

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE**

**SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY  
OF ECONOMICS**

**ORGANIZATION  
OF THE RESTAURANT INDUSTRY**

**Guidelines for practical training  
of Bachelor's (first) degree students  
of speciality 242 "Tourism"**

**Kharkiv  
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UDC 640.43(07.034)

O-68

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*Самостійне електронне текстове мережеве видання*

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The list of themes for practical studies on the academic discipline and a bibliography are presented. Practical assignments and guidelines to them are given on each theme.

For Bachelor's (first) degree students of speciality 242 "Tourism".

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## Introduction

Restaurant industry, being a part of the hospitality system, is presented in all areas, including people's homes, public places and international relations as an integral element of the global tourism sphere. In any country the restaurant industry contributes greatly to meeting social, cultural, economic and entertainment needs. It operates in commercial fields that provide food and beverage, as well as entertainment services for guests or clients.

Studying the restaurant industry promotes a critical awareness of the social, cultural, economic and environmental factors that affect the restaurant industry by focusing on restaurant management practices. It fosters creative and entrepreneurial skills, a commitment to service and awareness of the global opportunities available in the restaurant industry by developing operational, management and transferrable hospitality skills.

The academic discipline introduces students to restaurant sectors and environments, issues, management practices and skills as they engage in operational and theoretical restaurant industry frameworks. Students are trained to reflect on different events to become familiar with industry practice. Using an inquiry approach, they examine and evaluate issues and explore the possibilities for a sustainable future for the industry.

The academic discipline gives students a foundation from which their skills and understandings of hospitality can develop. Understandings and skills in this sphere could lead students to professional hospitality careers in food and beverage, catering, accommodation, entertainment, resorts, tourist attractions, festivals and events, tourism, businesses.

This is a fundamental academic discipline which is obligatory according to the curriculum of the Bachelor's (first) degree students of speciality 242 "Tourism". The structural and logical scheme of the academic discipline is presented in Table 1.

Table 1

### The structural and logical scheme of the academic discipline

Prerequisites	Postrequisites
Organization of tourism	Economy of an enterprise
Organization of tourist services	Management of enterprise competitiveness
Organization of the hospitality industry	Management and marketing in tourism

The objective of the academic discipline is to help future specialists in the sphere of tourism to plan and provide food and beverage services in the process of tourist activity.

In the process of learning students gain the necessary knowledge during lectures and carrying out practical assignments. After studying the academic discipline students acquire professional competences and receive learning outcomes, presented in Table 2.

Table 2

### Professional competences

Competences	Learning outcomes
<b>GC 2.</b> The ability to preserve and increase society's moral, cultural, scientific values and achievements through understanding the history and development patterns of the subject area, its place in the general system of knowledge about nature and society development, machinery and technology, different types and forms of physical activity for active recreation and healthy lifestyle	<b>PLO 2.</b> Knowledge, understanding and ability to use in practice the basic concepts of the tourism theory, the tourist process organization and the activity of the subjects of the tourist services market as well as awareness of the worldviews and related sciences in this sphere
<b>GC 9.</b> The ability to identify, set and solve problems. <b>GC 10.</b> The ability to communicate in the state language both orally and in writing	<b>PLO 3.</b> Knowledge and understanding of the basic forms and types of tourism, its classification
<b>GC 3.</b> The ability to act in a socially responsible and conscious way	<b>PLO 11.</b> State and foreign language(s) proficiency at the level sufficient for professional activity
<b>GC 9.</b> The ability to identify, set and solve problems	<b>PLO 16.</b> The ability to work in accordance with the principles of social responsibility and civic consciousness
<b>GC 3.</b> The ability to act in a socially responsible and conscious way	<b>PLO 17.</b> Managing personal learning for self-realization in the sphere of professional tourism

Teaching the academic discipline involves active and interactive methods of studies – business games, trainings, active seminars, consideration of cases, moderation, work in a team.

The list of practical assignments is given in Table 3.

Table 3

### The list of practical assignments

Theme	Practical assignments
1	2
Theme 1 The basic notions and definitions of restaurant services	A general overview of the hospitality industry and restaurant establishments. Main areas and prospects of development of restaurants
Theme 2 The history of the restaurant industry development in Ukraine and in the world	The emergence and development of the restaurant and catering industry in different countries of the world. Peculiarities of the Ukrainian catering and restaurant market
Theme 3 The legal and normative regulation of the restaurant industry	Restaurant industry standards. Peculiarities of Ukrainian legislation in the sphere of restaurant business
Theme 4 The types and characteristics of restaurants	Characteristics of restaurants of different types. <i>A business game:</i> Opening a restaurant
Theme 5 The organizational structure of a restaurant	<i>A practical assignment:</i> Analysis of the dining room service organization and kitchen organization
Theme 6 The technology of food production in restaurants	<i>A business game:</i> Blurring and stretching
Theme 7 The types of menus. Menu planning, pricing, evaluation. Nutrients, types of food	7.1. Menu as the "face" of any restaurant. Menu design and planning. 7.2. Calculating a menu item. 7.3. Menu evaluation
Theme 8 Forms, types and methods of restaurant services	8.1. Forms of service. 8.2. <i>A situational assignment:</i> Dealing with a difficult situation in a restaurant
Theme 9 Types of restaurant services provided to tourists according to the resort and recreational specifications	Preparing a specialized menu for a particular category of tourists

Table 3 (the end)

1	2
Theme 10 Contemporary methods of travel catering	Increasing sales and revenue in institutional catering
Theme 11 Types of travel catering. Catering on board, in trains, etc.	A train gastro tour in Ukraine
Theme 12 Personnel management in a restaurant	Handling harassment
Theme 13 Skills and abilities of the restaurant staff. Requirements to the professional level of the restaurant employees	13.1. <i>A case study</i> : The issues of theft at the working place. 13.2. Termination of employees
Theme 14 Competition strategy evaluation and price planning of restaurants according to the market changes	Software products for automation of the work of restaurants
Theme 15 Safety in the restaurant industry	The working procedure during the pandemic
Theme 16 Organization of supply in the restaurant industry establishments	Organization of the effective supplies in a restaurant
Theme 17 Marketing and advertising activities	Increasing sales and revenue in institutional catering
Theme 18 The quality of the restaurant services	Defining the quality of the restaurant services
Theme 19 Functional organization of the restaurant premises	The problems of functional organization of the restaurant premises
Theme 20 The architecture and design in the restaurant industry	<i>A seminar-discussion based on pictures</i> : "Planning the territory and premises of restaurants and recreational complexes". Banks of visual support

The academic discipline also introduces students to the principles of marketing, menu planning, service styles, nutrition, sanitation and safety, purchasing, and control systems as they apply to food and beverage management in an operational setting.

## **Guidelines for carrying out practical assignments**

A practical class the form of lesson at which a lecturer offers a detailed consideration of certain theoretical issues of the academic discipline and forms students' abilities and skills by defining individual assignments so that students should be able to apply them to practice.

A practical assignment is carried out with the help of preliminary prepared methodical materials – tests for assessment of theoretical knowledge, a set of practical problems of various levels of sophistication.

A practical lesson includes the preliminary control of students' knowledge, abilities and skills, their reports and class activity. It is also a possibility to raise a general point in arguments and discussions in groups, pairs and with the lecturer, solving and estimation of problem questions.

## **Content module 1**

### **Organization of the system of service in restaurant establishments**

#### **Theme 1. The basic notions and definitions of restaurant services**

When studying this theme students have to consider the following concepts: a restaurant, the restaurant industry, the food service industry, services of the restaurant industry, food and beverage service, a food establishment, a restaurateur, restaurant management.

#### **Practical assignment 1. A general overview of the hospitality industry and restaurant establishments. The main areas and prospects of the restaurant industry development**

The students have to master the basic terms and concepts of the academic discipline and prepare a report on one of the topics suggested below.

1. Gastronomic tourism.
2. The most popular and zero-risk formats of establishments in Ukraine.
3. The influence of IT technologies on the restaurant industry development.

4. Nanotechnologies in the food industry.
5. Molecular gastronomy.
6. A healthy lifestyle fashion as a defining trend in the restaurant business.
7. The changes in the restaurant business under the COVID-19 pandemic.
8. Gamification and personalization of the restaurant services.
9. A takeaway or home delivery?. The flexibility of services as a way to restaurant business survival.
10. Is there a positive impact of the COVID-19 pandemic on the restaurant industry?
11. The features of service in restaurants during the COVID-19 pandemic.
12. Innovations in the restaurant industry.
13. The Internet marketing tools in the restaurant industry.
14. The competitive forces shaping the restaurant business in the contemporary conditions.

### *The guidelines for carrying out practical assignment 1*

In the process of preparation for the practical lesson, students consider one of the topics and write a short report which is assessed according to the following criteria:

- individual preparation;
- consistency and detailing of the presentation of findings;
- completeness and depth of the topic coverage;
- availability of illustrations (tables, figures, charts, pictures, etc.);
- the number of references (at least ten);
- the use of statistical (quantitative) information and presentation of practical experience;
- availability of specific proposals;
- quality of the design.

## **Theme 2. The history of the restaurant industry development in Ukraine and in the world**

When studying this theme students have to consider the following concepts: the early history of eating out; the French culinary history; the emergence of restaurants in America; the peculiar roles of China, Greece



and Rome; Ukraine's food traditions since ancient times; peculiarities of the Ukrainian catering and restaurant market; modern trends and directions of development.

**Practical assignment 2. The emergence and development of the restaurant and catering industry in different countries of the world. Peculiarities of development of the Ukrainian catering and restaurant market**

The students have to consider the basic notions of the theme and prepare a short presentation on one of the topics suggested below.

1. Analyse the restaurant history in different countries. Explain differences and similarities.
2. Characterize Eastern and Western traditions of eating out.
3. What are the peculiarities of Ukrainian cuisine?
4. How can you characterize the modern period of the Ukrainian restaurant industry development?
5. What are the modern trends and approaches in the sphere?
6. Can you provide examples of the startups focused on environmental sustainability and health in Kharkiv?

*The guidelines for carrying out practical assignment 2*

Presentations are made in front of the audience and are used for demonstration of certain achievements, results of the group work, reports on individual tasks, instructing. One of the positive features of presentations and their advantages in the educational process is an exchange of experience received by the students while working in small groups.

**Theme 3. The legal and normative regulation of the restaurant industry**

When studying this theme it is necessary to pay attention to the following issues: the basic and supplementary ISO International Standards in the restaurant industry, the role they play in tourism industry as a whole, the legal regulation of economic activity in the restaurant industry, the laws

of Ukraine, normative and regulatory acts, state standards and regulations, certification specifics, voluntary certification and mandatory certification.

### **Practical assignment 3. Restaurant industry standards. Peculiarities of Ukrainian legislation in the sphere of restaurant business**

Legal and normative regulations govern the relationships between the consumer (the client) and the service provider (the restaurant enterprise), coordinate the interests of the consumer, the manufacturer and the society and create favourable conditions for development of the restaurant enterprises.

The student should know the features of the international restaurant industry standards and peculiarities of Ukrainian legislation in the sphere of restaurant business. Besides, they have to study the rules of opening and closing of a restaurant establishment, the regulations of voluntary and mandatory certification of restaurant enterprises, the procedure of certification based on:

DSTU (State Standard of Ukraine) 2462-94. Certification. Basic Concepts. Terms and Definitions;

DSTU 3230-95. Quality Management and Quality Assurance. Terms and Definitions;

DSTU 4281:2004. Establishments of the Catering Trade. Classification;

DSTU 3498-96. Certification System. Types of Documents. Form and description;

DSTU ISO 9004-2-96. Quality Management and Elements of the Quality System. Part 2: Guidelines for Services;

DSTU 016-97. Government Classification of Goods and Services.

#### *The guidelines for carrying out practical assignment 3*

The opening of a restaurant establishment is co-ordinated with the local authorities, institutions of the state sanitary and epidemiological service in accordance with Ukrainian legislation (Consumer Rights Protection Law; Population Sanitary and Epidemiological Welfare Act; Food Safety and Quality Act; Sanitary Rules and Norms for Use of Food Additives; Drinking Water and Drinking Water Supply Act; State Regulation of the Manufacture and Circulation of Ethyl Alcohol, Cognac and Fruit Alcohol and Tobacco Products Act; Act on Tobacco Consumption Prevention and Decrease of its Harmful Influence on Public Health; Protection against Unfair Competition Act;

Basic Principles of the State Language Policy Act; Removal from Circulation, Processing, Utilization, Destruction or Further Use of Poor or Unsafe Products Act; Public Procurement Act; Personal Data Protection Act; Protection of Rights to Inventions and Utility Models Act; Protection of Rights to Trademarks for Goods and Services Act; Protection of Industrial Designs Act; State Standards of Ukraine in the sphere of restaurant business).

A sign indicating the name, type, kind of business entity and the working hours should be placed on the facade of the premises.

The working hours of the restaurants in a definite district are established by the entity itself. In cases stipulated by the legislation, they can be changed after consultation with the local authorities. For restaurant establishments that serve consumers at the factories, companies, institutions and other organizations, the working hours are set after consultation with the administration. Restaurant establishments of all forms of ownership must abide by the stated working hours.

Detergents and disinfectants approved by the Ministry of Health of Ukraine should be used in accordance with the instruction in the prescribed manner in all restaurant enterprises.

A certificate of compliance is necessary for all types of technological equipment, tools and utensils subject to mandatory certification. The equipment that is not subject to certification must be made of the materials permitted by the Chief Sanitary Service of Ukraine.

Business entities are obliged to have the Rules of Management of the Establishments of the Restaurant Industry, sanitary regulations, a sanitary journal, personal medical records of the workers and employees, registration instructions on occupational safety and labour protection, a book of complaints and suggestions. Businesses should also have log books of inspections.

Requirements for the quality of food raw materials, food products and semi-finished products, packing, labelling, transporting, receiving, sales, shelf life or expiry date, methods of laboratory control are governed by the legislation of Ukraine.

Certification of products (services) is the activity concerning conformity of products with requirements. Certification is carried out with the aim of:

creating conditions for establishments to perform efficiently in the domestic market as well as to participate in the international economic, scientific and technical cooperation;

assisting consumers in a competent choice of products (services);

protecting consumers from substandard or defective products (services); confirming the quality of products (services), declared by the manufacturer; providing safety control of products (services) for the environment, of consumers' health, life and property.

Certification may be mandatory or voluntary, but in order to ensure stability of the service quality with the criteria for classification of domestic enterprises in hospitality management and with the WTO's recommendations, and taking into account the existing international practices, the restaurant and hospitality services are subject to mandatory certification.

## **Theme 4. The types and characteristics of restaurants**

When studying this theme it is necessary to pay attention to the following issues: establishments of the catering trade; classification; DSTU 4281:2004 "General and specific terms and characteristics"; the problems of international classification; North American and British specifics; national peculiarities; prices, service styles, challenges.

### **Practical assignment 4.1. Characteristics of restaurants of different types**

Students have to study carefully DSTU 4281:2004 "*Establishments of the catering trade. Classification*" developed by the Ukrainian Academy of Foreign Trade and adopted on July 1, 2004, and compare its features with the current classifications of restaurant establishments in one of the foreign countries.

Students also have to visit (on-line or in real life) a restaurant, a café, a cafeteria, a bar, a snack bar, a buffet or a canteen and compare the establishment they are visiting with the demands that are required to be fulfilled by the establishments of this type by DSTU 4281: 2004. The results of the visit have to be presented in the form of a report.

#### *The guidelines for carrying out practical assignment 4.1*

The document DSTU 4281:2004 "*Establishments of the catering trade. Classification*":

defines the area of the standard application;

indicates legal and normative references, main laws and regulations;  
provides terms and definitions of the restaurant industry, characteristics of establishments of the catering trade of different types and classes and their classification;

describes general requirements for establishments of the catering trade (the location and adjoining territories (parking, playground for children, etc.), the features of the building, the external and internal design of the restaurant, the minimum area for one place in the restaurant hall, the level and amount of additional premises, the level of equipment facilities, the possibilities for handicapped people to move around in the wheelchairs; furniture, dishes, cutlery, table linen, amenities;

specifies the service process;

determines the quality of products and their assortment;

assigns requirements for the menu design, the price list and the wine list;

recommends the educational and qualification level of the personnel;

characterizes the structural and functional parameters;

defines the level and variety of additional services (the entertainment programme; live music, disco; photo services; gambling slot machines, billiards, darts, bowling, mini golf; taking care of children or pets; automobile service; organization of conferences, seminars (availability of the conference hall); cleaning and tailoring clothes repairs; cleaning and repair of shoes; availability of the locker room and safe; medical services; sale of souvenir items, flowers, newspapers and magazines; assembling and packing of flowers and gifts; food delivery).

All these aspects are recommended for establishments of the catering trade of different types (restaurant, café, cafeteria, bar, snack bar, buffet, canteen) and classes (luxury, premium, first).

## **Practical assignment 4.2. Opening a restaurant**

Suppose you have \$50,000 to start a restaurant in a city or the area where you live. What kind of restaurant should you consider and how would you go about getting started? Note the interesting demographics of the area. Comment on the economic and social situation. Analyse competition within the area.

## *The guidelines for carrying out practical assignment 4.2*

Restaurant personality, style of service, menu price, and management play a crucial part in the site selection. What is good for one restaurant may not be good for another. The focus is on the potential market. How convenient will it be to the customers' place of residence or work? Chain restaurant executives ordinarily take a careful approach to choosing the criteria for the restaurant site or location based on their experience. Selecting a restaurant site or a restaurant city is both a science and an art. Certain areas have too many restaurants. A few are good places to buy or build a restaurant, depending on the area's share of employed people, working women, income level, population age, and food consumed away from home. Certain towns are losing population, others are gaining. While this information is valuable, more important is the amount and intensity of competition already existing, information that can be learned only by on-site study or experience.

The most obvious location criteria are the following:

demographics of the area: age, occupation, religion, nationality, race, family size, educational level, average income of individuals and families;

visibility and accessibility from a major highway;

the number of potential customers passing by the restaurant (potential customers might be only travellers going through a community, drivers, local workers);

the distance from the potential market.

These factors are then weighed against costs: leasehold cost, cost of remodelling an existing building, cost of buying an existing restaurant. Some location factors are critical, and if a site does not meet them, it must be ruled out as the restaurant location.

Some restaurants create their own location. Developers and community officials are often eager to entice a successful restaurant operator into a new shopping centre or an area that has fallen on bad times. Decaying communities offer particularly attractive terms to operators with a proven track

record. A successful restaurant can attract hundreds of people and rejuvenate a shopping centre, mall, or other area.

A colourful personality restaurant may be successful in a location relatively poor with respect to surroundings, distance from the market, accessibility, and convenience. Some owners consider the usual location factors relatively unimportant because experience proves that people search out for some

successful restaurants even if they are located in less desirable locations. Some other restaurateurs are sure that even with the best location, it is difficult to succeed in the restaurant business – therefore, it is important to go only for the best.

There are some other important criteria to be taken into account:

proper zoning. If a site is not zoned for a restaurant and it is not likely that it can be rezoned, there is no point in pursuing that site;

drainage, sewage, utilities. If a site cannot be used because of the unavailability of certain utilities, or if there is a possibility of being washed out by a flood, or if it has major drainage problems, it must be rejected;

minimal size. The plot must be of at least the minimal size for a particular restaurant. A freestanding coffee shop ordinarily calls for something like 40,000 square feet. The plot must be big enough, in most cases, to permit adequate parking spaces. A 200-seat restaurant, for example, in some cities calls for at least 75 parking spaces. Other building codes specify at least half as many parking spaces as seats in the restaurant;

short lease. If a lease is available for less than five years, the site may be undesirable for most restaurant styles;

excessive traffic speed. Traffic traveling at an excessive speed (more than 35 mph) past the location distracts from the site. Throughway and interstate highways are exceptions when off- and on-ramps are convenient for the site;

access from a highway or street. This is most important. An easy left turn into the lot may be an important criterion. In one instance, a new traffic light preventing a left turn reduced the volume of sales of a restaurant by half;

the site may be all right for a style of restaurant different from one that depends on high traffic flow;

visibility from both sides of the street. The fact that a site is cut off from view may rule it out as the location for some styles of restaurants;

market population. Each style of restaurant depends on a certain density of foot or car traffic past the location and/or a minimum residential population within a given radius of the location. Many restaurants call for a resident population of 15,000 to 20,000 within a two-mile radius. Some sites call for 50,000 cars to pass the location each day;

family income. A high-average-check restaurant normally calls for families of high income within a two- to five-mile radius. A lower-average-check restaurant could well succeed in a lower-income area;

growth or decline of the area. Is the area getting better or worse economically? Is the population rising or declining? If the trend is worse, the restaurant's life span may be brief;

competition from comparable restaurants. Is the area already saturated with hamburger restaurants, coffee shops, family restaurants, or dinner houses?

To avoid overlooking location factors, the major chains develop checklists of information for evaluating the site.

The checklist is most relevant when a potential building site is to be evaluated. Here is an example of a checklist:

1. The dimensions and total square footage of the site.
2. The linear footage of the site frontages.
3. The distance and direction from the nearest major streets.
4. The average 24-hour traffic on each frontage street.
5. The number of moving traffic lanes past the location, their widths.
6. On-street parking and parking requirements: stall size, aisle width, the number of stalls required.
7. Topography regarding the necessary grading, slope characteristics, streams, brooks, ditches, flood conditions.
8. Drainage (public gravity-fed storm system; retention system on-site required).
9. The type of energy available (natural gas, petroleum, electric power).
10. The sanitary sewer availability, underground utilities.
11. Present zoning classification; any restrictions on hours of operation.
12. The character of the surrounding area within one mile (office and industrial, tourist attractions, retail areas and shopping centres, motels and hotels, theatres, bowling alleys, schools, colleges, hospitals).
13. The population and income characteristics (the number of people within one to several miles, typical occupations, median annual family income, ethnic makeup, housing value ranges, trade area population).
14. Signage (the pole-maximum area, height allowed, setback; the building area allowed; remote entrance signs).
15. Construction codes: building, mechanics, plumbing, fire, building regulations covering design for people who are handicapped, other approvals required to obtain a building permit.
16. Restaurant competition within one mile of the site (fast food, cafeteria style, family restaurants, coffee shops, dinner houses).



## **Theme 5. The organizational structure of the restaurant**

When studying this theme it is necessary to pay attention to the following issues: importance of organization: benefits in division of work and specialization, role clarity, clarity in working relationship, optimum utilization of resources, coordination and effective administration, adaptivity to change, expansion and growth, development of personnel; dining room service organization; kitchen organization.

### **Practical assignment 5. Dining room service organization. Kitchen organization**

Organizational structure is defined as a logical arrangement of tasks and the network of relationships and roles among the various positions established to carry out the activities necessary to achieve the predetermined objectives of the business.

Restaurants have very specific staffing needs, and their organizational structure must be in line with those needs to function well. The size of the restaurant usually determines the ultimate structure; staffers often take on more than one role in smaller establishments, but restaurants typically have the same basic framework, regardless of their size. The structure is designed to implement a system of responsibility and accountability, with a clear chain of command.

Students should be able to define the differences in the organizational structure of:

- a) fine dining restaurants – casual dining restaurants;
- b) fast food restaurants – cafeterias;
- c) bars – coffee shops;
- d) private owned restaurants – franchises.

Students should visit any restaurant, café or coffee house (preferably those that have open kitchens), examine its "front-of-house" (dining room), bar counter, "back-of-house" (kitchen), evaluate the establishment's organizational structure as far as possible, study all information presented on its site and present the results to the group.

## *The guidelines for carrying out practical assignment 5*

Before going to the restaurant, students have to study the theoretical material concerning the classical (French) dining room organization, the classical kitchen organization and typical work activities of: a restaurant owner, a restaurant manager, a host/hostess, a head waiter or waitress, a sommelier, a chef du trancheur, a chef du rang, the waiters and waitresses, bartenders, a restaurant cashier, a banquet manager, a human resources manager, a public relations manager, an expeditor, a food and beverage manager/director, a food service director; a head chef, a sous chef, a kitchen manager, a saucier (sauce chef), a potager (soup chef), a rotisseur (fry/sauté chef), a grillardin (broiled meat chef), a poissoner (fish chef), an entremetier (vegetable chef), a patissier (pastry chef).

After defining the level and status of the establishment that they visit, students describe its organizational structure, the approximate number and the supposed roles of the management, dining room staff, kitchen staff. Is there a sommelier (wine steward) or a pastry chef (baker)? What do these positions mean for a restaurant? How do the tendencies change for the upscale and less expensive restaurants? What are the most challenging tasks for every position? What is the overall impression about the restaurant in general? Was the food tasty? Was the student impressed with the work of the host/hostess, the waiters/waitresses, bartenders, other employees he/she had come across?

### **Theme 6. The technology of food production in restaurants**

When studying this theme it is necessary to pay attention to the following issues: the principles of rational production (specialization, proportion, continuity, rhythm, automation, flexibility); the types and characteristics of production; terms and conditions of increasing productivity; the role of planning, work organization and teamwork.

#### **Practical assignment 6. Blurring and stretching**

The student should read the article and find out: why would people pay more today than they paid yesterday for the same product?

Manufacturers of consumer goods are finding new ways to increase prices and profits. Blur marketing is the process of bypassing established price references by using packaging and presentation borrowed from apparently unrelated products. Milk in a spray bottle, chewing gum to clean your teeth, and yoghurt drinks are some of the products being offered to persuade consumers to part with more cash. Brand stretching allows the manufacturer to transfer the added value of a recognized brand to a new product outside its normal territory: think of Marlboro sportswear, Nestlé mineral water, and Adidas aftershave. Creative marketing can persuade consumers to adopt new patterns of behaviour in order to open up new markets. Champagne producers Pommery have positioned their 20 cl mini-bottle as the fashionable drink in pubs and clubs. Served with a straw, it can cost up to 50 % more than old-fashioned champagne in a glass. Pernod-Ricard's new pre-mixed aperitif saves consumers the trouble of adding water – and it can command up to three times the price of the original, undiluted Pernod.

Students have to divide into two teams. They brainstorm new product concepts by blurring and stretching products, brands and packaging. They can use the product information given in Table 4 or propose their own ideas.

Table 4

### New product concepts

Brand	Product	Packaging
Anchor	butter	individual portions
Cadbury's	chocolate	foil-wrapped bar
Chanel	perfume	spray
Coke	cola	33 cl can
Glenfiddich	whisky	bottle in tin
Mercedes	cars	none
Nike	sports shoes	cardboard box
Nutella	chocolate spread	glass jar
Colgate	toothpaste	plastic tube
?	?	?
?	?	?

Students choose three best ideas from Table 4 and present their new products. The following information is to be provided:

- a new product;
- a (new) brand name;

- packaging;
- positioning strategy;
- a promotional idea to raise brand awareness.

### *The guidelines for carrying out practical assignment 6*

Students have to brainstorm as many ideas as possible to find the most creative solutions for brand stretching and blurring.

To do this they will need some vocabulary to suspend judgments or constraints:

- It's ridiculous to say, but.
- I agree with your statement right down the line.
- I go all the way with you.
- I'm afraid that's not acceptable.
- You're joking.
- Let's establish some common ground.
- I'm pretty sure that.
- No idea is too crazy.
- Nothing is impossible.
- Nothing ventured, nothing gained (risk to achieve something).
- Win-win situation.
- Think out of the box (find innovative ideas or solutions).

An example of a new product concept made by mixing a brand, a product, packaging: Nike chocolate in a toothpaste tube:

A new product: soft chocolate.

A (new) brand name: Nikolat.

Packaging: in a toothpaste tube.

Positioning: high-energy food for athletes during sport activities.

Promotional idea: sponsor tennis players to use product during matches.

## **Theme 7. The types of menus. Menu planning, pricing, evaluation. Nutrients, types of food**

When studying this theme it is necessary to pay attention to the following issues: meals and menu planning; types of menus (table d'hôte, a la carte, plat du jour, plat du chef, cultural (ethnic) menus, specialty menus, children

menus, medical diets, religious menus (kosher, halal, Hindu, Buddhist), vegetarian and vegan meals, event or occasion menus, static and changing menus, changing or cycle menu). methods of menu pricing and evaluation (methodology of stars, plow horses, puzzles and dogs).

### **Practical assignment 7.1. Menu as the "face" of any restaurant. Menu design and planning**

Analyse the menu of a restaurant (café, bar, restaurant) taking into account the menu layout, pricing strategy, general design, menu balance (nutrition balance, business balance, aesthetic balance). What are the advantages and disadvantages of this type of menu? What are the steps to be undertaken by the restaurant's owner to correct and improve the menu?

#### *The guidelines for carrying out practical assignment 7.1*

1. Check the balance between the pricing strategy of the restaurant and its concept. Take into account financial and marketing considerations.
2. Check if the menu includes additional information such as: restaurant's address, e-mail, telephone number, days and hours of operation, reservations and payment policies, history of the restaurant, a statement about management's commitment to the guest service. Consider how much this information influences the guests' impressions.
3. Solve the task taking into account the guest's and the restaurant owner's points of view.

### **Practical assignment 7.2. Calculating a menu item**

Study the pricing approaches that are used in the contemporary restaurant industry. Choose one of the objective methods and calculate the price of one dish of any restaurant to your liking if you were cooking it at home. Compare your price with the price of this same dish in the restaurant. Is there any difference? How can you explain it?

#### *The guidelines for carrying out practical assignment 7.2*

There are several pricing approaches used in the contemporary restaurant industry.

**Subjective pricing methods** are about intuition, feelings, opinions and knowing the restaurant's guests. These methods fail to relate to profit and costs and are very quick to implement as they are built on the management's assumptions of how much the customer is willing to pay.

*The reasonable price method* presumes value to the guest. The owner/manager decides what charge is fair and equitable. Despite the lack of scientific basis, this method is often justified because it is formed from the guest's perspective.

*The highest price method* sets the highest prices the guests are willing to pay. The underlying costs of the products and labour are much less important for the guests than the perceived value of quality and excellence. While using this method, all the contingencies for the food enterprise are taken into account and, thus, it is the safest method among subjective pricing methods.

*The loss leader method.* An unusually low price is set for an item/items to bring the customers in. The method is used to quickly increase the sales, to attract new clients, to make the place more popular.

*The intuitive price method* is based on guesses, hunches and assumptions. The trial-and-error approach explains this method in the best possible way.

**Objective pricing methods** take into account the concept of value (the price should be relative to quality), the basic law of supply and demand, the concepts of volume and competition (knowing the competitors' menus, selling prices, guests' preferences), the law of elasticity of demand (elastic: price change creates a large percent in the quantity demanded (price-sensitive); inelastic: the percent change in the quantity demanded is less than the percent change in price). There are three main methods:

*The desired food cost percentage method.* The manager determines a reasonable food cost percent (generally the accepted food cost percent is 30 – 35), then divides the menu item's standard food cost by its reasonable food cost percent:

$$\text{Selling price} = \frac{\$1.50 \text{ item's standard food cost}}{0.33 \text{ desired food cost percent}} = \$4.55.$$

*The ingredient mark-up method.* The manager finds the cost of every single item, then calculates the portion cost with the formula:

$$\text{Portion cost} = \frac{\text{Purchase cost}}{\text{Portion}}.$$

Thus, if the restaurant buys 100 kg of meat which costs \$2.50 per kilogram, the purchase cost would be \$250. If a half kilogram of meat is used for a portion of meal, \$250/200 (half kilogram divided by 100) is taken to make \$0.75 per portion.

Then the cost of each ingredient is added to total each dish:

Meat: \$1.25.

Vegetables: \$1.50.

Condiments: \$0.5

Total: \$3.25.

Divide the food cost by the percentage (which depends on the food enterprise):

\$3.25 : 30 % = \$9.84, or

\$3.25 : 35 % = \$9.28.

The last step is to adjust the price for the menu, as \$9.84 or \$9.28 are rather unusual for the restaurant menu. Most customers are more familiar with \$9.95 and \$9.50. The price may be raised up to \$9.95 in both cases as the change of price within the dollar is handled better than outside the dollar because most customers only look at the first digit.

*The contribution margin pricing method* sets the price of a menu item by adding the desired profit per customer to the average price of the total costs per customer. The name reflects the concept that each customer contributes the same amount of profit and shared portion of expenses to the business. To use this method, the restaurant needs to have predictable costs of food and overheads as well as the number of customers in a given time period.

The contribution margin is determined by firstly identifying the total nonfood costs of operating the restaurant such as rent, utilities, labour, and cleaning supplies over a certain period of time, secondly, determining the total dollar amount of profit the restaurant would like to make. The sum of these two numbers is then divided by the expected number of guests to give the contribution margin.

$$\text{Contribution margin} = \frac{\text{Non-food costs} + \text{Desired profit}}{\text{Number of customers}}.$$

By adding the contribution margin to the food ingredient cost per customer, we can determine the base selling price, i.e. the minimum menu price that covers costs and desired profits.

$$\text{Base selling price} = \text{Contribution margin} + \frac{\text{Food cost}}{\text{Number of customers}}$$

### **Practical assignment 7.3. Menu evaluation**

Visit a restaurant and analyse its menu. Consider the menu's "stars, plow horses, puzzles, dogs". Suggest any changes that might improve the restaurant's profitability. How can the owner manage "stars, plow horses, puzzles, dogs"? Present your results to the class.

#### *The guidelines for carrying out practical assignment 7.3*

Menus are usually evaluated with the help of stars, plow horses, puzzles, dogs methodology:

stars are items that are popular and profitable;

plow horses are items that are not profitable but popular;

puzzles are items that are profitable but not popular;

dogs are items that are neither profitable nor popular.

1. Managing stars. These items are high in contribution margin and high in popularity and do not need much alterations. The main thing is to place them in a highly visible location on the menu. In addition, it is desirable to reconsider pricing strategy but not to increase the price too much as it may scare away customers. While serving the clients, suggestive selling techniques are proposed.

2. Managing plow horses. These items are low in contribution margin but high in popularity. The strategies proposed are the following:

carefully test for price increase;

relocate the item to a lower profile on the menu;

test for demand;

shift demand to more desirable items;

combine with lower cost products;

consider portion reduction;

asses the direct labour factor.

3. Managing puzzles. These items are high in contribution margin but low in popularity. The main strategies are:

shift demand to these items;

consider price decrease;

add value to the item.



4. Managing dogs. These items are low in contribution margin and low in popularity. They are first candidates for removal from the menu.

While evaluating any menu, the following questions should be answered:

Is the menu attractive?

Do the colours and other design elements match the restaurant's theme and décor?

Are menu items laid in an attractive and logical way?

Is there too much description? Or not enough? Is the menu easy to understand?

Is attention called to the items managers most want to sell through placement, colour, description, type size, etc.?

Have guests complained about the menu?

Have guests said something good about the menu?

How does the menu look compared to the competitors' menus?

Has the average guest check remained steady or increased?

Is there enough variety in the menu items?

Are menu items priced correctly?

Is there right proportion of high-profit and low-profit items?

Is the type face easy to read and appropriate to the restaurant's theme and decor?

Is paper attractive and stain-resistant?

Have the menus been easy to maintain so that guests always receive a clean, attractive copy?

The restaurant manager/owner should always keep in mind that the menu also acts as a sales tool (lists the items the operation is offering for sale), as an advertising tool (communicates the restaurant's food and beverage marketing plans), as a merchandising tool (targets market expectations – product, service, ambience (theme and atmosphere), perceived value), as a marketing tool (strives to meet or exceed the expectations of its target market).

## **Theme 8. Forms, types and methods of restaurant services**

When studying this theme it is necessary to pay attention to the following issues: types of service; preparation of the restaurant – mis-en-place & mis-en-scene, rules for laying the table and waiting. the seating consumption

time; the service methods (table, assisted, single point, specialised, self-service); the forms of service – Russian, American, French, and English; the specifics of the hospitality industry service; the recommendations for dining room personnel, for management, for kitchen staff.

### **Practical assignment 8.1. Forms of service**

Students have to consider the forms of services that are usually used nowadays, namely, silver service, French, Russian (platter), English (family), American (pre-plated) services, Guéridon service, snack bar service, banquet service. While distinguishing between different forms of services think about the following: why very few restaurants use French services; the similarities and differences between French and Russian services; when English service is used today; why American service is used in most restaurants today; why American service is also called plate service.

Describe in your own words how the service might differ in a very casual, informal restaurant from the service in a high-end, upscale restaurant (using information presented in Table 6).

#### *The guidelines for carrying out practical assignment 8.1*

The service of F&B may be carried out in many ways depending on a number of factors:

- the type of establishment;
- the type of customer to be served;
- the time available for the meal;
- the expected customer turnover;
- the type of the menu presented;
- the cost of the meal served;
- the site of the establishment.

The seating consumption time (Table 5), for example, determines the period that the ordinary customer usually spends in food establishments of different types.

Table 5

### The seating consumption time

<b>Operation</b>	<b>Consumption time (minutes)</b>
Fine dining restaurant	90 – 120
Casual dining restaurant	60 – 120
Fast food restaurant with seating	20 – 40
Popular catering (café, carvery, pub (with food) (names differ for different countries)	45 – 90
Cafeteria (canteen)	15 – 40
Takeaway with seating	15 – 30

Broadly, the service methods used in the restaurant industry can be categorized into five types (Table 6).

Table 6

### The service methods

<b>Service method</b>	<b>Service area</b>	<b>Ordering/ selection</b>	<b>Service</b>	<b>Dining/ consumption</b>	<b>Clearing</b>
<b>Table service</b>	The customer enters and is seated	From the menu	By staff to the customer	At the laid cover	By staff
<b>Assisted service</b>	The customer enters and is usually seated	From the menu, buffet or passed trays	Combination of both the staff and the customer	Usually at the laid cover	By staff
<b>Self-service</b>	The customer enters	The customer selects items onto a tray	The customer carries	Dining area or take away	Various
<b>Single point service</b>	The customer enters	Orders at a single point	The customer carries	Dining area or take away	Various
<b>Specialized or in-situ service</b>	Where the customer is located	From the menu or predetermined	Brought to the customer	Served where the customer is located	By staff / customer clearing

*Table service* is the most deliberate one and is done at a laid cover. In this category, the guest is seated, menu lists are given or displayed for orders, and the orders are taken by the waiter. It includes: silver service; English (family) service; French service; American/pre-plated service; Russian (platter) service; Guéridon service; snack bar service, banquet service.

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

*Self-service.* The customer is required to help himself/herself from a counter.

*Single point service.* The customer orders, pays and receives the food and beverages at a counter: at a take-away; a fast food outlet; a drive-through; a kiosk; a food court; a vending machine.

*Specialized or in-situ service.* The food and beverages are taken to where the customer is. It includes: tray service in hospitals, hotels or aircraft (the whole meal or part of it is served on the tray); trolley service (food and beverages are served from the trolley away from the dining area, e.g. for office workers, in hotels, on trains, etc.), home delivery, lounge service (service of a variety of F&B in the lounge area), room service and drive-in.

## **Practical assignment 8.2. Dealing with a difficult situation in a restaurant**

As a server, you observe children going to the buffet and dipping the serving utensil from one food item into another. In addition, you notice one child picking up food with his hand. Other guests observe the children. The parents of the children appear to be unaware of where their children are and what they are doing. Answer the following questions:

How would you approach the children's parents concerning this problem?

What would you do with the food that was contaminated?

What steps should be taken to avoid an occurrence of this sort of situation in the future?

## *The guidelines for carrying out practical assignment 8.2*

There are some useful rules which have to be observed by all restaurant workers but, as far as the waiter/server is the main person with whom the customer communicates and interacts, he/she should be particularly aware of the following rules:

The golden rule of business is that the customer is always right. Never show the guests that you think otherwise. Be understanding and empathetic and take the time to listen to their complaint or suggestion. Never argue with the guest. Problems will inevitably arise in even the best of restaurants – it is how you handle them that will determine if customers return or go elsewhere.

- Be a good listener. Take the time to identify what the customer needs by asking questions and concentrating on what the customer is really saying. Listen to his words, the tone of voice, body language, and most importantly, how they feel.

- Appreciate the power of "Yes". Always look for ways to help your customers. When they have a request (as long as it is reasonable) tell them that you can do it.

- Make customers feel important and appreciated. Treat them as individuals.

- People value sincerity. Never show impatience.

- Don't make excuses if the guest is unhappy about anything. Always apologize. It is easy and customers like it. The customer may not always be right, but the customer must always win. Deal with problems immediately and let customers know what you have done.

- Always try to maintain a smiling face, be friendly, responsive and understanding. It is crucial to remember that usually the customers are there not simply for service or food but for good feelings and emotions.

- Speak softly and clearly. Avoid unnecessary movements of hands and facial expressions. Do not use slang or abusive language. Do not speak poorly about others to the guest; avoid discussing management or restaurant rules.

- Do not interrupt the guest if he is speaking to someone.

- Never touch the food with hands.

- It is prohibited to run in a restaurant. Even if your task is urgent, walk at even pace. Do not drag your feet, walk silently.

- While serving or talking with the guest, close contact should be avoided. Do not get familiar with the guest, even if he treats you like a friend. Remember your relationship with the guest is professional.
- Never touch the guest's personal belonging without their consent.
- Never whistle or murmur in the restaurant, do not chew or munch something, do not smoke and shout, do not fiddle with keys, pens or lighters.
- Stand erect. Do not lean on the walls, counters or side stations. Stay balanced on both feet, keep your shoulders straight, keep hands on the sides, behind your back, do not keep hands in pockets, or on the hips, do not cross arms across the chest.
- Do not enter the guest area when not in uniform, do not hang around in guest areas.
- Do not huddle in groups. Do not hold lengthy conversations in the restaurant.
- Be always well-groomed. Be aware of the offensive habits you have (biting nails, picking hair, nose, ear, yawning, sneezing/coughing without covering your mouth).
- Never eavesdrop.
- Do not hint or solicit tips.

## **Theme 9. Types of restaurant services provided to tourists according to the resort and recreational specifications**

When studying this theme it is necessary to pay attention to the following issues: characteristics of the restaurant establishments in hotels (BB, HB, FB, AI, MAI, UAI, buffet, bars, room service / in-room dining, other Food & Beverage outlets); peculiarities of nourishment of children and elderly people; meals provided in recreational and sport camps.

### **Practical assignment 9. Preparing a specialized menu for a particular category of tourists**

Students have to consider special nourishment and diets for tourists of different types and energy expenditures (active and passive rest / going in for active sports / sanatorium food / catering in camps): children; students; young people; middle-aged people; elderly people; special categories of people.

They have to work out a three-day menu for a chosen category of tourists and present their results in class.

### *The guidelines for carrying out practical assignment 9*

While preparing for this task, students must understand that, for example, different types of active tourism define the choice of products and type of food cooked. Thus, tourists engaged in mounting climbing, for example need a different menu choice than travels in hot climate or doing rafting, skiing, camping trips and other extreme kinds of tourism.

The norms for nutrients and energy per day for children of the school age are presented in Table 7.

Table 7

#### **The daily intake of basic nutrients for children**

Age	Proteins, g		Fats, g	Carbohydrates, g	Calories, kcal
	Total	Animal			
7 – 10	80	48	80	324	2400
11 – 13	96	58	96	382	2660
14 – 17	106	64	106	422	3150

The nutrition regime is also extremely important for children's development. Schoolchildren are recommended to have four meals per day at a definite time.

For children and teenagers, who have intensive physical activity (including participants in tourist trips), the daily protein portion should be increased to 116 – 120 g at the age of 10 – 13 years and up to 132 – 140 g at the age of 14 – 17 years. The total amount of calories increases to 3700 – 4000 kcal.

For elderly people the preventive and rehabilitative role of tourism is very important. Physical limitations significantly reduce their life opportunities, cause depression, stress, loss of faith. Sport and tourism create an opportunity to establish independent and diverse contacts that help to become more confident and effective in life, it provides rehabilitation opportunities, increases vitality. Various types of recreational centres, sanatoriums and spa enterprises pay significant attention to health care and rehabilitation therapy along with sufficient therapeutic and preventive nutrition. Besides, medical nutrition is an essential element of complex therapy. It is usually prescribed in combination

with other therapies (pharmacological, physiotherapeutic procedures, etc.). In general, the daily amount of calories for elderly men should be 2300 – 2100 kcal, and for women around 2000 – 1900 kcal.

Medical nutrition can be in the form of an elemental diet or as a part of a dietary system. The elemental diet means the development of an individual diet for each patient with a specific enumeration of the indicators of each element of the daily diet. The dietary system involves the appointment of the necessary diet from the already approved diets (there are 15 medical diets specially developed by the scientists for certain diseases, groups of people, physiological needs).

## **Theme 10. Contemporary methods of travel catering**

When studying this theme it is necessary to pay attention to the following issues: new trends in the restaurant and catering industries: wedding catering, corporate/business catering, social event catering; industrial catering, mobile catering; event catering; organization of banquets: standing banquets, seated banquets, servicing the participants in conferences, presentations, meetings, festivals, exhibitions, competitions, etc.

### **Practical assignment 10. National traditions of cuisines in the countries of the world**

The student should plan a meal for an event (a business lunch, a conference coffee break, smorgasbord during a presentation, any other social event) for a group of foreign tourists from Jordan (the United Arab Emirates, England, India, Israel, Japan, Azerbaijan, Georgia, Taiwan, Morocco, Canada, Mexico, or any other country of the world). It is also important to acquaint them with the peculiarities of the national Ukrainian cuisine. What features of the cuisine of the country of your choice and what behavioural patterns must be considered in the preparation of the Ukrainian cuisine menu? What specific meals and drinks are advisable to offer to this group of tourists?

#### *The guidelines for carrying out practical assignment 10*

Catering is the business of providing food service at a remote site or a site like a hotel, a public house (pub), or other location. Catering is becoming



a fast evolving business today. The scope of the service expands and unlike it used to be it is not only limited to food preparation, presentation and staffing.

Catering is provided to people having a preference for high quality food services for any types of occasions, festivals, parties, informal get-togethers, and corporate or other functions.

While preparing this task, students have to thoroughly study the peculiarities of national cuisine of a particular country as there are many specifics. As an example the kosher diet is considered below.

*Kashrut* is a set of Jewish religious dietary laws. Food that may be consumed according to halakha (Jewish law) is termed "kosher" in English (meaning "fit" for consumption). Among the numerous laws that form part of kashrut are the prohibitions against consumption of unclean animals (such as pork, shellfish (both mollusca and crustacean – a large group of mainly aquatic arthropods which include crabs, lobsters, shrimps, woodlice) and most insects, with the exception of certain species of kosher locusts and the commandment to slaughter mammals and birds according to a process known as shechita (permissible animals must have cloven hooves as well as chew the cud, and must be slaughtered according to laws in the Torah, with the animal's death to be as instantaneous as possible. The religious slaughter must also include the removal of the animal's blood, prohibited fats and veins).

The only kosher animals, for all intents and purposes, are cows, sheep and goats, while kosher poultry includes chicken, duck, turkey, geese and pigeon. Fish can only be eaten if it has fins and scales – such as tuna, herring and salmon. Meat and dairy must be completely separated, which means they cannot be cooked or eaten together.

Kosher kitchens contain separate sets of utensils and preparation areas to ensure this is followed. It also means that dairy and meat cannot be served on the same table. It also means a person must wait an interval of between one and three hours after eating meat before eating dairy.

Pareve foods are those that are neither meat nor dairy and thus are considered "neutral", such as vegetables, grains and fruit. Alcohol is generally kosher but drinks that derive from the grape, such as wine or port, are subject to strict constraints surrounding their production. Spirits must be made from sugar or grain. Over the past century, there have developed numerous rabbinical organizations that certify products, manufacturers, and restaurants as kosher, usually using a symbol (called a hechsher) to indicate their support.

## **Theme 11. Types of travel catering. Catering on board, on trains, etc.**

When studying this theme it is necessary to pay attention to the following issues: airline catering; the airline fares depending on the class and service provided (economy, first, business, luxury); types of food offered, its cost, preparation, safety on board; railway catering, types of restaurant establishments at the railway stations, restaurant establishments in trains and types of meals served there; cruise liner catering; cruise catering as one of the most luxurious, its specifics and features.

### **Practical assignment 11. A train gastro tour in Ukraine**

Consider the possibility of a gastro tour in Ukraine. Will it be a mono-product or multiproduct tour? What regions/cities/towns/villages would you propose to visit? What kinds of transport would you choose? Are there perspectives for the gastronomic tourism development in Ukraine? Can it be a train gastro tour?

#### *The guidelines for carrying out practical assignment 11*

On trains, there are railway carriages equipped as restaurants where passengers can have their meals. The key factors for rail service are punctuality, freshness, cleanliness, speed, cost efficiency, value for money that can immediately make or break the passenger's overall experience.

Depending on the type of train or car (conventional, luxury), travel duration and country (the availability and quality of food served on board trains varies wildly between operators across the world) passengers are offered:

glorious catering with fully a-la-carte menu (orders are transmitted to the dining car);

continental menu;

trolley service (packed and cooked food);

lunch boxes.

There are special tourist trains with 400 – 450 passengers completed by two or three restaurant coaches. During these special or long-distance journeys, the quality of the food and service comes to the fore. These are trains to music and arts festivals, sport events and competitions, film and TV

festivals, private train charters & carriage hire for weddings and other family or company events, business conferences, etc. Private rail cars are available in Australia, Brazil, Canada, Austria, Germany and Switzerland, Georgia, Spain, the UK and – in significant numbers – the USA, as well as in certain other countries. Any kind of catering can be provided (such as Pullman dining, finger buffets and cream teas) along with a licensed bar ensuring that party arrives at the destination in comfort and pleasure.

A few examples of the premium class service are presented by the *Eurostar*, *Deutsche Bahn*, *Great Western Railway*, *Indian Railways*.

*Eurostar*. Its culinary team is fortified by two Michelin-starred chefs, who create seasonal menus combining British and French cuisines for the Business Premier passengers.

The meals are also meant to cater to an array of dietary requirements, including gluten- and dairy-free, as well as vegan and vegetarian. Eurostar is the first transport provider to receive a Sustainable Restaurant Association (SRA) accreditation as a Two-Star Sustainability Champion for its commitment to sourcing local and sustainably produced ingredients and for pursuing a socially and environmentally responsible approach.

*Deutsche Bahn*. ICE trains of this company present one of the most varied on-board menus in Europe. On board, more than 250 catering services as part of a campaign called "Taste and discover Germany" are offered for the sophisticated tourists and travellers. A new campaign launched by the operator consists in presentation of the signature dishes by the food bloggers including seasonal, vegan and vegetarian dishes.

*Great Western Railway (GWR)* has also scaled up its fine dining services over the past few years. Its professional chefs are keen on using locally-sourced products cooked on board. Besides, they are trying to take the travellers back to the luxurious train travel; with plush seats, crisp white tablecloths and silver service from the friendly team worldwide known as Pullman dining.

*Indian Railways*. Indian Ministry of Railways has taken several important initiatives to promote tourism. These include introduction of new tourist train services on popular tourist circuits in different regions of the country to offer fully packaged rail travel itinerary inclusive of travel, accommodation, on board catering and conducted sightseeing tours at the destinations. "Palace on Wheels", "Deccan Odyssey", "Golden Chariot", "Royal Rajasthan on Wheels" and "Maharajas' Express" offer seating arranged in groups of two and four

near the window. Chefs in the attached pantry prepare gourmet continental and Indian specialties with emphasis on the cuisine of Rajasthan. In these trains, the rates per person per night in high season vary between US\$520 – 770, Super Deluxe reaches the price of US\$1600 per suite per night.

## **Content module 2**

### **Organization of functioning of the restaurant industry establishments**

#### **Theme 12. Personnel management in a restaurant**

When studying this theme it is necessary to pay attention to the following issues: staff organization of F&B departments; hiring and recruitment: onboarding; training, coaching and employee retention; employee motivation; discipline and termination; inter- and intradepartmental coordination; intradepartmental interactions within certain departments (kitchen and food production, front-of-the-house, housekeeping, beverage management) and interactions between them; the importance of rational organization of work; job descriptions and specifications; an employee handbook (the tasks, rules, obligations, responsibilities and expectations).

#### **Practical assignment 12. Handling harassment**

While you are working as a server, your supervisor, who makes remarks with sexual overtones, approaches you. You feel uncomfortable about these remarks. The country in which you are working has strong sexual harassment laws, and you are aware of them. You want to curtail this situation before it leads to something you do not want to happen.

Answer the following questions:

What are your rights?

What steps can you take to make sure your supervisor understands your feelings and that allow you to continue your job in that establishment?

#### *The guidelines for carrying out practical assignment 12*

To organize the work of any food establishment in the most effective and rational way, it is highly recommended for the management to work out

written job descriptions and specifications for all staff positions. Job descriptions are essential for selection and training of staff and for setting performance standards. Job specifications identify the qualifications and skills needed to perform the job. Job instructions provide the step-by-step details needed for training. Performance standards identify the outcome of the work. Job description is the basis for identifying the employee qualifications needed to perform the job. These qualifications form job specifications – or, more accurately, person specifications. The kind of person recruited and what is taught in training are based on task and job analysis. Selecting the right person for each job – based on its analysis – is critical for successful job performance.

The restaurant employee handbook is a set of employee policies, procedures and practices in writing so that every one of the staff knows the tasks, rules, obligations, responsibilities and expectations.

A sound employee handbook can prove beneficial in a number of ways, including improving employee morale, avoiding litigation, and increasing consistent application of workplace policies and discipline. From an employee perspective, the employee handbook provides guidance, sets expectations, and provides information regarding policies and procedures that apply to the workplace.

The employee handbook can also free up managers' time from answering repetitive questions regarding these procedures. This is a list of issues to be covered in the restaurant handbook: non-discrimination; age requirements; orientation period; training; evaluations; schedules; overtime; standards of conduct; drug and alcohol policy; employee use of social media websites; cellular phone policy; kickback policy (kickback is a sum of money that is paid to someone illegally); harassment (aggressive pressure or intimidation); absences; tardiness (lateness); resignations; payment procedures; tip reporting; benefits; vacations; holiday; worker compensation; employee meals; employee safety; management/employee relations; sanitation; dress code; accidents and emergency situations; alcoholic serving policy; propriety and confidential information; solicitation (the act of asking someone for money, help, support, or an opinion).

The benefits of having the employee handbook are that it: clearly establishes workplace compliance guidelines, policies and procedures; helps in avoiding litigation over unfair labour practices, wrongful termination or sexual harassment; establishes expectations of both employees and management;

covers a wide variety of issues including tip reporting, fraternization, substance abuse, safety, behaviour, dress code, attendance, etc.; outlines various employee benefits such as vacation, holidays, sick leave, meals and other benefits; includes employee acknowledgement signature page.

It is advisable that a competent attorney, familiar with the employment law in the country, reviews the restaurant handbook before adopting its contents and distributing it to the employees.

### **Theme 13. Skills and abilities of the restaurant staff. Requirements to the professional level of the restaurant employees**

When studying this theme it is necessary to pay attention to the following issues: job opportunities in the restaurant industry; new jobs: a food stylist, a holistic health coach, a vegan chef, a molecular gastronomist, a restaurant designer, a restaurant publicist; the importance of networking, principles of formation of the norms of time; methods of the time management system; standards, forecasting, a staffing guide, scheduling, using part-time personnel.

#### **Practical assignment 13.1. Disappearing liquor. The issues of thefts at the working place**

You are the general manager of a trendy pub restaurant in an upscale part of a large metropolitan area. You have local musicians that perform regularly. You have a great staff that gets along well and enjoys working together. The strong customer volume includes regular locals and new guests. The customers enjoy their interaction with the staff and bartenders and thus will often buy them a drink. When the staff gets off work before closing, they will often become customers with the establishment. This increases the positive interaction between staff and customers. Sales are good and all costs are in line except the bar cost, which is one or two percent high. You are not too worried about it because your strong sales give you a good profit and the owners are happy.

On a tip from an employee, you learn that a lead bartender is stealing alcohol from the storeroom. You set up a hidden video surveillance camera.

After a few nights, you catch the bartender on tape taking products from the liquor storeroom and going out the back door. Lead bartenders are given keys to the storeroom, as the bar often runs out of products during busy nights when management is busy with other operational issues. Inventory is taken weekly.

You do not know what to do. The lead bartender is very popular with your customers and the rest of the crew. Firing her would prove to be unpopular and could hurt sales, customer volume and morale, but ignoring the problem would open the door to other employees taking products. Since you were tipped off, you know that at least some of the employees know what is going on.

Should you dismiss the lead bartender? Why or why not?

What are the ethics of setting up a hidden surveillance camera?

Is the cycle for inventory a problem? Why or why not?

Determine a method to solve the problem by tightening the policies and procedures for purchasing and storage of beverages.

Identify several alternatives you have to solving the problem.

Select the best solution.

Determine how you would implement the solution.

### *The guidelines for carrying out practical assignment 13.1*

Students should understand that whatever the job position is, it is important for the applicant to be aware of: what the job is about; what the hours are; what qualifications are needed; how to apply; what kind of training is provided; what career promotion is possible; features of the job (wages, benefits, etc.), the rules and regulations at the place, national legislation in the sphere and obligations under the law.

While solving the task, students should also revise material from Lecture 3. The legal and normative regulation of the restaurant industry.

### **Practical assignment 13.2. Termination of an employee**

You have to terminate the employment of one of the restaurant employees. How much will the following questions influence your decision?

1. Is this a higher-risk termination?

2. Is the employee physically or mentally disabled? If so, have you attempted to accommodate that disability?
3. Does the employee have a pending worker's complaint?
4. Has the employee reported the company for illegal activities?
5. Has the employee filed any claims or testified against the company?
6. Is the employee in a protected category based on the employee's age (40 and over), pregnancy, sex/gender, race, national origin/ancestry, colour, religion, or sexual orientation?

### *The guidelines for carrying out practical assignment 13.2*

Termination of an employee can be more stressful for the owner/manager than it is for the employee. The single biggest mistake employers make in this area is not terminating poor performers earlier. Continuing to employ poor performers not only hurts the restaurant, it may increase the chance of being sued by the employee when the employee is eventually terminated. It is never a good idea to try to make the employee's situation so miserable that the employee resigns.

It is essential to have a section in the restaurant employee manual that defines the types of behaviour that will not be tolerated. The manual will lay out the discipline policy, often including warnings leading up to termination.

Managers should know that firing an irresponsible or unproductive employee is just as important as hiring great employees. Poor performers will only drag the business down.

## **Theme 14. Competition strategy evaluation and price planning of restaurants according to the market changes**

When studying this theme it is necessary to pay attention to the following issues: restaurant POS systems, the handheld order terminals, getting orders to and from the bar and kitchen, completing transactions, budgeting and control, the restaurant accounting software; labour costs and guest check control; software programs; labour management systems; variable and fixed payrolls; labour, food, and other control systems; productivity analysis and cost control.



## **Practical assignment 14. Software products for automation of the work of restaurants**

Nowadays, there is a large number of software products that are focused on the automation of restaurant management processes.

Students have to consider the following software products and indicate their positive and negative features [14 – 17].

### *The guidelines for carrying out practical assignment 14*

Restaurant POS systems are set up so that servers can create and store open checks, add a bar tab to the food order, communicate orders to the kitchen and bar, know immediately if a food item is sold out, send "fire" orders to the kitchen to start the next course, or signal a need for a utensil that has been dropped on the floor.

With the POS system, guest checks can be totalled and tax added for the server. The system may be able to split a check between guests or split it evenly by the number of guests in the party. Guests' credit cards can be swiped for Internet-based credit card authorization. Gift cards can also be generated on the POS system. There could be a recipe lookup feature for the bartenders, and the system may be able to change pricing automatically for happy hour.

Establishments with a receptionist's desk can have a monitor with reservation and seating software to enable the manager or host to take reservations, manage seating, and keep tables full. Larger restaurants may also use a device for paging guests when a table is ready. Because of the efficiency of computers, servers can save time at the beginning of the meal when the orders are taken and submitted to the kitchen and at the end of the meal when the check is presented. Guests can reap the benefits of efficiency at the beginning and end of their dining experience, while enjoying their meal at a leisurely pace.

## **Theme 15. Safety in the restaurant industry**

When studying this theme it is necessary to pay attention to the following issues: sanitation and safety laws and norms; Ukrainian laws and regulations concerning sanitation and safety in the restaurant industry; a report of the

state sanitary and epidemiologic expert examination; food production and sanitation; the Hazard Analysis Critical Control Point (HACCP); prevention of accidents.

### **Practical assignment 15. The working procedure during the pandemic**

Study the sanitation laws of your city, region, and country in terms of how they apply to serving in a restaurant. Then, discuss the laws relating to communicable and infectious diseases in class.

#### *The guidelines for carrying out practical assignment 15*

As an example, students can discuss the rules of service in restaurants during the COVID-19 pandemic. Thus, it is necessary to conduct temperature screening of guests and staff. Information on the prevention of coronavirus infection is placed on the stands at the entrance to the restaurant. It is mandatory to organize racks for disinfection of hands in a well-visible place, wearing protective masks and personal protective equipment in public places. Meals are provided in open areas in compliance with all epidemiological standards. The distance between the tables should be at least 1.5 m, there should be no more than four people at the table at a time (not including children under 14 years). The new resolution issued by the Chief State Sanitary Physician of Ukraine additionally specifies duties of:

- a business entity who has to ensure the fulfilment of conditions to prevent the formation of queues and crowds of visitors; constant availability of liquid soap, antiseptic and paper towels in the sanitary/nursery rooms, the use of reusable towels is prohibited; damp cleaning of production areas and surfaces of contact of the personnel and customers' hands (door handles, seating areas, sinks, tables, etc.); using detergents and disinfectants (at the end of the shift) at least every two hours, before the opening and after the end of the working day/shift; centralized collection and disposal of used personal protective equipment (PPE), paper tissues in separate containers/urns (cardboard or plastic), with lids and plastic bags; personnel of the restaurant/cafe must be provided with PPE at the rate of one protective mask per three hours of work, there has to be a stock of PPE available for at least two working days;

- the personnel of the establishment is allowed to work with the use of PPE, after the temperature screening. If an employee has a body temperature over 37.2 °C or demonstrates the signs of acute respiratory illness (ARI), the employee is not allowed to work and is recommended to seek medical assistance. After each removal of PPE and before putting a clean PPE on, the employees must thoroughly wash their hands with soap and water or clean them with an antiseptic. Personnel also must wash their hands regularly with liquid soap or clean them with alcohol-containing antiseptics at least once every three hours and after visiting public places; refrain from touching the face with the hands; refrain from contact with persons with symptoms of respiratory illnesses – cough, fever, body aches; self-isolate when symptoms of respiratory illness occur;

- organization of work of an establishment: inside (at the entrance of) the establishment and/or near the place of give-away (when the establishment operates as a take-away outlet) the places for handwash with alcohol-based antiseptics should be arranged. The visitors' body temperature is measured by the non-contact method; the visitor is not allowed to the establishment in the case of body temperature over 37.2 °C or with the signs of acute respiratory infections; places of potential crowding are marked with the signs of obligatory queueing with observance of the distance between customers; accommodation of visitors in accordance with the requirements established by CMU should be ensured; menus are placed for non-contact viewing at the entrance or the place of taking orders;

- the orders are made in reusable dishes only if there are conditions for mechanized washing of dishes with the use of a dishwashing machine; the use of disposable dishes made of cardboard or paper is allowed. Drink-ware and drink extras (sugar, stirrers, tubes, etc.) must be in individual packaging; cashless (contactless) payment should be available;

- visitors have to: wash their hands with an antiseptic before entering the catering facility; wear a respirator or a protective mask covering the nose and mouth, including selfmade (except while sitting at the table for eating and/or drinking); adhere to the requirements provided by the CMU.

Besides, in red zones, in order to visit a restaurant or a hotel, all the guests should have a vaccination certificate or a negative PCR test, which is valid for 72 hours, the same is applied to the staff.

## **Theme 16. Organization of supply in the restaurant industry establishments**

When studying this theme it is necessary to pay attention to the following issues: effective supply of the raw and convenience food: steps of a supply system, written standards for food (food specifications), a purchasing cycle, buying meat, buying fresh fruits and vegetables, buying canned products, the role of food distributors and retailers; the specifics and timely supply of the furniture, equipment, cutlery, crockery and various accessories; the procedures used for buying other supplies – paper goods, cleaning materials, napkins and covers, and so on.

### **Practical assignment 16. Organization of effective supplies in a restaurant**

The students have to consider basic notions of the theme and prepare a short presentation on one of the topics suggested below.

1. Describe the organization of supply in the restaurant industry establishments. How does it depend on the size and type of restaurant?
2. Describe the features of the raw food supply.
3. Describe the features of the convenience food supply.
4. Explain the system of the food reorder.
5. Who should be in charge of food purchasing?
6. How is the food-purchasing system related to the food and beverage cost-control system?

#### *The guidelines for carrying out practical assignment 16*

An effective food supply system must rely on the standards for each food item used (product specification); a system that minimizes effort and losses and maximizes control of theft; the amount of each item that should be on hand (par stocks and reorder points); appointment of the person responsible for buying and keeping the food-purchasing system in motion; appointment of the person responsible for receiving, storage, and issuing of items.

As a rule, restaurants create partnerships with a select few suppliers that allows getting more loyalty and spending less time ordering and receiving multiple times, with some deliveries coming at awkward times.

Supplying is considered as a subsystem within the total restaurant system, which, once installed can be set in motion, repeating itself. Several steps put a supply system together:

1. Based on the menu, determine the food standard(s) required to serve the market. Will vegetables be canned, fresh, or frozen? What cut and grade of meat is appropriate for each meat item on the menu? Will fish be fresh or frozen, or some of both?

2. Develop product specifications – detailed descriptions of what is wanted based on consultation and best information available – and place responsibility for product consistency and quality on the supplier.

3. Gather product availability information and select supplier(s) based on reliability of service, price, and honesty. Obtain samples of the food and test them in order to select the best.

4. Have alternate suppliers in mind for comparison.

5. Select person(s) to order and receive supplies, and give him/her (them) authority to reject delivery of individual items. Make sure that the person ordering is different from the person receiving and that management authorizes or places each order, even for meat and other perishables.

6. Set up storage spaces for maximum utilization.

7. Establish the amount needed to be stocked (par stock) for each item.

8. Set up an inventory control system.

9. Decide on optimal delivery size to reduce cost of delivery and handling.

10. Check all deliveries for quality and quantity or weight.

11. Tie inventory control and cost control systems together.

Most operators are unable to visit wholesale markets personally and rely on distributors for delivery. In this case, specifications should include grade, size, count, container size, and degree of ripeness.

## **Theme 17. Marketing and advertising activities**

When studying this theme it is necessary to pay attention to the following issues: marketing resources for: planning and tracking, customer retention, public relations, menu, internet, marketing and promotion systems; the marketing planning calendar; the restaurant marketing promotion tracking system; customer database; the analysis of place (location); the specifics of the restaurant product, price, and promotion; the dependence of price on other variables; various promotion activities; advertising and promotion.

## **Practical assignment 17. Increasing sales and revenue in institutional catering**

Centre Piece is a managed services company that provides foodservice for a Liberal Arts College of 1,200 students that operates year-round. The university maintains a student dining room, a faculty dining room, three retail facilities (grill, café, sandwich outlets), and catering activities. The outlets are extremely busy during standard meal times, but are empty in between. You cannot send the large staff home between meals, so you are paying them to do nothing. There is only one central kitchen where foodservice staff is able to handle production, and it is staffed from 6:00 a.m. through midnight because there are meal offerings from 7:00 to 9:30 a.m., 11:30 a.m. to 1:30 p.m., 5:30 to 7:00 p.m. and 10:00 to 11:30 p.m.

Determine the methods to get people to use the outlets (grill, café, sandwich outlets) between meals to increase sales and revenue.

Establish approaches for all peaks and troughs. Identify other uses for venues for all peaks and troughs.

Develop unique F&B offerings to encourage people to frequent during slow time periods.

### *The guidelines for carrying out practical assignment 17*

Every marketing plan must have realistic goals for guest satisfaction, market share, sales, and costs while leaving a reasonable profit margin. It is hard to calculate a restaurant's market share, yet we need to have a good idea of the market size and opportunities before investing our time and resources. To determine the fair market share (the average number of guests who would, if all other things were equal, eat at any of the competing restaurants), we must divide the number of potential guests by the number of competing restaurants.

Restaurant sales goals are the most important thing. Everything depends on sales, as all the costs are deducted from the sales to leave a profit. For start-up restaurants, sales goals are set, as realistically as possible, based on anticipated guest counts and average guest checks.

Other goals are set for each of the key operating areas: cleanliness, productivity; quality, service, guest satisfaction, key ratios, and price. It is critical not only to set goals but also to develop strategies regarding how the goals

will be met. For each goal there may be several strategies. For example, to improve guest satisfaction the following strategies can be used:

1. Managers explain to all staff members the service levels expected of them.

2. Training: managers and supervisors hold five – ten minutes' training sessions prior to each shift.

3. Managers and supervisors observe the service levels given by serving staff and later bring to the attention of the staff member any examples of service improvements needed.

The marketing planning calendar provides a method for scheduling annual marketing promotions organized on a monthly basis. Tasks and due dates can be assigned to designated personnel, making it easy to keep up with the progress of upcoming promotions.

The restaurant marketing promotion tracking system gives operators a method to track the cost and response rate of individual marketing promotions. With it, the areas that give the best responses can be defined.

Customer database is an Excel spreadsheet designed to easily record the customer's names, addresses, email, birthdays and more. It also includes a simple form that can be printed to give the customers so they can fill in the information the restaurant needs.

## **Theme 18. The quality of the restaurant services**

When studying this theme it is necessary to pay attention to the following issues: the quality of services: SERVQUAL model, RATER model, questionnaires; the quality of food: the key regulatory legal acts governing the activity in the food industry, hygiene requirements, single categories of foodstuffs.

### **Practical assignment 18. Defining the quality of the restaurant services**

The student has to find a restaurant for analysis in the local area, get permission from the restaurant manager to interview him/her, as well as some front-of-the-house and back-of-the-house employees, and to utilize the establishment to observe the SERVQUAL concepts.

Using the SERVQUAL concepts, create a list of questions to ask the manager and employees and create a checklist of tangibles and intangibles

to detect in order to discover the key dimensions. Conduct your interviews and observations, summarize your findings, and then present your findings to the manager and the class.

After determining the key dimensions above, see if you can determine where the gaps in the service exist. For the restaurant management, propose steps to improve the service quality.

### *The guidelines for carrying out practical assignment 18*

The SERVQUAL instrument is made up of 22 statements for evaluating consumer perceptions and expectations regarding the quality of the service. Respondents are asked to rate their level of agreement or disagreement with the given statements on a 7-point Likert scale. Customers' perceptions are based on the actual service they receive, while customers' expectations are based on past experiences and information received. The statements represent the elements of the service quality. Despite some criticism, the model is still useful for wholesome understanding of the service quality of a certain restaurant.

Originally, this model had ten dimensions:

competence – the possession of the required skills and knowledge to perform the service. For example, there may be competence in the knowledge and skill of contact personnel, knowledge and skill of operational support personnel and research capabilities of the organization;

courtesy – the consideration for the customer's property and a clean and neat appearance of contact personnel, manifesting politeness, respect, and friendliness;

credibility which includes such factors as trustworthiness, belief and honesty. It involves having the customer's best interests at prime position. It may be influenced by company name, company reputation and the personal characteristics of the contact personnel;

security which enables the customer to feel free from danger, risk or doubt including physical safety, financial security and confidentiality;

access – approachability and ease of contact. For example, convenient office operation hours and locations;

communication which means both informing customers in a language they are able to understand and also listening to customers. A company may need to adjust its language to the varying needs of its customers. Information might include for example, explanation of the service and its cost, the



relationship between services and costs and assurances as to the way any problems are effectively managed;

knowing the customer which means making an effort to understand the customer's individual needs, providing individualized attention, recognizing the customer when they arrive and so on. This in turn helps to delight the customers by rising above their expectations;

tangibles – the physical evidence of the service, for instance, the appearance of the physical facilities, tools and equipment used to provide the service; the appearance of personnel and communication materials and the presence of other customers in the service facility;

reliability – the ability to perform the promised service in a dependable and accurate manner, e.g. the service is performed correctly, the accounting is correct, records are up to date and schedules are kept;

responsiveness – the readiness and willingness of employees to help customers by providing prompt timely services, for example, mailing a transaction slip immediately or setting up appointments quickly.

One of the purposes of the SERVQUAL instrument is to ascertain the level of service quality based on the above key dimensions and to identify where gaps in service exist and to what extent. The gaps are generally defined as:

the positioning gap – the manager's perception of customers' expectations and the importance customers attach to the quality dimensions;

the specification gap which is concerned with the difference between what management believes the customer wants and what he/she expects the restaurant to provide;

the delivery gap – the difference between the service provided by the employees of the business and the specifications set by the management;

the communication gap which exists when the promises communicated by the business to the customers do not match the customers' expectations of those external promises;

the perception gap – difference between the customers' internal perception and expectation of the services.

## **Theme 19. Functional organization of the restaurant premises**

When studying this theme it is necessary to pay attention to the following issues: organization of the premises for guests and customers (the

mis-en-scene, laying the tables, folding the napkins, preparing the sidestand, the rules of serving the guests); kitchen equipment and kitchen organization (the kitchen layout planning, the flow of the kitchen, categories of kitchen equipment); service premises (receiving facilities, storage facilities, administrative and office premises, employee dining facilities, food transport vehicles).

### **Practical assignment 19. The problems of functional organization of the restaurants premises**

1. Define the station, the sidestand, the sidework, and the silencer.
2. List the general opening duties for restaurant staff.
3. List all of the closing duties you can think of or that must be done in the restaurant.
4. Recommend a procedure for keeping the sidestand replenished on a routine basis.
5. Compare the job of a salesperson in a retail store with the job of a waiter/server. In what ways are their jobs alike? In what ways do they differ?
6. Why should a waiter/server be familiar with the methods of food preparation and preparation times?
7. Why may preparation times in one restaurant vary from another?
8. Before equipment selection takes place, what factors must be evaluated? Use at least three examples of different equipment.
9. What are the advantages of microwave ovens? Why are they not used more widely in restaurant kitchens?
10. Why are low-temperature dishwashing machines growing in popularity?
11. Kitchens are generally becoming smaller in relation to dining areas. Why?
12. What are two advantages of reach-in refrigerators and under-shelf refrigerators over the bigger walk-in boxes?
13. Explain the statement "The menu determines the kitchen equipment".

#### *The guidelines for carrying out practical assignment 19*

Students have to answer the given questions after studying the theoretical material on the topic. Special attention should be given to the fact that overall objective of the restaurant layout planning is to minimize the number of steps waitstaff and kitchen personnel must take. In quick-service restaurants,

equipment is placed so that servers take only a few steps. The same principle applies to fine dining restaurants, even though a particular dish may pass through five hands before being picked up by the waitstaff.

Full-service restaurants are usually laid out so that the kitchen flow is from the receiving area to the cold and dry storage spaces to the pre-prep area, where bulk ingredients are measured and cans opened, to the prep area, where vegetables are washed and peeled, and fish, meat, and poultry is cut. The flow continues to the cooking area, where soups and stocks are prepared and other cooking takes place. The last station is where final prep takes place (food is finished, plated, and readied for pickup by staff). Baking and pantry areas (desserts and sandwiches) may be set off by themselves. If feasible, dishwashing and pots and pans are best kept off to one side, out of the traffic flow. The restaurant configuration and limitations often require special layout and design.

## **Theme 20. Architecture and design in the restaurant industry**

When studying this theme it is necessary to pay attention to the following issues: congruity of all the elements of the restaurant: congruity of design, architecture, menu, crockery and cutlery, uniforms etc.; the ambience, front and back of the restaurants; contemporary trends and fashion; the expanding trends towards automation and computerisation; contactless service; the health-conscious trends; no-waste methods; chef-driven fast-casual concepts.

### **Practical assignment 20. Identification of the atmosphere, mood and the interior design of a restaurant**

Identify the concept of intangibles regarding the atmosphere, mood and the interior design of a restaurant you have chosen for your analysis. Put these concepts in writing. In particular, identify how the following concepts would be seen and what they look like. Make recommendations regarding what they should look like so that there is an overall consistent image for the restaurant and that it aligns with the meal experience, concept and menu.

The atmosphere and mood: the intangible "feel" inside a restaurant; the décor and interior design; the table and seating arrangements; the service accompaniments; the dress and attitude of the staff; the tempo of the service;

the age, the dress, the gender of other customers; the sound levels, the music; the temperature; the overall cleanliness.

The interior design. The overall design: the size and shape of the room, the furniture, lighting, the colour scheme, air conditioning/heating. Is there a sense of coherence? What are these variables and how should they be exhibited at the restaurant?

Would customers linger in this restaurant? If so, how do the design and atmosphere encourage them to do so?

### *The guidelines for carrying out practical assignment 20*

It is obvious that in today's competitive restaurant business it is not enough to simply offer good food or a pleasant atmosphere to customers. Today, customers are highly sophisticated and their evaluation of the overall dining experience encompasses not just the explicit visual cues of the services or the overall ambience (such as the colour, music, scent, layout and design lighting, temperature, colour of the wall, colour of the floor, music, theme, comfort level, and the uniqueness of the interior layout and design), but also the service staff's interaction with customers. Moreover, customer evaluations have become more meticulous in that the matching of specific attributes also accounts for their overall dining satisfaction.

The congruity of all elements means the matching of the atmosphere and the type of food sold, of the exterior design of the restaurant with the interior décor or theme, the correspondence of the menu, crockery and cutlery with the restaurant concept and name. All these elements together enhance individuals' pleasure and satisfaction.

What is the purpose of a particular restaurant? Is it there to provide food for nutritional purposes or for pleasure? Who are the target markets, the customers? Children, teenagers, young married couples, families, business-people, retirees, low-income people, high-income people, the adventurous, the sophisticated – anyone who is hungry could be the target market. All these factors will influence the choice of the restaurant type, services provided, design, style, menu filling, staff recruitment, opening hours, etc. and, as a result, present special value to customers.

Many things are taken into account while choosing the restaurant concept and location but it is only natural that the design of both the back and the front of the house needs to correlate with the theme of the restaurant.

The design and the volume of business are reflected in each area: the exterior, the entrance and holding area, the bar or beverage area, the dining area (including the table arrangements), the kitchen, receiving (including access for deliveries) and storage, and even trash areas.

The atmosphere of a restaurant must fit the location. Even though it may be part of a chain, the exact restaurant can be different from the other units. The ethnic background of a community, its income level, and number of children per family are important.

The restaurant needs to be well designed that can give an aura to the customers. A restaurant with sculptures and handcrafted decors can make a good impression on the customers who dine. One should not neglect the space. Space is a major issue in the restaurant design because it costs money yet it is vital to maintaining a balance between the overcrowded restaurant and the more spacious restaurant with too high an average check.

One of the most important elements in a restaurant is its lighting. With the wrong lighting, the restaurant's entire design will suffer; with the right lighting, the entire restaurant design could flourish. Lighting has rarely been as crucial to the restaurant design as it is today.

Colour needs to be selected in tandem with lighting because the two need to be in harmony. Colour and light interact with one another to create a mood. Darker colours tend to "come out" and make a room look smaller, although they may also give a feeling of greater intimacy. Lighter colours tend to recede and make a room appear larger. Pastel colours help guests relax more than primary colours do. Quick-service restaurants use bold colours (and hard seats) combined with bright lights to ensure that guests move on after about 20 minutes.

Many restaurants use colour as a mark of recognition, whether it is on the actual building or on awnings. These may have the psychological effect of attracting people to the restaurant. The layout of the dining area, especially the tables and seats, the traffic lanes, and service areas, requires careful consideration. Designers can do this on computers. Will the tables have cloths? If so, what colour? Or will there be a wooden, tile, or other hard surface? Will there be cloth or paper napkins? Will the seats be wooden, upholstered in fabric, or vinylized? Will there be a hardwood floor, tile, or carpet? These and many other questions need answers that will conform to the overall theme of the restaurant.

The best location for a restaurant depends on the kind of restaurant and the clientele to which it appeals. The location has to be convenient and accessible for the potential clientele, the target market of the restaurant.

Thus, the restaurant appealing to the professional for lunch usually must be relatively close to where professionals work. For some groups, the only food service in which they are interested is one within the building. For others, it is anywhere but within the immediate area, providing they can be back in their offices within an allotted lunch period.

It is important that the style of the menu reflects the brand name and concept and appeals to the customers. There are many specific design elements that help to style the menu, such as font, images, colours. These elements, along with the menu's layout and design, reflect the restaurant's personality and character and help persuade customers to buy specific high value items. Besides, the colours of the menu should not only match the restaurant's brand but also complement each other. The choice of colours is very important because they can affect the guests' appetites. For example, bright colours like red, yellow, and orange can increase the customers' appetites and make them excited for food. On the other hand, though, colours like blue and purple can make the customers less hungry. The inclusion of art adds to a restaurant's sense of place and authenticity.

To make the restaurant stand out, the uniform style is indispensable; it is everything when it comes to impressing customers.

Another point to consider is the tableware. Cutlery and crockery are not just a necessity; it speaks volumes about the restaurant – its class, fashion, concept, mission statement.

It is crucial that background music matches the environment in order to enhance restaurant's brand positioning. Congruency of scent and music lead to a customer's full satisfaction with a consumption experience.

A restaurant that is set to make a grand entry into the world of foodies needs to be ready with everything. From irresistible cuisine to the impeccable interiors, there is nothing that has to be neglected.

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НАВЧАЛЬНЕ ВИДАННЯ

# ОРГАНІЗАЦІЯ РЕСТОРАННОГО ГОСПОДАРСТВА

**Методичні рекомендації  
до практичних занять  
для студентів спеціальності  
242 "Туризм"  
першого (бакалаврського) рівня  
(англ. мовою)**

*Самостійне електронне текстове мережеве видання*

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Подано перелік тем до практичних занять з навчальної дисципліни та рекомендовану літературу. Наведено практичні завдання до кожної теми та методичні рекомендації до їх виконання.

Рекомендовано для студентів спеціальності 242 "Туризм" першого (бакалаврського) рівня.

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