

सत्यमेव जयते GOVERNMENT OF INDIA MINISTRY OF SKILL DEVELOPMENT & ENTREPRENEURSHIP



Participant Handbook

Sector Tourism and Hospitality

Sub-Sector Hotels

Occupation Food & Beverage Service

Reference ID: THC/Q0301, Version 1.0 NSQF Level 4

> Food & Beverage Service -Steward

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SKILLING CONTENT - PARTICIPANT HANDBOOK

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The preparation of this manual would not have been possible without the support of the Tourism and Hospitality Industry. Industry feedback has been extremely encouraging from inception to conclusion, and it is with their inputs that we have tried to bridge the skill gaps existing today in the Industry.

This participant manual is dedicated to all the aspiring youth who desire to achieve special skills which would be a lifelong asset for their future endeavors and help them make a bright career in the Tourism and Hospitality Sector.

About this Book

Travel and tourism is the largest service industry globally in terms of gross revenue and foreign exchange earnings. The industry serves as the largest employment generator in the world, and a Food and Beverage Service Steward plays a vital role, representing the hospitality sector at its best by efficiently and courteously serving customers, and performing hotel, restaurant, canteen and banquet functions. The hospitality and tourism sector is the third-largest foreign exchange earner. It accounts for 6.2% of India's GDP. 8.8% of India's total employment is in this sector. The largest labour market segment that is the target audience for employment in this sector is composed of youth in the age group of 18–24 years. Typically, this target group has little patience and high aspiration, they are usually in a hurry to realise their aspirations. However, in a customer-centric sector, people skills are critical and can be gained only by experience of working and interacting with multiple categories of people, including team members, suppliers, customers, etc. on a daily basis for extended periods of time.

This Participant Handbook is designed to enable theoretical and practical training to become a Food and Beverage Service Steward. The qualification pack of a Food and Beverage Service Steward includes the following National Occupational Standards, which have been all covered in this Participant Handbook:

- 1. Plan for serving food and beverages
- 2. Greet customer, take orders and serve
- 3. Clean tables and counters
- 4. Deal with customer payment
- 5. Resolve customer service issues
- 6. Communicate with customer and colleagues
- 7. Maintain customer-centric service orientation
- 8. Maintain standard of etiquette and hospitable conduct
- 9. Follow gender and age sensitive service practices
- 10. Maintain IPR of organisation and customers
- 11. Maintain health and hygiene
- 12. Maintain safety at workplace

This Participant Handbook is designed considering the minimum education qualification of a Food and Beverage Service Steward is preferably 10th standard. The Key Learning Objectives and the skills gained by the participant are defined in their respective units. The participant will be able to greet customers, take orders, plan and serve food and beverage, resolve customer issues, efficiently communicate with customers and colleagues, maintain health and hygiene at workplace and maintain standard of etiquette and hospitable conduct.

We hope that this Participant Handbook will be able to provide a sound learning support to our young friends to aspire to build their career in the Tourism and Hospitality industry.



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Transforming the skill landscape



1. The Food and Beverage Industry

- Unit 1.1 Food and beverage establishments Unit 1.2 – Job responsibilities and organisation structure Unit 1.3 – Career development
- Unit 1.4 Employment and entitlements



Key Learning Outcomes

At the end of this module, you will be able to:

- 1. Describe the food and beverage service industry
- 2. State the drivers of food and beverage industry
- 3. Explain the various roles and functions within an organisation
- 4. State expectations of others from personnel in a food and beverage service establishment
- 5. Explain what skills, attitudes and behaviour is required for progression in the industry
- 6. Explain how one can acquire capabilities required to progress in the industry
- 7. State employee rights and entitlements in a job

UNIT 1.1 - Food and Beverage Establishments



At the end of this unit, you will be able to:

- 1. Describe the food and beverage service industry
- 2. State the drivers of food and beverage industry

-1.1.1 Food and Beverage Establishments

Industry establishments

Food and Beverage consumption is integral to life and lifestyles. Food and Beverage is consumed for necessity and recreational purposes. There are various organizations that serve food and beverage to captive, invited or walk-in audiences.



Fig. 1.1 Food served in restaurants



Others

Fig. 1.2 Different types of food serving organisations

There are some organizations that both prepare and serve food on the same premises, while there are others that procure and sell food. For example, an Ice Cream Parlour may just serve pre-prepared ice-creams; an Airline serves pre-prepared food; whereas a Restaurant or in a cruise ship, food is prepared and served on the same premises.

Why people dine out?

People avail of food and beverage services for the following reasons:

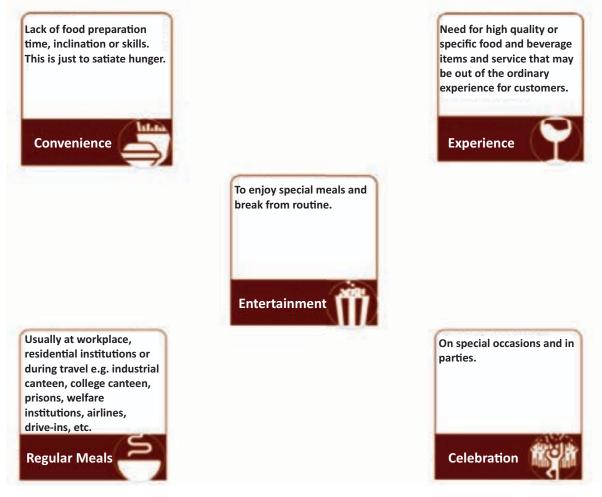


Fig. 1.3 Reasons for having dinner outside

The factors that govern the people's choice for choosing a particular place or establishment to dine in or patronize are:

- **Price and budget** People may choose to eat based on the amount of money they want to spend or can afford.
- **Status** Some people like to eat in places, which are well regarded by others and seen as status symbols. For example, in 5 star hotels or expensive restaurants.
- **Quality** People may want to eat at places where they expect certain type of quality. Factors considered in quality may be cleanliness, taste, appearance, ambience, etc.
- **Occasion** People like to eat out on different occasions such as birthdays, weekends, anniversaries, to celebrate achievements, etc.
- **Distance or proximity** People may choose to eat in places that are close to their place of residence or work as it may be convenient. Sometimes people like to eat in places which are close to places of interest such as tourist places, markets, parks and gardens, etc.
- Loyalty Many people like to eat at the same places as they become loyal to the establishment, this
 may be due to familiarity with the people, comfort, quality, special offers and discounts and other
 reasons.
- Familiarity/ consistency People visit Food and Beverage establishments because they like to eat and drink items which they are familiar with or are prepared in a certain way. For example, people may want to eat food from their home state, certain favoured preparations that are made in a particular style, etc.
- **Portion sizes** People like to eat large or small portions of food, and may choose a place because it serves accordingly.
- **Uniqueness** Certain food and beverage items are unique or uniquely prepared and served in only certain establishment/s. This can pull customers to come to these establishments.
- **Special offers and events** Some Food and Beverage establishments are visited because of special discounts or offers being made at the establishment. Some additional events or activities such as live telecast of sports events, live music, games, karaoke, etc. may be other pullers.
- Other patrons or customers Certain customers visit Food and Beverage establishments because of
 other people who eat or drink there. For example, people may visit an establishment because certain
 celebrities (film stars, sports stars, etc.) may visit that place, or because friends and family frequent
 that place, etc.
- **Critics' ratings and reviews** Critics, Customers and others may review and rate food and beverage establishments and provide comments on these places. Customers are known to be influenced by these in their selection of places to visit and eat.
- Atmosphere Certain customers like the atmosphere in a place that may be defined by its ambience, music, noise levels, layout, theme, level of formality, etc. This may be the reason for customers choosing to visit this place. For example, people may eat in a restaurant which is made on a relaxed village theme or a place where young people frequent and has loud music.



UNIT 1.2 - Job Responsibilities and Organisation Structure



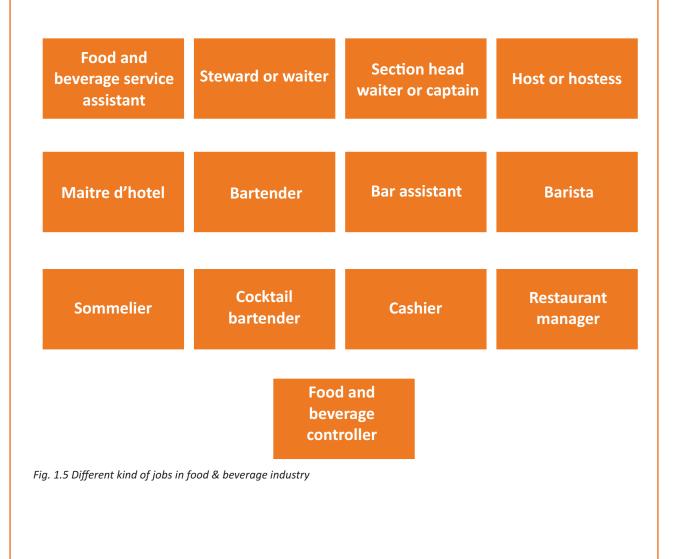
At the end of this unit, you will be able to:

- 1. Explain the various roles and functions within an organisation
- 2. State expectations of others from personnel in a food and beverage service establishment

1.2.1 Job Roles and Responsibilities

Job positions

Jobs available within the food and beverage service industry are as follows:



Key responsibilities of food and beverage steward

Though different food and beverage establishments have different service designs and service formats, which may mean that in different organisations the responsibilities may vary slightly, yet some of the common and core responsibilities are as follows:

- Welcome and greets guests
- Seat them and present them with the menu
- Serve water and other standard items as per service design
- Assist guest in selecting food and beverage items by providing necessary information and suggestions
- Take food and beverage orders from the guest, note any special instructions
- Inform kitchen manually or through a Point of Sale system of the order, include special instructions received from the guest
- Pick-up the order from the pick-up point
- Serve the food and beverage items ordered
- Attend to guest needs during the entire service experience
- Clear tables, clean and replenish items as per requirement
- Prepare and present the invoice (bill/check) to the guest, collect payment, issue receipts, return the change
- Collect feedback from the guest on the experience
- Communicate to the guest and provide assistance with their queries, also handle complaints and special requests
- Coordinate with kitchen staff, bar staff, cashier and others to ensure smooth operation and guest satisfaction
- Prepare for service prior to opening, by carrying out cleaning tasks, arranging furniture, stacking equipment, supplies, achieving service layout, etc.
- Collect necessary information on special items, menu, other important aspects impacting service
- · Adhere to organisational grooming and appearance standards consistently



Taking order



Serving food



Serving beverage Fig. 1.6 Responsibilities of food and beverage steward



Billing for service

1.2.2 Organisational Context and Structure-

Organisational structure

Food and beverage service personnel are deployed in various organizations and industries.

They also have a unique opportunity to consider pursuing their careers in other functions in case they are able to skill themselves for it and show the right attitude and aptitude for it. For that it is very important for them to understand the various roles and functions in an organization.

A business is normally organized by its functions, e.g. marketing department, accounts department and so on. This is because being grouped together allows the functions to benefit from specialisation and division of labour.

There is a requirement of coordination with different departments as that may be required for various purposes as an employee and a food and beverage professional.

For example, one has to coordinate with the food production (kitchen) department to get the food to be served; one may have to coordinate with the finance department to get one's salary and other financial dues cleared; one may need to engage with the HR department to make complaints or highlight grievances.

While different organisations are structured differently we are providing a list of departments most commonly found in hotels and other organisations in the following diagram:

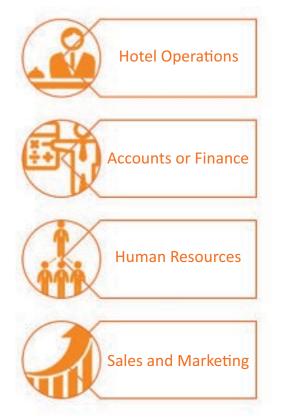


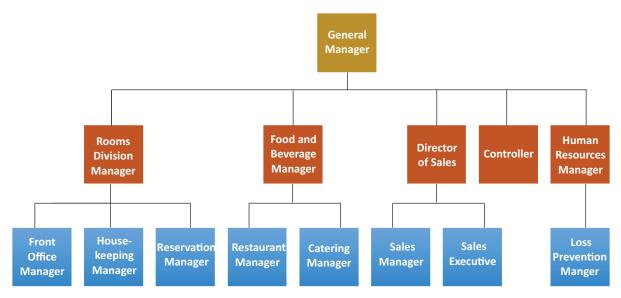
Fig. 1.7 List of departments in a hotel



Department	Role		
	Other specialised jobs in relation to the area of work of the organization. For example, in a hotel such specialist functions might be found		
	Department: Role		
	• Health club/ salon & beauty parlour: Where exercise and health related equipment and services can be found along with hair dressing and beauty services are offered to guests		
	• Night club and discotheque : Where guests come for drinks and dancing, usually operate late in the evening		
Hotel operations (hotels)	 Shopping arcade: Where guests come to buy retail merchandise from shops 		
	• Travel services : Where car and transportation arrangements are made for guests		
	• Reception : Where guests are provided registration and information services		
	Housekeeping: Cleaning of guest and public areas		
	• Kitchen/ food and beverage service: Where food preparation is done for supply to restaurants, bars, banquets and guest rooms. It also has restaurants, Bars, Banquets, etc. where food and beverages are served to guests		
Accounts or finance	This department is responsible for producing and recording details of the money received and spent by the business and prepares accounts as a basis for financial statements and decisions.		
Human resources or personnel	This department deals with all staff recruitment, health and safety, training, and pay negotiations with unions/workers		
Purchasing	Purchasing department buys all the supplies, equipment, raw materials and goods required for production		
Sales and marketing	Sales deals with all aspects of selling to customers; marketing in relation to advertising, product promotion and research		
Engineering and	Usually deals with heating, ventilation and air conditioning, repair and		
maintenance	maintenance of plant and machinery, etc. in an organization		
IT support (information technology)	Deals with computers and other electronic gadgets. Provides technical and operational support to users across the organization		
Research and development	Involves new product development, product improvements, product testing, etc.		
Customer service	Deals with customer enquiries, after-sales service, handling customer complaints and providing advice to customers		

Job roles and hierarchy

Each organization and department usually has a number of people working in it with different roles and responsibilities. These people usually work within a framework which defines their role and its relationship to other roles and departments in the organization. This is called hierarchy and depicted in the form of an organization structure chart.



Sample organization chart

Fig. 1.8 Job roles and hierarchy in an organisation

UNIT 1.3 - Career Development



At the end of this unit, you will be able to:

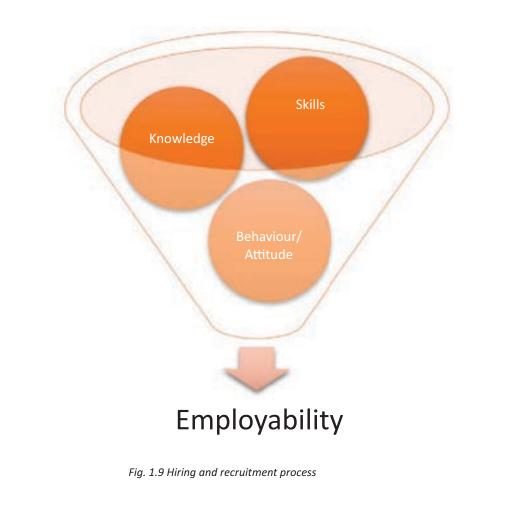
- 1. Explain what skills, attitudes and behaviour is required for progression in the industry
- 2. Explain how one can acquire capabilities required to progress in the industry

-1.3.1 Career and Professional Development -

Hiring and recruitment

Each job in an organisation requires people who are capable of doing that job. When organizations hire for jobs, which maybe done from outside the organization (new hire) or inside the organization (horizontal and vertical job promotions or movements) they do so by evaluating the job requirements against the capabilities of the person in question (worker).

Organisations often evaluate a person's capabilities in terms of knowledge, skills and attitudes that a person possesses in relation to the job required to be performed by the person after recruitment.



Attitude: Attitude includes things such as a person's disposition for hard work, helping others, initiative, discipline, following instructions, paying attention to detail, etc. Indicators of a good attitude include being punctual, being polite in interactions, being helpful and respectful towards others, completing one's tasks with care and on time, etc.

Knowledge: This refers to knowledge of the field of work, the organisation, the industry, etc.

Skills: This refers to the person's ability to carry out tasks to a particular level of expertise and achieve desired levels of performance results thereby.

Promotion and career growth:

Workers usually do their job and are evaluated on the job by their supervisors and managers. The evaluation in many organisations is called performance appraisal takes a view of past performance of the employee and supports decisions regarding:

- Employee training needs
- Employees performance incentives
- To create a common understanding of employees' performance and provide feedback

Candidates who develop and demonstrate capabilities to give employers confidence that they can undertake higher responsibilities usually get noticed and may get considered for promotion to jobs with those higher responsibilities. This of course depends on availability of job positions as well.

Most professionals aim at growth over their career, this growth usually entails taking on an increased scope of responsibilities and jobs that are higher in profile, status and remuneration.

Training and Development

- 1) To grow, professionals need greater amount of learning that translates into better performance.
- 2) Learning is usually both practical and knowledge oriented. Therefore, a person has to know more and be able to do more to get growth in their career.
- 3) Knowledge, skills and attitudes can be developed through a range of methodologies:
 - Education or professional qualifications
 - Training by employers
 - On-the-job experience
 - Informal learning from peers, seniors and others
 - Self-study and practice
- 4) Life-long learning is very important for developing a successful and sustainable career. There are many professionals who got comfortable with their current level of performance and stopped learning and in some time found themselves without a job, or stuck at a particular level without any growth.



Performance review and development plans at work

Each organization usually has a system of performance review of employees. This is aimed at identifying strengths and areas of improvement for performance enhancement in the future. This is beneficial to both the employee and the organisation. In addition to formal reviews it is in the employee and organization's interest to even seek informal feedback on one's performance and make plans to improve one's knowledge, skills and behaviour.

A personal development plan should be prepared to identify areas of development and have a structured approach to it. Where one is unable to do so on their own, one must seek guidance from seniors and other colleagues to develop this. One must track progress on the plan and constantly seek feedback on progress made from others such as peers and supervisors.

Tips to remember in relation to personal development:

- 1. Organise own work and have the confidence to ask for guidance
- 2. Always fully and earnestly participate in performance reviews and training
- 3. Act on feedback relating to personal performance
- 4. Use feedback from customers and others to improve customer service standards in line with organisational standards
- 5. Use technology responsibly and effectively in line with organisational and process requirements and keep up to date with information relevant for performing one's role
- 6. Agree what has to be done to improve own work with colleagues, supervisors and managers as appropriate
- 7. Agree a development plan with the relevant person in the department and/or with human resources as may be required

Barriers to learning:

While professionals recognise the importance of learning, they also realise they have to overcome the barriers to learning in order to learn.

Barriers to learning are things because of which one is disinclined or can be disinterested to learning. These include:

- 1) Lack of awareness of importance of learning.
- 2) Lack of awareness of avenues to learning.
- 3) Preferring only one or the other avenue of learning and not making the most of all opportunities to learn, e.g. people only want formal learning as opposed to on the job learning or peer learning, or vice versa.
- 4) Lack of immediate benefit of learning, e.g. sometime people want learning to bring immediate benefits such as promotions or monetary benefits.
- 5) Believing that one is too busy to take out time to learn.
- 6) Not having a plan for learning.
- 7) Getting carried away by peers who are not interested in learning or distract and discourage one from learning all the time.



No plans for learning & development

Busy work schedule

Fig. 1.11 Barriers to learning

UNIT 1.4 - Employment and Entitlements



At the end of this unit, you will be able to:

- 1. State various types of employment
- 2. State employee rights and entitlements in a job

-1.4.1 Employment -

Nature of employment and work shifts

Employment can take many forms. An organisation offers employment based on their work performance needs, within guidelines of financial and regulatory frameworks that they operate within. Similarly, individuals may take on employment in various forms based on their convenience, needs, constraints and opportunities.

Types of employment include:

Contractual employment: A contractual employment is where the employer signs a contract with the employee and defines terms and conditions of employment therein, which are usually different from regular/permanent employees. The employer may offer these as the workload fluctuates and they may need the worker for a limited time only. Sometimes, employer use this path to save costs, meet compliance requirements, etc. Contract workers can help to meet work needs of the organization without increasing staff numbers and incurring employment expenses such as Employment Insurance, Provident Fund, pension, vacation pay, and other employee benefits. Though the nature of contract may vary from organisation to organisation and must be evaluated accordingly.

Salaried/ Permanent employment: Permanent or regular employees or the directly employed work for an employer and are paid directly by that employer. In addition to their wages, they often receive benefits like subsidized health care, provident fund (based on eligibility), paid vacations, holidays, sick time, or contributions to a retirement plan. They may be eligible to join a union, and may enjoy both social and financial benefits of their employment.

Part-time employment: This may be permanent or contractual, but usually involves a person being employed for a few hours a day or a few days in a week, month or year. The employee does not work full working hours over the year in this form of employment. This is usually offered by employers due to seasonal nature of work or limited duration of work needs. It suits employees who do not want to work full time and have other things to do in the rest of the day or year. The benefits may be packaged as per the contract terms of employment.

Full-time employment: Full-time employment is employment in which a person works a minimum number of hours defined as such by his/her employer usually this is between 8-9 hours a day in an unbroken shift and 13 continuous hours of a broken shift in a day. Full-time employment often comes with benefits that are not typically offered to part-time, temporary, or flexible workers, such as annual leave, sickleave, and health insurance.

Internship: These are work arrangements similar to apprenticeships where the employee may work on paid or unpaid terms with the objective of learning the job or demonstrating their suitability for it. The employer gets cheaper manpower and usually can use the opportunity to evaluate the 'Intern' for suitability of employment. The arrangement usually is for a limited time and without any additional benefits that are given to a permanent/salaried employee.

Apprenticeship: This is a formal training arrangement between the trainee and the employer, usually subsidised in cost by the government where the employer offers on-the-job training opportunities to trainees in a particular trade. The duration may vary though usually is between 1-2 years. The government provides costs reimbursements to the employer during this time and the employer pays the 'apprentice' a stipend (instead of a salary). The employer has no obligation to hire the 'Apprentice' after the completion of training, though there are usually incentives from the government to do that. Also the Apprentice usually gets a government recognized certificate for the same.

Shifts

Working in different shifts is common in the hospitality and food industry. This is due to the nature of work and the fact that establishments work during and between meal times, often morning to night, if not 24 hours like in hotels. As part of the work plan different employees are expected to do different shifts based on staffing needs, tasks and quantity of work to be done.



Morning Shift: Usually starts early morning, 6 am or 7 am and carries on until 3 pm or 4 pm respectively. Employees in this usually cover breakfast and lunch service, and the time in between.

Afternoon/ Evening Shift: Usually starts between 1 - 4 pm and carries on until 9 pm to midnight. This usually covers lunch service and dinner service and the time in between.

Night Shift: Usually starts between 8 pm - 11 pm and carries on until 5 am - 8 am respectively. This usually covers dinner service and preparation for breakfast services and the next day.

Broken/Break Shift: This is structured by the employer as per need and usually involves the employee working for a few hours and then taking time off before returning back to work for another few hours. Usually for employees to cover breakfast and dinner, or lunch and dinner service, for example, this may be a 11 am - 3 pm and 7 pm - 11 pm shift.

1.4.2 Salary and other Entitlements

Some key rewards and benefits:

Salary and wages: This is the money paid for work as per contract with the employer. Wages are usually paid daily or weekly, whereas salary is paid monthly. Usually these are paid in arrears, i.e. at the end of the work period (day, week or month).

Tax: Income Tax is what the government charges to people and organisations who earn an income. Usually chargeable above a certain level of income exemption for benefitting low income people. Some employers deduct taxes for workers and other leave it for employees to pay their own taxes. Employers deducting tax for their employees usually deduct TDS (Tax deducted at source) for income earned by the employee and provide a form 16 to the employees as evidence of tax deducted and deposited with the government. Some components of the salary and benefits are fully taxable, while others may be exempt up to a certain level as prescribed by the government. The government announces changes in tax slabs and rates from time to time.

Gratuity or Tips: This is an amount paid by customers voluntarily as appreciation for service. Establishments have formal and unstated policies regarding handling of gratuities or tips. These are distributed among staff, usually after putting all individual collections into a central pool. Some places senior staff get more of a share than junior staff, in some places permanent staff members get all or a larger share of the collections.



Fig. 1.13 Salary and wages paid in cash



Fig. 1.14 Income tax calculation



Fig. 1.15 Gratuity or Tips

In certain establishments the tips are a significant source of earning for the staff, this can even outweigh the regular salary and wages of the staff.



Service charge: Service charge is usually a charge added on to the bill/invoice in lieu of Tips, so as to make it formal and without exemption. This is done as some customer pay or don't pay Tips. In some states the government has made charging of service charge illegal.

Fig. 1.16 A bill with service charge

It is not good to demand or imply the need for the customer to tip. One must never do that.

Salary components:

Basic salary: This is the basic amount given by the employer for the work performed. This usually covers the entitled holidays, leave and weekly off. Any unauthorised and unentitled days off is deducted from this by the employer.

- 1. HRA (House rent allowance): Most employees receive HRA as part of their salary. The intention is usually to meet cost of a rented accommodation that one may be living in. In case one pays rent, a portion of the HRA may be exempt from tax. If one does not live in a rented house, the entire amount will be taxed as part of the salary each month, at the applicable tax rates
- 2. Gross pay: This would mean the sum total of all payments under salaries before making any deductions of PF and Tax.
- 3. Net pay: Net Pay is Gross Pay less Deductions (Tax & PF)
- 4. Provident fund: Provident fund contribution or EPF has two components the employer's contribution and employee's contribution. This is usually 12 per cent of the basic salary. However, this contribution is not paid out. It is directly deposited in Provident Fund(PF) account and paid to employee when he retires or resigns. There is also employee's contribution to PF. This amount is deducted from his monthly salary and deposited in his PF account. Employers with more than 20 employees have to deduct Provident Fund as per current guidelines (2016).

In addition to these the Employer may offer various other allowances for employees, including:

- 1. Retirement benefits: This includes pension plans, gratuity, etc.
- 2. Leave travel allowance: Salaried employees of companies which offer Leave Travel Allowance (LTA) can avail tax exemption for a trip within India under Leave Travel Allowance. The exemption is only for shortest distance on a trip. This allowance can only be claimed for a trip taken with your spouse, children and parents, but not with other relatives.
- **3.** Medical allowance: Medical allowance is a fixed pay provided by an employer every month, which is fully taxable. Employees can claim a tax benefit of up to Rs. 15,000 under medical reimbursement (payments for bills or supporting documents) under current norms (2016).
- **4. Conveyance allowance:** Conveyance allowance is given to employees to meet travel expenses from residence to work. This is tax exempt up to a certain limit as announced by the government. This may not be provided if the employer is providing for paid transportation to and fro the workplace.
- 5. Incentives or bonuses: This is usually given to employees based on their performance in a particular period of time. This may be as per pre-defined amounts and scales or ad-hoc bonuses at the discretion of the employer. These are fully taxable.
- 6. Paid time off/ leave encashment: A common employee benefit programme in India is paid time off/leave encashment programmes. Many Employers in India have a leave policy where they either allow employees to carry forward their untaken leave to the next year or encash (get money in lieu of unclaimed leave) the value at the end of the year.
- 7. Other allowances include Special Allowance/ City Compensatory allowance, Telephone allowance, Medical Insurance, etc. which may or may not be offered by employers.

An employer is not bound by law to offer all benefits; employers choose the suite of benefits they want to offer employees.

Other entitlements of an employee include:

Pay slip

A payslip is a document/record issued by an employer to an employee which shows how much money an employee has earned and how much tax or insurance etc. has been deducted. Employees are entitled to get pay slips from their employers and this can also be used as proof of employment.

Appointment letter

An Appointment Letter is a legally binding document that confirms that an organization has offered a position to an employee and they have accepted the terms and agreement in exchange for a salary.



Pension after retirement



Telephone allowance



Conveyance allowance

Fig. 1.17 Different types of allowances offered to employees



Medical insurance

Leaves

Employees, across all industries in India, are entitled to a certain number of leaves per year aside from the holidays and days off. The number and type of leave depends on the industry, employer and state one is, as per the Factories Act and State's Shop and Establishment Act. Every state has different leave entitlement and leave policies which is basis for leave policy of your company. In India, three types of leaves are generally followed namely earned leave, sick leave and casual leave which an employee can avail without loss of pay.



Casual leave is provided to take care of urgent and unseen matters like child has fallen down in school and you get call from school.

Fig. 1.18 Casual leave



Fig. 1.19 Sick leave

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Monthly planner 2010 JUNE

Fig. 1.20 Privilege leave or earned leave

Sick leave is provided in case employee gets sick.

Privilege leave or Earned Leave is provided for planned long leaves for the purpose of travel, vacation etc

Exercise



- 1. List the responsibilities of the roles mentioned below:
 - Section head waiter or captain
 - Maitre d'hotel
 - Host or Hostess
 - Bartender
 - Barista
 - Sommelier
 - Cashier
 - Restaurant manager
 - Food and beverage controller

2. A professional is expected to have the following abilities:

KNOWLE	EDGE	SKILL	ATTITUDE
at do the above te	erms mean to you	u?	
KNOWLEDGE			
SKILL			
ATTITUDE			





3. What is your career goal? Where do you want to be 10 years from now?

4. What is your plan to reach there?

- Summary



1. Factors governing people's choice to dine outside are:

Price and budget	Familiarity/Consistency
Status	Portion sizes
Quality	Uniqueness
Occasion	Special offers and events
Distance or Proximity	Other patrons or customers
Loyalty	Critics' ratings and reviews

2. Barriers to learning are:

- Lack of awareness of importance of learning.
- Lack of awareness of avenues to learning.
- Preferring only one or the other avenue of learning and not making the most of all opportunities to learn, e.g. people only want formal learning as opposed to on the job learning or peer learning, or vice versa.
- Lack of immediate benefit of learning, e.g. sometime people want learning to bring immediate benefits such as promotions or monetary benefits.
- Believing that one is too busy to take out time to learn.
- Not having a plan for learning.
- Getting carried away by peers who are not interested in learning or distract and discourage one from learning all the time.

3. Key responsibilities of food and beverage steward

Welcome and greets guests.

Seat them and present them with the menu.

Serve water and other standard items as per service design.

Assist guest in selecting food and beverage items by providing necessary information and suggestions.

Take food and beverage orders from the guest, note any special instructions.

Inform kitchen manually or through a Point of Sale system of the order, include special instructions received from the guest.

Serve the food and beverage items ordered.

Clear tables, clean and replenish items as per requirement.

- Summary



Prepare and present the invoice (bill/check) to the guest, collect payment, issue receipts, return the change.

Collect feedback from the guest on the experience.

Communicate to the guest and provide assistance with their queries, also handle complaints and special requests.

Coordinate with kitchen staff, bar staff, cashier and others to ensure smooth operation and guest satisfaction.

Prepare for service prior to opening, by carrying out cleaning tasks, arranging furniture, stacking equipment, supplies, achieving service layout, etc.

Collect necessary information on special items, menu, other important aspects impacting service.

Adhere to organisational grooming and appearance standards consistently.



TOURISM & HOSPITALITY SKILL COUNCIL सत्यमेव जयते GOVERNMENT OF INDIA MINISTRY OF SKILL DEVELOPMENT & ENTREPRENEURSHIP



Transforming the skill landscape

2. Menu Knowledge - Food

- Unit 2.1 Aspects of dish on the menu
- Unit 2.2 Non-vegetarian & seafood
- Unit 2.3 Vegetarian food
- Unit 2.4 Dairy products
- Unit 2.5 Herbs & condiments
- Unit 2.6 Breads
- Unit 2.7 International cuisines
- Unit 2.8 Indian cuisines
- Unit 2.9 Methods of food preparation

THC/N0301

Key Learning Outcomes

At the end of this module, you will be able to:

- 1. Take food and beverage orders accurately
- 2. Answer guest queries in relation to the menu and availability
- 3. Recommend food and beverage selections
- 4. Identify various dishes and its ingredients

UNIT 2.1 - Aspects of Dish on the Menu

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At the end of this unit, you will be able to:

- 1. Explain importance of various aspects of menu knowledge important for customer satisfaction
- 2. Define various menu related terms

2.1.1 Knowledge of the Menu

A steward is the first person to interact with customers in most of the restaurants, eateries and hotels. Hence it is very important for a steward to understand to understand the components of the menu.

Menu is the 'selling tool' of any eatery or hotel. A steward should possess knowledge of food beyond what is written in the menu. Sometimes, they might also require to memorise the items on the menu.

A steward's knowledge of the food and beverage items may result in a positive or negative experience. An ignorant steward may end up giving wrong information to the customers, which can bring embarrassment to the establishment. Complete and valuable presentation complement great knowledge of the menuitems.



Fig. 2.1 Menu cards

Customers will always have questions pertaining to the food items being sold. A steward must always remember to answer the four Ps of a product:

Portion	P reparation
This defines the quantity/ size of a dish. For e.g., how big is the salad? How many layers is the chocolate cake?	This provides information on the how the dish is cooked. For e.g., grilled or baked, stir-fried or sautéed.
Presentation This can add brownie points to a dish. Good presentation makes a dish look more delicious. For e.g., dish is garnished or presented on a sizzling plate.	Price Most of the menus do mention the price of the dishes however, a steward must know if any dishes are on the specials or on discount.
Menu terms	

Menu is also known as Bill of Fare or Carte de jour.



- 1. **Menu:** A menu is an outline statement of food and/or beverage items on offer from the establishment.
- 2. Ingredients All eatable materials that go into the preparation of a dish.
- 3. À la Carte: A type of menu where each food and beverage item on offer is separately listed, described and priced.
- 4. **Table d'hôte:** A fixed menu, usually as per sequence of service, prepared in advance. This offers limited options, usually at a set price.
- 5. **Service Charge:** An additional charge for providing a service for which there is already a basic price fee listed. At a restaurant or hotel service, it may involve an additional pre-fixed percentage of the bill, being added to the total bill, often in lieu of tips. This is at the discretion of the restaurant. It is banned in some states of India.
- 6. **Service Tax**: A tax levied to a service provider for services rendered. This is charged by the government. This is now being combined into a single standard Goods and Services Tax in and across India.
- 7. **Tips/ Gratuity:** Money left by the guest indicating gratitude, usually in exchange for a service performed.
- 8. VAT: Value added Tax: A tax charged by government for goods produced. This is now being combined into a single standard Goods and Services Tax in and across India.
- 9. **Signature Dish:** A recipe that presents the distinctive style of preparation of a dish of a particular chef or food service establishment, like a restaurant, by which that restaurant or chef may be identified. Sometimes more than one dish may be categorized under Signature collections.
- 10. **Specials:** Usually of a day, week or month, it represents dishes that may be off the menu but specially made available on the day or the duration, for promotional purposes.
- 11. Course: Meals are composed of one or more courses, which in turn are composed of one or more dishes. A course includes a specific set of food items that are served together during a meal, all at the same time. Classical menus and meals have as many as 17 courses. Contemporary common meals are known to have menus with 3, 5, 7 or even on some occasions 13 courses.
- 12. **Cuisine:** A distinctive style or method of cooking, especially as characteristic of a particular region, country, or area. Example, Chinese cuisine, Rajasthani cuisine, etc.

The French classical menu lists 17 courses. Most contemporary meals are a derivation of these. It will be useful for learners to familiarise themselves with these courses and their French names as these are used in many dining contexts even today.

List of courses:

Classical French Menu's 17 courses:

1. HORS D'OEUVRE

This is the first course of French Classical Menu. This course is usually comprising dishes that stimulate the appetite. The term hors d'oeuvre usually applies to the variety of dishes usually with tangy, salty flavours. Hors d'oeuvres are usually decoratively presented. Hors d'oeuvres may be cold or hot.

2. POTAGE (SOUP)

The second course of French Classical Menu. It is a liquid food made by combining various ingredients using techniques including boiling, liquefying, thickening, etc. Soups may be clear (thin) or thick. Common soup types one will learn of include:

Consommés (clear), Cream soups, Purees, Bisques, Chowders, etc.

3. OEUF (EGG)

The third course of the French Menu includes egg preparations, such as omelettes, poached eggs, etc.

4. PASTA AND RICE DISHES

The fourth course includes starch items such as Pasta and Rice. Pasta is a dish originally from Italy consisting of dough made from wheat and water, drawn and cut into various shapes and usually boiled in water and then cooked with various sauces and other flavourings.

5. POISSON (FISH)

The fifth course of the menu includes Fish preparations that are considered lighter and suited to prepare the diner to receive the following courses.

6. ENTRÉE

This course following the fish course is called Entree which in English means entrance. This is usually the first full (generally complete in itself) meat dish on the menu. These days vegetarian Entrees, those with fish and other ingredients are also becoming common. It is generally served from the kitchen with appropriate garnish and accompaniment.

7. SORBET

It is a mid-meal course, aimed to relax the diner. It is a mildly frozen drink flavoured with a fruit juice or puree, wine, sprit, liqueur (types of alcohol beverages) or an infusion (tea or mint). It may be sweetened with sugar.

8. RELEVÉ

The eighth course includes joints of meat such as, saddle of mutton, ribs of beef braised, leg of lamb, etc. and usually served with starch (potato) and at least two other vegetables as accompaniments.

9. RÔTI (ROAST)

The ninth course is the main course, called Rôti (Roast). This is because it is usually roasted and grilled (types of cooking). The meat may include that of game birds lie pheasants, quails; poultry like turkey, chicken, goose, etc.; or other game animals like wild rabbit, deer, wild boar etc. Rôti is a French word for a piece of meat or fish cooked directly in front of the fire.

10. LEGUME (VEGETABLES)

The tenth course includes vegetable dishes, served by themselves.

11. SALAD

A cold dish of various raw or cooked vegetables and sometimes meat, fish or other ingredients, usually seasoned with oil, vinegar, or other dressing.

12. COLD BUFFET (BUFFET FROID)

The 12th course of French Classical Menu includes Cold items that may include cold cuts of poultry, meat, fish, etc.

13. ENTREMET DE SÛCRE

This is the sweet course and has what many people call desserts (sweets) today.

14. FROMAGE (CHEESE)

Various types of cheese are served in this course Served as 14th course of French Classical Menu

15. SAVOREAUX (SAVORY)

This is the 15th course of French Classical Menu. Various hot tit bits (bite sized items) in usual portions is served on toast, crackers, pastries etc.

16. DESSERTS (FRUIT AND NUTS)

This course includes various cut and whole fruits and nuts. These days, desserts is a terms often used for the sweet course.

17. CAFÉ (COFFEE)

This is the last course of the French Classical Menu. Coffee (usually freshly brewed) is served in demi-tasse cup (type of cup). The service portion is 94.7ml.

NOTE: Shorter course meals include a combination of meals from the above but usually follow the order from within this classical course.

Some other information on menus include:

- 1. Calories
- 2. Time for preparation and/ or pre-ordering times
- 3. Reservation policy
- 4. About the cuisine

Information usually found on common menus:

- 1. Name of the establishment
- 2. Address and contact details of establishment
- 3. Hours of operation and availability of dishes
- 4. Category of food and beverage
- 5. Vegetarian and non-vegetarian sections or items
- 6. Courses available
- 7. Name of the dishes
- 8. Description of the dishes
- 9. Prices
- 10. Taxes, levies and other charges



Fig. 2.2 Menu card

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Contemporary menu sections:

Starters

This section has small portioned dishes that are aimed at inducing hunger. This usually includes soups and bite-sized savory snacks.

Main course

During this course, main dishes with vegetables or meats accompanied with rice and breads are served.

Dessert

- This course signals the end of meal and has sweet puddings, cakes and pastries, ice creams, etc. as part of the dish.
- The meal may actually finish with a cup of coffee or liqueurs.

In addition to the above, one may find the following sections on menus as well:

Salads

This usually has fruits, vegetables and non-vegetarian ingredient based cold dishes served with a dressing.

Beverages

This may be divided into alcoholic and non-alcoholic sections. Which may further be divided into specific aperitifs, spirits, wines, cocktails, beers, liqueurs and others as far as alcoholic beverages are concerned. Non-Alcoholic section may be divided into hot beverages, juices, milk-shakes, aerated waters, mocktails and others.

Specials or signature dishes

The special of the restaurant and/or the chef.

Broad categories of menus

Depending upon what and how the food is made available to the guests, menus may broadly be classified as the following types –

Table d'hôte menu

Table d'hôte is a menu where a fixed set of courses comprise the meal a select number of food options may be offered within each course. This is offered at a fixed price, due to which this this is sometimes called prix fixe or fixed price menu. Conventionally, the guest will pay the fixed amount irrespective of the choices they make or omit, but in recent times different prices may be fixed for certain special courses or options including accompanying beverages as additional, such as for Champagne, or for Exotic Seafood items, etc. Such a menu may follow a particular theme or concept, and may be tailor made for special occasions or audiences.

Example of Table d'hôte menus is provided below:

Sample Table d'hôte Menu	
APPETIZER (HORS D'OEUVRES)	
(Select one of the following)	
Seared duck in lettuce cups	
Bite sized chipotle chicken tacos	
Potato croquetas with saffron aioli	
Mini zucchini and goat cheese tarts	
POTAGE (SOUP)	
(Select one of the following)	
Asian Chicken Broth	
Mulligatawny Soup	
Chicken Tortilla Soup	
Cream of Asparagus	
Minestrone Soup	
ENTRÉE	
(Select one of the following)	
Herbed Cedar Grilled Salmon	
Apricot Chicken with Mushroom Cream Sauce	
Citrus and Herb Roasted leg of Lamb	
Goan Shrimp Curry	
Madras Chickpeas and Potatoes	
Lemony Vegetable and Polenta Skillet	
Tofu and Spinach Stuffed Shells	
Entrée is served with rice and selection of breads	
CHOICE OF SIDES	
(Select one of the following)	
Baked Jacket Potato	
Mashed Potato	
Buttered Seasonal Vegetables	
Lemony Quinoa Salad	
DESSERT	
(Select one of the following)	
Avocado Lime Cheesecake	
Apple pie with ice cream	
Crème Brulee	
Indian Rice Pudding	
Price: INR 2300 + Taxes With Sparkling Wine: INR 3400 + Taxes as applicable	

À la carte Menu

À la carte is a multi-course or multi-category menu where menu items are usually categorized into courses but dishes and beverages are priced individually. Each dish is offered at a separate price. The guest can choose individual dishes to make own meal package.

Sample is provided below:

MENU

₹

STARTERS

	₹
Chicken Tikka	175
Chicken 65	155
Tandoori Aloo	120
Tandoori Mushrooms	120
Kachori	80
Samosa	80

MAIN COURSE

	``
Rogan Josh	340
Chicken Butter Masala	275
Chicken Masala	250
Egg Curry	200
Vegetable Jalfarezi	180
Pindi Chole	180
Palak Paneer	220
Mutter Paneer	220
Dal Fry	160
Dal Makhani	160

BREADS

	र
Tandoori Roti	20
Naan	30
Lacchha Paratha	60
Aloo Kulcha	80
Roomali Roti	20

HOT BEVERAGES

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Теа	50
Masala Tea	60
Filter Coffee	60
Cappuccino	60

COLD BEVERAGES	₹
Lassi	55
Jal Jeera	40
Chaas	45
Lemonade	40
Fresh Juice	70
Aerated Waters	30
SIDE DISHES or ACCOMPANIMENT	s ₹
Green Salad	85
Boondi Raita	85
Pineapple Raita	90
Mixed Raita	90
Plain Curd	70
PICE	
RICE	₹
RICE Chicken Biryani	₹ 300
Chicken Biryani	300
Chicken Biryani Mutton Biryani	300 350
Chicken Biryani Mutton Biryani Egg Biryani	300 350 250
Chicken Biryani Mutton Biryani Egg Biryani Jeera Pulao Steamed Rice	300 350 250 150
Chicken Biryani Mutton Biryani Egg Biryani Jeera Pulao	300 350 250 150
Chicken Biryani Mutton Biryani Egg Biryani Jeera Pulao Steamed Rice	300 350 250 150 120
Chicken Biryani Mutton Biryani Egg Biryani Jeera Pulao Steamed Rice DESSERTS OR SWEETS	300 350 250 150 120
Chicken Biryani Mutton Biryani Egg Biryani Jeera Pulao Steamed Rice DESSERTS OR SWEETS Rasmalai	300 350 250 150 120 ₹ 95
Chicken Biryani Mutton Biryani Egg Biryani Jeera Pulao Steamed Rice DESSERTS OR SWEETS Rasmalai Malpua	300 350 250 150 120 ₹ 95 105
Chicken Biryani Mutton Biryani Egg Biryani Jeera Pulao Steamed Rice DESSERTS OR SWEETS Rasmalai Malpua Gulab Jamun	300 350 250 150 120 ₹ 95 105 80
Chicken Biryani Mutton Biryani Egg Biryani Jeera Pulao Steamed Rice DESSERTS OR SWEETS Rasmalai Malpua Gulab Jamun Kheer	300 350 250 150 120 ₹ 95 105 80 90

Taxes extra as applicable

Common questions asked by customers regarding menu are:

 What are the day's or restaurant's specials? 	 Can you suggest low fat/ low calories options?
• How much time does a particular dish take to prepare and be served?	• Can the dish be served 1 into 2?
• What are the ingredients in a particular dish?	• Can we get half the portion size?
• How spicy is a particular dish?	 How much tax is charged over and above the menu price?
 What is the portion size of a particular dish? Is it quantity enough for two people? 	 Is the menu price inclusive of taxes?
 Are there any special offers or promotions going on? 	 Does the establishment charge a service charge?
• Can the dish be made less spicy?	• What is the name of the chef?
• Can a particular ingredient be omitted from the dish?	 Is the meat used in dishes Halal or Jhatka?
• What are the different preparations of a particular ingredient?	 Are non-vegetarian items with bone or boneless?
 Does the restaurant have separate sections for preparation of vegetarians and non-vegetarian food? 	 Is the item dry or with gravy?

UNIT 2.2 – Non-vegetarian & Seafood



At the end of this unit, you will be able to:

- 1. Differentiate between various types of non-vegetarian dishes
- 2. Classify different types of fish

-2.2.1 Poultry and Meat ———

The different types of non-vegetarian dishes are made from -

Poultry





Chicken

Duck

Turkey



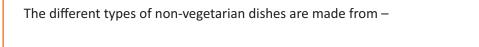




Fig. 2.3 Different types of poultry

Goat

Buffalo or Cow



Meat









Pig

Sheep

Fig. 2.4 Different types of meat









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- 2.2.2 Seafood ———

Fish can be classified as:

Fresh water or Seawater

Flat or Round





White or Oily

Fig. 2.5 Classification of fish

Different types of seafood dishes are made from:

Seafood dishes













Crab

Lobster

Prawn

Fig. 2.6 Different types of seafood dishes

UNIT 2.3 – Vegetarian Food



At the end of this unit, you will be able to:

- 1. Differentiate between various types of vegetables
- 2. Learn how fruits contribute in preparation of dishes

-2.3.1 Types of Vegetables & Fruits -

Vegetables can be classified as the following:



Cabbage



Spinach

Leafy and salad vegetables

Fruit vegetables



Lettuce



Celery



Capsicum



Eggplant



Cucumber



Tomato

Podded vegetables



Green Peas



Green bean



Okra



Broad Beans

Root, bulb and stem vegetables





Turnip



Carrot



Onion

Fig. 2.7 Classification of vegetables

Fruits are served fresh and are also used in dishes and desserts. Some of the fruits are:



Papaya



Grapes



Cherry



Orange

Fig. 2.8 Different types of fruits



Pomegranate

UNIT 2.4 – Dairy Products



At the end of this unit, you will be able to:

1. Learn about different types of dairy products and their use in dishes

2.4.1 Dairy Products —

Dairy food sources include food products derived from milk of various animals, like cow, goat, buffalo, camel, sheep, horses, etc.

Milk

- Milk is usually derived from cow, buffalo, goat, ewe, camel, yaks or horse
- Milk can be had fresh or pasteurised to increase shelf life.



Fig. 2.9 Milk

Milk is boiled to at least 72 degrees Celsius for 15 seconds in approved equipment so that it becomes safe for human consumption. This also destroys the pathogenic micro-organisms in raw milk and to increase its shelf life.

Milk can be categorised under the following heads based on its fat content:

- Full cream
- Toned or single-toned
- Double toned
- Skimmed milk

Cheese

It is made from milk protein and fat coagulated using enzymes or acids, comes in many varieties. Cheese may be classified based on hardness or softness, type of milk used and place of origin



Fig. 2.10 Cheese

Common milk based cheese are:

- Cow's milk cheese Ricotta
- Goat's milk cheese Boursault, Chevre
- Ewe's milk cheese Feta
- Buffalo's milk Mozzarella
- Raw milk cheese
- Skimmed milk cheese
- Pasteurised milk cheese



Fig. 2.11 Cheese slice

Texture and hardness based cheese categories:

- Soft cheese Camembert and Brie
- Medium soft Monterey Jack, Mozzarella, Gouda and Colby
- Medium hard Cheddar, Edam, Emmanthal, Gruyere and Raclette
- Hard cheese Parmesan, Pecorino and Romano
- Blue vein cheese Gorgonzola, Stilton and Roquefort

Other categories

- Fresh Cheese Ricotta, Cottage Cheese, Paneer and Mascarpone
- Processed Cheese This may be plain or flavoured. Usually flavoured with herbs, pepper, etc. Commonly available brands are Amul, Britannia, etc.
- Stretched cheese Mozzarella

Country wise cheese

- Netherlands or Holland Edam and Gouda
- Italy Ricotta, Parmesan, Gorgonzola, Mascarpone and Mozzarella
- England Cheddar and Stilton
- France Brie, Roquefort and Camembert
- Switzerland Emmenthal, Gruyere and Raclette
- Greece-Feta
- American Monterey Jack, Philly and Colby

Butter

- Butter is usually made by churning fresh or fermented cream or milk.
- It generally contains fat, proteins and water. Butter may be fresh or pasteurised.
- Butter is usually available in the market and are sold in open, packaged (chiplets, blocks or plastic packs). It may be flavoured.



Fig. 2.12 Butter



Yoghurt (Dahi)

Produced by the bacterial fermentation of milk, it may be served flavoured or plain. It can be packaged or homemade.

Fig. 2.13 Yoghurt (Dahi)

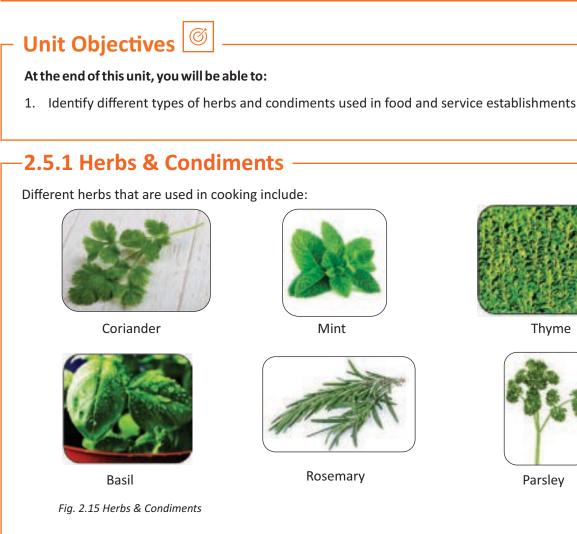
Ghee

Clarified butter is called Ghee; once butter is heated the resultant is strained to derive ghee.



Fig. 2.14 Ghee

UNIT 2.5 – Herbs & Condiments



Condiments and spices add special flavour to food. Spices are dried seeds, roots, barks or other vegetable substances which add flavours or preservatives to food, pickles, sauces, etc.

Different types of condiments and spices include:





Ketchup



Mustard sauce

UNIT 2.6 – Breads



At the end of this unit, you will be able to:

1. Learn about different types of breads

-2.6.1 Types of Breads-

Bread is a staple food made by making dough with flour and some water and other required ingredients. Dough is then baked or steamed or fried. It may be leavened or unleavened. Yeast and baking soda are leavening (for fermentation) agents. For e.g., naan, roti, phulka, paratha, kulcha, bread rolls, sliced bread (white or brown).



Fig. 2.17 Bread

Various types of breads are:

- Naan is a leavened, oven-baked flatbread
- Roti (Chapati) is a whole-wheat based bread
- Kulcha is a type of Naan made from Maida flour
- Sliced bread is a leavened, oven-baked loaf that is sliced

Other types of bread	
Garlic naan	Chapati
Butter naan	Bread rolls
Tandoori roti	Brown bread
Tandoori paratha	Whole wheat bread
Pudina paratha	Multi-grain bread
Sheermal	Bagel
Phulka	Baguette
Tawa paratha	Garlic bread
Fruit bread	Bhatoora
Banana bread	Puri
Bhakri	Brioche
Croissant	Kulcha
Bun	Luchi
Muffin	Pita



Fig. 2.18 Various types of breads

UNIT 2.7 – International Cuisines



At the end of this unit, you will be able to:

1. Identify different types of international cuisine

2.7.1 International Cuisines -

Some famous international cuisines that are served in restaurants are:



French

French Onion Soup

It is made of onion and beef stock and is very popular in French cuisine. It is generally served with croutons and cheese as toppings. Its rich flavour is because of the caramelised onions.



Fig. 2.19 French Onion Soup



Lobster Bisque

The Lobster Bisque is made from Lobster and cream. Bisque is basically a very creamy, smooth and thick soup which is highly seasoned and made by extracting the flavours from the main ingredient. The lobsters are first sautéed, simmered and then strained.

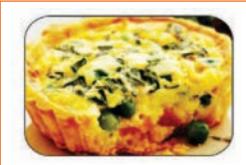
Fig. 2.20 Lobster Bisque

Crepes

This is considered as one of the national dish of France and their consumption is very high. These are basically very thin sheets made of Wheat flour and look like thin pan cakes. These are served with a variety of fillings like sugar, strawberry, blueberry, etc.



Fig. 2.21 Crepes



Quiches

It is a savoury and a classic dish of French cuisine. It is an open pie served with variety of different filling and made of pastry crust. It is not a very heavy dish and is preferred all over the world these days.

Fig. 2.22 Quiches



Enchiladas

It is made from corn or flour tortilla and served with a variety of filling like meat, cheese, vegetables, seafood etc. Enchilada is also a very popular street food of Mexico and is simple corn tortillas dipped in chilli sauce and eaten without fillings. In some parts of Mexico, it is rolled around a filling and covered with chilli pepper sauce.



Fig. 2.23 Enchiladas



Fig. 2.24 Tortila

Salsa

It is a spicy tomato based sauce.



Fig. 2.25 Salsa



Gazpacho

It is cold soup of Mexican cuisine made from tomatoes, raw vegetable, soaked bread, olive oil and vinegar. These are generally served with salads and breads.

Fig. 2.26 Gazpacho



Oriental



Spring rolls

It is an appetizer which can be filled with both vegetarian and non-vegetarian ingredients. They are served both fried and non-fried. Fried spring rolls are generally small and crispy and the non-fried are generally bigger and non-savory.

Fig. 2.27 Spring rolls

Sushi

It is a Japanese dish cooked in vinegered rice and combined with other ingredients.



Fig. 2.28 Sushi

Sashimi

A Japanese dish made of fresh raw meat mainly fish sliced into thin pieces. It can be served as a first course or even the main course meal along with other accomplishments. A lot of precautions are required in serving and consuming this dish as raw meat is served.



Fig. 2.29 Sashimi



Chopsuey

It is a Chinese dish made from different variety of meats and vegetable served with stir fried noodles and rice.

Fig. 2.30 Chopsuey



British



Fish and Chips

This is basically deep fried fish and potato chips. The fish is dipped in flour batter and then fried. It is a very popular dish in UK.

Fig. 2.31 Fish and Chips

Haggis

It is a kind of sausage and made from sheep's heart, liver and lungs minced with onion and other ingredients. It is cooked in a casing of sheep's intestine. This is generally served with mashed potatoes.



Fig. 2.32 Haggis

Bangers and Mash

This is a traditional English dish. Bangers is a variety of sausage and served with mashed potatoes and onion gravy (optional).



Fig. 2.33 Bangers and Mash



Fig. 2.34 Yorkshire Pudding

Yorkshire Pudding

As the name reflects this dish is originated from Yorkshire, England. It is generally served with beef.



Italian

Minestrone Soup

It is a thick soup made from different vegetables and pasta. There is no set recipe to it. Any seasonal vegetables can be used to prepare it. It is made with lot of ingredients. The term minestrone can be used for a variety soups.

Pizza

It is a flat bread which is baked in the oven or on wood sticks. Pizza is topped with tomato sauce, cheese and other toppings as desired. It is very popular in Italian cuisine.

Lasagne

It is a flat-shaped pasta. Lasagne is a dish made with several layers of lasagne sheets alternated with sauces and various other ingredients.

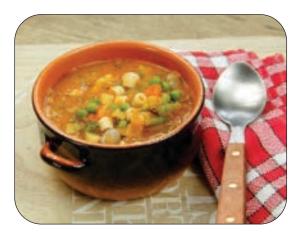


Fig. 2.35 Minestrone Soup



Fig. 2.36 Pizza



Fig. 2.37 Lasagna

Pasta

This is made from the dough of durum wheat, water and eggs. Pasta is available in various shapes and sizes.

Different types of pasta include:



Spaghetti



Ravioli



Penne Fig. 2.38 Different types of pasta



Macaroni

UNIT 2.8 – Indian Cuisines



At the end of this unit, you will be able to:

1. Identify different types of Indian cuisine

2.8.1 Indian Cuisines –

North-West frontier/ Mughlai cuisine

It is a style of cookery in the Indian Subcontinent by the imperial kitchens of the Mughal Empire. It characterises the cooking style of Uttar Pradesh, Delhi and Hyderabad in India and some parts of Dhaka in Bangladesh. The food served in the majority of Indian restaurants in the western hemisphere draws inspiration from Mughlai cuisine.

Murgh Tikka

A boneless, clay-oven cooked chicken dish originating in Indian and Pakistani cuisine. It is popular all over the world. It contains small pieces of boneless chicken put on skewers, baked in a tandoor, a clay-based oven, after marinating in spices and resting for some time.



Fig. 2.39 Murgh tikka



Barrah Kebab

Fairly popular in South Asia, it is usually made of goat meat (baby lamb chops), liberally soaked with spices, ginger-garlic yoghurt, charcoal and then grilled.

Fig. 2.40 Barrah kebab

Achari gosht

Its origin can be traced to Pakistan. It is made from mutton (boneless), plain yoghurt, onion, ginger, garlic and spices (like cumin seeds, fenugreek seeds, mustard seeds, cloves, jiggery, red chilli powder, turmeric powder and salt to taste). It is usually served with plain rice/ chapati.



Fig. 2.41 Achari gosht



Fig. 2.42 Seekh kebab

Seekh Kebab

It is prepared by mincing meat with spices and grilled on skewers, cooked in a tandoor and served with chutneys or mint sauce. It is usually included in tandoori sampler platters, which contain a variety of tandoor cooked dishes. A seekh kabab can also be served in a naan bread.

Punjabi Cuisine

It is the food from the Punjab region of northwestern India and eastern Pakistan. It may be non-vegetarian or completely vegetarian. Punjabi cuisine can vary significantly, with restaurant style using large amounts of ghee, clarified butter, with liberal amounts of butter and cream, with home cooking concentrating mainly upon preparations with whole wheat, rice and other ingredients flavoured with masala. For e.g., Roh Di Kheer is cooked using rice. Rice is cooked for a long time in sugarcane juice.

Murgh Makhani

Also known as Butter Chicken, it is an important part of the Punjabi Cuisine. Full chicken (with or without bones) is marinated overnight. The marinade is a yogurt and spice mixture that usually includes garlic paste, garam masala, ginger, lemon or lime, pepper, coriander, cumin, turmeric and chilli. The chicken can be cooked in a tandoor, or grilled, roasted or pan fried, depending on convenience or the chef's preference. Makhani, the sauce, is made by heating and mixing butter, tomato puree, and various spices, including cumin, cloves, cinnamon, coriander, pepper, fenugreek and fresh cream.



Fig. 2.43 Murgh makhani

Dal Makhni

It is one of Punjabi cuisine's signature dishes, and is high in protein- an important attribute in primarily vegetarian cultures. Traditionally, this *dal* is cooked on low flame, for hours, which gives it a rich, creamy texture with a large amount of cream and/or ghee added. Dried fenugreek leaves are added for fragrant and good taste.



Fig. 2.44 Dal makhni



Palak Paneer

It is a vegetarian dish made of spinach and paneer (Indian cottage cheese) in a curry sauce. The thick gravy is based of pureed spinach. This dish is mainly served with chapati, naan (Indian bread) or boiled rice. Palak paneer may be served along with lassi, a Punjabi sweet milk drink.

Fig. 2.45 Palak paneer

Chana bhatura

Chana bhature is a recipe of chole and fried bread called bhatoora. Their main ingredients are white chickpeas seasoned with salt, pepper, red chilli, clove, garlic and other spices. Bhatoora is made by mix of maida (finely milled and refined flour of wheat), yogurt, baking soda and salt to taste. Also known as Chole bhature, it is mainly eaten in North India. It is generally served with lassi, onions and pickles.



Fig. 2.46 Chana bhatura

Awadhi Cuisine

Its origin can be traced to the city of Lucknow, Uttar Pradesh. The cuisine includes both vegetarian and non-vegetarian dishes. Awadh has been greatly influenced by Mughlai cuisines preparations. The 'dum' style of cooking is followed to prepare such food, i.e., cooking over a low flame.

Mirch Baingan ka Salan

It is a popular dish, made of baingan (brinjals), tomato and onion. The dish is usually prepared in a simple way, without using too many spices, to preserve the roasted taste of brinjals. Other ingredients that may be used for the preparation are: garlic, ginger, red chilli, cumin seeds, turmeric, ghee and coriander. It is served hot and it is used as a side dish to main courses, garnished with chopped coriander leaves and along with tandoori roti (chapatti) or parathas.

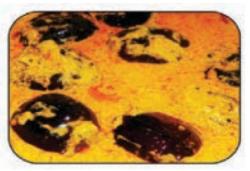


Fig. 2.47 Mirch Baingan ka Salan



Dum Biryani

It can be a dish made with rice and vegetables or nonvegetarians (like goat meat or chicken or even eggs). It is cooked on low flame (dum). Cumin, pepper, cloves, cardamom, cinnamon, bay leaves, coriander, mint leaves, ginger, onions, and garlic to create good flavour. It may be served with curd, chutney or raita, korma, curry, a sour dish of brinjal.

Fig. 2.48 Dum Biryani



Fig. 2.49 Gauloti Kabab

Gauloti kabab

It is a delicate kebab made of minced goat/buffalo meat and chana dal and seasoned with spices. It is part of the "Awadhi Cuisine". The home of this kebab is Lucknow, Uttar Pradesh.

Shami Kabab

Also known as Shammi Tikka, is a popular Pakistani and Indian kebab, composed of minced mutton or beef, ground chickpeas and spices. It is garnished with lemon juice and/ or sliced onions, and served with mint or coriander chutney. A variation of Shammi kebab is also found in the Bangladeshi cuisine. The recipe is almost the same.



Fig. 2.50 Shami Kabab

South Indian Cuisine

It is a term used to refer to the cuisines of four southern states of India, namely, Andhra Pradesh, Karnataka, Kerala and Tamil Nadu. The similarities in the cuisines are: the presence of rice (staple food), the use of lentils and spices, the use of dried red chillies and fresh green chillies, rich use of coconut (and coconut oil) and native fruits and vegetables.



Fig. 2.51 Dosa

Dosa

It is a fermented crepe or pancake made from rice batter and black lentils. It is regarded as the staple dish of south India. It is commonly preferred for breakfast or dinner. This dish is rich in carbohydrates and protein. Variations include a Rawa (Semolina) Dosa, Paper (Very thin) Dosa, Family (Very Large) Dosa, etc. Dosas are served hot, either folded in half or rolled like a wrap, along with a side dish which varies according to regional and personal preferences. A number of stuffings are used these days including innovative and those from other cuisines. Traditional side items are sambar, wet chutney, curd and pickles.

It is available in the following varieties:

Masala Dosa, paper dosa, rawa masala dosa, egg dosa, chilli dosa, onion dosa, ghee dosa, butter dosa, etc.

Sambhar/Sambar

It is made of pigeon pea (Arhar Dal) and some vegetables. A variant of Sambar called *Pappuchaaru* is more common in Andhra Pradesh. It can be said to be a vegetable stew or made with tamarind and pigeon peas. It is served with steamed rice, vada, idli, dosa, uttapam for breakfast or lunch and is often served as a side dish at dinner along with coconut chutney. Fresh curry leaves or coriander leaves may be used to garnish and enhance the flavour.



Fig. 2.52 Sambhar



Rasam

Preparation of rasam involves tamarind juice, tomato, chilli pepper and other spices (as seasonings). Steamed lentils are added along with preferred vegetables. It is preferred with rice or separately as soup. Rasam is usually fluid in consistency.

Fig. 2.53 Rasam

Murukku

It is made from a mixture of urad (Black gram) and rice flour, salt and spices such as chilli, asafoetida, ajawain, cumin, etc. The mixture is made into a batter, mechanically shaped into a spiral or coil and then fried to a crisp.



Fig. 2.54 Murukku

Kashmiri Cuisine

The most notable ingredient in today's Kashmir cuisine is mutton, of which are available in many varieties. An equal emphasis is on vegetarian due to the ancient Hindu influence in Kashmir and non-vegetarian dishes.

Rogan josh

It is an aromatic lamb dish from Kashmir. Rogan josh is cooked in oil at intense heat. The colour of this meat is red as Kashmiri mirch is used in preparation. Dried alkanet root is also used.



Fig. 2.55 Rogan josh



Chamani Qaliya

It is a vegetarian dish prepared from paneer (Indian cottage cheese) or domestic cheese which involves a lengthy cooking process.

Fig. 2.56 Chamani Qaliya

Kahwa

It is a green tea recipe famous in the Kashmir Valley. The tea is prepared by boiling green tea leaves with saffron strands, cinnamon bark and cardamom pods. Kashmiri roses can also be added for great aroma. Preferably, it is served with sugar or honey, and crushed nuts (almonds or walnuts). It is usually served as a part of dinner.



Fig. 2.57 Kahwa



Gustaba

Kashmiri gustaba is a popular mutton recipe prepared from mutton (balls) minced with spices and yoghurt. It is also known as *Kashmiri meat balls curry*.

Fig. 2.58 Gustaba

Gujarati Cuisine

This cuisine belongs to Gujarat from Western India. The dishes are basically vegetarian. The typical Gujarati 'Thali' consists of 'roti' (bread made from wheat flour, dal, kadhi rice) and vegetable mix (a dish made up of different combinations of vegetables and spices). Gujarati dishes are distinctively sweet, salty, and spicy at the same time.

Thepla

Also called Dhebara, made with a mixture of flours, shallow fried, mildly spiced, with shredded vegetables. It is basically a spiced paratha made with curd. It is a nutritious Gujarati recipe.



Fig. 2.59 Thepla



Dhokla

It is a snack (side dish) made with fermented batter gram flour (chickpeas). The fermented batter is spiced by adding chilli pepper, ginger, and baking soda. It is usually served with deep fried chillies and chutney. It is garnished with coriander.

Fig. 2.60 Dhokla

Shrikhand

It is a sweet dish made from strained yogurt. The yogurt is tied in a cotton cloth and left under pressure to drain off most of the water to achieve the desired thick and creamy product. The strained yogurt and sugar are mixed thoroughly in a deep bowl. Then cardamom and saffron are added. It is then kept in the refrigerator for the sugar to dissolve. The dish is served chilled.



Fig. 2.61 Shrikhand

Bengali Cuisine

This cuisine originates from Bengal. It is known for its subtle flavours, confectioneries and desserts. It is probably the only multi-course traditional dish from South Asia that is analogous in structure with French and Italian cuisine.

Macher Jhol

It is a light fish or vegetable stew seasoned with ground spices (like ginger, cumin, coriander, chilli, and turmeric) with pieces of fish and slices of vegetables floating in it. The gravy is thin. Whole green chillies are added at the end. Green coriander leaves are used to season the dish.



Fig. 2.62 Macher Jhol



Fig. 2.63 Doi Maach

Doi Maach

It is an authentic Bengali preparation served typically at lunch with pulao or white rice on a festive occasion. It is a fish in yogurt sauce and is a typical Bengali dish which is light. Fishes of the carp category like rohu, bhetki or aar are used as for preparing this dish.

Mishti Doi

Known as meethi dahi in other parts of the country, it is made with milk and sugar, while also using yogurt and curd. It is prepared by boiling milk until it is slightly thickened. To sweeten the preparation sugar (or jiggery) can be added. Then the thickened milk is allowed to ferment overnight. The preparation is kept in earthenware to thicken the yoghurt. The yoghurt is delicately seasoned with *elachi* (cardamoms) for fragrance.



Fig. 2.64 Misti Doi



Fig. 2.65 Ras Malai

Ras Malai

It is a sweet dish (dessert) usually served after the main meal. It consists of Chenna (fresh cheese) shaped into balls or flattened balls, soaked in malai (clotted cream) that may be flavoured with cardamom and saffron. Usually the colour is white to saffron infused white.

UNIT 2.9 – Methods of Food Preparation



At the end of this unit, you will be able to:

1. Learn about the different methods of preparing food

2.9.1 Methods of Food Preparation

Baking

Baking is a way of cooking sweet or savoury items in the dry heat of an oven. Baked dishes include breads, cookies, muffins, cakes, etc.



Fig. 2.66 Baking process



Fig. 2.67 Stewing process

Stewing

When chunks of meat, seafood or vegetables are slowsimmered in a flavourful liquid brew, the result is a warming, comforting dish called a stew. Slow, moist cooking is the best way to tenderise tough cuts of meat (which happen to also be the most flavourful).

Roasting

Roasting is the slow cooking of meat, poultry, fish or vegetables, uncovered, with dry, indirect heat. Spit roasting was the original form. In the modern kitchen, the dry heat of an oven is preferred.



Fig. 2.68 Roasting process



Fig. 2.69 Stir Frying process

Stir frying is a way of quick cooking foods with a small amount of oil over high heat.

Deep Frying

Cooking in oil where the food items are dropped into a deep pan, the high heat of the oil seals in a food's moisture and crisps up the outside, giving that irresistible pairing of crunchiness and juiciness.



Fig. 2.70 Deep Frying process

Steaming involves cooking food with steam. This is usually done by holding food over simmering or boiling water as steam comes up to cook the item. Steaming preserves vitamins and minerals in the food that might otherwise be washed away with cooking methods such as boiling. It is also provides an advantage as it helps cut back on fat, as added oils and fat are not needed in this method, unlike sautéing or



Fig. 2.71 Steaming process

Sauteing

Sautéing is one of the easiest and quickest methods of cooking. It generally consists of searing portion-sized cuts of meat or fish in hot oil on both sides to brown. The meat or fish is then removed, and the remaining bits and juices in the pan (the fond) are incorporated into either a premade sauce or the sauce is made directly in the pan.



Fig. 2.72 Sauteing process



Fig. 2.73 Barbecuing process

Barbecuing

Steaming

grilling.

Barbecue refers to the slow, indirect cooking of meats over a wood, charcoal or gas flame. The meat is often seasoned with rubs or sauces. Thinly sliced meat and seafood, often highly seasoned, that is quick-cooked on a hot grill or a searing hotplate is also known as barbecuing.

Grilling

Grilling is the quick cooking of meat, fish or vegetables over intense heat. The source of the heat can be burning wood, simmering coals, a gas flame, or an electric heating element.



Fig. 2.74 Grilling process



Fig. 2.75 Preserving process

Preserving

Drying, curing, brining, pickling, fermenting and smoking are some preservation methods.

Braising

Braising is a way of cooking meat, fish, seafood or vegetables by first searing the item in hot fat, and then simmering it, covered, in liquid to finish.



Fig. 2.76 Braising process



Fig. 2.77 Poaching process

Poaching

Poaching is a simple cooking method that involves slow simmering eggs, meat, poultry, fish, seafood or fruit in a flavourful liquid just long enough to cook it through.

Exercise

0

1. Tick the one's which fall in the appropriate category of international food cuisines

French Cuisine	Lobster Bisque	Honey Chilli potato	Pasta	Crepes
Italian Cuisine	Yorkshire Pudding	Minestrone Soup	Pizza	Sushi
British Cuisine	Minestrone Soup	Spring rolls	Quesadilla	Haggis
Mexican Cuisine	Shepherd's Pie	Fish & Chips	Gazpacho	Salsa
Oriental Cuisine	Chopsuey	Sashimi	Tortilla	Ravioli

2. Match the following

Dhokla	A sweet dish consisting of sugary white coloured balls made from paneer
Tortillas	A snack made with fermented batter gram
Ras Malai	Staple food in Mexico, like a thin cake made of maze or wheat flour
Cheese	Mayonnaise, Béchamel, Veloute
Sashimi	Chevre, Ricotta, Roquefort, Cheddar, Mozzarella, Parmesan
Freshly-made sauces	Japanese dish made of fresh raw meat mainly fish, sliced into thin pieces

3. Match the ingredient with the category

Tabasco	Fruit
Pomegranate	Poultry
Turkey	Bread
Luchi	Condiments
Vinegar	Seasoning

Summary



1. Four Ps that a steward must remember:

Portion	P reparation	
This defines the quantity/ size of a dish. For e.g., how big is the salad? How many layers is the chocolate cake?	This provides information on the how the dish is cooked. For e.g., grilled or baked, stir-fried or sautéed.	
Presentation	P rice	
This can add brownie points to a dish. Good presentation makes a dish look more delicious. For e.g., dish is garnished or presented on a sizzling plate.	Most of the menus do mention the price of the dishes however, a steward must know if any dishes are on the specials or on discount.	
	·	
2. Information usually found on common men	us:	
1. Name of the establishment		
2. Address and contact details of establishment		
3. Hours of operation and availability of dishes		
4. Category of food and beverage		
5. Vegetarian and Non-vegetarian sections or items		

- 6. Courses available
- 7. Name of the Dishes
- 8. Description of the dishes
- 9. Prices
- 10. Taxes, levies and other charges

3. Methods of food preparation:

1. Baking	2. Poaching
3. Stewing	4. Braising
5. Roasting	6. Preserving
7. Stir frying	8. Grilling
9. Deep frying	10. Barbecuing
11. Steaming	12. Sautéing



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3. Menu Knowledge -Beverage

Unit 3.1 – Types of beverage Unit 3.2 – Non-alcoholic beverage Unit 3.3 – Alcoholic beverage



Key Learning Outcomes 🔯

At the end of this module, you will be able to:

- 1. Explain various categories of beverage usually served in food and beverage establishments
- 2. List various brands and types of beverages within each category of alcoholic and non-alcoholic beverages
- 3. List common attributes of various types of beverages with implications for beverage service
- 4. Identify various garnishes and accompaniments that may go along with various types of beverages

UNIT 3.1 - Types of Beverage



At the end of this unit, you will be able to:

- 1. Explain various categories of beverage usually served in food and beverage establishments
- 2. List various brands and types of beverages within each category of alcoholic and non-alcoholic beverages
- 3. List common attributes of various types of beverages with implications for beverage service
- 4. Identify various garnishes and accompaniments that may go along with various types of beverages

-3.1.1 Types of Beverage -

Beverages are liquids specifically prepared for human consumption. Despite the fact that most beverages, including juice, soft drinks, and carbonated drinks, have some form of water in them; water itself is often not classified as a beverage, and the word *beverage* has been recurrently defined as not referring to water.

There are two types of beverage:

Non-alcoholic

Non-alcoholic beverages often signify drinks that don't contain alcohol. The category includes drinks from which alcohol may have been removed.

Alcoholic

An alcoholic beverage is a drink containing ethanol, commonly known as alcohol, although in chemistry the definition of an alcohol includes many other compounds. Alcoholic beverages, such as wine, beer, and liquor have been part of human culture and development for thousands of years. Many brands of alcoholic beverages are produced worldwide.

UNIT 3.2 - Non-alcoholic Beverage



At the end of this unit, you will be able to:

- 1. Explain various categories of non-alocholic beverages usually served in food and beverage establishments
- 2. List various brands and types of beverages within the category of non-alcoholic beverages
- 3. List common attributes of various types of non-alcoholic beverages with implications for beverage service
- 4. Identify various garnishes and accompaniments that may go along with various types of beverages

3.2.1 Non-alcoholic Beverage –

Non-alcoholic beverages often signify drinks that don't contain alcohol. The category includes drinks from which alcohol may have been removed.

There are various types of non-alcoholic beverage, which can be put under the following categories:

1. Stimulating beverages

These comprise coffee, tea, cocoa/ hot chocolate and energy drinks.

A. Coffee

Coffee is made from the coffee bean, which is roasted, powdered and then infused with water and/ or steam.

Coffee can be had with or without milk. It is also served with cream, steamed milk, skimmed milk, flavourings, etc.

Types of Coffee Drinks

- Coffee can be identified as per the preparation or place of origin
- Common countries from where coffee is found are Jamaica, India, Brazil, Colombia, Costa Rica, Kenya, Ethiopia, etc.

Common Coffee Orders

Espresso: Espresso has no milk, just pure coffee. Hot water is forced through finely ground coffee to produce a thick, strong drink. This is usually served as a single shot (30 ml) or a double shot (60 ml).

Americano (American): This is espresso shot that is diluted with hot water to adjust for taste.

Black coffee: Coffee served without milk.

Cappuccino: Cappuccino usually consists of equal parts espresso, steamed milk, and frothed milk. All this makes the coffee taste more diluted and weaker. Some coffee shops will sprinkle cinnamon or flaked chocolate on top.

Flavoured coffee: The flavour can be a mix of syrups (eg. caramel, almond, amaretto, honey), spices (e.g. cinnamon), flavourings (eg. hazelnut), or nutmeg that are added to the coffee and give coffee a different taste.

White coffee: A black coffee with milk added.

Cafe Latte: Cafe Latte has more milk than a cappuccino. It is one part espresso with at least three to five parts of steamed hot milk, topped with a small amount of froth. Latte in Italian means 'milk'.

Café au Lait: Similar to 'Cafe Latte' with an equal milk to coffee in the ratio of 1:1, It is made from brewed coffee and not from espresso, resulting in milder and less intense taste due to it consisting 50% milk.

Cafe Mocha: It is one part espresso, one part chocolate syrup and two or three parts of frothed milk.

Cafe Macchiato: A shot of espresso with added steamed milk where the ratio of coffee to milk is 4:1, approximately.

Espresso con Panna: This is an espresso, topped with a small amount of whipped cream.

Espresso Granita: This is one shot of espresso, mixed with a teaspoon of brown sugar and a splash of brandy. It is then frozen and crushed. This is usually served in a tall glass with whipped cream topping.

Frappe: This is a cold espresso and usually a summer drink. This is generally prepared using 1-2 teaspoons of instant coffee with sugar, water and ice. The brew is then placed in a long glass with ice, and milk turning it into a big coffee milkshake.



Café latte



Café Macchiato



Cappuccino



Espresso



Filter Coffee



Iced coffee



Fig 3.1 Types of coffee

Frappe



Café au lait

Indian (Madras) filter coffee: The popular 'South Indian' filter coffee is made from fresh ground, darkroasted coffee beans. Coffee and chicory produce a sweet coffee that is served with milk. It is left for a few hours to drip-brew in a traditional metal coffee filter. It is served with coffee to milk ratio of usually 3:1.

Instant coffee (or soluble coffee): This is freeze dried to make a powder, to be later infused with water. The coffee is available in packets as granules or soluble powder.

Iced coffee: This is a regular coffee served with ice, and sometimes milk and sugar.

Irish coffee: It consists of coffee that has Irish whiskey, with added cream on top.

B. Tea

Tea, an aromatic beverage, is primarily made from infusion of fermented and processed tea leaves of a tropical evergreen bush called *Camellia Sinesis* in hot water. It is one of the most widely consumed beverages in the world. Major tea producing countries are China, India, Kenya, Sri Lanka and Turkey.

Tea is commonly categorised on the basis of the techniques with which it is produced and processed.

- Green Tea- unwilted and unoxidised
- White Tea- wilted and unoxidised
- Black Tea- wilted, crushed and fully oxidised
- Oolong Tea-wilted, bruised, and partially oxidised
- · Herbal Tea- combination of boiling water and dried fruits, flowers or herbs
- Post-fermented Tea-green tea that has been allowed to ferment/compost



Oolong tea





Herbal tea

Black tea

Fig 3.2 Types of tea

- Tea is available in many forms today including and may be served with milk, lemon or had without any
- additives.
- Leaftea
- CTC (Crush, Tear, Curl)
- Tea Bags
- Fannings
- Tea Dust
- Compressed Tea
- Instant Tea



Green tea leaves



Tea dust

Fig 3.3 Forms of tea

Common teas include:

- Assam
- Darjeeling
- Ceylon
- Green Tea
- English breakfast
- Earl Grey
- Jasmine
- Camomile
- Masala Tea

C. Cocoa or hot chocolate

Hot chocolate is also known as hot cocoa or just cocoa or chocolate milk. It is a hot beverage consisting of chocolate or cocoa powder, hot milk or water, and sugar.

Drinking chocolate is similar to hot chocolate, except that it does not use powdered mix, but melted chocolate shavings or paste.



Tea bags



Instant tea



Compressed tea



Fannings



Fig 3.4 Hot chocolate

D. Energy and sport drinks

Energy drinks are usually caffeine based drinks that usually include sugar, herbs, vitamin supplements, flavourings, etc. These are marketed to people with active lifestyles especially those participating in sport and such strenuous training and activity.

Common energy drinks include Red Bull, Pepsi Max, Lucozade, Mountain Dew Energy, etc.

Aerated waters: Aerated drinks include a carbonated base (water), flavouring and a sweetener. These usually include colas, soda, orange flavoured drinks, lime flavoured drinks, etc. A club soda is also known in places as sparkling water.

Common brands of aerated waters include:

Coca Cola, Seven Up, Thumbs up, Mountain Dew, Soda, Diet Soda, etc.

Natural juices and juice based drinks: Natural juices include juices of fruits and vegetables such as coconut water, tomato juice, pineapple juice, orange juice, apple juice, litchi juice, cucumber juice, etc.

Fig 3.6 Fruit Juices

Juice based drinks also include nectars and other still drinks.

Juice is naturally contained in fruit or vegetables. It is prepared by mechanically squeezing fresh fruits or vegetables or macerating it. Juice is always 100 % fruit or vegetable juice.

Nectar is also made from fruit or vegetables but juice content is between 25%-99 % and usually sugar is added for sweetness and bulking.

Still drinks contain 0%-24 % juice content in fruit, vegetable or other flavours.

2. Milk and dairy based drinks

This includes flavoured milk, buttermilk, lassi, milk shakes, etc. These may be sold bottled or made fresh.

Flavoured milk: Usually may be flavoured with essence and colour. Common flavourings include Vanilla, Strawberry, Pistachio and Almonds, etc.

Buttermilk: Originally was the liquid leftover after the churning of butter from the milk. Now commercial production has resulted in production of this by introducing lactic acid bacteria.



Fig 3.5 Energy and Sports Drink

Lassi: It is a popular yogurt (dahi) based drink that may be served sweet or salted, sometimes with added flavourings like masala. Now commercially available in tetra-packs and also available freshly prepared in eating establishments.

Milk Shakes: These are usually made by blending flavoured ice-cream into the milk or original pulp and flavourings of fruits, etc. into sweetened milk.





Fig 3.7 Banana & Strawberry milkshakes

- Common and popular shakes include Chocolate, Coffee, Mango, Vanilla, Strawberry, Butterscotch, Banana, Chickoo, etc.
- People conscious of weight might choose to use skimmed milk for these shakes.

3. Mocktails

Non-alcoholic mixed drinks are called mocktails; the term is derived as opposed to cocktails which are alcohol based mixed drinks.

Popular classic mocktails include:

Shirley Temple: This usually is made with orange juice (or lemon soda) combined with ginger ale, grenadine syrup and garnished with a cherry.

Fruit Punch: This is usually made with a mixture of fruit juices (mango, pineapple, orange) with grenadine syrup, lemon juice and fresh cream.



Fig 3.8 Fruit Punch

Virgin Mary: Derived from the Bloody Mary, that is a popular cocktail containing vodka, tomato juice, and usually other spices or flavourings such as Worcestershire sauce, Tabasco sauce, celery, salt, black pepper, cayenne pepper, lemon juice, and celery salt. Virgin Mary is the same drink without the Vodka (Alcohol).

Virgin Piña Colada: Derived from the alcoholic cocktail piña colada that is a sweet, rum-based cocktail made with additions of cream of coconut, and pineapple juice. The Virgin version is without the rum. This is usually served either blended or shaken with ice. It may be garnished with a pineapple wedge or a maraschino cherry or both.



Fig 3.9 Virgin Piña Colada

UNIT 3.3 – Alcoholic Beverage



At the end of this unit, you will be able to:

- 1. Explain various categories of alcoholic beverages usually served in food and beverage establishments
- 2. List various brands and types of beverages within the category of alcoholic beverages
- 3. List common attributes of various types of alcoholic beverages with implications for beverage service

3.3.1 Alcoholic Beverage –

An alcoholic beverage is a drink containing ethanol, commonly known as alcohol, although in chemistry the definition of an alcohol includes many other compounds. Alcoholic beverages, such as wine, beer, and liquor have been part of human culture and development for thousands of years. Many brands of alcoholic beverages are produced worldwide.

Alcohol beverages are those that include ethanol. Alcoholic beverages are primarily divisible into three categories:

- 1. Beers and beer based drinks
- 2. Wines and wine based drinks
- 3. Spirits or spirit based drinks
- 1. Beer
 - Beers are fermented beverages, made by brewing and fermenting starches derived from malted barley, rice, maize or wheat.
 - Beers are usually of two main types Lagers and Ales.
 - The alcohol content usually is between 4%-6%, though it may range between 2%-12%.



Fig 3.10 Beer

Common beers brands include:

- 1. Budweiser
- 2. Corona
- 3. Fosters
- 4. Heineken
- 5. Kingfisher
- 6. Amstel
- 7. Carlsberg
- 8. Royal Challenge
- 9. Cobra
- 10. Stella Artois

Beer is usually served chilled. Usually served from bottles or cans, these beers are usually poured into Beer Mugs or Pilsner glasses. Where these glasses are not available it should generally be served in a beer goblet or a tall glass.

Beer bottles are usually 650 ml (full bottle) or in pint sizes (330 ml). Beer cans are available in 330 ml or 550 ml.

Draught beer is served on tap from Kegs which once opened have a very short shelf life because it is unpasteurised. These may be served by the glass (mug) or by the pitcher (holds 4-5 mugs).

2. Wine

- Wine is produced from grapes, and fruit wine is produced from fruits such as plums, cherries, or apples. Grapes can be red or white in colour.
- While red wine can only be made from red grapes, white wine may be made from white or red grapes.
- Wine involves a longer fermentation process than beer. It also has a long aging process (months or years). The fermentation results in an alcohol content of 9%–16% Alcohol by Volume (ABV). Though for some wines this may be enhanced by additions and modifications.



Fig 3.11 Red wine & White wine



Fig 3.12 White, rose and red wine

Wines can be categorised into the following:

- Red Wines
- White Wines
- Rose Wines
- Sparkling Wines
- Fortified Wines

Red Wines – Red wines get their colour from the contact of red grape skins with the liquid for a longer period of time. Red wines are served in long stem glasses that are clear. The serving portion for a red wine is 5 ounces (approx. 150 ml). The glass is never filled to the brim. The serving temperature of a red wine is usually 10-18 degree Celsius. Some red wines need to left open for a few minutes after the bottle is opened before serving the wine for strong aromas to escape (breathing the wine).

White Wines – White wines are served from 7-10 degree Celsius, usually chilled in a refrigerator. These are usually golden or straw coloured wines and not white as the names suggest. White wines are usually served in narrower glasses than red wines with a smaller mouth so the aromas can concentrate.

Rose Wines – Rose wines are served at temperatures from 7-13 degree Celsius. These are pink in colour, which is derived from grape skins being left in contact with the liquid during wine preparation for a little longer than in white wines and a little less than red wines.

Sparkling Wines – Sparkling wines are served at temperatures from 6-11 degree Celsius. Champagne is the most well-known sparkling wine. Sparkling wine only made in the Champagne region of France can be called Champagne. Sparkling wines made in other parts of the world including in other regions of France cannot be called Champagne. These wines are called sparkling because of the bubbles that are formed inside like in aerated waters. These are formed during the preparation of the wine due to a second fermentation which is done during the preparation process.



Fig 3.13 Rose wine



Fig 3.14 Sparkling wine

These days cheaper artificially carbonated wines are also available.

Sparkling wines and Champagnes, depending on their sugar levels are categorised as

- Extra Brut
- Brut (pronounced "broot")
- Extra dry
- Sec
- Demi-sec

In wine terms "dry" is the opposite of "sweet."

- Extra Brut is "extra" dry
- **Brut** dry (most popular style and very food-friendly)
- Extra dry middle of the road dry, not as dry as Brut (great as an aperitif)
- Demi-sec pretty sweet (pair with fruit and dessert)

Countries which produce the most popular wines include France, Italy, Australia, Spain, Portugal, America, Chile, South Africa, etc.

Indian wines are relatively new and the most popular wine houses in India include:

- 1. The Grover Vineyards
- 2. The Sula Vineyards
- 3. Indage Vineyards

Fortified Wines – Fortified wines are served from 13-20 degree Celsius. Fortified wine is wine (such as port or sherry), to which a distilled beverage (usually brandy) has been added. These are stronger wines having more alcohol content.

3. Spirits

Distilled alcohol beverages are called spirits. These are derived from starch based sources including grains (rice, barley, rye, etc.), potatoes, sugarcane, etc. Most spirits are usually double or triple distilled. Most spirit full bottles are 750 ml, though spirits are also sold in 180 ml, 375 ml, 1 litre, 1.5 litres, 2 and 5 litre bottles as well.

Usually spirits are served in measures called pegs. A measure or peg may be 30 ml (small or single) or 60 ml (large or double).



Fig 3.15 Rum

The five main spirits are:

l) Rum

- This is usually made from sugarcane by products called molasses.
- Rum may be dark, golden or white.
- The countries that produce the most popular rums include Caribbean and Latin American countries. Rum is also produced in Australia, Mexico, Fiji, India, South Africa, etc.
- Rum is usually bottled at 40% alcohol per volume.

Common brands of Rum include:

- Bacardi
- Captain Morgan's
- Old Monk
- Don Q
- Hiram Walker
- Mcdowell's No. 1

Rum is usually had with water, cola or juices. White rum may be had with lime based aerated waters like 7 Up.

ii) Whisky or whiskey

- Whisky is usually made from grain (barley, wheat, rye, maize) or malted barley, thereby known as Grain Whisky or Malt Whisky respectively.
- Most whiskies except Single Malt are usually made by blending different whiskies to get the final product. These are known as blended whiskies.
- Malts and grains are combined in various ways.

Blended malt is a mixture of single malt whiskies from different distilleries.

Single malt whisky is whisky from a single distillery. Single Malts are made from a mash that uses only one particular malted grain. However, unless the whisky is described as "single-cask" it will contain whisky from many casks, and different years. A blending expert, achieves a distinct taste recognisable as typical of the distillery. In most cases, the name of a single malt will be that of the distillery where it is produced (Bushmills, Glen Ord, The Glenlivet), with an age statement. Sometimes special processes and treatments such as maturation in a portwine cask, etc. will also be mentioned.



Fig 3.16 Whisky

Blended whiskies are typically made from a mixture of malt and grain whiskies — often along with neutral spirits, caramel and flavouring. A whisky simply described as Scotch, Irish, or Canadian Whiskey is most likely to be a blend. A blend is usually from many distilleries so that the blender can produce a flavour consistent with the brand, and the brand name (e.g., Chivas Regal, Canadian Club) will usually not therefore contain the name of a distillery. A mixture of malts (with no grain) from different distilleries (more usually called a vatted malt) may sometimes be referred to as a "blended malt", and a mixture of grain whiskies with no malts will sometimes carry the designation "blended grain".

Whiskies do not mature in the bottle, only in the cask, so the "age" of a whisky is only the time between distillation and bottling.

Scotch Whiskies are the most popular in the world; these are made only in Scotland. Any whiskies made in any other part of the world cannot be called Scotch whisky. Other countries that produce famous whiskeys are America, Canada, Ireland, Australia, etc.

Malt whisky's are best had straight-up or on the rocks (on ice). The most common mixer's for whisky is club soda or water.

Some of the popular whiskeys are listed below:

Single malt Scotch Whiskies

- Glenfiddich
- Glen Livet
- Laphroaig
- Cardhu
- Glen Morangie
- The Dalmore
- Glen Elgin

Blended Scotch

- Ballantine's
- Chivas Regal
- Cutty Sark
- Johnny Walker
- Dewar's
- Dimple
- J&B
- VAT 69

Canadian

- Glen Breton
- Canadian Mist
- Canadian Club

American Whiskeys

- Jack Daniel's
- Jim Beam
- Maker's mark
- Wild Turkey
- Old Crow

Irish

- Bushmills
- Jameson's Irish
- Tullamore Dew
- Wild Geese

India

- Bagpiper
- Royal Stag
- Antiquity
- Officer's Choice
- McDowell's Signature
- Peter Scot

iii) Vodka

Vodka is a distilled spirit, colourless and odourless, made from grain, potatoes or sometimes fruits. It is one of the most popular drinks worldwide. Most popular vodkas come from Russia and Poland.

Apart from the alcoholic content, vodkas may be classified into two main groups: clear vodkas and flavoured vodkas.

Flavours include Cinnamon, Chocolate, Green Apple, Orange, Cranberry, Raspberry, Citrus (Lemon), Vanilla, Strawberry, Vanilla, Black Cherry, Watermelon, Lime, Blueberry, White Grape, Melon, Pomegranate, Passion Fruit, Pear, Peach, Pineapple, Mango, Coconut, etc.

Vodka usually has alcohol content of over 37.5%. Vodka is traditionally drunk neat in the vodka belt countries of Eastern Europe and around the Baltic Sea. It is also commonly used in cocktails and mixed drinks.



Fig 3.17 Vodka

Common brands of Vodka include:

- Smirnoff
- Finlandia
- Absolut
- Sobieski
- Zubrowka
- Stolichnaya
- Moskovskaya

iv) Gin

Gin is a spirit distilled along with juniper berries flavouring, usually drunk with tonic. It has alcohol content of 37.5% - 40% above as percentage of volume. Gin too is a colourless spirit. London Dry Gin is the most popular form of gin with much flavouring from a number of botanicals.

Some of the best brands of Gin are as follows:

- Beefeater
- Bombay Sapphire
- Boodles British Gin
- Gilbey's
- Gordon's
- Plymouth
- Tanqueray

v) Brandy



Fig 3.18 Gin

Brandy is a spirit produced by distilling wine. Brandy generally contains 35%–60% alcohol by volume and is typically taken as an after-dinner drink. Brandy is usually served neat or on the rocks, though a lot of people also have brandy with warm water.

High quality brandy made only from the Cognac region in France is called Cognac, similarly brandy made in the area of Armagnac is also of considerably high quality



Fig 3.19 Brandy

Brandy is classified according to the following:

These indicators are usually found on the label:

- A.C.: aged two years in wood.
- V.S.: "Very Special" or 3-Star, aged at least three years in wood.
- V.S.O.P.: "Very Superior Old Pale" or 5-Star, aged at least five years in wood.
- X.O.: "Extra Old", Napoleon or Vieille Reserve, aged at least six years, Napoleon at least four years
- Vintage: Stored in the cask until the time it is bottled with the label showing the vintage date.
- Hors d'age: These are too old to determine the age, although ten years plus is typical, and are usually of great quality.

The older the spirit is aged generally the better it is concerned, though the grape and other initial wine quality is also a key to the quality of the beverage.

Other spirit beverages

I) Tequila: Tequila is a spirit made from the blue agave plant. The beverage is primarily made in the area surrounding the city of Tequila, in Mexico country.

Tequila shots are the most popular way of having tequila; this involves having 30 or 60 ml of tequila in a shot glass, with salt and a wedge of lime. First one licks the salt, drinks the tequila in one gulp and then sucks on the lime wedge.

Tequila is most often made at a 38%–40% alcohol content (76–80 proof), but can be produced between 35%–55% alcohol content (70–110 proof). These are based on the amount of time the spirit has been aged before bottling. Generally, the more aged the spirit, the more flavourful, smooth and valued it is considered.

Tequila is usually bottled in one of five categories:

- Blanco ("white") or plata ("silver")
- Joven ("young") or oro ("gold")
- Reposado ("rested")
- Añejo ("aged" or "vintage")
- Extra Añejo ("extra aged" or "ultra-aged")

Common tequila brands include:

- Jose Cuervo
- Puerto Vallarta
- Sauza
- Pepe Lopez



Fig 3.20 Tequila

ii) Feni

Feni is Goan liquor, it is made from either coconut or cashew.

Feni is classified as 'country liquor', and therefore not allowed to be sold outside the State of Goa in India.

Two types of feni include:

- Coconut feni This type is made from the sap of the coconut palm.
- Cashew feni This is made from the fermented juice of cashew apple fruit, is also called kaju (caju) feni.

High-grade feni is 42% alcohol by volume. Three common mixers used with feni are cola, tonic water and lemonade. It can also be enjoyed on its own on ice, or with a slice of lime.

Other drink categories

Coolers: Coolers is a casual term to denote low alcohol beverages usually for light drinkers or marketed to young people and women. Coolers may usually be spirit, wine or beer based. These may be carbonated. Common coolers include breezers made popular by Bacardi, these are available in multiple flavours and attractive colours. Other coolers available are

- Seagram wine coolers
- Smirnoff coolers

Cocktails: A cocktail is an alcoholic mixed drink. It contains two or more ingredients and is prepared using a number of methods. A cocktail usually contains one or more kinds of spirit and one or more mixers and flavorings, such as aerated waters, syrups, bitters, or fruit juice, other ingredients and usually a garnish. Cocktails are usually served in a variety of fancy glassware.

Cocktails allow for inventiveness of a variety of flavours and appealing appearances, making the drink more attractive.

Common methods of making cocktails are:

- 1. Shaken Usually ingredients are shaken in a cocktail shaker or a mixing glass, strained through a hawthorne or other strainer
- 2. Stirred Usually ingredients are stirred with a stirrer in a glass or mixing glass
- 3. Built up ingredients are gradually poured over one another to create distinct layers
- 4. Blended ingredients are blended in a blender, usually cream or ice cream based cocktails would be blended
- 5. Flaming Usually a layer of alcohol is poured on top of the glass using the back of a spoon, and lit on fire. The drink is served while it is flaming

Some classic cocktails include

• Bloody Mary

Serve in: Rocks Glass

- 45 ml vodka
- 100 ml tomato juice
- 1 dash lemon juice
- ½ teaspoon Worcestershire sauce
- 1 dash tabasco sauce
- Ice cubes as required
- Salt and pepper to taste
- 1 wedge(s) of lime

Mix vodka, juices and sauces with ice

- 1. Line the glass with a salt rim
- 2. Strain the mixture over ice cubes into rocks glass
- 3. Stir in salt and pepper to taste
- 4. Garnish with a celery stick and/or a lime wedge on the rim of the glass and serve



Fig 3.21 Bloody Mary

• Screwdriver

Serve in: Collins Glass

- 60 ml vodka
- 150 ml orange Juice
- 1. Pour the ingredients on ice in the glass
- 2. Stir the ingredients
- 3. Garnish with an orange slice or wedge



Fig 3.22 Screwdriver

Cosmopolitan

Serve in: Cocktail glass

- 45 ml vodka
- 30 ml Cointreau
- 15 ml fresh Lime Juice
- 10 ml cranberry Juice
- 1. Shake all the ingredients with ice in a cocktail shaker
- 2. Strain into a chilled cocktail glass
- 3. Garnish with an orange peel



Fig 3.23 Cosmopolitan

• Whiskey sour

Serve in: Sour glass

- 45 ml bourbon whiskey
- 45 ml lime juice
- 5 ml sugar syrup
- maraschino cherry for garnish
- 1. Pour the bourbon, lemon juice, and sugar syrup into a cocktail shaker with ice cubes
- 2. Shake well
- 3. Strain into a chilled sour glass
- 4. Garnish with the cherry



Fig 3.24 Whisky Sour

• Martini

Serve in: Cocktail Glass

- 60 ml gin
- 15 ml dry vermouth
- 1 green olive or lemon twist for garnish
- Angostura bitters (optional)
- 1. Pour the ingredients into a mixing glass filled with ice cubes
- 2. Stir the ingredients with a stirrer
- 3. Strain into a chilled cocktail glass
- 4. Add a dash of Angostura bitters if desired
- 5. Garnish with the olive or lemon twist

A martini has many variations including-

- Vodkatini or a Vodka Martini (replacing Gin with Vodka)
- Gibson (garnish with onion)
- Dry Martini (very little or no vermouth)
- Perfect Martini (equal amount of dry and sweet vermouth)

Manhattan

Serve in: Cocktail Glass

- 60 ml rye whiskey
- 15 ml sweet vermouth
- 2-3 dashes angostura bitters
- maraschino cherry for garnish
- 1. Pour the ingredients into a mixing glass with ice cubes
- 2. Stir well using a stirrer
- 3. Strain into a chilled cocktail glass
- 4. Garnish with the cherry

Some popular variations include:

- Dry Manhattan (using dry vermouth instead of sweet)
- Perfect Manhattan (using equal amount of dry and sweet vermouth)



Fig 3.25 Martini



Fig 3.26 Manhattan

• Pina colada

Serve in: Cocktail glass or Collins Glass

- 60 ml pineapple juice
- 60 ml light rum
- 45 ml coconut cream
- pineapple wedge for garnish
- maraschino cherry for garnish
- 1. Pour the ingredients into a cocktail shaker filled with ice
- 2. Shake well
- 3. Pour into a chilled cocktail or Collins glass
- 4. Garnish with the pineapple wedge and maraschino cherry skewered with a cocktail stick

Margarita

Serve in: Champagne saucer glass

- 45 ml tequila
- 15 ml triple sec or Cointreau
- dash of lemon or lime juice
- lime wedge for garnish
- salt or sugar to rim the glass (optional)



Fig 3.28 Margarita

- 1. Pour the ingredients into a cocktail shaker with ice cubes
- 2. Shake well
- 3. If desired, salt the rim of a chilled margarita glass
- 4. Pour contents, with ice, into the glass
- 5. Garnish with the lime wedge



Fig 3.27 Pina colada

Aperitifs

An Aperitif (also spelt Apéritif) is usually served before a meal to stimulate the appetite. Some of the common aperitifs are Campari, Vermouth, Suze, Ouzo, etc.

Aperitifs are usually had straight up or on ice. Lime and/or bitters may be added.



Fig 3.29 Aperitifs

Bitters

Bitters is an alcoholic beverage that is flavoured with herbal essences and has a bitter or bittersweet flavour. It is usually used to flavour cocktails.

There are many bitters brands common amongst them are-

- Angostura Bitters
- Orange Bitters
- Peychaud's Bitters

Liqueurs

Liqueurs are alcoholic beverages with added sugar and flavourings that are usually herbal essences, fruit flavours, nuts, roots or seeds, etc.

The base of these liqueurs could be either a spirit or a wine. Most liqueurs have 15%-55% alcohol by volume.

Liqueurs may be used as ingredients in cocktails or may be had straight up or on ice. If these are had straight up or on ice these are usually served in liqueur glasses.

There are many brands of liqueurs. Common liqueurs and their flavourings are listed below:



Fig 3.30 Liqueur

There are many brands of liqueurs. Common liqueurs and their flavourings are listed below:

- Tia Maria (Coffee)
- Kahlua (Coffee)
- Bailey's Irish Cream (Cream)
- Crème de menthe (Mint)
- Cointreau (Orange)
- Curaçao (Orange)
- Grand Marnier (Orange)
- Triple Sec (Orange)
- Pernod Ricard (Aniseed)
- Sambuca (Aniseed)
- Benedictine (mixture of herbs)
- Galliano (mixture of herbs)
- Drambuie (Honey)
- Amaretto (Almonds)
- Southern Comfort (Peach, Orange, etc.)

Exercise



1. Encircle the odd one out

Cappuccino, Frappe, Virgin Mary, Granita, Iced coffee

(Hint: The one which is not coffee)

Rum, Whiskey, Wine, Gin, Brandy

(Hint: The one which is not spirit)

Grover Vineyards, Sparkling Wines, Fortified Wines, White Wines (Hint: The one which is not the type of wine)

2. Fill in the blanks with "Tea" or "Coffee"

- 1. _____ Mocha
- 2. Oolong _____
- 3. Camomile _____
- 4. Lemon _____
- 5. White _____

3. Explain how the following beverages are prepared.

Drink	Preparation
Virgin Mary	
Butter milk	
Cafe Mocha	
Cosmopolitan	
Cafe Latte	

Summary



1. Types of beverage

Non-alcoholic	Alcoholic	
Coffee	Beer	
Теа	Wines	
Cocoa or hot chocolate	Spirits	
Energy and sport drinks	Coolers	
Milk and dairy based drinks	Cocktails	
Mocktails	Aperitifs, Bitters & Liqueurs	

2. Types of coffee

- Espresso
- Americano
- Black coffee
- Cappuccino
- White coffee

3. Types of tea

- Green tea
- White tea
- Black tea
- Herbaltea
- Oolong tea

4. Types of alcoholic beverage

- Beer
- Wine
- Spirits
- Coolers
- Cocktails
- Aperitifs
- Bitters
- Liqueurs



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4. Equipment for Service

Unit 4.1 – Food and beverage service equipment



THC/N0301

Key Learning Outcomes

At the end of this module, you will be able to:

- 1. Identify commonly used equipment for food and beverage service
- 2. List the dimensions or capacity of common food and beverage equipment
- 3. Explain usage of common food and beverage service equipment

UNIT 4.1 – Equipment Required for Various Styles



At the end of this unit, you will be able to:

- 1. Identify commonly used equipment for food and beverage service
- 2. List the dimensions or capacity of common food and beverage equipment
- 3. Explain usage of common food and beverage service equipment

4.1.1 Service Equipment-

Elegant and attractive service ware, colourful and clean dishes, quality plates and glassware add to the decor of a restaurant.

However, several factors have to be considered while selecting the equipment:

- Standard of the restaurant
- Types of service provided
- Décor and theme of the establishment
- Type of clientele (customers)
- Durability of the equipment
- Ease of maintenance of the equipment
- Replenishing the inventory
- Storage facilities
- Flexibility of use
- Price factors

	Glassware	
Beer Mug		For serving beer 25, 50 cl (1/2, 1 pint) or 7-20 oz
Club Goblet		For serving heavy Belgian ales (beer)
White Wine Goblet		To serve fresh light wine 5 ^{1/2} fl oz
Red Wine Goblet		For serving chilled wine 7 fl oz
Collins Glass		To serve a mixed drink 240-540 ml

Highball Glass		To serve a mixed drink 23, 28 cl (9, 10 fl oz)
Lager (Pilsner) Glass		To serve light beers 28, 34 cl (10, 12 fl oz)
Shot Glass		To hold or measure spirits or liquor or mix other drinks 30 ml (single)
Liqueur Glass	Cont	A small glass for serving a sma amount of liqueur after dinner 2.367 cl (6 out)
Champagne Flute		To serve Belgian lambics and fruit beers 18, 23 cl (6,8 fl oz)

Champagne Saucer	To serve cocktail or champagn 18, 23 cl (6, 8 fl oz)
Tumbler	Serving glass for liquids 28.40 cl (1/2 pint)
Cocktail Glass	To serve gin and tequila cocktails 4,7 cl (2,3 fl oz)
Roly Poly	For serving whisky 9 fl oz
Rocks or Old Fashioned Glass	9 fl oz
Brandy Snifter or Balloon	8 fl oz

Flatware/holloware and other equipment		
lt	em	Use
Side Plate		To serve side dishes 15 cm (6 in) diameter
Dessert (Sweet) Plate		To serve dessert in 18 cm (7 in) diameter
Fish Plate		To serve fish 20 cm (8 in) diameter
Dinner Plate		For serving the main course 10-11 in diameter

Breakfast Cup and Saucer	B	23-28 cl (8-10 fl oz)
Tea Cup and Saucer		18.93 cl (6 ^{2/3} fl oz)
Coffee Cup and Saucer	23	9.47 cl (3 ^{1/3} fl oz)
Tea Pot		for steeping tea leaves or herbal mix in near-boiling water 28.4 cl (1/2pt) 56.8 cl (1 pt) 85.2 cl (1 ^{1/2} pt) 113.6 cl (2 pt)
Hot Water Jugs		Used for hot water for tea a coffee service, also used fo storing hot water on sideboards. Comes in variou shapes and sizes.
Milk Jugs		32 fl oz, 56 fl oz

Butter Dishes	CERCESS.	To serve butter 8X5 inches
Ashtrays		Receptacle for ash and butt from cigarettes and cigars.
Soup Bowls		A bowl for serving soup from soup tureens 45*32*33CM
Bud-Vase		Used as a centre decorative piece
Cruet Sets		To hold liquid condiments o salt and pepper
Finger Bowls		For rinsing one's fingers in between courses in a multip course meal 12cm

Tea Strainers	0	To strain tea
Toast Holders	<u> </u>	To hold toast without gettin them soggy.
Pastry Server		To lift and serve Pastries etc 27cm
Pastry Fork	No.	To cut and lift pastries
Butter Knife		To cut, slice and lift butter fro butter dishes and spread but on bread
Sundae Spoon		Ice-cream sweet in a tall glas

Tea Spoons	J	For tea, fruits cocktails, grapefruit and boiled eggs ~4.93 ml
Sugar Tongs		To pick sugar cubes from sug pots
Fish Knife		For fish
Fish Fork	States and the	For hors d'oeuvres (appetise The fish fork is approximate 7¼ to 7¾ inches in length, t separate fish from the bod the fish fork has an extra wi left tine, and an optional not grooved to fit over the bone
Sweet Fork		Used for desserts.
Side Knife		Used on the side plate.

Sweet Spoon		A spoon for sweet or pastries.
Soup Spoon	Ŷ	For service of soup served in cups or soup bowls
Coffee Spoon	9	Accompanies coffee cups
Service Spoon	0	For transferring food from platters to the guest plate
Service Fork		For transferring food from platters to the guest plate
Water Jugs		For service of water into guest water goblets

Chafing Dishes		For holding food on buffet tables and keeping food warm
Entrée Dishes	00	To carry and serve main course dishes
Fruit Bowls		To display fresh whole fruit
Salad Bowls		To display salads
Soup Ladles		Upright long handle spoons to portion soup
Soup Tureen		For soups in large quantities to portion out into soup bowls for the guests

Trays		Carrying glassware and hollowware
Cocktail Shaker		Used to mix beverages by shaking
Mixing Glass	- and -	To strain ingredients of a cocktail from the shaker to the glass
Bar Spoon	Solution of the second se	To mix and layer both alcoholic and non-alcoholic mixed drinks
Soup Ladles	No. of the second se	Upright long handle spoons to portion soup

Blender		To mix emulsify food and othe substances
Bottle Opener	- And	To remove the metal bottle caps from the bottles
Ice Bucket and Tongs		To hold and move large blocks of ice
Carafes		For serving wine and other drinks, but is not supplied with a stopper.
Coasters		To rest beverage glasses or mugs in order to protect the surface of the table

Doileys		For protecting fine-wood furniture from the scratches that may be caused by crocke or other decorative objects
Wine Opener	Ph.	To open the wine bottles tha are stoppered by a cork
lce Pick		To break and pick ice
Muslin Cloth		Used as a filter to decant fin wine or separate liquid fron the mush
Funnel		To let liquid and other finely grained substances pass through into containers

Lemon Squeezer		To extract juice from lemon and lime
Swizzle Sticks		To hold fruits or stir the drink
Service Salvers		It consists of a round, silver or steel service tray. To carry glasses, remove clean cutlery, etc.
Peg Measure	K	For preparing alcoholic drinks 1 to 2 fl oz (30-60 ml)





1. Put the following in the correct category:

Beer Mug, Platters, Highball Glass, Sundae Spoon, Collins Glass, Roly Poly, Tumbler and Salver

Glassware

2. Tick on the correct factors considered while selecting the equipment:

- Standard of the restaurant
- Colour of the cutlery
- Types of service provided
- Décor and theme of the establishment
- Type of clientele (customers)
- Quality of linen
- Number of staff working in a restaurant
- Durability of the equipment
- Ease of maintenance of the equipment
- Storage facilities
- Price factors

Summary



1. Equipment used for service

Glassware

Club Goblet	Highball Glass
White Wine Goblet	Lager (Pilsner) Glass
Beer Mug	Liqueur Glass
Red Wine Goblet	Champagne Saucer
Collins Glass	Champagne Flute
Tumbler	Shot Glass

Flatware/Holloware and other equipment

Peg Measure	Cocktail Shaker
Swizzle Sticks	Hawthorne Strainer
Funnel	Soup Ladles
Wine Opener	Bar Spoon
Coasters	Salad Bowls
Blender	Entrée Dishes





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5. Preparation for Service

Unit 5.1 – Preparing a restaurant for service Unit 5.2 – Cleaning crockery, cutlery and glassware Unit 5.3 – Restaurant linen and storage Unit 5.4 – Laying the table



Key Learning Outcomes 🖗

At the end of this module, you will be able to:

- 1. Carry out preparation activities as per requirement in a timely manner, to set the restaurant up for service
- 2. Make at least 5 common napkin folds as per industry standards
- 3. Care for cutlery, crockery and glassware to avoid breakages and damage
- 4. Wipe and clean cutlery, crockery and glassware with care, making it ready for service
- 5. Care for linen; handle, use and store it as per standards
- 6. Maintain the storage area for cleanliness, efficient use and safety
- 7. Identify and lay different types of covers for different types of service
- 8. Lay a table as per standards and service requirements

UNIT 5.1 - Preparing a Restaurant for Service



At the end of this unit, you will be able to:

- 1. Carry out preparation activities as per requirement in a timely manner, to set the restaurant up for service
- 2. Make at least 5 common napkin folds as per industry standards

5.1.1 Preparing a Restaurant for Service-

Preparing a restaurant for service is extremely important as that facilitates the services and correct preparation will ensure that the service is of high quality, consistent, timely and easy to deliver. It is important to standardise preparation routines so that each staff member knows what to expect, where the various items required for service are kept. It is also important for the safety, hygiene and offering a standard high quality environment for the guest that is pleasant, comfortable and consistent.

Mise en scène is a common French term used to describe this preparation. It means to 'prepare the environment'. The restaurant mise en scène is done prior to service before each service session. Miseen-place means "putting in place" or " everything in its place." It's used to describe the practice of preparing food up to a point where it is ready to be used in a dish during food service. It may be as simple as washing and picking herbs into individual leaves, making lemon slices or chopping vegetables.



Fig. 5.1 Restaurants prepared for service



Side board

Side boards also known as dummy waiters, are furniture units where equipment and amenities are stored for assistance during service. These usually consist of storage cabinets, lined drawers, etc.

While a properly stacked side board can be of great support to the service staff, a poorly stacked sideboard can create more problems resulting in poor service and increased frustration for the service staff.



Fig. 5.2 Side board

Key points to be followed while preparing and operating a side board are:

- Ensure side board is clean, dry and odour free.
- Ensure that each item stacked on the side board is kept in its designated place.
- Ensure that linen is kept in a cabinet, which is safe from potential spills.
- Ensure water jugs are kept on a base plate so that there are no water marks, condensation and spills that may fall on the sideboard surface.
- Do not in a hurry misplace items and put them in the wrong cabinet.
- Ensure sufficient items of each equipment required for service is stacked in the side board.
- Do not over stack the side board.
- Ensure the side board is looking neat, clean and the customers do not find it repulsive.

Service trays and salvers

- It is important to prepare service trays and salvers and ensure adequate numbers are available at the side board station and at the bar.
- The service trays and salvers should be clean.
- If these are silver then these should be well polished, buffed and presentable. Cracked or weak trays and salvers should be discarded as soon as possible.
- Service salvers and trays usually are lined with tray mats or doyleys. This is to ensure that the drinks or dishes do not slide on the surface of the tray. At the same time in case of any spill these may absorb the spill.
- Very often staff folds a square napkin to fit a round salver.





Fig. 5.3 Service trays

Preparing garnishes and mixes



As part of the mise-en-place, it is important that the bar is made ready with all equipment and ingredients required for service. The preparation in the bar includes preparation of garnishes

Fig. 5.4 A bar

Garnishes

- Garnish is a term used for decorative elements used to top food and beverage dishes, along with adding to the appearance sometimes this also has a flavour component that is used to enhance or highlight a flavour of the dish
- Garnishes may be edible or non-edible
- Non-edible elements of the garnish should be kept to a minimum as these may cause accidental consumption leading to choking or other health problems



Fig. 5.5 Garnished drinks

Garnishes are generally chosen on the basis of the following:

1. Traditional	2. Colour
3. Pairing	4. Display
5. Balance	6. Flavour
7. Size	8. Spoilage and Discolouration
9. Temperature	10. Quantity
11. Textures	12. Glass or dish used

Common garnishes used for beverages include:

- Lemon usually used in the form of a twist, slice or wedge
- Fruits pineapple, orange, grapefruit and watermelon slices or wedges may be used, fresh or canned cherries are also used on many drinks
- Vegetables cocktail pickled onions, slices of cucumber, etc. are commonly used for garnishes
- Herbs a celery stick, a parsley sprig, or mint leaves are commonly used garnishes
- Flavourings nutmeg powder, cinnamon, salt and sugar, etc. are commonly used garnishes

Mixes

- Mixes are a combination of ingredients mixed and kept so as to standardise the drink and to save service time.
- Some mixes are proprietary and available in the market off the shelf, there are others that the barman prepares as per their or the organization's recipe.
- A common mix is the Sour Mix (mixture of equal parts of lemon juice and sugar syrup, shaken over ice), other mixes may include a pina colada mix, margarita mix, etc.
- While preparing mixes it should be borne in mind that the recipes for these are standardised and available to refer to for different staff who may be assigned to prepare mixes.
- This is important so that the drinks produced on different days or occasions taste the same for the guests



Fig. 5.6 Drink mixes



Napkin fold

Every guest while in a restaurant needs a napkin. A napkin is used to cover oneself in order to protect clothing from potential food and beverage spills. Guests also use napkins to wipe lips or fingers during a meal.

Different restaurants offer different types of napkins. Common napkins are:

- a) tissues or paper napkins
- b) linen napkins
- c) other materials.

A napkin is also known as a **serviette**. Generally, the posher or upmarket restaurants use linen napkins.



Fig. 5.7 Types of napkins

While laying napkins on a table, the following points need to be borne in mind:

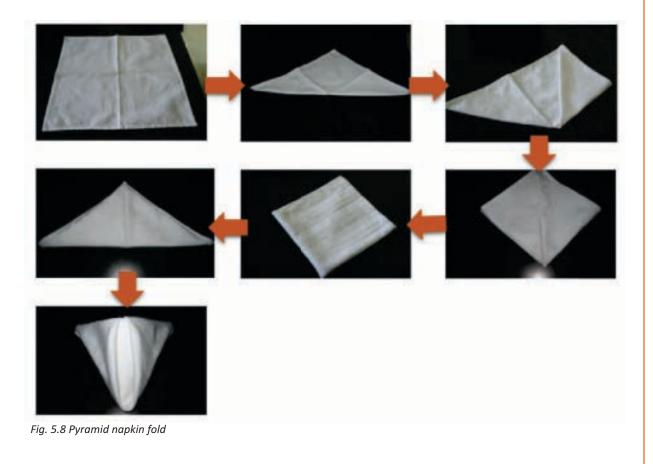
- All napkins should be clean and stain free.
- All napkins should be intact free from tears, cuts or holes.
- Napkins should be properly hemmed and the edges or parts of the napkin should not be frayed.
- Napkins should be well starched and crisp/ well ironed (or as per policy).
- Napkins should not be faded and giving a worn out look.

A good service professional would know many different styles of folding napkins.

Some of the common styles are listed below:

- Pyramid Napkin Fold
- Bird of Paradise
- Diamond Fold
- The crown Fold
- Fancy silverware pouch

Pyramid Napkin Fold



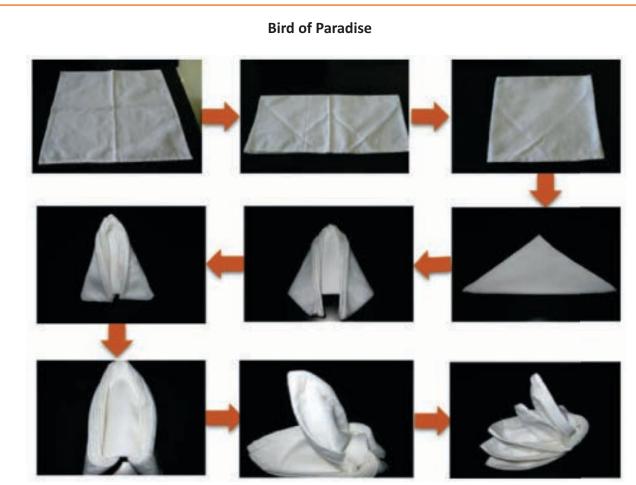
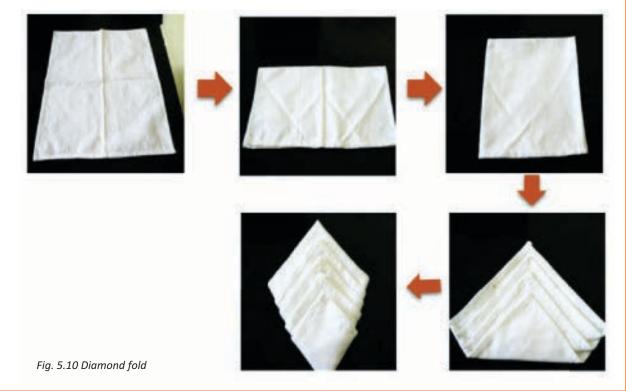
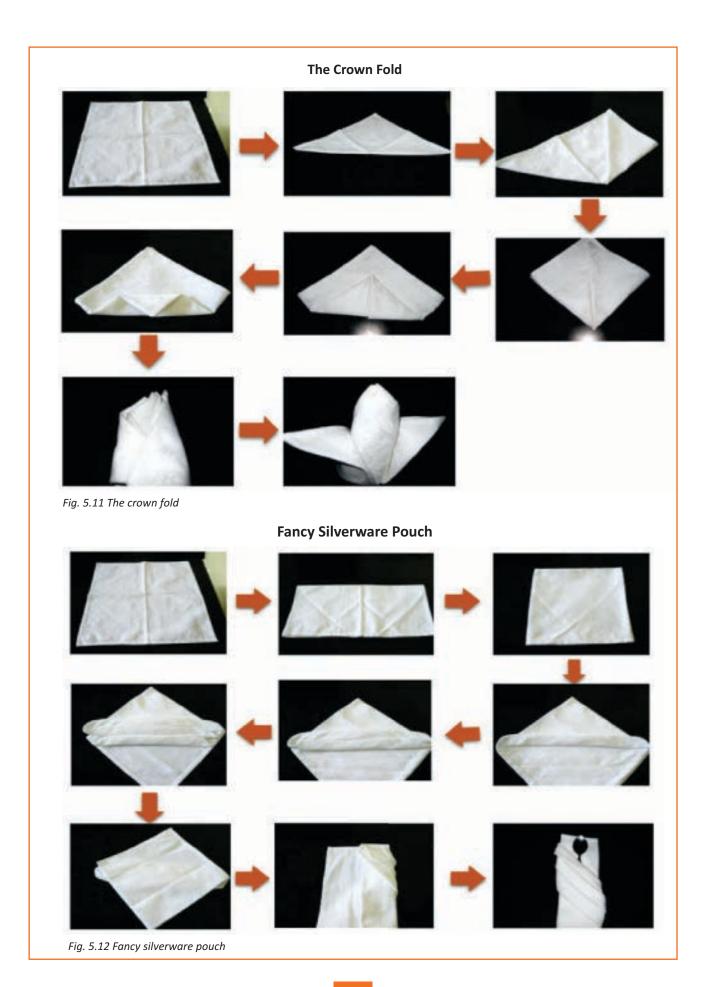


Fig. 5.9 Bird of paradise

Diamond Fold





UNIT 5.2 – Cleaning Crockery, Cutlery and Glassware



At the end of this unit, you will be able to:

- 1. Care for cutlery, crockery and glassware to avoid breakages and damage
- 2. Wipe and clean cutlery, crockery and glassware with care, making it ready for service

-5.2.1 Cleaning Crockery, Cutlery and Glassware

Crockery needs to be taken care of and cleaned properly for it to have a long life and be presentable.

While using and cleaning crockery the following needs to be kept in mind:

- 1. Use crockery only for serving and not for cooking. Avoid using crockery in a microwave as much as possible, unless it is graded so.
- 2. Never store cups rim down. This will attract dirt and may also cause chipping.
- 3. Do not hang the cups as the handles may weaken with prolonged hanging.
- 4. Always wipe crockery dry with a cloth after cleaning so that watermarks are cleared from the surface.
- 5. Crockery with gold or metallic trims or inlays must not be used in microwave. Metal objects or parts should never be put in a microwave.
- 6. Use designated detergent while cleaning crockery in dishwasher. Use the right detergent so as not to affect the glaze surface. Check dishwasher for recommended temperature and follow instructions.
- 7. Never use abrasive materials that may damage the surface of crockery.
- 8. To remove stains or burnt particles, let the crockery piece be soaked in warm water for few minutes before washing.
- 9. Wash cutlery and crockery separately to avoid metal markings.
- 10. Wipe crockery before placing in a warmer or using for service.

Cleaning Cutlery

Cutlery may usually be made of Stainless steel or EPNS (Electroplated Nickel Silver). For disposable purposes even plastic may be used.

- 1. Always wash gold-plate flatware by hand and buff to bring up the shine and prevent water spots.
- 2. Sterling-silver and silver-plated flatware may be washed in the dishwasher, but will need to be polished less often if it is washed by hand.
- 3. Cutlery should always be wiped clean and dry after washing.



Fig. 5.13 Types of crockery

Cleaning Glassware

- 1. Glassware is cleaned in a dishwasher with soap water.
- 2. Glassware should always be kept upside down after cleaning.
- 3. It should be wiped clean and dry after rinsing as it may otherwise carry watermarks and look unclean.
- 4. Glasses should always be wiped clean with a clean soft cloth free from abrasion as it may scratch the glass and leave dirt stains on it.







Cleaning cutlery and crockery

Wiping crockery

Wiping glass

Fig. 5.14 Cleaning and wiping cutlery and glassware

Carrying Crockery, Cutlery and Glassware

- 1. Glassware should always be carried in a salver.
- 2. Always handle glassware from the base, stem glasses should generally be held from the base as well.
- 3. Cutlery should also be carried on a tray or salver.
- 4. When carried in hand the cutlery should be held in a serviette.
- 5. Never carry more crockery, cutlery or glassware than can be held comfortably.
- 6. Always keep one hand free in case one needs to balance oneself by taking support.
- 7. Never carry a glass holding it above the base as it leaves finger prints on the glass.
- 8. Never ever carry glassware by putting the fingers inside the glass as this is very unhygienic.
- 9. Always hold plates and serving dishes from the rim or the base, never extend your thumb or fingers on to the inner section of the plate as this is where the food is plated and needs to be kept hygienic.
- 10. Never hold cutlery from the sections that are put in the mouth or come in contact with the food. This is also unhygienic.

It is very important to keep all cleaning equipment ready so that they can be instantly used as and when they are required for further use.

Breakages

In case of breakages, chipping or cracking of crockery, cutlery or glassware, we need to ensure these are discarded as soon as possible and taken out of circulation. There is a temptation to use minor chipped glasses and crockery irrespective, but these can cause harm to the guest and even to the service staff, thus should be avoided at all costs. The worst thing for a restaurant establishment is if a guest is harmed in any way while at the establishment or for using the establishment.

It should also be borne in mind that disposing of broken glass and crockery should be done in a safe manner. In case these are dumped into normal garbage bags there is a big possibility these may tear the bag and cause the handler damage through small to major cuts. Such dangerous materials should be stored separately and disposed by informing the garbage clearance personnel of the contents of these.

UNIT 5.3 – Restaurant Linen and Storage



At the end of this unit, you will be able to:

- 1. Care for linen, handle, use and store it as per standards
- 2. Maintain the storage area for cleanliness, efficient use and safety

5.3.1 Restaurant Linen and Storage

Restaurant linen usually comprises the following:

Table cloth: May come in round, square or rectangular shapes and vary in size as per table size.

Slip cloth: This is usually put over the table cloth.

Napkins: Also called serviettes, these are for guest use and should not be misused for cleaning and other purposes.

Waiters cloth and service cloths: This is usually for use by the waiter and for cleaning and wiping purposes.

Buffet cloths: These are usually used on buffets for lining the sides of the buffet.

Linen is an expensive item and therefore its control is very important. Clean linen is issued once requisition receipt is received in duplicate signed by a responsible person from the food service department. One copy of the requisition form is sent to the housekeeping department for them to issue the fresh linen.

One clean item is issued for each dirty item handed in. This is one of the more important jobs within the pre-preparation task. A surplus linen stock is usually held in the food service area in case of emergency.

At the end of each service, the dirty linen should be recorded accurately. This is then sent to the housekeeping department to be exchanged for clean linen items as per requirement. As the cost of laundering such linen is high, where a tablecloth is perhaps only a little dirty, a slip cloth may be placed over it for the next service. This should be done as per establishment standards.

Linen Storage

Linen should be stored on paper-lined shelves, where possible. The correct sizes should be stored/stacked together, and with the inverted fold facing outward, which facilitates counting and control.

If the linen is not stored in a cupboard it should be covered to avoid dust settling on it. There are many qualities of linen is present day use, from the finest Irish linen and cotton to the synthetic material such as nylon and viscose. The type of linen used would depend on a number of factors including the type of establishment, cost involved, type of clientele, the style of menu and service to be offered.



Fig. 5.14 Table linen

The service staff is responsible for the following:

- Stack, store restaurant linen in the designated places.
- Remove table linen with proper care and technique.
- Remove and sort dirty linen for further processing.

Storage Area

In the food industry, it is very important to maintain food safety. Fresh and clean foods are important to good nutrition and the establishment's image. Harmful organisms such as bacteria and moulds in food can cause spoilage, reducing the food's nutrient value and causing disease. Taking steps to see that food does not become contaminated with food poisoning bacteria also reduces losses and illness. Preventing food from becoming mouldy or otherwise spoiled, also reduces waste.



Fig. 5.15 Crockery storage area

UNIT 5.4 – Laying the Table



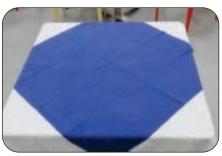
At the end of this unit, you will be able to:

- 1. Identify and lay different types of covers for different types of service
- 2. Lay a table as per standards and service requirements

5.4.1 Laying the Table

Laying the table cloth

A table cloth may be put on round, rectangular or square tables. Many restaurants use table cloths along with a slip cloth on top which allows for easy change and less damage to the table cloth underneath. These are usually in contrasting colours. Some restaurants use a "Baize" or "Moulton" material underneath the tablecloth to protect the table surface and ensure non-slippage of the table cloth.



There are many restaurants that are giving up linen usage in favour of placemats or runners. This not only saves costs, but Fig. also ensure faster service and turnaround, easier cleaning or disposal.

Fig. 5.16 Table cloth

But a steward must know the correct method to lay a table cloth. (As depicted below)





Hold the table cloth in the three fold or S fold method depicted in the photograph.





Position yourself and your arms in such a manner that the table is in the center of the table cloth and the arm span. Reach out across the table and drop the first layer closest to you across the table.





Let the table cloth drop and lay the cloth as you extend toward yourself and drop the second layer towards the middle of the table. Ensure the table cloth is not dragged from across the table.





Gradually pull the final edges towards yourself and smoothen out any fold by adjusting your pull.





Drop the final edge gently to ensure even and straight edges, and an even fall on all sides of the table.

Laying the table

The placement of flatware and items to be used during the meal by the guest to have the meal is known as 'cover'. This includes cutlery, crockery, napkin, placemat, etc.

A cover is laid for each guest on the table.

Covers commonly are of two types, one for an A'la carte menu and the other for a fixed (table d'hote) menu.

An A'la carte cover traditionally consists of the following:

- 1) Side Plate
- 2) Side Knife
- 3) Fish Knife
- 4) Fish Fork
- 5) Napkin
- 6) Fish Plate
- 7) Water Glass
- 8) Wine Glass



Fig. 5.17 A'la Carte cover

Cutlery is replaced for each course, before the next course is served.

A more common adapted version of this now-a-days is to lay a basic cover. This includes:

- 1) Side Plate
- 2) Side Knife
- 3) Spoon (Optional)
- 4) Joint Fork
- 5) Joint Knife
- 6) Napkin
- 7) Water Tumbler/Glass
- 8) Wine Glass (Optional)

Additional cutlery may be added based on requirements of the food ordered.

For a breakfast cover a tea cup, saucer and teaspoon replaces the wine glass.

A formal table d'hôte menu cover usually lays the cover for the whole meal at the beginning. This usually includes:

- 1) Side Plate (Left side)
- 2) Side Knife (Left side)
- 3) Soup Spoon (Outer Right Side)
- 4) Fish Knife (Right Side)
- 5) Fish Fork (Left Side)
- 6) Joint Knife (Inner Right Side)
- 7) Joint Fork (Inner Left Side)
- 8) Dessert Spoon (Top of the Cover, Handle to the Right)
- 9) Dessert Fork (Top of the Cover, Handle to the Left)
- 10) Napkin
- 11) Fish Plate
- 12) Water Glass
- 13) Wine Glass



Fig. 5.18 Table d'hôtel menu cover

Cutlery may be replaced based on use and requirements. Excess cutlery would be removed from the table prior to service.

In a Chinese restaurant the cover may include:

- 1) Chop sticks with holder
- 2) Tea cup
- 3) Napkin

Central appointments on a table may include:

- Bud vase
- Cruets
- Any other common accompaniments
- Menu
- Promotional material
- Bottled water

In other American diners/ fast food restaurants one may have a central appointment of stacked cutlery and napkins.

Also based on the nature of the restaurant, cuisine and nature of the meal additional items may be placed on the table prior to service:

- 1) Bread roll basket (Continental/ European)
- 2) Butter
- 3) Oil and vinegar (Italian)
- 4) Pickles and chutneys (Indian)
- 5) Chinese cruet (Chinese)
- 6) Mustard and ketchup (American/ fast food)
- 7) Sugar bowl



Fig. 5.19 Restaurant linen



Bread basket



Butter



Ketchup





Sugar bowl



Cruet set

Fig. 5.20 Additional items

While laying a cover always lay the cover inside out, i.e. Start with the centre plate and then lay the cutlery starting from the inside towards the outside.

But remember, while eating the guests use the cutlery from the outside towards the inside.

At the end of the shift or service, always ensure:

- side boards are cleaned
- dirty dishes, cutlery, crockery and glassware are cleared from the restaurant
- clean crockery, cutlery and glassware is stacked in side boards
- tables are stripped from dirty linen and all dirty items are returned to the cleaning area
- lights are switched off
- air conditioning is switched off
- doors and windows are secured as per organization policy and practice
- garbage is disposed-off as per organization procedures
- electrical equipment is switched off
- flames are extinguished
- linen is segregated this includes napkins, table cloths and other linen.

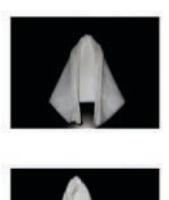
This is important as these needs to be counted and exchanged for clean linen. This may be done with inhouse laundry or the housekeeping department, or an external laundry and exchanged as per count. Linen is very prone to damage and losses as very often these are mixed with other linen and therefore end up being lost or damaged. Therefore, it is very important to segregate and count linen items.





1. Rearrange the images to show 'Bird of Paradise'.













2. List what A'la carte cover consists of.

- Summary



- 1. While laying napkins on a table the following points need to be borne in mind:
 - All napkins should be clean and stain free
 - All napkins should be intact free from tears, cuts or holes
 - Napkins should be properly hemmed and the edges or parts of the napkin should not be frayed
 - Napkins should be well starched and crisp/well ironed (or as per policy)
 - Napkins should not be faded and giving a worn out look

A good service professional would know many different styles of folding napkins.

2. A'la carte cover traditionally consists of the following:

- 1. Side Plate
- 2. Side Knife
- 3. Fish Knife
- 4. Fish Fork
- 5. Napkin
- 6. Fish Plate
- 7. Water Glass
- 8. Wine Glass

Cutlery is replaced for each course, before the next course is served.

3. Basic cover includes:

- 1. Side Plate
- 2. Side Knife
- 3. Spoon (Optional)
- 4. Joint Fork
- 5. Joint Knife
- 6. Napkin
- 7. Water Tumbler/ Glass
- 8. Wine Glass (Optional)





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6. Food and Beverage Service

- Unit 6.1 Greeting and seating the guest
- Unit 6.2 Taking order
- Unit 6.3 Service of the order
- Unit 6.4 Other service practices and procedures
- Unit 6.5 Buffet service
- Unit 6.6 Single point counter service
- Unit 6.7 Breakfast service

THC/N0302

Key Learning Outcomes 🔯

At the end of this module, you will be able to:

- 1. Identify various types of service
- 2. Identify the sequence of service
- 3. Welcome and seat the guest comfortably
- 4. Take food and beverage orders accurately
- 5. Carry out beverage service as per standards
- 6. Carry out food service, in pre-plated and silver service formats, as per standards
- 7. Handle minor incidents and accidents while maintaining guest satisfaction
- 8. Identify and avoid common errors made during service
- 9. List different F&B Service roles and respective responsibilities in single point service operations
- 10. Carry out order taking tasks as per organisational standards and to customers' satisfaction
- 11. Carry out cashiering tasks as per organizational standards and to the customers' satisfaction
- 12. Carry out table clearance and maintain the service environment clean and as per organizational standards
- 13. List common breakfast types served in hotels
- 14. Lay cover for common breakfast types correctly as per requirement
- 15. Set-up trays for breakfast tray service as per industry standards

UNIT 6.1 - Greeting and Seating the Guest



At the end of this unit, you will be able to:

- 1. Identify various types of service
- 2. Identify the sequence of service

-6.1.1 Greeting and Seating the Guest-

Ø

At the establishment food (or beverage) is served as per the requirements and orders of the customers or the guests in accordance with the set organisation's standards.

The following is expected from service staff in a food and beverage service establishment:

- Greet and set the guest
- Take food and beverage orders
- Serve food and beverage orders as per service style and organisation standards of service
- Ensure service is adjusted as per customers' preference or need
- Use relevant service equipment to serve various types of food and beverage
- Provide the appropriate necessary accompaniments along with the meal order
- · Provide customers with replenishments as per organisations' policy
- Take customer feedback as and when appropriate during the meal
- Anticipate customer needs prior to, during and after the meal
- Clear the table as per meal order requirements and guest preference
- Respond to situations which require special attention
- Respond appropriately to minor accidents

To meet the needs of the customers, the food and beverage industry has led to defining different types of service methods.

The factors determining the type of service are:

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

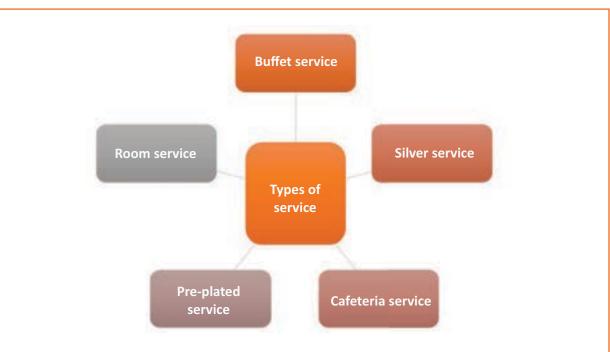


Fig 6.1 Types of service

Different service styles require different preparation and set-up. We are discussing table service (pre-plated) and silver service in this section.

Sequence of service

The sequence of service includes:

- 1. Greeting and Seating the guest
- 2. Presenting the menu
- 3. Order taking
- 4. Placing the order
- 5. Picking the order
- 6. Serving the order
- 7. Clearance of the table
- 8. Payments
- 9. Checking out the guest
- 10. Post-service operations

If the guest is not seated by the Hostess or any other staff. The steward should welcome the guest/s and ask them how many guest would be dining. Based on the number of guest assign a table accordingly.

If vacant tables are not ready, ask the guests to wait till the tables are cleaned. If there are no vacant tables then ask the guest to wait till such time that a suitable table is vacant. If one can provide a time estimate to the guest it will be good. Usually the guest would be directed to a bar or waiting lounge/ area if one exists. The hostess/ host would be informed.

No matter how busy one is the guest should be spoken to politely, with a smile.



Fig 6.2 Greeting and serving the guest

When a table is ready the guests should be lead to the table and asked if the table is suitable. If not an alternate should be suggested. If there are no alternatives, then the guest should be requested to use this till such time a more suitable table is vacant and the guest if they choose can be shifted to that table then.

While seating guests, always assist elderly guests, ladies and children, by pulling out their chair and pushing back the chair beneath them as they begin to sit. Ask the guests if they are comfortable. One must attempt to pull out as many chairs as one can while the guests are being seated.

Introduce oneself by name and inform the guests that you would be taking care of the guests during the meal.

"My name is Rajeev and I will be taking care of you for the evening."

If the guest is seated in someone else's section, introduce them to their server.

"This is Priti and she will be taking care of you for the evening"

Cutlery/ covers of the vacant seats are cleared from the table with the permission of the guest, before service begins.

– Steps: Seating the Guest \Box

Given below is the method to correctly seat the guest.







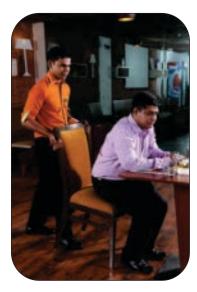






Fig 6.3 Seating the guest

Correct method to seat a guest. Notice the right leg pushing forward the chair without rushing the guest, supporting the guest as they sit down.

Once guests are seated one may serve water to the guest, taking the guest preference for water as offered by the establishment. This should be done as follows:

Service of water

Water may be served from a jug or from a bottle as per service design and the guest preference. Water is usually served as soon as the guest sits down. A common phrase used to ask for preference of water is, "would you like bottled or regular filtered/tap water", in case the guest asks for bottled water, depending on choices available one may offer Sparkling or still water, or a choice of brand and volume (small or large bottle). The glass on the table may need to be upturned in case they are placed upside down.

The water is poured from the right side of the guest, with the steward's right foot ahead. The had with the waiter cloth is usually held underneath the bottle or the jug.



Fig 6.4 Service of water

1. Service of bottled water

Usually either as per service design or on guest order bottled water is served. This may be mineral water, sparkling or still water.

If bottled water is ordered the sealed bottle is brought in front of the guest. Usually this is brought underlined with the folded waiter's cloth. The bottle is shown to the guest and after guest confirmation the seal is opened in front of the guest. This is a very important step to ensure authenticity of the bottle. Pour the water in the glass till an inch below the rim of the glass or $3/4^{th}$ of the glass. Place the cap of the bottle back and place the bottle on the guests' table if not empty.

2. Service of Regular water

The water jug is taken to the guest table resting on a neatly folded waiter's cloth. Pour the water in the glass till an inch below the rim of the glass or 3/4th of the glass. Usually the waiter's cloth is used to wipe any condensation off the jug, so that it does not drip on the table. The waiter cloth may also be used to wipe off any droplets that may drip off from the lip of the jug. The jug is taken back to the sideboard and placed on an under plate.







Fig 6.5 Service of regular water

Remember to not under or over fill the glass.



Fig 6.6 Under-filled glass



Fig 6.7 Over-filled glass



Fig 6.8 Right-filled water glass

Leave an inch from the rim of the glass, while pouring water. This minimizes spills and inconvenience to the customer. Also it provides adequate water to the guest.

UNIT 6.2 – Taking Order



At the end of this unit, you will be able to:

- 1. Welcome and seat the guest comfortably
- 2. Present the menus and explain the various relevant offer and choices to guests
- 3. Take food and beverage orders accurately

6.2.1 Taking Order

Presenting the menu

- When the guests (or customers) enter the hotel or restaurant, the service staff should show them the table to sit and present them with Menu (Menu card may already be kept on the table).
- In case the Menus are displayed on a board, then it is required to inform them about the same by pointing towards it.
- Draw their attention to the menu and explain the offers in brief (mention the speciality, if any).
- Inform about the dishes which may be unavailable or available outside of the menu.
- Give the customers sufficient time to go through the menu and decide. Do not hurry or rush the customers.
- When separate menus are available for beverages and food, both menus should be presented as per organisations procedures. One must usually present the beverage menu before the food menu, as guests may want to order an aperitif before they begin to eat.
- In case the menu has different sections, one must familiarise the guest with the various sections within the menu.
- In case the menu has different sections, one must familiarise the guest with the various sections within the menu.



Fig 6.9 Presenting the menu

Taking the order

- Order taking process may require use of computer terminal, tablet or taking it manually using notepads.
- Always carry a notepad and a pen to collect orders and note down the requirements of the guests (or customers) clearly.
- It is important that orders are taken clearly as the order needs to be finally passed on to the kitchen.
- Order should be taken from children and ladies first, old gentlemen and guest thereafter and finally the host.
- Take down the preferences as well, such as more or less spicy, more or less sweet, with or without any particular ingredients, etc.
- If the customers are not ready to order at that moment, that is, they are in the process of deciding for the dish(es), and then the staff should leave the table and offer to return to the table after a while. One should also ask if the guest need any help with the ordering.
- Face the customers when they are making choices, look at them when they speak.
- The service staff should be patient and should show respect for the customers, even when customers are indecisive or change their minds.
- Decide whose order to take first. Asking from the host or by putting the question- 'May I know who will give the order?' 'Are you ready to order' is one possibility, customers may sometimes take turns to order or one may order for the rest of them.
- Humbly prompt for further requirements. Attend to their needs in between. Do not leave the customers to their own selves.



Fig 6.10 Taking the order

Advising the customers in making choices

- Firstly, let the customers know which dishes are not available on the menu.
- The service staff should brief the customers about the speciality of the establishment.
- The staff should explain the ingredients of the dishes and also mention the dishes that take a long time to prepare and those which might suit them in a case they are in a hurry.
- Also offer any variations possible in any dish.
- If asked about the dishes available for vegetarians and those on special diets (e.g. no dairy products) or with allergies to certain foods (e.g. celiacs-gluten or nuts), the staff should comfortably and confidently help out the customers with accurate information. Where one is not sure, check with the supervisor/manager or the kitchen staff before responding.
- Some of the allergic foods are gluten (food processed from wheat and grain), milk and dairy products, peanuts, monosodium glutamate (sodium salt of glutamic acid- It can trigger headaches, seafood (allergies can result from shellfish, scaly fish, etc.). Consuming allergic foods triggers a reaction in the body and can lead to serious health problems, even death.
- Don't promise what can't be delivered, if the staff is not sure about any dish on the menu, he/she should polite say 'I'll just check with the chef'.
- List out the prices of the menus which are not mentioned on the cards (or display boards).

Suggestive selling

- Promote the special of the day example cocktail, special promotions, dish of the day, etc.
- Upsell by suggesting more or different items that may not only generate more revenue, but provide guest greater satisfaction and delight.
- If a buffet is available along with the a'la carte menu, recommend the buffet by highlighting its key features, explaining the spread and/or sections to the guest.
- Suggest preceding or following courses to the guest, for example a starter (appetiser) or a dessert (sweet) before and after the mains respectively.
- While making recommendation ensure that one is not being too forceful, and do not suggest items that the guest has already declined once.

Completing the order taking process

- Write the order in a clear manner, indicating which guest has ordered what indicated on the order pad. This helps while serving the guest the right dishes as per their order.
- Ensure the order is repeated to the guest to confirm that the order has been taken correctly. Be sure to also repeat any special preferences/instructions the guest may have indicated.
- Inform the guest the approximate time it will take to serve the first course.
- Calculate the amount which the customers may be required to pay in case the meal is a part of a package (take away).

- Check with the guest if they would like the items ordered together or course-wise when guests order multiple courses and items together. Assume that if dessert is ordered among other items it has to be brought as a separate course.
- Greet the customer(s) well and say 'thank you, ma'am/sir' after taking the order or bending down a bit where group of customers are seated to take their orders. It shows respect and friendly gesture towards the guest.
- Take permission and remove the menu from the table by gathering them politely one at a a time. Thank the guest in case the guest gathers the menus on the table to assist.

Placing the order with the kitchen

Depending on the type of establishment and the procedures followed various methods may be used to inform the kitchen of the order.

There is technology assisted solutions (Point of Sale-POS) where as soon as the order is punched into the system, the kitchen receives a copy of the order. The order notification sheet is called a K.O.T. (Kitchen Order Ticket) in industry language.

In a manual system, the order taker manually goes and places the order and hands over a copy of the manual KOT to the kitchen.

In many establishments the KOT is prepared in duplicate or triplicate, where one copy is held in the restaurant, one is given to the kitchen and one is given to the cashier/ controller. A KOT usually will have the following details:

- Serial Number
- Table Number
- Order Item and Quantity
- Time of the order
- Name of the order taker



Fig 6.11 Kitchen Order Ticket

A similar process is used for beverage orders picked from the bar. Here the order document used is called a B.O.T. or a Bar Order Ticket.

Picking up the order

Once the order is ready the kitchen staff would announce it to the steward and the steward would pick up the order. The items picked up would be stricken off the KOT or if the whole order is picked up the KOT would be moved to the order delivered pile.

One must ensure that all items are picked up from the kitchen and that all special instructions given by the guest have been followed. Orders are usually picked up on large and deeper trays used.



Fig 6.12 Picking order from

UNIT 6.3 – Service of the Order



At the end of this unit, you will be able to:

- 1. Take food and beverage orders accurately
- 2. Carry out beverage service as per standards
- 3. Carry out food service, in pre-plated and silver service formats, as per standards
- 4. Handle minor incidents and accidents while maintaining guest satisfaction

-6.3.1 Service of the Order -

Beverage Service

Alcoholic Beverages

There are certain precautionary measures which are necessary to be followed while serving alcoholic beverages to prevent intoxication, drunken driving and underage drinking.

- Patrons should be identified to ensure that they meet the minimum age requirement for the purchase of alcoholic beverages. Where in doubt about the legal age limit for drinking, age proof or permit may be requested to be produced by the guest.
- When serving alcoholic drinks request the guest to advise how much ice or mixer they would like.
- Patrons may be advised on alcohol consumption; in case they are crossing limits.
- One may enquire if the guest is driving post their drinking and whether they would like a car to drop them home, as per establishment policy.

Beer

Beers are served in Glasses, Mugs, Bottles and Cans. Most pints are served in the bottle, unless by service design or guest requirements.

Draught Beer is served in mugs/glasses. Bottled or can beers are also usually poured into the mug/glass.

Usually when beer is poured in glasses it is served with a slight head, also known as a collar/foam.

After opening the bottle or can, hold the glass in one hand and the bottle in another. Bring the lip of the bottle next to the rim of the glass. Start pouring for the head to form, and then tilt the glass immediately to arrest the foam. The rest of the beer should be slid down the inside wall of the glass, gradually bringing the glass to a straighter angle.

Beer is always served chilled. Different beers are served at the following temperatures:

Pale Lagers - 7 - 10 degrees Celsius

Dark Lagers and Pale Ales - 10 - 13 degrees Celsius

Dark Ales and Stouts - 13-15.5 degrees Celsius

Spirits

Spirits are served from a salver that is usually lined with a napkin to absorb spills. The salver usually would carry a bucket of ice with tongs, mixers, glasses appropriate to the beverage, the spirit as ordered in a shot glass or peg measure, stirrers, coasters if required.

In the glass with the stirrer ice is placed first, followed by the spirit and then the mixers.

Spirit	Glass	Common Mixers
Whisky	Old fashioned	Soda, Water
Rum	Roly-poly	Water, Colas, Juices
Vodka	High Ball	Neat, Lemonade, 7up/Sprite, Juices
Gin	High Ball	Tonic, Lemonade
Brandy	Snifter or Balloon	Warm water, Juices

Wine

- Bring the bottle from storage as per order, ensure the wine is at the correct temperature by feeling the bottle.
- Bring an ice-bucket filled with ice and a napkin tied to its neck to wipe condensation. Place the same near the guest table.
- Show the label of the bottle to the guest to ensure right wine is being served. Resting the bottle on the waiter's cloth
- Cut the foil of the bottle with a wine knife and use a wine opener to remove the cork. Where the wine is a vintage let the guest see the cork and place it on the table on a side plate at top of the host's cover. Where the wine is not a high quality vintage remove the cork an place it in the ice bucket.
- Where the wine has a cap, twist the cap to open the bottle.
- Wipe the lip of the bottle on the inside
- Pour the wine from the bottle, ensuring the label can be seen by the guest. Hold the waiter's cloth in the other hand to wipe any drip from the lip of the bottle.
- Pour the wine into the wine glass for tasting for the host first. Once the host approves, pour the wine starting with ladies and then around the table usually in an anti-clockwise manner, serving the host last.
- While finishing pouring wine in a glass it is better to twist and raise the bottle, as it helps to avoid the drips to fall on the table.
- Serve to 2/3rd of the glass or the widest part of the wine glass whichever is lower, this is to help the guest appreciate the captured bouquet (aroma) of the wine.
- Place the bottle with the remaining wine in the ice bucket using a bottle stopper. Replenish wine as per requirement.

Red wines usually with sediment, may need to be decanted first in order to get rid of the sediment. Some establishment serve Red wines in wine baskets to avoid sedimentation to come out of the bottle in other place it is just for show purposes. Any decantation must be approved by the guest prior to doing so.

Older wines may need to be kept open for it to breathe in order for the trapped bouquet to be released.

Champagne or sparkling wine

While serving champagne or sparkling wine, the wine is bottled under pressure that is why care is required while uncorking the wine. The rule is to keep the thumb on top of the cork through the process of wine opening.

Remove the foil from the neck by pulling on the tab, or using a knife. While holding the thumb over the top twist the wire cage to loosen it, remove it slowly. While holding the thumb tightly over the cork, twist the bottle with the other hand and ensure that the cork does not pop out and is gradually released from the bottle.

The mouth of the bottle should always be pointing in an empty area so as to not pop accidentally as it can go quite a distance with a lot of force, causing harm to people in the way.

Once opened it can be poured into champagne flutes or tulip glasses.







Fig 6.13 Serving wine



Non-Alcoholic Beverages

Теа

Tea is usually served from a teapot, with other items on the tray or trolley including a strainer, slop basin, cold milk in a pot, hot water in a pot, sugar, tongs, tea cups, saucers and teaspoons.

Tea may be served in the form of tea leaves or tea bags.

Coffee

Coffee is served from a Cafetiere or directly from a coffee making vending machine. Tray service includes the following items positioned on the tray Coffee Pot, Cream or Milk pot, Hot water in a pot, sugar, tongs, coffee cups, saucers and teaspoons.

The sugar is generally placed on the table for the customers to help themselves, sugar options provided by most establishments these days include demerara sugar, low calorie sweetener and white sugar. Sugar may be in the form of sachets, cubes or grains.

Aerated waters

Aerated waters are usually served in a tall glass with ice. These are usually brought to the table and opened in front of the guest and poured on ice.

Juices/Mocktails

These are usually served directly in glasses from the bar.

Tips for beverage service:

Service staff should have good product knowledge of beverages available and give recommendations to the guest when required while serving

- Order taking sequence would be same for children, ladies, men and lastly host.
- Ascertain preferences (with or without ice, with or without sugar/ salt etc.
- Always offer water (ascertain type of water bottled/ Filtered tap/ RO water or still/ sparkling) in addition to other beverages.
- Beverage should be served within three minutes from the ordering.
- Review the table for extra drinks; always offer the guest a refill if their drink is about 1/3rd empty.
- Drinks should be sent from the right side of the guest if the space allows.
- Announce the drink to the guest before placing on the table to ensure guest receives the correct order.
- Always place a drink on hotel branded coaster when served in bars or lounges. In case it is being served during a meal on the dining table it is to be placed just above the tip of the knife on the right hand side.
- In case bottled, canned or mixed drinks, these should be poured in front of the guests not pre poured. For example: wine, soft drinks, fruit juice cans.
- Drinks should be poured in correct glassware. Glassware should be matching and consistent throughout the restaurant.
- For every fresh wine a new set of glasses should be brought to the table.

- Glassware should be clean and free from cracks.
- Any garnishes used in the drinks should be fresh and appropriate.
- Drinks should be chilled if applicable or per as requirement of the drink guests.
- Leave the bottle (if it is white wine or Champagne) in the ice bucket after serving a round. Champagne or bottle stoppers and corks are used to close the bottle during service.
- Always display label and repeat the name of the wine when presenting to the guests.
- When serving alcoholic drinks request the guest to advise how much ice or mixer they would like.
- Ensure that appropriate cutlery is placed to accompany order.
- Beverages are always served before the food order.







Fig 6.14 Serving non-alcoholic beverage



Importance of serving beverages at the right temperature

It is important to serve beverages at right temperatures. Some ideal drinking and serving temperatures are:

- For non-alcoholic beverages, the ideal drinking temperature is between 6 and 10 degrees Celsius.
- For alcoholic beverages, the ideal drinking temperature is 8 degrees Celsius. Fluctuations in temperature should be avoided to prevent the loss of carbonation. Warm beer produces more foam, losing the refreshing carbonation and dulling the taste. Moreover, if the alcoholic beverages are too cold, it becomes cloudy and it looses its natural shine and becomes unplatable. Red wine can be served best in temperatures around 18-20 degrees Celsius. When red wine is served too warm it happens to develop a strong alcohol taste and the real taste of it is vanquished. White wine when served in temperatures below 10 degrees Celsius gives the rich and fresh fruits' flavours. If white wine is not chilled properly, its flavour fades and gets dull.

Food service

- Food service on the table is always done from the left of the guest, except when the food is pre-plated, then the plate is placed in front of the guest from the right.
- Children and ladies are served first in that order, followed by elderly gentlemen, guests and finally the host.
- Before service the guests are helped with their napkin where required.



Fig 6.15 Serving food

For plated service:

- Serve the first course, always in the sequence of cold before hot.
- Once the plate is on the table, inform the guest about the name the course and the items on the plate.
- Wish the guest "bon appétit" (Good Appetite)' a term used to wish a good meal.
- During the meal one may ask the guest how they are liking their dish or if they need anything else.
- Water should be replenished in the water goblet/tumbler as it reduces to more than 2/3rd.
- In case a guests are about to finish their drink, the guests should be asked if they would like a repeat of their drink.
- Clearance of the plate should again be done from the right side.
- Crumbing is done between courses if required.

For silver service:

• The dinner plates are put on the table before service. Usually restaurants may have a plate warmer from where hot plates are picked up using the waiter's cloth and placed in front of each guest. The guests are cautioned stating, "please be careful madam/sir, the plate is hot".



Fig 6.16 Table laid for service

- The food then picked up from the kitchen usually on a tray, is placed either on the closest sideboard or a tray stand is used. Dishes are then picked up one by one and served on the table.
- The service spoon and fork are used to serve the food. Portions are divided among the guests on the table, extra portions are left in the platter and used for reserving later. While putting the food on the guest plate it is important to tell the guest what the food item being put on their plate is. Food is served from the left in a position where the guest can see the food being served and the serving dish is held just at the edge of the plate
- The main course is served at 6 o'clock position on the plate. The accompaniments are usually served between 9 and 3 o'clock positions on the plate.
- During the course of the meal the guests may be served another round of food till such time as the dish is fully served or the guests refuse to take more.
- Any curd or dal is usually served in a bowl and positioned above the top of the plate.
- Clearance is done once all the guest on the table have stopped eating. Clearance is done from the right of the guest.
- Crumbing is done between courses if required.
- Then the next course is served. Cutlery may be added or replaced as per the requirement of the course.

– Steps: Plate Clearance 🛛 🖻

Clearance method:

The plates should be carried out in the following manner:















Fig 6.17 Clearance method

Crumbing method:

The crumbing should be done in the following manner:



Fig 6.18 Crumbing method

UNIT 6.4 – Other Service Practices and Procedures



At the end of this unit, you will be able to:

- 1. Identify and avoid common errors made during service
- 2. Handle minor incidents and accidents while maintaining guest satisfaction
- 3. Check out the guest, contributing to customer satisfaction
- 4. Carry out post-service operations as per requirement

6.4.1 Common Errors –

The first interaction between the staff and the customers affects the experience of the guests. So, even small errors may significantly affect the experience.

Errors:

- 1. An error may occur while explaining the promotions or the special daily dishes. One has to ensure that correct words and accurate information is passed on to the customer and that the customer has understood the offer correctly. If not later on the customer may expect and later demand something different than what the offer is, which may cause problems for the establishment.
- 2. Giving customers wrong information about the dish, such as the ingredients, spiciness, portion sizes, wait time, etc. can really disappoint guests. One must never give out wrong information. If one is not sure one must check with Seniors, the Kitchen and only then answer the guest. If one has given wrong information and one realises it before any damage has been done, one must apologize and get the correct information to provide to the customers as soon as possible.
- 3. Many a times, the customers are overloaded with too much irrelevant information too soon (when they have just entered and not even settled on their seats.) One must ensure the customer is comfortable and spoken to when they are ready. Be clear and comfortably paced in taking with the customer.
- 4. Getting too friendly with the guests and joining their conversation can be a bit irritating for the guests. Though politeness and friendliness works and leaves a good impact, but overdoing the same turns out to be a big mistake.
- 5. Asking ill-timed, incorrectly put and irrelevant questions, often in the middle of the meal or while customers are talking among themselves, will irritate the customers. It not only disturbs their privacy but also leaves the customers with no answers. For e.g., asking "how are you doing? In the middle of a meal will generally the guests without any answer to this question. Instead, it is better to ask "How are you finding the meal? Or Is there anything else that I can get for you?"
- 6. Removing the dishes too quickly, sometimes even when the customers are still having their meals puts-off customers.
- 7. Presenting the bill too late. Customers cannot leave the place until they get the bill and pay for the same. Customers are kept waiting for the bills too long (beyond a reasonable time period) can cause great customer dissatisfaction.
- 8. Asking the customers to leave because other people are waiting in the queue is a very unpleasant situation for the customers. It may result into a loss of a relationship between an establishment and the customer. One must not rush customers, or indicate displeasure that they are occupying seats even after they have settled their bills.

- 6.4.2 Handling Service Incidents

Respond to minor accidents

Spillages:

It is possible that during the service, some part of the course (or water due to glass knocked over accidentally) may have fallen on the guest (or the customer).

- 1. Check if anything fell on the customer(s). Apologise to the guest for the inconvenience caused
- 2. If something fell over him/her, allow the guest to clean the dirtied area with a clean damp cloth
- 3. If required, take the guest to the restroom and while he/ she is away, the staff should place his/ her meals on the hotplate if there is one.
- 4. In case the clothing is damaged or stained the establishment manager should be informed and the customer may be offered a free cleaning/ dry cleaning of the garment.
- 5. If the spillage is on a table without a table-cloth it should be wiped. If the table has a tablecloth depending on the quantity of spillage further action needs to be taken.
 - In case of a minor spillage the affected area may be covered with a clean napkin to soak up the spillage.
 - If the spillage is more the staff should perhaps offer the customer to move to another table while the table is reset. Where this is not possible, the staff should remove items from the table and replace the table cloth.
 - The table should be laid again.
 - A menu card is sometimes placed under the tablecloth over the damaged area to protect the table surface or the table cover underneath
 - Any meals placed on the hotplate should be returned

Breakages:

It is possible that some of the glassware, crockery may accidentally fall on the ground or on the table and break. It is important to carry out the following actions in this case:

- 1. Firstly, stay calm and make the customer(s) feel relaxed
- 2. Ensure that nothing fell on the customer(s)
- 3. If a customer gets hurt, call for the first aid services and inform the supervisor immediately
- 4. In case the breakage is on the ground, cordon off the area
- 5. Take the help of other staff members to clean up the area and any related spillage
- 6. Replace the crockery/glassware with fresh food and/or drink and apologise for the inconvenience
- 7. Ensure any food or beverage items that may have been contaminated by shards of glass or crockery are removed and fresh items are served

- 6.4.3 Completing Service

Procedures to be followed during situations which require special attention

- It is always recommended not to leave the station unattended.
- Water should be served at regular intervals.
- Change ashtrays on a regular basis and clean the table as per requirements of the guests (or customers).
- Make sure that children have high chairs and special attention is paid to the elderly.
- If the order has to be taken, suggest some other choice of food and beverages and side orders and repeat the final order to avoid possible errors.
- Importance should be given on certain things like lighting a guest's cigarette, responding to a request and showing interest in the guest's needs.
- Ensure that service is fast, efficient and pleasant.
- Before serving dessert, clear and crumb the table.

Ash Tray clearance and replacement

To clear an ashtray, follow the sequence as shown below. An ashtray should be cleaned as per requirements and a general rule of thumb is to replace an ashtray that is being used as soon as there are two or three cigarette butts in the ashtray.

To clear an ashtray while the guests are using it one has to bear in mind that due to the movement or air the ash on the ashtray should not fly on to the guest, the table or the floor. Due to this reason usually when an ashtray is removed from the table or counter, it is covered and then removed. The sequence of replacing an ashtray is provided below step-by-step.

- 1. Approach the table with two clean ashtrays on a clean salver.
- 2. Unobtrusively, place one ash tray upside down over the ashtray to be removed, covering it completely.
- 3. Place both the ashtrays in the same position on the salver.
- 4. Take the third ashtray that is clean and place it on the table.

- Steps: Ash Tray Clearance and Replacement 🛛 🖆











Fig 6.19 Ash tray clearance and replacement



















- 6.4.4 Completing Service -

Procedures to be followed during situations which require special attention

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- Importance should be given on certain things like lighting a guest's cigarette, responding to a request and showing interest in the guest's needs.
- Ensure that service is fast, efficient and pleasant.
- Before serving dessert, clear and crumb the table.

Checking out the guest

At the end of the dining experience

- 1. If some of the food is left on the plates, offer to pack it in take-out containers.
- 2. Once the table is cleared remove the crumbs from the table. Use either a crumbing brush and pan for the same and where not available, use a napkin and a quarter (side) plate. Crumb away from the guest and towards the outer rim of the table onto the plate or the crumbing pan.
- 3. Offer finger bowls, towels, etc. as per service design.







Fig 6.20 Offering finger bowls

- 4. Ask the customers if there is anything else they would like.
- 5. Take their feedback and suggestions. If a formal feedback form is available, present it to the guest and request them to take the time to fill it in. While collecting the same, thank the guest for their feedback and comments.
- 6. Offer mouth fresheners, etc. as per organisation procedures before or along with the bill.
- 7. Return accurate change and do not assume the balance can be kept as tips/gratuity.
- 8. Always thank the customers when they leave and ask them to revisit soon.
- 9. Help them get up from the chairs by assisting in moving the chair as they stand up.
- 10. Check if no guest belongings are left behind. In case one notices something promptly highlights the same to the guests and help them retrieve it.

Post service operations:

- The table appointments including bud vase or central arrangements, crockery, cutlery, cruets, etc. are removed from the table and put on the side board. The table linen is stripped.
- Dirty linen is counted and stacked together for laundry. Used napkins should be tied in bundles of 10.
- The trolleys are emptied and all items are returned to their stores, including supplies. All sideboards are cleared and cleaned.
- All flatware and hollowware are removed from the service area and stacked.
- All perishable materials should be returned to storage.
- All condiment bottles etc. should be cleaned and stacked at their appointed place.

Shut down all electrical switches and appliances that are not being used, except temperature controlled storage for perishable items. This helps to avoid accidents and conserves energy. It is better to unplug appliances from sockets where possible as well.

UNIT 6.5 – Buffet Service



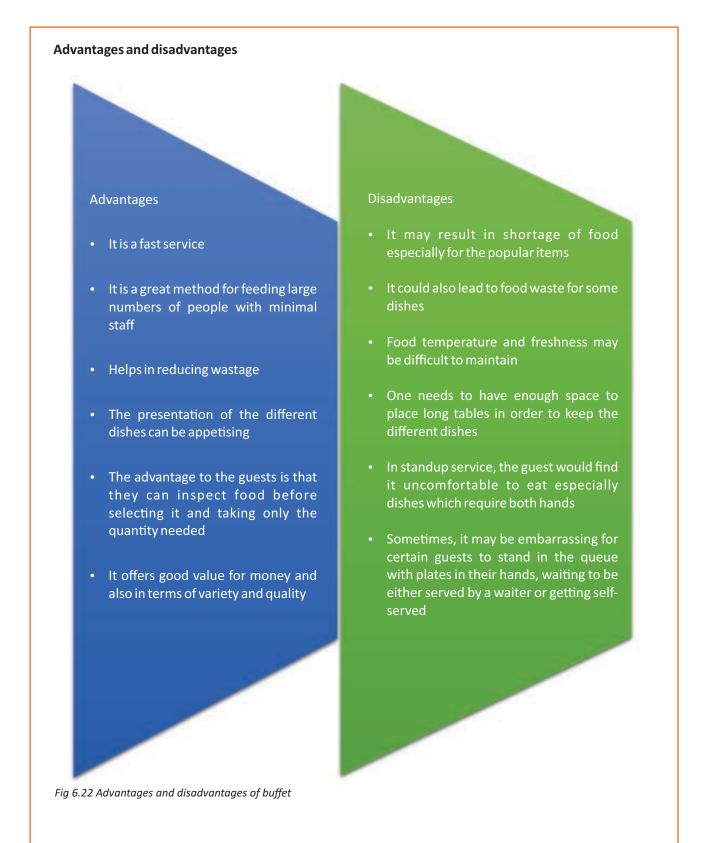
At the end of this unit, you will be able to:

1. Prepare, maintain and clear a buffet station for food service

- 6.5.1 Buffet Service

Buffet service is a self-service where food is displayed on tables. A guest takes his/her plate from a stack at the beginning of the table and moves along the table where various dishes are served and serves himself/herself or requests the waiter behind the buffet table to serve him.





Laying a buffet table

Points to be considered while laying a buffet table is as followed:

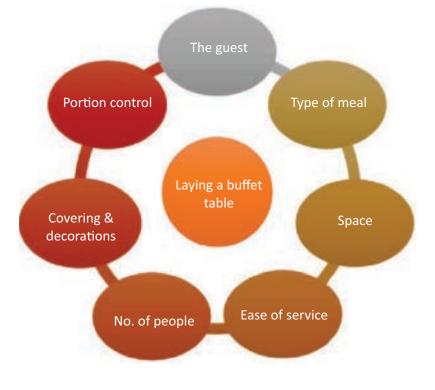


Fig 6.23 Laying the buffet tables ervice

The guests

The layout, decorations, utensils and equipment used will vary for the various categories of guests. For e.g.:

- For children: the table will be lower, utensils will be non-breakable and light, decorations will be colourful and could have a children's theme.
- For elderly people: the food should be easily accessible, dinnerware and flatware should be light and non-breakable. They could have shaky hands, so either they should be served or provided with a light weight serving utensil with a plastic sheet covering the table cloth that can be easily wiped.
- Affluent people: they will appreciate a different type of ambience, utensils and equipment used which would in fact overwhelm the no-so-affluent people.

Type of meal or food

- The layout and presentation will be different if it is a Breakfast Service or Dinner Service etc.
- Hot foods are placed at the end of the service line, otherwise the food will cool off in the plate if the portion is taken in the beginning of the serving.
- Sauces and dressings are placed next to the items that they are intended to accompany.
- Hot plates or chafing plates to be used for hot foods.
- Ice Pans to be used for keeping cold food.
- If the meal includes starters, main course items and desserts, then each course items should be clustered together in the layout. So that it is easy to select.
- If there is a main dish that is the focal point of the meal, then the layout should be such that main dish is most attractively displayed and easily accessible. The other dishes can be placed around it.

Space

Space is an important consideration in planning the placement of the table, seating arrangement etc. e.g.:

• In a spacious room, the buffet table is positioned in the centre, so that it can be accessed from both sides. This will speed up the service.

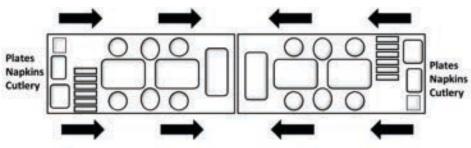


Fig 6.24 Buffet table for a spacious room

• In a small room, to allow space for the flow of traffic, the buffet table is placed against the wall.

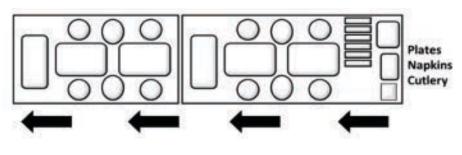


Fig 6.25 Buffet table for small room

- In case there is shortage of space the chairs could also be lined against the walls so that there is more space to walk around.
- If there is enough space, a layout of several tables, approachable from all sides may be the way to go. Each table could host a different course, with plenty of plates and utensils on each table.

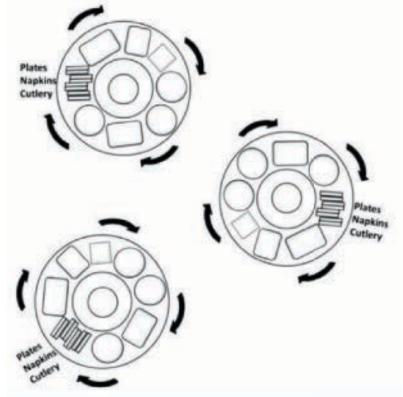


Fig 6.26 Buffet service for separate tables

Ease of service

Since buffet requires the guests to serve themselves, hence at every stage, ease of service should be considered, for e.g.:

- Dishes that are not so easy to self-service should be accessible more easily. Crumbly dishes can be kept closer to the guests than firm and easy to pick up items.
- The buffet table should be positioned such that guests can readily reach it from their seats and quickly select and serve themselves and return without getting stuck with queues and other obstacles.
- Should ensure the pathway from kitchen to buffet table(s) is clear.
- Could separate the beverage traffic from food traffic.

Number of people

A table with a single path can slow the flow if the numbers of guests are large. In such a case a table layout that can be accessed from both sides would be preferable. Multiple self-sufficient tables would be even better.

Table coverings and decorations:

- As there is likely to be a variety of coloured foods placed on the table, it is best to keep coverings as plain as possible for the best food presentations. White is always a good colour and will show off the dishes well because of the contrast.
- Even for decorations, if there is space, a large centre piece like a bouquet in a vase etc. should be placed however, keep other decorations to a minimum, as it could make the table look cluttered and also get in the way of people trying to serve themselves.
- Different colours, shapes and even heights can be used effectively.

Portion control

While in a buffet, the guests can serve themselves as per their requirements, however sometimes it could be required to control the portion size. Like when the particular dish is very expensive or too popular resulting in shortage. This can be done in many ways:

- A fixed portion can be served by the server,
- The portions for that dish can be pre-plated,
- The size of the plates can be reduced,
- Using smaller sized serving equipment, etc.

Buffet safety and hygiene

Buffet tables must be maintained in an appetising, but safe and hygienic manner.

The risks:

Buffet food is open and so can be easily spoilt or contaminated for a number of reasons.

Some of them are:

- When the guests are serving themselves, it is difficult to enforce food hygiene and safety practices in case they are not adhering to them.
- There are more changes of accidents and food tampering.
- Various electrical equipment is used by the servers at the buffet counter. Since they are using it right in front of guests, extra care is required while operating.
- Inadequately covered or protected food can be contaminated by air, insects or physical matter.
- The guests could indirectly contaminate uncovered or unpackaged food through coughing, sneezing or even talking.
- It is difficult to maintain required temperatures of 5°C or below and 60°C for cold and hot food respectively. Due to this the food can get spoilt faster.

Since most of the guests will be moving around the buffet table throughout the meal service, therefore, there are more chances of accidents, spillages etc. The service staffs have to be cautious throughout.

Service lines

- All equipment and utensils used in a service line must be
 - made of approved materials
 - maintained in good repair and in a clean manner
 - installed and operated in a safe and secure manner
- All surfaces of service lines must be kept clean and free of waste and clutter.
- If the service lines are accessed from both sides, then they should be arranged such that consumers do not reach across the mid-point of the two-sided serving line.
- Food shields or guards for buffet service foods should be used. It is a barrier, usually of glass or plastic, which is placed in front of and above displayed food to block contaminants that can come out from a guest's mouth or nose.

Utensils

The server is required to be aware of the safety measures related to utensils, i.e.:

Displaying dispensing utensils

- Each buffet container displayed should have a suitable food dispensing utensil or other effective food dispensing methods that protects the food from contamination.
- Each service container must have at least one suitably sized serving utensil for use in only that container. The utensil must not fall into or out of the container when not in use.
- When not in use there should be provision for covering dishes to maintain their hygiene as well as temperature.
- Divide cooked foods into shallow containers to store in the refrigerator or freezer until serving. This encourages rapid and even cooling.
- Food display equipment, including the buffet unit, containers and implements, should be appropriately designed to best protect the food.
- Should wear gloves for handling hot dishes, trays, etc.
- Should not overfill the dishes and trays.

Hygienic dinnerware and flatware

- In order to ensure hygienic dinnerware and flatware, patrons/customers should be encouraged NOT to
 - i) reuse tableware (plates, saucers, etc.) when returning to the service line
 - ii) using their hands or their tableware to pick up food, or
 - iii) unnecessarily handling or touching displayed food items
- Sufficiently clean dinnerware should be provided so that consumers are encouraged not to reuse their dinnerware when returning to the service line.
- Signs should be posted directing patrons to obtain a clean plate when returning to the service line.
- The self-service utensils must be changed, cleaned and sanitised regularly.

• Stack plates, cups and glasses so they are protected from contamination and wrap or store cutlery vertically with the handle up.

Food safety

- Buy all foods from approved suppliers.
- Prepare meals using the correct food handling procedures, hygiene practices and contamination controls.
- Make sure the premises are clean and maintained.
- It is advisable not to display a food dish on the buffet for more than one hour.
- Limit the quantity of each food item displayed.
- Never replenish displayed food dishes with more food, but replace with a fresh serving dish with food. Many people's hands may have been taking food from the old dish.

Temperature

- Foods should not be kept at room temperature for more than two hours. One should therefore, keep track of how long foods have been kept on the buffet table and discard anything lying for two hours or more.
- As a principle, hot food should be kept at 60°C or above and cold food at 5°C or below.
- On the buffet table keep hot foods should be kept hot with chafing dishes, slow cookers, or warming trays.
- Keep foods cold by nesting dishes in bowls of ice. Otherwise, use small serving trays and replace them. Salad bar refrigeration units with cold air flow is the best method of displaying and serving cold food items.
- Prefer to use a cold rail to maintain quality of cold foods, displaying cold foods 3 inches below the top of the rail.
- Hot foods must be kept hot. Enough vegetables should be served that will be consumed within 15 minutes.
- Enough meat, poultry, fish and casserole items should be served that can be consumed in 30 minutes.
- Foods on display should be replenished frequently.

Facilities

- Employee and guest hand washing facilities should be easily accessible. Especially where food is prepared and served by the employees or guests are allowed to re-serve themselves.
- Suitable facilities should also be available near the service line in which to deposit used dinnerware.
- All food displayed for self-service must be displayed within easy reach of the guest. It should also be well within the edge of the table so that there is no chance of its toppling off.
- Easy-to-understand signage should be used to instruct guests about Do's and Don'ts.

Electrical equipment

A server can be required to operate certain electrical equipment during buffet service such as:

- Electric toasters
- Portable ovens (microwave, cook and hold)
- Buffet warming tray
- Small hot plates
- Electric cold pans or frost top refrigeration units

When using electrical appliances, basic safety precautions should always be followed, including the following:

- 1. Read the instructions in the operating manual before use
- 2. To protect against risk of electrical shock, do not put appliance in a wet area
- 3. Unplug from outlet when not in use, before putting on or taking off parts and before cleaning
- 4. Do not operate any electrical equipment with a damaged cord or plug, or if the equipment is malfunctioning or damaged in any manner. Return it to the nearest authorised service facility for examination and repair
- 5. Always use handles and knobs provided or hot pads or potholders while lifting or handling hot surfaces
- 6. Avoid contacting moving parts
- 7. Always check that the control is off before plugging the cord into the electricity outlet
- 8. To disconnect, turn the control knob to off, then remove plug from the wall
- 9. Do not place different electrical equipment near each other
- 10. Do not let cord hang over edge of table or counter, or touch hot surfaces
- 11. It is recommended that this appliance should not be moved when it contains hot oil or other hot liquid
- 12. Do not use appliance for other than intended use
- 13. Do not use plastic dishes or plastic wrap in any of the heating equipment
- 14. Before and after every use, wash removable parts of the electrical equipment in warm soapy water, rinse and dry
- 15. Wipe the remaining parts with a dry moist cloth. Take care that the equipment is completely dry before use











Fig 6.27 Buffet service

UNIT 6.6 – Single Point - Counter Service



At the end of this unit, you will be able to:

- 1. List different F&B Service roles and respective responsibilities in single point service operations
- 2. Carry out order taking tasks as per organisational standards and to customers' satisfaction
- 3. Carry out cashiering tasks as per organizational standards and to the customers' satisfaction
- 4. Carry out table clearance and maintain the service environment clean and as per organizational standards

- 6.6.1 Single Point Counter Service-

Counter service restaurants are the restaurants where the customer orders and pays at the cash register and then may pick up their order at the food counter. These restaurants are limited in their service as mostly the order is placed on a tray which the customer may take to their seat.

The role of a steward in a counter service restaurant can be divided mostly into three roles:

- 1. Order taking and cashiering
- 2. Compiling the order and placing it on the pick-up counter or in trays
- 3. Clearing tables at customer seating



Fig 6.28 Single point service staff serving an order

Key points to follow for good customer service in each of the roles are as follows:

• Order taking and cashiering

Order taking

- Do not share your passwords with anyone
- Memorise the codes that are used for various items.
- Be aware of authorized discounts on orders and apply these where applicable.
- Smile and wish the customer the time of the day.
- Ask them what they would like to order.



Fig 6.29 Counter staff smiling and greeting guest

- In case customers are taking time at the counter you may request them to step aside and let others in queue first before coming back once they have made up their mind.
- Be polite to customers at all times, irrespective of the rush in busy hours.
- Explain all variations available, and try to upsell by suggesting combos, side dishes, drinks, larger sizes, promotional items, etc. Do not over sell by repeating recommendations even after it has been refused by the customer.
- Take any special instruction clearly and pass them on to the order compiler in the pantrykitchen
- Repeat the order back to the customer.
- Check with the customers whether they will have their order here or is it to be packed (on the go). Pass on instructions accordingly

Cashiering

- Keep the cash register locked at all times.
- Do not leave it unattended at any time.
- Check and only accept authorized coupons or gift cards for discounts and payments.
- If the coupon or gift card is fraudulent, retain it and inform the supervisor. In case the coupon is past date then respectfully inform the customer and pass it back to them.
- Ensure that each used coupon is marked and defaced after usage and stored correctly in its appropriate place.
- On taking the order and ringing it in the cash register, Inform the customer of the total amount of the order they need to pay. Collect payment in cash, coupon or card.
- Tender correct change, use the cash register to calculate the change instead of doing it mentally. This tends to avoid errors.
- When change is not available, as per organizational policy sign an IOU on the receipt and ask the customer to collect the same before leaving.
- Handover receipt and order token where applicable to the customer and tell them approximately how much time it will take to serve their order. Also explain to them where to collect their order from.
- After completing the transaction say "Thank you" to the customer
 - Acknowledge the completion of the order by placing the tray or bag in front of the customer. Point the Fig 6.30 Printing receipt of the order

- customers towards where they can collect sugar, ketchup, straws, etc. from as per service design.
- Greet and call the next customer to the register area



At the beginning and at the end of the shift tally the till amount with the cash at hand and the credit card receipts



Fig 6.31 Counter cashiering tallying receipts at the end of shift

- Any discrepancies must be highlighted to the supervisor and resolved.

• Dishing out the order

- It is important to read and hear the order correctly.
- All special instructions must be followed.
- Ask for replenishments from the kitchen where required.
- Ensure the right order and ingredients are replenished in the correct containers or place.
- Handle food with appropriate food grade gloves only.
- Avoid contact of cooked and uncooked food, to prevent cross contamination.
- Do not mix vegetarian a non-vegetarian foods and orders. Use separate containers, cooking utensils, handling tools and gloves for vegetarian and nonvegetarian items. Also ensure that cooking oils and mediums used for vegetarian and non-vegetarian items are not mixed and cross utilized.
- Ensure the correct items are collected as soon as possible.



Efficiently and neatly assemble the order.

Fig 6.32 Separate areas for vegetarian and non-vegetarian food items

 Place it on the table safely and ensuring that items do not spill or get mixed with other items on the tray or counter.



Fig 6.33 Assembling guest order

- Count and confirm the correct order is picked up in the correct order.
- Announce clearly the order once the order pick-up and assembly is complete.
- Handover to the counter staff or customer, repeating the order.
- Take away orders should be packed as per organizational standards, neatly in bags, etc. The mouth is usually folded to avoid spills. Markings may be made where required, to indicate what is packed inside and order reference.
- For customers, inform them of any straws, condiments and accompaniments that they can get from vending machines or other designated areas. Help them where required.
- Get a confirmation from the customer or counter staff that they are okay with the order.
- Thank them and move on to the next task.

Table attendants

- Customers should be greeted as they enter the restaurant, the dining room or the order taking area.
- Customers should be assisted in finding seats during peak periods.
- Senior citizens should be assisted with carrying trays and being seated as required.
- Customers with small children must be assisted in the same manner.
- Avoid working around customers while they are eating or conversing. For example, do not sweep or clean in these instances.
- Clear the table of dirty dishes with consent of the customer.
- Ensure the area is clean of any spillages, waste, etc. This should be done promptly.
- Any cleaning with a liquid agent or water should be done with necessary 'Floor is wet' cautionary signage
- One must also be sensitive to dining room comfort. Temperature, music level and window blinds should be controlled and adjusted as needed.
- Trays should be cleared and made ready for re-use as soon as possible. Uncleared and dirty items should not be left on the table.
- Condiments that are unused should be put in the designated places for possible reuse.

UNIT 6.7 – Breakfast Service



At the end of this unit, you will be able to:

- 1. List common breakfast types served in hotels
- 2. Lay cover for common breakfast types correctly as per requirement
- 3. Set-up trays for breakfast tray service as per industry standards

6.7.1 Breakfast Service - Types & Preparation

Breakfast is an important meal service in any establishment for many reasons. Firstly, it marks the beginning of the day for the customer and a good, efficient and pleasant breakfast service usually is very important to kick start the day right and keep the customer in good spirits. A poor service in the morning can leave a bad taste in the mouth for the whole day too. In a hotel, it is also the meal that has maximum in-house guests in attendance, therefore it is usually busy. This is why many hotels use a buffet system to meet the needs of customers at a busy time. Breakfast may be served in rooms through room service, in restaurants or coffee shops, in lounges, etc.

Different cultures have different breakfast habits and therefore in places like hotels where guests from different cultures may be residing it becomes important to offer sufficient variety that may meet guest needs. For this purpose, some of the breakfasts commonly understood by guests and service providers offered in establishments like hotels are categorized as follows:

Common types of breakfast

Continental breakfast:

The traditional continental breakfast consists of choice of breads such as Croissant, Brioche, Danish, or Toast, Butter or any preserves and for beverage, Tea or Coffee as a hot beverage and choice of juice as cold beverage.

American breakfast (Continental Breakfast + Cereals + Eggs):

The courses of American Breakfast are: Choices of Juice, Cereals, Eggs, Preserves (Jam, Butter, Honey etc.), Fresh Fruits, Bread, Hot Beverages (Tea, Coffee, Hot Chocolate, Milk etc.)

Indian breakfast:

The Indian breakfast consists of common Indian food items such as Puree Bhajee, Aloo Parathas, Dosa and for beverages choice of Juice, Tea including Masala Tea or Coffee.

English breakfast:

A full English Breakfast menu consists Cereals, Eggs, Fish, Hot Meat, Bread, Fresh Fruits, Cheese, Choice of juices and other beverages (Tea, Coffee, Hot Chocolate, Milk etc.)

Buffet breakfast:

A buffet breakfast usually is a combination of the above breakfast options and is a popular option in most hotels these days. Usually the buffet is combined with an onsite live counter for eggs, waffles, pancakes, dosas, etc. The guests can choose what they want as per their own preference and can have the same for a fixed price. This helps in fast service and is usually helpful as many guests can serve themselves.

Cover for breakfast

Cover layout for various types of breakfast are provided below:

- Continental breakfast
 - Side Plate
 - Side Knife
 - Serviette
 - Bread Basket
 - Butter Dish on a Side plate with Butter Knife/Spread
 - Preserve dish with preserve spoon
 - Breakfast cup with saucer and tea spoon
 - Cruet: salt, pepper, mustard and mustard spoon
 - Slop basin
 - Tea strainer
 - Jug of cold milk (if tea bags used no need for strainers)
 - Sugar cubes bowl and tongs or individual sugar packets in a bowl
 - Cruet: salt, pepper, mustard and mustard spoon
 - Toast rack on a side plate
 - Bread basket containing the croissant or brioche in a serviette to keep them warm.
 - Ashtray (depending on smoking policy)

• Indian and American breakfast

The cover usually includes:

- Side plate
- Side knife
- Dessert Spoon
- Dinner fork
- Serviette
- Tea or breakfast cup, saucer and teaspoon
- Slop basin
- Tea strainer
- Jug of cold milk (if tea bags used no need for strainers)
- Sugar cubes bowl and tongs or individual sugar packets in a bowl
- Butter dish on doily on a side plate with a butter knife

- Preserve dish on a doily on a side plate with a preserve spoon
- Cruet: salt, pepper, mustard and mustard spoon (American)

English breakfast

The cover includes some or all of the following:

- Side plate
- Side knife
- Fish knife
- Fish fork
- Joint knife
- Joint fork
- Soup spoon
- Tea or breakfast cup, saucer and teaspoon
- Slop basin
- Tea strainer
- Jug of cold milk (if tea bags used no need for strainers)
- Sugar cubes bowl and tongs or individual sugar packets in a bowl
- Butter dish on doily on a side plate with a butter knife
- Preserve dish on a doily on a side plate with a preserve spoon
- Cruet: salt, pepper, mustard and mustard spoon
- Serviette
- Toast rack on a side plate
- Bread basket containing the croissant or brioche in a serviette to keep them warm.
- Ashtray (depending on smoking policy)

Always remember:

- Cutting edge of all knives to be facing towards the left edge of table.
- All cutlery and crockery that is placed on the left and right of the dinner plate to be placed 1 cm from the edge of the table.
- The water goblet/glass is placed at the tip of the dinner knife.

• Breakfast tray set-up

A breakfast tray set-up usually includes:

- A neat and clean tray mat.
- Flower vase on the tray.
- Cruet Set.
- Sugar bowl (white sugar, brown sugar, low calories sugar/artificial sweetener).
- Preserves and butter.
- Side plate.
- Cutlery folder with bread and butter knife, fork, knife and dessert spoon.
- Breakfast cup, saucer and tea spoon.
- Milk creamer.
- Juice glass.
- Serviette.



Fig 6.34 Continental breakfast with readymade tea tray set-up



Fig 6.36 Tea tray



Fig 6.35 Sandwich tray set-up



Fig 6.37 American breakfast tray set-up



Fig 6.38 Indian breakfast tray set-up (Aloo parathas and ready-made tea)

Exercise



1. What precautions should be followed while using electrical appliances?

2. How will you respond to minor accidents such as spillages and breakages?





3. Number the following steps in the correct sequence for laying out a buffet:

Line buffet tables with table cloths and runners

Clean chafing and other dishes for service

Clean the Buffet Counter appropriately

Allocate appropriate space to accommodate dishes neatly

Lay cutlery and crockery appropriately

Place chafing dishes in correct position and prepare for service

Uncover the chafing dishes appropriately for service commencement

Fill hot water in chafing dishes where appropriate as per the specifications

Position appropriate crockery, cutlery and other equipment for service properly

Lay dishes as per meal flow

- Summary



1. While laying napkins on a table the following points need to be borne in mind

- All napkins should be clean and stain free
- All napkins should be intact free from tears, cuts or holes
- Napkins should be properly hemmed and the edges or parts of the napkin should not be frayed
- Napkins should be well starched and crisp/well ironed (or as per policy)
- Napkins should not be faded and giving a worn out look

A good service professional would know many different styles of folding napkins.

2. A'la carte cover traditionally consists of the following:

- 1. Side Plate
- 2. Side Knife
- 3. Fish Knife
- 4. Fish Fork
- 5. Napkin
- 6. Fish Plate
- 7. Water Glass
- 8. Wine Glass

Cutlery is replaced for each course, before the next course is served.

3. Basic cover includes:

- 1. Side Plate
- 2. Side Knife
- 3. Spoon (Optional)
- 4. Joint Fork
- 5. Joint Knife
- 6. Napkin
- 7. Water Tumbler/ Glass
- 8. Wine Glass (Optional)



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Transforming the skill landscape



7. Dealing with Invoicing and Payment

Unit 7.1 – Invoicing and payment

VE

THC/N0304

Key Learning Outcomes

At the end of this module, you will be able to:

- 1. Inform the guest the tax structure as applicable to food and beverage at the restaurant
- 2. Operate a Point of Sale system
- 3. Generate an invoice both from the POS and manually
- 4. Present the bill to the guest
- 5. Explain to the guest the credit policy of the establishment
- 6. Explain to the guest whether rates are inclusive or exclusive of taxes.
- 7. Inform guests of the establishment policy as applicable to acceptance of various forms of payment forms of payment: credit card, debit card, cheque, cash, online payments, sodhexo passes, letter of credit, post to room folio
- 8. Process various forms of payments as per organisation procedures
- 9. Calculate bill amounts and deliver exact change to guests
- 10. Thank guests for gratuities in a polite and professional manner, while accepting gratuities

UNIT 7.1 – Invoicing and Payment



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- 8. Process various forms of payments as per organisation procedures
- 9. Calculate bill amounts and deliver exact change to guests
- 10. Thank guests for gratuities in a polite and professional manner, while accepting gratuities

-7.1.1 Invoicing and Payment –

Key terms one must know with respect to billing:

- Service Charge: An additional charge for providing a service for which there is already a basic price fee listed. At a restaurant or hotel service, it may involve an additional pre-fixed percentage of the bill, being added to the total bill, often in lieu of tips. This is at the discretion of the restaurant. It is banned in some states of India.
- Service Tax: A tax levied to a service provider for services rendered. This is charged by the government. This is now being combined into a single standard Goods and Services Tax in and across India.
- **Tips/ Gratuity:** Money left by the guest indicating gratitude, usually in exchange for a service performed.
- VAT: Value added Tax: A tax charged by government for goods produced. This is now being combined into a single standard Goods and Services Tax in and across India.

Accuracy of billing calculations

It is very important to avoid errors while calculating and processing payment as it is the major source of revenue for the organization and the working would be substantially affected, if an accurate work is not done. It also effect the reputation and can result in loss of customer for future businesses.

- Ensure that the correct costs are charged for the work done.
- The invoice amount must be doubly checked manually as well as with the help of the calculator.
- If the service is provided then its terms are strictly followed.
- The invoice amounts are mathematically correct.

Items in the invoice

- The invoice must have the following information:
- Invoice number
- Invoice date and time
- Number of guests
- Complete and clear name/ description of the product or service and item numbers quantity
- The total amount due, clearly indicated.
- Taxes and other charges over and above item price
- Discounts, if any
- Payment terms
- Name or code of the person raising the invoice
- Any registration number of the establishment
- Name of the establishment

Taxes

- The service staff must know the tax rates applicable as VAT, luxury tax, service tax any other tax. Usually Food and Beverage have different rate of taxes and imported alcoholic beverages and domestic beverages are charged a different rate.
- One must be well aware of the prevailing rates at all time to answer the guest.
- Taxes are charged by the government and are required to paid in full even on discounted invoices. These are non-negotiable for the institution to pay.



Fig 7.1 Tax breakup

Types of payments

The payment can be made by the guest by various means – Credit card, debit card, cheque, cash, credit terms, etc.



Fig 7.2 Types of credit card/debit card

- Points to be considered while collecting payment through credit card/debit card -
 - Credit/debit card number
 - Credit card/debit card type (e.g. AMEX, VISA, MASTERCARD, etc.)
 - Card-holders name as it appears on the credit/ debit card.
 - Credit/debit card expiry date.



Fig 7.3 Front of the card

- The card usually has a magnetic strip or a chip which stores data that validates the customer account
- The customer once provides the card is inserted into the unit provided by the bank. Some cards are PIN enabled and the customer is required to pin in their PIN to allow their card being charged.
- The charge once made, requires a charge slip to be printed in duplicate, the customer copy and merchant copy. The customer copy is handed over to the customer and the
- merchant copy is filed along with the customer invoice (retained copy) and processed
- by passing on to the finance department.
- Where the Card is not PIN enabled the charge slip needs to be signed by the customer authorising the payment.



Fig 7.4 Back of the card

- Points to be considered if payment is made on credit terms
 - Guests can be provided credit on the basis of their track record or their profile.
 - Credit is usually extended to companies and reputed institutions on the basis of a letter from an authorised personnel in the company
 - The letter requesting credit should be received well in advance of the dining occasion
 - The finance department and the manager are usually involved in the decision making on providing credit
 - The steward should under no circumstance approve a request for credit
- Point to be considered if payment is made in cash. The following has to be kept in mind while dealing with cash payments:
 - It is important to count the cash accurately and at least twice, both while receiving it and while handing over change.
 - Always ensure that change is provided in full even if the change is a relatively low amount. Do not assume that the change is tips or gratuity.
 - The cash must always be held securely in the cash till or box, and handed over to the cashier immediately.
 - One must check the bills for avoiding accepting counterfeit notes and to ensure that the bills are in acceptable condition.
 - Where in doubt the cashier should be consulted.

What is gratuity and how is it collected and distributed

Gratuities also known as Tips are payments or gifts provided by the customer, usually as a sign of their gratitude and or pleasure of being served by the staff and establishment. Some guests leave this as a customary gesture irrespective of whether they are pleased or not, while some guests may choose not to leave behind any gratuities at the end of the meal.

Some establishments levy a service charge as a percentage of the overall bill amount, which formalises the gratuities. The menu or the host/hostess usually informs the guest of such a charge.

The Steward should always thank the guest for gratuities and accept graciously or as follow establishment policy and procedure in case there is one.

Usually service charge or gratuities are pooled and distributed among staff as per established norms. Some establishment follow a point based system where senior staff gets a greater share of the gratuities as compared to junior staff, whereas in other establishments these might be divided equally.



Fig 7.5 Gratuity

Preparation for invoicing

In preparation for invoicing and payment operations, the following things must be done:

- Always login to the POS system using own User ID and password. Never operate other's User ID and never share own password with anyone.
- Always maintain and check availability of adequate paper rolls for credit card machines, to avoid being out of stock.



- Always ensure the printer has enough supplies, both paper and cartridges are adequately stocked.
- Familiarise oneself with issuing procedures in case one runs out of supplies during operations.
- Ensure enough bill folders are available to present the bills in.

Fig 7.6 Invoicing

- Always be aware of current promotion and discounts and the implications for billing
- Credit and Debit card companies usually have tie-ups with restaurants for discounts, one must be aware of these and should inform guests of the same before the billing is done so the discounts can be accommodated in the bill.
- One should not be reluctant to get the bill done again if the customer provides eligibility for discount even after the bill is raised. This may be on account of a loyalty programme, holding relevant credit/debit cards or due to holding any other discount coupon/voucher.
- In case there is an electronic failure, one must be well versed in calculating the bill manually. Establishments usually have manual invoice proformas for generating manual bills in emergencies where usual billing is done through a Point of Sale system.
- Always thank guest for tips and gratuities. Never appear to suggest or demand tips or gratuities from guests. These are completely voluntary.





Fig 7.7 Meal pass coupon





1. Name the items of an invoice.

2. List the various types of payments.





3. How does one prepare for invoicing?

- Summary



- 1. Key terms for billing are:
 - Service charge: An additional charge for a service for which there is already a basic fee. At a restaurant, it may involve adding an additional percentage of the bill to the total bill, often in lieu of tipping. This is at the discretion of the restaurant. It is banned in some states of India.
 - Service tax: A tax levied to a service provider for services rendered. This is charged by the government.
 - **Tips/Gratuity:** Money left by the guest in exchange for a service performed.
 - VAT: Value added Tax: A tax charged by government for goods produced.

2. Items in the invoice

The invoice must have the following information:

- Invoice number
- Invoice date and time
- Number of guests
- Complete and clear name/ description of the product or service and item numbers quantity
- The total amount due, clearly indicated.
- Taxes and other charges over and above item price
- Discounts, if any
- Payment terms
- Name or code of the person raising the invoice
- Any registration number of the establishment
- Name of the establishment

3. Types of payments

The payment can be made by the guest by various means – Credit card, debit card, cheque, cash, credit terms, etc.



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8. Handling Complaint and Issues

Unit 8.1 – Handling complaint and issues



Key Learning Outcomes

At the end of this module, you will be able to:

- 1. Respond to customer requests appropriately in line with organizational standards
- 2. Respond to customer complaints appropriately in line with organizational standards
- 3. Deal with an angry customer effectively

UNIT 8.1 – Handling Complaints and Issues



At the end of this unit, you will be able to:

- 1. Respond to customer requests appropriately in line with organizational standards
- 2. Respond to customer complaints appropriately in line with organizational standards
- 3. Deal with an angry customer effectively

8.1.1 Resolving Complaints and Disputes -

It would be a perfect world if the job always went according to plan. Part of the work of a server will involve communication and dealing with dispute situations or solving customer complaints. How effectively one deals with such situation can have a major impact on any business.

Here are a few fey points to be kept in mind in such situations.

- Customer complaints must be actioned as soon as possible. If one does not do that, even small complaints will over time become big issues. In case one is unable to solve the problem, he/she must refer it to someone who can. Even that is a resolution.
- Always explain fully to the customer what you are doing, so they are aware of what is happening and why. This should ensure the customer is happy with what is happening and should alleviate further complaints or arguments.
- Never make any promises that you cannot deliver.
- Finally, always ask if the customer is happy with the outcome. This is to make sure that the customer is happy with the outcome and you have dealt fully with their complaint.

If dealt with professionally and courteously you will have won your customer back, thus ensuring their return time and time again. If there are any issues raised by the customers complaint, then ensure all necessary action is taken to make sure that that particular problem does not occur again.

Always remember a guest complaint is an opportunity to improve the establishment and its practices. A complaining guest is better than a guest who leaves dissatisfied without complaining.

Also a guest whose complaint is resolved satisfactorily is likely to be more loyal and happy with the establishment.

A guest who is going to complain about the same thing twice is likely to never come back.

Some guests also complain to impress other guests or to exploit the establishment for unfair gains such as discounts and complementary meals, etc.

Therefore it is important to take the following approach when it comes to handling complaints:

- 1) Assure the guest that they have your full attention and that you will help them resolve the complaint.
- 2) Establish facts by listening to the guest and talking to others involved.
- 3) Apologise to the guest for the inconvenience, if the error is on part of the establishment quickly make amends where possible. This may involve replacing the dish or drink, or placing an order that was forgotten.
- 4) If amends are not possible and the damage has been done, highlight the problem to the manager. Apologize to the guest profusely. The manager may initiate a process of service recovery where the guest may be offered future benefits, complementary meals, etc. to off-set the damage and re-establish a positive relationship with the guest.
- 5) If it seems there is no damage and the guest is merely complaining for any other reason, do not blame the guest or make them look bad, but try and politely to diffuse the situation by even offering a mild apology. Explain the position of the establishment politely.
- 6) If the complaint is about the food, etc. the Chef may be informed and asked to meet the guest and apologise.
- 7) It is important in the end that the guest when leaves the establishment should not be upset or unhappy.
- 8) The complaints should be discussed with the manager and the team at the end of the shift and any necessary actions that can prevent such complaints in the future should be undertaken.

Dealing with angry or difficult people

During work one can come across any kind of people, even people who are angry and may seem difficult to deal with. However as a professional one should know how to deal with such people in a manner that will good for the business as well as respectful for both parties involved.

- First of all, always try to be aware of the surroundings and the people in them, and then one can detect many problems before they happen. Instead of ignoring these behaviours, try speaking with the person as soon as possible.
- Approach them gently, make good eye contact, and ask if they need help. Make the person feel safe and help them understand that their situation will be taken care of in the best possible manner.
- Sometimes people just need to know that they are not being ignored, especially if they have been waiting for a long time. Also, practice active listening, and make sure the tone and body language show *support*, and do not threaten.
- If one is not able to deal with a complaint, he/she should try to direct the person to someone who can help them. If an anxious person thinks that they are being ignored, they may become defensive.
- It is very important to stay professional at all times and to not take anything personally. In case
 one finds that he/she is allowing the situation to affect him/her personally, then one should
 practice counting in his/her head, or breathe deeply. One needs to be aware of what "pushes
 his/her buttons" and practice ways for remaining calm in times of conflict.





1. How should a steward behave up on receiving complaint(s) from a guest? List at least three points.

2. Indicate whether the below statements are true of false.

- 1. Angry customers should be ignored.
- 2. If a customer is rude to a steward, the same attitude should be reciprocated by the steward.
- 3. Customer complaints must be actioned as soon as possible.
- 4. Happy customers bring more business.
- 5. Customer complaints should never be discussed with the manager.

3. Mention an experience of good customer service that you received at a restaurant. Why would you call it good customer service?

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- Summary



1. Few key points to be kept in mind while resolving customer complaints:

- Customer complaints must be actioned as soon as possible. If one does not do that, even small complaints will over time become big issues. In case one is unable to solve the problem, he/she must refer it to someone who can. Even that is a resolution.
- Always explain fully to the customer what you are doing, so they are aware of what is happening and why. This should ensure the customer is happy with what is happening and should alleviate further complaints or arguments.
- Never make any promises that you cannot deliver.
- Finally, always ask if the customer is happy with the outcome. This is to make sure that the customer is happy with the outcome and you have dealt fully with their complaint.

2. Dealing with angry or difficult customers

- First of all, always try to be aware of the surroundings and the people in them, and then one can detect many problems before they happen. Instead of ignoring these behaviours, try speaking with the person as soon as possible.
- Approach them gently, make good eye contact, and ask if they need help. Make the person feel safe and help them understand that their situation will be taken care of in the best possible manner.
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9. Communication with Customers and Collegues

Unit 9.1 – Communication with customers and colleagues





Key Learning Outcomes 🔯

At the end of this module, you will be able to:

- 1. Display appropriate communication etiquette while working etiquette: e.g., do not use abusive language, use appropriate titles and terms of respect, do not eat or chew while talking (vice versa), etc.
- 2. Display active listening skills while interacting with others at work
- 3. Use appropriate tone, pitch and language to convey politeness, assertiveness, care and professionalism
- 4. Use appropriate welcome phrases and gestures as per organization standards
- 5. Provide customer relevant information that makes their experience comfortable, safe and enjoyable

UNIT 9.1 – Communication with Customers and Colleagues



At the end of this unit, you will be able to:

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- 2. Display active listening skills while interacting with others at work
- 3. Use appropriate tone, pitch and language to convey politeness, assertiveness, care and professionalism
- 4. Use appropriate welcome phrases and gestures as per organization standards
- 5. Provide customer relevant information that makes their experience comfortable, safe and enjoyable

-9.1.1 Communication

- The ability of the Food and Beverage Service staff to perform their duties successfully is dependent upon many factors, but effective communication skills should be considered the foundation on which all other factors are based.
- The service staff should know how to make their communication effective, should practice active listening and be able to speak assertively.
- Apart from this he/she should know Basic English, which is used in almost all organizations. While
 some of the staff will already know Basic English like numbers, alphabets, days of the week, months,
 common greetings/salutation and words and phrases used in everyday interaction, there will be
 some who are not comfortable in using the same. However each individual will be aware of the need
 to learn the same.
- Poor communicators may end up in confusing & irritating guests, getting and conveying wrong messages, etc., to guests or fellow workers. So, good communication is an essential part of everyday life, at personal and professional levels.
- Communication is the activity of conveying meaningful information.
- Communication requires the following agents or elements. It requires a sender, a message, and an intended recipient. Though it may be so that the receiver need not be present or aware of the sender's intent to communicate at the time of communication.
- Communication can occur across vast distances in time and space. The communication process is complete once the receiver has understood the sender.

Types of communication

Based on the channels used for communicating, the process of communication can be broadly classified as verbal communication and non-verbal communication.

Verbal communication includes written and oral communication whereas the non-verbal communication includes body language, facial expressions and visuals diagrams or pictures used for communication.

Verbal communication

Verbal communication is further divided into written and oral communication.

The oral communication refers to the spoken words in the communication process. Oral communication can either be face-to-face communication or a conversation over the phone or on the voice chat over the Internet. Spoken conversations or dialogs are influenced by voice modulation, pitch, volume and even the speed and clarity of speaking.

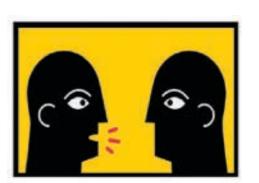


Fig 9.1 Verbal communication

Written communication can be either via letters or email. The effectiveness of written communication depends on the style of writing, vocabulary used, grammar, clarity and precision of language

Non-verbal communication

Non-verbal communication includes the overall body language of the person who is sending the message. This will include the body posture, hand gestures, and overall body movements.

The facial expressions also are part of non-verbal communication and play a major role in communication. Expressions on a person's face say a lot about his/her frame of mind. Other gestures like a handshake, a smile or a hug convey emotions and also are an important part of communication.



Fig 9.2 Non-Verbal communication

Effective communication skills and its importance

Communication skills simply do not refer to the way in which we communicate with another person. It includes many other things –

- the way in which we respond to the person we are speaking,
- body gestures including the facial ones,
- Pitch and tone of our voice and a lot of other things.

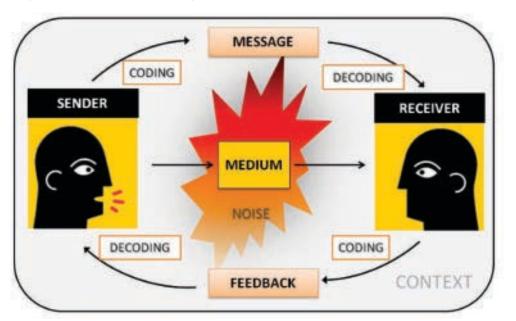
And the importance of communication skills is not just limited to the management world, since effective communication skills are now required in each and every aspect of our life.

Good communication skills are the key to SUCCESS.

Communication can make the deal or break the deal.

Communication process

Communication is a process of exchanging verbal and non-verbal messages and it is a continuous process. Pre-requisite of communication is a message. This message must be conveyed to the recipient using a medium. It is essential that the recipient must understand the message in same terms as intended by the sender. He/she must respond within a time frame, communicating receipt of the message. Therefore, communication is a two-way process. Communication is incomplete without feedback from the recipient to the sender on how well the message is understood by him or her.



The main components of communication process are as follows:

Fig 9.3 Process of communication



Communication is affected by the context in which it takes place, which is the reference point for sender and receiver. This context may be physical, cultural, social, or based on time.



Sender is a person who sends the message. A sender makes use of symbols (words, signs, graphic or visual aids) to convey the message.

MESSAGE

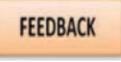
Message is a key idea that the sender wants to communicate. It is what aims to elicit the response of recipient. Communication process begins with deciding about the message to be conveyed. For effective communication, it must be ensured that the main objective of the message is clear.

MEDIUM

Medium is the mean used to exchange / transmit the message. The sender must choose an appropriate medium for transmitting the message else the message that maybe used by the recipient for receiving the message. The choice of appropriate medium of communication is essential for making the message effective and correctly interpreted by the recipient. This choice of communication medium varies depending upon the features of communication.



Receiver is a person for whom the message is intended. Various factors such as prior knowledge of recipient, medium used, and the confidence of sender on recipient, etc. are responsible for the degree to which the recipient understands the message.



Feedback is the main component of communication process as it permits the sender to analyse the efficacy of the message. It helps the sender in confirming the correct interpretation of message by the recipient. Feedback may be taken in various forms including written, verbal (through words) or body language (in form of smiles, sighs, etc.).

Barriers to effective communications

It is critical to understand and be aware of what could be the communication barriers and constantly avoids these barriers by making a conscious effort to make sure there is a minimal loss of meaning in the communication.



Fig 9.4 Barriers to communication

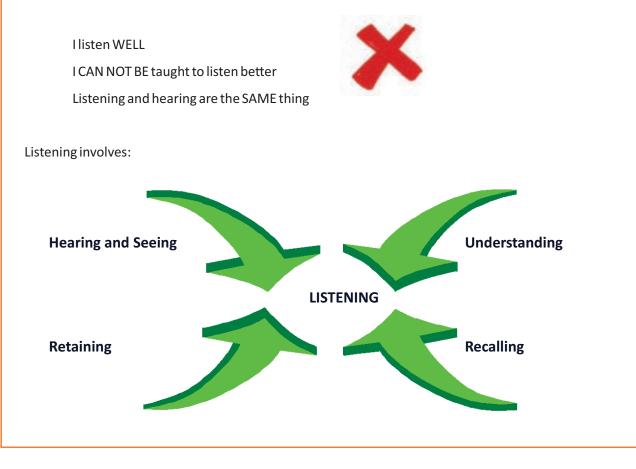
The following will suggest a number of barriers to effective communication at work:

- The choice of words or language that a sender uses will influence the quality of communication.
- Wrong reading of body language, tone, and other non-verbal forms of communication
- Ignoring non-verbal language
- Selective hearing
- Hesitation to be candid
- Distrust

- Distrust
- Value judgment
- Power struggles
- Unreliable transmission (due to noise or inconsistent sending)
- Defensiveness (a typical barrier in a work situation, especially when negative information or criticism is involved)
- Distorted perception (How we perceive communication is affected by experiences. Perception is also affected by the organizational relationship two people have. For example, communication from a superior may be perceived differently than from a subordinate or peer.)
- Guilt
- Distortions from the past
- Stereotyping (assuming the other person has certain characteristics based on the group to which they belong without validating that they in fact have these characteristics)
- Cultural differences (Effective communication requires deciphering the basic values, motives, aspirations, and assumptions that operate across geographical lines. Given some dramatic differences across cultures, the opportunities for miscommunication in cross-cultural situations are enormous.)

Active listening

Three false assumptions people have in their mind:



Active listening: Paying complete attention towards the discussion/person. Example: Listening songs, watching a movie, listen to guests etc.

Hearing means simply the act of perceiving sound by the ear. Example: Hearing vehicle sound, noise in the market etc.

Barker (1971) breaks down the percentage of time spent throughout the day for an average person engaged in one of the four aspects of communication:

- Listening-42%
- Talking-32%
- Reading-15%
- Writing-11%

The reality is that the majority of people only listen for approximately 25 % of the time. And in many cases, most people only listen to the first couple of words from a speaker before starting to formulate a response in their minds

How to become a good listener?

The following are some suggestions for becoming a better listener:

Do no interrupt. To become an effective listener, wait until the speaker is finished before providing feedback or expressing opinion. People have a tendency to become impatient while listening and cannot wait for the speaker to finish. Not only is this rude, but it will drastically limit the information exchange and damage the communication process.



Fig 9.5 Steward listening to a customer

Do not jump to conclusions. Do not assume that you know what the speaker is going to say. One often makes assumptions as to what the speaker means even before the speaker has finished speaking, one might start thinking of a response before receiving all the necessary information. This can lead to inaccurate listening and errors in response.

Do not judge the speaker and be biased towards them. Do not allow one's bias towards the speaker to interfere with the message being communicated. The speaker's dress, voice, speed of delivery (talks too fast or too slow), posture, background, accent, gender and age are just a few factors that may create bias and limit effective listening. One should concentrate on the content of the message, not on the speaker.

Take notes to focus. Take notes to accurately record what was communicated and to hold own interest through focus. Not only is taking notes a good way of retaining information for a later time, but it also helps the listener maintain interest, shows the speaker that you are paying attention, and helps eliminate distractions.



Fig 9.5 Steward taking notes

Ask questions. Asking good (relevant) questions, paraphrasing, and providing feedback are essential to good listening. Listening more carefully strengthens the relationship between the speaker and the listener and helps understand the message better. Good listeners play an active role in the communication process. This may include asking questions, head nodding, eye contact, and appreciating the speaker.

Some rewards for becoming a good listener include

- Expansion of knowledge,
- Vocabulary development and language development,
- Ability to evaluate messages,
- Saving time.
- This will also help in the areas of public relations, investigations, and crisis/emergency management situations.

By using these listening suggestions, practicing them, and putting them into action, the server is able to understand guest's requirement better and deliver accordingly. Even he is better off in maintaining good relations with co-workers and receiving their experienced advice or help during the performance of his work.

Assertive communication

What is assertive communication?

Assertive communication is the ability to express positive and negative ideas and feelings in an open, honest and direct way whilst still respecting others. It is a mutual recognition of rights and based on feelings and recognition of equality. It allows us to take responsibility for our actions and ourselves without judging or blaming other people. And it allows us to constructively confront and find a mutually satisfying solution where conflict exists.

Advantages of assertive communication

There are many advantages of assertive communication, most notably these:

- Helps us feel good about others and ourselves
- Develops mutual respect with others
- Increases our self-esteem
- Helps us achieve our goals
- Minimizes hurting and alienating other people
- Reduces anxiety
- Protects us from being taken advantage of by others
- Enables us to make decisions and free choices in life
- Enables us to express, both verbally and non-verbally, a wide range of feelings and thoughts, both positive and negative

Characteristics of assertive communication

There are six main characteristics of assertive communication. These are:

- Eye contact: demonstrates interest, shows sincerity
- Body posture: congruent body language will improve the significance of the message
- Gestures: appropriate gestures help to add emphasis
- Voice: a level, well-modulated tone is more convincing and acceptable, and is not intimidating
- Timing: use own judgment to maximize receptivity and impact
- Content: how, where and when one choose to comment is probably more important than WHAT he/she say

Assertive techniques

There are six assertive techniques - let's look at each of them in turn.

1. A very useful technique when one wants to talk about a sensitive subject, is **to rehearse what one wants to say to oneself**. It helps dissipate any emotion associated with an experience and allows to accurately identifying the behaviour one wishes to confront.

2. Another technique that allows the person to feel comfortable is to ignore manipulative talks, argumentative baiting and irrelevant logic while sticking to his/her point. To use this technique most effectively should use **calm repetition**, and say what he/she wants to say and stay focused on the issue. There is no need to rehearse this technique, and no need to 'hype one up' to deal with others.

3. This technique allows the person to receive criticism comfortably, without getting anxious or defensive, and without rewarding manipulative criticism. To do this one needs to **acknowledge the criticism**, **agree that there may be some truth to what they say, but still choose to do what feels right**.

4. This technique seeks out one's own criticism in close relationships by prompting the expression of honest, negative feelings to improve communication. To use effectively one need to **listen for critical comments, clarify the understanding of those criticisms, use the information** if it will be helpful or ignore the information if it is manipulative.

5. This technique lets one look more comfortably at negatives in his/her own behaviour or personality without feeling defensive or anxious. This also reduces the critics' hostility. The person **should accept** his/her errors or faults, but no need to say sorry. An example would be, "Perhaps you're right. I don't always listen closely to what you have to say. I will try to from now onwards"

6. When one feels that his/her self-respect is not in question, consider a workable compromise with the other person. One can bargain for the material goals unless the compromise affects the personal feelings of self-respect. However, if the end goal involves a matter of one's self-worth and self-respect then one should not compromise. A demonstration of this principle would be "I understand that you have a need to talk and I need to finish what I'm doing. So, what about meeting in half an hour?"

Commonly used English phrases and words

Greetings/ Salutation

- Good Morning
- Good Afternoon
- Good Evening
- Good Night
- Good Day
- Hello
- How are you?
- Have a Nice Day

When one meets a guest/ fellow worker:

"Good Morning, Mr. Sood, how are you?"

"Good Afternoon, Vinod"

"Good Evening, Sir."

"Good Morning, Ma'am."

When one leaves:

"Good Night, Sir."

"Good Day, Ma'am"

"Have a nice day, Mr. Gupta"

"Bye, Rahul"

Self-introduction

l am _____ (own name)

I work as a server with ______ (name of employer)

I live in _____ (City/Location)

Interaction with guests/ visitors

• Please.....Thank You.....Sorry

- How can I help you
- What is the problem
- Let me have a look, first
- I will get back to you
- He is coming
- She is coming

Telephonic communication

• Please Stand here / Stand there / Sit here / Sit there

A person's first contact with the service staff may be by telephone. The customer may call to book a table, ask for a

• I'm sorry that is not allowed

delivery or for just some information.

Fig 9.6 Steward attending to a call

When on telephone:

- Answer the telephone courteously, giving the name of the employer, and one's own name. e.g. "Good evening, <ABC Hotel>, <Sunil> here";
- Be brief but polite, avoid abruptness;
- Concentrate on the speaker
- What does the caller want?
- Provide feedback
- Voice should be Concerned, Professional, Moderate speed and Moderate pitch (slightly lower than one's normal voice)
- Don't talk too much (listen more)
- Don't eat or drink when on the phone
- Don't cover the receiver to talk to co-workers
- Don't allow oneself to get distracted
- Don't leave the customer on hold for a long time
- Don't forget thanks and good-days.

Taking a telephone message

- Listen carefully
- Echo the caller's message
- Tell caller to whom he/she is going to route the message
- Tell caller approximately when message should reach its recipient
- Write down the own name, caller's name, name of the person that the message is for and substance of message, clearly and accurately





1. What do you understand by 'communication'? List the two types of communication.

2. How will you introduce yourself to a guest?

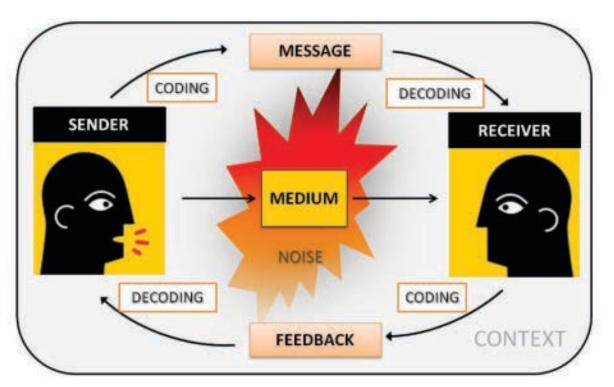
3. Tick on the techniques to assertive communication:

- 1. Rehearse
- 2. Stay focused
- 3. Ignore criticism
- 4. Not apologising
- 5. Passive listening
- 6. Use information

Summary



1. The main components of communication process are:



2. Tips for becoming a better listener:

- Do no interrupt
- Do not jump to conclusions
- Do not judge the speaker
- Take notes to hold interest
- Ask questions

3. Characteristics of assertive communication:

- Eye contact: demonstrates interest, shows sincerity
- Body posture: congruent body language will improve the significance of the message
- Gestures: appropriate gestures help to add emphasis
- Voice: a level, well-modulated tone is more convincing and acceptable, and is not intimidating
- Timing: use own judgment to maximize receptivity and impact
- Content: how, where and when one chooses to comment is probably more important than WHAT he/she say

- Summary



- 4. Tips for taking a telephone message:
 - Listen carefully
 - Echo the caller's message
 - Tell caller to whom he/she is going to route the message
 - Tell caller approximately when message should reach its recipient
 - Write down the own name, caller's name, name of the person that the message is for and substance of message, clearly and accurately





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10. Customer Orientation and Service

Unit 10.1 – Customer service principles

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Key Learning Outcomes

At the end of this module, you will be able to:

- 1. List principles of good customer service
- 2. Explain customer service behaviour expected from servers in food establishments

UNIT 10.1 - Customer Service Principles



At the end of this unit, you will be able to:

- 1. List principles of good customer service
- 2. Explain customer service behaviour expected from servers in food establishments

10.1.1 Principles of Good Customer Service-

When one understands the value of the customer for the business, he/she starts working keeping the customer's priorities in mind e.g.

- Finding long term solutions
- Finding cost effective solution
- Being punctual and adhering to deadlines, etc.

Such people are well appreciated by customers and they get repeat business. The customers also talk good things about such workers to others and refer them to family and friends. This builds a good reputation for the worker, which is very important in this field.

Principles of good customer service

- 1) The primary cause of success for any organization/ individual is service to its customers. Customer satisfaction and loyalty is critical for the success of any organization.
- 2) Whatever perception the customer forms about the organization/individual, is a reality to them and they talk about it to others. Hence it is important for each individual to project a good image at all times.
- 3) Service to customers is based not just on systems, processes and procedures but also on personal effort and creativity of those who serve.
- 4) Serve every customer as you would serve the person you most care about. Ensure they are comfortable, safe and well looked after.
- 5) Ask what the customer needs and then listen.
- 6) Seek always to do it right the first time; if this is not done, then do it very right the second time.
- 7) If a customer has had a bad experience and complains, treat this complaint as an opportunity to win him/her back.

Behaviour expected from a server

The correct approach towards the customer is of the utmost importance.

- The staff must not be too humble, but should be always aware of the customer's needs and wishes.
- A careful watch should be kept on customers at all times during the service without staring.
- Staff should never argue with customers as it will only worsen the situation.
- All complaints should be passed to someone senior in the food service area.



Fig 10.1 Steward interacting with a customer

Greeting the customer

Whether the guest visits the restaurant, the first impression the service staff makes on the guest will set the tone of entire interaction. The guest will react with trust or distrust depending upon the first impression they get of the service.

- Always make eye contact with the guest the first second they come in and acknowledge their presence immediately. A simple gesture tells the new person that they have been seen and will soon be served.
- Smile! Smile! Smile! Smile! Smile!
- The greeting should tell the guest, "I am glad you're here!"
 - Greetings such as:

"Good morning! How can I help you?"

"Welcome, we haven't seen you in a while!"

"Good afternoon! Good to see you again."

A friendly greeting immediately disarms the person and sets them at ease. It sets the tone for the rest of the interaction. No matter what the guest's emotional state this will make things better. This is probably the single most important point for anyone working in any position where they greet guests.

Every person who comes in MUST be greeted in a friendly way: new guests, old guests, guests who
come in all the time, all of them. Support staff, vendors, random enquirers, those seeking directions,
etc. all should be greeted in a friendly and professional manner. Remember, even if the person who
comes is not and never will be a customer they still will relay their experiences, good or bad, to
everyone they talk to and it reflects in their responses and interactions with others in the
establishment.

Identify and confirm the guest's expectations

A guest may know exactly what they need or want. In this situation, determining the guest's need is about asking a straight forward question and then carrying out what is required or taking the appropriate steps to achieve what is requested.

There are also guests who are unsure or do not know exactly what they require. This is where skill in customer service comes into play. To "steer" the guest towards understanding his/her needs and being able to communicate them, one needs to know how to ask the right questions, listen and observe.

Asking the right questions

Asking the right questions makes all the difference. Questions help in probing further in order to identify the guest's needs and wants.

- The right questions to ask are open-ended questions that encourage and allow the guest to provide a more detailed answer. For example
 - What did you have in mind?
 - How can I help you?
- Closed questions that require a simple one-word answer are great for clarifying or summing up the needs of the guest.
 - You have asked for 2 cups of cappuccino and 1 chocolate brownie is that correct?
 - How you like to have your sandwich grilled?

Listening

As with questioning, listening is also an important part of customer services. Good listening is an active process. It involves much more than simply hearing the sounds being formed by a customer's lips, tongue and larynx. Listening involves interpretation. You must make the effort to interpret what the customer is saying and check your understanding by repeating for the customer what he/she has just said to you. The main benefits of good, active listening are:

- It helps insure that you have understood the needs of the customer.
- It assists in building rapport and also in building the confidence of the customer in your ability to determine and meet their needs.
- It also assists the customer to clarify and crystallize what they want.

There are also times when one has to anticipate the customer's needs, without being asked. For example:

- If the customer is concerned about the costs, then give him/her options of good quality but cheaper parts for replacements.
- If the customer is interested in knowing what went wrong, then take some time and explain it to them in simple language without using jargons and also explain what needs to be done.
- If the customer is in a hurry, recognize the same, and do not linger or get distracted. If the work will take a lot of time then inform the customer of the same and ask him/her, if they want it done in more than one shifts or they want to call more than one person for the work or would like to have it done later, etc.

These sorts of actions demonstrate that the organization/individual values them and is making the effort to "think ahead".

Keep the customer informed and reassured

• It is also very important for him/her to have information about the product or service that the employer organization provides. They must not answer, "I don't know" or "It is not my department" because then they will automatically be demeaned in the mind of the customer.



Fig 10.2 Steward bringing customer's order

If they do not know, then they should find out the information and convey to the customer or have someone who would know meet the customer.

- Keep the customer informed on what steps are being taken to take care of his/her request.
- Do not keep the customer waiting. If there is going to be a waiting time, tell the customer about it realistically.
- In case there is a wait time involved, one should always inform the customer accurately to the best of your knowledge. Saying it will be "just a few more minutes" thinking the customer will get upset, when you know it will be much more will be worse as when the customer expectations are not met, there is a loss of trust and a feeling of being let down and being lied to is left with the customer.





1. What are principles of good customer service?

2. How should a steward behave with the guests? Tick on the correct options.

Greet the guest		
Make faces at the guests		
Ask personal questions		
Provide accurate information on food and beverage		
Patiently listen to the guests		
Shout at the guests		

3. Which all phrases can be used while greeting the customer? Tick on the correct options:

- "I am glad you're here!"
- "Good morning! How can I help you?"
- "Welcome, we haven't seen you in a while!"
- "You'll have to try another restaurant today. All tables are reserved."
- "Good afternoon! Good to see you again."
- "Your choice of dish isn't available."

- Summary



1. Principles of good customer service:

- The primary cause of success for any organization/individual is service to its customers. Customer satisfaction and loyalty is critical for the success of any organization.
- Whatever perception the customer forms about the organization/ individual, is a reality to them and they talk about it to others. Hence it is important for each individual to project a good image at all times.
- Service to customers is based not just on systems, processes and procedures but also on personal effort and creativity of those who serve.
- Serve every customer as you would serve the person you most care about. Ensure they are comfortable, safe and well looked after.
- Ask what the customer needs and then listen.
- Seek always to do it right the first time; if this is not done, then do it very right the second time.
- If a customer has had a bad experience and complains, treat this complaint as an opportunity to win him/her back.

2. Behaviour expected from a server:

- Greet the customer
- Identify and confirm the guest's expectations
- Asking the right questions
- Listening
- Keep the customer informed and reassured



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11. Grooming, Conduct and Etiquette

Unit 11.1 – Personal Presentation Unit 11.2 – Code of Conduct and Etiquette Unit 11.3 – Ethics and Discipline





Key Learning Outcomes

At the end of this module, you will be able to:

- 1. Dress appropriately to professional standards of personal presentation
- 2. Follow appropriate behavioural and etiquette standards while dealing with customers
- 3. Follow high ethical standards of practice
- 4. Demonstrate responsible and disciplined behaviours at the workplace

UNIT 11.1 - Grooming

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Unit	Obj	ectives

At the end of this unit, you will be able to:

1. Dress appropriately to professional standards of personal

-11.1.1 Grooming -

Every person in the hospitality business needs to know the importance of making a positive first impression. Customer experience is dependent not only on aspects of ambience and actual food and beverage, but on the quality of interactions and the impression of the people they interact with in the establishment. First impressions are usually made in the first minute of interaction. Good professionals develop immediate rapport with customers, that sets the tone for the customer experience and helps customers to like them, and give favourable reviews.

Remember: One never gets a second chance to make a first impression.

An important aspect of making a good first impression is to be well presented and have a good visual impact.

In order to be visually pleasing the following elements become of immense importance:

- 1. Clean, well-fitting and well ironed uniform.
- 2. Well-polished clean shoes, that are not torn and worn out.
- 3. Well-kept hair which are cut neatly and orderly including facial hair.
- 4. Clean body, without dirt and body odour.
- 5. A smiling face.

Grooming Tips

- 1. Bathe daily using a good quality soap.
- 2. Polish shoes daily and wipe clean in case it accumulates dirt or spills during working time.
- 3. Do not wear torn or worn out shoes.
- 4. Hair should preferably be short and neatly trimmed, where hair is long it should be tied neatly. Hair should always be combed.
- 5. Nails should be trimmed and clean with no dirt under the nails.
- 6. Body should be odour free, if required use a mild deodorant without an overpowering smell.
- 7. Wearing jewellery should be avoided, where one is permitted to wear jewellery it should be understated, clean and securely worn.
- 8. Men should shave facial hair daily, avoid cuts during shaving.

- 9. Wear clean, well-ironed and well-fitting clothes at all times. Do not wear clothes which are torn, stained, dirty or wrinkled.
- 10. Always wear clean socks, undergarments to absorb sweat.
- 11. Always wear a pleasant smile when meeting and greeting guests. A smile is one of the most important thing to wear in a customer service environment.
- 12. If wearing a bow tie or a tie, it should be straight with a proper knot. It should not be frayed or stained.
- 13. Women should tie their hair neatly in a bun, pleats or other ways which ensure the hair are orderly.
- 14. Where gloves are worn they should be clean, unstained, not torn and free from any holes. change gloves when they get dirty.
- 15. Comply with uniform guidelines of the organisation at all times.





Fig. 11.1 Well groomed stewards

UNIT 11.2 - Code of Conduct and Etiquette



At the end of this unit, you will be able to:

1. Follow appropriate behavioural and etiquette standards while dealing with customers

11.2.1 Code of Conduct and Etiquette -

The behaviours that form a good code of conduct and etiquette for customer service professionals such as Stewards are as follows:

- 1. Address the customers in a respectable manner.
- 2. Do not eat or chew while talking.
- 3. Use guest names as many times as possible during the conversation, usually preceded by a Mr. or Ms.
- 4. Ensure not to be too loud while talking.
- 5. Do not lie to a guest, where unsure inform the guest that you will check and get back to them with the right answer. Avoid guesses as well.
- 6. Ensure not to argue with the customer. A customer may not always be right, but a customer is a customer.
- 7. Always pay attention to what the customer is saying, listen attentively and always answer back politely, even if the customer is rude.
- 8. Always be punctual, being on time is being respectful of others time and goes a long way in establishing a positive image in front of colleagues and seniors.
- 9. Use appropriate tone, pitch and language to convey politeness, assertiveness, care and professionalism.
- 10. Always take decisions that protect the rights of customers and the organisation. Do not cheat, steal or harm anyone.
- 11. Always be ready to help others where help is needed, whether customers or colleagues.
- 12. Do not solicit tips or gratuities.
- 13. Always give correct information regarding pricing.
- 14. Be respectful of others at all times.
- 15. Do not laugh when somebody goes through an embarrassing situation, like if someone slips, suffers a tear in clothes, farts or belches, etc.
- 16. Do not stare at customers or colleagues.
- 17. Do not use slangs when talking to customers.
- 18. Do not abuse ever in any work condition.

- 19. Do not indulge in gossiping.
- 20. Do not scratch yourself in public, if you feel an itch remove yourself from a guest area before scratching.
- 21. Use a hankerchief while sneezing, or coughing. Always turn away from guests and any food and beverage items, etc. in case one is about to cough or sneeze.
- 22. Never pick your nose or put your fingers in your ear or mouth.

Body Language

Good body language must be demonstrated at all times this includes:

- 1. Greet the customers with a handshake or appropriate gesture based on the type of customer on their arrival.
- 2. Welcome the customers with a smile.
- 3. Ensure to maintain eye contact, this makes the service more personalised and creates trust. It is bad manners to not look at the person you are speaking to.
- 4. Do not roll your eyes or stamp your feet under any circumstances.
- 5. Do not use aggressive hand gestures while dealing with guests.
- 6. Do not frown when unhappy with guests for any reason.
- 7. Lean a little forward to pay attention to guest while talking to them.
- 8. Never touch customers.
- 9. Do not gesture to communicate with colleagues across the room.
- 10. Stand erect, with correct body posture at all times. Do not slouch or lean against the wall or a table, etc.
- 11. Do not tap your feet, fingers, whistle or or snap your fingers these are all bad manners.
- 12. Avoid rocking back and forth, while standing.
- 13. Do not fiddle with hair, jewellery, ear lobes, etc.
- 14. Do not yawn in front of customers.
- 15. Do not stand too close to customers, as this invades their personal space and make them uncomfortable.

UNIT 11.3 - Ethics and Discipline



At the end of this unit, you will be able to:

- 1. Follow high ethical standards of practice
- 2. Demonstrate responsible and disciplined behaviours at the workplace

11.3.1 Career and Professional Development

Ethics

Ethics are those rules of conduct by which people regulate their conduct among themselves with all other persons with whom they deal in their regular performance of duties.

One must be constantly mindful of one's obligations to serve the customer and organisation efficiently and effectively. The degree to which the community will cooperate is dependent upon respect for, and confidence in oneself.

Ethics involve:

- Exemplary conduct
- Observe honesty & integrity while discharging duties and responsibilities.
- Impartial, fair, non-discriminatory toward everyone
- Provide correct and complete information and services
- Respect the client's assets and property and that of employees
- Protect confidential information
- Maintaining a safe and secure workplace

Causes of unethical behaviour

- Financial instability
- Poor character (not screened)
- Resistance to change (not embracing new training)
- Fatigue (taking shortcuts; path of least resistance)
- Conflicts of interest (Doing more than one job)

Consequences of unethical or unprofessional behaviour:

- Loss of business
- Loss of reputation
- Being snubbed by colleagues and superiors
- Passed over for promotion
- Termination
- Civil and criminal liability

Integrity

Integrity is one of the most important qualities one can have. It is an inner guideline that tells the person how to react positively to the outside world. People who have integrity are respectful, reliable, honest and principled.

When one is respectful

- one treats others as one would like to be treated oneself.
- one understands that it is important to follow laws, policies and guidelines.
- one respects the property of others.
- one does not get upset at disagreements and never insult others

When one is reliable

- one can be depended on to do one's duties to the best of one's ability.
- one can take control and stay calm in emergencies.

When one is honest

- one tells the truth.
- one takes responsibility for one's actions, instead of blaming others.
- one can be trusted to keep confidential information to oneself
- one is sincere. This means that the person as one appears to others is the same as who is inside.

When one is principled

- one believes in treating everyone fairly.
- one speaks out if one sees someone being treated unfairly.

Besides integrity, a professional should also have discipline.

Discipline

Discipline is the key to success in any profession. Discipline requires one to-

- Display appropriate professional public appearance for the workplace
 - As per company guidelines,
 - clean uniform
 - neat and clean, shoes polished, hair combed and orderly,
 - appropriate stance and posture, appropriate facial expressions, etc.

Looking professional and neat makes one feel active and confident, and it also creates a good image and people want to work with such people

- Display appropriate work habits
 - make commitments that one aims to fulfil and then works to fulfil all commitments made.
 - be well-organized and carry out one's duties with care.
 - not become involved in any gossip at workplace
 - remain calm under stress.
 - ensure one arrives to work on time and mentally and physically prepared for their shift.
 - respecting the working hours by being 100% on the job when at work. i.e. must not invite friends to the location. Should stay off the phone unless it is work or truly an emergency.

Good working habits ensure that one is able to manage self and time and does not make errors in work. Also people find such workers dependable and trustworthy and give them more business and appreciate them.

• Be responsible – towards the work as well as oneself and the people around. Where one is unable to resolve issues at own level support must be sought from others to resolve matters. Effective escalation involves approaching the right people at the right time to seek support.

Escalation of matters

Any issues that cannot be resolved on one's own that may be important for customer satisfaction, own mental peace or for effective working with others must be escalated to appropriate level of authority for support. One may seek support from colleagues such as manager, supervisor or department or HR head, etc. to resolve these matters.

It is important to note that one must seek assistance in a timely fashion before any dissatisfaction or damage sets in. For example, if a customer is upset and one is unable to handle the customer one may request the supervisor or manager to intervene, before the situation worsens. Also where one realises that the decision required to resolve the matter effectively is above and beyond one's authority such a case must be immediately referred to the appropriate level of authority so that no time is wasted in resolving the matter to everyone's satisfaction.

One must be disciplined also in not over stepping one's authority and making promises that one cannot keep or is authorised to make.

While referring case to a higher authority one must keep the customer informed of why the matter is being passed on to appropriate authority in order to not let the customer feel that one is trying to pass the buck on and evade the issue.

Exercise



1. List at least 5 actions or practices one must follow in order to be groomed suitably for the workplace.

2. List 5 things to avoid when it comes to grooming right for the workplace.

3. State whether each of the following is good or bad body language for a steward at work by marking or against the statements respectively.

a. To draw the attention of a customer who is not looking at you, one must tap the shoulder gently ()

)

- b. When the ambient noise is high one must lean in and talk in the customers ear ()
- c. When tired one may rest one elbow on the bar counter (
- d. One must keep one's hair in order by touching it and checking it every 20 minutes
 ()
- e. When one is sleepy one must cover one's mouth while yawning in front of the customer
 ()





4. List 3 consequences of unethical behaviour

Summary



An important aspect of making a good first impression is to be well presented and have a good visual impact.

In order to be visually pleasing the following elements become of immense importance:

- 1. Clean, well-fitting and well ironed uniform.
- 2. Well-polished clean shoes, that are not torn and worn out.
- 3. Well-kept hair which are cut neatly and orderly including facial hair.
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- 6. Ensure not to argue with the customer. A customer may not always be right, but a customer is a customer.
- 7. Always pay attention to what the customer is saying, listen attentively and always answer back politely, even if the customer is rude.
- 8. Always be punctual, being on time is being respectful of others time and goes a long way in establishing a postive image in front of colleagues and seniors.
- 9. Use appropriate tone, pitch and language to convey politeness, assertiveness, care and professionalism.
- 10. Always take decisions that protect the rights of customers and the organisation. Do not cheat, steal or harm anyone.
- 11. Always be ready to help others where help is needed, whether customers or colleagues.
- 12. Do not solicit tips or gratuities.
- 13. Always give correct information regarding pricing.
- 14. Be respectful of others at all times.
- 15. Do not laugh when somebody goes through an embarassing situation, like if someone slips, suffers a tear in clothes, farts or belches, etc.
- 16. Do not stare at customers or colleagues.
- 17. Do not use slangs when talking to customers.
- 18. Do not abuse ever in any work condition.

- Summary



- 19. Do not indulge in gossiping.
- 20. Do not scratch yourself in public, if you feel an itch remove yourself from a guest area before scratching.
- 21. Use a hankerchief while sneezing, or coughing. Always turn away from guests and any food and beverage items, etc. in case one is about to cough or sneeze.
- 22. Never pick your nose or put your fingers in your ear or mouth.

Ethics Involve:

- Exemplary conduct
- Observe honesty & integrity while discharging duties and responsibilities.
- Impartial, fair, non-discriminatory toward everyone
- Provide correct and complete information and services
- Respect the client's assets and property and that of employees
- Protect confidential information
- Maintaining a safe and secure workplace

Causes of Unethical Behaviour

- Financial instability
- Poor character (not screened)
- Resistance to change (not embracing new training)
- Fatigue (taking shortcuts; path of least resistance)
- Conflicts of interest (Doing more than one job)

Consequences of unethical or unprofessional behaviour:

- Loss of business
- Loss of reputation
- Being snubbed by colleagues and superiors
- Passed over for promotion
- Termination
- Civil and criminal liability

Integrity

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12. Handling Different Customers

Unit 12.1 – Handling different customers



Key Learning Outcomes

At the end of this module, you will be able to:

- 1. Serve various categories of guests as appropriate to their needs
- 2. Adapt own behaviour to deal effectively with different types of customers to achieve customer satisfaction

UNIT 12.1 – Handling Different Customers



At the end of this unit, you will be able to:

- 1. Adapt own behaviour to deal effectively with different types of customers to achieve customer satisfaction
- 2. Serve various categories of guests as appropriate to their needs

-12.1.1 Handling Different Customers-

Adapting behavior to different types of customers

Customers can behave differently in different situations and a good customer service profesional will be equipped to handle different customers differently as per needs of the situation:

Given below are different customer types and possible ways one can adapt their behaviour to dealwith customers effectively. Remember the objective is to maintain dignity and help achieve customer satisfaction to arrive at a win-win situation.

1. Tough or Aggressive Customer

- Egoistic Impatient
- Harsh

How to adapt -

- Listen, allow him/her to talk first
- Express your points clearly and as suggestions
- Be courteous but firm



Fig 12.1 Aggressive customer order

2. Uncertain Customer

- Non demanding
- Indecisive and unsure
- Evasive
- Seeks assurance

How to adapt -

- Maintain Eye contact
- Break barriers, be friendly
- Listen
- Ask the right questions



Fig 12.2 Uncertain customer

3. Knowledgeable Customer

- Demanding
- Technically sound
- Good knowledge about the product

How to adapt -

- Satisfy his/her desire for detail
- Don't try to fool or evade.

4. Friendly Customer

- Talkative
- Discusses a lot
- Warm & good natured

How to adapt -

- Respond with Warmth and Hospitality
- Keep to Business

5. Angry or Irate Customer

- Impatient
- Argues
- Does not listen

How to adapt -

- Be Assertive, In control and not angry
- Be polite and to the point
- Use Calm & Clear voice
- Don't give hollow promises
- Emphasize

6. Business like Customer

- Crisp and to the point
- Avoids waste of time & Procrastination

How to adapt -

- Be crisp and to the point
- Avoid waste of time & Procrastination



Fig 12.3 Friendly customer



Fig 12.4 Angry customer

Some general tips for adapting behavior:

- **Pace the customer's vocal style:** Listen to the customer's speech and note the pace, tone, volume and length of message. Then without copying/mimicking them, use a similar pace, tone of voice, and length of message. Pacing or mirroring will build rapport and comfort with your customer.
- Adjust the level of simplicity and complexity: A mismatch in the simplicity of communication with the complexity of the listener or the speaker can create a lot of confusion and poor communication. One must listen to the customer and think how simple or complex they seem to be talking and thinking, in terms of language used, idea and details around it. If they want it simple, keep it as simple and clear as possible. If your customer is communicating with complex details and/or language, go into greater depth and substance as is appropriate and use similar language where possible. Adjusting towards simplicity and complexity as required is a powerful way to build rapport and understanding.
- Mirror your customer: This includes basic body language such as facial and hand gestures, expressions and body lean. Try to be more similar rather than different from the customer. Don't mimic them by following their every gesture and behaviour. Mimicking is considered insulting and may be more damaging. Instead, try to gradually position yourself similarly in terms of leaning forward or backward, mirror basic gestures and look (relaxed or formal). In other words, use more or less gesturing based on your customer's patterns. And mirror the facial signals of smiling, attending or frowning based on the content of the message. Listen carefully to mirror the right facial expressions.
- Signal respect and interest: These can be done by maintaining friendly eye contact, responding through appropriate nodding, and with non-aggressive hand and face gestures providing 3 to 5 feet of space, maintaining an open looking posture, etc. A 10% forward lean when standing and a 20% forward lean when sitting creates greater rapport. Follow your customer's message with agreement gestures such as nodding and listening sounds within 1-2 seconds, or your rapport will be broken.

Remember that you need to provide the "right amount" or "balance" of attention to your customer. This means not being pushy, overbearing or dominating. For example, there are many times when a customer will be happy just browsing and does not want to be interrupted.

Major 'Don'ts of Customer Service

Every day customer service representatives face situations when what they say makes or breaks a service interaction. The following phrases should not be used because they anger and disappoint the customers.

- "I'm busy right now."
- "NO."
- "I don't know."
- "You want it by when?"
- "That's not my job/ that's not my department."
- "Call me back."
- "That's not my fault."
- "You need to talk to my supervisor."

- I'm busy right now: The customer is the reason why the business exists and customers know it. For whatever reasons customers have to be attended to and respected. It often happens that while helping one customer, another call or visits the service area. Asking a customer to be patient or politely asking them to wait is very different than putting them off and saying, "I'm too busy to help". Better to say, "I'll be with you in one moment" or "Please hold and I'll be right with you."
- NO: Everyone hates the word "no". It is de -motivating, discouraging, and disinteresting. As a customer, when one hears this word, "No" is equal to "bad service. "No" is easy, cheap, unproductive and negative it means failure. Admittedly, there are times when one will have to say "no," but focus on what can be done for the customer (highlight the positive) and not the negatives of the situation. Better to say, "What I can do is..." and demonstrate that one cares and wants to provide quality service despite current limitations.
- I don't know: Just saying "I don't know" is not enough. It communicates your unwillingness to help the customer." Better to say, "I'll find out" or "Let me look into this and get back to you as soon as possible."
- That's not my job/ That's not my department: When a customer asks to do something that he/she does not know how to do or does not have the authority to do, then one should become a catalyst by arranging a call back or leading the customer to the person or department who can help him/her solve the problem. Better to say, "Let me transfer to the person who can immediately help you will this problem." Or "I will arrange a call back from the appropriate person or department".
- **Call me back:** This expression conveys little interest on the part of the customer relation's employee for the needs and wants of the customer. One should always call the customer back because we want their business and are responsive to their requests. Being proactive is part of good customer service.
- **By when do you want it:** Customers often make unrealistic demands, especially when it comes to time. One's first reaction may be annoyance and one may want to make a snide or sarcastic comment. However, the best approach is to hold off on displaying a negative attitude and making a poor impression. Better to say, *"I will call you right back after I find out if that is feasible."*

Handling different customer segments:

Women

We are in a world that is increasingly realising that women are equal to men and that gender discrimination is a bad thing. Women in all fields have proven to be equal of men.

In a service institution women are accorded priority and provide certain privileges as well. All service usually commences by serving women first.

The following points are important to bear when it comes to dealing with women in a dining establishment:

- Women should be treated with respect at all times.
- Safety and security of women is of paramount importance. No woman should feel threatened in your establishment, including from other guests. For this purpose women are often accorded priority in terms of choosing where to sit in the restaurant and on the table.
- Staring at women is to be avoided at any cost. Many time due to cultural differences the dress and mannerism of women may be different than what one is used to. One must not let this become a reason for staring or any other objectionable behaviour.
- Women should never be touched on any account.
- Women if required to be touched due to fainting or ill health, etc. should be touched by women staff only. This is including when being frisked for security purposes.
- Women should ideally be addressed as Ma'am or with the title Ms. or Mrs. Followed by the surname.
- Any type of sexual harassment should not be tolerated and one must complain of the same to higher management or security. Sexual harassment includes bullying women, passing lewd and objectionable comments, touching and groping, etc.
- Women should never be expected to carry heavy bags and baggage and always offered assistance.
- At late hours women may be offered transport assistance as per organisation policy
- Pregnant women should be given extra care both in terms of comfort, by offering them extra pillows, etc.



Fig 12.5 Stewards serving a woman

Children

The following points are important to bear when it comes to dealing with children in a dining establishment:

- Safety of children is of great importance in a public area. Children may be susceptible to falls and injuries in a busy environment. Therefore, one must be careful when children are around.
- It is also important that children are not left alone in public places as there is always a security threat of kidnapping. One must be very alert to this threat.
- Children also tend to be left to wander or run around in the restaurant, this may cause accidents or collisions and one must be aware of this too.
- Special chair are available in many restaurants for infants and small children. Children should be helped into these when possible. These are both for comfort and safety.
- One must always be warm towards children and make sure that any special child offers such as kids meals, toys and giveaways are given to kids.
- Children too must never be discriminated on the basis of age, gender, ethnicity, behaviour, etc. by service staff.

Elderly

- Elderly people should be treated with care, respect and tolerance, as they may be slow, sometimes not in control, but they are guests and should be respected at all times
- Sometimes they may need extra help with bags and baggage, pulling a chair, etc. and one must be ready to spot such opportunities and never let one go by
- One must also remember that elderly people also must be allowed to maintain their independence and dignity, one must not assume that they cannot carry out their own tasks
- After women, elderly men deserve the next attention in order taking and serving sequence.
- Some elderly people may not able to read the menu and they must be assisted in this case by explaining to them the options and helping them decide
- Some of the elderly may be at a hearing loss, and may require to be spoken to a little loudly



Fig 12.7 Steward serving an elderly gentlemen



Fig 12.6 Steward serving a boy

People with special needs (disability)

- Restaurant seating may need to be adjusted to accommodate guest with disability
- One must not discriminate against people with disability and under no account should they be refused seating or being served in the establishment
- One must also remember that people with disability also must be allowed to maintain their independence and dignity, one must not assume that they cannot carry out their own tasks. They should be helped only as much as is necessary or being sought by them.
- Based on the nature of disability special assistance may be provided to the guests.

Exercise



1. Write the techniques to respond to a:

- Tough/aggressive customer
- Uncertain customer
- Knowledgeable customer
- Friendly customer
- Angry/irate customer
- Business like customer

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2. List any five major don'ts (thrashes) of customer service:

3. Indicate whether the following statements are true or false:

- A steward can stare at women customers.
- At late hours, women may be offered transport assistance as per organisation's policy.
- Women customers should be given special discounts.
- Children are not left alone in public places.
- Children can be discriminated on the basis of age, gender, ethnicity, behaviour, etc. by service staff.
- Elderly people should be treated with care, respect and tolerance.
- Restaurant seating may need to be adjusted to accommodate guest with disability.

Summary



1. Tips for adapting behaviour:

- **Pace the customer's vocal style:** Listen to the customer's speech and note the pace, tone, volume and length of message. Then without copying/mimicking them, use a similar pace, tone of voice, and length of message. Pacing or mirroring will build rapport and comfort with your customer.
- Mirror your customer: This includes basic body language such as facial and hand gestures, expressions and body lean. Try to be more similar rather than different from the customer. Don't mimic them by following their every gesture and behaviour. Mimicking is considered insulting and may be more damaging. Instead, try to gradually position yourself similarly in terms of leaning forward or backward, mirror basic gestures and look (relaxed or formal). In other words, use more or less gesturing based on your customer's patterns. And mirror the facial signals of smiling, attending or frowning based on the content of the message. Listen carefully to mirror the right facial expressions.
- Adjust the level of simplicity and complexity: A mismatch in the simplicity of communication with the complexity of the listener or the speaker can create a lot of confusion and poor communication. One must listen to the customer and think how simple or complex they seem to be talking and thinking, in terms of language used, idea and details around it. If they want it simple, keep it as simple and clear as possible. If your customer is communicating with complex details and/or language, go into greater depth and substance as is appropriate and use similar language where possible. Adjusting towards simplicity and complexity as required is a powerful way to build rapport and understanding.
- Signal respect and interest: These can be done by maintaining friendly eye contact, responding through appropriate nodding, and with non-aggressive hand and face gestures providing 3 to 5 feet of space, maintaining an open looking posture, etc. A 10% forward lean when standing and a 20% forward lean when sitting creates greater rapport. Follow your customer's message with agreement gestures such as nodding and listening sounds within 1-2 seconds, or your rapport will be broken.

2. Major 'don'ts of customer service:

- "I'm busy right now."
- "NO."
- "I don't know."
- "You want it by when?"
- "That's not my job/ that's not my department."
- "Call me back."
- "That's not my fault."
- "You need to talk to my supervisor."



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Key Learning Outcomes 👸

At the end of this module, you will be able to:

- 1. List various measures for security in a food and beverage service establishment
- 2. Explain IPR and information related security considerations in a food and beverage service establishment

UNIT 13.1 – Security and IPR



At the end of this unit, you will be able to:

- 1. List various measures for security in a food and beverage service establishment
- 2. Explain IPR and information related security considerations in a food and beverage service establishment

-13.1.1 Physical Security-

It is important that food service professionals are well versed with security procedures and aware to security threats in the environment. Their responsibility is not only to protect themselves, but also guests, co-workers and establishment property.

Key threats to security include theft, personal attacks, animal attacks, terrorism, etc.

One must be well versed with security measures approved by the organisation and within organisational policies and procedures. One must never attempt to circumvent security procedures for self or others.

The following must be borne in mind and practiced with respect to security:

- 1. Do not entertain any thoughts of pilferage of establishment property no matter how tempting or insignificant it may seem.
- 2. Always keep cash and other valuables locked away, never let it be left in the open.
- 3. Always advise guests to identify their bags and belongings and not let it out of their sight.
- 4. Ensure no guest leaves behind bags or baggage as they leave the establishment.
- 5. Do not carry personal belongings into the place of work.
- 6. Always keep an eye for any pilferage or theft.
- 7. Do not let unauthorised personnel within the establishment.
- 8. Do not let anyone enter with arms or ammunition, if one notices any one brining in arms and ammunition one must inform the manager and security immediately without alarming the guest
- 9. Follow the pets policy of the organisation. If no policy exists it may be useful to avoid guest being allowed to get pets inside the restaurant, this is unsafe from food hygiene and security point of view. Ensure management has a way of holding the pet securely at a kennel or other facility.
- 10. Ask customers to not leave their belongings unattended, if customers leave something under staff supervision while going to the washroom, etc. one must keep a watchful eye and inform the manager if required.
- 11. Ensure all locking of doors and shutting of windows is carried out securely and without fail as per responsibilities.
- 12. Do not share your user ID or password with anyone else.

- 13. Do not let anyone mark your attendance or vice versa, as this may lead to a security problem with respect to whereabouts of the person for whom the attendance is marked.
- 14. Do not share the assigned locker with anyone else who is not authorised for the same, do not handover the keys to the locker to anyone else at any point in time.
- 15. Always remember key phone numbers of Police, Fire Station and other emergency numbers.
- 16. Do not discuss any business information or guest details with any unauthorised personnel.

IPR and Information Security

Remember that information is a valuable asset for many. For a food service establishment the following can be considered as information assets:

- 1. List and details of patrons
- 2. Recipes
- 3. Promotional plans
- 4. Business plans, budgets and other business information
- 5. List of suppliers and vendors

Similarly guests too may carry documents, etc. that may be their information assets.

One must not allow unauthorised access to these information assets to people within and outside the organisation.

These may be stored in various forms such as in files and paper documents, on the computer, on external storage such as pen drives, discs and hard drives, etc.

One has to know that not only is removing the information a crime, but even copying or gaining access can be a serious crime.

One must protect such information just like other physical assets. It is also important that in case one gets to know such confidential information by mistake one must not pass it on to anyone else, as this may be misused by those who may get to know of it.

There are laws that protect information assets theft and the rights that people have to it are known as intellectual property rights.





1. List the precautions that one must take with respect to security:

2. List the information assets for security:

3. Indicate whether the following statements are true or false:

- Cash and other valuables don't need to be locked.
- Ensure no guest leaves behind bags or baggage as they leave the establishment.
- Do not let unauthorised personnel within the establishment.
- One can share his/her user ID or password with others.

- Summary



- 1. Following points must be borne in mind and practiced with respect to security:
 - Do not entertain any thoughts of pilferage of establishment property no matter how tempting or insignificant it may seem.
 - Always keep cash and other valuables locked away, never let it be left in the open.
 - Always advise guests to identify their bags and belongings and not let it out of their sight.
 - Ensure no guest leaves behind bags or baggage as they leave the establishment.
 - Do not carry personal belongings into the place of work.
 - Always keep an eye for any pilferage or theft.
 - Do not let unauthorised personnel within the establishment.
 - Do not let anyone enter with arms or ammunition, if one notices any one brining in arms and ammunition one must inform the manager and security immediately without alarming the guest.
 - Follow the pets policy of the organisation. If no policy exists it may be useful to avoid guest being allowed to get pets inside the restaurant, this is unsafe from food hygiene and security point of view. Ensure management has a way of holding the pet securely at a kennel or other facility.
 - Ask customers to not leave their belongings unattended, if customers leave something under staff supervision while going to the washroom, etc. one must keep a watchful eye and inform the manager if required.
 - Ensure all locking of doors and shutting of windows is carried out securely and without fail as per responsibilities.
 - Do not share your user ID or password with anyone else.
 - Do not let anyone mark your attendance or vice versa, as this may lead to a security problem with respect to whereabouts of the person for whom the attendance is marked.
 - Do not share the assigned locker with anyone else who is not authorised for the same, do not handover the keys to the locker to anyone else at any point in time.
 - Always remember key phone numbers of Police, Fire Station and other emergency numbers.
 - Do not discuss any business information or guest details with any unauthorised personnel.
- 2. Following must be considered as information assets with regard to IPR and information security:
 - List and details of patrons
 - Recipes
 - Promotional plans
 - Business plans, budgets and other business information
 - List of suppliers and vendors



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14. Health and Hygiene

Unit 14.1 – Health and hygiene

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Key Learning Outcomes

At the end of this module, you will be able to:

- 1. Identify key aspects of heath and hygiene as applicable to food workers
- 2. List common diseases and their causes
- 3. Explain various types of hygiene and its importance
- 4. List various steps to be taken for maintaining a hygienic food storage area

UNIT 14.1 – Health and Hygiene



At the end of this unit, you will be able to:

- 1. Identify key aspects of health and hygiene as applicable to food workers
- 2. List common diseases and their causes
- 3. Explain various types of hygiene and its importance
- 4. List various steps to be taken for maintaining a hygienic food storage area

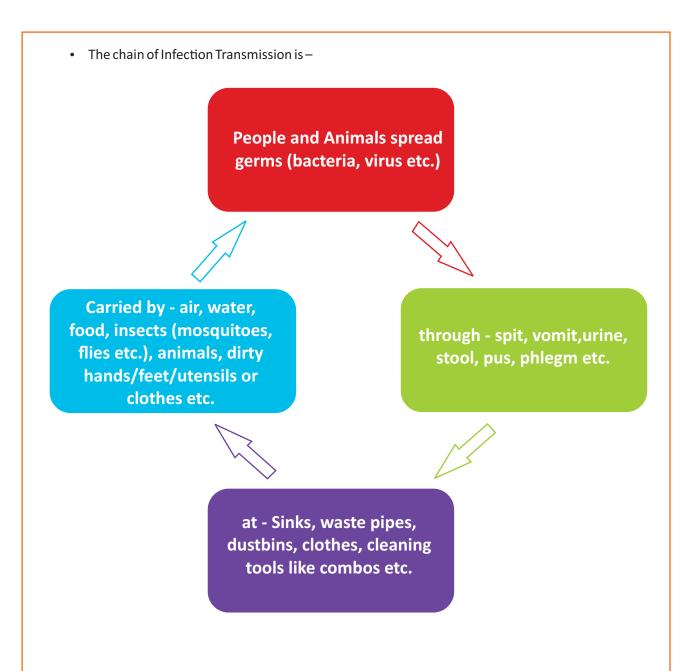
14.1.1. Health and Hygiene

Personnel cleanliness and hygiene

Hygiene practices are preventative measures to reduce the incidence and spreading of disease in everyday life settings

FOR SELF	Without good health, a person will not be able to feel enthusiasm for anything. Life will become a burden instead of an opportunity
FOR FAMILY	Without good health, one becomes a less contributive member to the family. Also the low energy levels due to ill health will act as a dampener to whatever happiness that exists in the family. Add to that the cost of medical treatment
FOR EMPLOYER	An employee who is not in good health takes more leaves and even when on the job, is not able to work efficiently

Preventing the spread of infectious diseases means breaking the chain of infection transmission.



- **Dengue** is transmitted by the bite of an Aedes mosquito infected with the dengue virus.
- **Chikungunya** disease is transmitted by the bite of the same family of mosquitoes that transmits dengue.
- Malaria is transmitted by mosquito bite from a mosquito infected with malarial parasite.
- **Typhoid** fever is spread by the intake of the bacteria in unhygienic food or water. Patients can contaminate the surrounding area through stool and the disease spreads through houseflies that transfer the bacteria to other water bodies.
- **Bacterial infections** cause the more serious cases of **diarrhoea**. Typically, infection with bacteria occurs from contaminated food or drinks (food poisoning). Many cases of diarrhoea are spread from person-to-person.

Hygiene and cleanliness in everyday life plays an important part in preventing the spread of infectious diseases. It includes procedures used in a variety of situations such as

Hygiene and Cleanliness in everyday life plays an important part in preventing the spread of infectious diseases.

It includes procedures used in a variety of situations such as

1. Self-hygiene or personal hygiene

- Washing of the body and hair frequently
- Frequently washing of hands and /or face
- Oral hygiene Daily brushing of teeth
- Wear clean under-wear and clothing daily
- Suppression of habits such as nose picking
- Not licking fingers before picking up sheets of paper, currency notes etc
- Not biting nails
- Washing hands after using toilet
- Not borrowing towels, hair brush and other personal things
- General avoidance of bodily fluids such as faeces, urine and vomit
- Use mosquito repellents, even indoors.

2. Respiratory hygiene

- Carry handkerchiefs/tissues and use them to catch coughs and sneezes
- Holding a tissue over the mouth or using the upper arm/elbow region when coughing and sneezing rather than a bare hand
- Dispose of tissues as soon as possible
- Clean your hands by hand washing or using a hand sanitizer.
- Use Sinks and flush off Spit and Phlegm especially during cold, flue, cough etc
- Use clean Kerchiefs and do not share kerchiefs

3. Food and water hygiene,

- Separate raw and cooked foods to prevent contaminating the cooked foods.
- Cook foods for the appropriate length of time and at the appropriate temperature to kill germs.
- Store food at the proper temperature.
- Use safe water and raw materials

- Wash food thoroughly and ensure it is well cooked
- Keep the Kitchen clean and Germ free.
- Boil and/or filter water used for drinking or cooking
- Do not leave food or drinking water uncovered.

1. Home Hygiene

- Keep the house clean and ensure circulation of fresh air.
- Utilities such as toilets, wash basins etc. to be cleaned regularly with disinfectant
- Do not allow garbage to pile up in the house or residential area. Also ensure garbage is regularly picked up and disposed
- Protect the house from mosquitos, flies, cockroaches, rats etc.
- Change water in bird baths and flower pots etc. regularly

2. Workplace Hygiene

- Do not let water to collect at ACs and cooler areas
- Water stations and kitchens should be clean and kept dry
- Washrooms and toilets to be cleaned regularly with disinfectants
- Maintain regular cleaning activities of all areas and equipment
- Change water in flower pots etc. regularly

3. Care of domestic animals

- Domestic animals should be bathed and cleaned regularly
- They should be taken to vet and vaccinated regularly
- Not touching animals before eating or washing hands thoroughly between touching and eating

Apart from this safe disposal of human waste and sanitation of the neighbourhood is also everyone's responsibility towards building a safe and healthy environment

Storage Area

In the food industry, it is very important to maintain food safety. Fresh and clean foods are important to good nutrition and the establishment's image. Harmful organisms such as bacteria and moulds in food can cause spoilage, reducing the food's nutrient value and causing disease. Taking steps to see that food does not become contaminated with food poisoning bacteria also reduces losses and illness. Preventing food from becoming mouldy or otherwise spoiled, also reduces waste.

Proper Storage and Handling of Foods

To keep food safe to eat it is important to follow these rules:

- Keep storage cupboards and other storage areas clean, cool and dry.
- Store foods in food containers only and not in containers that are used for other purposes. It is
 important not to store food in containers that have previously been used for chemicals and other
 harmful materials.
- Keep food covered while it is being stored and keep it away from chemicals such as insecticides and household/industrial cleaners.
- Make sure that areas where food is prepared is thoroughly cleaned before starting preparation. Also, all pots, pans, equipment and tools such as knives, forks and spoons are clean before food is prepared. These should be cleaned again after preparation is over.
- When washing pots, pans, equipment and tools such as knives, forks and spoons use hot water for cleaning with soap or detergent, then rinse in clean water. Change washing and rinsing water often. All of these should then be wiped clean with a clean cloth.
- Fruits and vegetables must be washed in clean water before preparation for cooking. Fruits and vegetables that are to be eaten without being cooked should also always be washed first in clean water.
- Try and make sure the water used for cooking and washing is fresh and from a safe source.

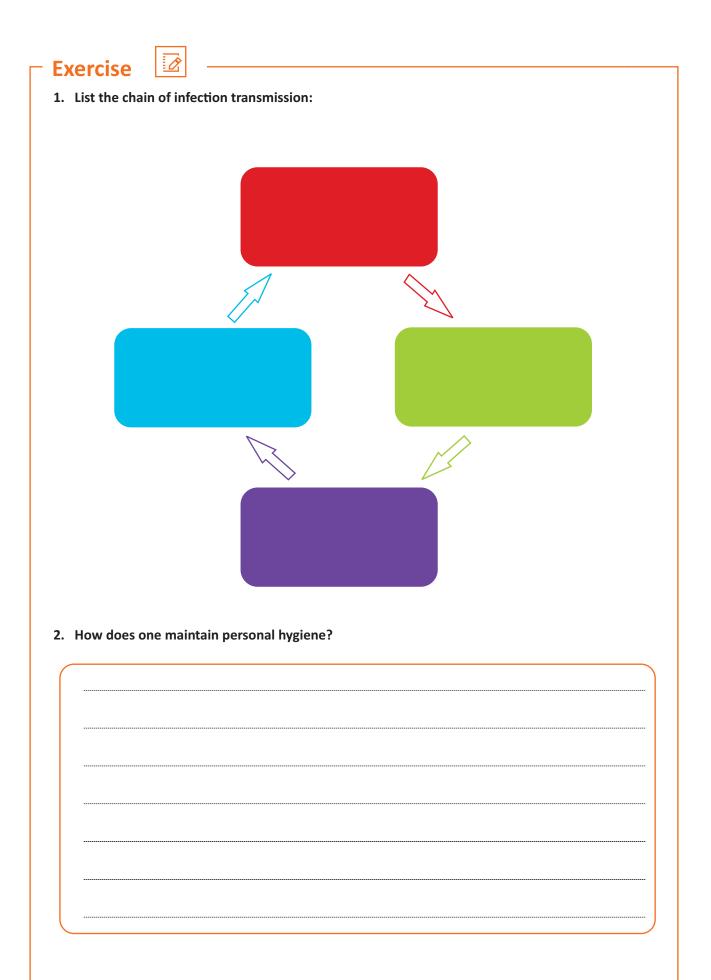
It is important to remember that people, insects and other items can make clean things dirty again. Even though they still look clean. Therefore, it is important for everyone to:

- Keep insects, pests, animals, birds, dust and fumes away from food. For this food should be covered. Carry out regular cleaning and pest control activities.
- Wash their hands with soap and clean water before preparing or eating food.
- Avoid coughing or sneezing near food. Touching their nose, mouth, hair or anything likely to be dirty while preparing food.
- Avoid preparing food if they are sick or if they have wounds or sores on their hands. Anyone who is sick or has wounds and cannot avoid preparing food, should take extra care to work cleanly.
- Even in clean surroundings food will go bad over time. Food always has some bacteria on it and these will increase in number over time and cause spoilage or even illness. The following is therefore important:
- Do not keep food too long. Throw it away if it looks or smells bad or spoiled. Use 'best by' dates for guidance.
- For food with labels carefully follow any storage instructions.
- Do not leave bits of food or crumbs, etc. around, as bacteria infects these and then can spread to the next lot of food to be prepared.

Unhealthy Habits

A person doesn't actually "get" AIDS, they might get infected with HIV, and later they might develop AIDS.

- They can get infected with HIV from anyone who's infected, even if they do not look sick and even if they haven't been tested HIV-positive yet.
- The blood, vaginal fluid, semen, and breast milk of people infected with HIV has enough of the virus in it to infect other people.
- To protect self from getting infected
 - Use a condom. Avoid having sex with multiple partners
 - Stay away from drugs especially needles and syringes
 - > Do not share razors, syringes with other people
 - If you are donating or receiving blood make sure the blood has been tested by the hospital
 - Every time you are having sex with someone whom you have just met or if you are not sure whether the person is infected or not
 - > You shouldn't have oral, anal or vaginal sex until you are in a monogamous relationship and each of you knows the other's HIV status.







3. List five practices of safe handling of food:

Summary



1. Importance of hygiene:

FOR SELF	Without good health, a person will not be able to feel enthusiasm for anything. Life will become a burden instead of an opportunity
FOR FAMILY	Without good health, one becomes a less contributive member to the family. Also the low energy levels due to ill health will act as a dampener to whatever happiness that exists in the family. Add to that the cost of medical treatment
FOR EMPLOYER	An employee who is not in good health takes more leaves and even when on the job, is not able to work efficiently

2. Various types of hygiene:

- Self-hygiene or personal hygiene
 - Washing of the body and hair frequently
 - Frequently washing of hands and /or face
 - Oral hygiene Daily brushing of teeth
 - Wear clean under-wear and clothing daily
 - Suppression of habits such as nose picking
 - Not licking fingers before picking up sheets of paper, currency notes etc
 - Not biting nails
 - Washing hands after using toilet
 - Not borrowing towels, hair brush and other personal things
 - General avoidance of bodily fluids such as faeces, urine and vomit
 - Use mosquito repellents, even indoors.
- Respiratory hygiene
 - Carry handkerchiefs/tissues and use them to catch coughs and sneezes
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- Summary



Food and water hygiene

- Separate raw and cooked foods to prevent contaminating the cooked foods.
- Cook foods for the appropriate length of time and at the appropriate temperature to kill germs.
- Store food at the proper temperature.
- Use safe water and raw materials
- Wash food thoroughly and ensure it is well cooked
- Keep the Kitchen clean and Germ free.
- Boil and/or filter water used for drinking or cooking
- Do not leave food or drinking water uncovered.

Home hygiene

- Keep the house clean and ensure circulation of fresh air.
- Utilities such as toilets, wash basins etc. to be cleaned regularly with disinfectant
- Do not allow garbage to pile up in the house or residential area. Also ensure garbage is regularly picked up and disposed
- Protect the house from mosquitos, flies, cockroaches, rats etc.
- Change water in bird baths and flower pots etc. regularly

Workplace hygiene

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15. Safety at the Workplace

Unit 15.1 – Safety

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Unit 15.2 – First aid and emergencies



Key Learning Outcomes

At the end of this module, you will be able to:

- 1. Identify risks and hazards in the workplace
- 2. Take safety precautions that minimise risks in the workplace
- 3. Demonstrate the correct technique to lift heavy objects
- 4. Identify elements of fire and key causes that may lead to fire
- 5. Identify fire safety equipment and its appropriate use
- 6. Explain the first aid measure required for various medical cases
- 7. Explain emergency procedures in case of a crisis

UNIT 15.1 – Safety



At the end of this unit, you will be able to:

- 1. Identify risks and hazards in the workplace
- 2. Take safety precautions that minimise risks in the workplace
- 3. Demonstrate the correct technique to lift heavy objects
- 4. Identify elements of fire and key causes that may lead to fire
- 5. Identify fire safety equipment and its appropriate use

- 15.1.1 Safety-

A safe workplace is important to every worker; whichever occupation he/she may be related to. The F&B service staff must pay special attention to safety because they work with people as well as a number of hazardous items like sharp equipment such as knife, fork etc.

The starting point is to understand what safety means.

Understanding 'Safety'

Accident is an unplanned and undesired occurrence, which may or may not result in injury, or damage to self, others and/or property. Main causes of accidents are:

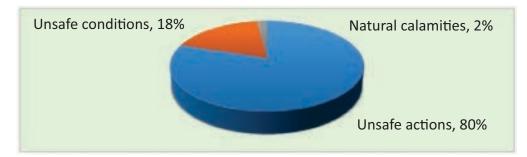


Fig 15.1 Understanding

Thus lack of awareness about safety is the main cause of accidents.

Safety is freedom from accidents, injury or damage; it is a pro-active means to give protection from known dangers. A safe workplace is free of risks and hazards.

Hazards are the potential to cause harm (accidents, injury or damage) e.g.

- Naked wires
- Delicate glassware and cutlery
- Broken glass, sharp jagged edges
- Wet/Oily/Soapyfloor
- Sharp Instruments like knife, forks etc.
- Hot surfaces and food materials

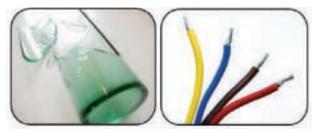


Fig 15.2 Broken Glass and Live

Risks are the likelihood of harm (accidents, injury or damage) e.g.,

- Unsafe use of tools and equipment
- Not using the wet floor/slippery floor signage when required
- Keep the food and beverage open which might cause contamination
- Not wearing gloves while serving and handling hot eatables and beverages
- Unsafe handling of Vending machines

Common Safety Hazards

Some safety and health related hazards and how they can be controlled are as follows:

Surfaces/Places related Hazards & Risks:

- Dirty, dusty and littered areas can lead to infections as well as accidents from slipping, tripping, etc.
- Wet/oily/soapy surfaces are can lead to accidents by slipping or falling and breaking of glassware.
- Working with wooden tables that have nails protruding on the surface.

How to Control?

- Keep the work area neat and tidy
- Wet areas should be mopped and kept dry
- Handling glassware properly
- Precautions should be taken while dealing with surfaces with sharp or pointed edges or object protruding

Equipment/items related Hazards & Risk:

• Certain sharp and delicate equipment are used by the F & B service staff, which if not used carefully can cause physical hurt like knifes, scissors, forks, long handle brushes etc.

How to Control?

- Never use a tool to do a job for which it was not designed
- Handling the equipment properly as required

Materials & Chemical Hazards & Risks:

- Gas, charcoal or chemical fuel is used as a source of heat in the preparation or temperature maintenance of food, these are highly inflammable & can also be toxic.
- Chemicals like varnish, insecticide, repellents, surface cleaners, phenyl, paint, fuel, etc. Can be toxic and may release dangerous vapours.
- The worker may also come in contact with hazardous materials like kerosene, turpentine, fuel, batteries, etc.

How to Control?

- While using hazardous materials & chemicals ensure the following
 - Wear gloves, Avoid skin coming into contact with the chemical
 - Keep the chemical away from eyes and nose
 - Never mix chemicals unless particularly advised by the product manufacturer
 - Do not ingest any chemical, if by mistake someone swallows some chemical see a doctor immediately
- While storing hazardous materials & chemicals ensure the following
 - Store chemicals away from the reach of children or people who do not know anything about them
 - always ensure they are kept in air tight containers in a cool dry place
 - all containers should be correctly labelled with the expiry date clearly visible on the same
 - Access to the store should be controlled and only people who are required to work with these materials and understand how to deal with them should be allowed to access them
 - Warning signs should be put up in the areas where these materials are kept, so that everyone takes due precautions in in the area e.g. they do not smoke or light matches, they wear gloves, facemask etc. as required
- Identify common warning signs associated with different types of hazardous materials



Flammable Materials



Toxic



Explosion Risk



Corrosive





Biohazard



Radiation Hazard

Physical Hazards & Risks:

- Any obstruction at the entry/exits/blind turns could be dangerous in a time of emergency when people have to run in or out.
- Overstocked cupboards or shelves can be hazards as they can topple over anytime.
- Work may require lifting or moving heavy objects, which if not done properly can cause injury or aches.

How to control?

- Entry/exits/blind turns should be clear of obstructions/faults at all times.
- Cupboards and shelves should be neatly arranged, preferably supported by the wall or fixed on the floor.
- Warning signs should be placed if a physical hazard cannot be removed.
- Always try to use a machine or tool if required to lift a heavy object.
- If it is not possible then try to split the load and lift it in more than one turns. Can also take help.
- If one has to lift a heavy object, then follow right lifting practices while lifting or moving heavy objects.

LIFTING HEAVY OBJECTS

- Stand the object upright.
- Position feet shoulder-width apart, close to the object.
- Approach the load upfront and facing the direction in which it has to be taken.
- Bend at the knees.
- Place hands under the load and pull the load close to the body.
- Lift the load such that the thigh muscles are doing most of the work, and not the back.
- Slowly lift by straightening knees.
- Lower the load also by bending the knees.
- While releasing the load take care that the fingers are not trapped under it.



Fig 15.4 Lifting heavy objects



Fig 15.5 Warning signs

Electrical:

Electricity is an amazing thing when used properly, but can very easily hurt, harm and even fatally injury a person that comes in contact with it. Whenever one works with power tools or electrical circuits there is a risk of electrical hazards, especially electrical shock.

A server must pay special attention to electrical hazards because they work with electrical supplies and circuits. Coming in contact with an electrical voltage can cause current to flow through the body, resulting in electrical shock, burns or serious injury. Even death may occur.

<u>Electric Shock</u>: An electrical shock is received when electrical current passes through the body. One gets an electrical shock if:

- touching a live wire and an electrical earth, or
- touching a live wire and another wire at a different voltage.

Electricity travels in closed circuits, and its normal route is through a conductor. Electric shock occurs when the body becomes part of a circuit and works like a conductor. Earthing is a physical connection to the earth, which is at zero volts.

Freeing a victim from electrocution

- The first person to reach a shocked worker should cut off the current if this can be done quickly.
- If this is not possible, the victim should be removed from contact with the charged equipment. Either the equipment/wire should be pulled away or the victim.
- <u>Bare hands should not be used.</u> Use a dry board, dry rope, leather belt, coat, overalls or some other non-conductor.
- Be sure to stand on a non-conducting surface when pulling dry rubber slippers, dry wooden board, etc.

Accident prevention is said to be everybody's job. The server can at least do the following:

- observing all unsafe condition and warning people of potential hazards
- reporting any violations of safety rules and
- setting a good example by his or her own behaviour

Far too many accidents happen due to unsafe conditions that were not noted, reported, or corrected. After finding an unsafe condition, the server must either correct the condition or report it to someone who can make the correction.

Safety is purely a matter of common sense. Corrective action should be taken when possible or the proper authority called to handle the situation. It is important both to the guest and the people being protected from injuries due to careless safety practice.

15.1.2 Fire Safety-

Fire is a key safety consideration in food and beverage service establishments. It is important to be prepared to handle emergencies, but more important to prevent fire and take necessary steps to avoid an incident.



Sources of Fire:

- Sparks e.g. welding, machinery etc.
- Flames e.g. open fires, oxy-acetylene, torch, heating boilers etc.
- Hot Surfaces e.g. machinery, overheating, friction etc.
- Radiant Heat e.g. electric fire, open fire etc



Types of fire and extinguishers

CLASS	SYMBOL	ТҮРЕ	
		Class A fire involves solid materials of an organic nature that don't melt such as, wood, paper, cloth, rubber and plastics.	
B		Class B fire involves liquids. These include petrol, diesel, thinners, oils, paints, wax, cooking fat and plastics that melt.	
С		Class C fire involves electricity.	
	No symbol	Class D fires involve flammable metals such as magnesium, aluminum, titanium, sodium and potassium.	

There are 4 main types of fire extinguishers used for fighting fire:

- Water
- Foam
- Carbon dioxide
- Powder

Type of Extinguisher	Colour of Flash
Water	Red
Foam	Cream
Carbon Dioxide	Black
Powder	Blue

Here is what they look like:

WATER	FDAM			POWDER
Fire Type	Fire Type		I	
	Water	Foam	CO2	Powder
A	V	\checkmark	×	×
В	×	\mathbf{v}	×	\checkmark
С	×	×	V	×
D	×	×	×	×

Fire Fighting Equipment

- Water Fire extinguishers
- Dry Powder Fire extinguishers
- Foam Fire extinguishers
- Hose Reels
- Fire Sprinklers
- Fire Fighting Gloves
- Fire Blankets
- Fire Dampers Sand, Wet cloth, Bushes
- Fire Alarm
- Fire Sensors etc.





Fig 15.7 Fire extingusiher



Fig 15.8 Fire alarm





UNIT 15.2 – First Aid and Emergencies



At the end of this unit, you will be able to:

- 1. Explain the first aid measure required for various medical cases
- 2. Explain emergency procedures in case of a crisis

15.2.1 First Aid

First Aid is the provision of initial care for an illness or injury usually performed by a non-expert until definitive medical treatment can be accessed. It consist of a series of simple and in some cases, potentially lifesaving techniques. Having a first aid kit or disaster preparedness kit at right place is very important.

General Procedures

Accidents happen, always unexpectedly, having a basic knowledge of first aid is very important. Being well-informed in a crisis can sometimes make that life-or-death difference

- 1. The principle of first aid is immediate action, but it is essential that quick action does not cause panic.
- 2. Any action taken needs to be careful and deliberate and the first-aider must remain calm at all times.
- 3. It is equally important to assess the situation quickly, to appreciate the limitations of your own actions and to seek expert assistance.

Contents of a First Aid Box

- First-aid manual
- Bandages
- Band-Aid antiseptic cream/liquids
- Cotton swabs
- Disinfectant
- Anti-allergic medicine
- Pain reliever
- Rehydration fluid (ORS packets)
- A pair of scissors
- A pair of tweezers
- Thermometer









Fig 15.10 First aid box

Administering First Aid

In administering first aid, you have four primary tasks:

- 1. Maintain the breathing
- 2. Stop the bleeding/maintain circulation
- 3. Prevent or treat for shock
- 4. Cover open wounds to prevent infection

In the table below are common injuries and first aid action for the same.

	Problem	What to do?	
1.	Bleeding due	Call for medical help.	
	to phisycal	• Let the victim lie down.	
	injury	 Place a clean pad or gauge directly over the wound. 	
		Apply direct pressure firmly with both hands.	
		Raise bleeding part higher than rest of body.	
2.	Burns	• For minor burns, wash with cold water. Seek medical help.	
	(thermal –	• For major burns:	
	due to fire)	\circ wash and cool with cold water.	
		\circ call medical help. All burns should be attended to by a medical	
		practitioner.	
		 Do not apply ointments, grease, or baking soda. 	
		 Place clean cloth over the burned area. 	
		o Let the victim lie down.	
		 Don't give fluids. 	
		 Place head and chest lower than rest of the body. 	
		 Raise legs, if possible. 	
3.	Burns	Flush with water for five minutes.	
	(chemical-	Remove clothes, if needed.	
	due to acid,	Place clean cotton cloth over the burns.	
	etc.)	Call for medical help.	
		• Let the victim lie down, and provide lots of liquids.	
		• Place head and chest lower than rest of the body.	
		Raise legs, if possible.	

	Problem What to do?	
4.	Cuts and	Clean hands before touching the wound.
	abrasions	• Never put ones mouth over a wound, and or breath on a wound.
		Cleanse wound with soap and water.
		Hold sterile pad firmly over the wound.
		• Cover the wound with help of a pad if bleeding persists.
		Seek medical attention.
5.	Fracture	A fracture should be assumed if there is a fall and the body part does not
		look normal or swells, and there is difficulty in moving/ using the affected
		part.
		Do not move the victim unless in danger
		Leave the limb in the position you found it.
		Apply a splint, if you know how to support
		the injured leg with padding or with your Fig 15.11 Fracture
		hands above and below the break.
		Keep the patient still and support the injured area.
		• For arm fractures, a sling (common material that can be used to make a
		sling would be scale and napkins/ handkerchiefs, dupattas, etc.) can be
		made to support the affected area still.
		This can be hung around the neck using a
		triangular cloth.
		Splints (long-firm object) can be used for
		support and keeping it still, but usually
		splinting to another part of the body is best.
		 In case of leg fractures, patient's both legs can be tied together.
		• Control the bleeding with sterile dressing and pressure, if required, bu
		avoid putting pressure directly on the
		exposed bone in an open fracture
		Call medical help.

	Problem	What to do?			
6. Heat stroke		 Signs include flushed hot and dry skin, rapid, weak pulse, confusion an unconscious. 			
		Get medical help, Delays could be fatal.			
		• Have the victim lie down, with feet elevated in a cool and shady place.			
		• Sponge the body of the victim to cool it or spray cool water (do not us			
		ice cold water).			
		Give the victim some non alcoholic liquids to drink.			
7.	Seizures and	If the seizure has happened for the first time, call medical help.			
	convultions	• If seizers are known to happen to the vitcim, it may not always be			
		medical emergency. It usually ends in a few minutes. If it lasts more tha			
		15 minutes, get medical help.			
		Remove objects that may injure a person.			
		Do not restrain victim.			
		Do not slap victim or douse with water.			
		Do not place finger or hard objects in the mouth.			
		• When seizure ends, take victim to a comfortable area and allow him/ he			
		to sleep if they wish.			
8.	Shock	• The victim may show signs of shock usually when he/ she has suffered			
		severe injury.			
		 Signs include cold, clammy skin with beads of perspiration on forehea 			
		and palms, pale skin colour, a cold feeling, shaking chills, nausea vomiting, shallow and rapid breathing.			
		Get medical help immidiately. Delay could be fatal.			
		Correct the cause of the shock such as, removing the victim from danger			
Keep victim's airway open.		Keep victim's airway open.			
		Help prevent choking if the victim vomits			
		Elevate victim's legs.			
		Keep victim comfortable and warm. <i>Fig 15.13 Shock</i>			
	1				

	Problem	What to do?
9. Neck and		Do not move victim unless needed.
	spine injury	Get medical help.
		• Do not move the head except to keep the airway open.
		• If victim vomits, roll to their side. Don't turn the head.
		Monitor breathing.
10.	Sprains and	Treat as though it were a fracture.
	Strains	Place injured part at rest.
		Elevate injured part, if possible.
		Apply cold compress or ice to prevent swelling.
		Contact a doctor.
		• Don't apply heat for at least 24 hours.
11. Fainting		• When a person feels unconsious, make him/ her sit or lie down.
		If sitting, position head between the knees.
		• When a person faints, position him/ her on his/ her back.
		Check to see if the airway is clear.
		Restore blood flow by loosening clothing/ belts/ collars.
		Elevate feet above head level.
		• Patient should be normal within a minute, if not, seek medical help.
		Check if breathing/ pulse is normal. If not, do CPR.
		• If one is uncomfortable with CPR, get patient to recovery position.
		\circ Put the arm nearest to you at a right angle, with their palm
		facing up.
		\circ Move the other arm, palm upwards, and put it against the
		person's cheek.
		• Take the knee farthest from you and pull it up until the foot is
		flat on the floor.
		• Pull the knee towards you, keeping the person's hand pressed
		against their cheek, and position the leg at right angle.
		• Ensure that the airway stays open by tilting the head back and
		lifting the chin.
		Stay with the person until help arrives.

Bandaging

Bandages, ranging from cloth strips to specialised bandages used for a particular body part, are important components of a first aid kit.

The various reasons for applying bandages are:

- Bandaging helps the dressing to stay firmly on the wound.
- Bandaging is an effective technique to support a hurt joint.
- Bandage wrapping helps to reduce swelling.
- In case of a wound, bandaging helps to stop bleeding.
- Bandaging helps to restrict the movement of an injured body part.

Bandaging a wound

- 1. Clean the wound area to remove dirt and debris, use disinfected cotton swabs
- 2. Apply antiseptic cream on the inside of the cotton or absorbent gauge
- 3. Place it directly on to the wound, ensure the whole of the wound is covered and some part around it
- 4. Either fix this in position with a hletic tape and/or cover with a roll of bandage
- 5. As you reach the end of the roll, cut the bandage horizontally, tie a knot to secure the ripped edge and move one end clockwise and the other anti-clockwise and tie the two ends in a knot
- 6. Or else secure the end of the roll with athletic tape
- 7. Ensure the bandage is not too tight so as to hamper circulation
- 8. Change the dressing daily to avoid infection

Bandaging to support a hurt joint

- Start wrapping the bandage lower than the area that is injured
- Continue to wrap upward around the injury
- Fully wrap the entire area that is injured, wrapping securely. But do not wrap so tightly that the bandage causes the area to swell
- If the area or surrounding area begins to swell, turn cold, blue or numb, loosen the bandage
- Continue to use the bandage until the injury has healed



Fig 15.14 Bandaging

Bandaging to stop bleeding

<u>Minor Wounds</u>: A minor wound is one where the bleeding is slow, or the wound appears like a scrape or a scratch.

- Make sure the person is sitting or lying down comfortably.
- Clean the wound using running tap water or with an alcohol-free wipe. Do not use antiseptics, as these may damage the skin.
- Apply a sterile bandage or dressing to the wound.
- Use finger or hand pressure directly on the wound. For minor injuries bleeding is likely to stop in less than 10 minutes, if the person does not haver clotting problems.
- Seek medical attention if bleeding does not stop with continued pressure.



Fig 15.15 Bleeding thumb

<u>Serious Wounds:</u> If a person is bleeding seriously, you will see blood spurting from a wound, or blood flow that is profuse and fails to clot with regular measures to stop the bleeding.

- Get the person to lie down. To reduce chances of shock, elevate the victim's legs or position the head lower than the body. Check the victim's breathing and circulation before proceeding. See how to treat shock and manage symptoms of shock. If you suspect a broken bone, however, do not attempt to move the limb.
- Remove any visible foreign object, dirt and debris. Do not clean the wound thoroughly. The immediate priority is to stop the bleeding. Cleaning the wound can wait.
- If the foreign object is large like a piece of glass or knife, etc. do not remove it. These objects are possibly stopping a lot of the bleeding. Just put pressure and bandage around the object taking care not to push it in further.
- Apply firm pressure directly to the wound until the bleeding stops. Use a pad of clean gauze, dressing, clothing or your hand if nothing else is available. Place your hand over the pad and apply firm pressure with fingers or a hand to the wound.
- Continue to apply pressure steadily.
- If the injury is on a limb (arm or leg), you can use tape or a cloth wrapped around the wound to maintain pressure. A folded triangular bandage is ideal to use over a wound in such a case.



Fig 15.16 Wounded wrist

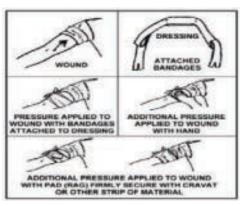


Fig 15.17 Bandage dressing

Bandaging to restrict the movement of an injured body part

- Immobilise the affected area (especially the neck if there is any possibility of an injury to the **cervical spine**).
- Keep the patient still and support the injured area.
- For arm fractures, a sling can be made to support and immobilise the affected area.
- Splints (any long firm object) can be used for support and immobilisation but, ideally, splints the affected area to another part of the body when appropriate, e.g. using one leg to splint the other leg.



Fig 15.18 Splint

• For open fractures, control the bleeding with a sterile dressing and apply pressure if required.

Cardio - Pulmonary Resuscitation (CPR)







Fig 15.19 CPR

- Often caused by abnormal heart rhythm
- This aberrant rhythm is ventricular fibrillation (VF)
- During VF heart stops pumping blood
- Patient may stop breathing
- No pulse may be detected
- A shock to the heart, called defibrillation, required
- Defibrillation stops VF, restores heart function

What is CPR

- Emergency life-saving measure
- Combination of rescue breathing & chest compressions
- Done on unconscious/ non-breathing patient
- Done on persons suffering cardiac arrest

- Also for near-drowning/asphyxiation/trauma cases
- CPR conducts defibrillation
- Supports heart pumping for short duration
- Allows oxygen to reach brain
- Buys time till help arrives
- More effective when done as early as possible

The Vital Steps

Clear the airway

- Assess if the person is conscious/breathing
- Lay the person on his/her back on a hard surface
- Using a head tilt -chin lift open his/her airway
- Check for breathing sound
- If not breathing, start mouth-to-mouth breathing

Mouth-to-mouth breathing

- Pinch the person's nostril shut
- Seal his/her mouth with your own
- Give the first breath, lasting one second
- Watch if chest rises
- If it rises, give second rescue breath
- If it does not rise, give a head tilt- chin lift
- Now give second rescue breath

Restore circulation through compression

- Place heel of your palm on patient's chest
- Place your other hand above first
- Keep elbows straight
- Push down using upper body weight (compress)
- Push hard and fast
- After 30 compressions, clear airway
- Give two rescue breaths
- This is one cycle
- Give 100 compressions / minute
- Continue CPR till medical help arrives

CPR training

- CPR practical skill acquired through training
- Professional training/ regular practice mandatory
- CPR not confined to medical professionals
- Community organizations like Red Cross conduct CPR training

-15.2.2 In Case of Emergency-

Effective Communication during Emergencies

Communication is process of conveying information from a sender to receiver with the use of a medium in which the communicated information is understood the same way by both sender and receiver.

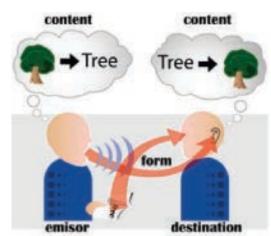
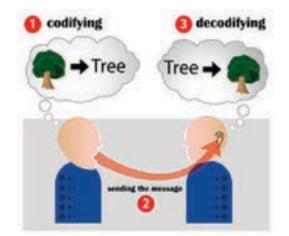


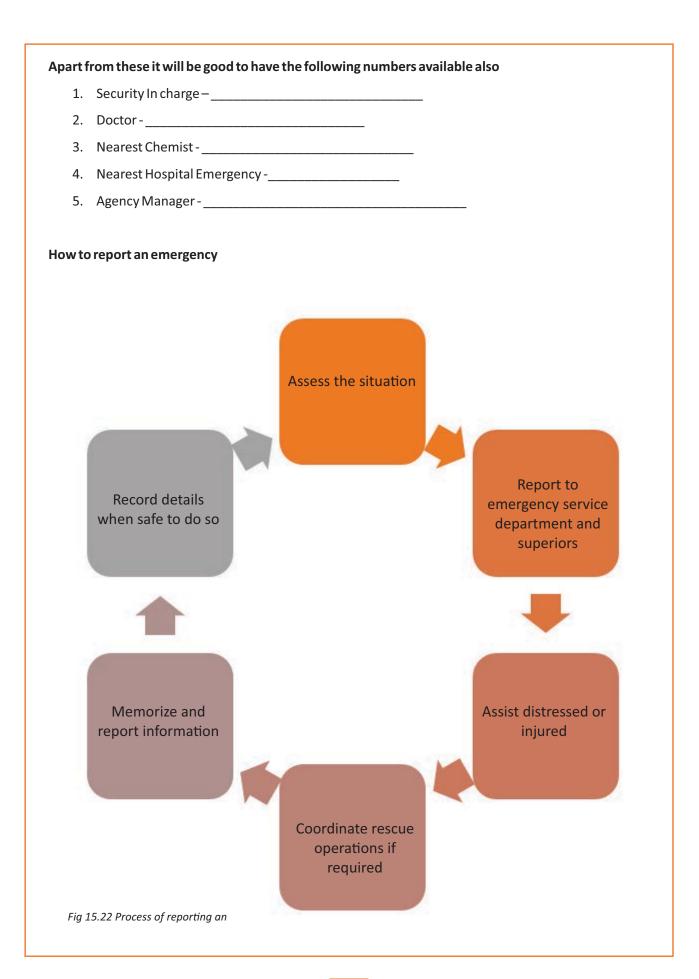
Fig 15.20 Process of communication

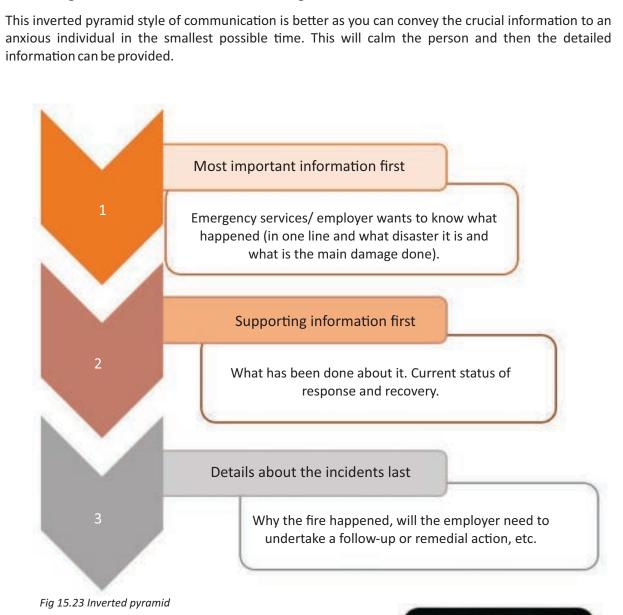


Keep handy emergency phone numbers including:

- 1. Police 100
- 2. Fire-101
- 3. Ambulance-102







Evacuation Procedure

There are two categories of evacuations that could be faced with

• Where the site is a "closed" site. i.e. is not open for public

You can organise the information in the following order:

• Where a large number of are people gathered



Fig 15.24 Sign for evacuation

Whichever category the site falls in, all F&B Service staff assistant should be aware of the emergency evacuation procedures at the location where they are working. These procedures should be posted at the site and be distributed to all occupants. F & B Service staff should also learn about the location of all fire exits, fire alarm activation devices, fire extinguishers, emergency equipment, and assembly areas available at the site.

Some important points during evacuation

- Remain calm
- If an emergency alarm sounds, all occupants are required to evacuate the premises immediately.
- The F & B Service staff should inform his supervisor, building manager and/or whoever has been mentioned in the emergency plan for being responsible for evacuation during an emergency.
- Horizontal evacuation: People from the site should be moved a safe distance away from the area of immediate danger.
- Vertical evacuation: Stairs should be used to evacuate occupants from the site whenever possible.
- Stay in a place of refuge: Unless there is immediate danger, people unable to evacuate should be asked to find a place of refuge.

Evacuation of people with difficulties

- People with movement related, vision, and other disabilities are faced with significant obstacles during an evacuation. These needs must be kept in mind in any evacuation.
- People with disabilities may not be able to evacuate without help. The use of a "buddy" system is recommended.





1. List the common safety hazards:

2. What are the common sources of fire?

3. How will you provide first aid for the following:

- Burns
- Fracture
- Shock

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		internet por the	invert pyranna.	
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Summary



1. Common Safety Hazards

Some safety and health related hazards and how they can be controlled are as follows:

- Surfaces/ Places related Hazards & Risks:
 - Dirty, dusty and littered areas can lead to infections as well as accidents from slipping, tripping, etc.
 - Wet/oily/soapy surfaces are can lead to accidents by slipping or falling and breaking of glassware.
 - Working with wooden tables that have nails protruding on the surface.

How to Control?

- Keep the work area neat and tidy.
- Wet areas should be mopped and kept dry.
- Handling glassware properly.
- Precautions should be taken while dealing with surfaces with sharp or pointed edges or object protruding.

• Equipment/items related Hazards & Risk:

- Certain sharp and delicate equipment are used by the F & B service staff, which if not used carefully can cause physical hurt like knifes, scissors, forks, long handle brushes etc.

How to Control?

- Never use a tool to do a job for which it was not designed.
- Handling the equipment properly as required.

• Materials & Chemical Hazards & Risks:

- Gas, charcoal or chemical fuel is used as a source of heat in the preparation or temperature maintenance of food, these are highly inflammable & can also be toxic.
- Chemicals like varnish, insecticide, repellents, surface cleaners, phenyl, paint, fuel, etc. Can be toxic and may release dangerous vapours.
- The worker may also come in contact with hazardous materials like kerosene, turpentine, fuel, batteries, etc.

How to Control?

While using hazardous materials & chemicals ensure the following:

- Wear gloves, avoid skin coming into contact with the chemical.
- Keep the chemical away from eyes and nose.
- Never mix chemicals unless particularly advised by the product manufacturer.
- Do not ingest any chemical, if by mistake someone swallows some chemical see a doctor immediately.

- Summary



- 1. While storing hazardous materials & chemicals ensure the following:
 - Store chemicals away from the reach of children or people who do not know anything about them.
 - Always ensure they are kept in air tight containers in a cool dry place.
 - All containers should be correctly labelled with the expiry date clearly visible on the same.
 - Access to the store should be controlled and only people who are required to work with these materials and understand how to deal with them should be allowed to access them.
 - Warning signs should be put up in the areas where these materials are kept, so that everyone takes due precautions in in the area e.g. they do not smoke or light matches, they wear gloves, facemask etc. as required.

2. Tips to lifting heavy object:

- Stand the object upright.
- Position feet shoulder-width apart, close to the object.
- Approach the load upfront and facing the direction in which it has to be taken.
- Bend at the knees.
- Place hands under the load and pull the load close to the body.
- Lift the load such that the thigh muscles are doing most of the work, and not the back.
- Slowly lift by straightening knees.
- Lower the load also by bending the knees.
- While releasing the load take care that the fingers are not trapped under it.

3. Primary tasks while administering first aid are:

- Maintain the breathing
- Stop the bleeding/maintain circulation
- Prevent or treat for shock
- Cover open wounds to prevent infection

Summary



4. Types of fire and extinguishers:

CLASS	SYMBOL	ТҮРЕ	
A		Class A fire involves solid materials of an organic nature that don't melt such as, wood, paper, cloth, rubber and plastics.	
В		Class B fire involves liquids. These include petrol, diesel, thinners, oils, paints, wax, cooking fat and plastics that melt.	
С		Class C fire involves electricity.	
	No symbol	Class D fires involve flammable metals such as magnesium, aluminum, titanium, sodium and potassium.	

5. The process reporting an emergency:



Annexure

List of practical activities and assignments:

Following are various practical assignments and activities that are suggested to be undertaken as part of the course by all students.

- 1. Visit the following establishments to understand organizational structure, roles and responsibilities of personnel in the F&B service Department.
 - Luxury hotel
 - Budget hotel
 - Premium restaurant
 - Budget restaurant
 - One other establishment, different from the above listed, where F&B stewards work
- 2. Meet working Stewards in Hotels and Restaurants and get the following information to compare contexts:
 - Salary and perquisites
 - Roles and Responsibilities
 - Working hours and shifts, other employment terms and conditions
 - Career growth path and timelines
 - Key skills, knowledge and attitudes valued by employers and key to succes
 - Meet highly rated and high performing Stewards and ask them, their colleagues and managers what makes them valuable and successful?
- 3. Make a 5 course menu for any four of the following cuisines and present it in class, describing the dish and if possible its origins.
 - Italy
 - Japan
 - Korea
 - United Kingdom
 - France
 - Spain
 - West Bengal
 - Rajasthan
 - Andhra Pradesh
 - Jammu and Kashmir
- 4. List various steps in preparation of Restaurant Service that a Steward has to carry out.
- 5. Lay a table cloth using the S fold method.

- 6. Demonstrate the correct method for the following service activities:
 - Replacing an ash-tray
 - Wiping crockery, cutlery and glassware
 - Seating a guest
 - Introduce yourself to the guest
 - Pouring water from a Steel Jug for a guest
 - Crumbing a table
 - Serving a pre-plated dish
 - Taking a coffee order
 - Serving leaf tea
 - Opening a corked wine bottle and serve wine to guests
 - Food Service from an Entrée Dish using a service fork and spoon
 - Carrying 6 stem glasses in one's hands without a tray
 - Clearance of a four cover table at the end of a dinner main course
 - Present the check to the guest and seek feedback on the food and service
 - Handle a water spill on the guest table during service
- 7. Demonstrate at least 10 different Napkin folds
- 8. Lay a cover for the following:
 - Continental breakfast
 - A Pasta order (Spaghetti Neapolitan)
 - Indian three course meal including a starter, main course and dessert
- 9. Set-up a tray for Tea and Coffee service
- 10. List the various charges and levies applicable in your state on Food and Beverage Restaurant items and service. Find out the applicable rates in your state and one neighboring state.
- 11. Carry out a credit card transaction for a customer using a credit card swipe machine and carry out the following actions:
 - Make a sale
 - Void a transaction
 - Add gratuity charge to the credit card slip
- 12. Demonstrate the following techniques correctly:
 - Administering CPR in a simulated emergency situation
 - Use a fire extinguisher
 - Select the correct extinguisher for various types of fire
 - Bandage a wound (assumed)

- Apply a splint to a fractured bone (assumed)
- Evacuation procedures during an emergency (simulated)
- 13. Write an accident/incident report with all relevant information for various situations such as:
 - Theft at the restaurant
 - Minor Fire in the restaurant
- 14. Take reservations for a table for dinner, on phone in a simulated activity. Note down all details required and confirm the booking, refuse the booking and waitlist a booking.
- 15. Handle situations correctly, where the guest is complaining and is upset due to the following reasons:
 - Hair found in the food
 - Delay in serving order
 - Did not like the taste of the food
 - Food was cold
 - Table is wobbling

16. Handle situations where there is:

- Fire in the restaurant
- A power failure in the restaurant
- Non availability of items ordered by the guest
- An elderly person is unable to read the menu properly and is a lone guest on the table
- A guest faints during service
- A guest is seen putting a restaurant fork and spoon in their bag
- One has just found out that the guest on the table being served:
 - has their birthday today
 - has their birthday in a week's time
 - complains that their phone has suddenly gone missing in the restaurant
- 17. Demonstrate good personal grooming standards every day
- 18. List at least three self-development actions that one will take to keep themselves professionally updated and develop new and better skills, knowledge and attitude for professional and personal success.
- 19. Develop a personal self-development action plan to achieve one's objectives over a 5-year time frame.

20. Calculate discounts and taxes as a percentage on the meal:

- 27.5% tax and 30% discount on a meal costing Rs. 780
- 22% tax on alcoholic beverage, 12% tax on soft beverage and 17% tax on food items on an order including:

ltem	Quantity Consumed	Price Per Unit
Coca Cola	4	80
Bacardi	3	200
Soda	2	60
Murgh Makhani	1	360
Dal Fry	1	190
Gulab Jamun	2	75
Mineral Water	2	40

Calculate the total amount and apply a 10% service charge on it to arrive at the final price.





सत्यमेव जयते GOVERNMENT OF INDIA MINISTRY OF SKILL DEVELOPMENT & ENTREPRENEURSHIP



Transforming the skill landscape

THSC THSC TOURISM & HOSPITALITY SKILL COUNCIL

16. Employability & Entrepreneurship Skills

- Unit 16.1 Personal Strengths & Value Systems
- Unit 16.2 Digital Literacy: A Recap
- Unit 16.3 Money Matters
- Unit 16.4 Preparing for Employment & Self Employment
- Unit 16.5 Understanding Entrepreneurship
- Unit 16.6 Preparing to be an Entrepreneur

Key Learning Outcomes

At the end of this unit, you will be able to:

- 1. Explain the meaning of health
- 2. List common health issues
- 3. Discuss tips to prevent common health issues
- 4. Explain the meaning of hygiene
- 5. Understand the purpose of Swacch Bharat Abhiyan
- 6. Explain the meaning of habit
- 7. Discuss ways to set up a safe work environment
- 8. Discuss critical safety habits to be followed by employees
- 9. Explain the importance of self-analysis
- 10. Understand motivation with the help of Maslow's Hierarchy of Needs
- 11. Discuss the meaning of achievement motivation
- 12. List the characteristics of entrepreneurs with achievement motivation
- 13. List the different factors that motivate you
- 14. Discuss how to maintain a positive attitude
- 15. Discuss the role of attitude in self-analysis
- 16. List your strengths and weaknesses
- 17. Discuss the qualities of honest people
- 18. Describe the importance of honesty in entrepreneurs
- 19. Discuss the elements of a strong work ethic
- 20. Discuss how to foster a good work ethic
- 21. List the characteristics of highly creative people
- 22. List the characteristics of highly innovative people
- 23. Discuss the benefits of time management
- 24. List the traits of effective time managers
- 25. Describe effective time management technique
- 26. Discuss the importance of anger management
- 27. Describe anger management strategies
- 28. Discuss tips for anger management
- 29. Discuss the causes of stress
- 30. Discuss the symptoms of stress
- 31. Discuss tips for stress management
- 32. Identify the basic parts of a computer
- 33. Identify the basic parts of a keyboard
- 34. Recall basic computer terminology
- 35. Recall basic computer terminology

- 36. Recall the functions of basic computer keys
- 37. Discuss the main applications of MS Office
- 38. Discuss the benefits of Microsoft Outlook
- 39. Discuss the different types of e-commerce
- 40. List the benefits of e-commerce for retailers and customers
- 41. Discuss how the Digital India campaign will help boost e-commerce in India
- 42. Explain how you will sell a product or service on an e-commerce platform
- 43. Discuss the importance of saving money
- 44. Discuss the benefits of saving money
- 45. Discuss the main types of bank accounts
- 46. Describe the process of opening a bank account
- 47. Differentiate between fixed and variable costs
- 48. Describe the main types of investment options
- 49. Describe the different types of insurance products
- 50. Describe the different types of taxes
- 51. Discuss the uses of online banking
- 52. Discuss the main types of electronic funds transfers
- 53. Discuss the steps to prepare for an interview
- 54. Discuss the steps to create an effective Resume
- 55. Discuss the most frequently asked interview questions
- 56. Discuss how to answer the most frequently asked interview questions
- 57. Discuss basic workplace terminology
- 58. Discuss the concept of entrepreneurship
- 59. Discuss the importance of entrepreneurship
- 60. Describe the characteristics of an entrepreneur
- 61. Describe the different types of enterprises
- 62. List the qualities of an effective leader
- 63. Discuss the benefits of effective leadership
- 64. List the traits of an effective team
- 65. Discuss the importance of listening effectively
- 66. Discuss how to listen effectively
- 67. Discuss the importance of speaking effectively
- 68. Discuss how to speak effectively
- 69. Discuss how to solve problems
- 70. List important problem solving traits

- 71. Discuss ways to assess problem solving skills
- 72. Discuss the importance of negotiation
- 73. Discuss how to negotiate
- 74. Discuss how to identify new business opportunities
- 75. Discuss how to identify business opportunities within your business
- 76. Understand the meaning of entrepreneur
- 77. Describe the different types of entrepreneurs
- 78. List the characteristics of entrepreneurs
- 79. Recall entrepreneur success stories
- 80. Discuss the entrepreneurial process
- 81. Describe the entrepreneurship ecosystem
- 82. Discuss the government's role in the entrepreneurship ecosystem
- 83. Discuss the current entrepreneurship ecosystem in India
- 84. Understand the purpose of the Make in India campaign
- 85. Discuss the relationship between entrepreneurship and risk appetite
- 86. Discuss the relationship between entrepreneurship and resilience
- 87. Describe the characteristics of a resilient entrepreneur
- 88. Discuss how to deal with failure
- 89. Discuss how market research is carried out
- 90. Describe the 4 Ps of marketing
- 91. Discuss the importance of idea generation
- 92. Recall basic business terminology
- 93. Discuss the need for CRM
- 94. Discuss the benefits of CRM
- 95. Discuss the need for networking
- 96. Discuss the benefits of networking
- 97. Understand the importance of setting goals
- 98. Differentiate between short-term, medium-term and long-term goals
- 99. Discuss how to write a business plan
- 100. Explain the financial planning process
- 101. Discuss ways to manage your risk
- 102. Describe the procedure and formalities for applying for bank finance
- 103. Discuss how to manage your own enterprise
- 104. List important questions that every entrepreneur should ask before starting an enterprise

UNIT 16.1: Personal Strengths & Value Systems

- Unit Objectives 🛛

At the end of this unit, you will be able to:

- 1. Explain the meaning of health
- 2. List common health issues
- 3. Discuss tips to prevent common health issues
- 4. Explain the meaning of hygiene
- 5. Understand the purpose of Swacch Bharat Abhiyan
- 6. Explain the meaning of habit
- 7. Discuss ways to set up a safe work environment
- 8. Discuss critical safety habits to be followed by employees
- 9. Explain the importance of self-analysis
- 10. Understand motivation with the help of Maslow's Hierarchy of Needs
- 11. Discuss the meaning of achievement motivation
- 12. List the characteristics of entrepreneurs with achievement motivation
- 13. List the different factors that motivate you
- 14. Discuss how to maintain a positive attitude
- 15. Discuss the role of attitude in self-analysis
- 16. List your strengths and weaknesses
- 17. Discuss the qualities of honest people
- 18. Describe the importance of honesty in entrepreneurs
- 19. Discuss the elements of a strong work ethic
- 20. Discuss how to foster a good work ethic
- 21. List the characteristics of highly creative people
- 22. List the characteristics of highly innovative people
- 23. Discuss the benefits of time management
- 24. List the traits of effective time managers
- 25. Describe effective time management technique
- 26. Discuss the importance of anger management
- 27. Describe anger management strategies
- 28. Discuss tips for anger management
- 29. Discuss the causes of stress
- 30. Discuss the symptoms of stress
- 31. Discuss tips for stress management

- 16.1.1 Health, Habits, Hygiene: What is Health

As per the World Health Organization (WHO), health is a "State of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity." This means being healthy does not simply mean not being unhealthy – it also means you need to be at peace emotionally, and feel fit physically. For example, you cannot say you are healthy simply because you do not have any physical ailments like a cold or cough. You also need to think about whether you are feeling calm, relaxed and happy.

Common Health Issues

Some common health issues are:

- Allergies
- Asthma
- Skin Disorders
- Depression and Anxiety
- Diabetes
- Cough, Cold, Sore Throat
- Difficulty Sleeping
- Obesity

Tips to Prevent Health Issues -

Taking measures to prevent ill health is always better than curing a disease or sickness. You can stay healthy by:

- Eating healthy foods like fruits, vegetables and nuts
- Cutting back on unhealthy and sugary foods
- Drinking enough water everyday
- Not smoking or drinking alcohol
- Exercising for at least 30 minutes a day, 4-5 times a week
- Taking vaccinations when required
- Practicing yoga exercises and meditation

How many of these health standards do you follow? Tick the ones that apply to you.

- 1. Get minimum 7-8 hours of sleep every night.
- 2. Avoid checking email first thing in the morning and right before you go to bed at night.

3. Don't skip meals – eat regular meals at correct meal times.

- 4. Read a little bit every single day.
- 5. Eat more home cooked food than junk food.

6.	Stand more than you sit.	
7.	Drink a glass of water first thing in the morning and have at least 8 glasses of water through the day.	
8.	Go to the doctor and dentist for regular checkups.	
9.	Exercise for 30 minutes at least 5 days a week.	
10	Avoid consuming lots of aerated beverages.	

- What is Hygiene? -

As per the World Health Organization (WHO), "Hygiene refers to conditions and practices that help to maintain health and prevent the spread of diseases." In other words, hygiene means ensuring that you do whatever is required to keep your surroundings clean, so that you reduce the chances of spreading germs and diseases.

For instance, think about the kitchen in your home. Good hygiene means ensuring that the kitchen is always spick and span, the food is put away, dishes are washed and dustbins are not overflowing with garbage. Doing all this will reduce the chances of attracting pests like rats or cockroaches, and prevent the growth of fungus and other bacteria, which could spread disease.

How many of these health standards do you follow? Tick the ones that apply to you.

1.	Have a bath or shower every day with soap – and wash your hair with shampoo 2-3	
	times a week.	
2.	Wear a fresh pair of clean undergarments every day.	

3.	Brush your teeth in the morning and before going to bed.	
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- 4. Cut your fingernails and toenails regularly.
- 5. Wash your hands with soap after going to the toilet.
- 6. Use an anti-perspirant deodorant on your underarms if you sweat a lot.
- 7. Wash your hands with soap before cooking or eating.
- 8. Stay home when you are sick, so other people don't catch what you have.
- 9. Wash dirty clothes with laundry soap before wearing them again.
- 10. Cover your nose with a tissue/your hand when coughing or sneezing.

See how healthy and hygienic you are, by giving yourself 1 point for every ticked statement! Then take a look at what your score means.

Your Score

0-7/20: You need to work a lot harder to stay fit and fine! Make it a point to practice good habits daily and see how much better you feel!

7-14/20: Not bad, but there is scope for improvement! Try and add a few more good habits to your daily routine.

14-20/20: Great job! Keep up the good work! Your body and mind thank you!

Swachh Bharat Abhiyan

We have already discussed the importance of following good hygiene and health practices for ourselves. But, it is not enough for us to be healthy and hygienic. We must also extend this standard to our homes, our immediate surroundings and to our country as a whole.

The 'Swachh Bharat Abhiyan' (Clean India Mission) launched by Prime Minister Shri Narendra Modi on 2nd October 2014, believes in doing exactly this. The aim of this mission is to clean the streets and roads of India and raise the overall level of cleanliness. Currently this mission covers 4,041 cities and towns across the country. Millions of our people have taken the pledge for a clean India. You should take the pledge too, and do everything possible to keep our country clean!

What are Habits?

A habit is a behaviour that is repeated frequently. All of us have good habits and bad habits. Keep in mind the phrase by John Dryden: "We first make our habits, and then our habits make us." This is why it is so important that you make good habits a way of life, and consciously avoid practicing bad habits.

Some good habits that you should make part of your daily routine are:

- Always having a positive attitude
- Making exercise a part of your daily routine
- Reading motivational and inspirational stories
- Smiling! Make it a habit to smile as often as possible
- Making time for family and friends
- Going to bed early and waking up early

Some bad habits that you should quit immediately are:

- Skipping breakfast
- Snacking frequently even when you are not hungry
- Eating too much fattening and sugary food
- Smoking, drinking alcohol and doing drugs
- Spending more money than you can afford
- Worrying about unimportant issues
- Staying up late and waking up late

– Tips 📗

- Following healthy and hygienic practices every day will make you feel good mentally and physically.
- Hygiene is two-thirds of health so good hygiene will help you stay strong and healthy!

- 16.1.2: Safety: Tips to Design a Safe Workplace

Every employer is obligated to ensure that his workplace follows the highest possible safety protocol. When setting up a business, owners must make it a point to:

- Use ergonomically designed furniture and equipment to avoid stooping and twisting
- Provide mechanical aids to avoid lifting or carrying heavy objects
- Have protective equipment on hand for hazardous jobs
- Designate emergency exits and ensure they are easily accessible
- Set down health codes and ensure they are implemented
- Follow the practice of regular safety inspections in and around the workplace
- Ensure regular building inspections are conducted
- Get expert advice on workplace safety and follow it

Non-Negotiable Employee Safety Habits

Every employer is obligated to ensure that his workplace follows the highest possible safety protocol. When setting up a business, owners must make it a point to:

- Immediately report unsafe conditions to a supervisor
- Recognize and report safety hazards that could lead to slips, trips and falls
- Report all injuries and accidents to a supervisor
- Wear the correct protective equipment when required
- Learn how to correctly use equipment provided for safety purposes
- Be aware of and avoid actions that could endanger other people
- Take rest breaks during the day and some time off from work during the week

Tips 🛛

- Be aware of what emergency number to call at the time of a workplace emergency
- Practice evacuation drills regularly to avoid chaotic evacuations

16.1.3 Self Analysis – Attitude, Achievement Motivation: – What is Self-Analysis

To truly achieve your full potential, you need to take a deep look inside yourself and find out what kind of person you really are. This attempt to understand your personality is known as self-analysis. Assessing yourself in this manner will help you grow, and will also help you to identify areas within yourself that need to be further developed, changed or eliminated. You can better understand yourself by taking a deep look at what motivates you, what your attitude is like, and what your strengths and weaknesses are.

- What is Motivation?

Very simply put, motivation is your reason for acting or behaving in a certain manner. It is important to understand that not everyone is motivated by the same desires – people are motivated by many, many different things. We can understand this better by looking at Maslow's Hierarchy of Needs.

Maslow's Hierarchy of Needs -

Famous American psychologist Abraham Maslow wanted to understand what motivates people. He believed that people have five types of needs, ranging from very basic needs (called physiological needs) to more important needs that are required for self-growth (called self-actualization needs). Between the physiological and self-actualization needs are three other needs – safety needs, belongingness and love needs, and esteem needs. These needs are usually shown as a pyramid with five levels and are known as Maslow's Hierarchy of Needs.

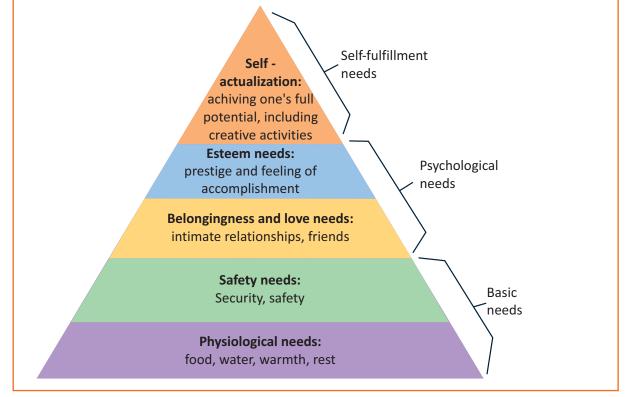


Fig. 16.1 Maslow's Hierarchy

As you can see from the pyramid, the lowest level depicts the most basic needs. Maslow believed that our behaviour is motivated by our basic needs, until those needs are met. Once they are fulfilled, we move to the next level and are motived by the next level of needs. Let's understand this better with an example.

Rupa comes from a very poor family. She never has enough food, water, warmth or rest. According to Maslow, until Rupa is sure that she will get these basic needs, she will not even think about the next level of needs – her safety needs. But, once Rupa is confident that her basic needs will be met, she will move to the next level, and her behaviour will then be motivated by her need for security and safety. Once these new needs are met, Rupa will once again move to the next level, and be motivated by her need for relationships and friends. Once this need is satisfied, Rupa will then focus on the fourth level of needs – her esteem needs, after which she will move up to the fifth and last level of needs – the desire to achieve her full potential.

– Understanding Achievement Motivation

We now know that people are motivated by basic, psychological and self-fulfillment needs. However, certain people are also motivated by the achievement of highly challenging accomplishments. This is known as Achievement Motivation, or 'need for achievement'.

The level of motivation achievement in a person differs from individual to individual. It is important that entrepreneurs have a high level of achievement motivation – a deep desire to accomplish something important and unique. It is equally important that they hire people who are also highly motivated by challenges and success.

What Motivates You?

What are the things that really motivate you? List down five things that really motivate you. Remember to answer honestly!

I am motivated by:

Characteristics of Entrepreneurs with Achievement Motivation

Entrepreneurs with achievement motivation can be described as follows:

- Unafraid to take risks for personal accomplishment
- Love being challenged
- Future-oriented
- Flexible and adaptive
- Value negative feedback more than positive feedback

Think about it:

• How many of these traits do you have?

- Very persistent when it comes to achieving goals
- Extremely courageous
- Highly creative and innovative
- Restless constantly looking to achieve more
- Feel personally responsible for solving problems
- Can you think of entrepreneurs who display these traits?

How to Cultivate a Positive Attitude

The good news is attitude is a choice. So it is possible to improve, control and change our attitude, if we decide we want to! The following tips help foster a positive mindset:

- Remember that you control your attitude, not the other way around
- Devote at least 15 minutes a day towards reading, watching or listening to something positive
- Avoid negative people who only complain and stop complaining yourself
- Expand your vocabulary with positive words and delete negative phrases from your mind
- Be appreciative and focus on what's good in yourself, in your life, and in others
- Stop thinking of yourself as a victim and start being proactive
- Imagine yourself succeeding and achieving your goals

What is Attitude?

Now that we understand why motivation is so important for self-analysis, let's look at the role our attitude plays in better understanding ourselves. Attitude can be described as your tendency (positive or negative), to think and feel about someone or something. Attitude is the foundation for success in every aspect of life. Our attitude can be our best friend or our worst enemy. In other words:

"The only disability in life is a bad attitude."

When you start a business, you are sure to encounter a wide variety of emotions, from difficult times and failures to good times and successes. Your attitude is what will see you through the tough times and guide you towards success. Attitude is also infectious. It affects everyone around you, from your customers to your employees to your investors. A positive attitude helps build confidence in the workplace while a negative attitude is likely to result in the demotivation of your people.

What Are Your Strengths and Weaknesses?

Another way to analyze yourself is by honestly identifying your strengths and weaknesses. This will help you use your strengths to your best advantage and reduce your weaknesses.

Note down all your strengths and weaknesses in the two columns below. Remember to be honest with yourself!

Strengths	Weaknesses

- Tips 🛄

- Achievement motivation can be learned.
- Don't be afraid to make mistakes.
- Train yourself to finish what you start.
- Dream big.

- 16.1.4 Honesty & Work Ethics: What is Honesty?

Honesty is the quality of being fair and truthful. It means speaking and acting in a manner that inspires trust. A person who is described as honest is seen as truthful and sincere, and as someone who isn't deceitful or devious and doesn't steal or cheat. There are two dimensions of honesty – one is honesty in communication and the other is honesty in conduct.

Honesty is an extremely important trait because it results in peace of mind and builds relationships that are based on trust. Being dishonest, on the other hand, results in anxiety and leads to relationships full of distrust and conflict.

Qualities of Honest People

Honest individuals have certain distinct characteristics. Some common qualities among honest people are:

- 1. They don't worry about what others think of them. They believe in being themselves they don't bother about whether they are liked or disliked for their personalities.
- 2. They stand up for their beliefs. They won't think twice about giving their honest opinion, even if they are aware that their point of view lies with the minority.
- 3. They are think skinned. This means they are not affected by others judging them harshly for their honest opinions.
- 4. They forge trusting, meaningful and healthy friendships. Honest people usually surround themselves with honest friends. They have faith that their friends will be truthful and upfront with them at all times.

They are trusted by their peers. They are seen as people who can be counted on for truthful and objective feedback and advice.

- Honesty and employees: When entrepreneurs build honest relationships with their employees, it leads to more transparency in the workplace, which results in higher work performance and better results.
- Honesty and investors: For entrepreneurs, being honest with investors means not only sharing strengths but also candidly disclosing current and potential weaknesses, problem areas and solution strategies. Keep in mind that investors have a lot of experience with startups and are aware that all new companies have problems. Claiming that everything is perfectly fine and running smoothly is a red flag for most investors.
- Honesty with oneself: The consequences of being dishonest with oneself can lead to dire results, especially in the case of entrepreneurs. For entrepreneurs to succeed, it is critical that they remain realistic about their situation at all times, and accurately judge every aspect of their enterprise for what it truly is.

Importance of Honesty in Entrepreneurs

One of the most important characteristics of entrepreneurs is honesty. When entrepreneurs are honest with their customers, employees and investors, it shows that they respect those that they work with. It is also important that entrepreneurs remain honest with themselves. Let's look at how being honest would lead to great benefits for entrepreneurs.

 Honesty and customers: When entrepreneurs are honest with their customers it leads to stronger relationships, which in turn results in business growth and a stronger customer network.

What are Work Ethics?

Being ethical in the workplace means displaying values like honesty, integrity and respect in all your decisions and communications. It means not displaying negative qualities like lying, cheating and stealing.

Workplace ethics play a big role in the profitability of a company. It is as crucial to an enterprise as high morale and teamwork. This is why most companies lay down specific workplace ethic guidelines that must compulsorily be followed by their employees. These guidelines are typically outlined in a company's employee handbook.

Elements of a Strong Work Ethic

An entrepreneur must display strong work ethics, as well as hire only those individuals who believe in and display the same level of ethical behavior in the workplace. Some elements of a strong work ethic are:

- **Professionalism**: This involves everything from how you present yourself in a corporate setting to the manner in which you treat others in the workplace.
- Respectfulness: This means remaining poised and diplomatic regardless of how stressful or volatile a situation is.
- **Dependability**: This means always keeping your word, whether it's arriving on time for a meeting or delivering work on time.
- **Dedication**: This means refusing to quit until the designated work is done, and completing the work at the highest possible level of excellence.
- **Determination**: This means embracing obstacles as challenges rather than letting them stop you, and pushing ahead with purpose and resilience to get the desired results.
- Accountability: This means taking responsibility for your actions and the consequences of your actions, and not making excuses for your mistakes.
- **Humility**: This means acknowledging everyone's efforts and had work, and sharing the credit for accomplishments.

How to Foster a Good Work Ethic

As an entrepreneur, it is important that you clearly define the kind of behaviour that you expect from each and every team member in the workplace. You should make it clear that you expect employees to display positive work ethics like:

- **Honesty**: All work assigned to a person should be done with complete honesty, without any deceit or lies.
- **Good attitude**: All team members should be optimistic, energetic, and positive.
- **Reliability**: Employees should show up where they are supposed to be, when they are supposed to be there.
- **Good work habits** Employees should always be well groomed, never use inappropriate language, conduct themselves professionally at all times, etc.
- Initiative: Doing the bare minimum is not enough. Every team member needs to be proactive and show initiative.
- **Trustworthiness**: Trust is non-negotiable. If an employee cannot be trusted, it's time to let that employee go.

- **Respect**: Employees need to respect the company, the law, their work, their colleagues and themselves.
- **Integrity**: Each and every team member should be completely ethical and must display above board behaviour at all times.
- **Efficiency**: Efficient employees help a company grow while inefficient employees result in a waste of time and resources.

Tips 🛛

- Don't get angry when someone tells you the truth and you don't like what you hear.
- Always be willing to accept responsibility for your mistakes.

- 16.1.5 Creativity & Innovation : What is Creativity

Creativity means thinking outside the box. It means viewing things in new ways or from different perspectives, and then converting these ideas into reality. Creativity involves two parts: thinking and producing. Simply having an idea makes you imaginative, not creative. However, having an idea and acting on it makes you creative.

Characteristics of Highly Creative People

Some characteristics of creative people are:

- They are imaginative and playful
- They see issues from different angles
- They notice small details
- They have very little tolerance for boredom

What is Innovation?

There are many different definitions of innovation. In simple terms, innovation means turning an idea into a solution that adds value. It can also mean adding value by implementing a new product, service or process, or significantly improving on an existing product, service or process.

Characteristics of Highly Innovative People

Some characteristics of highly innovative people are:

- They embrace doing things differently
- They don't believe in taking shortcuts
- They are not afraid to be unconventional
- They are highly proactive and persistent
- They are organized, cautious and risk-averse

Tips

- Take regular breaks from your creative work to recharge yourself and gain fresh perspective.
- Build prototypes frequently, test them out, get feedback, and make the required changes.

- They detest rules and routine
- They love to daydream
- They are very curious

- 16.1.6 Time Management: What is Time Management?

Time management is the process organizing your time, and deciding how to allocate your time between different activities. Good time management is the difference between working smart (getting more done in less time) and working hard (working for more time to get more done).

Effective time management leads to an efficient work output, even when you are faced with tight deadlines and high pressure situations. On the other hand, not managing your time effectively results in inefficient output and increases stress and anxiety.

Benefits of Time Management

Time management can lead to huge benefits like:

- Greater productivity
- Better professional reputation
- Higher chances for career advancement
- Higher efficiency
- Reduced stress
- Greater opportunities to achieve goals

Not managing time effectively can result in undesirable consequences like:

- Missing deadlines
- Substandard work quality
- Stalled career

- Inefficient work output
- Poor professional reputation
- Increase in stress and anxiety

Traits of Effective Time Managers

Some traits of effective time managers are:

- They begin projects early
- They set daily objectives
- They modify plans if required, to achieve better results
- They are flexible and open-minded
- They inform people in advance if their help will be required
- They know how to say no

- They break tasks into steps with specific deadlines
- They continually review long term goals
- They think of alternate solutions if and when required
- They ask for help when required
- They create backup plans

Effective Time Management Techniques

You can manage your time better by putting into practice certain time management techniques. Some helpful tips are:

- Plan out your day as well as plan for interruptions. Give yourself at least 30 minutes to figure out your time plan. In your plan, schedule some time for interruptions.
- Put up a "Do Not Disturb" sign when you absolutely have to complete a certain amount of work.
- Close your mind to all distractions. Train yourself to ignore ringing phones, don't reply to chat messages and disconnect from social media sites.

- Delegate your work. This will not only help your work get done faster, but will also show you the unique skills and abilities of those around you.
- Stop procrastinating. Remind yourself that procrastination typically arises due to the fear of failure or the belief that you cannot do things as perfectly as you wish to do them.
- Prioritize. List each task to be completed in order of its urgency or importance level. Then focus on completing each task, one by one.
- Maintain a log of your work activities. Analyze the log to help you understand how efficient you are, and how much time is wasted every day.
 Create time management goals to reduce time wastage.

Tips

- Always complete the most important tasks first.
- Get at least 7 8 hours of sleep every day.
- Start your day early.
- Don't waste too much time on small, unimportant details.
- Set a time limit for every task that you will undertake.
- Give yourself some time to unwind between tasks.

- 16.1.7 Anger Management: What is Anger Management -

Anger management is the process of:

- 1. Learning to recognize the signs that you, or someone else, is becoming angry
- 2. Taking the best course of action to calm down the situation in a positive way

Anger management does not mean suppressing anger.

Importance of Anger Management

Anger is a perfectly normal human emotion. In fact, when managed the right way, anger can be considered a healthy emotion. However, if it is not kept in check, anger can make us act inappropriately and can lead to us saying or doing things that we will likely later regret. Extreme anger can:

- **Hurt you physically:** It leads to heart disease, diabetes, a weakened immune system, insomnia, and high blood pressure.
- **Hurt you mentally**: It can cloud your thinking and lead to stress, depression and mental health issues.
- **Hurt your career**: It can result in alienating your colleagues, bosses, clients and lead to the loss of respect.
- Hurt your relationships: It makes it hard for your family and friends to trust you, be honest with you and feel comfortable around you. This is why anger management, or managing anger appropriately, is so important.

Anger Management Strategies

Here are some strategies that can help you control your anger:

Strategy 1: Relaxation

Something as simple as breathing deeply and looking at relaxing images works wonders in calming down angry feelings. Try this simple breathing exercise:

- 1. Take a deep breath from your diaphragm (don't breathe from your chest)
- 2. Visualize your breath coming up from your stomach
- 3. Keep repeating a calming word like 'relax' or 'take it easy' (remember to keep breathing deeply while repeating the word)
- 4. Picture a relaxing moment (this can be from your memory or your imagination)

Follow this relaxation technique daily, especially when you realize that you're starting to feel angry.

Strategy 2: Cognitive Restructuring

Cognitive restructuring means changing the manner in which you think. Anger can make you curse, swear, exaggerate and act very dramatically. When this happens, force yourself to replace your angry thoughts with more logical ones. For instance, instead of thinking 'Everything is ruined' change your mindset and tell yourself 'It's not the end of the world and getting angry won't solve this'.

Strategy 3: Problem Solving

Getting angry about a problem that you cannot control is a perfectly natural response. Sometimes, try as you may, there may not be a solution to the difficulty you are faced with. In such cases, stop focusing on solving the problem, and instead focus on handling and facing the problem. Remind yourself that you will do your best to deal with the situation, but that you will not blame yourself if you don't get the solution you desire.

Strategy 4: Better Communication

When you're angry, it is very easy to jump to inaccurate conclusions. In this case, you need to force yourself to stop reacting, and think carefully about what you want to say, before saying it. Avoid saying the first thing that enters your head. Force yourself to listen carefully to what the other person is saying. Then think about the conversation before responding.

Strategy 5: Changing Your Environment

If you find that your environment is the cause of your anger, try and give yourself a break from your surroundings. Make an active decision to schedule some personal time for yourself, especially on days that are very hectic and stressful. Having even a brief amount of quiet or alone time is sure to help calm you down.

Tips for Anger Management

- The following tips will help you keep your anger in check:
- Take some time to collect your thoughts before you speak out in anger.
- Express the reason for your anger in an assertive, but non-confrontational manner once you have calmed down.
- Do some form of physical exercise like running or walking briskly when you feel yourself getting angry.
- Make short breaks part of your daily routine, especially during days that are stressful. Focus on how to solve a problem that's making you angry, rather than focusing on the fact that the problem is making you angry.

- Tips

- Try to forgive those who anger you, rather than hold a grudge against them.
- Avoid using sarcasm and hurling insults. Instead, try and explain the reason for your frustration in a polite and mature manner.

- 16.1.8 Stress Management: What is Stress

We say we are 'stressed' when we feel overloaded and unsure of our ability to deal with the pressures placed on us. Anything that challenges or threatens our well-being can be defined as a stress. It is important to note that stress can be good and bad. While good stress keeps us going, negative stress undermines our mental and physical health. This is why it is so important to manage negative stress effectively.

Causes of Stress

Stress can be caused by internal and external factors.

Internal causes of stress

- Constant worry
- Rigid thinking
- Unrealistic expectations

External causes of stress

- Major life changes
- Difficulties with relationships
- Having too much to do

- Pessimism
- Negative self-talk
- All in or all out attitude
- Difficulties at work or in school
- Financial difficulties
- Worrying about one's children and/or family

Symptoms of Stress

Stress can manifest itself in numerous ways. Take a look at the cognitive, emotional, physical and behavioral symptoms of stress.

Cognitive Symptoms	Emotional Symptoms	
Memory problems	Depression	
Concentration issues	Agitation	
Lack of judgement	Irritability	
• Pessimism	• Loneliness	
• Anxiety	Anxiety	
Constant worrying	Anger	

Physical Symptoms	Behavioral Symptoms
Aches and pain	Increase or decrease in appetite
Diarrhea or constipation	Over sleeping or not sleeping enough
• Nausea	Withdrawing socially
• Dizziness	Ignoring responsibilities
Chest pain and/or rapid heartbeat	Consumption of alcohol or cigarettes
• Frequent cold or flu like feelings	• Nervous habits like nail biting, pacing etc.

⁻ Tips to Manage Stress

The following tips can help you manage your stress better:

- Note down the different ways in which you can handle the various sources of your stress.
- Remember that you cannot control everything, but you can control how you respond.
- Discuss your feelings, opinions and beliefs rather than reacting angrily, defensively or passively.
- Practice relaxation techniques like meditation, yoga or tai chi when you start feeling stressed.
- Devote a part of your day towards exercise.
- Eat healthy foods like fruits and vegetables. Avoid unhealthy foods especially those containing large amounts of sugar.
- Plan your day so that you can manage your time better, with less stress.
- Say no to people and things when required.
- Schedule time to pursue your hobbies and interests.
- Ensure you get at least 7-8 hours of sleep.
- Reduce your caffeine intake.
- Increase the time spent with family and friends.

Tips 🛛

- Force yourself to smile even if you feel stressed. Smiling makes us feel relaxed and happy.
- Stop yourself from feeling and thinking like a victim. Change your attiude and focus on being proactive.

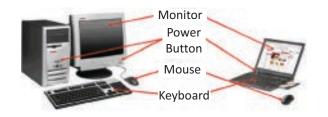
UNIT 16.2: Digital Literacy: A Recap

Unit Objectives

At the end of this unit, you will be able to:

- 1. Identify the basic parts of a computer
- 2. Identify the basic parts of a keyboard
- 3. Recall basic computer terminology
- 4. Recall basic computer terminology
- 5. Recall the functions of basic computer keys
- 6. Discuss the main applications of MS Office
- 7. Discuss the benefits of Microsoft Outlook
- 8. Discuss the different types of e-commerce
- 9. List the benefits of e-commerce for retailers and customers
- 10. Discuss how the Digital India campaign will help boost e-commerce in India
- 11. Describe how you will sell a product or service on an e-commerce platform

16.2.1 Computer and Internet basics: Basic Parts of a Computer



Basic Parts of a Keyboard

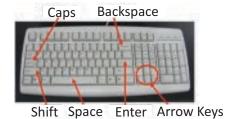


Fig. 16.2 Basic part of computer

Basic Parts of a Computer

- **Central Processing Unit (CPU)**: The brain of the computer. It interprets and carries out program instructions.
- Hard Drive: A device that stores large amounts of data.
- Monitor: The device that contains the computer screen where the information is visually displayed.
- **Desktop**: The first screen displayed after the operating system loads.
- **Background**: The image that fills the background of the desktop.

Basic Parts of a Computer

- **Mouse**: A hand-held device used to point to items on the monitor.
- **Speakers**: Devices that enable you to hear sound from the computer.
- **Printer**: A device that converts output from a computer into printed paper documents.
- Icon: A small picture or image that visually represents something on your computer.
- **Cursor**: An arrow which indicates where you are positioned on the screen.
- **Program Menu**: A list of programs on your computer that can be accessed from the Start menu.
- **Taskbar**: The horizontal bar at the bottom of the computer screen that lists applications that are currently in use.
- Recycle Bin: A temporary storage for deleted files.

Basic Internet Terms

- **TheInternet**: Avast, international collection of computer networks that transfers information.
- The World Wide Web: A system that lets you access information on the Internet.
- **Website**: A location on the World Wide Web (and Internet) that contains information about a specific topic.
- **Homepage**: Provides information about a website and directs you to other pages on that website.
- Link/Hyperlink: A highlighted or underlined icon, graphic, or text that takes you to another file or object.
- Web Address/URL: The address for a website.
- Address Box: A box in the browser window where you can type in a web address.

- Basic Computer Keys

- Arrow Keys: Press these keys to move your cursor.
- **Space bar**: Adds a space.
- Enter/Return: Moves your cursor to a new line.
- Shift: Press this key if you want to type a capital letter or the upper symbol of a key.
- **Caps Lock**: Press this key if you want all the letters you type to be capital letters. Press it again to revert back to typing lowercase letters.
- **Backspace**: Deletes everything to the left of your cursor.

– Tips [

- When visiting a .com address, there no need to type http:// or even www. Just type the name of the website and then press Ctrl + Enter. (Example: Type 'apple' and press Ctrl + Enter to go to <u>www.apple.com</u>)
- Press the Ctrl key and press the + or to increase and decrease the size of text.
- Press F5 or Ctrl + R to refresh or reload a web page.

- 16.2.2 MS Office and Email: About MS Office

MS Office or Microsoft Office is a suite of computer programs developed by Microsoft. Although meant for all users, it offers different versions that cater specifically to students, home users and business users. All the programs are compatible with both, Windows and Macintosh.

Most Popular Office Products

Some of the most popular and universally used MS Office applications are:

- Microsoft Word: Allows users to type text and add images to a document.
- Microsoft Excel: Allows users to enter data into a spreadsheet and create calculations and graphs.
- Microsoft PowerPoint: Allows users to add text, pictures and media and create slideshows and presentations.
- Microsoft Outlook: Allows users to send and receive email.
- Microsoft OneNote: Allows users to make drawings and notes with the feel of a pen on paper.
- Microsoft Access: Allows users to store data over many tables.

Why Choose Microsoft Outlook

A popular email management choice especially in the workplace, Microsoft Outlook also includes an address book, notebook, web browser and calendar. Some major benefits of this program are:

- Integrated search function: You can use keywords to search for data across all Outlook programs.
- Enhanced security: Your email is safe from hackers, junk mail and phishing website email.
- **Email syncing**: Sync your mail with your calendar, contact list, notes in One Note and...your phone!
- Offline access to email No Internet? No problem! Write emails offline and send them when you're connected again.

- Tips 🛛

- Press Ctrl+R as a shortcut method to reply to email.
- Set your desktop notifications only for very important emails.
- Flag messages quickly by selecting messages and hitting the Insert key.
- Save frequently sent emails as a template to reuse again and again.
- Conveniently save important emails as files.

– 16.2.3 E-Commerce: What is E-Commerce

E-commerce is the buying or selling of goods and services, or the transmitting of money or data, electronically on the internet. E-Commerce is the short form for "electronic commerce."

Examples of E-Commerce

Some examples of e-commerce are:

Online shopping

Electronic payments

Online auctions

Internet banking

Online ticketing

Types of E-Commerce

E-commerce can be classified based on the types of participants in the transaction. The main types of e-commerce are:

- Business to Business (B2B): Both the transacting parties are businesses.
- Business to Consumer (B2C): Businesses sell electronically to end-consumers.
- Consumer to Consumer (C2C): Consumers come together to buy, sell or trade items to other consumers.
- Consumer-to-Business (C2B): Consumers make products or services available for purchase to companies looking for exactly those services or products.
- **Business-to-Administration (B2A)** Online transactions conducted between companies and public administration.
- **Consumer-to-Administration (C2A)**: Online transactions conducted between individuals and public administration.

- Benefits of E-Commerce

The e-commerce business provides some benefits for retailers and customers.

Benefits for retailers:

- Establishes an online presence
- Reduces operational costs by removing overhead costs
- Increases brand awareness through the use of good keywords
- Increases sales by removing geographical and time constraints

Benefits for customers:

- Offers a wider range of choice than any physical store
- Enables goods and services to be purchased from remote locations
- Enables consumers to perform price comparisons

- Digital India Campaign

Prime Minister Narendra Modi launched the Digital India campaign in 2015, with the objective of offering every citizen of India access to digital services, knowledge and information. The campaign aims to improve the country's online infrastructure and increase internet connectivity, thus boosting the e-commerce industry.

Currently, the majority of online transactions come from tier 2 and tier 3 cities. Once the Digital India campaign is in place, the government will deliver services through mobile connectivity, which will help deliver internet to remote corners of the country. This will help the e-commerce market to enter India's tier 4 towns and rural areas.

- E-Commerce Activity

Choose a product or service that you want to sell online. Write a brief note explaining how you will use existing e-commerce platforms, or create a new e-commerce platform, to sell your product or service.



- Before launching your e-commerce platform, test everything.
- Pay close and personal attention to your social media.

UNIT 16.3: Money Matters

Unit Objectives

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At the end of this unit, you will be able to:

- 1. Discuss the importance of saving money
- 2. Discuss the benefits of saving money
- 3. Discuss the main types of bank accounts
- 4. Describe the process of opening a bank account
- 5. Differentiate between fixed and variable costs
- 6. Describe the main types of investment options
- 7. Describe the different types of insurance products
- 8. Describe the different types of taxes
- 9. Discuss the uses of online banking
- 10. Discuss the main types of electronic funds transfers

16.3.1 Personal Finance – Why to Save: Importance of Saving

We all know that the future is unpredictable. You never know what will happen tomorrow, next week or next year. That's why saving money steadily through the years is so important. Saving money will help improve your financial situation over time. But more importantly, knowing that you have money stashed away for an emergency will give you peace of mind. Saving money also opens the door to many more options and possibilities.

Benefits of Saving

Inculcating the habit of saving leads to a vast number of benefits. Saving helps you:

- **Become financially independent**: When you have enough money saved up to feel secure you can start making your choices, from taking a vacation whenever you want, to switching careers or starting your own business.
- Invest in yourself through education: Through saving, you can earn enough to pay up for courses that will add to your professional experience and ultimately result in higher paying jobs.
- **Get out of debt**: Once you have saved enough as a reserve fund, you can use your savings to pay off debts like loans or bills that have accumulated over time.
- **Be prepared for surprise expenses** : Having money saved enables you to pay for unforeseen expenses like sudden car or house repairs, without feeling financially stressed.
- **Pay for emergencies**: Saving helps you deal with emergencies like sudden health issues or emergency trips without feeling financially burdened.

- Afford large purchases and achieve major goals: Saving diligently makes it possible to place down payments towards major purchases and goals, like buying a home or a car.
- **Retire**: The money you have saved over the years will keep you comfortable when you no longer have the income you would get from your job.



- Break your spending habit. Try not spending on one expensive item per week, and put the money that you would have spent into your savings.
- Decide that you will not buy anything on certain days or weeks and stick to your word.

16.3.2 Types of Bank Accounts, Opening a _____ Bank Account: Types of Bank Accounts

In India, banks offer four main types of bank accounts. These are:

- Current Accounts
- Savings Accounts
- Recurring Deposit Accounts
- Fixed Deposit Accounts

Current Accounts

Current accounts offer the most liquid deposits and thus, are best suited for businessmen and companies. As these accounts are not meant for investments and savings, there is no imposed limit on the number or amount of transactions that can be made on any given day. Current account holders are not paid any interest on the amounts held in their accounts. They are charged for certain services offered on such accounts.

Savings Accounts

Savings accounts are meant to promote savings, and are therefore the number one choice for salaried individuals, pensioners and students. While there is no restriction on the number and amount of deposits made, there are usually restrictions on the number and amount of withdrawals. Savings account holders are paid interest on their savings.

Recurring Deposit Accounts

Recurring Deposit accounts, also called RD accounts, are the accounts of choice for those who want to save an amount every month, but are unable to invest a large sum at one time. Such account holders deposit a small, fixed amount every month for a pre-determined period (minimum 6 months). Defaulting on a monthly payment results in the account holder being charged a penalty amount. The total amount is repaid with interest at the end of the specified period.

Fixed Deposit Accounts

Fixed Deposit accounts, also called FD accounts, are ideal for those who wish to deposit their savings for a long term in return for a high rate of interest. The rate of interest offered depends on the amount deposited and the time period, and also differs from bank to bank. In the case of an FD, a certain amount of money is deposited by the account holder for a fixed period of time. The money can be withdrawn when the period expires. If necessary, the depositor can break the fixed deposit prematurely. However, this usually attracts a penalty amount which also differs from bank to bank.

Opening a Bank Account -

Opening a bank account is quite a simple process. Take a look at the steps to open an account of your own:

Step 1: Fill in the Account Opening Form

This form requires you to provide the following information:

- Personal details (name, address, phone number, date of birth, gender, occupation, address)
- Method of receiving your account statement (hard copy/email)
- Details of your initial deposit (cash/cheque)
- Manner of operating your account (online/mobile banking/traditional via cheque, slip books) Ensure that you sign wherever required on the form.

Step 2: Affix your Photograph

Stick a recent photograph of yourself in the allotted space on the form.

Step 3: Provide your Know Your Customer (KYC) Details

KYC is a process that helps banks verify the identity and address of their customers. To open an account, every individual needs to submit certain approved documents with respect to photo identity (ID) and address proof. Some Officially Valid Documents (OVDs) are:

- Passport
- Driving License
- Voters' Identity Card
- PAN Card
- UIDAI (Aadhaar) Card

Step 4: Submit All your Documents

Submit the completed Account Opening Form and KYC documents. Then wait until the forms are processed and your account has been opened!

Tips 🔮

- Select the right type of account.
- Fill in complete nomination details.
- Ask about fees.
- Understand the rules.
- Check for online banking it's convenient!
- Keep an eye on your bank balance.

- 16.3.3 Costs: Fixed vs Variable: What are Fixed and Variable Costs

Fixed costs and variable costs together make up a company's total cost. These are the two types of costs that companies have to bear when producing goods and services.

A fixed cost does not change with the volume of goods or services a company produces. It always remains the same.

A variable cost, on the other hand, increases and decreases depending on the volume of goods and services produced. In other words, it varies with the amount produced.

Differences Between Fixed and Variable Costs

Let's take a look at some of the main differences between fixed and variable costs:

Criteria	Fixed Costs	Variable Costs
Meaning	A cost that stays the same, regardless of the output produced.	A cost that changes when the
Nature	Time related.	Volume related.
Incurred	Incurred irrespective of units being produced.	Incurred only when units are produced.
Unit cost	Inversely proportional to the number of units produced.	Remains the same, per unit.
Examples	Depreciation, rent, salary, insurance, tax etc.	Material consumed, wages, commission on sales, packing expenses, etc.

– Tips 🛛

• When trying to determine whether a cost is fixed or variable, simply ask the following question: Will the particular cost change if the company stopped its production activities? If the answer is no, then it is a fixed cost. If the answer is yes, then it is probably a variable cost.

- 16.3.4 Investment, Insurance and Taxes: Investment

Investment means that money is spent today with the aim of reaping financial gains at a future time. The main types of investment options are as follows:

- **Bonds:** Bonds are instruments used by public and private companies to raise large sums of money too large to be borrowed from a bank. These bonds are then issued in the public market and are bought by lenders.
- **Stocks:** Stocks or equity are shares that are issued by companies and are bought by the general public.
- Small Savings Schemes: Small Savings Schemes are tools meant to save money in small amounts. Some popular schemes are the Employees Provident Fund, Sukanya Samriddhi Scheme and National Pension Scheme.
- **Mutual Funds:** Mutual Funds are professionally managed financial instruments that invest money in different securities on behalf of investors.
- **Fixed Deposits:** A fixed amount of money is kept aside with a financial institution for a fixed amount of time in return for interest on the money.
- **Real Estate:** Loans are taken from banks to purchase real estate, which is then leased or sold with the aim of making a profit on the appreciated property price.
- **Hedge Funds:** Hedge funds invest in both financial derivatives and/or publicly traded securities.
- **Private Equity:** Private Equity is trading in the shares of an operating company that is not publicly listed and whose shares are not available on the stock market.
- **Venture Capital:** Venture Capital involves investing substantial capital in a budding company in return for stocks in that company.

Insurance -

There are two types of insurance – Life Insurance and Non-Life or General Insurance.

Life Insurance

Life Insurance deals with all insurance covering human life.

Life Insurance Products

The main life insurance products are:

- **Term Insurance:** This is the simplest and cheapest form of insurance. It offers financial protection for a specified tenure, say 15 to 20 years. In the case of your death, your family is paid the sum assured. In the case of your surviving the term, the insurer pays nothing.
- Endowment Policy: This offers the dual benefit of insurance and investment. Part of the premium is allocated towards the sum assured, while the remaining premium gets invested in equity and debt. It pays a lump sum amount after the specified duration or on the death of the policyholder, whichever is earlier.
- Unit-Linked Insurance Plan (ULIP): Here part of the premium is spent on the life cover, while the remaining amount is invested in equity and debt. It helps develop a regular saving habit.

- **Money Back Life Insurance:**While the policyholder is alive, periodic payments of the partial survival benefits are made during the policy tenure. On the death of the insured, the insurance company pays the full sum assured along with survival benefits.
- Whole Life Insurance: It offers the dual benefit of insurance and investment. It offers insurance cover for the whole life of the person or up to 100 years whichever is earlier.

General Insurance

General Insurance deals with all insurance covering assets like animals, agricultural crops, goods, factories, cars and so on.

General Insurance Products

The main general insurance products are:

- **Motor Insurance:** This can be divided into Four Wheeler Insurance and Two Wheeler Insurance.
- **Health Insurance:** The main types of health insurance are individual health insurance, family floater health insurance, comprehensive health insurance and critical illness insurance.
- **Travel Insurance:** This can be categorised into Individual Travel Policy, Family Travel Policy, Student Travel Insurance and Senior Citizen Health Insurance.
- **Home Insurance:** This protects the house and its contents from risk.
- **Marine Insurance:** This insurance covers goods, freight, cargo etc. against loss or damage during transit by rail, road, sea and/or air.

Taxes

There are two types of taxes – Direct Taxes and Indirect Taxes.

Direct Tax

Direct taxes are levied directly on an entity or a person and are non-transferrable.

Some examples of Direct Taxes are:

- **Income Tax:** This tax is levied on your earning in a financial year. It is applicable to both, individuals and companies.
- **Capital Gains Tax:** This tax is payable whenever you receive a sizable amount of money. It is usually of two types – short term capital gains from investments held for less than 36 months and long term capital gains from investments held for longer than 36 months.
- Securities Transaction Tax: This tax is added to the price of a share. It is levied every time you buy or sell shares.
- **Perquisite Tax:** This tax is levied is on perks that have been acquired by a company or used by an employee.
- **Corporate Tax:** Corporate tax is paid by companies from the revenue they earn.

Indirect Tax

Indirect taxes are levied on goods or services.

Some examples of Indirect Taxes are:

• Sales Tax: Sales Tax is levied on the sale of a product.

- Service Tax: Service Tax is added to services provided in India.
- Value Added Tax: Value Added Tax is levied at the discretion of the state government. The tax is levied on goods sold in the state. The tax amount is decided by the state.
- **Customs Duty & Octroi:** Customs Duty is a charge that is applied on purchases that are imported from another country. Octroi is levied on goods that cross state borders within India.
- Excise Duty: Excise Duty is levied on all goods manufactured or produced in India.

- Tips 🛛

- Think about how quickly you need your money back and pick an investment option accordingly.
- Ensure that you are buying the right type of insurance policy for yourself.
- Remember, not paying taxes can result in penalties ranging from fines to imprisonment.

16.3.5 Online Banking, NEFT, RTGS etc.: What is Online Banking

Internet or online banking allows account holders to access their account from a laptop at any location. In this way, instructions can be issued. To access an account, account holders simply need to use their unique customer ID number and password.

Internet banking can be used to:

- Find out an account balance
- Transfer amounts from one account to another
- Arrange for the issuance of cheques
- Instruct payments to be made
- Request for a cheque book
- Request for a statement of accounts
- Make a fixed deposit

Electronic Funds Transfers

Electronic funds transfer is a convenient way of transferring money from the comfort of one's own home, using integrated banking tools like internet and mobile banking.

Transferring funds via an electronic gateway is extremely convenient. With the help of online banking, you can choose to:

- Transfer funds into your own accounts of the same bank.
- Transfer funds into different accounts of the same bank.
- Transfer funds into accounts in different banks, using NEFT.
- Transfer funds into other bank accounts using RTGS.
- Transfer funds into various accounts using IMPS.

NEFT -

NEFT stands for National Electronic Funds Transfer. This money transfer system allows you to electronically transfer funds from your respective bank accounts to any other account, either in the same bank or belonging to any other bank. NEFT can be used by individuals, firms and corporate organizations to transfer funds between accounts.

In order to transfer funds via NEFT, two things are required:

- A transferring bank
- A destination bank

Before you can transfer funds through NEFT, you will need to register the beneficiary who will be receiving the funds. In order to complete this registration, you will require the following

- Recipient's name
- Recipient's account number
- Recipient's bank's name
- Recipient's bank's IFSC code

- RTGS

RTGS stands for Real Time Gross Settlement. This is a real time funds transfer system which enables you to transfer funds from one bank to another, in real time or on a gross basis. The transferred amount is immediately deducted from the account of one bank, and instantly credited to the other bank's account. The RTGS payment gateway is maintained by the Reserve Bank of India. The transactions between banks are made electronically.

RTGS can be used by individuals, companies and firms to transfer large sums of money. Before remitting funds through RTGS, you will need to add the beneficiary and his bank account details via your online banking account. In order to complete this registration, you will require the following information:

- Name of the beneficiary
- Beneficiary's account number
- Beneficiary's bank address
- Beneficiary's bank's IFSC code

IMPS -

IMPS stands for Immediate Payment Service. This is a real-time, inter-bank, electronic funds transfer system used to transfer money instantly within banks across India. IMPS enables users to make instant electronic transfer payments using mobile phones through both, Mobile Banking and SMS. It can also be used through ATMs and online banking. IMPS is available 24 hours a day and 7 days a week. The system features a secure transfer gateway and immediately confirms orders that have been fulfilled.

To transfer money through IMPS, the you need to:

- Register for IMPS with your bank
- Receive a Mobile Money Identifier (MMID) from the bank
- Receive a MPIN from the bank

Once you have both these, you can login or make a request through SMS to transfer a particular amount to a beneficiary.

For the beneficiary to receive the transferred money, he must:

- 1. Link his mobile number with his respective account
- 2. Receive the MMID from the bank

In order to initiate a money transfer through IMPS, you will need to enter the following information:

- 1. The beneficiary's mobile number
- 2. The beneficiary's MMID
- 3. The transfer amount
- 4. Your MPIN

As soon as money has been deducted from your account and credited into the beneficiary's account, you will be sent a confirmation SMS with a transaction reference number, for future reference.

- Differences Between NEFT, RTGS & IMPS

Criteria	NEFT	RTGS	IMPS
Settlement	Done in batches	Real-time	Real-time
Full form	National Electronic Fund Transfer	Real Time Gross Settlement	Immediate Payment Service
Timings on Monday – Friday	8:00 am – 6:30 pm	9:00 am – 4:30 pm	24x7
Timings on Saturday	8:00 am – 1:00 pm	9:00 am – 1:30 pm	24x7
Minimum amount of money transfer limit	`1	`2 lacs	`1
Maximum amount of money transfer limit	`10 lacs	`10 lacs per day	`2 lacs
Maximum charges as per RBI	Upto 10,000 – `2.5 above 10,000 – 1 lac – `5 above 1 – 2 lacs – `15 above 2 – 5 lacs – `25 above 5 – 10 lacs – `25	above 2 – 5 lacs – `25 above 5 – 10 lacs – `50	Upto 10,000 – ` 5 above 10,000 – 1 lac – ` 5 above 1 – 2 lacs – ` 15

- Tips 🔍

- Never click on any links in any e-mail message to access your online banking website.
- You will never be asked for your credit or debit card details while using online banking.
- Change your online banking password regularly.

UNIT 16.4: Preparing for Employment & Self Employment

Unit Objectives

At the end of this unit, you will be able to:

- 1. Discuss the steps to prepare for an interview
- 2. Discuss the steps to create an effective Resume
- 3. Discuss the most frequently asked interview questions
- 4. Discuss how to answer the most frequently asked interview questions
- 5. Discuss basic workplace terminology

16.4.1 Interview Preparation: How to Prepare for an Interview

The success of your getting the job that you want depends largely on how well your interview for that job goes. Therefore, before you go in for your interview, it is important that you prepare for it with a fair amount of research and planning. Take a look at the steps to follow in order to be well prepared for an interview:

- 1. Research the organization that you are having the interview with.
 - Studying the company beforehand will help you be more prepared at the time of the interview. Your knowledge of the organization will help you answer questions at the time of the interview, and will leave you looking and feeling more confident. This is sure to make you stand out from other, not as well informed, candidates.
 - Look for background information on the company. Ty and find an overview of the company and its industry profile.
 - Visit the company website to get a good idea of what the company does. A company
 website offers a wealth of important information. Read and understand the company's
 mission statement. Pay attention to the company's products/services and client list. Read
 through any press releases to get an idea of the company's projected growth and stability.
 - Note down any questions that you have after your research has been completed.
- 2. Think about whether your skills and qualifications match the job requirements.
 - Carefully read through and analyze the job description.
 - Make a note of the knowledge, skills and abilities required to fulfill the job requirements.
 - Take a look at the organization hierarchy. Figure out where the position you are applying for fits into this hierarchy.
- 3. Go through the most typical interview questions asked, and prepare your responses.
 - Remember, in most interviews a mix of resume-based, behavioral and case study questions are asked.
 - Think about the kind of answers you would like to provide to typical questions asked in these three areas.
 - Practice these answers until you can express them confidently and clearly.

4. Plan your attire for the interview.

- It is always safest to opt for formal business attire, unless expressly informed to dress in business casual (in which case you should use your best judgement).
- Ensure that your clothes are clean and well-ironed. Pick neutral colours nothing too bright or flashy.
- The shoes you wear should match your clothes, and should be clean and suitable for an interview.
- Remember, your aim is to leave everyone you meet with the impression that you are a professional and highly efficient person.
- 5. Ensure that you have packed everything that you may require during the interview.
 - Carry a few copies of your resume. Use a good quality paper for your resume print outs.
 - Always take along a notepad and a pen.
 - Take along any information you may need to refer to, in order to fill out an application form.
 - Carry a few samples of your work, if relevant.
- 6. Remember the importance of non-verbal communication.
 - Practice projecting confidence. Remind yourself to smile and make eye contact. Practice giving a firm handshake.
 - Keep in mind the importance of posture. Practice sitting up straight. Train yourself to stop nervous gestures like fidgeting and foot-tapping.
 - Practice keeping your reactions in check. Remember, your facial expressions provide a good insight into your true feelings. Practice projecting a positive image.

7. Make a list of questions to end the interview with.

- Most interviews will end with the interviewer(s) asking if you have any questions. This is your chance to show that you have done your research and are interested in learning more about the company.
- If the interviewer does not ask you this question, you can inform him/her that you have some queries that you would like to discuss. This is the time for you to refer to the notes you made while studying the company.
- Some good questions to ask at this point are:
 - What do you consider the most important criteria for success in this job?
 - How will my performance be evaluated?
 - o What are the opportunities for advancement?
 - o What are the next steps in the hiring process?
- Remember, never ask for information that is easily available on the company website.

Tips

- Ask insightful and probing questions.
- When communicating, use effective forms of body language like smiling, making eye contact, and actively listening and nodding. Don't slouch, play with nearby items, fidget, chew gum, or mumble.

16.4.2 Preparing an Effective Resume: How to Create an Effective Resume

A resume is a formal document that lists a candidate's work experience, education and skills. A good resume gives a potential employer enough information to believe the applicant is worth interviewing. That's why it is so important to create a résumé that is effective. Take a look at the steps to create an effective resume:

Step 1: Write the Address Section

The Address section occupies the top of your resume. It includes information like your name, address, phone number and e-mail address. Insert a bold line under the section to separate it from rest of your resume.

Example:

Jasmine Watts Breach Candy, Mumbai – India Contact No: +91 2223678270 Email: jasmine.watts@gmail.com

Step 2: Add the Profile Summary Section

This part of your resume should list your overall experiences, achievements, awards, certifications and strengths. You can make your summary as short as 2-3 bullet points or as long as 8-10 bullet points.

Example:

Profile Summary

- A Content Writer graduated from University of Strathclyde having 6 years of experience in writing website copy.
- Core expertise lies in content creation for e-learning courses, specifically for the K-12 segment.

Step 3: Include Your Educational Qualifications

When listing your academic records, first list your highest degree. Then add the second highest qualification under the highest one and so on. To provide a clear and accurate picture of your educational background, it is critical that include information on your position, rank, percentage or CPI for every degree or certification that you have listed.

If you have done any certifications and trainings, you can add a Trainings & Certifications section under your Educational Qualifications section.

Example:

Educational Qualifications

- Masters in International Management (2007) from Columbia University with 8.8 CPI.
- Bachelor of Management Studies (2004) from Mumbai University with 87% marks.
- 10+2 with Math, Stats (2001) from Maharashtra Board with 91% marks.
- High School (1999) from Maharashtra Board with 93% marks.

Step 4: List Your Technical Skills

When listing your technical skills, start with the skills that you are most confident about. Then add the skills that you do not have as good a command over. It is perfectly acceptable to include just one skill, if you feel that particular skill adds tremendous value to your résumé. If you do not have any technical skills, you can omit this step. **Example:**

Techr	nical	Skills	
i c ci ii	ncui	JKIIIJ	

- Flash
- Photoshop

Step 5: Insert Your Academic Project Experience

List down all the important projects that you have worked on. Include the following information in this section:

•	Project title	•	Organization	٠	Platform used
•	Contribution	•	Description		

Example:

Academic Projects

Project Title: Different Communication Skills

Organization: True Blue Solutions

Platform used: Articulate

Contribution: Content writing and graphic visualization

Description: Development of storyboards for corporate induction & training programs

Step 6: List Your Strengths

This is where you list all your major strengths. This section should be in the form of a bulleted list. **Example:**

Strengths

- Excellent oral, written and presentation skills
- Action-oriented and result-focused
- Great time management skills

Step 7: List Your Extracurricular Activities

It is very important to show that you have diverse interests and that your life consists of more than academics. Including your extracurricular activities can give you an added edge over other candidates who have similar academic scores and project experiences. This section should be in the form of a bulleted list.

Extracurricular Activities					
 Member of the Debat 	Member of the Debate Club				
 Played tennis at a nat 	Played tennis at a national level				
Won first prize in the All India Camel Contest, 2010					
ep 8: Write Your Persona	l Details				
-	umé must include the following personal information:				
Date of birth	Gender & marital status				
Nationality	Languages known				
ample:					
Personal Details					
• Date of birth:	25 th May, 1981				
Gender & marital stat	us: Female, Single				
Nationality:	Indian				
 Languages known: 	English, Hindi, Tamil, French				

Tips 🔍

- Keep your resume file name short, simple and informational.
- Make sure the resume is neat and free from typing errors.
- Always create your resume on plain white paper.

- 16.4.3 Interview FAQs

Take a look at some of the most frequently asked interview questions, and some helpful tips on how to answer them.

Q1. Can you tell me a little about yourself?

Tips to answer:

- Don't provide your full employment or personal history.
- Offer 2-3 specific experiences that you feel are most valuable and relevant.
- Conclude with how those experiences have made you perfect for this specific role.

Q2. How did you hear about the position?

Tips to answer:

- Tell the interviewer how you heard about the job whether it was through a friend (name the friend), event or article (name them) or a job portal (say which one).
- Explain what excites you about the position and what in particular caught your eye about this role.

Q3. What do you know about the company?

Tips to answer:

- Don't recite the company's About Us page.
- Show that you understand and care about the company's goals.
- Explain why you believe in the company's mission and values.

Q4. Why do you want this job?

Tips to answer:

- Show that you are passionate about the job.
- Identify why the role is a great fit for you.
- Explain why you love the company.

Q5. Why should we hire you?

Tips to answer:

- Prove through your words that you can not only do the work, but can definitely deliver excellent results.
- Explain why you would be a great fit with the team and work culture.
- Explain why you should be chosen over any other candidate.

Q6. What are your greatest professional strengths?

Tips to answer:

- Be honest share some of your real strengths, rather than give answers that you think sound good.
- Offer examples of specific strengths that are relevant to the position you are applying for.
- Provide examples of how you've demonstrated these strengths.

Q7. What do you consider to be your weaknesses?

Tips to answer:

- The purpose of this question is to gauge your self-awareness and honesty.
- Give an example of a trait that you struggle with, but that you're working on to improve.

Q8. What are your salary requirements?

Tips to answer:

- Do your research beforehand and find out the typical salary range for the job you are applying for.
- Figure out where you lie on the pay scale based on your experience, education, and skills.
- Be flexible. Tell the interviewer that you know your skills are valuable, but that you want the job and are willing to negotiate.

Q9. What do you like to do outside of work?

Tips to answer:

- The purpose of this question is to see if you will fit in with the company culture.
- Be honest open up and share activities and hobbies that interest and excite you.

Q10. If you were an animal, which one would you want to be?

Tips to answer:

- The purpose of this question is to see if you are able to think on your feet.
- There's no wrong answer but to make a great impression try to bring out your strengths or personality traits through your answer.

Q11: What do you think we could do better or differently?

Tips to answer:

- The purpose of this question is to see if you have done your research on the company, and to test whether you can think critically and come up with new ideas.
- Suggest new ideas. Show how your interests and expertise would help you execute these ideas.

Q12: Do you have any questions for us?

Tips to answer:

- Do not ask questions to which the answers can be easily found on the company website or through a quick online search.
- Ask intelligent questions that show your ability to think critically.

- Tips

- Be honest and confident while answering.
- Use examples of your past experiences wherever possible to make your answers more impactful.

16.4.4 Work Readiness – Terms & Terminologies: Basic Workplace Terminology

Every employee should be well versed in the following terms:

- Annual leave: Paid vacation leave given by employers to employees.
- **Background Check:** A method used by employers to verify the accuracy of the information provided by potential candidates.
- Benefits: A part of an employee's compensation package.
- Breaks: Short periods of rest taken by employees during working hours.
- **Compensation Package:** The combination of salary and benefits that an employer provides to his/her employees.
- Compensatory Time (Comp Time): Time off in lieu of pay.
- **Contract Employee:** An employee who works for one organization that sells said employee's services to another company, either on a project or time basis.
- **Contract of Employment:** When an employee is offered work in exchange for wages or salary, and accepts the offer made by the employer, a contract of employment exists.
- **Corporate Culture:** The beliefs and values shared by all the members of a company, and imparted from one generation of employees to another.
- **Counter Offer/Counter Proposal:** A negotiation technique used by potential candidates to increase the amount of salary offered by a company.
- **Cover Letter:** A letter that accompanies a candidate's resume. It emphasizes the important points in the candidate's resume and provides real examples that prove the candidate's ability to perform the expected job role.
- **Curriculum Vitae (CV)/Resume:** A summary of a candidate's achievements, educational background, work experience, skills and strengths.
- **Declining Letter:** A letter sent by an employee to an employer, turning down the job offer made by the employer to the employee.
- **Deductions:** Amounts subtracted from an employee's pay and listed on the employee's pay slip.
- **Discrimination:** The act of treating one person not as favourably as another person.
- Employee: A person who works for another person in exchange for payment.
- **Employee Training:** A workshop or in-house training that an employee is asked to attend by his or her superior, for the benefit of the employer.
- **Employment Gaps:** Periods of unemployed time between jobs.
- **Fixed-Term Contract:** A contract of employment which gets terminated on an agreed-upon date.
- Follow-Up: The act of contacting a potential employer after a candidate has submitted his or her resume.
- Freelancer/Consultant/Independent Contractor: A person who works for him or herself and pitches for temporary jobs and projects with different employers.
- Holiday: Paid time-off from work.
- Hourly Rate: The amount of salary or wages paid for 60 minutes of work.

- **Internship**: A job opportunity offered by an employer to a potential employee, called an intern, to work at the employer's company for a fixed, limited time period.
- **Interview**: A conversation between a potential employee and a representative of an employer, in order to determine if the potential employee should be hired.
- Job Application: A form which asks for a candidate's information like the candidate's name, address, contact details and work experience. The purpose of a candidate submitting a job application, is to show that candidate's interest in working for a particular company.
- **Job Offer**: An offer of employment made by an employer to a potential employee.
- Job Search Agent: A program that enables candidates to search for employment opportunities by selecting criteria listed in the program, for job vacancies.
- Lay Off: A lay off occurs when an employee is temporarily let go from his or her job, due to the employer not having any work for that employee.
- Leave: Formal permission given to an employee, by his or her employer, to take a leave of absence from work.
- Letter of Acceptance: A letter given by an employer to an employee, confirming the offer of employment made by the employer, as well as the conditions of the offer.
- Letter of Agreement: A letter that outlines the terms of employment.
- Letter of Recommendation: A letter written for the purpose of validating the work skills of a person.
- **Maternity Leave**: Leave taken from work by women who are pregnant, or who have just given birth.
- Mentor: A person who is employed at a higher level than you, who offers you advice and guides you in your career.
- Minimum wage: The minimum wage amount paid on an hourly basis.
- **Notice**: An announcement made by an employee or an employer, stating that the employment contract will end on a particular date.
- Offer of Employment: An offer made by an employer to a prospective employee that contains important information pertaining to the job being offered, like the starting date, salary, working conditions etc.
- Open-Ended Contract: A contract of employment that continues till the employer or employee terminates it.
- **Overqualified**: A person who is not suited for a particular job because he or she has too many years of work experience, or a level of education that is much higher than required for the job, or is currently or was previously too highly paid.
- **Part-Time Worker**: An employee who works for fewer hours than the standard number of hours normally worked.
- **Paternity Leave**: Leave granted to a man who has recently become a father.
- Recruiters/Headhunters/Executive Search Firms: Professionals who are paid by employers to search for people to fill particular positions.
- **Resigning/Resignations**: When an employee formally informs his or her employer that he or she is quitting his or her job.
- **Self-Employed**: A person who has his or her own business and does not work in the capacity of an employee.
- **Time Sheet**: A form that is submitted to an employer, by an employee, that contains the number of hours worked every day by the employee.

UNIT 16.5: Understanding Entrepreneurship

Unit Objectives 🏼 🎯

- 1. At the end of this unit, you will be able to:
- 2. Discuss the concept of entrepreneurship
- 3. Discuss the importance of entrepreneurship
- 4. Describe the characteristics of an entrepreneur
- 5. Describe the different types of enterprises
- 6. List the qualities of an effective leader
- 7. Discuss the benefits of effective leadership
- 8. List the traits of an effective team
- 9. Discuss the importance of listening effectively
- 10. Discuss how to listen effectively
- 11. Discuss the importance of speaking effectively
- 12. Discuss how to speak effectively
- 13. Discuss how to solve problems
- 14. List important problem solving traits
- 15. Discuss ways to assess problem solving skills
- 16. Discuss the importance of negotiation
- 17. Discuss how to negotiate
- 18. Discuss how to identify new business opportunities
- 19. Discuss how to identify business opportunities within your business
- 20. Understand the meaning of entrepreneur
- 21. Describe the different types of entrepreneurs
- 22. List the characteristics of entrepreneurs
- 23. Recall entrepreneur success stories
- 24. Discuss the entrepreneurial process
- 25. Describe the entrepreneurship ecosystem
- 26. Discuss the government's role in the entrepreneurship ecosystem
- 27. Discuss the current entrepreneurship ecosystem in India
- 28. Understand the purpose of the Make in India campaign
- 29. Discuss the relationship between entrepreneurship and risk appetite
- 30. Discuss the relationship between entrepreneurship and resilience
- 31. Describe the characteristics of a resilient entrepreneur
- 32. Discuss how to deal with failure

16.5.1 Concept Introduction, (Characteristic of an Entrepreneur, types of firms / types of enterprises): Entrepreneurs and Entrepreneurship

Anyone who is determined to start a business, no matter what the risk, is an entrepreneur. Entrepreneurs run their own start-up, take responsibility for the financial risks and use creativity, innovation and vast reserves of self-motivation to achieve success. They dream big and are determined to do whatever it takes to turn their idea into a viable offering. The aim of an entrepreneur is to create an enterprise. The process of creating this enterprise is known as entrepreneurship.

Importance of Entrepreneurship

Entrepreneurship is very important for the following reasons:

- 1. It results in the creation of new organizations
- 2. It brings creativity into the marketplace
- 3. It leads to improved standards of living
- 4. It helps develop the economy of a country

Characteristics of Entrepreneurs

All successful entrepreneurs have certain characteristics in common.

They are all:

- Extremely passionate about their work
- Confident in themselves
- Disciplined and dedicated
- Motivated and driven
- Highly creative
- Visionaries
- Open-minded
- Decisive

Entrepreneurs also have a tendency to:

- Have a high risk tolerance
- Thoroughly plan everything
- Manage their money wisely
- Make their customers their priority
- Understand their offering and their market in detail
- Ask for advice from experts when required
- Know when to cut their losses

- Examples of Famous Entrepreneurs

Some famous entrepreneurs are:

- Bill Gates (Founder of Microsoft)
- Steve Jobs (Co-founder of Apple)
- Mark Zuckerberg (Founder of Facebook)
- Pierre Omidyar (Founder of eBay)

Types of Enterprises

As an entrepreneur in India, you can own and run any of the following types of enterprises:

Sole Proprietorship

In a sole proprietorship, a single individual owns, manages and controls the enterprise. This type of business is the easiest to form with respect to legal formalities. The business and the owner have no separate legal existence. All profit belongs to the proprietor, as do all the losses - the liability of the entrepreneur is unlimited.

Partnership

A partnership firm is formed by two or more people. The owners of the enterprise are called partners. A partnership deed must be signed by all the partners. The firm and its partners have no separate legal existence. The profits are shared by the partners. With respect to losses, the liability of the partners is unlimited. A firm has a limited life span and must be dissolved when any one of the partners dies, retires, claims bankruptcy or goes insane.

Limited Liability Partnership (LLP)

In a Limited Liability Partnership or LLP, the partners of the firm enjoy perpetual existence as well as the advantage of limited liability. Each partner's liability is limited to their agreed contribution to the LLP. The partnership and its partners have a separate legal existence.

Tips 🛛

- Learn from others' failures.
- Be certain that this is what you want.
- Search for a problem to solve, rather than look for a problem to attach to your idea.

16.5.2 Leadership & Teamwork: Leadership and Leaders

Leadership means seeing an example for others to follow. Seeing a good example means not asking someone to do something that you wouldn't willingly want to do yourself. Leadership is about figuring out what to do in order to win as a team, and as a company.

Leaders believe in doing the right things. They also believe in helping others to do the right things. An effective leader is someone who:

- Creates an inspiring vision of the future.
- Motivates and inspires his team to pursue that vision.

Leadership Qualities That All Entrepreneurs Need

Building a successful enterprise is only possible if the entrepreneur in charge possesses excellent leadership qualities. Some critical leadership skills that every entrepreneur must have are:

- 1. **Pragmatism**: This means having the ability to highlight all obstacles and challenges, in order to resolve issues and reduce risks.
- 2. **Humility**: This means admitting to mistakes often and early, and being quick to take responsibility for your actions. Mistakes should be viewed as challenges to overcome, not opportunities to point blame.
- 3. **Flexibility**: It is critical for a good leader to be very flexible and quickly adapt to change. It is equally critical to know when to adapt and when not to.
- 4. **Authenticity**: This means showing both, your strengths and your weaknesses. It means being human and showing others that you are human.
- 5. **Reinvention**: This means refreshing or changing your leadership style when necessary. To do this, it's important to learn where your leadership gaps lie and find out what resources are required to close them.
- 6. **Awareness**: This means taking the time to recognize how others view you. It means understanding how your presence affects those around you.

Benefits of Effective Leadership

Effective leadership results in numerous benefits. Great leadership leads to the leader successfully:

- Gaining the loyalty and commitment of the team members
- Motivating the team to work towards achieving the company's goals and objectives
- Building morale and instilling confidence in the team members
- Fostering mutual understanding and team-spirit among team members
- Convincing team members about the need to change when a situation requires adaptability

Teamwork and Teams

Teamwork occurs when the people in a workplace combine their individual skills to pursue a common goal. Effective teams are made up of individuals who work together to achieve this common goal. A great team is one who holds themselves accountable for the end result.

Importance of Teamwork in Entrepreneurial Success

For an entrepreneurial leader, building an effective team is critical to the success of a venture. An entrepreneur must ensure that the team he builds possesses certain crucial qualities, traits and characteristics. An effective team is one which has:

- 1. **Unity of purpose:** All the team members should clearly understand and be equally committed to the purpose, vision and goals of the team.
- 2. **Great communication skills:** Team members should have the ability to express their concerns, ask questions and use diagrams, and charts to convey complex information.
- 3. **The ability to collaborate:** Every member should feel entitled to provide regular feedback on new ideas.
- 4. **Initiative:** The team should consist of proactive individuals. The members should have the enthusiasm to come up with new ideas, improve existing ideas, and conduct their own research.
- 5. **Visionary members:** The team should have the ability to anticipate problems and act on these potential problem before they turn into real problems.
- 6. **Great adaptability skills:** The team must believe that change is a positive force. Change should be seen as the chance to improve and try new things.
- 7. **Excellent organizational skills:** The team should have the ability to develop standard work processes, balance responsibilities, properly plan projects, and set in place methods to measure progress and ROI.

– Tips 🛛

- Don't get too attached to your original idea. Allow it to evolve and change.
- Be aware of your weaknesses and build a team that will complement your shortfalls.
- Hiring the right people is not enough. You need to promote or incentivize your most talented people to keep them motivated.
- Earn your team's respect.

- 16.5.3 Communication Skills: Listening & Speaking: The Importance of Listening Effectively

Listening is the ability to correctly receive and understand messages during the process of communication. Listening is critical for effective communication. Without effective listening skills, messages can easily be misunderstood. This results in a communication breakdown and can lead to the sender and the receiver of the message becoming frustrated or irritated.

It's very important to note that listening is not the same as hearing. Hearing just refers to sounds that you hear. Listening is a whole lot more than that. To listen, one requires focus. It means not only paying attention to the story, but also focusing on how the story is relayed, the way language and voice is used, and even how the speaker uses their body language. The ability to listen depends on how effectively one can perceive and understand both, verbal and non-verbal cues.

- How to Listen Effectively

To listen effectively you should:

- Stop talking
- Stop interrupting
- Focus completely on what is being said
- Nod and use encouraging words and gestures
- Be open-minded
- Think about the speaker's perspective
- Be very, very patient
- Pay attention to the tone that is being used
- Pay attention to the speaker's gestures, facial expressions and eye movements
- Not try and rush the person
- Not let the speaker's mannerisms or habits irritate or distract you

How to Listen Effectively

How successfully a message gets conveyed depends entirely on how effectively you are able to get it through. An effective speaker is one who enunciates properly, pronounces words correctly, chooses the right words and speaks at a pace that is easily understandable. Besides this, the words spoken out loud need to match the gestures, tone and body language used.

What you say, and the tone in which you say it, results in numerous perceptions being formed. A person who speaks hesitantly may be perceived as having low self-esteem or lacking in knowledge of the discussed topic. Those with a quiet voice may very well be labelled as shy. And those who speak in commanding tones with high levels of clarity, are usually considered to be extremely confident. This makes speaking a very critical communication skill.

- How to Speak Effectively

To speak effectively you should:

- Incorporate body language in your speech like eye contact, smiling, nodding, gesturing etc.
- Build a draft of your speech before actually making your speech.
- Ensure that all your emotions and feelings are under control.
- Pronounce your words distinctly with the correct pitch and intensity. Your speech should be crystal clear at all times.
- Use a pleasant and natural tone when speaking. Your audience should not feel like you are putting on an accent or being unnatural in any way.
- Use precise and specific words to drive your message home. Ambiguity should be avoided at all costs.
- Ensure that your speech has a logical flow.
- Be brief. Don't add any unnecessary information.
- Make a conscious effort to avoid irritating mannerisms like fidgeting, twitching etc.
- Choose your words carefully and use simple words that the majority of the audience will have no difficulty understanding.
- Use visual aids like slides or a whiteboard.
- Speak slowly so that your audience can easily understand what you're saying. However, be careful not to speak too slowly because this can come across as stiff, unprepared or even condescending.
- Remember to pause at the right moments.

— Tips 🍳

- If you're finding it difficult to focus on what someone is saying, try repeating their words in your head.
- Always maintain eye contact with the person that you are communicating with, when speaking as well as listening. This conveys and also encourages interest in the conversation.

16.5.4 Problem Solving & Negotiation skills: What is a Problem?

As per The Concise Oxford Dictionary (1995), a problem is, "A doubtful or difficult matter requiring a solution"

All problems contain two elements:

1. Goals 2. Obstacles

The aim of problem solving is to recognize the obstacles and remove them in order to achieve the goals.

How to Solve Problems

Solving a problem requires a level of rational thinking. Here are some logical steps to follow when faced with an issue:

Step 1: Identify the problem	Step 2: Study the problem in detail
Step 3: List all possible solutions	Step 4: Select the best solution
Step 5: Implement the chosen solution	Step 6: Check that the problem has really been solved

Important Traits for Problem Solving

Highly developed problem solving skills are critical for both, business owners and their employees. The following personality traits play a big role in how effectively problems are solved:

- Being open minded
- Being proactive
- Having a positive attitude
- Asking the right questions
- Not panicking
- Focusing on the right problem

How to Assess for Problem Solving Skills

As an entrepreneur, it would be a good idea to assess the level of problem solving skills of potential candidates before hiring them. Some ways to assess this skill are through:

- 1. **Application forms**: Ask for proof of the candidate's problem solving skills in the application form.
- 2. **Psychometric tests**: Give potential candidates logical reasoning and critical thinking tests and see how they fare.
- 3. **Interviews**: Create hypothetical problematic situations or raise ethical questions and see how the candidates respond.
- 4. **Technical questions**: Give candidates examples of real life problems and evaluate their thought process.

What is Negotiation?

Negotiation is a method used to settle differences. The aim of negotiation is to resolve differences through a compromise or agreement while avoiding disputes. Without negotiation, conflicts are likely to lead to resentment between people. Good negotiation skills help satisfy both parties and go a long way towards developing strong relationships.

Why Negotiate

Starting a business requires many, many negotiations. Some negotiations are small while others are critical enough to make or break a startup. Negotiation also plays a big role inside the workplace. As an entrepreneur, you need to know not only know how to negotiate yourself, but also how to train employees in the art of negotiation.

How to Negotiate

Take a look at some steps to help you negotiate:

Step 1: Pre-Negotiation Preparation	Agree on where to meet to discuss the problem, decide who all will be present and set a time limit for the discussion.
Step 2: Discuss the Problem	This involves asking questions, listening to the other side, putting your views forward and clarifying doubts.
Step 3: Clarify the Objective	Ensure that both parties want to solve the same problem and reach the same goal.
Step 4: Aim for a Win-Win Outcome	Try your best to be open minded when negotiating. Compromise and offer alternate solutions to reach an outcome where both parties win.
Step 5: Clearly Define the Agreement	When an agreement has been reached, the details of the agreement should be crystal clear to both sides, with no scope for misunderstandings.
Step 6: Implement the Agreed Upon Solution	Agree on a course of action to set the solution in motion

Tips 🛽

- Know exactly what you want before you work towards getting it
- Give more importance to listening and thinking, than speaking
- Focus on building a relationship rather than winning
- Remember that your people skills will affect the outcome
- Know when to walk away sometimes reaching an agreement may not be possible

16.5.5 Business Opportunities Identification: Entrepreneurs and Opportunities

"The entrepreneur always searches for change, responds to it and exploits it as an opportunity." Peter Drucker

The ability to identify business opportunities is an essential characteristic of an entrepreneur.

- What is an Opportunity?

The word opportunity suggests a good chance or a favourable situation to do something offered by circumstances.

A business opportunity means a good or favourable change available to run a specific business in a given environment, at a given point of time.

Common Questions Faced by Entrepreneurs

A critical question that all entrepreneurs face is how to go about finding the business opportunity that is right for them.

Some common questions that entrepreneurs constantly think about are:

- Should the new enterprise introduce a new product or service based on an unmet need?
- Should the new enterprise select an existing product or service from one market and offer it in another where it may not be available?
- Should the enterprise be based on a tried and tested formula that has worked elsewhere?

It is therefore extremely important that entrepreneurs must learn how to identify new and existing business opportunities and evaluate their chances of success.

When is an Idea an Opportunity?

An idea is an opportunity when:

- It creates or adds value to a customer
- It solves a significant problem, removes a pain point or meets a demand
- Has a robust market and profit margin
- Is a good fit with the founder and management team at the right time and place

Factors to Consider When Looking for Opportunities

Consider the following when looking for business opportunities:

- Economic trends
- Changes in funding
- Changing relationships between vendors, partners and suppliers
- Market trends
- Changes in political support
- Shift in target audience

- Ways to Identify New Business Opportunities

1. Identify Market Inefficiencies

When looking at a market, consider what inefficiencies are present in the market. Think about ways to correct these inefficiencies.

2. Remove Key Hassles

Rather than create a new product or service, you can innovatively improve a product, service or process.

3. Create Something New

Think about how you can create a new experience for customers, based on existing business models.

4. Pick a Growing Sector/Industry

Research and find out which sectors or industries are growing and think about what opportunities you can tap in the same.

5. Think About Product Differentiation

If you already have a product in mind, think about ways to set it apart from the existing ones.

Ways to Identify Business Opportunities Within Your Business

1. SWOT Analysis

An excellent way to identify opportunities inside your business is by creating a SWOT analysis. The acronym SWOT stands for strengths, weaknesses, opportunities, and threats. SWOT analysis framework:

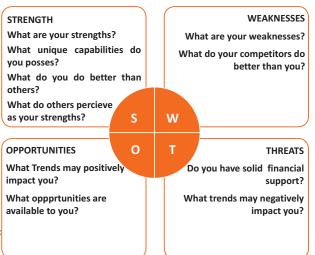


Fig. 16.3 Business opportunities

Consider the following when looking for business opportunities:

By looking at yourself and your competitors using the SWOT framework, you can uncover opportunities that you can exploit, as well as manage and eliminate threats that could derail your success.

2. Establishing Your USP

Establish your USP and position yourself as different from your competitors. Identify why customers should buy from you and promote that reason.

- **Opportunity Analysis**

Once you have identified an opportunity, you need to analyze it.

To analyze an opportunity, you must:

- Focus on the idea
- Focus on the market of the idea
- Talk to industry leaders in the same space as the idea
- Talk to players in the same space as the idea

Tips

- Remember, opportunities are situational.
- Look for a proven track record.
- Avoid the latest craze.
- Love your idea.

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16.5.6 Entrepreneurship Support Eco - System: What is an Entrepreneur?

An entrepreneur is a person who:

- Does not work for an employee
- Runs a small enterprise
- Assumes all the risks and rewards of the enterprise, idea, good or service

Types of Entrepreneurs

There are four main types of entrepreneurs:

- 1. **The Traditional Entrepreneur**: This type of entrepreneur usually has some kind of skill they can be a carpenter, mechanic, cook etc. They have businesses that have been around for numerous years like restaurants, shops and carpenters. Typically, they gain plenty of experience in a particular industry before they begin their own business in a similar field.
- 2. **The Growth Potential Entrepreneur**: The desire of this type of entrepreneur is to start an enterprise that will grow, win many customers and make lots of money. Their ultimate aim is to eventually sell their enterprise for a nice profit. Such entrepreneurs usually have a science or technical background.
- 3. **The Project-Oriented Entrepreneur**: This type of entrepreneur generally has a background in the Arts or psychology. Their enterprises tend to be focus on something that they are very passionate about.
- 4. **The Lifestyle Entrepreneur**: This type of entrepreneur has usually worked as a teacher or a secretary. They are more interested in selling something that people will enjoy, rather than making lots of money.

Characteristics of an Entrepreneur

Successful entrepreneurs have the following characteristics:

- They are highly motivated
- They are creative and persuasive
- They are mentally prepared to handle each and every task
- They have excellent business skills they know how to evaluate their cash flow, sales and revenue
- They are willing to take great risks
- They are very proactive this means they are willing to do the work themselves, rather than wait for someone else to do it
- They have a vision they are able to see the big picture
- They are flexible and open-minded
- They are good at making decisions

- Entrepreneur Success Stories

Dhiru Bhai Ambani

Dhirubhai Ambani began his entrepreneurial career by selling "bhajias" to pilgrims in Mount Girnar on weekends. At 16, he moved to Yemen where he worked as a gas-station attendant, and as a clerk in an oil company. He returned to India with Rs. 50,000 and started a textile trading company. Reliance went on to become the first Indian company to raise money in global markets and the first Indian company to feature in Forbes 500 list.

Dr. Karsanbhai Patel

Karsanbhai Patel made detergent powder in the backyard of his house. He sold his product door-to-door and offered a money back guarantee with every pack that was sold. He charged Rs. 3 per kg when the cheapest detergent at that time was Rs.13 per kg. Dr. Patel eventually started Nirma which became a whole new segment in the Indian domestic detergent market.

The Entrepreneurial Process

Let's take a look at the stages of the entrepreneurial process.

Stage 1: Idea Generation. The entrepreneurial process begins with an idea that has been thought of by the entrepreneur. The idea is a problem that has the potential to be solved.

Stage 2: Germination or Recognition. In this stage a possible solution to the identified problem is thought of.

Stage 3: Preparation or Rationalization. The problem is studied further and research is done to find out how others have tried to solve the same problem.

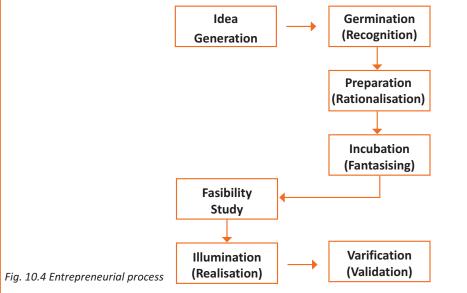
Stage 4: Incubation or Fantasizing. This stage involves creative thinking for the purpose of coming up with more ideas. Less thought is given to the problem areas.

Stage 5: Feasibility Study: The next step is the creation of a feasibility study to determine if the idea will make a profit and if it should be seen through.

Stage 6: Illumination or Realization. This is when all uncertain areas suddenly become clear. The entrepreneur feels confident that his idea has merit.

Stage 7: Verification or Validation. In this final stage, the idea is verified to see if it works and if it is useful.

Take a look at the diagram below to get a better idea of this process.



- What is an Entrepreneur?

The entrepreneurship support ecosystem signifies the collective and complete nature of entrepreneurship. New companies emerge and flourish not only because of the courageous, visionary entrepreneurs who launch them, but they thrive as they are set in an environment or 'ecosystem' made of private and public participants. These players nurture and sustain the new ventures, facilitating the entrepreneurs' efforts.

An entrepreneurship ecosystem comprises of the following six domains:

- 1. **Favourable Culture:** This includes elements such as tolerance of risk and errors, valuable networking and positive social standing of the entrepreneur.
- 2. **Facilitating Policies & Leadership:** This includes regulatory framework incentives and existence of public research institutes.
- 3. **Financing Options:** Angel financing, venture capitalists and micro loans would be good examples of this.
- 4. **Human Capital:** This refers to trained and untrained labour, entrepreneurs and entrepreneurship training programmes, etc.
- 5. **Conducive Markets for Products & Services:** This refers to an existence or scope of existence of a market for the product/service.
- 6. **Institutional & Infrastructural Support:** This includes legal and financing advisers, telecommunications, digital and transportation infrastructure, and entrepreneurship networking programmes.

These domains indicate whether there is a strong entrepreneurship support ecosystem and what actions should the government put in place to further encourage this ecosystem. The six domains and their various elements have been graphically depicted.

ent, support port jump start funds amework	benifits contract enforcement, pro- benifits perty rights, and labour Financial Capital	 Micro-loans Micro-loans Angel investors, fri- Private equity ends and family Public capital markets Zero-stage venture Debt 	 Success Stories Visible successes Wealth generation for founders International reputation Societal norms 	 Tolerance of risk, mistakes, failure Innovation, creativity, experimentation Social status of entrepreneur Wealth creation Ambition, drive, hunger 	
LeadershipGovernment• Unequivocal support• Institutions• Unequivocal support• Institutions• Social legitimacy• Institutions• Social legitimacy• Institutions• Open door for advocate• Financial support• Entrepreneurship strategy• g. for R&D, jum• urgency, crisis and challengeRegulatory frame	Policy e.g. Tax benifits	Market Entrepreneurship	Human Capital Supports	ers Non-Government Institution	 Entrepreneurship Conferences promotion in non-profits Business plan Entrepreneur- fricontests endly association
Early Customers• Early adopters for proof-of-concept• Expertise in productizing• Reference customer• First reviews• Distribution channels	Networks Entrepreneure's networks Diaspora networks 	 Multinational corporations Labour Skilled and unskilled Serial entrepreneures 	 Later generation family Educational Institutions General degrees (professional and academic) Specific entrepreneurship training 	Infrastructure Telecommunications Transportation & logistics Energy Zones, incubation centers, clusters 	Support ProfessionsLegalAccountingInvestment bankers

Every entrepreneurship support ecosystem is unique and all the elements of the ecosystem are interdependent. Although every region's entrepreneurship ecosystem can be broadly described by the above features, each ecosystem is the result of the hundred elements interacting in highly complex and particular ways.

Entrepreneurship ecosystems eventually become (largely) self-sustaining. When the six domains are resilient enough, they are mutually beneficial. At this point, government involvement can and should be significantly minimized. Public leaders do not need to invest a lot to sustain the ecosystem. It is imperative that the entrepreneurship ecosystem incentives are formulated to be self-liquidating, hence focusing on sustainability of the environment.

- Government's Role in the Entrepreneurship Ecosystem

Encouraging new ventures is a major focus for policymakers. Governments across the world are recognizing that new businesses flourish in distinctive types of supportive environments. Policymakers should study the scenario and take into account the following points whilst they formulate policies and regulations that enable successful entrepreneurship support ecosystems.

- 1. Policymakers should avoid regulations that discourage new entrants and work towards building efficient methods for business startups. Policies and regulations that favour existing, dominant firms over entrepreneurial ventures, restrict competition and obstruct entry for new companies.
- Instead of developing policies conceptually intended to correct market failures, policymakers should interact with entrepreneurs and understand the challenges faced by them. The feedback should be used to develop policies that incite idea exploration, product development and increased rates of deal flow.
- 3. Entrepreneurial supporters should create a database that enables identifying who the participants in the ecosystem are and how they are connected. These ecosystem maps are useful tools in developing engagement strategies.
- 4. Disruptions are unavoidable in economic and social life. However, it's important to note that economic disruption gives rise to entrepreneurial opportunities. Architects of the entrepreneurship ecosystems (entrepreneurs, mentors, policymakers and consumers,) should anticipate these dips, thus capitalizing on the opportunities they create.

The need for effective strategies to enable local entrepreneurship support ecosystems is a practical one. Better understanding of the actual ecosystems provides a framework within which policy makers can ask relevant questions, envisage more efficient approaches, and assess ensuing outcomes.

Snapshot of the Entrepreneurship Ecosystem in India

Entrepreneurship has earned a newfound respect in India. Many Indians, with exposure to the world of business, who traditionally would have opted for a job, are setting up their own ventures. Many elements of the entrepreneurship ecosystem are beginning to come together. For example, increase in venture capitalists, government schemes and incubators, academia industry linkages, and emerging clusters and support to rural economy. All these initiatives are effective but there is a need to scale up and enrich the ecosystem further in the following ways:

- 1. We need to review our attitude towards failures and accept them as learning experiences.
- 2. We must encourage the educated to become entrepreneurs and provide students in schools and colleges with entrepreneurship skills.

- 3. Universities, research labs and the government need to play the role of enablers in the entrepreneurship support ecosystem.
- 4. Policymakers need to focus on reducing the obstacles such as corruption, red tape and bureaucracy.
- 5. We need to improve our legal systems and court international venture capital firms and bring them to India.
- 6. We must devise policies and methods to reach the secondary and tertiary towns in India, where people do not have access to the same resources available in the cities.

Today, there is a huge opportunity in this country to introduce innovative solutions that are capable of scaling up, and collaborating within the ecosystem as well as enriching it.

Make in India Campaign

Every entrepreneur has certain needs. Some of their important needs are:

- To easily get loans
- To easily find investors
- To get tax exemptions
- To easily access resources and good infrastructure
- To enjoy a procedure that is free of hassles and is quick
- To be able to easily partner with other firms

The Make in India campaign, launched by Prime Minister Modi aims to satisfy all these needs of young, aspiring entrepreneurs. Its objective is to:

- Make investment easy
- Support new ideas
- Enhance skill development
- Safeguard the ideas of entrepreneurs
- Create state-of-the-art facilities for manufacturing goods

Tips 🛛

- Research the existing market, network with other entrepreneurs, venture capitalists, angel investors, and thoroughly review the policies in place to enable your entrepreneurship.
- Failure is a stepping stone and not the end of the road. Review yours and your peers' errors and correct them in your future venture.
- Be proactive in your ecosystem. Identify the key features of your ecosystem and enrich them to ensure self-sustainability of your entrepreneurship support ecosystem.

16.5.7 Risk Appetite & Resilience: Entrepreneurship and Risk

Entrepreneurs are inherently risk takers. They are path-makers not path-takers. Unlike a normal, cautious person, an entrepreneur would not think twice about quitting his job (his sole income) and taking a risk on himself and his idea.

An entrepreneur is aware that while pursuing his dreams, assumptions can be proven wrong and unforeseen events may arise. He knows that after dealing with numerous problems, success is still not guaranteed. Entrepreneurship is synonymous with the ability to take risks. This ability, called risk-appetite, is an entrepreneurial trait that is partly genetic and partly acquired.

What is Risk Appetite?

Risk appetite is defined as the extent to which a company is equipped to take risk, in order to achieve its objectives. Essentially, it refers to the balance, struck by the company, between possible profits and the hazards caused by changes in the environment (economic ecosystem, policies, etc.). Taking on more risk may lead to higher rewards but have a high probability of losses as well. However, being too conservative may go against the company as it can miss out on good opportunities to grow and reach their objectives.

The levels of risk appetite can be broadly categorized as "low", "medium" and "high." The company's entrepreneur(s) have to evaluate all potential alternatives and select the option most likely to succeed. Companies have varying levels of risk appetites for different objectives. The levels depend on:

- The type of industry
- Market pressures
- Company objectives

For example, a startup with a revolutionary concept will have a very high risk appetite. The startup can afford short term failures before it achieves longer term success. This type of appetite will not remain constant and will be adjusted to account for the present circumstances of the company.

Risk Appetite Statement

Companies have to define and articulate their risk appetite in sync with decisions made about their objectives and opportunities. The point of having a risk appetite statement is to have a framework that clearly states the acceptance and management of risk in business. It sets risk taking limits within the company. The risk appetite statement should convey the following:

- The nature of risks the business faces.
- Which risks the company is comfortable taking on and which risks are unacceptable.
- How much risk to accept in all the risk categories.
- The desired tradeoff between risk and reward.
- Measures of risk and methods of examining and regulating risk exposures.

- Entrepreneurship and Resilience

Entrepreneurs are characterized by a set of qualities known as resilience. These qualities play an especially large role in the early stages of developing an enterprise. Risk resilience is an extremely valuable characteristic as it is believed to protect entrepreneurs against the threat of challenges and changes in the business environment.

What is Entrepreneurial Resilience? -

Resilience is used to describe individuals who have the ability to overcome setbacks related to their life and career aspirations. A resilient person is someone who is capable of easily and quickly recovering from setbacks. For the entrepreneur, resilience is a critical trait. Entrepreneurial resilience can be enhanced in the following ways:

- By developing a professional network of coaches and mentors
- By accepting that change is a part of life
- By viewing obstacles as something that can be overcome

Characteristics of a Resilient Entrepreneur

The characteristics required to make an entrepreneur resilient enough to go the whole way in their business enterprise are:

- A strong internal sense of control
- Strong social connections
- Skill to learn from setbacks
- Ability to look at the bigger picture
- Ability to diversify and expand
- Survivor attitude
- Cash-flow conscious habits
- Attention to detail

Tips

- Cultivate a great network of clients, suppliers, peers, friends and family. This will not only help you promote your business, but will also help you learn, identify new opportunities and stay tuned to changes in the market.
- Don't dwell on setbacks. Focus on what the you need to do next to get moving again.
- While you should try and curtail expenses, ensure that it is not at the cost of your growth.

16.5.8 Success & Failures: Understanding Successes and Failures in Entrepreneurship

Shyam is a famous entrepreneur, known for his success story. But what most people don't know, is that Shyam failed numerous times before his enterprise became a success. Read his interview to get an idea of what entrepreneurship is really about, straight from an entrepreneur who has both, failed and succeeded.

Interviewer: Shyam, I have heard that entrepreneurs are great risk-takers who are never afraid of failing. Is this true?

Shyam: Ha ha, no of course it's not true! Most people believe that entrepreneurs need to be fearlessly enthusiastic. But the truth is, fear is a very normal and valid human reaction, especially when you are planning to start your own business! In fact, my biggest fear was the fear of failing. The reality is, entrepreneurs fail as much as they succeed. The trick is to not allow the fear of failing to stop you from going ahead with your plans. Remember, failures are lessons for future success!

Interviewer: What, according to you, is the reason that entrepreneurs fail?

Shyam: Well, there is no one single reason why entrepreneurs fail. An entrepreneur can fail due to numerous reasons. You could fail because you have allowed your fear of failure to defeat you. You could fail because you are unwilling to delegate (distribute) work. As the saying goes, "You can do anything, but not everything!" You could fail because you gave up too easily – maybe you were not persistent enough. You could fail because you were focusing your energy on small, insignificant tasks and ignoring the tasks that were most important. Other reasons for failing are partnering with the wrong people, not being able to sell your product to the right customers at the right time at the right price... and many more reasons!

Interviewer: As an entrepreneur, how do you feel failure should be looked at?

Shyam: I believe we should all look at failure as an asset, rather than as something negative. The way I see it, if you have an idea, you should try to make it work, even if there is a chance that you will fail. That's because not trying is failure right there, anyway! And failure is not the worst thing that can happen. I think having regrets because of not trying, and wondering 'what if' is far worse than trying and actually failing.

Interviewer: How did you feel when you failed for the first time?

Shyam: I was completely heartbroken! It was a very painful experience. But the good news is, you do recover from the failure. And with every subsequent failure, the recovery process gets a lot easier. That's because you start to see each failure more as a lesson that will eventually help you succeed, rather than as an obstacle that you cannot overcome. You will start to realize that failure has many benefits.

Interviewer: Can you tell us about some of the benefits of failing?

Shyam: One of the benefits that I have experienced personally from failing is that the failure made me see things in a new light. It gave me answers that I didn't have before. Failure can make you a lot stronger. It also helps keep your ego in control.

Interviewer: What advice would you give entrepreneurs who are about to start their own enterprises?

Shyam: I would tell them to do their research and ensure that their product is something that is actually wanted by customers. I'd tell them to pick their partners and employees very wisely and cautiously. I'd tell them that it's very important to be aggressive – push and market your product as aggressively as possible. I would warn them that starting an enterprise is very

expensive and that they should be prepared for a situation where they run out of money.

I would tell them to create long term goals and put a plan in action to achieve that goal. I would tell them to build a product that is truly unique. Be very careful and ensure that you are not copying another startup. Lastly, I'd tell them that it's very important that they find the right investors.

Interviewer: That's some really helpful advice, Shyam! I'm sure this will help all entrepreneurs to be more prepared before they begin their journey! Thank you for all your insight!

– Tips 🛛

- Remember that nothing is impossible.
- Identify your mission and your purpose before you start.
- Plan your next steps don't make decisions hastily.

UNIT 16.6: Preparing to be an Entrepreneur

Unit Objectives

At the end of this unit, you will be able to:

- 1. Discuss how market research is carried out
- 2. Describe the 4 Ps of marketing
- 3. Discuss the importance of idea generation
- 4. Recall basic business terminology
- 5. Discuss the need for CRM
- 6. Discuss the benefits of CRM
- 7. Discuss the need for networking
- 8. Discuss the benefits of networking
- 9. Understand the importance of setting goals
- 10. Differentiate between short-term, medium-term and long-term goals
- 11. Discuss how to write a business plan
- 12. Explain the financial planning process
- 13. Discuss ways to manage your risk
- 14. Describe the procedure and formalities for applying for bank finance
- 15. Discuss how to manage your own enterprise
- 16. List important questions that every entrepreneur should ask before starting an enterprise

16.6.1 Market Study / The 4 Ps of Marketing / Importance of an IDEA: Understanding Market Research

Market research is the process of gathering, analyzing and interpreting market information on a product or service that is being sold in that market. It also includes information on:

- Past, present and prospective customers
- Customer characteristics and spending habits
- The location and needs of the target market
- The overall industry
- Relevant competitors

Market research involves two types of data:

- Primary information. This is research collected by yourself or by someone hired by you.
- Secondary information. This is research that already exists and is out there for you to find and use.

Primary research

Primary research can be of two types:

- Exploratory: This is open-ended and usually involves detailed, unstructured interviews.
- Specific: This is precise and involves structured, formal interviews. Conducting specific research is the more expensive than conducting exploratory research.

Secondary research

Secondary research uses outside information. Some common secondary sources are:

- Public sources: These are usually free and have a lot of good information. Examples are government departments, business departments of public libraries etc.
- Commercial sources: These offer valuable information but usually require a fee to be paid. Examples are research and trade associations, banks and other financial institutions etc.
- Educational institutions: These offer a wealth of information. Examples are colleges, universities, technical institutes etc.

The 4 Ps of Marketing

The 4 Ps of marketing are Product, Price, Promotion and Place. Let's look at each of these 4 Ps in detail.

Product -

A product can be:

A tangible good
 An intangible service

Whatever your product is, it is critical that you have a clear understanding of what you are offering, and what its unique characteristics are, before you begin with the marketing process.

Some questions to ask yourself are:

- What does the customer want from the product/service?
- What needs does it satisfy?
- Are there any more features that can be added?
- Does it have any expensive and unnecessary features?
- How will customers use it?
- What should it be called?
- How is it different from similar products?
- How much will it cost to produce?
- Can it be sold at a profit?

- Price

Once all the elements of Product have been established, the Price factor needs to be considered. The Price of a Product will depend on several factors such as profit margins, supply, demand and the marketing strategy.

Some questions to ask yourself are:

- What is the value of the product/service to customers?
- Do local products/services have established price points?
- Is the customer price sensitive?
- Should discounts be offered?
- How is your price compared to that of your competitors?

Promotion

Once you are certain about your Product and your Price, the next step is to look at ways to promote it. Some key elements of promotion are advertising, public relations, social media marketing, email marketing, search engine marketing, video marketing and more.

Some questions to ask yourself are:

- Where should you promote your product or service?
- What is the best medium to use to reach your target audience?
- When would be the best time to promote your product?
- How are your competitors promoting their products?

Place -

According to most marketers, the basis of marketing is about offering the right product, at the right price, at the right place, at the right time. For this reason, selecting the best possible location is critical for converting prospective clients into actual clients.

Some questions to ask yourself are:

- Will your product or service be looked for in a physical store, online or both?
- What should you do to access the most appropriate distribution channels?
- Will you require a sales force?
- Where are your competitors offering their products or services?
- Should you follow in your competitors' footsteps?
- Should you do something different from your competitors?

Importance of an IDEA -

Ideas are the foundation of progress. An idea can be small or ground-breaking, easy to accomplish or extremely complicated to implement. Whatever the case, the fact that it is an idea gives it merit. Without ideas, nothing is possible. Most people are afraid to speak out their ideas, out for fear of being ridiculed. However, if are an entrepreneur and want to remain competitive and innovative, you need to bring your ideas out into the light.

Some ways to do this are by:

- Establishing a culture of brainstorming where you invite all interested parties to contribute
- Discussing ideas out loud so that people can add their ideas, views, opinions to them
- Being open minded and not limiting your ideas, even if the idea who have seems ridiculous
- Not discarding ideas that you don't work on immediately, but instead making a note of them and shelving them so they can be revisited at a later date

- Tips 🛛

- Keep in mind that good ideas do not always have to be unique.
- Remember that timing plays a huge role in determining the success of your idea.
- Situations and circumstances will always change, so be flexible and adapt your idea accordingly.

16.6.2 Business Entity Concepts: _____ Basic Business Terminology

If your aim is to start and run a business, it is crucial that you have a good understanding of basic business terms. Every entrepreneur should be well versed in the following terms:

- Accounting: A systematic method of recording and reporting financial transactions.
- Accounts payable: Money owed by a company to its creditors.
- Accounts Receivable: The amount a company is owed by its clients.
- Assets: The value of everything a company owns and uses to conduct its business.
- Balance Sheet: A snapshot of a company's assets, liabilities and owner's equity at a given moment.
- Bottom Line: The total amount a business has earned or lost at the end of a month.
- Business: An organization that operates with the aim of making a profit.
- Business to Business (B2B): A business that sells goods or services to another business.
- Business to Consumer (B2C): A business that sells goods or services directly to the end user.
- Capital: The money a business has in its accounts, assets and investments. The two main types of capital are debt and equity.
- Cash Flow: The overall movement of funds through a business each month, including income and expenses.
- Cash Flow Statement: A statement showing the money that entered and exited a business during a specific period of time.
- Contract: A formal agreement to do work for pay.
- Depreciation: The degrading value of an asset over time.
- Expense: The costs that a business incurs through its operations.
- Finance: The management and allocation of money and other assets.
- Financial Report: A comprehensive account of a business' transactions and expenses.
- Fixed Cost: A one-time expense.
- Income Statement (Profit and Loss Statement): Shows the profitability of a business during a period of time.
- Liabilities: The value of what a business owes to someone else.
- Marketing: The process of promoting, selling and distributing a product or service.
- Net Income/Profit: Revenues minus expenses.
- Net Worth: The total value of a business.
- Payback Period: The amount of time it takes to recover the initial investment of a business.
- Profit Margin: The ratio of profit, divided by revenue, displayed as a percentage.
- Return on Investment (ROI): The amount of money a business gets as return from an investment.

- Revenue: The total amount of income before expenses are subtracted.
- Sales Prospect: A potential customer.
- Supplier: A provider of supplies to a business.
- Target Market: A specific group of customers at which a company's products and services are aimed.
- Valuation: An estimate of the overall worth of the business.
- Variable Cost: Expenses that change in proportion to the activity of a business.
- Working Capital: Calculated as current assets minus current liabilities.

- 16.6.3 CRM & Networking: What is CRM?

CRM stands for Customer Relationship Management. Originally the expression Customer Relationship Management meant managing one's relationship with customers. However, today it refers to IT systems and software designed to help companies manage their relationships.

The Need for CRM -

The better a company can manage its relationships with its customers, the higher the chances of the company's success. For any entrepreneur, the ability to successfully retain existing customers and expand the enterprise is paramount. This is why IT systems that focus on addressing the problems of dealing with customers on a daily basis are becoming more and more in demand.

Customer needs change over time, and technology can make it easier to understand what customers really want. This insight helps companies to be more responsive to the needs of their customers. It enables them to modify their business operations when required, so that their customers are always served in the best manner possible. Simply put, CRM helps companies recognize the value of their clients and enables them to capitalize on improved customer relations.

Benefits of CRM

CRM has a number of important benefits:

- It helps improve relations with existing customers which can lead to:
 - Increased sales

Identification of customer needs

Cross-selling of products

- It results in better marketing of one's products or services
- It enhances customer satisfaction and retention
- It improves profitability by identifying and focusing on the most profitable customers

What is Networking?

In business, networking means leveraging your business and personal connections in order to bring in a regular supply of new business. This marketing method is effective as well as low cost. It is a great way to develop sales opportunities and contacts. Networking can be based on referrals and introductions, or can take place via phone, email, and social and business networking websites.

The Need for Networking

Networking is an essential personal skill for business people, but it is even more important for entrepreneurs. The process of networking has its roots in relationship building. Networking results in greater communication and a stronger presence in the entrepreneurial ecosystem. This helps build strong relationships with other entrepreneurs.

Business networking events held across the globe play a huge role in connecting like-minded entrepreneurs who share the same fundamental beliefs in communication, exchanging ideas and converting ideas into realities. Such networking events also play a crucial role in connecting entrepreneurs with potential investors. Entrepreneurs may have vastly different experiences and backgrounds but they all have a common goal in mind – they all seek connection, inspiration, advice, opportunities and mentors. Networking offers them a platform to do just that.

Benefits of Networking

Networking offers numerous benefits for entrepreneurs. Some of the major benefits are:

- Getting high quality leads
- Increased business opportunities
- Good source of relevant connections
- Advice from like-minded entrepreneurs
- Gaining visibility and raising your profile
- Meeting positive and enthusiastic people
- Increased self-confidence
- Satisfaction from helping others
- Building strong and lasting friendships

Tips

- Use social media interactions to identify needs and gather feedback.
- When networking, ask open-ended questions rather than yes/no type questions.

- 16.6.4 Business Plan: Why Set Goals

Setting goals is important because it gives you long-term vision and short-term motivation. Goals can be short term, medium term and long term.

Short-Term Goals

• These are specific goals for the immediate future.

Example: Repairing a machine that has failed.

Medium-Term Goals

- These goals are built on your short term goals.
- They do not need to be as specific as your short term goals.

Example: Arranging for a service contract to ensure that your machines don't fail again.

Long-Term Goals

These goals require time and planning.

They usually take a year or more to achieve.

Example: Planning your expenses so you can buy new machinery

- Why Create a Business Plan

A business plan is a tool for understanding how your business is put together. It can be used to monitor progress, foster accountable and control the fate of the business. It usually offers a 3-5 year projection and outlines the plan that the company intends to follow to grow its revenues. A business plan is also a very important tool for getting the interest of key employees or future investors.

A business plan typically comprises of eight elements.

Elements of a Business Plan

Executive Summary

The executive summary follows the title page. The summary should clearly state your desires as the business owner in a short and businesslike way. It is an overview of your business and your plans. Ideally this should not be more than 1-2 pages.

Your Executive Summary should include:

• The Mission Statement: Explain what your business is all about.

Example: Nike's Mission Statement

Nike's mission statement is "To bring inspiration and innovation to every athlete in the world."

- Company Information: Provide information like when your business was formed, the names and roles of the founders, the number of employees, your business location(s) etc.
- Growth Highlights: Mention examples of company growth. Use graphs and charts where possible.
- Your Products/Services: Describe the products or services provided.
- Financial Information: Provide details on current bank and investors.
- Summarize future plans: Describe where you see your business in the future.

Business Description

The second section of your business plan needs to provide a detailed review of the different elements of your business. This will help potential investors to correctly understand your business goal and the uniqueness of your offering.

Your Business Description should include:

- A description of the nature of your business
- The market needs that you are aiming to satisfy
- The ways in which your products and services meet these needs
- The specific consumers and organizations that you intend to serve
- Your specific competitive advantages

Market Analysis

The market analysis section usually follows the business description. The aim of this section is to showcase your industry and market knowledge. This is also the section where you should lay down your research findings and conclusions.

Your Market Analysis should include:

- Your industry description and outlook
- Information on your target market
- The needs and demographics of your target audience
- The size of your target market
- The amount of market share you want to capture
- Your pricing structure
- Your competitive analysis
- Any regulatory requirements

Organization & Management

This section should come immediately after the Market Analysis.

Your Organization & Management section should include:

- Your company's organizational structure
- Details of your company's ownership
- Details of your management team
- Qualifications of your board of directors
- Detailed descriptions of each division/department and its function
- The salary and benefits package that you offer your people
- The incentives that you offer

Service or Product Line

The next section is the service or product line section. This is where you describe your service or product, and stress on their benefits to potential and current customers. Explain in detail why your product of choice will fulfill the needs of your target audience.

Your Service or Product Line section should include:

- A description of your product/service
- A description of your product or service's life cycle
- A list of any copyright or patent filings
- A description of any R&D activities that you are involved in or planning

Marketing & Sales

Once the Service or Product Line section of your plan has been completed, you should start on the description of the marketing and sales management strategy for your business. Your Marketing section should include the following strategies:

- **Market penetration strategy**: This strategy focuses on selling your existing products or services in existing markets, in order to increase your market share.
- **Growth strategy**: This strategy focuses on increasing the amount of market share, even if it reduces earnings in the short-term.
- **Channels of distribution strategy**: These can be wholesalers, retailers, distributers and even the internet.
- **Communication strategy**: These can be written strategies (e-mail, text, chat), oral strategies (phone calls, video chats, face-to-face conversations), non-verbal strategies (body language, facial expressions, tone of voice) and visual strategies (signs, webpages, illustrations).

Your Sales section should include the following information:

- A salesforce strategy: This strategy focuses on increasing the revenue of the enterprise.
- A breakdown of your sales activities: This means detailing out how you intend to sell your products or services will you sell it offline or online, how many units do you intend to sell, what price do you plan to sell each unit at, etc.

Funding Request

This section is specifically for those who require funding for their venture.

The Funding Request section should include the following information:

- How much funding you currently require.
- How much funding you will require over the next five years. This will depend on your long-term goals.
- The type of funding you want and how you plan to use it. Do you want funding that can be used only for a specific purpose, or funding that can be used for any kind of requirement?
- Strategic plans for the future. This will involve detailing out your long-term plans what these plans are and how much money you will require to put these plans in motions.
- Historical and prospective financial information. This can be done by creating and maintaining all your financial records, right from the moment your enterprise started, to the present day. Documents required for this are your balance sheet which contains details of your company's assets and liabilities, your income statement which lists your company's revenues, expenses and net income for the year, your tax returns (usually for the last three years) and your cash flow budget which lists the cash that came in, the cash that went out and states whether you had a cash deficit (negative balance) or surplus (positive balance) at the end of each month.

Financial Planning

Before you begin building your enterprise, you need to plan your finances. Take a look at the steps for financial planning:

Step 1: Create a financial plan. This should include your goals, strategies and timelines for accomplishing these goals.

Step 2: Organize all your important financial documents. Maintain a file to hold your investment details, bank statements, tax papers, credit card bills, insurance papers and any other financial records.

Step 3: Calculate your net worth. This means figure out what you own (assets like your house, bank accounts, investments etc.), and then subtract what you owe (liabilities like loans, pending credit card amounts etc.) the amount you are left with is your net worth.

Step 4: Make a spending plan. This means write down in detail where your money will come from, and where it will go.

Step 5: Build an emergency fund. A good emergency fund contains enough money to cover at least 6 months' worth of expenses.

Step 6: Set up your insurance. Insurance provides long term financial security and protects you against risk.

Risk Management

As an entrepreneur, it is critical that you evaluate the risks involved with the type of enterprise that you want to start, before you begin setting up your company. Once you have identified potential risks, you can take steps to reduce them. Some ways to manage risks are:

- Research similar business and find out about their risks and how they were minimized.
- Evaluate current market trends and find out if similar products or services that launched a while ago are still being well received by the public.
- Think about whether you really have the required expertise to launch your product or service.
- Examine your finances and see if you have enough income to start your enterprise.
- Be aware of the current state of the economy, consider how the economy may change over time, and think about how your enterprise will be affected by any of those changes.
- Create a detailed business plan.

– Tips 🛛

- Ensure all the important elements are covered in your plan.
- Scrutinize the numbers thoroughly.
- Be concise and realistic.
- Be conservative in your approach and your projections.
- Use visuals like charts, graphs and images wherever possible.

16.6.5 Procedure and Formalities for Bank Finance: The Need for Bank Finance

For entrepreneurs, one of the most difficult challenges faced involves securing funds for startups. With numerous funding options available, entrepreneurs need to take a close look at which funding methodology works best for them. In India, banks are one of the largest funders of startups, offering funding to thousands of startups every year.

What Information Should Entrepreneurs Offer Banks for Funding?

When approaching a bank, entrepreneurs must have a clear idea of the different criteria that banks use to screen, rate and process loan applications. Entrepreneurs must also be aware of the importance of providing banks with accurate and correct information. It is now easier than ever for financial institutions to track any default behaviour of loan applicants. Entrepreneurs looking for funding from banks must provide banks with information relating to their general credentials, financial situation and guarantees or collaterals that can be offered.

General Credentials

This is where you, as an entrepreneur, provide the bank with background information on yourself. Such information includes:

- Letter(s) of Introduction: This letter should be written by a respected business person who knows you well enough to introduce you. The aim of this letter is set across your achievements and vouch for your character and integrity.
- Your Profile: This is basically your resume. You need to give the bank a good idea of your educational achievements, professional training, qualifications, employment record and achievements.
- Business Brochure: A business brochure typically provides information on company products, clients, how long the business has been running for etc.
- Bank and Other References: If you have an account with another bank, providing those bank references is a good idea.
- Proof of Company Ownership or Registration: In some cases, you may need to provide the bank with proof of company ownership and registration. A list of assets and liabilities may also be required.

Financial Situation

Banks will expect current financial information on your enterprise. The standard financial reports you should be prepared with are:

- Balance Sheet
- Cash-Flow Statement
- Business Plan

- Profit-and-Loss Account
- Projected Sales and Revenues
- Feasibility Study

Guarantees or Collaterals

Usually banks will refuse to grant you a loan without security. You can offer assets which the bank can seize and sell off if you do not repay the loan. Fixed assets like machinery, equipment, vehicles etc. are also considered to be security for loans.

The Lending Criteria of Banks

Your request for funding will have a higher chance of success if you can satisfy the following lending criteria:

- Good cash flow
- Adequate shareholders' funds
- Adequate security
- Experience in business
- Good reputation

The Procedure

To apply for funding the following procedure will need to be followed.

- 1. Submit your application form and all other required documents to the bank.
- 2. The bank will carefully assess your credit worthiness and assign ratings by analyzing your business information with respect to parameters like management, financial, operational and industry information as well as past loan performance.
- 3. The bank will make a decision as to whether or not you should be given funding.

Tips [

- Get advice on funding options from experienced bankers.
- Be cautious and avoid borrowing more than you need, for longer than you need, at an interest rate that is higher than you are comfortable with.

16.6.6 Enterprise Management - An Overview: How to Manage Your Enterprise

To manage your enterprise effectively you need to look at many different aspects, right from managing the day-to-day activities to figuring out how to handle a large scale event. Let's take a look at some simple steps to manage your company effectively.

Step 1: Use your leadership skills and ask for advice when required.

Let's take the example of Ramu, an entrepreneur who has recently started his own enterprise. Ramu has good leadership skills – he is honest, communicates well, knows how to delegate work etc. These leadership skills definitely help Ramu in the management of his enterprise. However, sometimes Ramu comes across situations that he is unsure how to handle. What should Ramu do in this case? One solution is for him to find a more experienced manager who is willing to mentor him. Another solution is for Ramu to use his networking skills so that he can connect with managers from other organizations, who can give him advice on how to handle such situations.

Step 2: Divide your work amongst others - realize that you cannot handle everything yourself.

Even the most skilled manager in the world will not be able to manage every single task that an enterprise will demand of him. A smart manager needs to realize that the key to managing his enterprise lies in his dividing all his work between those around him. This is known as delegation. However, delegating is not enough. A manager must delegate effectively if he wants to see results. This is important because delegating, when done incorrectly, can result in you creating even more work for yourself. To delegate effectively, you can start by making two lists. One list should contain the things that you know you need to handle yourself. The second list should contain the things that you are confident can be given to others to manage and handle. Besides incorrect delegation, another issue that may arise is over-delegation. This means giving away too many of your tasks to others. The problem with this is, the more tasks you delegate, the more time you will spend tracking and monitoring the work progress of those you have handed the tasks to. This will leave you with very little time to finish your own work.

Step 3: Hire the right people for the job.

Hiring the right people goes a long way towards effectively managing your enterprise. To hire the best people suited for the job, you need to be very careful with your interview process. You should ask potential candidates the right questions and evaluate their answers carefully. Carrying out background checks is always a good practice. Running a credit check is also a good idea, especially if the people you are planning to hire will be handling your money. Create a detailed job description for each role that you want filled and ensure that all candidates have a clear and correct understanding of the job description. You should also have an employee manual in place, where you

put down every expectation that you have from your employees. All these actions will help ensure that the right people are approached for running your enterprise.

Step 4: Motivate your employees and train them well.

Your enterprise can only be managed effectively if your employees are motivated to work hard for your enterprise. Part of being motivated involves your employees believing in the vision and mission of your enterprise and genuinely wanting to make efforts towards pursuing the same. You can motivate your employees with recognition, bonuses and rewards for achievements. You can also motivate them by telling them about how their efforts have led to the company's success. This will help them feel pride and give them a sense of responsibility that will increase their motivation. Besides motivating your people, your employees should be constantly trained in new practices and technologies. Remember, training is not a one-time effort. It is a consistent effort that needs to be carried out regularly.

Step 5: Train your people to handle your customers well.

Your employees need to be well-versed in the art of customer management. This means they should be able to understand what their customers want, and also know how to satisfy their needs. For them to truly understand this, they need to see how you deal effectively with customers. This is called leading by example. Show them how you sincerely listen to your clients and the efforts that you put into understand their requirements. Let them listen to the type of questions that you ask your clients so they understand which questions are appropriate.

Step 6: Market your enterprise effectively.

Use all your skills and the skills of your employees to market your enterprise in an effective manner. You can also hire a marketing agency if you feel you need help in this area.

Now that you know what is required to run your enterprise effectively, put these steps into play, and see how much easier managing your enterprise becomes!

- Tips	0
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- Get advice on funding options from experienced bankers.
- Be cautious and avoid borrowing more than you need, for longer than you need, at an interest rate that is higher than you are comfortable with.

16.6.7. 20 Questions to Ask Yourself Before Considering Entrepreneurship

- 1. Why am I starting a business?
- 2. What problem am I solving?
- 3. Have others attempted to solve this problem before? Did they succeed or fail?
- 4. Do I have a mentor¹ or industry expert that I can call on?
- 5. Who is my ideal customer²?
- 6. Who are my competitors³?
- 7. What makes my business idea different from other business ideas?
- 8. What are the key features of my product or service?
- 9. Have I done a SWOT⁴ analysis?
- 10. What is the size of the market that will buy my product or service?
- 11. What would it take to build a minimum viable product⁵ to test the market?
- 12. How much money do I need to get started?
- 13. Will I need to get a loan?
- 14. How soon will my products or services be available?
- 15. When will I break even⁶ or make a profit?
- 16. How will those who invest in my idea make a profit?
- 17. How should I set up the legal structure⁷ of my business?
- 18. What taxes⁸ will I need to pay?
- 19. What kind of insurance⁹ will I need?
- 20. Have I reached out to potential customers for feedback?

- Tips 🛛

- It is very important to validate your business ideas before you invest significant time, money and resources into it.
- The more questions you ask yourself, the more prepared you will be to handle to highs and lows of starting an enterprise.

Footnotes:

- 1. A mentor is a trusted and experienced person who is willing to coach and guide you.
- 2. A customer is someone who buys goods and/or services.
- 3. A competitor is a person or company that sells products and/or services similar to your products and/or services.
- 4. SWOT stands for Strengths, Weaknesses, Opportunities and Threats. To conduct a SWOT analysis of your company, you need to list down all the strengths and weaknesses of your company, the opportunities that are present for your company and the threats faced by your company.

- 5. A minimum viable product is a product that has the fewest possible features, that can be sold to customers, for the purpose of getting feedback from customers on the product.
- 6. A company is said to break even when the profits of the company are equal to the costs.
- 7. The legal structure could be a sole proprietorship, partnership or limited liability partnership.
- 8. There are two types of taxes direct taxes payable by a person or a company, or indirect taxes charged on goods and/or services.
- 9. There are two types of insurance life insurance and general insurance. Life insurance covers human life while general insurance covers assets like animals, goods, cars etc.

Notes		



Price: ₹

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