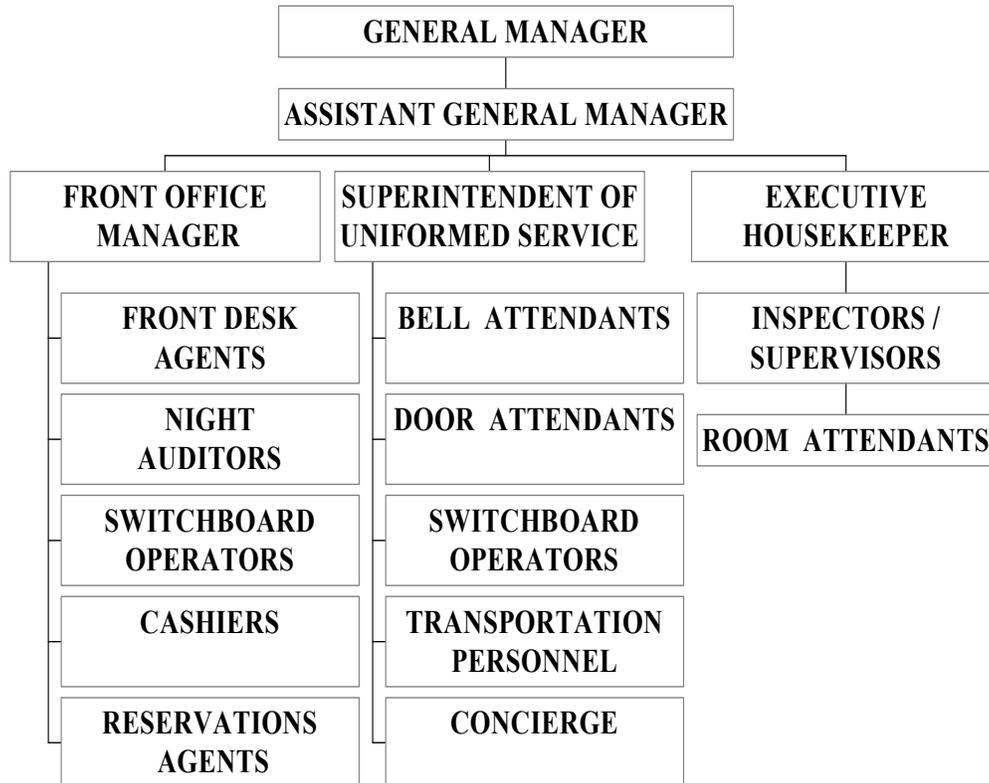
The United Nations conference of International Travel & Tourism held in Rome in 1963 acknowledged the importance of means of accommodation, both traditional (hotel & motels) and supplementary (camps, youth hostels etc) as incentives to international tourism.

According to WTO in its report on “the development of the accommodation sector” tourist accommodation is used to denote the facilities operated for short-term accommodation of guests, either with or without service, against payment of and according to fixed rates. For the purposes of classifications, all tourist accommodation has been divided into (1) International hotels (2) Commercial hotels, (3) Residential hotels, (4) Resort hotels, (5) Floating hotels, (6) Palace hotels, (7) Capsule hotels, (8) Heritage hotels, (9) Guest houses and (10) Alternative accommodation like boarding houses, youth hostels, YMCA & YWCA facilities, lodges and tourist camps, railway retiring rooms and dharmashalas etc.

Each type of accommodation has its advantages and disadvantages. The size, the facade, architectural features, and the facilities, amenities differ from one establishment to another. But it is to be noted that a tourist

normally spent about at least 40% of his funds on accommodation and food. Hence the importance of accommodation industry and its operations.

Organisation chart of Rooms Division of a large hotel



The nature of work in Front office & Housekeeping:

A simple definition of accommodation services is the provision of facilities for an overnight stay. It is an important component of any hospitality unit like a hotel, Motel etc., The core operating systems of any accommodation provision relates to reservations, reception, housekeeping and billing. Each of these systems or departments of the operation will be briefly introduced.

Reservations: Most accommodation operations have a reservations system of some kind. This is largely because the operation has fixed capacity, that is to say there is a fixed number of bed spaces. In order to ensure the most efficient use of these spaces, and the most profitable use

in the commercial sector, advance bookings enable occupancy to be maximized. Reservations can either be computerized or charted manually on well-established formats, often referred to as density charts. The overall aim of the department is to maximize occupancy at the best possible average room rate. Reservations may also be the center for guest history information and guidance.

Reception: All though accommodation operations prefer to take advance reservations, in many cases customers can arrive on the day without an advance booking. Whether they have a reservation or not, all customers need to be ‘received ‘ a function performed by the reception staff, and known as the check-in procedure. Reception is a key method of giving information to guests, throughout the stay, a customer care role sometimes augmented by the concierge department in larger hotels. Concierge is a point of information and also of many guest services in the larger city-center hotels, providing the guest with theatre booking facilities and other travel and entertainment arrangements.

House keeping: The main back-of-house department linked to accommodation, housekeeping has an overall responsibility for maintaining standards of cleanliness and the presentation of the principal accommodation product, the guest’s bedroom. Staff and departmental systems are concerned with the servicing of bedrooms, bathrooms and corridors, including the replenishment of linen, arranging guest’s laundry needs, and the checking of 81 rooms for faults, maintenance requirements and safety. The liaison and communication between housekeeping and reception is clearly crucial in ensuring maximization of guest satisfaction during stay, and room occupancy, ensuring there is complete agreement on the readiness of rooms to be sold and occupied by in coming guests.

Billing: At the end of the stay, all guests have to check out of their rooms and settle their accounts with the hotel. For individual clients, this will normally entail asking reception or cashiers (in larger properties) for their

final account or bill. Payment is then made by a method normally previously agreed, and most often by cheque, credit card or charge card. In commercial properties, many firms have special accounts with the hotel and the guest merely has to check the particulars of the bill and sign the document. Payment is then handled directly between the firm and hotel's accounts department. The summation of the daily totals of bills paid and accounts settled becomes the hotel's daily banking summary, the sales turnover attributable to a particular day's business.

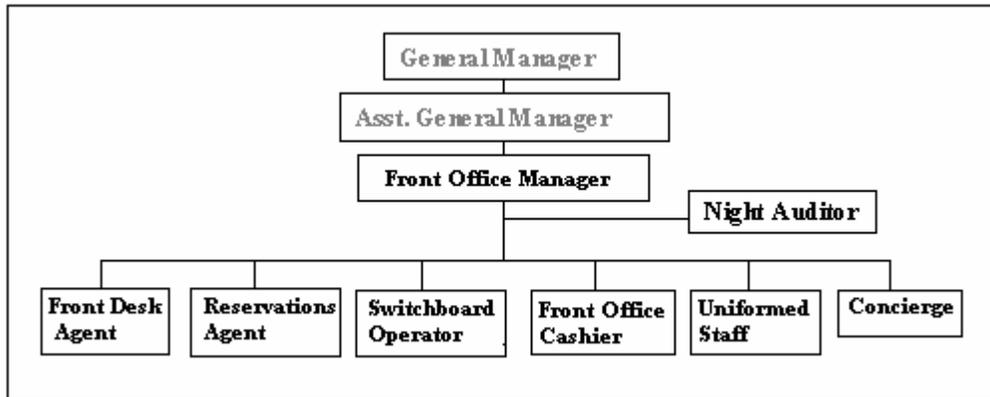
Importance and need of coordination within the Accommodation Operations department:

Many services in a hotel require coordination between the front office and other departments or divisions. The front office generally exchanges the most information with personnel in housekeeping and in engineering and maintenance. Front desk agents should also recognise how they can influence the performance of the hotel's revenue centers through the use of marketing and public relations skills.

Housekeeping and the front office must keep each other informed of changes in room status to ensure the guests are roomed efficiently and without complications. The more familiar front office personnel are with housekeeping procedures and vice versa the smoother the relationship will be between the two departments.

In many hotels, engineering and maintenance personnel begin each shift by examining the front desk logbook for repair work orders. Through the log book they track maintenance problems reported by guests or staff, such as poor heating or cooling, faulty plumbing, noisy equipment or broken furniture.

Front office organisation chart & Hierarchy



Duties & Responsibilities of Staff

FRONT OFFICE MANAGER:

Front Office manager must be a skilled planner who tailors the various resources viz. people, money, time, work methods, materials, energy and equipment to suit the objectives of the property. He should maintain cooperative relationships between the front office and other hotel divisions and departments by encouraging communication between all areas of responsibility.

Basic Function: To supervise all front office personnel and ensure proper completion of all front office duties.

Duties & Responsibilities:

1. Evaluate and decide the need of personnel in the department.
2. Participate in the selection of front office personnel.
3. Train and update staff skills.
4. Schedule the staff duties.
5. Supervise and help workloads during shifts.
6. Evaluate the job performance of each front office employee.
7. Maintain working relationships and communicate with all departments.
8. Maintain master key control.
9. Check room status
10. Resolve guest problems quickly, efficiently and courteously
11. Update and monitor group information and requirements.
12. Review credit limit report.
13. Enforce all cash-handling, other modes of payment and credit policies.

FRONT DESK AGENT:

Also designated, as Receptionist or Front office Assistant in some hotels, is the first person a guest sees on entering the property and the last person the guest sees on leaving.

Basic function: To assist guests in all front office-related functions in an efficient, courteous, and professional manner that maintains high standards of service and hospitality.

Duties and responsibilities:

1. Register guests and assign rooms; accommodate special requests if possible.
2. Assist in pre-registration and blocking of rooms for reservations.
3. Thoroughly understand and adhere to proper credit, other modes of payment, and cash handling policies and procedures.
4. Know room status, locations, types and rates.
5. Use suggestive selling techniques to sell rooms and to promote other services of the hotel.
6. Coordinate rooms' status with housekeeping department; notify all check-outs, early check-ins, special requests etc.
7. Take reservations, modify or cancel as the requirement may be.
8. Post and file all charges to guest, master and city ledger accounts.
9. Handle issuing and closing of safe deposit boxes for the guests.
10. Read, maintain and pass-on log and bulleting board at each shift.
11. Coordinate with engineering and maintenance division for guest room maintenance.
12. Know all safety and emergency procedures, accident prevention policies.
13. Report any unusual occurrences or requests to the manager.

RESERVATION AGENT:

Normally found in larger hotels, in smaller hotels Front office agent handles this job.

Basic Function: To handle all future reservations, matching the needs of the guests with the hotel.

Duties and Responsibilities:

1. Process reservations by mail, telephone, telex, cable, fax or central reservation system referral.
2. Process reservations from the sales office, other hotel departments and travel agents.
3. Know the type of rooms, location and layout, status, rates, package plans, benefits etc.
4. Maintain reservation records by date and time of arrival and alphabetical listings.
5. Process cancellations and modifications.
6. Prepare letters of confirmation and communicate to the prospective guest / representative.
7. Know the hotel's policy on guaranteed reservations and no-shows.
8. Process advance deposits on reservations.

9. Prepare expected arrival lists and communicate reservation information for front office.
10. Assist in pre-registration activities when appropriate.
11. Promote goodwill by being courteous, friendly and helpful to guests, managers and fellow employees.

SWITCHBOARD OPERATOR:

They are heard by the guest but are rarely seen. They represent the hotel through their voice on the phone. They build a very significant image of the hotel to a prospective guest. The work has drastically changed due to the electronic age, but the basic voice assistance is always a warm welcome.

Basic Function: Receives and directs incoming calls to individual guests, staff, or departments.

Duties and Responsibilities:

1. Answer incoming calls.
2. Direct calls to guestrooms, staff, or departments through the switchboard or PBX system.
3. Place outgoing calls.
4. Receive telephone charges from the telephone company and forward charges to the front desk for posting.
5. Take and distribute messages for guests.
6. Log all wake-up call requests and perform wake-up call services.
7. Provide information about guest services to guests.
8. Answer questions about hotel events and activities.
9. Provide paging services to hotel guests and employees.
10. Know what action to take when an emergency call is requested or received.
11. Be aware of all the emergency service nos. and systems relating to the same.

FRONT OFFICE CASHIER:

Basic function: Guest accounting tasks require efficiency and accuracy. The tasks of the front office cashier center on the guest accounting cycle. The front office cashiers post revenue center charges to guest accounts. The hotel's revenue centers communicate information on charge purchases to the front desk. Cashiers then post these charges to guest accounts to ensure that the charges will be settled at checkout. Where computerised systems are installed, the Point of Sale operations are directly posted to the Guest Ledger whenever the guest utilises a particular service.

The cashiers also receive payment from guests at checkout. They coordinate the billing of credit card and direct-billed guest accounts with the accounting division. The cashier at the close of each shift balances all guest accounts. They also manage safe-deposit boxes/lockers, variety of banking services including foreign exchange.

Duties and Responsibilities:

1. Operate front office posting equipment.
2. Obtain the house bank and keep it balanced.
3. Complete cashier pre-shift supply checklist.
4. Take departmental readings at the beginning of the shift.
5. Complete guest check-in and checkout procedures.
6. Post charges to guest accounts.
7. Handle Paid-outs (VPO).
8. Transfer guest balances to other accounts as required.
9. Settle guest accounts in cash, Credit card, Company by transferring balances to the respective ledgers.
10. Post non-guest ledger payments.
11. Make account adjustments.
12. Balance departmental totals and cash at close of shift.
13. Manage safe deposit box/locker.

UNIFORMED SERVICE STAFF:

Basic functions: Meeting, greeting and escorting guests to their rooms and also the reverse of it i.e. escorting guests from their rooms to the front desk, to their means of transport etc. They also do errands, handle messages and page guests.

They also act as the eyes and ears of the hotels since they are strategically stationed and also make trips to many floors and rooms.

Work closely with the front desk staff, room service employees and other hotel personnel in providing guest assistance with luggage, transportation and miscellaneous needs.

Duties and Responsibilities:

1. Maintain a good personal appearance at all times. Wear the standard uniform and name tag.
2. Escort guests to and from their rooms if required and also assist in carrying their luggage.
3. Keep the lobby directory up to date.
4. Watch for any unusual persons or activities and report them to management.
5. Transport hotel guests to and from the airport on request. Keep limousines and other hotel vehicles clean and top running condition.
6. Maintain an orderly, secure checkroom for guests.

CONCEIRGE:

Basic functions: They are specialized in assisting the guest – regardless of whether inquiries concern in-hotel or off-premises attractions, facilities, services, or activities. Must provide concise and accurate directions; make reservations for flights, theater or special events,

obtain tickets, organize special functions such as VIP cocktail receptions and arrange for secretarial services.

Duties and Responsibilities:

1. Develop a strong knowledge of the hotel's facilities and services and of the surrounding community.
2. Provide guests with directions / information to attractions or facilities in or outside the property.
3. Make guest reservations for air or other forms of transportation when requested; obtain necessary itinerary and tickets.
4. Make guest reservations for the theater and other forms of entertainment when requested, obtain necessary tickets and provide directions to facilities.
5. Organise special functions as directed by management.
6. Arrange secretarial and other office services.
7. Coordinate guest requests for special services or equipment with the appropriate department.
8. Check with roomed guests periodically to ascertain any special needs.
9. Handle guest complaints.

NIGHT AUDITOR:

Basic functions: Must be skilled record keepers since the job requires them to track room revenues, occupancy percentages, and other front office operating statistics, a summary of the financial performance for the day. He is basically an employee of the accounts division. Has to verify all account postings and balances made during the day by front desk cashiers and agents. In some properties, he may also act as front desk agent during the night.

Duties and Responsibilities:

1. Post room charges and taxes to guest accounts.
2. Process guest charge vouchers and credit card vouchers.
3. Post guest charge purchase transactions not posted by the front office cashier.
4. Transfer charges and deposits to master accounts.
5. Verify all account postings and balances.
6. Monitor the current status of coupon, discount, and other promotional programmes.
7. Track room revenues, occupancy percentages, and other front office statistics.
8. Prepare a summary of cash, cheques, credit card activities and summary of results of operations for management.
9. Understand principles of auditing, balancing and closing out accounts.
10. Know how to operate posting machines, other front office equipment and computers.
11. Understand and know how to perform check-in and checkout procedures.

Chapter – 9

Hotel Tariff Structures

The main source of income for a hotel is by the sale of room space. In the hotel industry, all rooms are not the same. There are various types of rooms depending on the size, location and category of the hotel. The types of and rates of rooms not only differ from hotel to hotel but also within the hotel, depending on real estate and construction costs. The level of luxury and the type of bedding also determines the room rate to be charged.

Various terms, codes and descriptions have been created by various hotels worldwide to represent room tariffs and types. In the past it was difficult as different hotels used different codes. Due to computerisation the room types and codes have become standardised.

Normally hotels have four *rate categories*: (1) Rack rates, (2) Group and tour rates, (3) Special and promotional rates and (4) package rates.

(1) **Rack rates** are normal room rates. It is based on the category of the room, type of bedding and occupancy. Unless specified, guests are quoted the rack rates and are charged for the same.

(2) **Group and Tour rates** are a discounted room rate for an organisation, which has blocked a large number of rooms.

Most hotels have group rates that are lower than the rack rates. This rate is generally extended to a trade association or fraternal organisation that has scheduled a meeting, seminar or conference at the hotel. Discounts are also offered to a tour operator, in return for a commitment to purchase a minimum number of rooms over a given period of time.

(3) **Special and promotional rates** are offered to corporate travellers, traveling sales representatives, military personnel, airlines staff or other regular clients. Some times special rates are also offered along with an advertising campaign or to promote the hotel during lean periods.

(4) **Package rates** are offered to the public along with other services such as banquet or a ball, or recreational facilities or a special event. Such a package normally includes accommodation, tickets to the concerned event

and transportation from hotel to the venue and back. Other popular packages offered by hotels are honeymoon, weekend, Christmas, New Year or any other sports activity. The package rate is normally lower than the combined component or rack rate.

The tariff also varies as per **room categories**. Every hospitality establishment has different types of rooms available but the most common type of rooms available in large hotels are A- Deluxe (Maximum rate), B- Superior (Moderate rate), C-Standard (Minimum rate), D-economy (Promotional rate), Su-suite, S-single occupancy, D-Double occupancy.

Deluxe room offers the best location in the hotel and offers best view, highest level of comfort with matching furnishings and decor. The amenities include a fully stocked bar or refrigerator and the room has king or queen beds.

Superior room is a medium rate room usually located on the ground floor with a good view and may have a double king or queen bed.

Standard room is a regular room consisting of one or two double beds, a queen bed or two twin beds. They may not have either a good view or a good location.

Economy room is a generally a room reserved for promotional or discounted rates and may have under sized beds, small floor plan or an undesirable location.

Suite normally consists of two rooms -a living room and a sleeping room. It may some times also have a kitchenette or conference room. The other amenities provided are a stocked bar and refrigerator.

Besides the variation in the rooms and tariff the bedding also normally has following categories. They are K-King-sized bed; Q-Queen sized bed, D-Double bed, and T-Twin bed.

King-sized bed is generally the latest and is equal to two twin beds viewed side by side. One or two king beds are normally provided in deluxe rooms or suites. A queen bed is about 10 to 25% smaller than the king bed, but 25% bigger than the standard bed. A queen bed may be provided in

any category of rooms, as some hotels do not distinguish between queen beds and double beds. The standard sized double bed is about 25% smaller than the queen bed and is provided in any room category. The twin bed is about half the size of a king bed and a room normally has two twin beds. A single bed may refer to one twin bed or one bed of any size provided in a room, which is rented out for single occupancy.

Room rate codes are often identified by a code denoting the type of room, number of beds and type of bedding. For example: AIK - means a deluxe room with one king bed, B2Q -means a superior room with two queen beds, C2T -Means a standard room with two twin beds, Su2k- means a suite with two king beds, PIs –means an economy room with one single bed. In addition to the above, there are other codes to identify special rates. For ex: GRP - Group, TYR -Tour rate, COR- Corporate rate, MIL- Military or Government personal rate, AGT -Travel Agent or Airline personnel rate.

The details of the *special rates* are as follows:

Group rates

These are of two types:

Group and tour discount

The hotel, normally offers group and tour discounts to increase or maintain occupancy throughout the year in return for a commitment to purchase a fixed number of rooms.

Guaranteed availability

If a hotel normally has a high occupancy rate, the group rate offered may be only guaranteed availability of a fixed number of rooms, without offering a discount.

Special rates

A number of hotels offer special discounted rates as under:

Corporate rate This rate is given to corporate travellers, who normally form the cream of a hotel's occupancy. To earn this discount, the company

may have to guarantee a minimum number of rooms to be occupied during a particular period. Some hotels offer this corporate rate to any business traveller irrespective of the employer.

Government rate This rate is normally given to employees of the government, usually on the basis of a contract between the government department and the hotel. Discounted rate may also be given to government personnel holding a valid ID to encourage regular business.

Military rate This is offered to personnel of the armed forces, either on the basis of a contract or to encourage repeat business.

Agent rate This rate is offered to travel agents and airline personnel, which may not be valid during the peak seasons.

Salesperson rate These rates are mostly offered at motels to traveling salespersons during the off-season.

Local business rate These rates may be offered to preferred business houses in the local community, which includes a discount and guaranteed availability.

Day rate This rate is applicable to guests who stay during the day without staying overnight.

Package rates These rates are often offered during the lean season or as a promotional venture. These include weekend packages or promotional packages like a three nights stay, which include meals and other recreational facilities.

The hotel has also some special rates for particular guest situations, like:

Family plan Many hotels offer a family plan in which children below a specified age can stay free in the same room as the parents. If additional bedding is required, extra charges apply.

Run of the house

This refers to the best room available at the time of check-in, when the hotel cannot, in some cases guarantee a particular room type, location or bedding. The hotel in such cases may charge a specified rate for any available room or may guarantee the best room available at the going rate.

Connecting rooms These are adjoining rooms with connecting doors and are usually charged a slightly higher rate than separate rooms. In addition to the special rates meal plans also are a part of the tariff. The **meal plans** are usually of five types.

European plan (EP) - Under this plan the room rate charged does not include any meals, which must be purchased separately.

American plan (AP) - has two types -*Full American Plan* – under this plan the room rates include all three meals, but exclude beverages, which must be purchased separately. *Modified American Plan* - Here the room rate includes two meals (normally continental breakfast and dinner), excluding alcoholic beverages, which must be purchased separately.

Continental plan (CP) - under this room rate includes continental breakfast.

Bed and Breakfast plan (BB) - under this plan, the room rate includes a full breakfast.

Besides these factors, the tariff is influenced by location of the rooms like for example Poolside (PS), beach front (BF), Ocean view (OV), Mountain view (MV), Grand level (GL) and a special room with facilities for the handicapped.

Hubbart Formula:

Another popular cost based approach is the Hubbart Formula. To determine the average price per room, the approach takes into consideration, costs, desired profits, and expected rooms sale. In other words, this approach starts with desired profit, adds income taxes, then adds fixed charges and management fees, followed by operating overhead expenses and direct operating expenses. The Hubbart Formula is considered as a bottom-up approach to pricing rooms.

1. Calculate the **desired profit** by multiplying the desired rate of return (ROI) by the owners' investment.

2. Calculate pre-**tax** profits by dividing desired profit (step 1) by 1 minus tax rate.
3. Calculate **fixed charges** and management fees. This calculation includes estimating depreciation, interest expense, property taxes, insurance, amortisation, building mortgage, land, rent, and management fees.
4. Calculate undistributed **operating expenses**. This calculation includes estimating administrative and general, data processing, human resources, transportation, marketing, property operation and maintenance, and energy costs.
5. Then compute the **Average Room Rate** in the following manner:

a	Total No. of rooms expected to be occupied =	(Available No. of rooms * occupancy percentage) * No. of days in the year
b	Total Revenue =	Total Operating expenses + Total Fixed Charges + Income Taxes + Desired Profit
c	Average Room Rate =	Total Revenue / Total No. of rooms expected to be occupied

Illustration: A hotel with 100 rooms was started with a capital of Rs.10,00,00,000, of this amount Rs.7,50,00,000 was on a long term loan at 10% interest, Rs.2,50,00,000 was owner's capital on which they expect a return of 15% p.a. on the capital invested. The occupancy ratio is expected at 80% in a year of 365 working days. Income tax rate is 40%.

Fixed expenses for one year was estimated as:

Depreciation of Machinery	Rs.20,00,000
Depreciation on Equipment & Furniture	Rs.14,00,000
Maintenance & Upkeep	Rs. 6,00,000

Operating expenses (fixed)

Power, Fuel, Water & Taxes	Rs. 10,00,000
Advertising, Administration & Office Exp.	Rs. 12,00,000

Estimated Variable costs per room per day are:

Sanitation, Toiletries, Linen & Laundry	Rs.15
Distributed portion of Wages & salaries	Rs.45

Income Tax rate is 40% on Net Profit Before Tax

1. **Desired Profit:** 15% on owner's capital
 $= \text{Rs.}2,50,00,000 * 15\% = \text{Rs.} 37,50,000$
2. **Pre-tax Income:** Tax rate @40% on Net profit before tax
 $= \text{Rs.}2,50,00,000 / (1-40\%) = \text{Rs.}4,16,66,667$
3. **Total Fixed Charges** = sum of all fixed expenses. Rs.40,00,000
Total Operating Costs (fixed nature) = Rs.22,00,000
4. **Operating costs per room per day** = Rs.60.
5. (a). Total no. of rooms expected to be occupied =
 $100 * 80\% = 80 \text{ rooms per day} * 365 \text{ days} = 29,200 \text{ rooms}$
(b). Total revenue =

Total fixed charges	Rs.40,00,000
Total Operating costs	Rs.22,00,000
Desired profit + Income tax	<u>Rs.4,16,66,667</u>
Total Revenue needed =	<u>Rs.4,78,66,667</u>

(c). **Average Room Rate** = Total Revenue needed / total no. of rooms expected to be occupied
 $= 4,78,66,667 / 29,200 = \underline{\underline{\text{Rs.1640}}}$

Note : / is divide * is multiply

Chapter - 10

Attributes of Hospitality Personnel

Front office, Housekeeping and Food & Beverage sections generally look after hospitality functions. The main attributes of these personnel are as follows:

1. Front Office Staff: Very important in view of its revenue generating capacity and influence in image building. The staff plays a key role and hence a great care is taken in their selection. They function as sales persons, problem solvers, coordinators and image builders. The staff need essential attributes like: a high sense of grooming, personal hygiene, self confidence, excellent communication skills, friendly attitude, cool and calm temperament, ability to remember names and faces, grooming and etiquette, ready smile, physical fitness and most importantly good public relations and willing to meet people/tackle challenges. Possessed with such attributes the staff of the front office can become an asset to the organisation. Generally the front office is headed by a *front office manager, assisted by an assistant front office manager, under whom are reservation operators, front desk representatives, night auditors, cashiers and front desk receptionists. The front desk representatives, night auditors and front desk cashiers* carry out the main functions of the front office. Sometimes the front office staff may also have to organise room-occupancy and reservation statistics, maintain on going communication with the housekeeping department, promote room and beverage sales and balance the books. At most hotels, the front office desk remains open 24 hours a day. The staff works in three shifts. (1) Morning shift - 7 AM to 3 PM., (2) Afternoon shift - 3PM to 11 PM., and (3) Night shift 11 PM to 7AM.

2. Housekeeping staff: It is the most important section after front office. It has a demanding workload and requires very good training and technical skills. It is responsible for cleanliness, maintenance and aesthetic upkeep of the hotel. The role of housekeeping is to keep a clean, comfortable and

safe house. It is an extension of basic home keeping multiplied into commercial proportions. Its main objective is to create 'a home away from home' but it is a gigantic task as it involves the maintenance of hundreds of rooms and huge public areas.

Maintaining clean, attractive rooms is essential to satisfying guests, but housekeeping functions must be performed as efficiently and as economically as possible. The room sale is dependent on, apart from several other things, the quality of room decor, room facilities, cleanliness of the room and safety. For this purpose many tasks are required to be performed to help hotel be in a pleasant and in a sanitary condition.

The house keeping departments main communication is with the front office department, specially the front desk. Generally the guest rooms are not assigned till they are cleaned, inspected and released by the housekeeping department. Likewise teamwork between housekeeping, front office and engineering/maintenance is essential for the smooth functioning of the hotel.

The responsibilities of the housekeeping department being the maintaining cleanliness of the guest rooms, corridors, public areas such as the lobby and public restrooms, pool and patio areas, management offices, storage areas, linen and sewing rooms, laundry rooms, meeting rooms, dining rooms, banquet rooms, convention exhibit halls and others. For performing these functions the housekeeping department might consist of the following positions:

Executive housekeeper, shift supervisor, room inspector, linen room inspectors, linen room workers, housekeepers, house persons, unity workers and laundry workers etc.

The employees of the department need to have good organizing ability, tactfulness, sense of cleanliness, skills for maintaining the cleanliness, good liaison with other departments, sincerity and dedication besides good grooming, personal hygiene, courtesy, eye for detail last but not least very good physical fitness.

3. Food and Beverage: The Food and Beverage department is a complex operation involving numerous highly specialised functions. It is divided into five major areas like

- a) Food & Beverage production
- b) Food service
- c) Beverage service
- d) Banquet and catering service and
- e) Room service.

The staff consists of various managers, supervisors and staff members and is responsible for over all Food and Beverage operations in the hotel. It is important that Food and Beverage personnel are well trained, smart and helpful. Otherwise however good the quality of Food, beverage, decor and equipment might be but a poorly trained, scruff and unhelpful staff might easily destroy the potential satisfaction of the customer. Hence the principal attributes necessary for food and beverage personnel are:

- (a) A professional and hygienic appearance -Clean, healthy, well maintained fingers, nails, well groomed hair, dress and shoes;
- (b) knowledge of food and drink - Knowledge of all the items on the menu, wines/drinks, correct cutlery/service and ability to advise and after suggestions to customers on various types of food items and drinks;
- (c) Punctuality;
- (d) Local knowledge;
- (e) Personality;
- (f) attitude to customers;
- (g) memory;
- (h) honesty;
- (i) loyalty;
- (j) conduct;
- (k) sales ability;
- (l) ability to provide customer satisfaction and handle complaints.

Chapter - 11

Telephone Procedure and Manners

Due to rapid development of science and technology, telecommunications have become quicker, and more reliable compared to other available means of communication. Every hospitality or tourism organisation operates with different types of telecommunication facilities, as they are essential for business operations and development. Out of these telephone is indispensable as the modern business depends upon speed and personal contacts. Various types of telephones and systems ranging from a single line connecting directly from the public exchange to the subscriber's instrument to a complete PABX (Private automatic branch exchange) system are available for use to these organisations. Business communication being very important all the hospitality and tourism organisations have normally multiple lines and multiple instruments or extensions.

Small, medium or large all have varying types of matching equipment as per their requirement. Whether it is a PABX system or any other communication instrument, the method and manner of the employee or attendant using the instrument in a professional manner on behalf of the organisation is very important and can help make the clientele feel at ease. This lesson deals with various types of methods /mannerism necessary for following when handling the telephone.

Whatever may be the instrument the ability / clarity with the official is able to handle / communicate helps the organisation immensely. The various methods are as follows.

1. Using Directories: For daily use of telephone certain materials are required. These include telephone directories (regional, national and international), classified directories (which list all commercial enterprises like the yellow pages for example) hotel and travel trade directories (as per availability), internal telephone extension list / directory, telephone message pad and pen, telephone index for frequently called external numbers etc. To be efficient one needs familiarity with all national/ international area codes and requires a list of international access numbers to allow direct dialing. Telephone directories have information on -how to use telephone, types of calls and charges, national area codes, international access codes and call rates, emergency numbers, how to use telephone directory and alphabetical listing of registered users. The familiarity with these aspects will help quicker functioning. In smaller organisations where extensions are limited, it helps to memorise each extension number. It is always necessary to have all the copies of directories, preferably current, close at hand and ready to use.

2. Answering external calls: when dealing with people on the telephone, it is important to remember that the caller cannot see you, caller not sure

whether connected to the correct number, verbal communication can be misheard, the caller has a need and a reason for calling, you may be the first contact the caller has with your company, you represent your company and the caller is being charged for the call. For these reasons good telephone skills are very important. The correct procedure for answering calls must therefore be strictly adhered to. The first priority is to answer calls promptly. Remember that incoming calls might be from potential clients. If the answering is not prompt, the caller may ring off and try somewhere else. Try to answer all calls before the third ring. The golden rules for good telephone techniques can be summarised as follows:

- Always answer with a greeting (good morning / good afternoon / good evening).
- Always identify your company (thanking for calling Grand Hotel)
- Identify yourself (this is Manager speaking or Satish speaking)
- Question the caller's need (can I help you sir / madam)

The way you will answer all calls will therefore follow the pattern:

“Good morning Sir / Madam, Thank you for calling Grand hotel. This is Satish speaking, Can I help you sir / madam”.

By using this format you have achieved a number of things. You have greeted a potential client in a polite manner. You have answered the caller that he/she has come through to the right company by identifying it. You have identified yourself thereby giving the caller a reference and you have requested the required information in order to fulfill the caller's need. By doing this you project an image of your company which is professional and efficient. It is also necessary to note that it is good to have the habit of saying the same correct thing each time but beware of becoming “repetitive” or “too mechanical”.

When speaking on the telephone you must realize that the caller will get an image of your company even though he is not able to see you face to face. You must therefore - ***be polite, be helpful, speak clearly, use a pleasant tone, speak slowly, be friendly but not too familiar, never use slang, not use technical or unfamiliar words, listen attentively, never interrupt the caller, ascertain the caller's name and use it, make notes of necessary, sound confident, discover the caller's need, request further information to clarify the need when necessary, assure the called that you will attempt to meet that need, inform the caller what action you propose to take and taken the action you have promised.***

To meet the needs of callers (who may be potential customers) you must understand their needs. You must comply with the caller's request wherever possible. This may be a single inquiry or request for information.

To give such information you must have full knowledge and understanding of the services your organisation can provide. You should have all necessary reference materials close at hand and ready for use. Avoid having to rush around the office looking for these materials.

In certain circumstances, you may not be able to assist the caller yourself. You may have to connect the caller to a more senior member of staff or some one with particular responsibility for certain products. In this case you will transfer the call to another extension.

Transferring calls: After understanding the caller's request, you should decide where to transfer the call. To this you must be aware of the responsibilities and duties of the various employees in the company. Always match the caller's need to the person responsible and put them in contact with one another.

When transferring calls you should; advise the caller that you are transferring the call; give the caller the name of the person to whom he will be speaking; call the number of the extension required; advise the person briefly on the caller's name and the nature of the inquiry; and make the connection.

If the extension is busy return to the caller and tell him/her the situation. Ask the caller if he/she wishes to hold or would like to be called back later. If the request is for such a return call, make sure that you have the caller's contact number, and a good time to call back. Make a note of the name number and nature of the request and transmit the information to the relevant employee. Avoid leaving the caller unattended for long periods of time.

Make sure that you are transferring the call to same one who can deal with the request. Do not transfer a call merely to get rid of a problem. It is very frustrating for a caller to be transferred from one person to another a number of times. This can lead to anger and it must be remembered that angry clients will not busy the service or offer no matter how good it is.

Holding calls: People making telephone calls can have a distorted impression of the length of time they are left holding or waiting to talk to the right person. Time spent holding on a phone appears to be much longer than it actually is. If a caller is being 'put on hold' you should - advise the caller that will put him/her on the hold; check frequently that they wish to remain on line; monitor the busy extension; advise the caller that you are transferring the call before doing so, example "I am connecting you now, sir".

Certain PABX systems have a facility for playing music to the caller who is waiting to be connected. Even if this is in operation, it is not a good idea to leave the caller unattended for long periods. You should regularly return

to the caller to make sure that he / she still wishes to hold. Do not ignore “calls holding” merely because you have answered the call at the outset.

Taking messages: In situations where individuals are not contactable, it is necessary to take messages and transmit them to the persons concerned on their return. When taking messages you must write the date; write the name of the person to be contacted; note the time; note the name of the caller; note a contact number for the caller; write a brief description of the nature of the call. You must write clearly and accurately. Finally, you must not forget to give the message to the relevant person and try to ensure that he/she takes action on the message given.

Making outgoing calls: the same rules apply to making calls as receiving calls with regard to politeness, speed, tone of voice, words used, etc. You must organise the following information: the number and extension for the person to be called; the name and title of the person to be called; the reason for calling. You should have a clear understanding about what you hope to achieve in making the call. Where necessary make a short list of questions or points you need to make or clarify. This will help you to keep call duration to a minimum. Remember, your company will be paying for all outgoing calls, to keep them as brief as possible. This is particularly important when making international calls.

Cleaning equipment: it is important to remember basic concepts of hygiene when using the telephone. Germs and infections are easy to spread around if you don't take precautions. As other people may be using the same handset, colds, flu, cold sores, ear and other infections can be transferred from one person to the next if they happen to use the same equipment. Such illnesses are unpleasant and can seriously deplete the office workforce if you do not carry out this task properly. You should therefore arrange to have the phone handsets cleaned and disinfected regularly.

Chapter –12

Introduction to Food

Food is essential for human survival. The cooking of food began thousand of years ago. Initially it was roasting the meat through open fire and since then cooking has become the oldest and the most common method of processing food. Although some of our methods of food preparation originated thousands of years ago, the understanding of exactly what the cooking process does to food is relatively new. Many factors and principles related to food preparation have been identified, but there is still much to be learned. Since food is so important, its preparation has become both science and art. The science of food is concerned with the specific components of food, their interaction, and the influence of temperature, light, and air on palatability. The art of food preparation gives recognition to the aesthetic and cultural aspects of food.

Artistic talents with foods can be expressed through pleasing colour combinations and variety in size and shape. Seasonings and food combinations may be used to accent flavor, and a combination of textures adds interest. Outstanding food-preparation and service skills can be developed so that one becomes an artist with food. Culture patterns of food are very near and dear to the hearts of all of us. Culture influences food choices, food combinations, service, and food traditions. Each culture gives it's our unique value to food, its use, and its service.

Foods are evaluated according to their appearance, texture and flavour. Words which are often used to describe these qualities include; *Appearance* -bright, clear, creamy, dull, dry, fine, frothy, curdled; *Texture* -crisp, brittle, chewy, coarse, compact, flaky, stringy, fizzy, light, grainy, gritty, hard, smooth; *Flavour* -acid (lemon), bitter, bland, mild, tangy, burnt, strong, dull, eggy, fishy, spicy, tart, sour, sweet.

It is difficult to adequately evaluate food if one or more these senses is lacking. Sight, which is the most important sense with food, influences the feedback received from other sensory receptors.

Through ages food continued to retain its importance and has actually, grown to become more popular in the society. Food through varieties of cooking has become universal in its appeal. The cooking itself has become an art to be gained through training and practice. It has become a specialty that is being imparted through famous institutes all over the world. Those who master it can 'never fail to grow professionally and in stature. In all the hospitality organisations, establishments and even in offices and homes it has become an important component. The variety has developed to such an extent that every village, city, country now boast of its own special type of cuisine. There is no dearth of appreciation for good cuisine. The appeal that cuisine has needs to be understood region by region.

International Cuisine & Their Appreciation

A brief introduction to varieties of cuisine all over the world is as follows:

Every country in the world has its gastronomic specialties, its excellent national dishes, but the high art of cooking is essentially French. It is said that eating to the French is not merely a physical function, but it is an intellectual and aesthetic pleasure. France is famous for its haute cuisine and number of regional, traditional specialties. Items like bouillabaisse (a soup) pot-au-feu, lobster soup, Chicken Marengo besides varieties of salads, souffles and mouses are all well known for their taste, class and satisfaction. Britain is another country that is famous for its strong and robust food items. Its English roast beef, Irish stew, roast Turkey, fish and chips, varieties of other regional specialties from Scotland, Ireland, Wales all are tasty and are well known to the people. Italy is another country that is traditionally famous for Pizza and Spaghetti. But it is also famous for varieties of seafood, quality wines and ice creams/sorbets. Greece is another country that is famous for variety and taste. Whether it is moussaka or salad or souvlaki, the country has all the items consisting mostly beef, lamb meat, pork & chicken. Seafood is also very popular to the visitors frequenting its tabernas.

Coming to Asia, Chinese cuisine is internationally famous. Its cuisine consisting of Chinese pork, Pecking duck, Mushrooms, Chinese veal, or items belonging to Szechwan or Cantonese regions are so well known that do not need any introduction.

USA is one continent that is truly cosmopolitan. It has every cuisine. Indian, Chinese, Continental, Jewish, Greek, French and many more. Of course its Kentucky chicken, hamburgers, all American pie are all very popular with tourists as well as its own people.

Besides all the above it is also well known that India has its own prominent place in the art of cooking. Moghulai, South Indian tiffins/snacks, tandoor dishes are popular all over the world. While one can go on describing about varieties of cooking and the greatness of the taste, it needs to be mentioned that these have become an integral part of tourism. Since every tourist spends 40% of his budget on accommodation and food, needless to mention its potential and importance for tourism development. Besides the contribution of food to the overall satisfaction, health and prosperity of the societies is immense in addition to its role in the development of hospitality industry.

NATIONAL CUISINE AND ITS ROLE IN PROMOTING INTERNATIONAL TOURISM

Indian cuisine is as diverse as its regions. Styles of cooking and commonly used ingredients differ not only from region to region but from one household to another. Internationally Indian curry is famous. The curry consists of spices, pieces of vegetarian or non-vegetarian items all go to make a sauce based variously on onions, tomatoes, yoghurt or coconut milk etc. Some of India's best-loved dishes are homely favorites: Panjabi Sarson Ka Saag, Mustard greens simmered all night long on a coal fire, is a seasonal favorite, being available only for a month or so in winter. Accompanied by thick unleavened bread made from cornmeal, its full-bodied flavour delights the peasant and the urban sophisticate alike. Pav bhaji is a passion in Mumbai and Gujarat, where roadside stalls have a cauldron of simmering vegetables which are served with a bun. Bhelpuri in Mumbai and chaat in Delhi are roadside snacks of crunchy morsels, tempered with piquant seasonings. The coastal states like Goa, Kerala and Bengal have culinary traditions with a preponderance of fish, those of Goa and Kerala making profuse use of coconuts. Goa seafood delights include crab, lobsters, tiger prawns and shellfish, all accompanied by rice and washed down with excellent wine and vermouth of local manufacture. Kerala, in common with the other Southern states is noted for its variety of crisp pancakes and steamed rice cakes made from pounded rice and are locally known as "Dosa". Gujarat and Tamilnadu have important vegetarian traditions, meat eaten only by a lesser number of people. However, because of the seemingly endless array of imaginatively cooked vegetables, lentils and the succession of enticing accompaniments, even confirmed non-vegetarians relish the cuisine.

To Western tastes, the range of Indian sweets is normally found too sweet, but it is precisely because of this quality that they make marvelous digestives after a heavy Indian meal. Sweet traditions in Kolkata, Bikaner and Delhi are famed throughout the country. In the state of Andhra Pradesh too the sweets like "Kakinada Kaja", "Ravva Laddu" and "Pootha rekulu" etc are well known and are mouth watering.

Non-alcoholic beverages include the countrywide favourite Nimbu-paani "a squeeze of sour lime over sugar or salt served in water or soda". Yoghurt and water are vigorously churned to make buttermilk, a delicious accompaniment to Indian meals. Bottled fizzy drinks include various brands of indigenous lime, orange and cola. Other fruit based drinks like guava, mango and tomato are available in tetra packs and tins. Soda, mineral water and fresh coconut water are also widely available. Indian's alcoholic beverages include gin, rum, as well as whisky that are comparable to the finest international brands. Out of numerous brands of wine, good choices are the dry white and rose ones; sparkling wine being made in the country is available in limited quantities for the domestic market. India also produces dozens of brands of beer both very good pilsners and lagers.

Chapter- 13

BASICS OF HOTEL LAW

Hospitality industry involves varied functions. Lodging and catering are the main activities of the hospitality business. Relevant laws covering its various functions naturally govern it. It involves service and hence has several moral and statutory obligations to be fulfilled.

The guests staying in the hotel requires looking after the safety and security of their belongings and lives. Various clients come and stay and conduct their business or tourist activities in the hotel and restaurant premises. Being the venue to so many visitors the hospitality organisations naturally face many problems not only from their clients but also from others. As it is not always possible to check back ground of the guests there is always a possibility of the hotels misuse by the guests and attracting attention of the law. The hotel security is not always capable of detecting the bad activities sufficiently in advance to be able to prevent them. Besides the hotels also have various laws, acts and licenses that are directly or indirectly related to the hotel business and need to be followed strictly otherwise may attract many problems.

Some relevant laws that are required to be known for smooth conduct of business are: -

- 1) License for starting business from the municipality or trade authority.
- 2) Tenancy Act if the hotel is functioning in rented premises.
- 3) Appropriate Police license.

The different other laws and acts that are relevant for the business are:

- 1) Employment Provident Fund Act
- 2) Payment of Wages Act.
- 3) Minimum Wages Act.
- 4) Fatal Accident Act.
- 5) Employees State Insurance Act.
- 6) Trade Unions Act.
- 7) Explosives license if storing LPG or having a Petrol pump in the premises.
- 8) Excise Laws.
- 9) Income Tax Act/Sales Tax Act.
- 10) Prevention of Food Adulteration Act/Rules

Besides the basic knowledge of the above it is also necessary for the hotel authorities to be familiar and to know various precautions to prevent “Food poisoning” or for avoiding various “Law and order” problems in the vicinity of the hotel.

SOME COMMON TERMS

a). Common terms and explanation:

WALK-IN:

Guest without prior reservation. Guests take a chance, if rooms are available; because of this they are also called **Chance Customers**. Rooms and reservations status should be verified before offering a room. Such guests help in increasing Room revenue. It is good to take advance from such guests unless they are regular.

SKIPPER:

A guest who departs from the hotel without settling the bill. It is a loss of revenue to the hotel. It is a usual practice to take advance from suspicious or unknown guests to avoid such loss. When the advance is exhausted fresh advance should be collected. Care should be taken both at the time of offering the room as well as during his stay the house-keeping, room service as well as security should be vigilant for any such possibilities.

SCANTY BAGGAGE:

A guest with very little luggage. It's normally not a problem with regular guests or corporate guests. In the case of unknown Walk-ins or a guest with reservation who looks suspicious, it is a good practice to take advance of a little over the room rent for the no. of days' stay.

NO-SHOW:

Guest, who has a reservation, does not turn-up to check-in. They reduce hotel revenue since the rooms are blocked without being offered to anyone else. To reduce the no-shows, ensure that the information taken during the Reservation process is accurate, in respect to Date and Time of arrival, mode of arrival and no. of rooms. If possible contact by telephone or telex to check if the guest is arriving or he has a change of plan.

WALKING:

Guest who has a reservation, but no room is available at the time when he turns-up. This will cause embarrassment and loss of goodwill to the hotel. Utmost care should be taken in handling such situations. If possible alternate arrangement in the hotel should be made otherwise guest should be offered a room elsewhere at a hotel of similar standards, and provided transport to reach that place. Several other steps could be taken to avoid losing the guest forever.

STAY-OVER:

A guest, who wants to extend his stay, beyond the date of his proposed departure. It is good for the hotel, since revenue will be maintained, but if the rooms & reservations status does not permit it, it could be handled like in the case of WALKING.

OVERBOOKING:

It is the accepting of more reservations than the available rooms. It is a standard practice in most hotels. This is done to compensate for the percentage of No-Shows, Cancellations and early departures that regularly happen. It is a heavy loss of revenue under these circumstances; hence to compensate for the probable loss of revenue, hotels use a certain ratio for overbooking. The ratio is derived from the frequency of the above probability.

EXTRA-BED:

Almost all hotels charge 'Guest charges' for any extra persons staying overnight in a room, more than what the room is intended to accommodate. Normally the guest will be asked if he would like to have an extra-bed for convenience in sleeping. Irrespective of the fact whether the guest would like to have it or not hotel charges for the extra guest's stay. It is additional revenue for the hotel.

Rate (UK terminology)	Rate (US terminology)	Rate (French terminology)	Explanation
Room only	European Plan		The rate quoted is for the room only. This can be on a per person or per room basis.
Room and Breakfast	Continental Plan		This rate includes breakfast as well as the accommodation
Half board	Modified American Plan	Demi-pension	The rate includes room, breakfast and one meal, usually dinner
Full board	American Plan	En pension	All means are included with the accommodation, i.e. breakfast, lunch and dinner. Sometimes afternoon tea is also included.

b). Formats and need of information:

There are set procedures in the front office, which call for complying with information by filling up certain documents viz. Reservation Form; C-form; Guest Registration Form etc. It is legally also required to get the later two forms filled in properly and signed by the guest.

RESERVATION FORM: This works with the background of Density Chart. A density chart displays the room availability on a calendar. Based on the room position / availability, a reservation is made for the said dates. The most important information to be taken on this form is the Arrival Date & Time, Departure Date & Time, the Type of Room & no. of rooms, the Guest Name and address. This info is used to update the Density Chart to give latest info about the room availability. The rest of the information becomes important at the time of guest check-in for proper charging of room rent etc.

A reservation is either confirmed or provisionally taken in case rooms are not available. The same is informed by a letter if sufficient time is available, otherwise by e-mail or over phone or by telefax.

ROOM RESERVATION FORM		Reserven. Ref.No. <input type="text"/>	
Arrival Date	03-Apr-05	Arrival Time:	8:19 PM
Departure Date	03-Apr-05	Departure Time:	8:19 PM
Double Rooms:	0	No. of Persons:	1
Single Rooms:	0		
First Name	Mr.		
Second Name			
Address:		Plan Code:	CP
City:		Payment Terms:	Cash
PIN:		Special Request:	None
Arriving from:		Rate Code:	[Rack Rate]
Nationality:	INDIAN		
Telephone:		Confirm	<input type="checkbox"/>
e-mail:		Tentative	<input type="checkbox"/>

C-FORM: All visitors of foreign origin or foreign nationality must provide the information on the C-form. Normally copy of this form is sent to the Police Station.

The information has to be noted from the Pass Port of the guest, the nature of information is of three types – (i). Personal information (ii). Visa information and (iii). Certificate of Registration.

Passport is a bonafide document issued by the government of the country of origin to its citizens.

Personal Information: The guest name along with his permanent address and the details of the issue of the passport are to be written here.

Visa Information: Visa is the certificate of permission issued by the representative of the government (Ambassador or Consulate) of the country the guest visits. Without this the guest is not permitted to visit a country. From the visa details regarding the reference, place of issue, date of issue and expiry date along with the date and place of entry into India are to be entered.

Certificate of Registration: Depends on the prevailing rules of the Government in power and the relationship of the visitor's country of origin. Normal procedure is all those visitors who intend to stay in our country for a period of more than 30 days or who seek employment or come on student visa or health reasons are to register themselves with the Commissioner of Police or Superintendent of Police at the place of entry in India. The certificate will be issued for a set no. of days only, upon expiry of that they need to re-register at the nearest Commissioner of Police / Superintendent of Police for further stay. They need to notify and get stamped on the certificate before departure from our country.

C-Form details (must be filled in by all foreign Tourists)

Enter these details from Guest's Passport and Certificate of Registration (if any)

First Name:	<input type="text"/>	Visa Reference:	<input type="text"/>
Second Name:	<input type="text"/>	Place of Issue :	<input type="text"/>
Address:	<input type="text"/>	Date of Issue :	<input type="text"/>
City:	<input type="text"/>	Visa Expires on:	<input type="text"/>
Country:	<input type="text"/>	Place of Entry in India:	<input type="text"/>
Phone No:	<input type="text"/>	Date of Entry into India:	<input type="text"/>
Passport No	<input type="text"/>	Certificate of Regstrn	<input type="text"/>
Date of Issue	<input type="text"/>	Date of Registration	<input type="text"/>
Place of Issue	<input type="text"/>	Place of Registration	<input type="text"/>
Expiry Date	<input type="text"/>	Expiry Date	<input type="text"/>

Guest's Signature

GUEST REGISTRATION FORM: This is a contractual agreement binding the guest to comply with the terms and conditions mentioned therein. Every guest has to sign this after reading the information mentioned in it.

The date & time of arrival and departure; no. of persons, type of room, plan, rate, address, nationality are the most important information that has to be filled and signed by the guest.

GUEST REGISTRATION FORM

		Guest Reg. No. <input type="text" value="umber"/>
Arrival Date	<input type="text" value="03-Apr-05"/>	Arrival Time: <input type="text" value="8:32 PM"/>
Departure Dt.	<input type="text" value="03-Apr-05"/>	Departure Time: <input type="text" value="8:32 PM"/>
		No. of Persons: <input type="text" value="1"/>
Double Rooms: <input type="text" value="0"/>		Single Rooms: <input type="text" value="0"/>

First Name	<input type="text" value="Mr"/>	Purpost of visit:
Second Name	<input type="text"/>	Interests:
Address:	<input type="text"/>	
City:	<input type="text"/>	Plan Code: <input type="text" value="CP"/>
PIN:	<input type="text"/>	Payment Terms: <input type="text" value="Cash"/>
Arriving from:	<input type="text"/>	Special Request: <input type="text" value="None"/>
Nationality:	<input type="text" value="INDIAN"/>	Rate Code: <input type="text" value="[Rack Rate]"/>
Telephone:	<input type="text"/>	
e-mail:	<input type="text"/>	

Signature of Guest

c). Occasions calling for Change of room; taking of advance etc.

Often a guest room may be changed. It could be at the request of the guest or due to circumstances faced by the hotel. When a guest finds something wrong with the room, or when some one joins him or leaves him as a co-occupant.

When the room has to be closed for repairs, or annual maintenance or for a prior booking or if the guest at the time of check-in was not given the type of room that he requested.

d). CHECKOUT SYSTEMS:

- Most hotels have a stated checkout time, normally 12 noon, some resort hotels may have morning about 8 a.m. or evening about 5 p.m. This depends on the peak hour for check-ins, due to the arrival of different modes of travel to the particular city / place. This is basically to keep rooms ready for the guests expected at that hour of day, by making those scheduled to checkout on the day to checkout.

A guest who has checked in at 6 p.m. into a hotel where check out time is 12 noon and is scheduled to checkout at 6 p.m. on the next day, needs to be charged TWO days' rent; first day from his check-in time till next day 12 noon; the second day from 12 noon till his checkout time.

This is not very attractive to guests. In order to keep the guests, hotels provide amenities that will allow him to checkout at 12 noon and provide him complementary hospitality till his actual time of departure.

- Generally hotels in Andhra Pradesh have 24 hours checkout time, which means that the room rent is charged for a period of 24 hours starting from the time the guest checks in.

CASE STUDIES

The importance of the case study approach as a teaching tool is well understood in education and training. Its value is better understood particularly in the Hospitality /Tourism Management Education. Such a study improves analytic skills and encourages participants to contribute to group discussion and also to interact more actively with their resourcefulness to situations and problems.

There are also some difficulties in the case study approach. These include how to identify information relevant to given issues or how to identify cause/effect relationships. However case study approach definitely initiates a student to have more discussion, understanding of specific cases and provides more exposure.

Here few case studies related to Hotel industry and tourist attractions operating in Hyderabad have been given in the hope that the trainee/trainer will be encouraged to take up more case studies of their own regions/ or from elsewhere in the country for studying and for learning more details.

1. Taj Group of Hotels:

Mr.J.N. TATA, one of the greatest industrialists of the country, started the Taj group of Hotels in 1902. The first hotel was the Taj Mahal hotel at Mumbai and the hotel has become famous for its excellence in service, which is of international standards with Indian touch. The general building is very popular with all the domestic and international visitors.

The Taj group of hotels has grown significantly and now has at least one unit at each of the important cities/towns, beautiful beaches, hill stations, historical and pilgrim centers and wildlife destinations of the country. Over the years the group has won excellent recognition and international acclaim for its quality hotels offering excellent business facilities, services, cuisine and interiors. The Taj groups operations include more than 60 hotels in India and abroad. The company leads in most of the areas it is present ~ through world-class personalized service while retaining the country's traditions and heritage. The business units of the Taj group have been classified as Luxury, Business and Leisure.

Taj Luxury Hotels: The Taj Luxury hotels are the essence of the Taj experience. They are located in the main political and commercial cities of India and they all offer the services of highest quality and standards. A number of the luxury hotels of the Taj group have the distinction of being the members of the leading hotels of the world. These include the Taj Mahal hotel (Mumbai), Taj Palace hotel (New Delhi), the Taj Mahal hotel (New Delhi), Taj Bengal (Kolkata), the Taj West End (Bangalore), and the Taj Coromandel Hotel (Chennai).

Taj Business hotels: They are located in the key commercial cities and towns of the country. The Taj Business hotels provide all the required modern facilities at reasonable room rates. They cater to the growing needs of business travellers visiting cities, which are rapidly industrializing and expanding. These hotels offer multicuisine restaurants and the best business facilities in their environment. They are modern but maintain Indian traditions in offering the hospitality services.

Taj Leisure hotels: They are located at idyllic beach resorts, heritage palaces, garden retreats, heritage monuments, pilgrimage centres and at India's best known wildlife sanctuaries. The Taj leisure hotels exude warmth and have interesting architecture replete with domes, terraces, carved pillars and archways built in the true royal Rajput style. The hotels have opulent and spacious rooms with exquisite decor. The Taj Beach resort hotels offer abundance of Sun, Sand and Surf to the leisure traveller. Taj garden Retreats offer delightful accommodation close to nature. Taj cultural centre hotels in major historic Indian towns enable the visitors to see India's wealth of cultural heritage, being located close to well known monuments in various parts of the country.

The Taj group of hotels are well organised with a very modern management structure suitable for maintaining international standards. A Managing Director heads their group. The Managing Director is assisted by an Executive Director (Finance & Strategic planning), Company Secretary, five Chief Operating Officers for the groups Luxury Hotels, Leisure hotels, international, Taj Air caterers of All India, and Business hotels divisions. Five senior Vice Presidents for the groups divisions of Corporate Affairs, Technology, Human Resources, Sales & Marketing and Projects ably assist the Managing Director. All these officials along with Managing Director are having a large number of other supporting staff making the group the most competently managed.

2. Taj Krishna:

The city of Hyderabad which already has well above 30 national and international level educational and research Institutes has developed significantly in the recent years and particularly in the areas of Information Technology and Tourism. It is now known as the "happening city". The city also now boasts of many luxury, medium and budget types of hotels/restaurants. Taj Krishna is one of the luxury hotels of Taj group. It is located in the prestigious Banjara hills of the Hyderabad city and has a magnificent view of the city and the Hussain Sagar Lake. It has 257 elegantly furnished units, inclusive of superior, luxury and Taj clubrooms and luxurious suites. The hotel has opulently decorated interiors, starting with the grand new lobby with an interesting blend of space and light to its

luxuriously furnished rooms all of them having modern facilities to cater to the requirements of a business traveller or a tourist.

Its Food and Beverage outlets include Encounters -a 24hour international eatery; Seasons bar and lounge -a martini bar; Firdaus -A restaurant for Hyderabadi cuisine; Golden Dragon -a specialty Chaines restaurant and the Pastry Shop -a place of choice for pastries, cakes and confectionary .

Besides these, the hotel offers facilities and services like Swimming pool, travel desk, tennis court, currency change and others. The hotel has a large Conference hall which provides accommodation upto 850 persons at a time along with all modern convention aids.

3. Taj Gate way:

It is located in Banjara Hills and comes under the Taj Group. Taj Gateway offers a superb lake-view, which perhaps no other luxury hotel in Hyderabad can offer. The boating facility provided by the hotel is another attraction, which is unmatched in the city.

The hotel has 124 rooms and has restaurants (1) Potluck cafe -a Coffee shop (2) Lobby lounge -tea lounge and bar (3) Dakni -which serves Deccan specialties and (4) Kabab-e- bahar -the Kabab comer that provides some of the best food items in Hyderabad. Overall quality of the food offered at the hotel and its restaurants is very good and has extensive choice.

The hotel has conference venues like (1) Anjuman (2) Mehfil (3) Majlis and (4) Poolside, all offering excellent conference banquet facilities to a large number of participants. Numbers of food festivals are also conducted quite frequently in the hotel.

The hotel also offers other facilities like Travel counter, business centre, Antique and Kashmir shop, Pastry shop and a cigarette pan shop etc.



EXERCISES

1. What is hospitality industry? Explain briefly?
2. Give briefly the history of hospitality industry in India?
3. Trace briefly the development of hospitality industry in world?
4. Name the different types of accommodation?
5. What is a hotel Chain? Name at least three well-known hotel chains in the world?
6. What are the main advantages of a hotel group or chain?
7. Name at least five leading hotel groups/chains in India?
8. Describe briefly anyone leading hotel group or chain in India?
9. What do you understand by the terms “hotel” and “restaurant”?
10. Explain briefly the organisation of a hotel?
11. What are the main departments or operations of a hotel?
12. Draw a chart of organisational staff structure of anyone large or medium sized hotel in India?
13. What are the main types of catering establishments?
14. Explain anyone of the following:
 1. Commercial catering.
 2. Functional catering.
15. What is the classification of hotels? Explain briefly?
16. Mention the classification criteria for any five star or luxury hotel?
17. What are the main advantages of the classification system? How does it help improve the performance of hotels?
18. Name the different hotel rate categories?
19. Explain anyone of the following;
 - 1) Rack rates.
 - 2) Package rates.
 - 3) Group tour rates.
20. What is a meal plan? Explain any two of the prevailing meal plans?
21. What are the main attributes of the hospitality personnel?
22. Describe briefly the attributes required for employees of anyone of the following Departments:

- 1) Food and Beverage.
 - 2) Front Office.
 - 3) Housekeeping.
23. What are the various types of telecommunication facilities open to a hotel today?
 24. What is telephone etiquette? Why is it important for the service industry?
 25. What is a hotel reservation ? Explain briefly?
 26. What are the various methods of settling the bills? Explain briefly?
 27. What are the main activities of the hospitality management?
Describe anyone of them briefly?
 28. What are the main accommodation operations? Describe briefly any one of them?
 29. Mention the importance of Food in the hospitality industry?
 30. Describe briefly the food habits of Andhra Pradesh?
 31. Describe briefly the cuisine of anyone of the following countries:
 1. China
 2. France
 3. Italy
 4. Great Britain
 32. What is the role of Indian cuisine in promoting tourism?
 33. What is hotel law? Describe briefly its importance?
 34. What is a case study? Give briefly the case study of anyone hotelj restaurant located in your city j state.

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Reference Books:

1. Principles of Hotel Front Office Operations – by Sue Baker, Pam Bradley & Jeremy Huyton
2. Front Office Operations – by Michael Casavana.