Table of Contents

Structure and Tasks of the Enterprise 1.1 Structure and Tasks of the Enterprise Explained Importance of the Operating Organization Organizational Forms and Organizational Chart Structural Organization 3 Informal Structure 10 Position Unit 4 **Process Organization** 12 Job Description and Position Planning Component Parts of the Workflow 12 4 The Service Brigade 5 The Tasks of the Workflow Organization 13 The Kitchen Staff 5 1.2 Basic Functions of the Enterprise such as Purchasing, Manufacturing, Services, Sales and Administration Modes of Operation in the Catering Trade 17 Sales 21 Accommodation 17 Market Research 21 Product and Product Line Policy System Catering 21 18 Pricing and Policy Terms Basic Functions of a Catering Enterprise 22 19 Procurement 19 Marketing Methods 22 Production and Provision of Services Advertising, Sales Promotion and Public Relations 22 19 20 Administrative Work 22 Accommodation Planning of Needs and Production 21 1.3 Use of Employees Tasks of Human Resources 25 Selection Process 36 Work and Performance **Employment Tests** 25 37 The Work Sample Work Requirements 26 37 Personnel Organization The Job Interview 38 26 Influences on Human Resources **Employment** 39 26 The Employment Contract 27 Checklist for Employment 39 Conclusion of Employment Agreements 27 Introduction to Personnel 39 Obligations under the Agreement The Personnel File 27 39 The Obligation to Work Checklist for the Induction 27 40 The Obligation to Pay Compensation 28 The personnel Record Card 41 The Obligation to be Loval Personnel Statistics 41 30 **Employee Welfare** 30 Certificates 41 Management Style 30 Working Time Arrangements 43 Workforce Planning Establishment of a Service Plan 45 31 **Data Bases** 32 Holiday Entitlement and Holiday Planning 45 **Auxiliary Aids** 32 Absences 45 Types of Workforce Planning 32 Goals and Occasions of the Assessment 47 Personnel Recruitment 33 Phases of the Personnel Assessment 47 Requirements for an Assessment System Internal Personnel Recruitment 47 33 External Personnel Recruitment 34 Assessment Errors 48 Recruiting on the Internet 36 2 Health and Safety at Work 2.1 Threats to Health and Safety at Work and Measures to avoid them Harmful Substances and Mixtures Occupational Safety 3 Causes of Hazards Detergents 3 Technical Area Refrigerants 3 Organizational Area Hydrocarbons 3

4

4

4

Aerosols

Ingestion and Contamination

Dangers of Electricity

Computer Workstations

Personal Area

Hazardous Substances

Corrosive, Toxic and other

Flammable and Explosive Substances

5

5

5

5

6

6

6 7

2.2 Professional-Related Occupational Safety	y and Acci	dent Prevention Regulations	
Occupational Safety and Accident Prevention	9	Safety Rules for the Handling of Electrical Equipment	15
Examples of Typical Workplace Accidents		Marks of Conformity	15
and Situations	9	Safety Signs	15
Accident Prevention	10	Prohibition Signs	16
Labelling of Hazardous Materials	12	Warning Signs	17
General Rules of Conduct for Dealing with		Mandatory Signs	18
Hazardous Substances	13	Rescue Signs	18
Electrical Equipment	14	Fire Safety Signs	18
Characteristics of Electrical Equipment	14	ABC of Accident Prevention	19
2.3 Behaviour in Case of Accidents and First	Measures		
First Aid in Case of Accidents	25	Recognize Bone Fractures, Joint Injuries	26
Behaviour on Finding an Injured Person	25	Burns	27
Contents of an Emergency Call	25	Poisoning	27
Emergency Measures in Case of		Gas Poisoning	27
Consciousness Problems	25	Acid Burns	27
Respiratory Disorders	25	Excessive Heat and Sun	27
Circulatory Disturbances	26	Hypothermia	28
Bleeding	26	Accidents Caused by Electric Current	28
Recognize Shock	26		
2.4 Fire Prevention, Behaviour in the Case of	Fires and		
Fire Protection	31	Instructions for Dealing with Hazardous Situations	36
Fire Prevention	31	Fire Regulations	37
Use of Fire Extinguishers	34	Notes for Hotel Guests in the Event of a Fire	38
Fire Protection Checklist	35		
Environmental Protection			
3.1 Possible Environmental Impacts of the E	nterprise a	and its Contribution to Environmental Protection	
Causes and Effects of Environmental Pollution	3	Environmental Behaviour Checklist	6
Environmental Pollution and Environmental Prof	tection 6	Environmental Protection in Practice	6
3.2 Opportunities for Economic and Environ	mentally E	riendly Energy and Material Use	
• •	-		
Energy Savings	9	Energy Saving Tips	6
Heat Recovery	9	Conserving Water	10
Save Electricity	9	Use of Environmentally Friendly-Products	10
3.3 Waste Avoidance and Environmentally-Fr	iendly Dis	posal	
In-House Waste Concept	11	Cost Analysis	11
Waste Prevention	11	Determination of Costs	12
Waste Sorting	11	Employee Motivation	12
Collection of Recyclable Waste	11	Environmental Balance Sheet and	
Organization of the Waste Area	11	Environmental Audit	12
Dealing with Customers, Advice	and Sale	es	
4.1 Effects of Personal Appearance and Be			
Personal Appearance	3	Behaviour towards Guests	4
Body Care	3	Key Qualifications	5
Clothing	3	Areas of Expertise	5
Health	4		

4.2 The Hospitality Function			
The History of Hospitality The Development of the Hospitality Industry Origin of Terms Food, Restaurant and Hotel Guest and Host The Personal Behaviour of Hosts Personal Manners	7 7 8 8 8 9	Behaviour on the Telephone Invite with Style Seating Plan Professional Motivation Time Management Stress Management	10 11 11 12 12
4.3 Guest Expectations with Respect to Advice, C	Care an	d Service	
The Scope of Services of a Gastronomic Enterprise The Expectations of the Guests Service Advice and Support	15 15 15 15	Tools that can be used when Advising Guest Surveys Information Sources and Educational Opportunities	16 16 19
4.4 Guest Reception and Support			
Reception of Guests Care of Guests	21 21	The Care of Special Guests Special Incidents	22 25
4.5 Foreign-Language Specialist Terms			
Gastronomical Dictionary (English, French and German)	27		
4.6 Service and Product Offerings			
Information as a Sales Aid	49	Food and Drink Menus	49
4.7 Message and Request Processing			
Request Processing	53	Message Processing	53
4.8 Guest and Enterprise-Oriented Conversation			
Communication	55	Approaches and Forms of Business Communication	67
Typical Dialogue from Real Life	55	Active Cooperation	68
Misunderstandings and the Causes	55	Communication Culture	68
Guest and Enterprise-Oriented Conversations	56	Working Climate and Motivation	69
Examples of Conversation Management	58	Special Tasks	70
Rules of Communication in the Enterprise	62	Formation of Project Groups	70
Communication Costs	64	Scheduling	70
Forms of Communication	64	Tools for Scheduling	71
Conversation Management Special Types of Conversation	65 66	Priority Rules	71
4.9 Use Verbal and Non-Verbal Expression Option	ns		
Speaking and Formulation	73	Body Language	74
Principles of Style Voice and Pronunciation	73 74	Hear with your Eyes	75
4.10 Solution Oriented Complaint Handling			
The Complaint as Opportunity	77	Examples of how to Deal with Complaints	79
Dealing with Complaints Conversation in the Case of Complaints	77 78	Preventing Complaints Customer Survey	80 81
4.11 Processing Reservations			
The Reservation	83		

4.12 Advising the Guest			
Advice on Food Selection Advice on the Drinks Selection	87 89	Example of Advice for the Guest The Guest is always Right	
4.13 Queries and Offers			
Types of Query Language and Structure of the Quotation Address Guests' Interests	91 92 93	Quotation Prices The Legal Significance of the Quotation General Terms and Conditions	93 114 114
4.14 Request Processing			
The Order Confirmation	119	Processing and Forwarding Orders	120
4.15 Consulting and Sales Negotiations			
Principles of Negotiation Example of a Consulting and Sales Negotiation	123 125	Planning Resources as a Basis for the Negotiation Phone Conversations	126 131
Hygiene			
5.1 Regulations and Principles for Personal an	-		4.0
Basics Food Hygiene Importance of Hygiene Hygiene Awareness Types of Microorganisms Moulds Yeasts Bacteria Viruses Enterprise Hygiene Measures Personal Hygiene Facilities and Equipment Furnishings, Machinery and Equipment	3 4 4 5 5 5 6 7 7 9	Storing and Processing Food in the Enterprise Goods Delivery Storage Handling and Processing Work Clothes HACCP Concept Examples of Measures under HACCP Control Point: Goods Inwards Control Point: Hot Food Examples of Forms to Document Hygiene Terminology Hygienic Hand Disinfection Standard Method According to DIN EN 1500	10 10 10 11 13 15 15 16 17 19
5.2 Disinfectants and Detergents			
Cleaning, Disinfecting, Sterilizing Detergent Disinfectant Environmental Protection	21 21 22 22	Application of Detergents and Disinfectants Pest Control Cost-Effective Work Pest Species	23 24 24 24
Use of Devices, Machines and Hou	ısehold	l Goods, Work Planning	
6.1 Work Planning			
The Basics of the Work Planning	3		
6.2 Work Station Preparation			
Work in Terms of Ergonomics Workplace Design	9 10	Workplace Environment	11
6.3 Area-based Preparations for Work			
Preparatory Work in the Kitchen Preparatory Work in the Service Area Decorating the Tables and Boards Napkin Forms	13 14 18 18	Tables and Table Shapes Laying the Tables Special Settings	22 23 28

6.4 Use of Apparatus, Machinery and Consumer Goods Textiles Apparatus, Machinery and Consumer Goods for 61 the Kitchen Area 31 Cutlery 64 Chinaware Equipment, Machinery and Equipment for the 67 Service Area 42 Glass 70 Other Tableware Devices and Machines for Housekeeping Activities 49 73 Devices and Machines for Administrative Activities Bar Utensils 76 52 Writing Machines, Dictaphones, Cooking Utensils 77 Photocopying Equipment 54 Forms of Cookware 78 Telecommunication 55 The Gastronorm System 80 Condition and Function of Commodities 61 6.5 Cleaning and Maintenance Work on Equipment, Machinery and Durable Goods Order and Cleanliness in the Workplace 83 Maintenance of Kitchen Knives 86 Cleaning and Maintenance Work 83 88 Caring for Linens 6.6 Maintenance of Equipment, Machinery and Durable Goods, and Repair **Equipment and Machinery** 97 6.7 Output Monitoring and Assessment Monitoring and Assessment 103 Kitchen Area 7.1 Products, Composition and Possible Uses Meat Cuts 3 Potato Products 56 Pork 6 Seedlings 57 59 Beef 9 Fruit Veal 14 Nuts 66 17 Edible Fats 68 Lamb Offal 19 Vegetable Fats 68 Animal Fats 20 Game 71 Poultry 22 Cheese 73 Meat Products 25 Cheese Products 78 Fish 26 Bread 79 Sea Fish 27 Milk and Milk Products 81 Freshwater Fish 31 Eggs 82 Shellfish, Crustaceans and Molluscs Dessert Ice 83 33 Fish Products Processed Foodstuffs 37 85 Vegetables 40 Spices and Herbs 89 Vegetable Products 51 Salt (Cooking Salt) 98 Pulses 52 Seasoning 99 Mushrooms Sugar, Sugar Substitutes and Sweeteners, Honey 53 101 Foodstuff Imitations Potatoes 54 104 7.2 Cooking Techniques and Processes Preparation 105 Use of Spices and Herbs 119 Economic Use of Raw Foodstuffs and Cooking Processes 110 Additional Cooking Techniques 115 Kitchen Materials 120 **Preservation Techniques** 117 7.3 Food Preparation and Nutritional Studies

121

123

131

Daily Nutrient Requirements and Meals

Simple Meat and Vegetable Dishes

Preparation of Simple Dishes

Simple Potato Preparations

135

137

137

142

Cooking According to Recipe

The Importance of Food in

Nutritional Care

The Fundamentals of Nutritional Studies

	Simple Fruit Preparations Simple Foods made from Yoghurt, Quark	143	Simple Dishes from Flakes and Rice, Dough and Pasta	146
	and Cheese	145	Simple Foods from Eggs The Preparation of Canapés	147 149
	7.4 Convenience Food			
	Keeping an Eye on Costs	151	Working with Tinned Food	161
	7.5 Product Presentation			
	Arranging on Plates and Platters Garnishes	163 165	Buffet Preparation	168
В	Service Area			
	8.1 Product Composition and Use			
	The Beverage Supply	3	Vine Varieties	17
	Non-Alcoholic Beverages Alcoholic Beverages	4 9	Spirits and Liqueurs Tobacco	42 47
	Types of Wine	17	100000	.,
	8.2 Infusion and Hot Drink Production, Bar Bev	erages		
	Infusion Drinks	49	Beer at the Bar	50
	8.3 Food and Beverage Service			
	The Meaning of the Terms Used in Service	53	Serving Beverages Sales Systems in Gastronomy	58 62
	8.4 Discussions on Service and Menus			
	The Task of Service and Menu Discussions	63		
	8.5 Sequence Planning for Festivities and Ever	nts		
	Occasions for Festivities and Events Planning Festivities and Events	65 66	Planning the Schedule for Events and Festivities	76
	8.6 Menu and Accompanying Beverages			
	The Menu Choice of Beverages	81 81	Menu Sequence with Selection of Beverages	83
	8.7 Preliminary Organizational Work			
	Preliminary Organizational Work	91		
	8.8 Order Acceptance			
	Restaurant and Station Noting Down Orders	99 99	Electronic Order-Taking Service Call Systems	100 100
	8.9 Organization of Service Flow			
	Conditions for the Organization of Service Flow	103	Organization of the Service Flow	105

8.10 Types of Service			
Different Typen of Service Service in the Case of Special Events Work Techniques at the Guest's Table109Carving a Arranging a Lobster	107 109 nd 114	Carving and Arranging a Poularde Carving an Arranging a Rack of Lamb Carving and Arranging a Veal Filet	117 120 122
8.11 Preparing Dishes in View of the Guest			
Working at the Guest's Table Preparation of Mixed Salads Preparation of Fruit Salad Preparation of Lobster cocktail	125 126 127 128	Flambéing Flambéing Strawberries Flambéing Crêpes Suzette Using Special Cutlery	130 132 134 137
8.12 Preparation of Beverages			
The Bar Types of Cocktails or Mixed Drinks The Main Ingredients of Cocktails or Mixed Drinks The Preparation of Cocktails or Mixed Drinks Recipes for Alcoholic Cocktails and Long Drinks Recipes for Non-Alcoholic Drinks	143 145 145 145 147 147	Mixed Drinks with Milk, Yoghurt or Cream Special Mixed Drinks Presentation and Service Ingredients of Mixed Drinks (overview) Measurements and Technical Terms at the Bar	148 149 151 152 153
8.13 Cashier System			
How Orders Are Processed Issue and Presentation of the Bill Settling the Bill Cashier Systems Correcting a Bill	163 166 166 166 168	Bilking Host's Right of Lien Forms of Cash Settlement Sales Analysis Cash Shortfalls, Agreement on Shortages	168 168 168 171 173
Office Organization and Communication	ation		
9.1 Implement Job-Related Written Assignments	3		
Correspondence Grammar, Spelling and Punctuation The Good Letter Style Style Exercises Sample Letter (Examples) Offerings Complaints Letter of Congratulations Letter of Condolence	3 5 9 11 13 13 14 14	Declinations Enquiries and Offerings about Hospitality Services Various Types of Enquiries General Enquiries and Quotations Individual Requests and Quotations Structure of the written Quotation Address Guests' Interests Quotation Prices	15 17 17 17 17 18 18
9.2 Register and Store Documents			
Locations and Forms of Storage Filing Classification Systems	21 23	Filing Plan Business Document Values	23 23
9.3 Electronic Data Processing			
The Principle of Electronic Data Processing Hardware Data Storage Input Devices Output Devices Software Glossary of other IT Terms Application Examples Special Software Applications	25 25 26 27 27 28 29 30 31	Backing up Data Requirements for the IT Front Office System Hotel Codes Abbreviations with Descriptions of the Room Categories Abbreviations for Room Categories Hotel ABC Code International Abbreviations Company Data Protection	34 37 37 37 39 38

10 Incoming Goods Department

mooning distance population			
10.1 Incoming Goods Department			
Supervising Incoming Goods	3	Delivery Note	4
Claims, Guarantee and Warranty	3	Warehouse Cash Office	5
Inspection of Incoming Goods	4	Audit	5
Notification of Defects	4		
10.2 Storage of Goods			
The Importance of Storage	7	General Requirements for Storage Rooms	8
Storage Quantities	7	Advice for Storage of Individual Goods	9
Maximum Stock, Purchase Order Stock and Reserve		Storage of Perishable Foodstuffs	13
Stock Stock Figures	7 7	Wine Storage	15 15
Stock Figures Types of Storage	8	Frequent Defects in Storage of Foodstuffs	15
Types of Glorage	O		
10.3 Stock Control			
	17		
The Documentation of Stock Rotation	17		
10.4 Material Requirements Determination			
ERP/Materials Management	21	Supply Channels	24
Requirements Determination	21	Planning Techniques and Tools Used in Purchasing	25
Material Requirements Calculation	22	Standardizations	25
Procurement, Purchasing	23	ABC Analysis	25
10.5 Purchase Orders			
Sourcing	27	Order Confirmation	32
Compare quotations	28	The Purchase Contract	32
Obtaining Quotations by Telephone	29	Abridged Purchasing Procedure	33
Order Negotiations	30	Checking the Quality of Goods	37
Master Supply Agreements, Call-Off Orders The Purchase Order	31 31	RAL Quality Marks (Germany)	38
The Fulchase Order	31		
10.6 Inventory			
Definition of Inventory	39	Inventory as Part of the Financial Statement	45
Passing on the Inventory Results	40	Inventory Breakdown	46
10.7 Payment Transactions			
Payment Transactions	47	Debit Cards, Credit Cards,	
Special Types of Transfer	49	Electronic Payment Systems	51
Checks	49	Types of Billing/Account	52
10.8 Cost-Conscious Use of Materials and Durab	de Goo	de	
Cost-Consciousness in the Hospitality Industry	53	Examples of the Cost-Conscious Use of Materials and Durable Goods	54
		of Materials and Burable Goods	J+
10.9 Costs and Revenues			
Costs and Revenues	55	Cost Charts	56
Cost Classification	55 55	Cost Accounting Methods (Costing)	57
Other Cost Accounting Terms	56	Cost Trend and Yield	58
-			

	10.10 Costing			
	Costings for Food Calculating the Cost of Materials Gross Markup and Calculation Factor Contribution Margin Accounting Breakeven Analysis Room Pricing Hotel Capacity and Occupancy Average Inclusive Price Calculating the Total Cost of Accommodation	59 59 60 64 65 66 66 66	Contribution Margin Examples of Quantity and Price Calculations Meat Shrinkage Calculations Losses Resulting from Cooking Meat Calculating Purchase Quantities Calculation Calculation with the Calculation Markup and Calculation Factor Audit Calculations	67 67 68 68 68 69
11	Housekeeping			
	11.1 Preparing the Guest Areas			
	Housekeeping Tasks Standard Preparation of Guest Areas	3 3	Preparation of Areas for Special Events and Function Example 'Daily Overview for Wednesday, March 6'	is 4
	11.2 Cleaning and Maintenance of the Guest Ar	reas		
	Cleaning Activities and Equipment	9	Cleaning Procedures During the Stay	11
	Room Cleaning Procedures Cleaning Procedures After Guest Check Out	11 11	Cleaning and Maintaining Guest Rooms Cleaning and Maintaining the Bathroom	13 15
	11.3 Staff Planning			
	Planning Staff Deployment	19	Agency Staff	20
	Working Time Models Flexible Working Hours Other HR and Work Plans	20 20 20	Outsourcing Duty Roster	21 21
	11.4 Monitoring			
	Monitoring Activities in Housekeeping	23	Monitoring Activities in Housekeeping	31
	Daily Monitoring Activities Linen Monitoring	23 29	Responsibilities of the Housekeeping Manager	33
12	Reception			
	12.1 Role and Function of the Reception Area			
	Reception A Typical Day in Reception	3 5	Room Occupancy Statistics Operational Metrics and Breakeven Point in the Area	10 a
	The Host Team at Reception Safety	5 8	of Accommodation	10
	12.2 Reservation Schedules and Occupancy Ra	ate		
	Reservation Software	13	Changes to Room Occupancy	15
	Benefits of IT IT Security	13 13	No-Shows and Overbooking Cancellations	15 16
	Types of Bookings	13	Room Changes	16
	Reservation Systems and the Internet Electronic Reports, Lists, Schedules	14 14	Reservation Document Filing	16

12.3 Guest Requests						
Information Service Providing and Procuring Guest Services Other Common Guest Requests		Running Credit (Creditworthiness) Checks Reminders for an Overdue Account 49 Currency Conversion Calculations Converting Euros into a Foreign Currency Converting a Foreign Currency into the Euro Converting one Foreign Currency into Another				
12.4 Charging Activities at Reception						
Guest Accounts Complaints and Reductions	33 33	Accounting Errors	33			
12.5 Guest Billing						
Billing and Types of Account Types of Billing/Account Payment Methods Managing the Hotel Cash Desk Required Information on a Cash Register Receipt	35 35 36 40 40	Manual Cash Accounting Software-Assisted Cash Accounting Non-Cash Payment Methods	40 41 41			
12.6 Settling up with Travel Agencies, Tour Opera	itors, a	nd Event Organizers				
Travel Agencies and Tour Operators Event Organizers Contracts with Tour Operators	45 45 47					
12.7 Converting Currencies						
Exchanging Money Exchange Rates Foreign Notes & Coins and Foreign Exchange (Forex/FX) Important Foreign Currencies The euro is the currency used in the member states of the EU that have signed up to full Economic and Monetary Union (EMU).	53 53 53 53 54	Converting Euros into a Foreign Currency Converting a Foreign Currency into the Euro	54			
Advertising and Promotion 13.1 Distinguish Advertising Media and Promotion Enterprise	onal Me	ans and Use for the Advertising of Education				
Marketing in the Hospitality Industry	3	Example 'The Establishment's Prospectus'	5			
Advertising in the Hospitality Industry	3	Other Advertising Media	6			
13.2 Promotionally Effective Offerings						
The Customised Offering	7	Examples for the Extension of the Offering and what				
Menus The Entire Offering of the Hospitality Industry	13 21	should be Considered when doing so Events Planning Offerings	23 24 25			
13.3 Marketing Operations						
Marketing Concept The Assessment of your Own Business Market Investigation Marketing Aims Marketing Techniques Marketing Mix The German Hotel Classification Further Industry-Oriented Marketing Techniques	29 29 31 35 35 40 41 41	'The Development and Implementation of a Marketing Concept' Business Aims Market Investigation and Survey, Results The Competition Situation The New Marketing Concept Measures for Realising the New Concept Marketing Techniques	52 52 52 53 53 54 54			
An Example	52	Beginning and Probation of the New Concept	56			

Table of Contents

		ample 'Open house'	56 56	Schedule Further Measures and Evaluation	57 57
		vertisement in a Trade Magazine	56	Turner Weasures and Evaluation	57
	13.4	4 Advertising Campaigns			
	Exa	ımple 'Mineral Water'	59	Control of Success	64
	Cor	ncept and Implementation	60	Guest Reactions	64
	13.5	5 Room Decorations			
	Dec	corating Rooms	65	Examples for Decorative Work	68
	13.6	6 Monitoring the Success of the Marketing Me	asures		
	Hov	v can Marketing Success be Measured?	73		
	13.7	7 Public Relations			
	Dist	tinction between Public Relations and Advertising	75	Press Conferences	76
		at is the Purpose of Public Relations?	75	Press Releases	76
		asures of Public Relations	75	Donating, Sponsoring, Charity Events	78
	Invi	tations in Operation	76	Joint PR Promotions	78
Аp	per	ndix			
	1	The Organization of Vocational Education			3
	1.1	The Decree of Vocational Education for the Hospi	tality Pr	ofessions with Vocational Education Core Curriculum	4
	1.2	Sample of an Enterprise Education Plan			11
	1.3	Core Curriculum of the Vocational School			18
	1.4	Examination Regulations for Final Examinations			31
	2	The Examinations			37
	2.1	The Intermediate Examination for Hotel Profession	onals		37
		The Final Examination			45