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## Sales and Marketing Department in Hotel Business

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The sales and marketing department is generally composed of a director of marketing and a director of sales (or one person with both titles) who, in turn, manage a team of sales managers. In many hotels, entry-level sales positions are titled account executives or sales associates. Another entry point may be as a sales and marketing assistant or researcher.

The task of this department is quite simple—they must sell the hotel facilities, hopefully well into the future. There is generally not a great deal of career cross-over from sales to marketing, though the converse may be true. After gaining a couple of years experience in one of the above entry-level positions, the next step would be to sales manager (this may or may not have a specific geographic or market segment attached to it). From sales manager, one would aspire to director of sales, or if with a chain, to a regional sales position, which would involve selling a number of hotels as opposed to one.

Career paths from a hotel's top sales and marketing position may be either through operations as an executive assistant manager or resident manager or as a sales and marketing professional within a large chain's corporate structure. Sales and marketing tends to hold a "glitz and glamour" image and, therefore, competition for entry-level positions is keen.

### Accounting

The accounting department is commanded by a controller who is generally responsible for all hotel accounting and financial reports. Ample opportunities exist for someone seeking a career in the accounting and finance field, and your career would be greatly enhanced by education in this area. Some titles or positions to look for include:

- oCost Accountant-responsible for overall cost accounting reporting and relevant record keeping.

- oFinancial Accountant-responsible for a variety of accounting and financial analysis (perhaps obtained after entry-level position).

- oCredit Manager-responsible for monitoring day-to-day credit practices, enforcing established credit policies and properly setting up account billing for groups and other credit related items.

Other positions which may provide entry into the department are income auditor, accounts receivable, or accounts payable supervisor. Career advancement would tend to follow a path from one or more of these positions to assistant controller and then to controller.

#### Travel and Hospitality Directory

A typical human resources department is composed of a director (sometimes known as personnel director or manager), training manager, employee benefits administrator, employee relations manager (or assistant human resources manager, depending on the size of the hotel), and, possibly, a recruiter. Your career here depends greatly on your previous experience, due to the small size of the department. The position of benefits administrator often serves as an entry point for someone with little or no experience. In organizations where a management training program exists, it may be possible to enter a program designed to prepare the trainee for an assistant personnel or training coordinator position, titles generally found in the smaller hotels.

Given the labor intensity of the hotel business, the human resources department is as busy as any other operating department. The director is charged with managing a function with hundreds of internal customers—the employees. A well-managed department can contribute significantly to the profitability of the hotel—especially when you consider that a large hotel's annual payroll may be in the millions.

#### Education and Training

While it is not an absolute requirement, I would strongly urge anyone serious about a career in the hotel industry to attend one of the many available hotel schools. Most hotel chains offer structured management training programs, varying from yearlong rotational assignments in all departments to specialized programs lasting up to six months in a specific department. Many of the candidates for these programs are uncovered by the chains' recruitment efforts at the major hotel schools.

Which training program you choose will greatly depend on your having made (or not made) a decision to concentrate in a particular department. There is no right or wrong choice in this regard; it's really simply what you want to do.

If you're fresh out of school with little or no industry experience, such training programs offer the fastest career path into management. A number of these schools also have graduate programs which provide the same advantages and enhance your marketability.

Which hotel school should you attend? Simply keep in mind that those with the best reputation will draw the most recruiters and, therefore, enhance your career opportunities. An additional benefit is the strong alumni network of the well-known hotel schools.

If you have gone through the required course of study at a school offering a major in hotel/restaurant management, you would be ready to enter a hotel's manager training program and spend approximately six to eight months "getting down and learning the business." After this

training period is over, you may obtain an entry-level position in a major hotel chain with a salary in the low \$20,000 range.

As the proverb says, "Only the wearer knows where the shoe pinches." There is no substitute for experience, and the reward for this would be a starting salary in the mid- to upper-twenties (depending on the amount of experience you have acquired).

### Be Ready to Be Flexible

Have I convinced you to consider a career in the hotel industry? Are you ready to work unusual hours? Spend some extremely long days? Work during your favorite holidays?

You'd better be. Mr. Manley has been working for InterContinental since July, 1981, beginning as a manager in the corporate training department and moving to director of manpower planning and selection. In 1988, he was appointed to his current position. In addition to the daily job responsibilities, Mr. Manley has conducted training programs all over this lesson, we'll review the basic financial statements used in the hospitality industry. We'll also cover a few key ratios used in analyzing the financial strength of a hospitality business.

## Financial Accounting in Hospitality

Mike and Laura own and operate Pine Run Bed and Breakfast. This small, family-owned B&B has enjoyed 15 years of steady growth. One afternoon, an executive from a large hotel chain called Mike and Laura to inquire about purchasing Pine Run. He asked for their P&L, Balance Sheet and Cash Flow Statements. Mike and Laura were very careful when it came to finances, but they never had a reason to prepare the statements requested. Mike and Laura decided to call their accountant for advice. The accountant scheduled a meeting and pulled a variety of documents to share with the couple. The documents were from the annual report from another large hotel chain. Here's what Mike and Laura learned from their meeting.

## Profit and Loss

The **Profit and Loss Statement**, printed as the Statement of Income, organizes revenue and expenses into a single document. This document provides potential investors with important financial information about the company. Revenue and expenses are organized in manner that allow investors to understand the relationships between revenue, expenses and profit.

Room, food and beverage costs and expenses are presented on different line items. This technique shows the contribution of each revenue source on revenue and expenses. Expenses also include administrative costs and maintenance costs. At its core, the document condenses thousands of financial transactions into a simple-to-read format tailored to the investment community. The Consolidated Statement of Income combines multiple financial statements into a single document.

## Balance Sheet

The Balance Sheet provides a snapshot of the business's financial value at the end of the business period. The Balance Sheet is divided into assets, liabilities and owner's equity. Companies may vary in how they label each section, but the basic formula remains.

$$\text{Assets} - \text{Liabilities} = \text{Owner's Equity}$$

In a publicly traded corporation, such as Marriott, you will find the owner's equity section contains descriptions of stock. You will also notice additional line items that are dictated by their financial structure.

The assets section is divided into current assets and fixed assets. **Current assets** are funds easily converted to cash. They include cash, marketable securities, accounts receivables, inventory and prepaid expenses. **Fixed assets** are objects of value that are not easily converted to cash. They include land, buildings, equipment, furniture and tableware. Accumulated depreciation must be deducted from all fixed assets other than land.

1. The liabilities section is divided into current liabilities and long-term liabilities. **Current liabilities** are immediate obligations owed by the company. They include accounts payable, income tax payable, accrued expenses, deposits and the current portion of long term debt. **Long-term liabilities** include long-term debt, such as mortgage payables less the current p  
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## The Role of the Human Resources Department in a Hospitality Organization

by Valerie Bolden-Barrett



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Event planners, bed and breakfast operators, caterers and bistro owners run hospitality establishments that are likely too small to justify hiring a full-time human resources manager.

Even non-franchised restaurants and motels might not have an in-house HR expert to handle employment issues. But the risks to small businesses in the hospitality industry, from disgruntled patrons to high employee turnover, can be costly and warrant help from an HR professional.

## Industry

The hospitality industry's most critical problems are employment-related. The International Society of Hospitality Consultants cites labor and skills shortages as among the industry's top 10 challenges. The ISHC report, "Top Ten Issues in the Hospitality Industry for 2007," also notes that more people are exiting than entering the hospitality workforce, leaving hotels, restaurants and other hospitality businesses short-handed. The report identifies substandard wages as a deterrent to attracting and retaining skilled workers. Long hours, including nights and weekends, make jobs in the industry undesirable career choices for college-educated Gen-Xers, Gen-Yers and millennials, who want more flexibility and higher-quality work opportunities. A lack of focus on employee satisfaction and training also has hurt the industry.

## Recruiting

Skill gaps and worker shortages are universal employment problems that HR can't resolve alone, but highly skilled recruiters can help establishments select the quality of housekeepers, wait staff, chefs or bartenders they need. Recruiters can hire guest workers for seasonal employment under the H-2B visa program to help rectify shortages, according to the ISHC. Also, HR routinely runs background checks on job candidates. This practice might help reduce the high theft rate of wine, food and equipment in the industry, which Philip Lye, director of Biz Momentum Pty Ltd., describes in his 2007 article, "Human Resource Issues in the Hospitality Industry" for "Hotel, Travel and Hospitality News." He also describes a lack of written job descriptions as an industry problem. HR can ensure that every position is described in detail so that new hires and veteran workers are clear about their duties and responsibilities.

## Retention

The hospitality industry is expected to grow by 17 percent through 2014, based on U.S. Bureau of Labor Statistics. This growth is above the 14 percent average for all other industries. But high turnover remains a problem for the hospitality industry. HR can propose incentives to increase retention, such as discounts on vendors' goods and services or employee recognition programs. The ISHC recommends in-house professional development programs that present hospitality jobs as viable careers. This enables recruiters to show veterans and new hires how successful people in the industry have advanced.

## Compensation

HR helps businesses in the labor-intensive hospitality industry set wages and salaries based on regional market rates. Hospitality employees earn much of their extra income through tips. HR's payroll knowledge helps employers handle tips as required under the federal tax code.

According to the ISHC, offering workers shared cash bonuses for raising productivity has been successful in this labor-intensive industry.

## **Liability**

An HR manager or consultant ensures that businesses understand and abide by state and federal employment laws. Noncompliant employers risk facing crippling penalties, fines or lawsuits. As public places where jobs are often hazardous, restaurants, hotels and hospitality establishments in general must follow safety codes. HR sees that businesses meet Occupational Safety and Health Administration standards. Lye reports in his article that sexual misconduct is up in the industry. HR investigates misconduct claims and recommends disciplinary action or dismissal, if necessary. Many employees in the industry's vastly diverse workforce belong to a protected class under the 1994 Civil Rights Act. HR drafts zero-tolerance policies on discrimination and harassment, and helps managers and employees understand their rights and obligations under the law.

## **Labor**

Hospitality workers are often union members. HR sees that employers comply with the National Labor Relations Act. The act prevents employers from barring workers from joining unions or taking part in union activities while off duty. HR has a chief role in union-contract negotiations between bargaining unit leaders and management over pay, benefits, hours and working condition

# **Hospitality Industry Tackles Security Risks**

A hotel's staff may pride itself on its customer service and wide range of amenities, but any positive traits mean little without a safe and secure environment for its guests. Security is a growing concern for industries of all kinds, and for the hospitality industry, providing for guests' safety and peace of mind is essential to the success of their business.

An effective hotel security program requires a comprehensive approach that entails a continuous reevaluation of current policies, training, and security systems. What may be effective today will inevitably lead to vulnerabilities a year from now. Here we'll examine some common areas where security evaluations can be made and where new initiatives can be implemented.

## **Staff Training**

At the center of any security policy are the people who carry it out, and proper training on security threats should be mandatory for all employees. Training should cover what to look for in guest behavior and what constitutes authentic security threats. Attentiveness naturally plays a big role in guest service, but it's also a contributing factor when it comes to security policies. Someone with criminal intentions may consider abandoning his plans when he witnesses how well monitored guest activity is, sending the message that any attempt to compromise security will be reacted to quickly. Employee training should also be updated

periodically, and refresher training sessions can be conducted on an annual or more frequent basis to keep everyone's security awareness and skills up-to-date.

### **Emergency Preparation**

The employee training mentioned above should also periodically include emergency procedures on how to handle intruders and contacting the authorities when necessary. Practice sessions can be done much like fire drills to ensure all staff members are prepared for any security breaches and can react appropriately, and fire drills should also be held on a regular basis. Emergency training should also include instructing staff on how to operate fire and safety equipment, such as fire extinguishers. Whether training on general security tasks or emergency procedures, the underlying goal should be striking a successful balance of security demands and a welcoming atmosphere.

### **Guest Room Security**

The primary defense against room invasions is a reliable key card system. The security advantages that key cards provide are a step above what was previously available with traditional keys. Being able to reprogram key cards and key slots on doors is an effective means of reducing break-ins, but these systems are still vulnerable to tampering and can be hacked with the right equipment.

Preventing these kinds of threats will demand making sure systems are continually maintained and frequently reprogrammed, eliminating the vulnerabilities that hackers need. An effective tactic may also be requiring guests to use key cards to operate the elevator or even to access different floors from a stairwell, keeping unwelcomed visitors limited to only the lobby. In addition to our fire safety strategies, Koorsen offers a card access system designed for hotels as part of our commercial security products.

### **Background Checks for Contractors**

Whenever outside contractors are needed to do any sort of maintenance, remodeling, or repair work, it's important to conduct a background check as part of your decision on whom to hire. Making sure that you'll be hiring a trustworthy organization that won't allow breaches in security to take place, whether unintentional or not, will be crucial.

The same rule should also apply to staff. Being able to verify that an individual will be a valuable part of your business, rather than a liability, can help prevent any security threats, and background checks should be an inherent part of hiring practices.

### **After-Hours Access**

Security during normal business hours has its challenges, and the hours beyond that timeframe require additional tactics as well as the extension of policies maintained during normal business hours. Having security staff posted or making rounds through the building should be part of after-hours duties, as the presence of one or more security guards can be deterrent enough to those contemplating a burglary.

A dependable surveillance system should be in use at all hours, but is essential during the late-night and early-morning shifts. By providing views of any vulnerable areas, whether indoors or outside (such as parking and loading areas), the video feed can alert hotel staff to any security concerns immediately and record any activities for evidence later on. Additionally, good lighting in outdoor areas also sends the message that any unwanted activity will easily be spotted by surveillance cameras or hotel personnel.

### Providing Pathways to Effective Security Solutions

Whether on business or a vacation, everyone wants their hotel lodgings to offer a safe and relaxing environment. As a leader in security and fire safety for both hospitality businesses and homeowners, Koorsen can partner with your establishment to develop customized fire protection and commercial security systems that will protect guests, staff, and property. With seven decades of experience behind our strategies, our team can minimize security threats and fire hazards while ensuring your business is up-to-code and your patrons are safe. Contact a Koorsen professional today to learn more.

## Housekeeping, engineering and security department

1. 1. Basic Duties of
2. 2. The Housekeeping department not only prepares clean guestrooms on a timely basis for arriving and staying guests, it also cleans and maintains everything in the hotel so that the property is as fresh and attractive as the day it opened for business. The tasks performed by a housekeeping department are critical to the smooth daily operation of any hotel. Housekeeping Department ensure the cleanliness, maintenance, and aesthetic appeal of lodging properties.
3. 3. The hotel's main product is the room . To be competitive in the hotel industry, a clean, functional room is needed. A clean room creates an imagery of impeccable service. The Housekeeping Department 1. Room Cleaning/Housekeeping 2. Laundry Department 3. Public Areas
4. 4. The hotel's main product is the room . To be competitive in the hotel industry, a clean, functional room is needed. A clean room creates an imagery of impeccable service. Room Cleaning/Housekeeping Understanding the Room Assignment Sheets 1. "Early Make up" is a guest's request to have his/her room made up. 2. VIP rooms require extra attention since the occupants are considered important people. 3. Blocked rooms are guestrooms reserved for guests with special requirements or needs. 4. Vacant, dirty rooms are checked-out rooms that should be blocked by the front office department for prospective guests. 5. Late check-out rooms are guestrooms that have been granted checkout extension as per guest request. 6. Do not Disturb (DND) rooms are not to be cleaned until a specific request from the guest. 7. No-service rooms are guestrooms that have been requested by the guest not to be cleaned

5. 5. Guestroom Cleaning Workflow -Guestrooms should be kept clean, comfortable, and free from dust, trash, spots and stains. They should provide complete guest amenities. Room Cleaning/Housekeeping Enter the guest room Prepare room for cleaning Clean room area Clean the bathroom Make the bed Dust the room Replenish supplies and guestroom amenities Vacuum guestroom area Exit guest room
6. 6. 1. Enter the guestroom • Use a door stop to keep the door open. Park the housekeeping trolley and vacuum cleaner in front of the door. This would prevent other guests from mistakenly going inside the room. • Turn on the main switch to check on room functionality. • Note the time of entry for consistency with the keycard system and security purposes
7. 7. 2. Prepare room for cleaning • Remove room service trays. • Open the curtains to let natural light enter the room. • Check for lost and found items. • Check for losses and breakages. • Collect the trash, both in the bedroom and bathroom area. • Dust the room.
8. 8. 3. Clean the bathroom • All used bathroom linen are to be replenished. • Facilities inside the bathroom are cleaned according to the hotel's standards.
9. 9. 4. Make the bed • The bed is made according to the standards of the hotel property
10. 10. 5. Dust the room • All furniture and counters are dusted accordingly.
11. 11. 6. Replenish Supplies and Amenities • Room supplies and amenities should be replaced to ensure utmost functionality.
12. 12. 7. Vacuum the Guestroom Floor Area
13. 13. 8. Exit the Guestroom • Perform last minute inspection to ensure functionality and presentation of guest room.
14. 14. Laundry refers to the act of washing clothing and linens, the place where that washing is done and/or that which needs to be, is being or has been laundered. Housekeeping
15. 15. The Laundry Department's primary clients are the hotel itself and its guests. 1. Hotel uniforms of all personnel. • Part of the benefits of a hotel employee is having uniforms dry-cleaned or pressed and stored. Employees of a typical upper class hotel come to work, get their uniform in the housekeeping department, and change in the locker room. It is the task of the laundry team to mend and repair hotel uniforms to maintain professional appearance of all employees.
16. 16. • Linens used in the daily operations of the Food and Beverages Department include table napkins used in outlets and banquet functions. Table Napkins Table Cloth, Chair Cover and Ribbons Drapes 2. Food and Beverages Linens
17. 17. 3. Guestroom Supplies • These include towels (bath towel, hand towel, face towel, bathrobe and foot mattress), duvet, blankets, bed cover, bed protector, pillow sham covers, heavy drapes and sheer curtains, etc. Towels Heavy Drapes and Sheer Curtains Duvet Bed Protector
18. 18. 4. Guest Laundry • Guest laundry would include all laundry requests of the guests (Laundry, dry cleaning/pressing services). The Laundry attendant should follow safety standard and hotel company procedures in ensuring that all garments are inspected for damages as in well as the proper accounting as to the number of pieces.
19. 19. One of the most tedious tasks of the housekeeping team is maintaining the cleanliness and safety of public areas. Guestroom corridors Elevators and escalators Stairways
20. 20. Lobby and FrontDesk Public Restroom Swimming Pool Confrence rooms and Executive Offices
21. 21. Engineering Department is responsible for the maintenance and the operations of all machinery and equipment (including heating, air conditioning and lighting ). It is also responsible for carrying out all carpentry, upholstery and small building, plumbing and other works, both inside and outside the hotel.
22. 22. 1. Property operations • includes running the utilities like HVAC (heating, ventilation and air conditioning) plant and machinery, water treatment and distribution, boilers and water heating, sewage treatment, external and common area lighting, fountains and water features

etc. This is carried out by a dedicated set of personnel working in shifts to cover 24 hours of the day as per a predetermined time schedule. Operations will also include minor trouble shooting and technical support required for guest room snags and banquet setup.

23. 23. Duties and Responsibilities 2. Planned Preventive Maintenance (PPM) • This is one of the most important functions of Engineering and often cited as the most critical from longtime building asset maintenance point of view. The philosophy is to regularly carry out a set of preventive actions for every machine in the building rather than allow it to run to failure and then tackle expensive breakdown maintenance costs. A PMM schedule is drawn at the beginning of the year and a team of dedicated persons execute it accordingly. In some cases like elevators and kitchen equipments, temporary downtime may be required which is planned in coordination with the affected user departments.
24. 24. 3. Fire and Life safety • Engineering is also responsible to ensure a safe building for its inhabitants. This includes ensuring 100 percent up-time of all the fire pumps serving the sprinkler and hydrants around the building, the Fire Alarm system consisting of smoke detectors, manual call points and alarm bells, egress lights, emergency backup power gensets, inverters, UPS, public address system, CCTV cameras, fire doors, bollards and boom barriers etc. They work hand in hand with security personnel in carrying out evacuation drills and safety checks of the property.
25. 25. Protect the guests and staff of the hotel, including all of their property. Secondly the security departments role in a hotel is to secure the actual premises, and the property of the Hotel itself.
26. 26. 1. Patrols -Security guard in hotels must move around to patrol the various parts of a property. They check the doors and stairwells to make sure the locks are secure and no danger is lurking. Most hotel managers like to see the security guard in the lobby, especially when large groups arrive and during busy morning and afternoon times to provide guests with a sense of security. Guards must patrol outdoors as well as room hallways and activity areas, such as the pool and spa. Large properties may employ a number of guards to keep up patrols and maintain communication through radios.
27. 27. Hotel security officers respond to complaints and calls for help. Whether the guard hears a cry for help or is summoned by the front desk, she must be prepared to rush to a potentially dangerous scene and calm the guests or control a situation until the local police can arrive. Hotel security guards, like most trained security guards, typically do not carry firearms, though they may have access to weapons if necessary. 2. Response
28. 28. It is typically the role of the security team to purchase, maintain and monitor security cameras, alarm systems and other electronic surveillance equipment. One or more security personnel may be stationed in an office where they can watch the activity captured by the cameras on television monitors. Working cameras are great deterrents to crime and can allow one security guard to watch numerous locations on the property simultaneously. 3. Surveillance
29. 29. The security guard on duty often is called to escort unruly patrons from the property. Many hotels have bars and nightclubs located on the property and count on the security guard to maintain order by directing drunks to taxis or friends for transport out of the building. Loiterers not registered at the hotel may need an escort off the property, particularly if they are harassing guests. Security teams may have a designated holding area in the hotel where they can detain people against whom the hotel wishes to press charges. 4. Escort
30. 30. Most hotels employ security guards 24 hours a day, seven days a week. Job descriptions for hotel security officers include a requirement for flexibility. They must be available to work set shifts and cover alternate shifts when necessary. After each shift, the security officer must fill in a report and communicate all activity he encountered during his working time. A

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## Hotel Store and Purchase

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### Functions of Store and Purchase :

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Refrigerators for perishable foods are maintained at 1C to 4C.

Records should be kept to show the stock of each commodity received, issued and on hand with dates of receipt and issue, so that at any time the management can check the accuracy of the record.

The stock should be taken at least once a month. The best system of accounting is a card index comprising a separate card for each commodity and all issues supported by relevant documents. The system is amenable to periodic spot checks as required.

## **PORTION CONTROL for Store and Purchase :**

“Portion control” means the amount or size of a portion of food to be served to a customer.

Food costing and portion control are interrelated and the need for this form of control comes from both sides of the business from the caterer and his customers. There is a natural tendency for clients to eye one another's portion when they are served and if one is thought to be slightly larger than the others there is apt to be resentment and a reaction detrimental to the good name of the establishment. Only exact portion control can eliminate this. It is not something that can be introduced at the service point; it must start when orders are placed for supplies.

Monitoring portion control could be done by direct supervision by sales analysis and by comparing the requisitions of each department with issues.

Purpose of portion control in Store and Purchase :

1. To ensure fair portion for each customer.
2. To see that each department utilizes purchases to the full
3. To control waste
4. To ensure that standard costing is as accurate as possible.

## **Methods of monitoring portion control in Store and Purchase :**

1. Ordering the right quantity and supervising when receiving it.
2. Even preparing the food in the production area under direct supervision.
3. by proper checking of the service of food.
4. Comparing the requisitions of each department with issues.
5. by sales analysis.

## **Aids to portion control:-**

Portion control is done by using equipment and utensils as for example a scoop (ladle) used mainly for ice-cream can also be used for mashed potatoes as a portioned for mixture at Store and Purchase.

(a) Automatic portion control equipment's used in Store and Purchase include:

1. Tea dispensers
2. Butter pat machines
3. Bread slicing and buttering machines
4. Gravity feed slicers
5. Coffee-making, e.g. cone machines
6. Mini steak mounding machines
7. Milk dispensers

(b) Utensil used in Store and Purchase for portion control include-

1. Ladles
2. dariole moulds
3. Serving spoons and scoops
4. Pie dishes
5. Woven wire servers
6. Baking tins
7. Measures

(c) Serving dishes that help in portion control at Store and Purchase

1. Glasses
2. casseroles
3. Coupes
4. tureens
5. Sundae glasses
6. Sauce-boats
7. Soufflé cases
8. Vegetable dishes
9. Cocottes'
10. entrée dishes

## **Portion sizes and Store and Purchase:**

As portion sizes vary from one establishment to another between table 'hôte and a'la carte service, it is difficult to give definite average portion sizes.

### **A few examples are being given to act as a guide-line.**

Losses in preparation:- The percentage of waste of vegetables in preparation will be according to the kind and the quality used. To compute portion control and cost, the waste from peeling and trimming and also the shrinkage in cooking must be considered. If there are unskilled workers, there will be a tremendous waste and a high food cost. They should be trained to judge quality merchandise in order to be able to appreciate its value.

3. Visual aid sheets:- A portion control sheet can be used for costing various items of food or complete dishes. The object is to ascertain the total yield of a given commodity after preparation and processing.

Such a sheet can be used in the experimental or research kitchen of a catering group or in the food preparation area when compiling standardized recipes by Store and Purchase.

4. Standardized recipes:- They assist in food costing and portion control by taking the guess work away and substituting more exact approach, by listing the ingredients and methods in a readily understood form as the result will be uniform every time it is featured. The food cost can also be known in advance if a price column is introduced provided it is kept up to date with any price changes. The standard recipe will give a warning when the price charged becomes uneconomical and an increase becomes necessary.

## **The effects of irregular or badly administered portion control in Store and Purchase :-**

Following effects will emerge:

- (a) Dissatisfied customers resulting in a decrease of business.
- (b) Food costing will be inaccurate, affecting profits.
- (c) A lack of sense of responsibility among personnel leading to a loss of standard.

Portion control in the hotel Store and Purchase is one of the greatest factors that contribute to a successful business. The general rule should be a fair portion for a fair price.

Quantity control and Store and Purchase :- The control of quantity consumed ensures that everything consumed has been accounted for. It does not ensure profitability, but provides a useful supplementary check and is simple to operate. For simple dishes, this method is good but not for complex dishes. For small establishments when one store keeper is responsible and issues one egg and two bacon rashers for breakfast, it controls consumption.

## **PURCHASING:-**

Buying quality and freshness of supplies and portion control are of the utmost importance for the operation of a successful business.

Large establishments will often employ a purchase Manager, as he can concentrate and get the best supplies. Requisition for supplies are placed with the store/kitchen stewarding dept. at a specified time in advance by the chef de cuisine for highly perishable supplies. The store keeper will forward his requisitions for "Dry stores" and cleaning materials in the same manner.

**Suppliers should be changed from time to time.**

Knowledge of buying is very essential. The Store and Purchase should have a reasonable technical knowledge in catering as he will be able to follow the requisitions properly and

understand the importance of delivery times, quality and specifications etc. The Store and Purchase should assimilate information new ideas and techniques, gathered from trade journals, visits to exhibitions and food processing plants. The comparison of competitive price lists from suppliers must be done occasionally.

When selecting the suppliers following points should be considered by Store and Purchase :

- (a) The prices are competitive for the goods specified in relation to quality.
- (b) The goods offered should meet specifications by looks and other related factors. Samples should be taken for checking.
- (c) Financial terms offered relating to credit facilities and discount for settlement.

Selection will then be made of at least two suppliers for each 'group' of supplies required in certain 'groups' which include many commodities such as groceries. Three or even more suppliers may be selected. Where supplies are obtained by contract, obviously this will not apply.

Specialized supplies such as pao bhajhi masala, Amritsiri papad, paprika, avocado pears, capers, artichokes etc. May be obtained from a single supplier.

Instructions to suppliers:- After the selection has been made of various suppliers, written instructions on the following points should be made by Store and Purchase –

- 1. Delivery times and any special requirements of delivery.
- 2. The person or persons authorized to accept and sign for supplies.
- 3. That goods supplied are as ordered including special instruction to "brands and sizes".
- 4. No alteration will be accepted between quoted and invoice prices.
- 5. The name of people authorized to order supplies. If there is a contract it will operate for a given period often for one year. The purpose of "contract" buying is to obtain the best supplies possible at a fixed price over stated period.

Ordering of supplies:- Orders for supplies, generally fall in 3 categories orders-

- 1. Daily orders,
- 2. Weekly orders
- 3. Standing orders.

Daily orders are usually placed for perishable through Store and Purchase, items such as meat poultry, game, fish, fruit, vegetables, milk and cream, etc. The orders can be placed by telephone, confirmed by a written order.

Weekly orders consist mainly of dry stores, i.e. groceries etc. Standing orders certain types of supplies such as milk, eggs, bacon etc. are ordered for a specific quantity. The quantity stated is the minimum requirement. If more is needed, supplementary order is given.

## Cycle of control in Store and Purchase

**Purchasing:** Everything in a food operation actually begins with the kind of market that an operation would cater to. Menus are planned on the basis of the market segment. Once the menus are planned, all the other requirements such as buying of equipment and other things, planning and layout of the area are carried out. This function of buying is classified as purchasing, and in hotels a separate department known as the purchase department carries out these functions.

Material need to purchase against some standards and such standards are known as 'specification'. These specifications are made on the basis of the end product and how it is perceived to be served. Skillful purchasing with good receiving and storage can play a major role in the bottom line of the establishment. It is often said that one could produce low-quality food to a high-quality ingredients, but never can produce high-quality food from substandard ingredient. These are the some factors or procedure that one has to be aware of before carrying out the purchase functions. Once the right market is located, samples are procured from the supplier and then tests such as for quality and quantity are done to narrow these down in a document known as Standard Purchase Specification. Such format can differ from one establishment to another.

**Standard Purchase Specification format:**

**HOTEL ABC**

**STANDARD PURCHASE SPECIFICATION:** \_\_\_\_\_

**NAME OF THE PRODUCT:** \_\_\_\_\_

**INTENDED USE:** \_\_\_\_\_ **GRADE/QUALITY:** \_\_\_\_\_

**UNIT:** \_\_\_\_\_ **PRICE PER UNIT:** \_\_\_\_\_

**AVAILABILITY: SEASONAL/ALL THE YEAR**

**APPERENCE:** \_\_\_\_\_ **TEXTURE:** \_\_\_\_\_

**COLOUR:** \_\_\_\_\_ **FLAVOUR:** \_\_\_\_\_

**SIZE & SHAPE:** \_\_\_\_\_

**PAKING:** \_\_\_\_\_ **NO.PER KG:** \_\_\_\_\_

**ANY OTHER REQUIREMENT:** \_\_\_\_\_

**SIGNARUTE OF PURCHASE OFFICER:**

**DATE:**

**Receiving:** It is important to check whether the goods received are as per their specifications. Otherwise, the organization might be paying more for substandard quality. It is important for chef to constantly check all the food products and reject any item if is not as per the specification. The supplier is then given a time to procure the items as per the specifications, or else hotel can buy the product from the open market charge the same to the supplier. The items are received as per the food safety laws, and the temperature and the condition of

packaging are given utmost importance. Catering establishment such as airline and hospitals, have very strict receiving quality standards to control quality and standardization. The next step after receiving goods is the proper storage of the food.

**Document used by receiving department for Store and Purchase:** The receiving department needs to maintain certain document in specific formats in order to help in the control of goods received and rejected. The receiving department is usually in an area which is separate from the guest area. The staff entrance into the hotel is also usually near the receiving area. The following are certain documents that are used:

**Gate Pass (Returnable):** The receiving department issues this document whenever hotel property is to be taken out from the hotel on a returnable basis. This is mainly use by the department for outdoor functions. Four copies are made first copy goes to security personnel at the gate, second copy goes to receiving department, third for the person who is taking the item out of the hotel and fourth copy goes to user department for the record.

**Gate Pass (Non-returnable):** This document use for any item leaving the hotel which will not be returned to the hotel. However any item leaving the hotel premise which is not going to be returned required permission of general manager, upon which the purchase manager finds a buyer and the gate pass issue by the receiving department. Same procedure follows as returnable gate pass.

**Memorandum Invoice:** This invoice is made when receiving department does not receive a proper bill for any item received. The details of the item, quantity and supplier are entered in the invoice and kept as a record till the department receives a proper bill. When the bill is received it is matched against the invoice for the item's details, quantity and price.

**Inspection Report:** This report is prepared in case the quality of imported item received by the department does not match the standard specified for the unit. The item then has to be returned. A detailed explanation of why the item was rejected and what conditions it was received needs to be given in the report. Four copies of report made; first copy goes to purchasing department which then goes to supplier, second copy goes to the controls department, third copy is left with receiving department and fourth copy is sent to the user department.

**Short Supply Report:** This report is made for perishable item only. Any shortages in the quantity received from the supplier due to any miscommunication or all details of rejected items are recorded. The supplier is intimated about the shortage and the quantity is adjusted in next delivery. This report is made in duplicate. One copy is sent to the executive chef and another is left with the purchase department.

**Storing:** Storage areas are the places in Store and Purchase that are designed to store the raw or cooked food before or after the cooking or service operation. Storage of food items in any catering establishment is like saving money in bank. So it is important to ensure that food items purchased with care and research are stored properly to preserve their freshness.

It is mandatory to keep the store under clean and hygienic conditions, as commodities that would yield profits are stored here for future use. If the conditions are not as per the food safety laws, then the store would be infested with pests and rodent, which in turn would

contaminate the food items. Thefts, spoilage's infections through pests, and non-accessibility of the products in the store are the four major concerns of any food storage department.

Since the opening costs of the food and beverage department, such as food cost, are related with the issues from the food stores, strict control systems have to be put in place for proper inventory control. Care has to be taken while designing a storeroom for volume feeding. The following points must be considered while designing a storeroom for bulk feeding:

- The storeroom's proximity to the receiving department as well as to a central position for all user departments should be kept in mind.
- The volume of business and the type of establishment also play a major role in the designing storeroom.
- It should be spacious, free from pests and rodents, and low in humidity.
- It should be easy of operation and easy of cleaning after goods have been stored.
- It should facilitate the monitoring of goods in store.
- It should have an optimum space utilization design and should have sufficient number of rack and shelves.
- The type of food store required- cold store and dry store —should also be considered.
- The storeroom design should aid proper stock rotation method
- The storeroom should have proper lightning and should be well ventilated.
- The variety or number of items to be store with their per stocks and the space required for them should also considered
- The storeroom should be well illuminated as dark corner can be prone to past infection.
- The flooring should be durable and heavy duty, as this would be a heavy traffic area.
- The flow of work of operations would determine the style and design of the storeroom.
- The spacing between shelves and storage cabinets should be kept in mind, and the required space for them needs to be available.
- All storage areas have to be kept clean and tidy all the times. Regular cleaning schedules need to be place to keep the store room clean. Any spillages on the floor must immediately be cleaned as they invite pastes and rodents.

**Inventory control in Store and Purchase :** Since the stored stocks are equivalent to tangible money, it is important that proper inventory control systems are in place to keep a check on the stock in hand. The food cost of a kitchen is calculated on the basis of item withdrawn from store. A simple formula to calculate the food cost would be:

$$\text{FOOD COST PERCENTAGE} = \frac{\text{ITEM WITHDRAWN FROM FOOD STORE}}{\text{TOTAL FOOD SALES}} \times 100$$

We can thus, understand the importance of a food store and can imagine its impact in food cost. Any spoilages or pilferages from the store are debited from the kitchens and hence chefs lay emphasis on proper control of this area. The following processes are usually involved in inventory control:

**Minimum and Maximum Per Stocks and their Calculation:** The inventory for the food and beverage store carried out once a month, while that for general store is carried out quarterly. No items are issued to any department on the day of inventory. Per stock for each items in different and is determined depending on the following factors:

- Turnover of items: Every item has a stock level, maximum or minimum inventory, as well as a recording level. These can be checked from an item enquiry. Item enquiry is a part of

software process through which one can search for a particular item. The per stocks are set on the basis of their consumption pattern six months or twelve months. A safety lock, also known as minimum level inventory, is maintained for all items to be able to run operations under all possible conditions.

- Consumption of item: The higher the consumption, the more stock one needs to keep and vice versa. But if an item is being ordered for a special function, then it needs to be communicated to the stores so that adequate stock levels can be maintained.
- Lead time: the time it takes for ordered goods to arrive at the store is known as lead time. It plays a very crucial part in ordering and per stock levels. For example imported goods have to be ordered well in advance as such goods need more time to reach from another country.

**Distance from supplier:** The distances from supplier, as discussed for lead time, plays an important part in per stock levels. This is directly related to lead time.

**Re-ordering level:** This is the per stock level which when reached indicates that the item must be re-ordered. Different items have different re-order levels depending upon the policy of the company and the needs of the user departments.

**Slow & Non-moving item:** Slow and non-moving are separated from the inventory at the end of the month and are displayed on racks. The chef and food & beverage manager are requested to devise the methods of utilizing these items, as they were the one who indented those items. If these items do not get to be used, then partial recoveries are made by disposing them in the market.

**Space available in store:** One must decide on per stocks based on the storage space available in the area. Haphazard stocking would lead to non-accessibility of the product, which will result in spoilages and loss of money.

#### **Following Store and Purchase terms are used in Cycle of control:**

**Bin card:** It is a tag attached to a commodity before it is stored. It mentions the weight, date of packing, and the name of the product.

**FIFO:** It is a method in which items that are received first are issued first. It stands first-in first-out.

**LIFO:** It is a method in which items that are received last are issued first. It stands last-in first-out.