

**Yashwantrao Chavan
Maharashtra Open University**



**V102: B.Sc. (Hospitality Studies and Catering Services)/ V74: B.Sc. (Hospitality and Tourism Studies)
BTH 340/HTS 515: BANQUET
MANAGEMENT**



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**YASHWANTRAO
CHAVAN
MAHARASHTRA
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UNIVERSITY**

**BTH 340
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BANQUETTING MANAGEMENT

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BANQUETTING MANAGEMENT

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INTRODUCTION

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A banquet is a large meal or feast, complete with main courses and desserts, always served with ad libitum alcoholic beverages, such as wine or beer. A banquet usually serves a purpose such as a charitable gathering, a ceremony, or a celebration, and is often preceded or followed by speeches in honor of someone. In the majority of banquets, the gathering is seated at round tables with around 8-10 people per table.

Overall, there is an archaeological debate of when feasting began. Archaeologist Brian Hayden argues that feasts were an important event because the surplus of food that resulted in feasts turned into social and political ties and a competition in order to display one's own wealth. During these feasts, luxury foods were offered to their guest. What these luxury goods were are still up to debate. However, Hayden argues that animal meat and rice are some of these luxury goods because they were domesticated despite their difficulty in doing so. The term banquet, however, termed from a different time period.

The idea of banqueting is ancient (see Sellisternium, Belshazzar's Feast, and Mead halls). In the 16th century, a banquet was very different from our modern perception and stems from the medieval 'ceremony of the void'. After dinner, the guests would stand and drink sweet wine and spices while the table was cleared, or 'voided'. (Later in the 17th century 'void' would be replaced with the French 'dessert'.) During the 16th century, guests would no longer stand in the great chamber whilst the table was cleared and the room prepared for entertainment, but would retire to the parlour or banqueting room.

As the idea of banqueting developed, it could take place at any time during the day and have much more in common with the later practice of taking tea. Banqueting rooms varied greatly from house to house, but were generally on an intimate scale, either in a garden room or inside such as the small banqueting turrets in Longleat House

Managing banquets in the hospitality industry has become a crucial exercise in view of the fact that more and more people have started organizing parties and gala dinners. Birthdays of children, marriage anniversaries, and so on, are now frequently organized in hotels and restaurants. The increase in the purchasing power of the middle class families has increased their visits to restaurants and hotels. The growth of multinational companies and the Brand India has increased the scope of power dinner, working lunch and et al. All these have led to the growth of the hospitality industry being more organized and efficient to the needs of the people.

This book on the course "Banqueting Management", developed by Yashwantrao Chavan Maharashtra Open University, deals with banqueting setting, which from the very beginning was a lavish meal presented in a different style with various dishes set out on a long table. Menus for banquet functions are predetermined; either the guest give a list of items to be served or the list is provided by the host to select menus from the list. Thus, guests could choose from breakfast selection, American breakfast set, international set menu suggestion, etc. Menu planning is not a simple exercise, but involves making a well-balanced diet is a basic requirement for a healthy meal. Buffets and flower arrangements, banquet procedures and tips on better buffet services are also discussed in the book.

This book has been written in the self-learning format. Each of the five units begins with an 'Introduction', followed by the 'Unit Objectives' and then the details of the topic of each unit. Many images have been given to help the readers to illustrate some points. At the end of the unit is a 'Summary' and 'Key Terms' to help students recapitulate the contents. The 'Check Your Progress' and 'Questions and Exercises' sections in each unit will also help in better understanding the subject.

UNIT 1 : BANQUETING: SEQUENCE AND PROCESS OF SELLING

Structure

- 1.0 Introduction
- 1.1 Unit Objectives
- 1.2 Banquets
 - 1.2.1 Types of Banquets
 - 1.2.2 Banquet Markets
- 1.3 Hotel Policies Regarding Banquets
- 1.4 Types of Customers
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1.0 INTRODUCTION

Overall, there is an archaeological debate of when feasting began. Archaeologist Brian Hayden argues that feasts were an important event because the surplus of food that resulted in feasts turned into social and political ties and a competition in order to display one's own wealth. During these feasts, luxury foods were offered to their guest. What these luxury goods were are still up to debate. However, Hayden argues that animal meat and rice are

some of these luxury goods because they were domesticated despite their difficulty in doing so. The term banquet, however, termed from a different time period.

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We will learn about banquets in this unit. The general terms and conditions of hotels will also be discussed in this unit. In addition, you will learn about different types of hotel customers. The various types of events, such as reception, cocktail parties, conferences, weddings, and so on, will also be explained. Banquets of any size require extra help and since these extras are not on regular employees, their work is usually not at par with regular employees. Therefore, there should be adequate staff to supervise banquet service. Failure to observe this can result in poor service and loss of

repeat business.

We will also learn about the key factors in personnel management and planning. Besides, the organizational structure of the banquet department will be also discussed. The department has minimum permanent staff because of the nature of business—at times there are many parties and at times none. The formal parties are handled by in-house staff, whereas for informal parties casuals are hired. Casuals are the stewards who do the actual service and are hired on contractual basis as per the requirement and size of the party and how elaborate the menu is.

You will further learn about the toastmaster or master of ceremonies. Toastmastering is a highly professionalized activity and requires the services of specialists who can conduct a banquet. The essential function of a toastmaster is to ensure that the entire programme is conducted smoothly and efficiently. The booking of a function can be either on phone or in person. You will also study how to book a function or the things to be kept in mind while booking a function. The general terms and conditions used in hotels are also explained and so are banquet markets.

1.1 UNIT OBJECTIVES

After going through this unit, you will be able to:

- Explain the concept and origin of banquets
- Elaborate on various types of Banquets
- Describe the different business segments of Banquets
- Elaborate on the various policies of hotels regarding Banquets
- Explain the concept of supervision in hotels
- Discuss the different types of customers
- Describe the various types of events for which banquets are held
- Describe the various types of functions (settings) of banquets
- Discuss how banquets are supervised
- Elaborate on the key factors in personnel management and planning of banquets
- Describe the organisational structure of the Banquet Department
- Elaborate on the duties and responsibilities of staff of Banquet Department
- Elaborate on the importance and function of toastmaster or Master of ceremonies
- Describe the process of booking a function

1.2 BANQUETS

NOTES

A banquet is meant to serve a group of people who have gathered for a special and formal occasion. The menu and the number of guests are predetermined and the tables are accordingly arranged. Depending on the predetermined menu, the cutlery, glassware, etc., are placed on the tables. This is a special type of meal and the service starts from the head table and simultaneously moves on to the other tables. The type of meal is usually formal, and may or may not comprise drinks.

Considering the number of guests, and the elaborateness of the menu, the most important aspect of a banquet is its organization. Preparation for large banquets must start well in advance and a complete set of instructions are to be issued to the staff to ensure that the arrangements work smoothly. Excessive crowding in banquets is a cause of complaints. Set average space for service, the ideal size of a banquet cover is 18 x 27 feet. To find the area required for seating, it is observed that the total area available be divided by 15 to find the number of persons who can be accommodated giving provision for gangways, side boards, etc. The distance between the sprigs should be 6 feet and one steward, depending on the menu, should serve 8 to 10 persons.

Banquets are served with a great degree of accuracy with regard to time and service. The stewards work under the supervision of a banquet manager or headwaiter, who keeps an eye on the progress of the meal and signals the steward serving top tables when to start the next course. Stewards serving other tables take their cues from the steward serving the top table. .

Suitable menus are compiled to suit the occasion. Staffing should be accurate, less staff would delay service and too many would crowd the place. While organizing banquets, it is advisable to call a meeting of the banquet manager, chef and wine butler. All of them should go to the banquet hall and check the details of positioning of pillars, doors and lights and accordingly decide the placement of tables. The manager should keep himself entirely free to deal with any unexpected or unforeseen circumstances. At such important functions, it always helps to have a spare person who can be assigned to a specific task if and when needed, without having to take one of the serving members of staff off his duty. All staff should be briefed well in advance and all equipment and sideboards should be inspected for cleanliness and equipment. Rather than relying on memory, all details should be listed out, planned and put to work. For the menu, it is best to go items that are in season, and avoid fried or grilled items, especially for larger gatherings.

1.2.1 Types of Banquets

The word banquet literally means a sumptuous feast. It is usually formal, but can be informal or semi-formal as well. The following are brief descriptions of each type:

- **Informal banquet:** No set plan of seating is followed, there is no top table and service is indiscriminate of gender, age or status.
- **Semi-formal banquet:** These banquets take place at company board meetings (see Figure C7). Atop table is allotted at which senior-most guests are seated as per their ranks. Formality of seating is maintained only at the top table. The rests of the guests are seated at individual tables or sprigs without discrimination.
- **Formal banquet:** Elaborate arrangements are required in this case. These are the kind of banquets given by heads of state in honour of visiting dignitaries. The number of people, their status and space required, staff requirement and menu are planned in advance. The system of service is elaborate, when to start the

service is controlled by the banquet manager either by giving signals or by using red and green lights so that all the stewards march into the dining room in single file and branch off to respective sprigs. They stand at the back of the guests at specific points. After the service of the dish they return to the pantry in the same manner as guided by the lights.

The staff requirement depends on the number to be catered to and how elaborate the menu is. The staff comprises a banquet manager, an assistant manager, secretary, toastmaster, captains, stewards and casuals. A steward normally serves six to eight guests and a wine steward serves 20 guests. For formal banquets, the suggested area per person is 5 sq. feet. It is important to know how many are to be seated on the top table because this will determine the number of sprigs to be used. Generally, odd number of guests is seated on the top table so that the guest of honour can be seated in the centre. All tables with the exception of top table are numbered to facilitate identification. The table numbers are placed on the stands so that the guests, when entering the room, can spot the table where they have to sit. The number stands are sometimes removed after the guests are seated and before the start of the service. While seating the guests on sprigs, it should be kept in mind that no guests' back is towards the top table.

The queue of the stewards at the hot plate should be so arranged so that the steward serving the top table is first to collect the food and enter the room. Stewards with stations farthest from the service entrance should be ahead of the queue compared to those who are closer to service entrance. No steward starts service on his station until those on the top table have started their service.

1.2.2 Banquet Markets

The hospitality industry has kept pace with all around growth by other sectors of economy globally. Hotels are one of the top earners of foreign exchange as well as domestic earnings. Apart from hotel rooms, food and beverage contribute the maximum to hotel sales, banquets being one of the major contributors.

Banquets derive their business from various Segments, which can broadly be classified into the following groups:

- (1) **Conventions:** These may include hundreds or even thousands of delegates and feature meetings, exhibitions, a wide range of lunches and dinners, midsession tea/coffee service, besides rooms.
- (2) **Business meetings:** These include meetings or product launches for a few to hundreds of people. They also require service of food and beverage. They generate maximum revenue for a hotel's banquet department.
- (3) **Social gatherings:** These are usually private parties organized by individuals for family events, weddings anniversaries. Parties range from few to thousands. Political events award giving functions fund raising events also require banquet service.

1.3 HOTEL POLICIES REGARDING BANQUETS

All hotels and resorts have specific policies regarding banquets. They may relate to the following matters:

Pricing and deposit: Pricing may be calculated on a per person basis or any other

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basis. A deposit is often required to guarantee the date and time of the banquet. The deposit could be refundable or non-refundable. While guaranteeing, it is also required to mention the number of guests that are expected. A lot of hotels have a minimum and maximum cap for the number of people who will attend the banquet.

Length of event: Typically, a banquet lasts for four hours. The time required is determined at the time of booking and if the event crosses that length, additional hourly charges may be applied.

Alcohol: Hotels may reserve the right to refuse serving drinks to guests who are excessively intoxicated.

Damages: Any damages to the hotel or its equipment during a banquet event can be billed to the host of the event. All items that are brought into the premises by the organizer will have to be removed at the conclusion of the event. The following is a sample of the general terms and conditions for banquets in hotels:

- (01) The hotel reserves the right to cancel and release the banquet space in case of non-payment of advance as per schedule. All payments to be made in favour of the hotel by cash, credit card or demand draft.
- (02) The terms and conditions stipulated in this letter of agreement will be considered final when duly signed by both the parties. Any subsequent changes will only be made with the written consent between both the parties.
- (03) The hotel does not permit to use nails, scotch tape, and pins to put up posters or banners on the panels, walls or doors of the banquet rooms. The hanging of banners and posters shall be permitted on free-standing frames.
- (04) The hotel does not permit blocking fire exit doors with equipment.
- (05) It does not permit sawing or painting.
- (06) It does not permit moving of heavy equipment in the function rooms without proper protection for the floors.
- (07) It does not permit tampering or removal of hotel's electric or power installations.
- (08) It does not permit the use of flammable and explosive material.
- (09) It also does not permit dumping of construction debris of any kind at back area of the hotel.
- (10) It does not permit cutting and trimming hotel's existing trees or plants, welcome signage or display in the lobby.
- (11) Location of any client's signage must be confined within the function room premises.
- (12) The client is responsible for directing their suppliers to observe the hotel's guidelines and as such the client is responsible for any damage incurred by them to the hotel premises.
- (13) The client is liable for any damage caused to the hotel or equipment by the client or the client's guests attending the event.
- (14) The hotel reserves the right to ask for a damage deposit and the client will make good any damage if caused.
- (15) The people involved in the movement of the material and erect; the set-up for the event from the client's end needs to maintain discipline in the hotel premises. They need to be in neat and clean dress. Also they should be well disciplined and their movement should be confined to the premises of the function venue. There should be no noise created by them outside the function areas, in the corridor.

(16) All set-up will have to be done under the supervision of hotel staff.

A Sample of Banquet Policies in a Hotel

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(01) Pricing Policy

Once a booking is made an advance of 50 per cent of the expected billing is collected and adjusted at the time of the final settlement of bills. If the booking is from a company, a written confirmation to that effect should be taken. If the booking is only for a hall for display and exhibition, full charges will be collected in advance.

(02) Catering Policy

The hotel will supply all food. No outside food will be allowed. Special menus with price will be offered to the host booking the party who will select the dishes and price agreed on. All rates will be quoted on per person basis and for liquor as per consumption. All the details will be signed by the host and a representative from the banquet department and will be treated as a contract.

(03) Cancellation Policy

Any cancellation or change will be done only if intimated one week in advance of the event. Thereafter, the request will not be entertained and the advance forfeited.

(04) Settlement Policy

The final settlement of the bill will have to be done on the day of event and after the event is over. No personal cheques are accepted. In case the bill has to go to a company, then the bill will be signed by an authorized person from the company.

(05) Guarantee Policy

Tentative and guaranteed number of persons attending the function will have to be mentioned and will be charged for the guaranteed number and the additional. No more than 8 per cent on guaranteed will be accepted.

(06) Length of Event Policy

The total time will be allotted to the function and will be a binding on the customer. No loud music will be allowed beyond government prescribed time limit.

(07) Licensing Policy

All legal licenses, e.g., liquor license will be obtained for the party by the banquet department, the charges thereof will be borne by the client.

(06) Smoking Policy

Smoking is not allowed anywhere in the hotel; however, designated areas are earmarked for smoking.

(07) Audio Visual Policy

In case there is a need for audio visual aids, same will be handled by the banquet department provided intimation is given 24 hours in advance. The charges thereof will be borne by the client.

(08) Gratuity and Tax Policy

Government taxes as applicable will be levied on the entire bill. Around 10 per cent of the service charges will also be charged on the bill. In case the organization is exempted from paying tax, a tax exemption certificate will be produced prior to the event. It will not be accepted after the event.

(09) Security Policy

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The hotel will assume no responsibility for damage or loss of any merchandise or article brought into the hotel before, during or following a function. Arrangements for security for exhibits and materials set up for display should be undertaken by the party.

(10) Signs and Display Policy

No tapes nails or staples will be used to stick pictures, signs, banners or posters to the walls. Bulletin boards and flip charts are available for the purpose. Please contact banquet office for the same.

(11) Damage Policy

Any damage to the facility or equipment during the event will be billed to the host of the event.

1.4 TYPES OF CUSTOMERS

A customer is a person who buys, especially on a regular basis. He is also a person with whom one must deal. At the end of the day customers are the sole provider of every business—the revenue stream that pays for everything else. An organization may have the best product and management but it would still lead to nothing if there is no revenue stream, which is the direct contribution of sales. The different types of customers are listed out as follows:

- (1) **External customer.** These are the people or organizations that have a need for a product or service. They have a budget and spend some of it in exchange for requirements that meet their expectations. These external customers have the financial autonomy to decide where and how they will spend their money. They decide which provider to buy a product or a service from on the basis of which provider has earned their trust and confidence. Customers vote with their money and complain with their feet.
- (2) **Allies.** These are the users of a product or service, but not the ultimate decision maker. They may or may not have much money, but they play a vital role in an organization's success. They do not make the final decision but they may have tremendous impact on the outcome. They are often closely connected to the source of money and positioning them as an ally could be critical for an organization's success. They can be very supportive if an organization earns their trust and confidence. They also have veto power, i.e. the authority to say no. However, allies can be a tremendous wealth of information, which can be used to learn how an organization can differentiate itself from the competition. Customers buy differences, not similarities. It can, however, sometimes be difficult to ascertain external customers and allies. It is better to ask questions early in the process to determine the players within an account. A good question to ask is who else may be involved with the decisions.
- (3) **Internal customer.** These are fellow employees and managers within an organization, whose support is essential for its success. Poor internal relationships can have fatal consequences for external customers. Customer concerns need immediate attention, and responsibilities for poor services should not be abdicated. Customers do not care whose fault a problem is or how it happened. Customers are not interested in fixing the blame. They want to fix the problem.
- (4) **Repeat customer.** These are the most important customers for an organization. If their trust and confidence can be attained, then they come back and spend even more. It is a fact that it costs up to five times as much to replace a customer as it does to keep

one.

- (5) **Born-again customer.** These are previous customers who for some reason or the other they do not use the organization's products or services any longer. With tact, they can be converted into loyal customers again. It is always better to open their records, give them a call, and settle any outstanding grievance.
- (6) **Bag of wind.** These individuals have little or no impact on the decision but they can be an easy point of entry into an account. They may also provide clarity as to who the allies are and who the bag of money is.

1.5 TYPES OF EVENTS

In order to be successful in the field of event management, no matter what department of specialization one needs certain qualities, which are as follows:

- Negotiating skills
- Creative skills
- Convincing skills
- Coordinating skills
- Planning skills
- Executing and implementing skills

An individual with the aptitude for the above and interest in the field would make a successful event manager. It does not matter what would be the type of event management, one needs to be adept in the above skills. This is because this is a people's industry, where everything is based on effective communication skills at all levels. And professional event management service entails optimum communication skills, as well as ability to look into the minutest details of things in order to ensure optimum level of execution.

The following is a list of the varied events that are organized by the cross section of event companies:

- Business events
- Corporate events
- Cause-related events
- Coordinating skills
- Fundraising events
- Exhibitions
- Trade fairs
- Entertainment events
- Concerts/live performances
- Festive events
- Government events
- Meetings
- Seminars

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- Workshops
- Conferences
- Conventions
- Social and cultural events
- Sporting events
- Marketing events
- Promotional events
- Brand and product launches

CHECK YOUR PROGRESS

- 1 Explain the concept and origin of banquets
- 2 Elaborate on various types of Banquets
- 3 Describe the different business segments of Banquets
- 4 Elaborate on the various policies of hotels regarding Banquets
- 5 Explain the concept of supervision in hotels
- 6 Discuss the different types of customers
- 7 Describe the various types of events for which banquets are held

1.6 TYPES OF FUNCTIONS

(1) Receptions

These are usually less formal occasions than banquets. Receptions are meetings to celebrate a particular event. There can be buffet tables with food and drinks or stewards who would serve from salvers. There will be some chairs for elderly persons who are invited, but many guests prefer to stand and socialize in groups or move around. For wedding reception, the buffet is well laid and placed in such a way that all the guests can see it while entering the room but within the easy access of the service doors for easy clearing and restocking of the buffet. Buffets are normally split into sections of food, tea coffee, wine and spirits, sweets, etc., for the smooth movement of the guests without crowding at one place. These sections are well stocked with the cutlery, crockery and glassware needed for those items. A floral arrangement is an important aspect of decoration which should not hamper the service or the movement of the guests.

(2) Cocktail parties

These are organized on the same lines as a reception, but there may be cocktails instead of or in addition to other wines and spirits. Usually, shacks are offered and may or may not be followed by dinner.

(3) Conferences

These are a combination of business and pleasure, usually held in the banquet rooms of a hotel for a company that wishes to improve its prospects by examining products and sales methods. The organizers try to cover all the aspects of the purpose and provide tea, snacks or lunch.

(4) Gala dinners

This is to celebrate certain days of the year by eating out and enjoying with entertainment. Much thought is to be given to the arrangements of the theme, menu, services and facilities.

(5) Balls

These are lively crowded events held under names, such as hunt ball, charity ball, military ball, navy dance, etc. The main meal is fairly formal, consisting of several courses, but there will be a number of cash bars and number of food kiosks at separate sites on the ground.

(6) Weddings

These are celebratory functions in the form of a dinner or reception in honour of a newly married couple. At the initial meeting, the guest and the banquet manager should discuss and work out on minute details so as not to face an embarrassment later on. This should be with regard to arrangement, types of service, menu, cost per head, the decorations and charge thereof, any special arrangements for any rituals, providing of a wedding cake, cost thereof, whether a separate room is to be provided for the bride and the groom for change. It should be ascertained whether the wedding presents are to be displayed and how much space is needed. All these points should be worked out so that as the function is on there is no misunderstanding between the hotel and the client. The guests are received with snacks and aperitifs are served; after reception the buffet is opened for service. At the time agreed on the toastmaster announces the cutting of cake by bride and the groom. The wedding cake is placed away from the buffet table at a focal point with a decorated cutting knife.

(7) Outdoor catering

This is a specialized form of function which may be offered by hotels or separate caterers. This is one of the most demanding branches of the catering industry for it requires the provision of catering facilities somewhere else where the facilities are non-existent or primitive: It usually involves erection of a tent to be used as restaurant, kitchen, bar, wash up room, etc. An outdoor catering check list is made of all items to be taken out. It is an extensive list of each and every item that needs to be carried. The potential pitfall of this type of catering are staff limitations, transportation (heated or refrigerated) vans, additional equipments needed and correct costing. The additional cost involved in supplying outdoor food and beverage facility are reflected in the cost of outdoor events which is invariably higher than in a banquet hall. Additional management time and control needed must be included in the costing for success of an outdoor event.

1.7 SUPERVISION

A banquet of any size requires extra help and since these extras are not on regular employment, their work is usually not at par with regular employees. They are not as alert and, therefore, need close supervision. This means that there should be adequate staff to supervise banquet service. Failure to observe this can result in poor service and loss of repeat business. Decision regarding the proper number of supervisors/captains will largely depend on the menu, the type of service expected and the layout of the banquet area. To achieve an outstanding service, it is advisable to have one captain for every five to six waiters. For less elaborate service, one captain may be able to supervise eight to ten waiters

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but certainly no more.

(1) Seating Space

Excessive crowding in a banquet is a frequent cause of complaint by guests. This is one phase of banquet operations where a specific formula can be set as a guide. Circular tables of about 8 feet diameter are used to seat ten to twelve persons. A rectangular table of 4 feet by 8 feet will seat eight to ten guests.

(2) Pricing

A banquet manager should have a ready reference banquet pricing established by a food cost controller and it should be revised every six months to reflect changes in the market price. The reference should be in two sections, one reflecting the dishes in the high price range with accompaniments and choices and the other for dishes in the low price range so that the banquet sales team can quote the rate after ascertaining the budget and without time consuming calculations.

(3) Selling Public Rooms

In hotels and catering establishments, selling party rooms has become a planned programme rather than a hit and miss proposition. Selling public rooms is now more profitable than regular restaurant operations. While creating additional public rooms, it is advisable to first determine the usage to which the existing facilities are being put. As it is a fact, 'nothing is more perishable than a hotel guest room', this is equally true for unused banquet and party rooms. It is the banquet department's function to analyse the situation and direct its selling efforts accordingly.

(4) Control of Banquet Revenue

All contracts and acceptances are checked for advance deposits. Whenever deposits are required, a proper receipt from the cashier is obtained and given to the guests. This deposit is adjusted at the time of final settlement. Banquet bills are made in triplicate and serially controlled. At the conclusion of the function, the banquet department prepares the bill as per the contract and signed by responsible representative of the hotel. One copy of the bill goes to the accounts department, another to the guest and the third remains with the banquet department. The account department will check for every function listed a charge has been made in accordance with the function contract and reconciled. A further cross check is done by comparing the number of covers served with the number of covers charged.

For this, it is helpful to have a representative from the control/accounts department to assist in checking actual number served and at the same time minimum guarantee must be verified. The management may waive a part of additional covers with a complete reasoning.

Verification of all invoices against hotel for flowers, music and entertainment and of their charges must be made before they are approved for payment.

Banqueting being the major food and beverage earner, it is important to maintain high volume of banquet business with quality of food and service to have repeat business.

1.8 KEY FACTORS IN PERSONNEL MANAGEMENT AND PLANNING

The personnel management plays a key role in the development of the business

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enterprise. It means getting any work done by other people. The management system has some core functionalities, such as planning, organizing, staffing and controlling the efforts of human beings who are working in the concerned in an enterprise.

The personnel management basically deals with all the persons working in the concern who are responsible for managing an organization. Everyone in the organization will have certain responsibilities and duties in the enterprise. Personnel management includes planning and directing the applications, development and utilization of human resource in the enterprise. Employees, unions, public relationship also play a key role in personnel management. So there is a need for personnel management and planning of the members play a vital role in the enterprise.

Personnel management is an important branch in management of any business enterprise. It holds a key to all actions and successful management. It is also concerned with human and social implications of change in internal organization and methods of working and of economic and social changes in the community. The main aim is to establish a better coordination among all the members from the top-level management to down below the subordinates to have better cooperation, better focus to bring out innovative ideas, their objectives, and understanding in the enterprise. Cooperative relationship is achieved within the enterprise by creating harmonious relations, genuine consultation and participation and system of effective communication.

Personnel management should designed in such a way it will have the capability to respond to the changes. Maintain a good relationship within the organization; meet the enterprise's social and legal responsibilities. Human relations have to be nurtured constantly in the enterprise. Only the enterprise, which is conscious of this need, can achieve their targets by efficiently handling their available resources for a particular process.

The objectives of personnel management in any working organization are to bring development of individuals, maintain safe and effective environmental conditions, utilize the available resources, to ensure job satisfaction among workers. What is the entire objective to be focused?

- Social
- Personnel
- Enterprise union

The social objective is concerned about how the enterprise creates new employment opportunities, how the productivity of the enterprise can be maximized, bring satisfaction to the workforce, avoidance of wastage of resources and promote a healthy relationship between the human and the social welfare.

The personnel objectives specify the needs of the members by providing job security, maximizing the development of the members; provide proper working environmental conditions to workers. The enterprise objective is to bring a balance between demand and supply of the personnel and maintain competent workers in the enterprise. The union objective deals with formulation of personnel policies in consultation with unions and self-discipline within the enterprise.

Financial and physical resources required for a particular process to be done, and the members of the organization. Personnel management is responsible for both the enterprise operating system and the workers. Other areas in which personnel management is expected to help the workers are include maintenance of personnel records, determination of wage policy, methods and rates of remuneration.

Characteristics of good personnel management are as follows:

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- Stability, to appoint or replace key personnel executives with minimal loss
- Flexibility, capability to handle problems encountered within the enterprise
- Simplicity, balancing the perfect line of relationship among the workers
- Objectivity, feature of having definite objectives for all the levels or units in the enterprise

The following are the functional responsibilities concerned with the personnel management:

- Managerial functions
- Operative functions

Managerial functions includes planning; it involves formulating policies for future development of the enterprise, program to choose adequate number of persons who can work efficiently and accomplish the business objectives, provide training to the workers in the enterprise, integration and maintenance of workforce.

Organizing, it has to provide a clear layout about the inter-relationship between persons, jobs and physical factor and every worker should have proper understanding of their job. Direction involves motivation, which can be either positive or negative for the enterprise. It is necessary to motivate the workers about the nature of their job. Instructions should be clear, neatly explained and easy to understand.

Control, it helps in bringing out performance analysis of all the workers, which would be useful in, evaluate and to discover their deviations. Operative functions include procurement, which deals with recruitment of right kind of persons for the available job in the enterprise, i.e., right person for right job. Development, subordinates of the enterprise should be able to know what are the qualities needed to get into higher levels in the organization. Integration, it provides cooperation among the workers, efficient channel for communication, and satisfactory solution for problems and grievances.

Planning is a process of deciding the business targets and charting out the path of attaining those targets. It is also described as the process of thinking before doing. Every enterprise that recruits people to carry out its work, whether it is educational institutions, enterprise or business needs a personnel plan in various phases of personnel.

Planning in personnel management system is concerned about present manpower positions, what number and types of employees are required for the enterprise. This can, however, be done only when the enterprise knows its objectives and how the plans are accomplished with right kind of resources; future demand and supply of personnel; assessment of all the workers should be carried out.

- (1) What does each worker do?
- (2) How was his performance during his career?
- (3) What was his educational qualification skills and training in the concerned field?
- (4) How is his job related to others?
- (5) In what types of environment his performance can be increased.

These evaluations can be carried out by conducting interviews to selected number of workers in the enterprise or by having a detailed performance report. By assessing the enterprise, you can also determine the plan for the future. This can be carried out by analysing the objectives and plans of the enterprise for long term and short term required number of workers, resources needed for the future purpose, forecasting the number of personnel requirements estimate not only of the number of personnel required but their qualities and their types also should be specified. So the assessment for future holds a key in the development

of the enterprise so it should be carefully analysed.

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Sources of personnel recruitment may be internal or external. Internal supply deals with new recruitments from within the concern; this is determined by the enterprise itself. It is not difficult to know which type and what number of personnel would be required to accomplish the objectives of the enterprise. Transfers within the enterprises is not determined by the enterprise, while transferring within a department or organization it is difficult to fulfil all the workers satisfactions, personnel reporting after a period of leave.

Retirements, dismissals, voluntary resignations, retrenchments, deaths of an employee may decrease the internal supply of the personnel. Of all these, retirements are the easiest to forecast, deaths and voluntary resignations are difficult to handle, dismissals and retrenchment can be broadly determined.

External supply focuses on schools and colleges from which students pass out. Housewives looking for a part time job for income and those who search for a better job with good salary are also external supply source.

1.9 ORGANIZATIONAL STRUCTURE OF BANQUET DEPARTMENT

A banquet is a major revenue generating project in food and beverage. Its function is to cater to large parties and can be formal or informal. These parties are normally held in open areas and not in restaurants.

The banquet department has minimum permanent staff because of the nature of the business. In some months there are a large number of parties, and in some months there are none. The formal parties are handled by in-house staff whereas for informal parties casuals are hired. Casuals are stewards who do the actual service and are hired on contractual basis as per the requirement and size of the party and how elaborate the menu is.

The organizational structure of a banquet department is shown in Figure 1.1.



Fig. 1.1 Organization Structure of a Banquet Department

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1.9.1 Duties of a Banquet Manager

The banquet manager is responsible for selling, booking, arranging and serving all banquet functions. He/she is responsible for arranging local publicity stories after he/she has the permission of the people arranging for the banquet.

The banquet manager is too often more interested in selling the banquet than in making certain that the food preparations that are promised can fit into the available kitchen facilities. He must realize that the guests in the regular restaurants are the bread and butter, and so are the banquet guests. Unless every detail of the agreement made between the hotel and the person booking the function is in writing, misunderstandings are bound to arise. The man who sells the banquet should see to it that there is a contract or letter mentioning these details duly signed by some responsible person. Copies of the menu selected should be distributed to the manager, chef, pastry chef, banquet head waiter, beverage department and accounting department. These menus should include all special arrangements which have to be made to minimize the possibility of error or omission.

The arrangements, for example, may have been made for floral displays, wedding canopies, ice cream display cabinets, multi-coloured spot lights, patriotic motifs, public address or photographic equipment, television hook ups or other special requirements. All these details should be listed on a function sheet and sent to various departments or sub-department heads concerned with making the necessary arrangements.

A chronological cross-check file of special arrangements is advisable to make certain that adequate preparations have been made sufficiently in advance to insure proper delivery and installation time.

Weekly list of functions should be prepared and dispatched to all appropriate department heads. Signatures should be received to insure the actual receipt of these lists. Daily function lists should be delivered to all department heads concerned as a reminder and to permit them to make last minute arrangements.

The banquet manager should inspect the final arrangements for every function.

1.9.1.1 Banquet head waiter

The duties of the banquet head waiter are considerably more complex than for the same position in an ordinary dining room. Each function has different arrangements and personnel requirement.. He must draw up the floor plan and notify the housekeeper of the room and equipment requirement. He must also check the linen supplies, floral decorations, special menu cards and place cards. His major problem is of course the food service. Engaging extra waiters, captains and bus help is his responsibility as is the maintaining of their time records and the authorization of payment vouchers for wages due.

The banquet head waiter must obtain a verification of the number of persons served and present the bill for payment or signature. He must check in advance from the credit manager whether credit can be allowed. He must collect for all bills not approved in advance for credit. Serving the food is the difficult part of his job. timing the courses so that all guests are served approximately the same time and finished at the same time is no simple job and requires complete cooperation from every one concerned.

1.9.1.2 Steward

The steward must supervise the supply of all special equipment and check refrigerators for storage of items prepared in advance of service. Control over dish washing, storage of left over and restoration to its proper place of all equipment used for the banquets are also his responsibility.

1.9.2 Interdepartmental Functions

The banquet menu differs from the restaurant menu because it is custom tailored; while for the restaurant it is ready made. In the banquets, the menu is adjusted to the customer, and in restaurant the customer adjusts himself to the menu. Usually, the banquet menu is made up a week in advance which creates a problem since it is difficult to determine in advance market conditions or kitchen problems. With proper coordination among different departments, these difficulties can be greatly reduced.

When a banquet manager discusses arrangements with the prospective customer, he should have at his finger tips a complete list of all functions booked for the date under discussion. When the same group has patronized the hotel on previous occasions, those menus should be reviewed to prevent repetitions. Preparation of all types of dishes should be card indexed for easy reference. The banquet manager should also keep a history of all problems faced during a function and their remedies so that in future there is no repetition. He/she should also know the limitations of kitchen so while booking functions that should be kept in mind, not only the profit making; otherwise it will result in poor service and loss of future business.

The house keeper besides taking care of the cleanliness and linen for banquet areas should also cooperate in the matter of service elevators use during banquets and other functions.

The front office should be briefed about different functions and their location so that any guest seeking information is guided in proper direction. Daily event bulletin should be posted at strategic locations for the guests to see. The chief engineer should be notified of all the requirements that are under his jurisdiction. Any special electrical, carpentry or painting work should be specified in writing. The expected schedule of each function should be notified to the chief engineer so that his department can take care of the lighting and air conditioning arrangements.

The beverage department should be intimated of the beverage requirement so that extra help may be engaged in advance. The supervision of banquet beverage service is extremely important to prevent pilferage, faulty handling, standard cocktails and safeguard against dilution.

It is advisable to:

- Avoid parfaits for parties of more than 75 because of melting and storage problems.
- Avoid chicken pies for parties more than 100 since they tend to tie up the baking facilities.
- Try not to sell oysters and clams for more than 100 unless there is adequate staff of oystermen.
- Do not push baked Alaska or cherry jubilee for parties in excess of 25 because of service and preparation difficulties.
- Avoid parisienne potatoes for parties of more than 75 because of manpower requirement for scooping out each potato and also the waste.

These are a few of the possibilities that can be worked out in consultation between the chef and the banquet sales manager.

1.9.3 Duties of Banquet Sales Manager

The following are the duties of a banquet sales manager:

- Researching markets to identify opportunities for events

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- Liaising with clients to ascertain their precise event requirements
- Producing detailed proposals for events (e.g., timelines, venues, suppliers, legal obligations, staffing and budgets)
- Securing and booking a suitable venue or location
- Ensuring insurance, legal, health and safety obligations are adhered to
- Co-coordinating venue management, caterers, stand designers, contractors and equipment hire
- Planning room layouts and the entertainment program, scheduling workshops and demonstrations
- Organizing facilities for car parking, traffic control, security, first aid, hospitality and press.
- Identifying and securing speakers or special guests
- Co-coordinating staffing requirements and staff briefings
- Selling sponsorship/stand/exhibition space to potential exhibitors/partners
- Arranging accommodation for exhibitors and/or delegates
- Preparing delegate packs and papers
- Creating, implementing and monitoring marketing and PR plans
- Liaising with clients and designers to create a brand/look for the event
- Liaising with newspapers, TV, radio and other media
- Writing press releases or briefs in order to gain maximum exposure for the event
- Organizing the design and production of tickets, posters, catalogues and sales brochures
- Co-coordinating everything on the day of the event to ensure that all runs smoothly
- Handling client queries on the day and troubleshooting exhibitor and visitor problems on the day
- Overseeing the dismantling and removal of the event, and clearing the venue efficiently
- Post-event evaluation (including data entry and analysis and producing reports for event stakeholders)
- Responsible for soliciting, banquet business and ensuring customer satisfaction with all functions booked
- Coordinates and supervises the execution of all banquet functions to ensure clients' specifications are adhered to
- Make sure that the function runs smoothly and efficiently
- Possesses knowledge of food production and service
- Should have the ability to perform all position in banquet operations in order to supervise, direct, and train all banquet personnel.

Oversees management, budget and operation of the food service outlet, catering services, and kitchen, and maintains liaison with sales department to ensure maximum profitability.

1.10 TOASTMASTER OR MASTER OF CEREMONIES

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Strictly speaking, a toastmaster is for formal state banquets whereas the master of ceremonies is for all formal and informal functions.

Toast refers to speeches and replies at a formal function. The toastmastering is a highly professionalized activity and requires the services of specialists who can conduct a banquet. The essential function of the toastmaster is to ensure that the entire programme is conducted smoothly and efficiently. In general, he/she carries out the stage programmes by organizing dances, floor shows and speeches. He/she coordinates his functions in such a way that they fit accurately into the service arrangements made by the banquet manager. A complete liaison between the banquet manager, the toastmaster and the host or chairman of the function is a must. It is essential that the toastmaster and the banquet manager work in close harmony so that service or toasts are not hampered. Spontaneous toasts should not be announced just as the stewards are about to serve the food. The toastmaster should have an impressive personality, should have voice that could attract attention of audience, should have command over language with a clear speech. Each toast or reply should not be more than 3 minutes, there should be one joke per toast, slang and vulgarity should not be used and no fun should be poked at any one in attendance. The toastmaster should be well versed with the names of the dignitaries and their titles. He should have a sense of humor and be able to interact with public. The function of the toastmaster starts right from arrival of the guest, introducing them to others in the hall till the final departure of the guests. His method of speaking, wit and presence of mind makes the event a great success.

Duties of Toast Master

The following are the duties of the toastmaster:

- (01) Audio check and placement of microphones being used before the arrival of guests.
- (02) Directing all guests to the function area for cocktails and snacks.
- (03) Announcing the names of the guests entering the function area on behalf of the host.
- (04) Directing special guests to their reserved seats.
- (05) After welcome is over, announcing the dinner.
- (06) Introducing guests of the head table to others in the party.
- (07) Proposing the toast to groom's parents or the chairman.
- (08) Inviting others to reply the toasts.
- (09) Announcing cutting of cake by the bride and the groom.
- (10) Announce the start of dancing, the bride and the groom to dance first.
- (11) Announce speeches and replies from time to time.
- (12) Announce the floor shows and dances from time to time.
- (13) Announce departure of the bride and the groom.
- (14) At the conclusion of the meal when the coffee cups have been placed in front of the guests, the toastmaster calls the attention of the guests and announces 'My lords, ladies and gentlemen pay silence for the chairman who will propose a loyal toast.'

1.11 BOOKING A FUNCTION

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The booking of a function can be either on phone or in person. On phone, the booking cannot be confirmed unless it is a repeat conference with same menu and same venue. In this case, a written booking with confirmed rate as agreed upon should be mentioned. For other telephonic enquiries, it is advisable to request the guest to come to the hotel so that different options can be shown. The aim should be to convert an enquiry into confirmed bookings.

As and when a guest comes to a hotel for booking a party, he should be received and escorted to the banquet manager. While seated in the banquet office, he should be offered a glass of drinking water and if the hospitality of the establishments permits a cup of tea. This will make the guest feel that he has come to the right place to book the party and people here take care of you. Before you proceed into the details, it is important to ascertain the date of function and the number to be catered to, and once you confirm the availability of the date and the area availability, then only can the further details be worked out. In case the date is not available, suggest any available date, similarly if the area for said number is not available, convey the same with alternatives so that the time of guest is not wasted.

At the initial meeting of the banqueting manager and the guest a file must be opened recording all points mentioned concerning this particular function and to hold all correspondence received. If the enquiry is not immediately a firm booking then provisional details are only penciled in until the booking is confirmed. It would be then inked in. The banquet manager should have suitable lunch and dinner menus with the cost per head and photographs of the various table layouts for different numbers. This gives the guest a clear picture of the facilities available in the price range he can afford.

After the initial meeting and the booking having been confirmed, the following basic points should have been noticed.

- Type of function
- Date
- Time
- Number of persons tentative and guaranteed
- Price per head
- Menu
- Method of service
- Table plan
- Liquor service and the payment thereof

After this finer points should be decided upon

- Toastmaster
- Music/dancing
- Seating plan
- Special information, e.g., vegetarian, no onion, no garlic, etc.

(1) Standard operating procedures

Step 1: Purchasing

Step 2: Receiving

- Step 3: Storing
- Step 4: Issuing
- Step 5: Pre-Preparation
- Step 6: Preparation
- Step 7: Serving
- Step 8: Service

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(2) Cycle of banquet control

(i) Purchasing

- Develop purchase specification
- Supplier selection
- Purchasing correct quantities
- No collusion between property and supplier
- Evaluation of purchasing process

(ii) Receiving

- Development of receiving procedures
- Completion of necessary receiving reports (e.g., addressing financial and security concerns)

(iii) Storing

- Effective use of perpetual and physical inventory systems
- Control of product quality
- Securing products from theft
- Location of products within storage areas

(iv) Issuing

- Product rotation concerns
- Matching issues (issue and usage)
- Purchasing as inventory is depleted

(v) Pre-Preparation

- Mise-en-place
- Minimizing food waste/maximizing nutrient retention

(vi) Preparation

- Use of standardized recipes
- Use of portion control
- Requirements for food and employee safety

(v) Serving

- Timing of incoming F&B orders
- Portion control

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- Revenue management concerns

(vi) Service

- Revenue control concerns
- Serving alcoholic beverage responsibly
- Sanitation and cleanliness
- F&B server productivity\

1.13 BOOKING A BANQUET

(1) Function Booking Form (manual)

The following is a sample of a booking form:

DETAILS OF BANQUET FUNCTION

| | |
|--------------------|-----------------------|
| NAME OF CLIENT | GURENTEED PAX |
| DATE OF PROGRAM | RATE OF PROGRAM |
| NATURE OF FUNCTION | TYPE OF MENU |
| VENUE | SOFT DRINKS |
| BOOKED BY | SODA |
| PAN NUMBER | JUICES |
| AADHAR CARD NO | MOCKTAIL |
| EXPECTED PAX | SETUP |
| GUEST NAME | REPRESENTATIVE'S SIGN |
| GUEST SIGN | NAME |
| DATE | |

Fig. 1.2 A Sample Booking FOrM

(2) Menu Selected

The following is a sample of a menu selection form:

Deposit:
 Payment method (circles) :
 Date paid..... Deposit Amount:
 Card Name:Card
 Number.....
 Expiry date: Signature.....
 E-mail:
 (Terms and Conditions overleaf)
 YES/NO
 Cash, Cheque, Visa, MasterCard

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(3) Booking terms and conditions

The following is a sample of booking terms and conditions:

- It is our policy not to split bills for tables within a function group.
- We do not offer a ‘pay as you’ go system for drinks and beverages.
- Drinks and beverages will be charged on consumption and one separate itemized account will be prepared.
- Once a function has been booked and confirmed by payment of a deposit the patrons present will charged.
- If any party fails to appear the deposit will be forfeited and treated as a cancellation fee.
- Cake service when requested is charged per person.

Terms and Conditions are Valid

- Created in addition to the meal account, if requested in advance.
- Be charged REGARDLESS of the persons who are unexpectedly absent on the day.
- Two numbers either up or down must be confirmed in writing with our function co-coordinator at least one day in advance.
- This is to avoid disappointment to other patrons wishing to book the restaurant at the same time.

Function Booking Form (computerized)

Online Booking Form

You can also book through online booking forms like the one shown below:

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The image shows a screenshot of a web browser window titled "Function Booking". The main heading is "ABC Banquet Booking Network". Below the heading, there are several input fields: "Booking Date" (a date picker), "Time (HH:MM)" (a time picker), "Name" (a text box), "email id" (a text box), "Phone No" (a text box), and "Comment" (a larger text area). At the bottom of the form, there are two buttons: "RESET" and "SUBMIT".

Fig. 1.3 An Online Booking Form

CHECK YOUR PROGRESS

- 8 Describe the various types of functions (settings) of banquets
- 9 Discuss how banquets are supervised
- 10 Elaborate of the key factors in personnel management and planning of banquets
- 11 Describe the organisational structure of the Banquet Department
- 12 Elaborate on the duties and responsibilities of staff of Banquet Department
- 13 Elaborate the importance and function of toastmaster or Master of ceremonies
- 14 Describe the process of booking a function

1.14 SUMMARY

- A banquet literally means sumptuous feast and can be informal, semi formal or formal.
- Banquets have been used as a formal occasion for thousands of years; kings during medieval times frequently threw banquets for special occasions, e.g., birthdays.
- A banquet is a large meal or feast complete with main course and dessert. It usually serves a purpose, e.g., a ceremony often followed by speeches in someone's honour.

- The banquet as a form of festivity developed in Europe during the Renaissance, i.e., from the mid-14th century to the early 17th century. It started specifically as a secular celebration.
- Banquets and catered events are sold through identifying markets, employing sales strategies to sell the prospective clients and making offers.
- One of the most striking features of banquet food in the medieval period was the presence of sugar, for both visual and symbolic effect, the lavish use of this expensive ingredient underlined the host's magnificence.
- Designed to appeal to all the senses, banquets increasingly incorporated musical and theatrical elements. The entremets, the between-courses divertissements, were spectacles incorporating elements of surprise and trickery to amaze and impress the guests. Often elaborated to honour the occasion or the guest of honour, they were additional elements inserted in the structure of the meal.
- Banquets and catering operations get ready to provide service to clients during an event from setting of function rooms to scheduling staff and preparing, plating and storing food.
- Different styles of food service, various beverage payments, examples of protocol issues the banquet and catering staff must be aware of and after service issues including controls, gathering guests feedback and comments.
- Globally, the hospitality industry has kept pace with all around growth by other sectors of the economy. Hotels are one of the top earners of foreign exchange as well as domestic earnings.
- A customer is a person with whom one must deal. At the end of the day, customers are the sole provider of every business—the revenue stream that pays for everything else.
- Abraham Maslow developed the Hierarchy of Needs model in 1940-50s, USA, and the Hierarchy of Needs theory remains valid today for understanding human motivation, management training and personal development.
- In order to be successful in the field of event management, no matter what department of specialization one needs certain qualities.
- A banquet of any size require extra help and since these extras are not on regular employment, their work is usually not at par with regular employees. They are not as alert and, therefore, need close supervision.
- Management plays a key role in the development of the business enterprise. It means getting any work done by other people. Management system has some core functionalities, such as planning organizing, staffing and controlling the efforts of human beings who are working in the concerned in the enterprise.
- A banquet is a major revenue generating department of food and beverage. Its function is to cater to large parties which can be formal or informal. These parties are normally held in the halls/open areas, not in the restaurants.
- Strictly speaking a toastmaster is for formal state banquets whereas masier of ceremonies is for all formal and informal functions.
- Toast refers to speeches and replies at a formal function. Toastmastering is a highly professionalized activity and requires the services of specialists who can conduct a banquet.
- The booking of a function can be either on phone or in person. On phone, the

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booking cannot be confirmed unless it is a repeat conference with same menu and same venue. In this case, a written booking with confirmed rate as agreed upon should be mentioned.

- The hospitality industry has kept pace with all around growth by other sectors of economy globally. Hotels are one of the top earners of foreign exchange as well as domestic earnings.

1.15 KEY TERMS

- **Banquet:** A lavish, ceremonial meal in honour of an individual or exceptional occasion, such as a wedding.
- **Entremets:** It is the between-courses divertissements, were spectacles incorporating elements of surprise and trickery to amaze and impress the guests.
- **Agent:** Person who obtains engagements for speakers and has no contract for production responsibilities.
- **Customer:** A person who buys, especially on a regular basis; a person with whom one must deal.
- **Reception:** These are meetings to celebrate a particular event. There can be buffet tables with food and drinks or stewards who would serve from salvers.
- **Outdoor catering:** A specialized form of function that may be offered by hotels or separate caterers. This is one of the most demanding branches of catering industry.
- **Personnel management:** It is also concerned with human and social implications of change in internal organization and methods of working and of economic and social changes in the community.
- **Banquet manager:** He is responsible for selling, booking, arranging and serving of all banquet functions. He is responsible for arranging local publicity stories after he has the permission of the people arranging for the banquet.
- **Steward:** He supervises the supplying of all special equipments and check refrigerators for storage of items prepared in advance of service.

1.16 END QUESTIONS

- 1 Explain the concept and origin of banquets
- 2 Elaborate on various types of Banquets
- 3 Describe the different business segments of Banquets
- 4 Elaborate on the various policies of hotels regarding Banquets
- 5 Explain the concept of supervision in hotels
- 6 Discuss the different types of customers
- 7 Describe the various types of events for which banquets are held
- 8 Describe the various types of functions (settings) of banquets
- 9 Discuss how banquets are supervised
- 10 Elaborate of the key factors in personnel management and planning of banquets

- 11 Describe the organisational structure of the Banquet Department
- 12 Elaborate on the duties and responsibilities of staff of Banquet Department
- 13 Elaborate the importance and function of toastmaster or Master of ceremonies
- 14 Describe the process of booking a function

NOTES

1.17 FURTHER READING

Nagrath, Kushagra. 2008. *Banqueting & Catering Management: The Basic Concept*. New Delhi: Kanishka Publishers Distributors.

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NOTES



UNIT 2 : MENU PLANNING FOR BANQUETS

HTS515/BTH340

NOTES

Structure

- 2.0 Introduction
- 2.1 Unit Objectives
- 2.2 Menu Planning for Banquets
- 2.3 Pricing a Banquet Menu and Income Control
- 2.4 How to Prepare for a Banquet Menu
- 2.5 Summary
- 2.6 Key Terms
- 2.7 Questions and Exercises
- 2.8 Further Reading

2.0 INTRODUCTION

In this unit, you will learn about menu planning. There are numerous choices of menus within a wide price range for banquet organizers to choose. Menus for banquet functions are predetermined. The organizer may give a list of items to be served or the list is provided by the host to select menus from the list. Thus, guests could choice from breakfast selection, American breakfast set, international set menu suggestion, etc. You will also learn about Indian menus. As you are aware, India has a wide variety of cuisines and you can choose traditional Indian banquet or moderm Indian cuisines, such as north Indian or South Indian or Mughlai cuisines.

In addition, you will learn how to price a banquet menu and control income. This is a very crucial aspect ofbanqueting operations, not only for the client but for the caterer as well. The total income from the function should not only cover the operating cost but also the overheads and provide desired profit. You will learn how to prepare for a banquet menu.

2.1 UNIT OBJECTIVES

After going through this unit, you will be able to:

- List a menu for Continental buffet
- Give a sample Menu for International buffet
- Elaborate on how menu is planned for thhe Banquet
- Give suggestions for a menu for Indian buffet
- Give suggestions for a menu for BBQ buffet

NOTES

- Give suggestions for a menu for American High Price buffet
- Explain how pricing of banquet menu is done
- Describe how banquet menu is prepared

2.2 MENU PLANNING FOR BANQUETS

There is a varied choice of menu within a wide price range and also special menus for special occasions. The menu for banquet functions is predetermined. The organizer either lists out the item to be served, or he is offered to choose pre-existing combinations from the hotel's own menu. As such functions are booked months in advance, care should be taken with regard to the food in season. Other alternatives may also be offered which are not mentioned in the list. The list is somewhat in the following pattern:

Select

- Soups (any one) from a selection of continental, Indian or Chinese soups.
- Salads (any three) from a choice of about fifteen salads.
- Non-vegetarian (any three) from a choice of mutton, fish and chicken, at least ten options from each type.
- Vegetarian (any three) from a choice of 20 preparations.
- Breads (any two) from a selection of Indian and continental.
- Rice (any one) from a choice of any 10 preparations.
- Dessert (any three) from a choice of 15 continental and Indian desserts.

The rates quoted usually are on the number of non-vegetarian dishes or any exotic dishes selected by the guest. Sometimes liquor, wine or soft drinks are also served so the rates are accordingly quoted, which can be as per actual consumption or per head basis.

Accompaniments, such as papad, chutney, curd and pickle, are not separately charged.

For formal banquets, select such items that can be served immediately after preparation so that they do not get soggy on waiting. The following are samples of different lists of food that can be selected to make a banquet:

| |
|----------------------------|
| BREAKFAST SELECTION |
|----------------------------|

ASLWBSEAKFASTSET

CHOICE OF CHILLED JUICES

FRESH TROPICAL FRUIT W SEASON

KAO TOM (BCHLED MCE)

SERVED WITH CHICKEN, PORK OR SHRIMPS

OR

JOEK (RICE PORRIDGE)

FRESHLY BREWED COFFEE. TIA, MILK OR OVALTINE

COFITNEFSTAL SITEAKFAST SBT

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CHOICE OF CHILLED JUICES
FRESH TROPICAL FRUIT W SEASON

BAKER'S BASKET
CHOICE OF YOUR FAVOURTIES
SERVED WITH BUTTER, JAM, MARMALADE AND HONEY

FRESHLY BREWED COFFEE, TEA, MILK OR OVALINE

AMERICAN BREAKFAST SET

CHOICE OF CHILLED JUICES

FRESH TROPICAL FRUIT IN SEASON

CHOICE OF COLD OR HOT CEREALS
SERVED WITH COLD OR HOT MILK

TWO FRESH FARM EGGS ANY STYLE
SERVED WITH HAM, BACON OR SAUSAGE
OR
OMELETTE PLAIN, HAM. MUSHROOM. CHEESE. TOMATO

BAKER'S BASBT
CHOICE OF YOUR FAVOURITES
SERVED WITH BUTTER, JAM, MARMALADE AND HONEY

FRESHLY BREWED COFFEE, TEA, MILK OR OVALTIN

INTERNATIONAL SET MENU SUGGESTION-MENU A

CREAM OF ASPARAGUS

BREAST OF DUCK WITH YOUNG PEPPER CORN
AND WILUAM POTATOES

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ICE SOUFFLE

COFFEE OR TEA

INTERNATIONAL SET MENU SUGGESTION - MENU B

MUSSEL SOUP "AU GRATIN"

BEEF Tournedos

WILLIAM POTATOES AND YOUNG VEGETABLES

PINEAPPLE STRUDEL

COFFEE OR TEA

INTERNATIONAL BUFFET MENU SUGGESTION - MENU A

- COLD DISHES:** ASSORTED COLD CUTS. CHICKEN LIVER. TERMNE, ROASTED BEEF. SMOKED MACKEREL, HAM ROLL WITH ASPARAGUS
- SALAD BAR:** TOMATO. CUCUMBER, ICEBERG, CARROT, ONION RINGS.
GREEN PEPPER, RED TURNIP AND 4 KINDS OF DRESSINGS
- MARINATED SALAD:** COLESLAW SALAD. TUNA SALAD, SEAFOOD SALAD AND TOMATO SALAD
- SOUPS:** THAI SPICY SEAFOOD SOUP
PUMPKIN CREAM SOUP
- HOT DISHES:** BRAISED BEEF ROLLS IN RED WINE -JADEMUR"
ROAST PORK LION WITH MUSHROOM SAUCE
CHICKEN TOPKAPI
POACHED MACKEREL IN WHITE WINE SAUCE
BEEF IN RED CURRY PASTE
LASAGNE
SPINACH NOODLES WITH TOMATO AND SEAFOOD SAUCE
GARDEN VEGETABLES
POTATO "AU GRATIN"
BUTTER RICE
- CARVING CORNER:** ROASTED LAMB LEG
ROASTED DUCK
MINT SAUCE, GRAVY SAUCE,

ORANGE SAUCE AND FRENCH MUSTARD

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SHOW COOKING: SOUP WITH A VARIETY OF NOODLES AND PORK
STIR-FRIED NOODLES WITH PORK
CHICKEN WITH KALE AND CONDIMENTS

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DESSERTS: ASSORTED TROPICAL FRESH FRUITS
ASSORTED FRENCH PASTRIES
ASSORTED THAI SWEETS
COFFEE OR TEA

BBQ BUFET MENU SUGGESTION - MENU A

COLD DISHES; ASSORTED COLD CUTS, SMOKED MACKEREL.
ROAST BEEF, ROASTED CHICKEN.
SMOKED HAM- FEPPEROM. POLISH SAUSAGE

SALAD BAR: TOMATOES. CUCUMBER, ICEBERG, ANDIVES, COS,
RED OAK, BUTTER HEAD. RED-GREEN-YELLOW
PEPPER.
BEET ROOT, ONION RINGS

DRESSINGS; ITALIAN, THOUSAND ISLAND, FRENCH AND
VINAIGRETTE

COSNDME.N'TS: CHOPPED CRISPY BACON. BREAD CROUTON.
CHOPPED PARSLEY AND CHOPPED SPRING ONION

MARINATED SALAD: COLESLAW, TUNA SALAD. SAUSAGE SALAD.
POTATO SALAD AND SEAFOOD SALAD

HOT DISHES: MUSHROOM CREAM SOUP
THAI SPICY SEAFOOD SOUP
ROASTED DUCKA LA ORANGE
ROASTED BEEF ROLLS "JADINIERE"
POACHED MACKEREL WITH SAFFRON SAUCE
MARINATED CHICKEN PICCATA
HUNGARIAN BEEF GOULASH
FISH ESCALOPE
BUTTER VEGETABLES
BAKED POTATO
BUTTER RICE

FROM THE CHARCOAL GRILL: GRILLED PORK SAUSAGE WITH
SAUERKRAUT
MINI STEAK
CHICKEN, PORK. BEEF, SEAFOOD SKEWER
WHOLE CHICKEN
WHOLE LEG OF BEEF OR WHOLE SUCKLING PIG
CORN ON THE COB
PORK STEAK

NOTES

CHICKEN STEAK

SAUCES: BBQ. FRENCH MUSTARD, APPLE, MUSHROOM, PEPPER.
GRAVY AND TOMATO SAUCE

DESSERTS: ASSORTED FRESH FRUITS
ASSORTED FRENCH PASTRIES
CREAM CARAMEL CUSTARD

The following is a sample of a buffet menu emphasizing Indian items.

Entree

| | |
|---|---------|
| 01. Papadams (5 pcs) <i>Crispy lentil wafers which compliment all curries.</i> | \$2.00 |
| 02. Palak Pakora (5pcs) <i>Bite size pieces of in-season palak crisp fried in a light batter.</i> | \$6.90 |
| 03. Onion Bhaji (6pcs) <i>Chopped onions battered in chickpea flour and fried.</i> | \$5.90 |
| 04. Chili Gobi (6pcs) <i>Cauliflower marinated with ginger, garlic, chilli, spices and fried.</i> | \$7.90 |
| 05. Samosa Chaat (2 pcs) <i>Mashed potato and green peas lightly spiced & pan fried filled into triangle pastry & golden defried served with chic peas.</i> | \$6.90 |
| 06. Aloo Tikki Chaat <i>Spiced yet yangy potato cakes served with chic peas.</i> | \$5.90 |
| 07. Papri Chaat <i>Prepared with papri, boiled potatoes, onion garnished with mint, tamarind sauce and yoghurt.</i> | \$5.90 |
| 08. Paneer Pakora <i>Cottage Cheese fritters marinated in spices.</i> | \$12.90 |
| 09. Chili Cheese <i>Batter fried chicken with specially made chilli sauce tossed in wok.</i> | \$13.90 |
| 10. Fish Pakora (6 pcs) <i>Succulent cubes of fish, delicately marinated with spices.</i> | \$11.90 |
| 11. Chili Chicken <i>Batter fried chicken with specially made chili sauce tossed in wok.</i> | \$12.90 |
| 12. Garlic Prawns (6 pcs) <i>Prawn marinated with garlic + cooked with indian spices.</i> | \$15.90 |

(Source: <https://b.zmtcdn.com/data/menus/922/16575922/085514110d41897f7256951069eb943a.png>)

The following is the menu at Hilton Doha (Source:http://www3.hilton.com/resources/media/hi/DOHHDHI/en_US/pdf/en_DOHHDHI_Indian_Buffet_Menu_03May2013.pdf)



NOTES

**BANQUET
INDIAN BUFFET**

MENU 1

COLD

Cucumber salad

Aloo chaat

Paneer pineapple chaat

Chickpeas and potato chaat

Assorted lettuce with dressings

HOT

Vegetable Samosa (V)

Chicken Jalfrezi

Black dhal makhani (V)

Fresh mutton Biryani, Raita sauce

Lamb Korma

Hammour Masala

Palak Paneer (V)

Onion Bhaji (V)

CONDIMENTS

Assorted Indian pickle, mango chutney, mint chutney, achar

Fried and grilled papadum

Roti and Parata Bread

DESSERTS

Carrot Halva with almonds and cardamom

Gulab Jamun

Ras Molai

Fresh sliced seasonal Fruits

Assorted Indian sweets

Dried apricots cooked in cardamom syrup

Freshly prepared lassi

*~180 per person**

NOTES



Hilton

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**BANQUET
INDIAN VEGETARIAN BUFFET
MENU 1**

COLD

Cucumber salad

Aloo chaat

Paneer pineapple chaat

Chickpeas and potato chaat

Assorted lettuce with dressings

HOT

Vegetable Samosa

Vegetable Jalfrezi

Yellow dhal Tadka

Khatti Mithi Baingan

Aloo Shimla Mirchi

Okra Masala

Palak Paneer

Onion Bhaji

CONDIMENTS

Assorted Indian pickle, mango chutney, mint chutney, achar

Fried and grilled papadum

Roti and Parata Bread

DESSERTS

Carrot Halva with almonds and cardamom

Gulab Jamun

Ras Malai

Fresh sliced seasonal Fruits

Assorted Indian sweets

Dried apricots cooked in cardamom syrup

Freshly prepared lassi

~180 per person~

CHECK YOUR PROGRESS

List a menu for Continental buffet
 Give a sample Menu for International buffet
 Elaborate on how menu is planned for thhe Banquet
 Give suggestions for a menu for Indian buffet
 Give suggestions for a menu for BBQ buffet

NOTES**American High Price Menu**

The following is a sample of an American high price menu.

Appetizers

- Fresh seafood on tomato slice
- Orange and grapefruit cup
- Sardines on toast
- Chilled pineapple juice with lemon

Soup

- Fish chowder
- Chicken broth with rice

Entrees

- Baked lake trout with butter and lemon
- Chinese pepper steak with rice/noodle
- Roast loin of pork, sage dressing and roast gravy
- Poached salmon with hollandaise and shredded vegetable
- Cold open faced chicken salad sandwich

Vegetables

- Buttered baby carrots
- Cauliflower au gratin
- Roast potatoes
- Saute fresh peas
- Mixed green vegetable salad

Desserts

- Cherry pie
- Strawberry bavarois
- Lime and pineapple sorbet
- Chilled cantaloupe
- Bowl of tangerine, peaches

NOTES

Beverage

- Iced Ceylon tea
- Iced coffee
- Demitasse

American Low Price Menu

Appetizer

- Chilled grapefruit
- Minted fruit cup
- Melon fruit cup
- Chilled cantaloupe

Soup

- Consomme celestine
- Jellied consomme
- Cream of peas soup

Entrees

- Boiled fresh boneless cod fish with egg and chives sauce
- Irish lamb stew
- Broiled chicken
- Roast leg of lamb
- Home made sausages
- Roast leg of veal with currant jelly
- Cold triple-decker tuna fish salad sandwich
- Cold seafood platter with crabmeat and shrimps

Vegetables

- Parsley potatoes
- Cabbage and carrot slaw
- Mashed squash
- Fresh garden vegetables
- Potato salad

Dessert

- Apricot and raisin pie
- Strawberry tart
- Peach ice cream
- Fruit compote
- Apple dumpling

- Bowl of oranges and plums

Beverages

- Oolong tea
- Hot coffee

NOTES

Chinese

Menu 1

Appetizer (Non-Replenishment)

- Green salad with Thousand Island Sauce
- Crisp-fried fish skin with honey
- Sliced abalone with Thai sauce

Soup

- Braised Szechuan hot and sour soup

Main Dishes

- Stir-fried prawns in special sauce
- Deep-fried fish fillet with oats
- Mixed vegetables with cashew nuts
- Fried sotong in chili sauce
- Crispy roasted sesame chicken

Rice/Noodle

- Fried Yin Yang vermicelli with seafood
- Fragrant fried rice with salted fish

Dessert (Non-Replenishment)

- Red bean dragon ball
- Fresh fruits platter

Indian Menus

Indian cuisine, like the country, is truly a reflection of unity in diversity. Indian recipes are a diverse blend of spices, herbs and several other ingredients. However, all Indian recipes

have the same end result—a delicious mouth watering dish. The spices for which India is renowned the world over lend their supreme flavour and taste to the Indian recipes. There is a huge collection of Indian recipes.

NOTES

Table 2.1 Traditional Indian Banquet

| SOUPS | | |
|---|--|---|
| <p>Non-Vegetarian</p> <ul style="list-style-type: none"> • Tarka dal soup • Spicy prawn and vegetarian soup • Hot cream of chicken • Soup with brandy | | <p>Vegetarian</p> <ul style="list-style-type: none"> • Vegetable Soup • Lentil Soup |
| STARTERS | | |
| <p>Non-Vegetarian</p> <ul style="list-style-type: none"> • Chicken tikka • Tandoori combo medley • Mix pakora • Stuffed green pepper with chicken Bombay masala | | <p>Vegetarian</p> <ul style="list-style-type: none"> • Mushroom nihari • Vegetable pakora • Stuffed green pepper • Aloo masala • 2 popadoms & pickle tray |
| MAIN COURSES | | |
| <p>A. Non-Vegetarian Chicken or lamb Egyptian flame roast</p> <p>B. Chicken tandoori</p> <p>C. Chicken tikka main</p> <p>D. Chicken or prawn chasni</p> <p>E. Lamb burgundy korma</p> <p>F. Lamb karahi bhuna</p> <p>G. Chicken South Indian garlic chilli</p> <p>H. Chicken Goanese chilli korma</p> <p>I. Chicken or lamb Ceylonese korma</p> <p>J. Pizza spicy meat feast</p> <p>K. Butter chicken</p> <p>L. Lamb roganjosh</p> <p>M. Beef vindaloo</p> <p>N. Navrattan korma</p> | | <p>Vegetarian</p> <p>A. Mattar Paneer Karahi</p> <p>B. Traditional Mix Veg Bhuna</p> <p>C. Veg Korma</p> <p>D. EggParadesi</p> <p>E. Omelettes (Various Veg)</p> <p>F. Pizza Seasonal Veg Combo</p> |

| |
|---|
| 0. Beef Shajahani P. Saagghosht |
| Also choose from—fried pulao, boiled rice, mushroom rice, egg ulao rice, lemon rice, nan, garlic coriander nan, spicy nan or two chapatties for curry dishes. |
| DESSERTS |
| Sweet from a La Carte menu |

NOTES

2.3 PRICING A BANQUET MENU AND INCOME CONTROL

This is a very crucial aspect of banqueting operations, not only for the client but for the caterer as well. Most of the clients leave the decision on the caterer and the caterer under quotes in order to get the business which ultimately can result in losses for the establishment. The establishment incurs costs in selling a function space, food costs and direct and indirect overheads so most properties have a target income from each function room. The total income from the function should not only cover the operating cost but also the overheads and the desired profit. The aspect of pricing should be carried out tactfully so as to maximize the returns of the property and give value for money to the client. A client might not understand why a 50-seater room cannot be given to a party of 20 persons even though the party was booked 3 months in advance, the reason being more profitability. The contract must indicate the exact product and services that will be provided and accordingly the prices quoted taking into consideration each and every service and product provided. Some establishments may charge a rental if the cost of the event does not exceed a specific amount, other operations may charge a rental if there is no dinner. Other services that are charged separately are equipment hire, flower arrangements, dance floors, PA system service charge, etc.

Normally, sales income is not collected from the guest at the time of function, in most cases an advance is collected between 35 to 60 per cent and the rest is collected at the end of the function. However, this varies from function to function, establishment to establishment and the type of client. Bills to company are sent on credit after due signatures from the authorized person. To avoid any misunderstanding and possible loss of future business a head count should be taken by more than one person. In a buffet dinner, the usual method is plate count. The number of plates kept before the dinner less the plates at the end is the guest count. However, this creates a misunderstanding as some guests use more than one plate and those with small children. This is avoided by head count taken by the guest and the hotel person jointly. In case of increase in the number from the guaranteed guests, the kitchen is immediately informed for billing and food respectively. Alternatively, the client could issue tickets to his guests for more accuracy. A 10 per cent of variance is acceptable to both client and the hotel. In case of a sit down formal dinner, the variance may be reduced. In contract, there is a mention of minimum guaranteed and maximum expected. Beverages are billed on the number of empty bottles.

2.4 PREPARING FOR A BANQUET MENU

Getting all the components together for a full banquet menu requires some planning and organization, but doing the footwork ahead of time assures that the meal goes off without

a lot of last-minute hassles. From planning and executing the menu to arranging the front-of-house service, there are some steps you can take to prepare for a banquet. Instructions

NOTES

Step 1

Prepare the menu. Make a list of all the dishes you would like to see on the banquet table, whether you are preparing the meal yourself or arranging a caterer to provide food. You will need to know how many dishes you are offering, both hot and cold, in order to begin organizing the display table. Narrow your focus once you have come up with an initial idea. You might like to provide a banquet of Indian dishes. In order not to become overwhelmed, try coming up with two or three hot dishes, five salads or sides and two desserts. This should provide plenty for your guests to choose from without crowding the table or overwhelming your guests with choices.

Step 2

Arrange for help. One person cannot complete a banquet. You will need to either hire a professional catering staffer have a group of dedicated friends or volunteers to help out. If you are using friends, ask people who you know have experience in food service, or you could find yourself having to explain how to make coffee for fifty people when you should be focusing on other things.

Step 3

Purchase or rent equipment. If you are renting a hall for the banquet, chances are a kitchen will be available for your use, but check to see if it has everything you will need in stock. Industrial-size cooking pots, coffee machines, beverage dispensers, hotel pans and chafing pans for serving hot dishes and large serving bowls are just some of the items you will need. Also make sure you have enough plates, cups, stemware, cutlery and serving utensils. If the facility does not have enough of these things, you should be able to rent what you need from a business that specializes in party and event rentals.

Step 4

Organize the table and seating needs. Make sure you have enough chairs and tables for people to sit at. After you have completed your menu, make a drawing of how you would like the food to be arranged on the banquet table to give you some idea of how much space you will need. If the banquet is self-serve, consider having doubles of each dish so that guests can use both sides of the table for smoother traffic.

Step 5

Reserve a separate area for beverages. The drinks should not be on the same table as the food, as this can make the service crowded. A table well-stocked with self-serve coffee, water and juice can be placed near the food table. Alcoholic beverages can be self-serve, or you can arrange to have someone tend bar.

CHECK YOUR PROGRESS

Give suggestions for a menu for American High Price buffet
Explain how pricing of banquet menu is done
Describe how banquet menu is prepared

2.5 SUMMARY

NOTES

In this unit, you have learned that:

- There is a varied choice of menus within a wide price range and also special menus for special occasions. The menu for banquet functions is predetermined; either the items to be served are given by the guest, or a long list of dishes both vegetarian and non vegetarian is offered to the host who selects the items from the list. As functions are booked months in advance so care should be taken with regard to the foods in season.
- This is a very crucial aspect of banqueting operations, not only for the client but for the caterer as well. Most of the clients leave the decision on the caterer and the caterer under quotes in order to get the business that ultimately can result in losses for the establishment.
- Getting all the components together for a full banquet menu requires some planning and organization, but doing the footwork ahead of time can assure that the meal goes off without a lot of last-minute hassles. From planning and executing the menu to arranging the front-of-house service, there are some steps you can take to prepare for a banquet.

2.6 KEY TERMS

- **Menu:** A detailed list of the foods served at a meal or of the foods available at a restaurant or a hotel.
- **Banquet:** A lavish, ceremonial meal in honour of an individual or exceptional occasion, such as a wedding.
- **Entremets:** It is the between-courses divertissements, were spectacles incorporating elements of surprise and trickery to amaze and impress the guests.
- **Dessert:** A service of pastry, fruits or sweetmeats, at the close of a feast or entertainment; pastry, fruits, etc., forming the last course at a dinner.

2.7 END QUESTIONS

- 1 List a menu for Continental buffet
 - 2 Give a sample Menu for International buffet
 - 3 Elaborate on how menu is planned for the Banquet
 - 4 Give suggestions for a menu for Indian buffet
 - 5 Give suggestions for a menu for BBQ buffet
 - 6 Give suggestions for a menu for American High Price buffet
 - 7 Explain how pricing of banquet menu is done
 - 8 Describe how banquet menu is prepared
- (1) How is a breakfast menu selection different from a banquet buffet menu selection? Discuss with the help of a flow chart.

NOTES

- (2) If you have two open restaurants, how many different sections are you going to make in the menu card?
- (3) Why is pricing of a banquet menu an important factor in the income control of a function?
- (4) How can you evaluate guest meal experience?

2.8 FURTHER READING

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UNIT 3 : BUFFETS AND FLOWER ARRANGEMENTS

HTS515/BTH340

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3.0 INTRODUCTION

In this unit, you will learn about buffets. A buffet is basically a self-help service where the guests help themselves with the food and the type of service could be either a standing, sitting or tray arrangement. This unit describes the many types of cooking, such as assembly cooking, batch cooking, freezer cooking, and so on. A few shortcuts and strategies are also given to help you in cooking for these menus. A few easy tips for bulk dishes are explained,

and so are some tips for bulk serving. The benefits of bulk cooking will also be explained. In the end, the unit explains various types of flower arrangements.

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3.1 UNIT OBJECTIVES

After going through this unit, you will be able to:

- Explain the meaning of the term 'buffet'
- List and explain the various types of buffets
- Discuss the process of assembly cooking for buffets.
- Describe the various types of batch cooking processes.
- Describe the various shortcuts and strategies for cooking in bulk.
- Describe the various dishes which are suited for bulk consumption and are easy to cook in a batch.
- Discuss the importance of letting the air out in bulk cooking.
- Describe the various cooking equipments which are used to display while cooking in buffets.
 - Describe the Pizza Oven used for wood burning style of buffet cooking.
 - Explain how Induction cooking tops are used in buffet cooking.
 - Describe the Waldorf Ranges used in buffet cooking.
 - Explain how Rotisseries are used in buffets.
 - Describe the various equipments used in buffets.
 - Explain how buffet style meals are prepared.
 - Discuss the various types of flower arrangements used in buffets.
 - Briefly describe at least five types of flower arrangements (of the total 9 discussed)

3.2 BUFFETS

The word *buffet* comes from a French word which means "sideboard." A buffet is a system of serving meals in which food is placed in a public area where the diners generally serve themselves. Buffets are offered at various places including hotels, restaurants and many social events. Buffet restaurants normally offer all-you-can-eat (AYCE) food for a set price. Buffets usually have some hot dishes, so the term cold buffet has been developed to describe formats lacking hot food. Hot or cold buffets usually involve dishware and utensils, but a finger buffet is an array of foods that are designed to be small and easily consumed only by hand, including cupcakes, slices of pizza, foods on cocktail sticks, etc.

The essential feature of the various buffet formats is that the diners can directly view the food and immediately select which dishes they wish to consume, and usually also can decide how much food they take. Buffets are effective for serving large numbers of people at once, and are often seen in institutional settings, such as business conventions or large parties.

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Fig 3.1: Buffet, a painting by French painter Jean-Louis Forain (Wikipedia)

Origins

The buffet table originates from the *brännvinsbord* (Swedish *schnapps*, or shot of alcoholic beverage) table from the middle of 16th century. This custom had its prime during the early 18th century, and was developed into the more modern buffet around the beginning of 19th century. The smörgåsbord buffet did not increase in popularity until the expansion of the railroads throughout Europe. The smörgåsbord table was originally a meal where guests gathered before dinner for a pre-dinner drink, and was not part of the formal dinner that followed. The smörgåsbord buffet was often held in separate rooms for men and women before the dinner was served.

Smörgåsbord became internationally known as "smorgasbord" at the 1939 New York World's Fair exhibition, as the Swedes had to invent a new way of showcasing the best of Swedish food to large numbers of visitors.



Fig 3.2: Swedish Smörgåsbord became internationally known as "smorgasbord"

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While the possession of gold and silver has been a measure of solvency of a regime, the display of it, in the form of plates and vessels, is more a political act and a gesture of conspicuous consumption. The 16th-century French term buffet applied both to the display itself and to the furniture on which it was mounted, often draped with rich textiles, but more often as the century advanced the word described an elaborately carved cupboard surmounted by tiers of shelves. In England such a buffet was called a court cupboard. Prodigal displays of plate were probably first revived at the fashionable court of Burgundy and adopted in France. The Baroque displays of silver and gold that were affected by Louis XIV of France were immortalized in paintings by Alexandre-François Desportes and others, before Louis' plate and his silver furniture had to be sent to the mint to pay for the wars at the end of his reign.[citation needed]

During the 18th century more subtle demonstrations of wealth were preferred. The buffet was revived in England and France at the end of the century, when new ideals of privacy made a modicum of self-service at breakfast-time appealing, even among those who could have had a footman servant behind each chair. In *The Cabinet Dictionary* of 1803, Thomas Sheraton presented a neoclassical design and observed that "a buffet may, with some propriety, be restored to modern use, and prove ornamental to a modern breakfast-room, answering as the china cabinet/repository of a tea equipage".

Flower arrangements should be suitably placed so they do not hamper the service or obstruct the path. Water stations, coffee/tea stations, sweet stations and dessert stations should be so placed that no overcrowding at one place takes at one place. There should be provision for keeping dirty plates so they can be conveniently removed without disturbing the set-up or atmosphere. This should preferably be near the service door. These days, buffets have replaced formal dinners except at formal banquets.

3.2.1 Types of Buffet

A buffet literally means 'side board'. The food is displayed in such a manner that it has a visual appeal and also so that guests can help themselves to the dishes. This type of service is popular for reception and cocktail parties. It is particularly suitable for establishments where service is limited and a large number of guests are to be catered to. It can be hot or cold or both. The food display as well as the serviceware enhance the appearance of the table and act as attention getters (see Figure C8). To supplement showpieces, ice carvings, vegetable and fruit carvings and flower arrangements add to the decor of the buffet. A chef carving meat or slicing a fish or making omelettes will have added eye appeal. The buffet service saves on time. The various kinds of buffet are described as follows:

- (1) **Sit-down buffet:** The food display remains the same but the cover layout is on the tables. Guests collect food and go to the table to eat. However, wine, water, tea or coffee is served on the table by the stewards. This type of service is partly formal and partly informal.
- (2) **Standing or fork buffet:** In this case, no covers are laid on the table as no tables are provided for eating. However, a few chairs are provided for ladies and the elderly. As the name suggests, the guests eat while standing and only a fork is used. In this type of service, care should be taken with the planning of the menu so that the items can be eaten only with a fork.
- (3) **Finger buffet:** This type of buffet usually serves only snacks which are dry and of bite size portions. Figure C9 shows one such buffet.

While planning buffet, attention should be given to any bottlenecks, ease for replenishment, placing of dirty plates, placement of cutlery, plates and napkins, water station, beverage station, dessert station, etc. Cold and hot dishes should be kept separately. Time to

time, as the need be, dishes should be replenished from the kitchen. The pans should never be left empty. Timely clearance of dirty plates is of utmost importance.

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3.3 ASSEMBLY COOKING

For bulk cooking or assembly cooking, the concept is: doing a certain amount of preparatory work in advance in order to enjoy the convenience of meals later on. Bulk assembly cooking requires a certain number of tools and equipment.

- (1) **Multiple sizes of re-sealable freezer bags, ranging from one gallon to pint and snack sized:** The various items that you prepare will need to be stored in various amounts. Keeping a range of different sizes will keep you prepared and make the whole experience easier.
- (2) **Masking tape:** Certain containers may not have a labelling space like most freezer bags. You may then use masking tape to label the items. To write on the label, it is better to use fine tip permanent marker.
- (4) **Containers:** You should keep different sizes of containers, depending on whether you are bulk prepping pizza sauce or coq au vin, you will need corresponding size of storage containers. These are also way easier to wash and re-use, enabling you to keep bag wastage to a minimum.
- (5) **Extra large airtight containers:** This might seem like a repeat of the above item, but when it comes to some of the dry ingredient mixes, making one to five gallons at a time will really make it worth your time. Purchasing several matching ones is certainly a quick start up option and makes organizing your storage easier. However, to save costs, your extra large pickle jars can help you get started with homemade baking mix and dry cream soup base.
- (6) **Canning jars:** These things are cheap and allow for quick safe storage of various other things.
- (7) **Metal baking pans with lids:** There are permanently re-useable ones you can use if the disposable options do not suit you (see Figure 3.1).



Fig. 3.1 A Metal Baking Pan

These should be kept to a minimum, but allow yourself a supply for hospitality emergencies, such as casserole drop-offs, unexpected guests, last minute invitations, and so on. They can go immediately into the oven.

- (8) **Ice cube trays:** You really can use the strategy for easy once a month food preparatory. Curry pastes, pizza sauce and soup stocks are all things easily frozen and thawed for

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use using the ice cube tray strategy.

- (9) **Freezer(s):** Not all bulk preparatory items require a freezer, but many food items do need it. Staying organized and disciplined about the freezer space over your fridge will become increasingly critical.

3.3.1 Categories of Batch Cooking

Batch cooking essentially involves cooking a lot of food in advance. There are a few methods of batch cooking. You can cook enough food to warrant freezing and stockpiling. Bulking cooking saves money and time. While many people focus on the freezer variety of batch cooking, there are several other categories that can be put to use. In addition, the bulk cooking system is designed chiefly for main dishes, the most time-consuming part of a meal. Of course, they should be combined with fresh fruit and salad.

The four main areas of batch cooking are as follows:

- (1) **Dry mixes and spice blends:** Whether you go with make ahead bread mixes, do-it-yourself (DIY) spice blends for meat rubs and baking or like to make your own giant batches of dry ingredient mixes for baking mix, dry soup base, pizza crust and more, many options are out there. If you would like a freezer, this is an excellent OAMC category to start out with.
- (2) **Canning:** Whether you choose recipes suited for the water bath technique, do your own oven sealing for homemade glazed and roasted nuts or experiment with more technically advanced pressure canning recipes, canning saves lots of money. It is also another way people without a freezer can participate with advance meal preparatory. Canning spaghetti sauce instead of freezing is a good example.
- (3) **Dry ingredient kits:** Whether you like the do ahead kits for Asian cole slaw, small bags of TVP and taco seasoning, brown bag grab and take lunch snacks, or making your own hamburger and tuna helper kits, dry ingredient make aheads are a great way to go and can be stored in containers in a cupboard.
- (4) **Freezer cooking.** Casseroles, appetizers, certain desserts, fun restaurant knock-offs, and dinner entrees galore can all be prepared ahead of time for the freezer. Spend some time recipe researching. You will be surprised at the phenomenal ideas out there.

3.3.2 Shortcuts and Strategies for Bulk Cooking

Without a few tricks up your sleeve, once a month cooking can be far too daunting. Here are a few ideas.

(01) A mix and match approach to storage

Different containers work better for different things and while it would better if you could pull this system off with nothing but re-used bread bags, it is just not realistic. Use a consistent yet varied selection of storage options to utilize the fruits of bulk cooking system.

(02) Batch size flexibility

While many people approach this from a perspective of family sized meal storage, smaller portions are helpful for singles or families where scheduling may inhibit sit down meals from time to time. Having a variety of stored batch sizes provides maximum flexibility.

(03) Precision purchases of small appliances

While the right tools (or the lack of them) can make or break your OAMC experience, you should choose the right appliances to keep within budgets. Plan the cooking style as well as what items you will be making regularly. You will be able to make a much more informed choice that way.

(04) Assembly line production

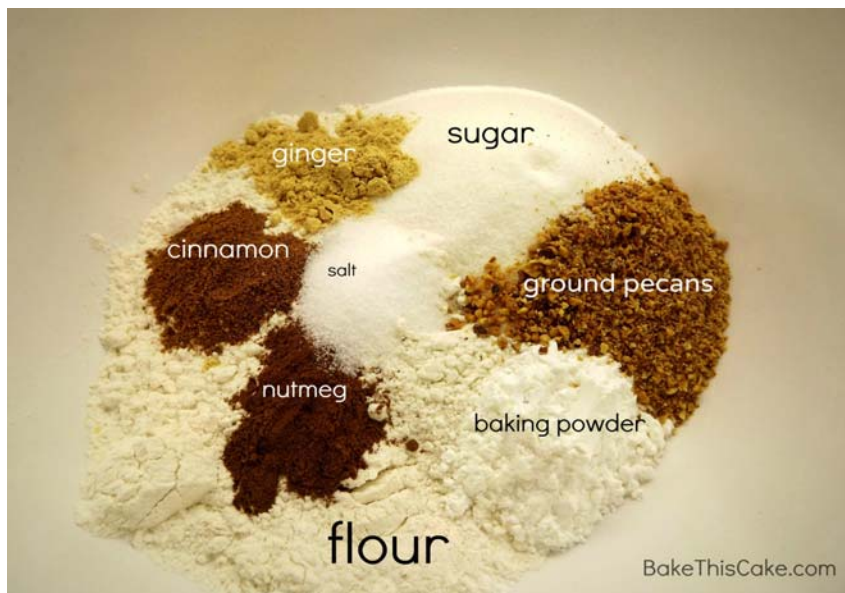


Fig. 3.2 Dry Ingredients

This is great for the actual packaging of your selected OAMC menus. However, it can also work for the actual creation of the mixtures. Quiches and restaurant knock-off dips come to mind, as do several dry ingredient kit ideas (see Figure 3.2)

(05) The time factor

Take 2-3 days a month to get bulk cooking done in an approach of your choice. You can keep this routine month after month. Make a larger batch of something on the night you serve it. Another approach would be to whip up one casserole for every night you serve a protein, veggie and starch combo meal. Take extra individual for faster meal preparations later on. Develop a system that works for you in order to be consistent.

(06) Go Hat

If you are using the freezer bags for the bulk of your perishable freezer meals, fill each about three quarters full, seal the bags and then stack them flat. Once they are frozen, you can either keep them there and pull from the stack, or stack them vertically and grab individual bags like you would folders from a medical shelf.

(07) Mix it up

As with bulk buying, it helps to target yourself up for success; include some gourmet entrees the first month, do some fan mozzarella stick appetizers or try some DIY pull apart

cookie dough. Some of my other favorites are eggplant parmesan, DIY Hard Rock Cafe dip and Planet Hollywood chicken crunch.

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(08) The container principle

This strategy helps in implementing assembly cooking into your repertoire of money saving techniques. In the case of snack sized bagged items or dry ingredient kits, putting all of the bags into a larger container or gallon sized zipper bag is helpful. A similar concept could be applied to make ahead bread mixes.

(09) Themed preparatory sessions

This is basically where you do massive meal propping based on an abundance of a particular item.

(10) Flash freezing

This is particularly important for individual items you want to serve in a batch, but do not want sticking together in the freezer container. You will need to set aside a free shelf at least temporarily. Space out the items and freeze rock solid. Then transfer in family size or appetizer size amounts to the appropriate storage item. This comes in handy in homemade chicken drummies, breaded veal portions, mozzarella sticks and frozen breaded eggplant slices.

(11) Start small and simplify

Breaking down large cans of cheese sauce and jalapenos into small containers of simple nacho dip and doing bagged, flat frozen large batch leftovers can go further than you think. One giant batch of spaghetti sauce can easily result in at least a dozen gallon sized flat frozen freezer bags.

3.3.3 Easy Bulk Dishes

Some dishes are easier to cook in bulk than others. Granola and chilli recipes are good to cook in bulk, because they do not take much longer to prepare whether you cook for two or twenty; they are ideal for bulk cooking. Assemble enough freezer proof containers before you start so that you can store each meal in separate single servings. Also, be sure the containers are microwavable, as well as ovenproof. Other dishes ideal for cooking in bulk include:

- Pastas/Spaghettis
- Soups
- Lasagnas
- Casseroles

Another way to cook in bulk is to make oversized batches of a variety of meals; for example, take pizza. You can prepare the standard dough and then add variety, using different toppings, such as cheese, pepperoni, mushrooms, anchovies, etc.

3.3.4 Tips for Bulk Eating

- **Defrosting:** Let your meals defrost in the refrigerator. Rather than popping them straight in the microwave from the freezer, it is better to let your frozen meals defrost overnight in the refrigerator.
- **Packaging:** For packaging you can use generic freezer bags. (You can also use

Ziploc freezer bags as well as Saran Wrap and freezer paper). Experiment and discover what works best for you. Just be sure to wrap your meals securely enough to avoid any freezer burn. You can also use Tupperware containers and/or casserole dishes.

- **Labelling:** Use permanent markers (such as Sharpie pens) to make sure the labels do not wipe off. Besides the name of the meal, also record the date it was frozen.

3.3.5 Letting the Air Out

It is agreed that in planning and cooking bulk meals, you need to use top-quality materials to store them. Taylor-Hough, an author on bulk cooking, recommends using heavy-duty freezer bags, not generics, but the best quality you can get. Zipper bags are not preferable because they tend to leave a place where air can get in, and air inside the package leads to freezer burn, leaving the food dried out and tasteless.

Some manufacturers make materials that are especially suited for bulk storage, for instance, Stand and Zip bags, which have extra-thick plastic and a wide-pleated bottom, so they stand upright by themselves while you fill them. The Tilia Food Saver system uses extra-thick bags plus a home-based vacuum device to withdraw all air from the package and then heat seal it. Taylor-Hough recommends pressing as much air out of the package as you can, almost sealing it and then sticking a straw inside to suck out the last bit of air.

Grovesman recommends heavy-duty containers with tight fitting lids, if you have lots of freezer space. If space is limited, she suggests heavy-duty freezer bags, but double them to make sure no air gets in.

Other tips for safe freezing:

- Cool the food before you place it in the freezer.
- The freezer temperature should be 0 degrees F or lower.
- Do not stuff the freezer to the brim; leave room for air to circulate.
- Label containers or packages with the contents and date frozen.

Stews and casseroles generally keep for up to three months, while sauces keep even longer. If you store frozen foods longer than recommended they are generally still safe to eat, but taste and texture may deteriorate.

3.4 DISPLAY COOKING EQUIPMENT

There are divergent opinions on the pros and cons of the open or display kitchens now so popular in today's trendy restaurants. Some question whether display kitchens are a fad or a trend in dining that is here to stay. A majority believe it is here to stay because today's eateries are about experience not just the food we eat. Customers pay for the sizzle as much as the steak.

Many equipment items can be easily adapted to the open kitchen. Some look better than others or provide a cooking process that is especially pleasing to watch. Then there are some pieces of cooking equipment that tend to be suited perfectly for the cooking style. You will learn several of those items including induction cook tops, pizza ovens, rotisseries and Waldorf ranges.

3.4.1 Wood Burning Style: Pizza Ovens

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It is called wood burning 'style' because while it may look like they burn wood; an increasing number of these ovens are gas fired. The gourmet pizza craze has boosted the popularity of these ovens substantially over the past few years. The pizza product they produce is generally good when quality ingredients are used, the cooking time is fast and the ovens are actually easy to use.



Most wood burning 'style' pizza ovens are built so they look like igloos. Typically, they have a massive stone hearth and fire brick sides. They can weigh as much as 3,000 pounds, so once the unit is in place, it is not likely you will move it from the location you have selected. The bulk of the stone and bricks are essential to the oven's most important feature, its ability to store heat. Recovery time when doing high volume is generally not an issue. The ovens are also surprisingly energy efficient.

Most ovens are round and range in size from about 9 to 30 sq feet of cooking surface. Ovens at the smaller end of the size range are most common, but they are still large compared to most other cooking equipment. The overall diameter of an oven with a 9 sq feet cooking surface is about 5 feet when the fire brick and insulation are added. This small unit can produce quite a high volume of pizzas, however. Pizzas can be baked in as little as 3 minutes, but may take 3 to 7 minutes depending on toppings. A 9 sq feet oven can hold 8 to 10 pizzas at a time, so with experience, it is possible to bake up to around 100 pizzas in an hour.

Getting the most display effect from your oven is essential to high pizza sales. When planning for the oven, always face the mouth of the unit where the guest can see inside. This is especially appetizing because whether you use a wood-burning oven, a gas-burning oven or a combination unit, you will see flames inside that light up the interior baking cavity. Also, dress up the outside of the oven with an appealing finish. Some are finished in tile or stone, others in brick or copper, depending on the look desired. Finally, train your staff to look polished and make a show of the baking process. Do these things and the equipment will do the rest.

3.4.2 Induction Cook Tops

Induction cook tops have found their way into restaurants in a big way. Primarily used now in front-of-house applications, they should eventually find their way to the kitchen if energy costs begin to rise as they have in Europe and Japan. The induction units are becoming

a regular component of many buffets and open cooking areas where saute or stir-fry work is done. They have a wonderful clean look and do a great cooking job in an open kitchen.



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The price of many induction cook tops has dropped substantially over the past few years. Some units can be bought for as little as \$300 to \$500. The cost, in conjunction with its numerous advantages over other forms of cooking, makes it desirable for a wide range of restaurant applications. An induction cook top works like this: The core of the unit is an electric generator and an electromagnetic coil. The coil is energized by the generator and creates a magnetic field. When an iron or ferrous metal pan is placed on the glass cook top, the magnetic field causes the molecules in the pan to move so rapidly, the metal heats up. Unlike electric burners, there is no waiting for the unit to become heated. Another advantage is that the magnetic field only causes molecules in other magnetic things to heat, and since the ceramic cook top is not magnetic, it stays cool. Though the cook top does not get hot, the pan gets as hot as if it were over an open flame!

Induction cooking is alluring because it is quick, clean, energy conserving, usually cheaper to use and generally safer than traditional gas or electric burners. The heat to your pan is instant. Clean-up after cooking is easy because induction units use a sealed glass or ceramic top that can easily be wiped clean. There is no chance of spills seeping into the burner or other crevices and no baked-on mess.

Induction units are very efficient. A high percentage of the energy used transfers directly to the cooking pan without heating your kitchen. Since they are so efficient and use full power only when there is a magnetic load to be heated, they are often less expensive to operate than gas or electric burners. A rule of thumb is that a 2.5 kilowatt induction burner has cooking power equal to a 20,000 BTU burner of a typical saute range. Induction cook tops are generally safer, especially in buffet applications, than are similar gas or fuel burners because there is no open flame and surrounding surfaces are relatively cool.

One of the most important factors in getting the most out of your induction cook top is choosing the right pan. Not just any pan will do and not every iron pan will cook well. Pans vary in efficiency, based on their construction. The best pans are said to be made of multi-ply metal, specifically for induction. The drawback is that they are generally two to three times the cost of typical kitchen saute pans.

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3.4.3 Waldorf Ranges

Waldorf ranges, sometimes called island ranges, have been popular in European restaurants for more than a century. This equipment has only recently made an impact on the American dining scene, but is expected to become more popular in coming years. The great thing about an island cooking arrangement is that it merchandises well and, when operated properly with trained staff, can put on a tremendous show.



European chefs claim the range set-up is the most efficient cooking line. A Waldorf range is essentially an island-style battery with every needed cooking equipment item built together in one piece, without walls or tall range flues between the pieces. This configuration is new to American kitchens, though most of the US equipment companies have recently added this style to their offerings. The functional advantage of the island range is that it allows cooks to pass food across the range battery and side to side to complete each step of the preparation process. Chefs can communicate back and forth better than using the traditional line cooking battery.

Just about every type of cooking equipment can be built into a Waldorf range. Anything that can be put in a battery line can be put into an island range. Open burners, fryers, griddles, broilers, bain-maries and salamanders can be fitted exactly where needed for your particular menu demands. Work top space and shelves can also be put where needed. Every unit is custom-made, which is one reason for higher cost, versus a traditional range line-up. The higher cost also comes from the special finish, brass trim, side rails and other features which commonly give Waldorf ranges their impressive appearance.

3.4.4 Rotisseries

There is no better way to merchandise many menu items than in a rotisserie. It is tempting to the eye—catching array of succulent foods rotating while cooking in its own showcase. From mouthwatering chicken, roasts and ribs to vegetables, there is no better way to prepare these products than in a rotisserie.



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Whole chicken is by far the most popular rotisserie—cooked food. Manufacturers, however, are now promoting other foods to broaden the use of this equipment. In addition to the typical skewer spit—rods pushed through chickens or forks to hold chickens in place—some equipment makers produce several types of baskets and other devices to hold various products. Several manufacturers, for example, make narrow baking pan attachments and promote baking of pastas and casseroles in the rotisserie. Others make various baskets to hold fish, vegetables or other items that do not lend themselves to the typical skewer. On many units, different types of product holders, skewers and baskets, can be used at the same time, allowing operators to produce and merchandise several products simultaneously.

Rotisseries are available to support a wide range of sales volumes and in several different styles (see figure C 10). The units range in size from counter top models as small as 30-inches-wide that hold 6 to 10 chickens, to large floor-mounted units 6- feet in length. The most popular styles hold between 20 and 48 chickens.

There are gas, electric, and even wood-burning models to choose from. Some gas-fired models have an attractive open flame or burners with ceramic logs in their base to give the appearance of a wood burning flame. Some chefs feel that infrared gas burner units yield the best products. The high intensity of the burners produces a browned, crispy skin on whole chickens.

Since many rotisserie applications are in customer view, ease of cleaning is important in keeping units looking good. Many units have glass doors that allow viewing into the cooking compartment. The doors keep heat in and prevent grease splatter, but they must be cleaned periodically throughout the day to keep the view attractive. Look for models where the spit and exposed mechanisms can be easily removed for cleaning. Also, look for units with wide openings for easy interior cleaning.

Most units have a removable drip pan. Before you buy, be certain that it is easily removable. Some manufacturers recommend buying a rotisserie that holds water, which makes clean up easy and also provides some moisture in the cooking process to minimize shrinkage.

However, one should keep in mind not overestimate your rotisserie needs. The only thing worse than not having a rotisserie is having a rotisserie with nothing cooking on it. To

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keep a small unit always full of product is more appealing than a large empty one.

The possibilities for display cooking are many. The kitchen as a stage is now an accepted form of entertainment, as well as a food preparation style. The types of equipment discussed here are but a few of the pieces that may be used in a display cooking environment. Use your imagination to find ways to entertain and provide a quality dining experience at the same time.

CHECK YOUR PROGRESS

Explain how Induction cooking tops are used in buffet cooking.

Describe the Waldorf Ranges used in buffet cooking.

Explain how Rotisseries are used in buffets.

3.5 BUFFET EQUIPMENT

Depending on the type of buffet, whether indoors or outdoors, the following equipment are parts of the layout:

- **Buffet tables:** They come in various shapes and sizes; however, the rectangle and round tables are more common. Half moon type is suited for corners.
- **Chafing dishes:** These may be round, square or rectangle and of various sizes; they may have separate lids or domed type.
- **Tea/coffee urns:** This avoids too many pots and thermoses.
- **Carving blocks:** These are used to carve big joints and birds with the help of carving knife and carving fork.
- **Barbecue equipment:** These are used for outdoor catering and can comprise of grills, tandoor and spit roast.
- **Beverage dispenser:** It will dispense aerated soft beverages.
- **Cutting boards and knife:** It can be of wooden or plastic and used for cutting bread slices and cheese.
- **Baskets:** These can be decorative or plain cane used to keep breads, wine and other such items.
- **Cake stands:** It is used to display wedding or birthday cakes and thereafter cutting of cake. It will be tiered to accommodate plates and cutlery. A decorative knife for cutting the cake is also placed alongside.
- **Display carts and cases:** They can be refrigerated or heated to dispense a variety of ice creams or hot items. These can also be a movable trolley.
- **Flambe trolley:** In case flambe items are to be served then a flambe trolley is a part of equipment. It has built-in gas burner with working top.
- **Floral accessories:** To accommodate flower arrangements and other dry foliage.
- **Food warmers:** They are used to keep tea and coffee pots hot. They are electrically operated and provide heat from below.
- **Ladles:** Different sizes are used to dispense foods.
- **Menu display:** Tent cards or menu stands are used to display the names of the dishes.

- **Decorative blocks:** These are used to elevate food to different layers for eye appeal.
- **Punch bowls:** These are of different sizes and shapes to make and dispense fruit and liquor punches.
- **Relish dishes:** These are partitioned dishes of different sizes and shapes used for pickles chutney and other such items.
- **Soup tureens:** These are used to dispense hot soups and are electrically heated.
- **Tongs:** These are used to serve foods, which are dry.
- **Trash bins:** These are used to collect waste and trash.
- **Trays and salvers:** These are used for carrying dishes and dirty.

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3.6 PREPARING BUFFET-STYLE MEALS

We have eaten from buffets. Sometimes, we struggle with how get a small sample of everything on our plates and sometimes we struggle with how to serve enough to fill everyone's plates.

The following are a few points to prepare for buffet style meals:

- (1) Use small plates and let people come back several times. If you serve large plates, they will try to fill them. If you use small plates, they will get filled. Some people will come back for seconds. Some will not.
- (2) Place the silverware and napkins at the far end of the buffet. It is very difficult to carry a plate, silverware and a napkin while trying to place food on your plate. If guests can pick up their silverware and napkins at the end, they will be able to better put the food on their plates.
- (3) Place desserts on a separate table. An overcrowded buffet table is not appetizing. If you have space, put your main food on one table, your beverages on a second table and your desserts on a third table.
- (4) If you have guests with any type of dietary restrictions coming, consider placing small cards next to each item. Perhaps one dish has peanut oil in it. Your card can say 'contains peanut oil' so that anyone with an allergy to peanuts will pass on this dish. If you know someone does not eat dairy, and your dish contains cheese, your card can say 'contains cheese' or 'dairy product'.
- (5) Have a garbage can very handy so that guests can throw out their plates and start over with a clean plate when they come back for second helping.
- (6) Make ice ahead of time. Some people really like ice in their drinks. Put tongs in the ice bucket. This will discourage folks from using their fingers.
- (7) Put serving utensils in every dish. There is nothing worse than someone taking a fork from their mouth and using that fork to serve themselves from your buffet table. If you are serving fruits, either put a fork or coloured toothpicks out, again so that your guests are not using their meal silverware or fingers to pick up the fruits.

Buffets are a lot of fun to serve. Your guests will enjoy their meal more with the above points for the buffet table.

3.7 FLOWER ARRANGEMENTS

NOTES



Fig. 3.3 Flower Arrangement at a Buffet



NOTES

Fig. 3.4 Flower Arrangements

3.7.1 Different Types of Flower Arrangements

- (1) **Ikebana:** It literally means ‘making flowers live’ in Japanese. It is an ancient style of arrangement. In each arrangement there is an imaginary triangle (see Figure 3.5).



Fig. 3.5 Ikebana Flower Arrangement

NOTES

Flower arrangement is a very old art; in India flowers were arranged in temples, during festivities and for interior decoration. Later this practice modified and became a more styled affair and became a part in hotels, offices, hospitals, homes and venues of festivals in the form of garlands and floor decoration.

Flower arrangements grace the table tops, window sills, comers of rooms, fire place and so on, to suit the occasion (see Figures 3.3 and 3.4).

Today, flower arrangements maybe defined as ‘an art of organizing and grouping together plant material (flowers, foliage, fruits and twigs) to achieve harmony of form, colour and texture thereby adding beauty to the surroundings’.

Making a good flower arrangement requires a lot of creativity on the part of the arranger and can develop the art through study and experimentation with different plant material. Studying pictures and arrangements in books and magazines gives more creative ideas.

The basic materials required for making flower arrangements are as follows:

- Equipment
- Container
- Bases
- Plant material
- Support

Chicken wire or wire mesh, pin holders, foam oasis are used to hold heavy stems of flowers, foliage in place within the container. They should be hidden from view.

Buckets with water are vital equipment for collecting flowers from a garden and for conditioning the bloom before making the arrangement.

A special type of scissor to cut plant stems. Ordinary scissor can crush the tissues. The florist’s scissor has short blades and one is serrated.

A mister is a hand-held spray bottle to produce a fine mist of water droplets to keep the arrangements look fresh in warm weather.

Water can is used to water the plants in containers. It should be plastic one with long narrow spout rising from the base of the can.

A floral tape is a stem binding tape made of plastic and waxed paper used to bind stems and hold together.

A knife with a sharp blade is used to remove leaves, scrape stems, stripping away thorns and to give a sloping cut to the stems.

Containers are used to hold flower arrangements; they may or may not be hidden by plant material. The container must be waterproof. A vase is a container that is at least as tall as its width and often narrow with restricted mouth. It is a favourite container for cut flowers.

A basket is a popular container for dried flower arrangements. Willow and bamboo baskets are commonly used.

The base is an object that is placed under the container to protect the surface or to add beauty to display.

Support refers to the structure on which container stands, e.g., tables, sideboards shelves etc.

Plant material can be divided into three basic types:

- Line material consists of tall stems, flowering spikes and bold leaves. They create

the basic frame work or the skeleton.

- Dominant/focal/point material, it consists of bold flowers or cluster of small blooms, eye-catching foliage.
- Filler/secondary material consists of smaller flowers or all sort of leaves and foliage used to cover the edges of the container.

NOTES

The following are the guidelines for flower arrangements:

- See that they are at eye level, prominently seen depending on whether the viewers are seated or standing
 - Anything placed above the eye level must be long or suspended from the ceiling
 - Floating arrangements look better when placed low.
- (2) **Vertical:** It has a bold line material set vertically to form a central axis. At the base are short wings of foliage and has a single bloom or small group of flowers close to base of the arrangement (see Figure 3.6).



Fig. 3.6 Vertical Flower Arrangement

- (3) **Triangular:** This shape is very popular and height and width is established. They find the focal point of interest with large or dark coloured flowers. Fill in with flowers of varied stem lengths (see Figure 3.7).

NOTES



Fig. 3.7 Triangular Flower Arrangement

- 4) **Crescent:** It is an asymmetrical shape; for this shape, choose plant material with pliable stems (see Figure 3.8).



Fig. 3.8 Crescent Flower Arrangement

- (5) **Hogarth's curve or S shape:** It is a very graceful style. It is made with curved branches and pliable stems. After establishing the S shape with these, flowers are filled in at the centre (see Figure 3.9).

NOTES



Fig 3.9 S Shaped (Hogarth Curve) arrangement

- (6) **Circular or round shape:** This shape is very common. Flowers are arranged in a circular design. Monotony should be avoided by using foliage (see Figure 3.10).



Fig. 3.10 Circular Flower Arrangement

- (7) **Horizontal or fan shape:** It is good when designing flowers for the centre of the table. It does not need to be a tall arrangement. It is a low arrangement and is symmetrical (see Figure 3.11).



Fig.. 3.11 Horizontal or Fan Shape

- (8) **Parallel or European:** It originated from Holland. A group of stems stand vertically and the base is covered by flowers, foliage and fruits (see Figure 3.12).

NOTES



Fig. 3.12 Parallel or European

(9) **Dry flowers arrangements:** Dry flowers can be arranged in different beautiful ways (see Figure 3.13).



Fig. 3.13 Dry Flowers Arrangements

CHECK YOUR PROGRESS

Explain how buffet style meals are prepared.

Discuss the various types of flower arrangements used in buffets.

Briefly describe at least five types of flower arrangements (of the total 9 discussed)

3.8 SUMMARY

- A buffet is display of ready to eat foods on attractively decorated long tables. It is

a self-help service. In this type of service, the guests help themselves with the food. It can be standing, sitting or tray service. This type of service cuts down the labour cost; the service is quick and cuts wastage on food.

- The food on a buffet table is kept in readiness, nicely decorated and arranged for the guest to pick and choose to his taste. Enough space should be left around the buffet table to permit people to collect their food without crowding at one place. Food should be replenished in the chaffing dishes or platters as and when the need is felt.
- Depending on the type of buffet, whether indoors or outdoors equipment are parts of layout. Details of them are given for the readers to understand.
- Flower arrangement is a very old art in India, where flowers were arranged in temples, during festivities and for interior decoration. Later this practice modified and became a more styled affair and became a part in hotels, offices, hospitals, homes and venues of festivals in the form of garlands and floor decoration.

NOTES

3.9 KEY TERMS

- **Buffet:** It is the display of ready to eat foods on attractively decorated long tables. Buffet is self help service.
- **Finger buffet:** This type of buffet does not need any cutlery, usually only snacks are served which are dry and mouthful portions and eaten by fingers only.
- **Assembly cooking:** When a certain amount of preparatory work in advance is done in order to enjoy the convenience of preparing meals later.
- **Freezer cooking:** It is an assembly-line cooking method designed to fill the freezer with two weeks' to two months' worth of home-cooked dinner entrees.
- **Flower arrangement:** An art of organizing and grouping together plant material (flowers, foliage, fruits and twigs) to achieve harmony of form, colour and texture thereby adding beauty to the surroundings.

3.10 END QUESTIONS

- 1 Explain the meaning of the term 'buffet'
- 2 List and explain the various types of buffets
- 3 Discuss the process of assembly cooking for buffets.
- 4 Describe the various types of batch cooking processes.
- 5 Describe the various shortcuts and strategies for cooking in bulk.
- 6 Describe the various dishes which are suited for bulk consumption and are easy to cook and handle.
- 7 Discuss the importance of letting the air out in bulk cooking.
- 8 Describe the various cooking equipments which are used to display while cooking in buffets.
- 9 Describe the Pizza Oven used for wood burning style of buffet cooking.
- 10 Explain how Induction cooking tops are used in buffet cooking.

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- 11 Describe the Waldorf Ranges used in buffet cooking.
- 12 Explain how Rotisseries are used in buffets.
- 13 Describe the various equipments used in buffets.
- 14 Explain how buffet style meals are prepared.
- 15 Discuss the various types of flower arrangements used in buffets.
- 16 Briefly describe at least five types of flower arrangements (of the total 9 discussed)

3.11 FURTHER READING

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UNIT 4 : BANQUET PROCEDURES

HTS515/BTH340

NOTES

Structure

- 4.0 Introduction
- 4.1 Unit Objectives
- 4.2 Banquet Procedures
- 4.3 Shapes for Banquets and Table Calculations
- 4.4 Customer Service and Food Safety
- 4.5 Food and Beverage Services
- 4.6 Event Planning
 - 4.6.1 Banquet Operations: Profit Opportunities
 - 4.6.2 Banquet Operations: Menu Planning
 - 4.6.3 Banquet Operations: Service Styles
 - 4.6.4 Banquet Operations: Beverage Functions
 - 4.6.5 Banquet Operations: Banquet Room Set-Up
 - 4.6.6 Banquet Operations: Banquet Contracts and Billing Policies
- 4.7 Summary
- 4.8 Key Terms
- 4.9 Questions and Exercises
- 4.10 Further Reading

4.0 INTRODUCTION

In this unit, you will learn about banquet procedures. There are various procedures that have to be followed in a formal banquet. It is a tradition that a banquet is preceded by a cocktail reception. The host/hostess receives the guests in a separate room before the dinner starts. The guests are introduced by the toastmaster or the master of ceremonies. The various shapes for banquets and table arrangements will also be explained in this unit. In addition, you will learn about customer service and food safety. The main responsibility of banquet servers is to provide friendly service to the host and guests of the event, ensuring that their needs are met and that their event is a positive experience. You will also learn about the different seating arrangements for guests in a banquet. The different types of functions, such as reception, cocktail parties, gala dinners, and so on, for which different banquets are arranged, will also be discussed, in this unit. Finally, you will learn about food and beverage services and event planning.

NOTES

4.1 UNIT OBJECTIVES

After going through this unit, you will be able to:

- Understand various banquets procedures
- Explain the procedure of a Banquet program.
- Explain various shapes of Banquet table arrangements.
- Draw the U-shaped style of Banquet arrangement.
- Draw the box-shaped style of Banquet arrangement.
- Draw the round table shaped style of Banquet arrangement.
- Draw the theatre style of Banquet arrangement.
- Draw the rectangle-shaped style of Banquet arrangement.
- Draw the fishbone-shaped classroom style of Banquet arrangement.
- Draw the U-shaped (inner row) style of Banquet arrangement.
- Describe how the calculation for planning seating is done.
- Discuss the consumer service and food safety considerations for a banquet function.
- Give an example of a banquet event planning procedure.
- List and explain various styles of services of a banquet function
- Discuss the various points to be considered while outlining the 'Concept' of the event.
- Give the checklist to be used while doing the event planning.
- What points are to be kept in mind in using the contract.
- Give the checklist for marketing the event.
- Explain the "Last Minute" event tasks.
- Describe the profit opportunities in banquetting operations.
- Narrate What factors affect the menu planning in a banquetting operation.

4.2 BANQUET PROCEDURES

It is usual for guests to assemble in a separate room before the actual lunch or dinner. The host or the chairman stands at the entrance of the reception room to receive the guests who are announced in turn by the master of ceremonies or the toastmaster. It is customary for a banquet to be preceded by a cocktail reception. The bar for the same is set in the reception room and normally half an hour is allowed for reception.

Suggested drinks are gin and tonic, gin and lime, scotch, vodka, rum or martini.

The suggested snacks are salted nuts, shami kababs, wafers, cocktail sticks or tikkas.

At the time of function, one large copy of seating plan indicating the names of guests is displayed in the reception room for the guests to see their respective seats in (the dining room. At the top table, each guest is informed of his place usually by a name card (at

respective seats.

NOTES

‘The toastmaster organizes floor shows, dances and makes announcements from time to time at the stage. When the meal is to start, he announces about it in the reception room so that the guests proceed to the dining hall. Once the guests are seated, he calls the attention of the guests by announcing the occasion of the banquet and then the meal begins.

Once the meal is over and coffee cups are placed in front of the guests, the toastmaster again call the attention of the guests for the chairman to propose the loyal toast. The chief replies to the toast. It indicates that the formal part of the banquet is over. By now the food stewards should leave the room and only wine stewards stay in the room.

Speeches and replies follow from time to time which the toastmaster coordinates by announcing the names of the speakers or placing the mike before the speakers.

The suggested wine for toasting is champagne.

4.3 SHAPES FOR BANQUETS AND TABLE CALCULATIONS

The shapes for banquet arrangements can be any of the following depending on the number of guests, space availability and the type of banquet:

- U-shaped style
- Box shape style
- Banquet round tables styles
- Theatre styles (6 persons per row)
- Theatre styles (8 persons per row)
- Rectangular styles (8 persons per table)
- Classroom style/ Fishbone style
- Oval shaped style
- U-shaped style (inner row)
- Assorted style

The following are the various seating arrangements in a banquet along with the pictures

(1) U-shaped style

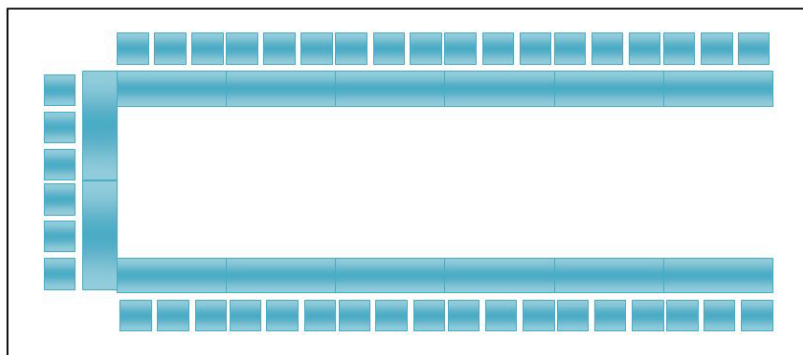


Fig. 4.1 U-Shaped Style

(2) Box shape style

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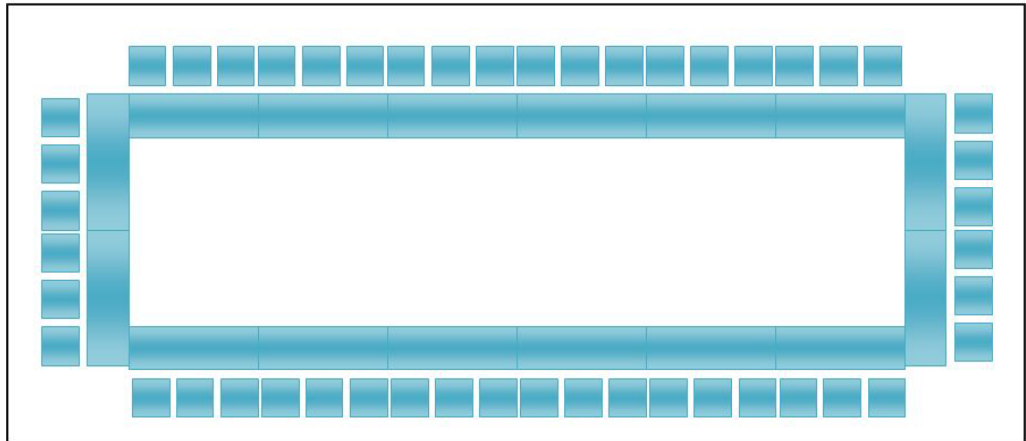


Fig. 4.2 Box Shape Style

(3) Banquet round tables styles

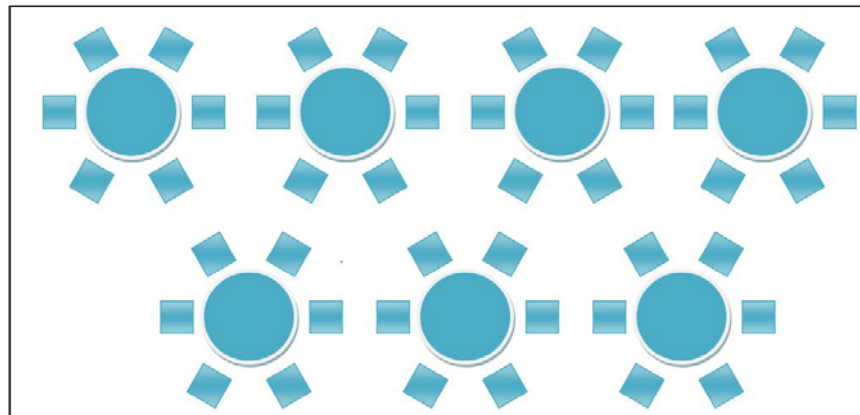


Fig. 4.3 Banquet Round Tables Styles

(4) Theatre Styles

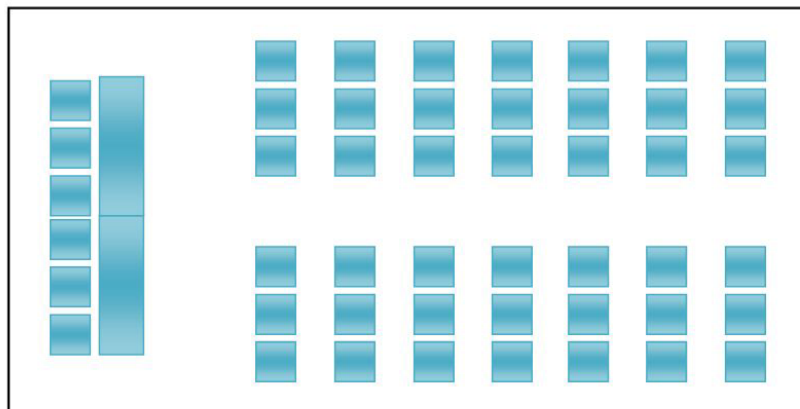


Fig. 4.4 Theatre Styles (6 persons per row)

(6) Rectangular Styles

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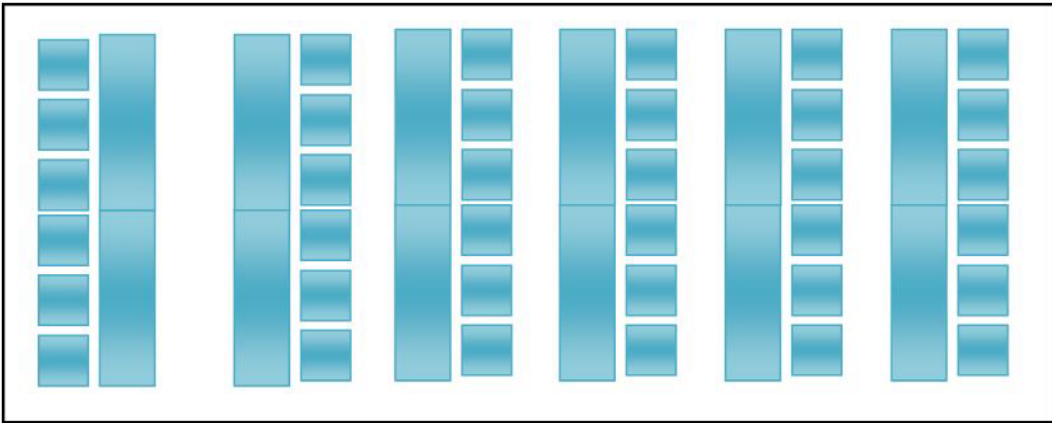


Fig. 4.5 Rectangular Styles (8 persons per row)

(6) Classroom Styles / Fishbone Style

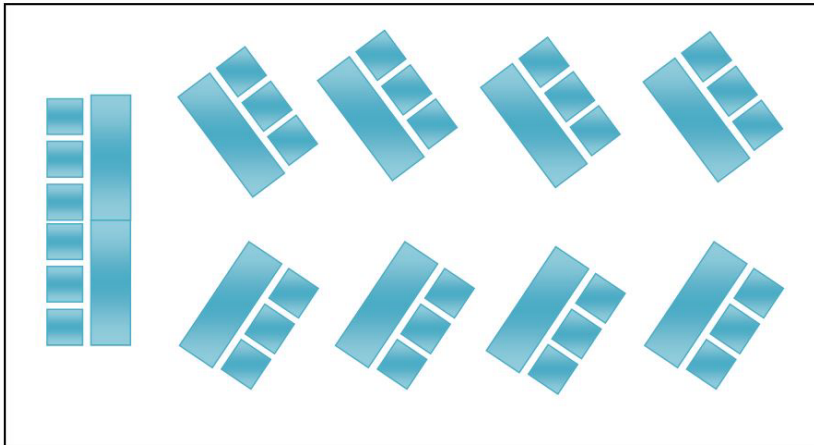


Fig. 4.6 Classroom Styles / Fishbone Style

(7) Oval Shaped Style

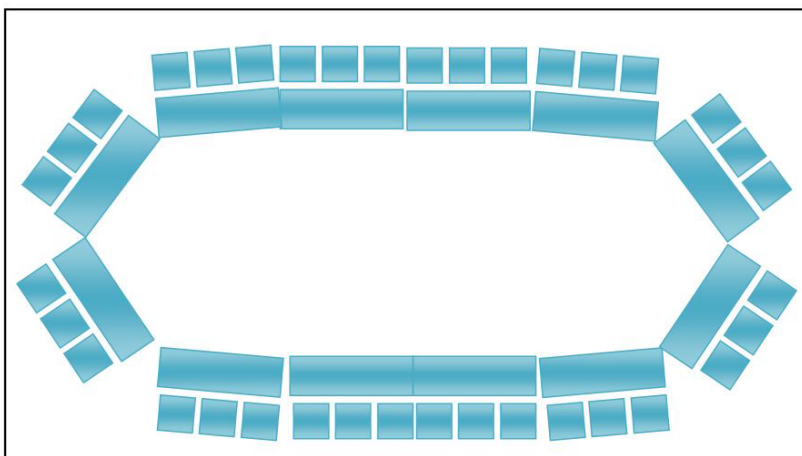


Fig. 4.7 Oval Shaped Style

(8) U-Shaped Style (inner row)

NOTES

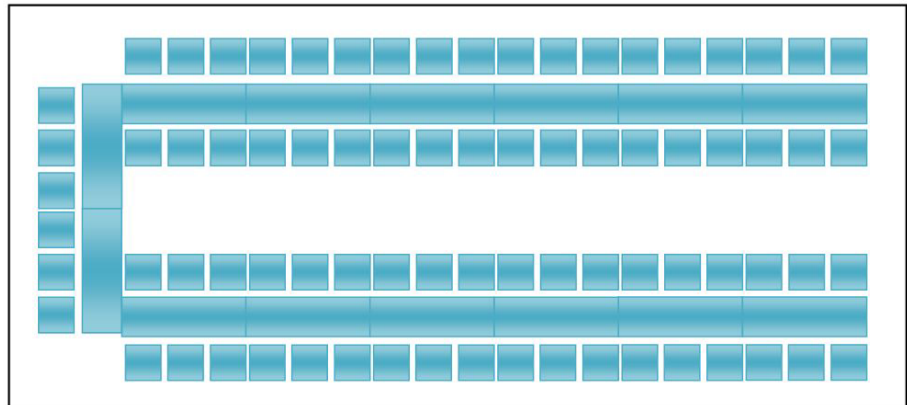


Fig. 4.8 U-Shaped Style (inner row)

(10) Assorted style

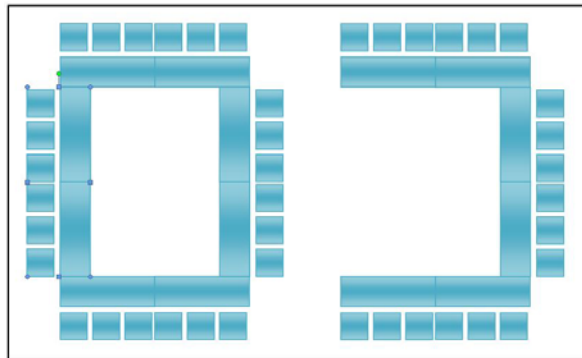


Fig. 4.9 Assorted Style

Table Calculation

- (i) When an area of a given room is divide by 15 feet (being space required for one person for banquets) to arrive at the total number of guests who can be catered to in that space.
- (ii) If there is no restriction of area, then decide as to how many people will be seated on the top table. Suppose, the total gathering is 350 persons and out of this 35 persons have to be seated on the top table so the length of the top table will be 35×27 feet (size of cover) = 945 feet = approximate 79 feet, i.e., 13 tables of 6 feet.
- (iii) To know the number of sprigs, divide the top table length by 9 (3 feet gangway, 3 feet chairs, 3 feet tables), i.e., $79/9 =$ approximate 9 sprigs. To know how many people will be seated on each sprig, divide the number of guests by the number of sprigs. What is left is $350 - 35 = 315$ to be accommodated on sprigs, i.e., $315/9 = 35$ persons on each sprig.
- (iv) To know the length of sprigs, keep in mind that the persons will be seated opposite each other, i.e., on each side of the sprigs—17 persons; so the length of the sprig will be 17×27 (size of cover) == 459 feet = approximate 38 feet, i.e., 6 tables of 6 feet.

4.4 CUSTOMER SERVICE AND FOOD SAFETY

NOTES

The main responsibility of banquet servers is to provide friendly service to the host and guests of the event, ensuring that their needs are met and that their event is a positive experience. Banquet servers are also to practice food safety regulations as set forth by their employer, such as hand washing, etc.

(1) Set up

Banquet servers are generally required to help set up the banquet room as specified in the event contract. This can include moving chairs and placing table linens and place settings upon the table, according to the employer’s standards.

(2) Passing service

For many functions, banquet servers circulate through the room, carrying platters of food. They approach guests and offer them whatever food they are serving to guests as needed.

(3) Plated service

For a seated dinner, banquet servers are responsible for ensuring the prompt delivery of food to guests. They may also need to ensure that guests are served with the correct entree, and that their needs are met throughout the meal.

(4) Buffet service

At a buffet, servers are required to keep the buffet neat and the selections well stocked. They may also be responsible for dishing out servings or carving meat for guests in the buffet line.

(5) Clean up

Throughout the course of the event or at its conclusion, banquet servers remove used dishes from the tables and transport them to the kitchen for cleaning. They may also be responsible for transporting linens to the laundry or returning tables and chairs to storage.

Table 4.1 Meeting Space Capacity Chart

| Meeting Room | Dimensions | Squareage Foot | Ceiling Height | Reception | Theatre | Classroom | Conference/ U-Shape | Banquet |
|--------------|------------|----------------|----------------|-----------|---------|-----------|---------------------|---------|
| A | 52' x 84' | 4,368 | 16' | 450 | 450 | 180 | N/A | 300 |
| B | 52' x 22' | 1,092 | 16' | 110 | 110 | 45 | 36 | 60 |
| C | 52' x 42' | 2,184 | 16' | 225 | 220 | 90 | 53 | 130 |
| D | 52' x 63' | 3,276 | 16' | 330 | 330 | 135 | N/A | 190 |
| E | 35' x 60' | 2,100 | 10' | 220 | 200 | 130 | 48 | 120 |
| F | 35' x 20' | 700 | 10' | 70 | 65 | 30 | 15 | 30 |
| G | 35' x 40' | 1,400 | 10' | 140 | 130 | 60 | 30 | 60 |
| H | 35' x 30' | 1,050 | 10' | 100 | 140 | 80 | 25 | 70 |
| I | 43' x 16' | 2,000 | 12' | 200 | N/A | N/A | N/A | 120 |
| J | 30' x 30' | 900 | 8' | 75 | 70 | 34 | 30 | 60 |

NOTES

CHECK YOUR PROGRESS

Explain the procedure of a Banquet program.

Explain various shapes of Banquet table arrangements.

Discuss the consumer service and food safety considerations for a banquet function.

4.6 FOOD AND BEVERAGE SERVICES

Once you have reserved a space to house your event, you will want to reserve yourself a caterer in the event that you are using food. Some caterers have online request forms but remember it is only a marker to hold a spot for your event. You must obtain an actual order form from them. Also keep in mind that all catered events must be booked 10 or more working days in advance of the event.

The following is a list of things to consider before calling catering service:

- Who will be your contact person for the event?
- Number of people you are serving.
- The type of food you are interested in serving.
- Who is paying for the event?
- Will you need linens, flowers or other decorations?
- Will alcohol be served?

4.7 EVENT PLANNING

The following is a sampling from an event planning procedure.

(01) Outline the concept of your event including:

- Purpose and goals of the event
- Title of event
- Target audience
- Date (choose a primary and an alternate)
- Start and end time
- Number of participants and participant cost
- Program (speakers, video)
- Room set-up (tables, chairs, stage, podium, etc.)

- Equipment (audio, lighting, etc.)
- Food (breakfast, lunch, snack, reception, dinner, etc.)

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(02) Develop a realistic budget:

- A budget worksheet designed to make your budgeting experience as simple as possible.
- Keep in mind that not all events will use every budgeted item and that some events may incur costs not accounted for on the budget worksheet.

(03) Obtain necessary approvals for:

- If you are having a guest speaker, you will need to fill out a guest speaker request.
- The event and budget from your department/organization.

(04) Your event planning checklist

Event Checklist

Event _____

Cost: _____

Coordinator: _____

Area: _____

Agency name: _____

Agency phone no.: _____

Location: _____

Date: _____

Tire: _____

Length of programme: _____

Co-sponsor: _____

Description of event: _____ of

Expected attendance: _____

(05) Setting a date and time

Event approval and space request

(06) Room reservation/Set-up/Technical (After you have completed and received confirmation)

- Reserve room(s) for event Attach Confirmation
- Reserve rain location for event if necessary
- Reserve dressing room(s) if necessary
- Contact Campus Scheduling x 4592 with specific set up (Chairs, Tables, Trash Cans, Staging, Sound, etc.)

- Recruit volunteers for any set-up or clean up needs (i.e., staging, seating, technical-sound/tights, decorations, etc.)

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(07) Technical

- Check to see if sound system and lighting equipment meets contract requirements
- Rent sound and light equipment if necessary
- Recruit volunteers to assist with any load-in materials

(08) Contract

- Read contract and verify
- If liability or legal questions arise, contact Advisor/Director of the Activities
- Advisor/Director of the Activities sign and send contract with any initialed and dated changes
- Send Hotel confirmation number and phone number and brochure (if available)
- Rider Attached?
- Meet any other contract provisions (AV, meals, lodging, travel, etc.)
- If hosting guest speaker, use a Guest Speaker Form

(09) Food (If using outside vendor, follow food service form)

- Catering Ordered or Contact food service for any catering needs
- Ordered
- PickUp/Delivery
- Appropriate Paper Products (Plates, Napkins, Cups)
- Serving Items (Silverware, serving items. Dishes)
- Make reservation for speaker at local restaurant if necessary
- Obtain cash or check to pay for food

(10) Marketing (See marketing checklist)

- Add event
- AS Marketing Request Form
- Create Banner for Maher, Parking Structure, Courtyard
- Entrance Marquees
- Aromas Coffee Cups & Dining Services
- Send invitations/letters to specific members
- Posters on the ground (follow the Posting Guidelines; limit to 50; No bright colors)

(11) Money/Payment

- Fill out money request for check/payment (allow 7-10 working days)-
- Do you need any money for anything? How will dinner be paid for? Petty Cash?
- Arrange to pick up payment checks at Cashier Window _____(who/when)

(12) Tickets (will you be selling or using tickets for the event)

- Request tickets to be printed.

- Ticket Prices:

(13) Security/Safety/Liability Traffic and Parking

- Do you need security?
- Parking (space/lot/road)
- Visitor Parking arranged _____ Where _____

(14) Performer/Guest Details

- Who will be picking up the guest from the airport/hotel _____
- Create a welcome gift/basket for guest (if necessary)

(15) Lodging

- Make reservation. Hotel and confirmation
- Have hotel name, directions, check-in time, check-out time, smoking policy and name of the reservation.
- Arrange for payment of room through Direct Bill or Credit Card (Does Card need to be present at check-in)
- Arrange Transportation to Hotel from Airport Airline & Flight

(16) Last Minute Event Tasks

(i) The week of the event

- Call performer, speaker or presenter to confirm
- Check performer contract to be sure all contract details have been or are being met
- Confirm lodging reservations)
- Confirm campus room reservations) & Confirm technical equipment
- Distribute last minute publicity
- Confirm volunteers who are helping with event
- Go through Event Checklist to be sure all is complete and ready

(ii) The day before the event

- Be sure check has been cut and/or payment has been picked up for performer or other event needs.

(iii) The day of the event

- Check room to be sure it is set up properly
- Check technical needs to be sure they are in place and working
- Obtain introduction from performer
- Be hospitable to performer, speaker, and/or presenter

(iv) At the event

- Introduce event
- Monitor audience

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(v) After the event

- Return room to original set-up
- Write evaluation
- Send thank you notes
- Reserving a space
- Food and Beverage Service
- Sound/Equipment/Technical Needs
- Marketing your event
- Security/Risk Management
- Using tickets for your event
- Fundraising
- Parking/Transportation
- Policies, Contracts and Forms
- Frequently Asked Questions

4.7.1 Banquet Operations: Profit Opportunities

- Banquet menu has higher contribution margin
- Banquets frequently celebrate special events
- Forecasting and planning production, service and labor are relatively easy
- Formal guarantee is made
- Less likelihood of overproduction of food with subsequent waste
- Beverage sales from hosted or cash bars increase profit
- Capable of increasing alcoholic beverage sales
- Increasing market share of the community's banquet business is
- Increasing property's profitability

4.7.2 Banquet Operations: Menu Planning

The following are factors/concerns for planning banquet menus:

- Guest preferences
- Ability to deliver desired quality products
- Availability of ingredients required to produce the menu
- Production/service staff with appropriate skills
- Equipment/layout/facility design issues
- Nutrition issues
- Sanitation issues
- Peak volume production/operating concerns
- Ability to generate required profit levels

4.7.3 Banquet Operations: Service Styles

Butler service

- Service staff at a reception can serve appetizers and pre-poured champagnes while guests stand

Buffet service

- Quantities of food are pre-arranged on a self-service line; guests pass along the line and help themselves

Family style (English style)

- Platters and bowls of food are filled in the kitchen and brought to guests' tables French service
- Meals are prepared or finished at tableside by service staff: (e.g., tossing Caes salad/flambeing entree) Platter service
- Production staff plate food in the kitchen; service staff bring it to the table place individual portions on guests' plates Plated service (American service)
- Production staff pre-portion food on plates in kitchen; service staff serve guests

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4.7.4 Banquet Operations: Beverage Functions

The following are the various ways to charge for beverage:

Individual drink price

- Collecting cash or a ticket when each drink is sold Bottle charge
- Charging on a by-bottle basis for each bottle consumed/opened Per-person charge
- Based on attendance charging a specific price for beverages at the event
- Charging the host a specific price for each hour of beverage service Specific per-event charge
- Using hours of beverage service; charging number of drinks/hour X number guests

4.7.5 Banquet Operations: Banquet Room Set-Up

There are a number of important factors that determine a banquet room set-up. They can be described as follows:

| | |
|---------------------------|--|
| Determined by: | Becomes critical when: |
| Number of expected guests | The same room is to be used same day for Different functions |
| | When large evening event precedes following day's large breakfast event in same room |

- Types and sizes of tables, chairs, other equipment
- Number of seats per table
- Required space for aisles, dance floors, band stands, other entertainmer
- head tables
- Reception/buffet tables

4.7.6 Banquet Operations: Banquet Contracts and Billing

Policies

The following are the points in a banquet contract:

- Last date that banquet space will be held without signed contract
- Time by when a guarantee of attendance must be received
- Cancellation policies
- Guarantee reduction policy
- Billing: Amount and schedule for guest payment
- Information about service of alcoholic beverages
- Other information applicable to specific event

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CHECK YOUR PROGRESS

List and explain various styles of services of a banquet function

Discuss the various points to be considered while outlining the 'Concept' of the event.

Give the checklist to be used while doing the event planning.

What points are to be kept in mind in using the contract.

Give the checklist for marketing the event.

4.8 SUMMARY

- Banquet procedures are usually for guests to assemble in a separate room before the actual lunch or dinner. The host or the chairman stands at the entrance of the reception room to receive the guests who are announced in turn by master of ceremonies or toastmaster. It is customary for a banquet to be preceded by a cocktail reception. The bar for the same is set in the reception room and normally half an hour is allowed for reception.
- The chief duty of banquet servers is to provide friendly service to the host and guests of the event, ensuring that their needs are met and that their event is a positive experience. Banquet servers are also to practice food safety regulations as set forth by their employer, such as hand washing.
- There are various seating arrangements in a banquet, such as U-shaped, box shaped, banquet round table styles, and so on.
- Among the various the types of functions, are receptions, cocktail parties, and conferences, gala dinners, balls, weddings, and so on..
- Outdoor catering usually involves erection of a tent to be used as restaurant, kitchen, and bar, wash up room, etc. This is one of the most demanding branches of catering industry for it requires the provision of catering facilities some where else where the facilities are non existent or primitive than the base.
- Once you have reserved a space to house your event, you will want to reserve yourself a caterer in the event that you are using food. You can complete a catering request form online, but remember it is only a marker to hold a spot for your event. You must obtain an actual order form from them.
- Event planning with its concept development and the various types of banquet booking have also been discussed.

4.9 KEY TERMS

- **Banquet:** A feast; a sumptuous entertainment of eating and drinking; often, a complimentary or ceremonious feast, followed by speeches.
- **Reception:** These are usually less formal occasions than banquets. These are meetings to celebrate a particular event.
- **Cocktail parties:** organized on the same lines as a reception but there may be cocktails instead of or in addition to other wines and spirits. Usually snacks are offered and may or may not be followed by dinner.
- **Balls:** These are lively crowded events held under the names e.g. hunt ball, charity ball, military ball, navy dance etc.
- **Outdoor catering:** This is a specialized form of function which may be offered by hotels or separate caterers. This is one of the most demanding branches of catering industry.
- **Platter service:** Production staff plate food in the kitchen; service staff bring it to the table to place individual portions on guests' plates

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4.10 END QUESTIONS

- 1 (Explain the procedure of a Banquet program.
- 2 Explain various shapes of Banquet table arrangements.
- 3 Draw the U-shaped style of Banquet arrangement.
- 4 Draw the box-shaped style of Banquet arrangement.
- 5 Draw the round table shaped style of Banquet arrangement.
- 6 Draw the theatre style of Banquet arrangement.
- 7 Draw the rectangle-shaped style of Banquet arrangement.
- 8 Draw the fishbone-shaped classroom style of Banquet arrangement.
- 9 Draw the U-shaped (inner row) style of Banquet arrangement.
- 10 Describe how the calculation for planning seating is done.
- 11 Discuss the consumer service and food safety considerations for a banquet function.
- 12 Give an example of a banquet event planning procedure.
- 13 List and explain various styles of services of a banquet function
- 14 Discuss the various points to be considered while outlining the 'Concept' of the event.
- 15 Give the checklist to be used while doing the event planning.
- 16 What points are to be kept in mind in using the contract.
- 17 Give the checklist for marketing the event.
- 17 Explain the "Last Minute" event tasks.
- 18 Describe the profit opportunities in banquetting operations.
- 19 What factors affect the menu planning in a banquetting operation.

4.11 FURTHER READING

NOTES

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UNIT 5 : BUFFET SERVICE

HTS515/BTH340

NOTES

Structure

- 5.0 Introduction
- 5.1 Unit Objectives
- 5.2 Tips For Better Buffet Services
- 5.3 Modern Ideas in Buffet Table Setting
- 5.4 Control and Performance Measurement
- 5.5 Food Safety Procedures
 - 5.5.1 Hazards to Food Safety
- 5.6 Food Safety
- 5.7 Hygiene for Food Handlers
- 5.8 Table Breakdown Procedure
- 5.9 Cocktail Reception
- 5.10 Summary
- 5.11 Key Terms
- 5.12 Questions and Exercises
- 5.13 Further Reading

5.0 INTRODUCTION

In this unit, you will learn the factors that help improve buffet services. People differ in their approach toward buffet service. However, everyone agrees that buffets have in their favour a flexible format, which lends itself to an almost infinite variety of service applications. This unit will also discuss various modern ideas in buffet table settings, such as glass, chafing dishes, flowers, and so on. Different buffet equipment are required depending on whether the buffet is indoors or outdoors. Control and performance measurement is another topic that you will learn in this unit. This relates to supervision, seating space, pricing, selling public rooms, control of banquet revenue, etc. In addition, you will learn about food safety procedures. When raw foods come into contact with ready-to-eat foods, pathogens are transferred to make the latter potentially hazardous. Thus, utmost care should be followed and proper procedures be followed for keeping the food safe and hygienic. Closely related to this is food safety, which is also discussed. Hygiene for food handlers is also explained.

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5.1 UNIT OBJECTIVES

After going through this unit, you will be able to:

- Explain numerous tips for better buffet services
- Understand modern ideas in buffet table setting
- Describe the equipment used in indoor and outdoor buffets
- Analyse control and performance measurement
- Understand the factors to keep in mind regarding food safety procedures
- Know about food safety and hygiene for food handlers

5.2 TIPS FOR BETTER BUFFET SERVICES

Operators differ in their attitudes toward buffet service. Are buffets a great way to save on labour costs, or a venue for showcasing your facility's best food and service? Should they be attended or strictly self-serve? Are they economical to quickly serve meals at events and meetings, or a more expensive option better suited than table service for presenting certain kinds of upscale meal offerings?

Nevertheless, one thing, that everyone agrees buffets have in their favour, is a flexible format, which lends itself to an almost infinite variety of service applications.

Whatever their philosophy, operators who frequently 'buffet' have plenty of advice for their others. After many interviews of non-commercial chefs, operators and foodservice consultants to improve buffers—from cooking and recipe advice to presentation ideas, cost saving techniques and equipment/serving suggestions.

Buffets are easier than sit-down eating with table services, there are interesting food that can be safely maintained at room temperature on attractive ceramic platters.

The following points are important to give a better buffet services:

(1) Tips for set up and logistics

- For every 100 guests include one complete buffet line; a two-sided table can serve 200 persons.
- When using a steamship round or other carved meats, position the carver at the end of the buffets; he/she can then serve two lines at the same time.
- Assume everyone will want to try a little of everything, so keep portion sizes to four ounces for the main items.
- Set up the high-cost items last on the line, and put out larger selections of fillers first; for instance, on a fajita bar, start with refried beans, Spanish rice, nacho cheese sauce and chips to fill the plate; then have the meat and peppers follow.
- Purchase ceramic hotel pans to use in the chafing dishes. Food looks better when onset by a background of ceramic versus metal.
- Bring the food in roll top chafing dishes up to half level after everyone has gone through once.
- When food gets down to 30 per cent, replenish buffets.

- Keep several types of overlapping event logs. Track menus, size of events, location and transportation issues. A rolling calendar helps forecast where there will be challenge areas and helps guide when booking additional events.
- Using two-way radios is crucial for communication between the front and back of the house.
- If offering chilled platters, you do not need an attendant, which saves on labour; with sterno set-ups, it is good to have people on hand to oversee them.

NOTES**(2) Food preparation and recipes**

- Work with clients to determine preferences in food preparation and probe to find out if there are cooking techniques or ingredients a client believes are important.
- Let regulars know you are open to trying appropriate family recipes. This has the added benefit of providing a source of new recipes to try out in other areas of your business.
- On breakfast buffets, add cream cheese or sour cream to scrambled eggs to prevent their drying out.
- Batch-cook hard-to-hold items and include sauces and cheeses to keep items moist and allow them to hold longer.
- You do not always have to cover cooked items with plastic film when keeping them in the warmer; it tends to steam food that might have been seared or roasted, altering their texture.
- Cooked vegetables deteriorate first; be sure to put them out only a few minutes before service, being careful to replenish them with small freshly cooked batches when necessary.
- Use glazes on sliced meats instead of gravy to keep them moist.
- An enriched broth made with wine, shallots, chicken or beefstock and thyme (or bouquet garni) works well to moisten buffet items. A bit of frozen glaze product (packaged in brick form) for a rich, intense beef or chicken flavour.
- Mist cold items with water spray just before service or cover them with moist towels during their refrigerated storage to maintain moisture and shine.
- For 'grilled' items, sear the grill marks on first and finish off the cooking in an oven or steamer. Grilling 500 steaks, for instance, may mean too long a delay between the first and last steak: instead, mark them ahead, put back in the chiller, and bake them in the oven before service.
- Fish can be handled the same way; poach in a steamer or use stock in steam table pans, cover them and put in the oven. This way, the fish still gets moist heat, but stove tops are freed up.
- Steam roast vegetables 75 per cent of the way, toss with seasonings and roast in a 450°F oven; this maintains a high moisture content.
- Blanching vegetables for veggie platters keeps them moist longer, brings out colour, and helps with sanitation as well.

(3) Presentation and garnishes

- Incorporating room temperature foods (grilled vegetables, pasta and grain salads made with vinaigrettes) helps you get away from using chafing dishes, permitting more attractive ceramic platters for serving food.

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- Serve entrees on a bed of some contrasting vegetable, such as sauteed onions, leeks or spinach; this helps keep them moist.
- Salmon on a bed of colourful vegetable slaw, served on a white platter is eye-catching and attractive.
- Set out fresh pans in the chafers after all customers have gone through once; they will see and appreciate this extra service.
- Garnish with fresh herbs at the last minute; greens will wilt and turn brown in warmers and under chafer lids.
- Try garnishing with hydroponics watercress; it is very spring-like and eliminates stems.
- Using roll top silver chafers makes a statement for upscale buffets. Also, incorporate lots of contrasting colours and use candelabras, mirrors, candles, fountains, risers, mirrored boxes, silk and fresh flowers and lots of greenery.

(4) Time and cost savings

- Explain to customers upfront that you will man the buffet for one hour, and then pull out.
- If possible, have ordering done by e-mail
- Market through e-mail as well, and avoid having to print lots of menus.
- Develop buffets geared for drop-off only, in which everything is disposable.
- Use display cooking at buffet stations to save costs and avoid preparing in advance.
- Customize purchased items to give them a homemade look without the extra labour; for instance, add Kiwi or pineapple to generic, bought salsa. The customer does not always know what is made and what is purchased, only how it is presented.
- During spring break or other times of lower volume, take all available labour and make up batches of things, such as lasagna; cook and freeze roasts, slice them and prep for barbecue, etc.
- Develop a batch cooking system; it does a wonderful job of keeping food costs down.
- When staff is available, try to have them serve the guests. It is a good way to control portion sizes and take care of customers.
- Set up a Viennese dessert buffet that is manned, in which the cake slices are individually cut and garnished on the spot with chocolate stripes, dollops of whipped cream and peanuts, cinnamon dust, or set in a pool of creme de menthe. You can actually go through one-third fewer desserts that way than when they are cut beforehand; and there is no waste.
- Try a gourmet coffee bar buffet, which can serve as dessert, too. Set up coffee urns with two-cent per serving coffee, place cups alongside for self-service, then add mini pastries and biscotti (less expensive than pies and cakes), flavoured syrups, flavoured swizzle sticks and chocolate pirouettes. Try serving the coffee cups margarita-style, dipped into corn syrup and then into cinnamon sugar or cocoa powder with sugar. Staffing should be about one server per 50 to 60 guests.
- Make smaller trays; if items are leftover in the back, they can be reused, but once they've gone out front, they're lost even if they're not eaten.

(5) Marketing

- E-mail existing customers with menu PDF attachments announcing new or special buffet menus, and post them on the web.
- Try drawing some new customers by emailing “budget” menus to a broader selection of staff on campus.
- Offer menu tasting to customers who may have questions about a particular item. This enables them to feel confident in what they’ll receive. It also gives you the opportunity to up sell a particular event by showing something better for an additional cost. Usually the customer takes the higher item, because once they see it, they want it.

(6) Food preparation and recipes

- Gear production and recipes to the customer base. If there will be too many guests to allow for labour-intensive preparation, such as skewers, switch to a different way to present similar flavours.
- Instead of Asian beefkababs with green peppers, go with Szechuan beef and broccoli stir fry; instead of hand-battered fried chicken, move to an oven baked product instead.

(7) Presentation and garnishes

- Consider a self-service salad garnish or a potato bar at one end of the buffet line. This lets customers gather around without blocking the rest of the line.

5.3 MODERN IDEAS IN BUFFET TABLE SETTING

(1) Glass

Glass has become one of the most versatile and used materials in catering. It lends a modern and edgy feel to the table, leaning towards a more Japanese way of presentation. Even major hotel buffets have caught the trend. Appetizers are served in bespoke glass platters in different sizes, colours and patterns. In one particular buffet, an array of grilled seafood is laid out in a rectangular sheet of glass mounted on stone or wooden pieces.

(2) Chafing dishes

Many chafing dishes that come in varied shapes and styles abound. However, these dishes have become less visible on the actual buffet table. Where have they all gone? Discreet appearance is the key. Chafing dishes can be ‘sunk’ into custom-made tables. Or they can be partly hidden by mock dividers made of glass, wood or even plants.

(3) Flowers

Flowers have always been part of the buffet set-up, although they can eat up the bulk of your budget when off-season varieties are ordered. You should find an economical way of decorating with plants. An example is Gobi leaves or anything similar with a sculptural shape and dimension. Gobi leaves can be found anywhere during the monsoon season. Two or three Gobi leaves can be placed on a tall, cylindrical or square vase that has a solid weight at the bottom. Since its leaves

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tend to be really massive, make sure to balance the stems out by filling the vase with lovely pebbles or cut glass, which creates an impressive textured contrast with the smooth leaves. Boston ferns are also great to work with. Several baskets can be used and placed in tiers like a cake. On a lower scale, look around for delicate vines with filigree-type leaves and flowers. Make sure you dry run the vines you choose. Some vines will not last a minute and begin to look limp when cut, even when in water. Choose vines that look crisp and can last through the entire event. They give an air of romance when placed around the table and are a good foil for plain-coloured tablecloths.

(4) China

'Modem' and 'minimal' seem to be the tag words in buffet set-ups today. A lot of caterers seem to be scared of printed or floral china. But certain feminine styles can still be seen as chic and updated. Using floral patterns are tricky and need to be carefully utilized. However, they are actually refreshing to look at on the tablescape and very charming for breakfast or dessert table settings. Floral printed china is, of course, a heavy investment and may well be used for private functions of 50 people or less.

(5) Linens

For so long, pleated white table skirting was part of almost every buffet spread around. Instead, update the pleated skirting by using a textured kind of cloth. No need to create pleats or skirts. Experiment with colours and different patterns. A geometric print over a plain-coloured base can look very contemporary. In fact, you can do away with tablecloth all together and work with faux hedges or real plants to conceal the table's legs, if you think they are that hideous. On the rare occasion that you have beautiful solid narrow or mahogany tables with intricately carved legs.

(6) Buffet Equipment

Depending on the type of buffet, whether indoor or outdoor, the following equipment are a part of the layout:

- **Buffet tables:** These come in various shapes and sizes; however rectangle and round are most common. Half moon-shaped tables are suitable for corners.
- **Chafing dishes:** These may be round, square or rectangle and of various sizes; they may have separate lids or dome covers.
- **Tea/Coffee urns:** These help avoid having too many pots and thermoses.
- **Carving blocks:** These are used to carve big joints and birds with the help of carving knife and fork.
- **Barbecue equipment:** Used for outdoor catering and can comprise grills, tandoors, spit roast.
- **Beverage dispenser:** Used for dispensing water and soft beverages.
- **Cutting boards and knife:** Maybe of wood or plastic and are used for cutting/slicing bread and cheese.
- **Baskets:** Can be decorative or plain cane ones for keeping breads, wine and other such items.
- **Cake stands:** Used for displaying wedding or birthday cakes and thereafter cutting them. These can be tiered to accommodate plates and cutlery. A decorative knife for cutting the cake is also placed alongside.
- **Display carts and cases:** These may be refrigerated or heated to dispense a

variety of cold or hot items. These can also be of the movable/trolley type.

- **Flambe trolley:** In case flambe items are to be served, a flambe trolley should be part of the equipment. It has a built-in gas burner with working top.
- **Floral accessories:** To accommodate flower arrangements and other dry foliage.
- **Food warmers:** These are used to keep tea and coffee pots hot. These are electrically operated and provide heat from below.
- **Ladles:** Different sized ladles are used to serve food.
- **Menu display:** Tent cards or menu stands are used to display the names of the dishes.
- **Decorative blocks:** These are used to elevate the food dishes to different levels for visual appeal.
- **Punch bowls:** These are of different sizes and shapes to make and dispense fruit and liquor punches.
- **Relish dishes:** These are partitioned dishes of different sizes and shapes used for pickles, chutneys, and other such items.

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CHECK YOUR PROGRESS

- (1) What is a buffet arrangement?
- (2) What are chafing dishes?
- (3) What is the contemporary thought of linens in a table setting?

5.4 CONTROL AND PERFORMANCE MEASUREMENT

You will now learn the different aspects of control and performance measurement.

(1) Supervision

A banquet of any size requires extra help and since these extra persons are not on regular employment, their work is usually not at par with regular employees. They are not as alert, and therefore need close supervision. This means that there should be adequate staff to supervise a banquet service. Failure to ensure this can result in poor service and loss of repeat business. Decisions regarding the adequate number of supervisors/captains will largely depend on the menu, the type of service expected and the layout of the banquet area. To achieve outstanding service, it is advisable to have one captain for every five to six waiters. For less elaborate service, one captain may be able to supervise eight to ten waiters, but certainly no more.

(2) Seating Space

Excessive crowding in a banquet is a frequent cause of complaint by guests. This is one aspect of banquet operations where a specific formula can be set as a guide. Circular tables of about 8 feet diameter are used to seat 10 to 12 persons, while rectangular tables of size 4 feet by 8 feet will seat 8 to 10 guests.

(3) Pricing

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A Banquet Manager should have a ready reference for banquet pricing drawn up by the Food Cost Controller and which should be revised every six months to reflect changes in market prices. The reference should be in two sections, one reflecting dishes in the high price range with accompaniments and choices and the other comprising dishes in the low price range. This will help the banquet sales team can quote the rate after ascertaining the client's budget and without having to do time-consuming calculations.

(4) Selling Public Rooms

In hotels and catering establishments, selling party rooms has become a planned programme rather than a hit-and-miss proposition. Selling public rooms has become a more profitable business than regular restaurant operations. While creating additional public rooms, it is advisable to first determine the extent to which existing facilities are being used. We all know that 'nothing is more perishable than a hotel guest room'; this is equally true for unused banquet and party rooms. An important function of a banquet department is to analyse the situation and direct its selling efforts accordingly.

(5) Control of Banquet Revenue

All contracts and acceptances must be checked for advance deposits. Whenever a deposit is received, a proper receipt from the cashier is obtained and given to the guest. This deposit is adjusted at the time of final settlement of accounts. Banquet checks are made in triplicate and serially controlled. At the conclusion of the event, the banquet department prepares the check as per the contract, which is signed by a responsible representative of the hotel. One copy of the check goes to the accounts department, one to the guest and the third remains with the banquet department. The accounts department checks that for every event listed, a charge has been made in accordance with the event's contract and reconciled. A farther cross-check is done by comparing the number of covers served with the number of covers charged.

In order to ensure that this happens, it is helpful to have a representative from the control/accounts department to assist in checking the actual number served while at the same time verifying the minimum guarantee. The management may waive part of the additional covers with proper justification.

Verification of all invoices raised on the hotel for flowers, music and entertainment must be done before they are approved for payment. Banqueting being the major Food and Beverage revenue earner, it is important to maintain a high volume of banquet business along with high quality of food and service to ensure repeat business.

5.5 FOOD SAFETY PROCEDURES

Cross-contamination is the transfer of harmful microorganisms, such as viruses and bacteria, from one surface to food. It may occur in several ways: (i) from food to food; (ii) from utensil/equipment to food; and (w) from people to food. How does this happen?

When raw foods come into contact with ready-to-eat foods, pathogens are transferred to make the latter potentially hazardous. Chopping boards and knives, when used on raw food that require higher cooking temperature, and then later on used on raw foods that require lower cooking temperatures, without washing, rinsing and sanitizing them, are classic examples of cross-contamination. People can also be a source of food contamination, especially when they fail to wash their hands after using the toilet, after handling raw foods, and even when they wipe their hands on their aprons!

How can prevention of cross-contamination be achieved? The following easy-to-remember points should be practiced to put a stop to cross-contamination in the kitchen:

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- (1) **Purchasing and receiving:** Separate raw meat from other food in the receiving area. Require your suppliers to place these foods in plastic bags to prevent their juices from dripping on to other foods. It is best to avoid ready-to-eat food being delivered at the same time as raw food.
- (2) **Storing:** Place raw meat in containers to prevent their juices from dripping onto other foods. Juices contain harmful bacteria if they are present on the meat, and store ready-to-eat food away from raw food. If you only have one chiller, put food that require higher cooking temperature on the bottom shelf, while ready- to-eat food must be stored on the top shelves.
- (3) **Thawing:** Completely thaw meat before cooking so it cooks evenly. Ensure juices do not drip onto other foods during thawing in the chiller.
- (4) **Holding and serving food:** Even food servers, guests and condiments may be responsible for cross-contamination. To avoid this, make sure to do the following:
 - On buffet tables and self-service areas, make sure that guests return with fresh plates.
 - If possible, provide your guests with a hand washing station.
 - Watch out for children playing with condiments and dipping their hands into buffet foods.
 - Separate raw foods, such as sushi and Mongolian barbecue ingredients from cooked or ready-to-eat foods.
 - Serving utensils must be kept in food with the handle sticking out of the food. Utensils may also be kept in an ice water bath, cold running water bath or water that is maintained at 57°C or higher.
 - Use ice scoops with handles or tongs to place ice in glasses.

Cross-contamination is definitely one of the major causes of food borne illnesses. It is always best to prevent it from happening in our food facilities.

5.5.1 Hazards to Food Safety

Everyday, we prepare and consume different types of food. Some are presented in different ways, and some are prepared longer than the others. While food flows from receiving, storage, preparation and cooking areas until it reaches the table for consumption, there are hazards along the way that may cause food to become unsafe.

There are three hazards to food safety: physical, chemical and biological hazards. Of these three, biological hazards present a major threat to food safety.

Biological hazards are microorganisms, such as viruses, parasites, fungi and bacteria. Let us study them closely so that we will understand how to deal with them.

(1) Virus

Viruses are protein-wrapped genetic material, the smallest simplest known life form. They do not reproduce in food because they require a living host to reproduce; however, they may survive cooking or freezing, and they can be transmitted to people by way of the food, utensils or equipment. They can cause several serious illnesses, including Hepatitis A, which causes inflammation of the liver. Viruses can contaminate food through foodservice, employees' poor hygiene, contaminated food and water supplies, or fish harvested from sewage-contaminated waters. An important defence against food-borne viruses is to practice proper personal hygiene, especially through hand washing.

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(2) Parasites

Parasites are micro-organisms that need a host (supporting organism) to survive. The most common parasite that contaminates food is *Trichinella spiralis*, a roundworm sometimes found in pigs. If not killed by thorough cooking or proper freezing, its larvae can cause trichinosis, a disease that causes abdominal and muscular pain. Another parasite is the *Anisakis* roundworm in fish. People who eat raw, marinated or partially cooked fish, such as sushi, maybe at risk of becoming infected with this parasite.

Other parasites that may pose significant food and water safety hazards include *Cryptosporidium parvum*, a parasite that lives in the intestines of cattle and other animals. Drinking water supplies contaminated with high levels of runoff from farms or slaughterhouses have been implicated in outbreaks caused by this parasite. Another parasite is *Toxoplasma gondii*, which causes toxoplasmosis, an infection of the central nervous system. Individuals with compromised immune systems, such as the very young, or very old, pregnant women, cancer patients undergoing chemotherapy, and HIV-infected people, are most at risk. Toxoplasmosis is caused by ingestion of raw or undercooked meat contaminated with this parasite or contaminated with fecal matter. Another parasite that spreads through person-to-person contact or contaminated food or water, *Giardia lamblia*, is the most common cause of waterborne intestinal diseases. The simplest and most effective way to prevent the disease caused by this parasite is proper hand washing.

(3) Fungi

Fungi range from microscopic, single-celled plants to mushrooms. Fungi are in the air, soil and water. Molds and yeast are types of fungi.

Individual mold cells are usually microscopic, but mold colonies may be seen as fuzzy growths on food. The main damage caused by molds is food spoilage, but some molds also produce toxins that can cause illness, infections and allergic reactions. Some toxins survive cooking, such as botulinum toxin. Molds can grow on almost any food, at any storage temperature and under any conditions. Freezing prevents mold growth, but does not destroy them. If mold is not a natural part of food, such as those in blue cheese, it should be discarded.

Yeasts require sugar and moisture to survive. These are commonly found in food, such as jellies and honey. Yeasts spoil food by consuming it. Yeast spoilage appears as bubbles, with an alcoholic smell or taste, pink discoloration or slime.

(4) Fish toxins

Although there are no specific regulations in certifying fish and seafood suppliers, the best food-safety control for fish is to purchase them only from reputable suppliers. Examine incoming deliveries for signs of spoilage and carefully select the kinds of fish that are served. In selecting fish the following points should be kept in mind:

Some species of amberjacks, barracuda and other tropical reef fish may eat smaller fish that, in turn, have eaten smaller fish that have eaten algae carrying ciguatera toxin. Ciguatera is a naturally occurring toxin (which makes it a biological hazard) that is not destroyed by cooking. Ciguatera, resulting from ingestion of fish with elevated levels of ciguatera toxin, is characterized by vomiting, itching, nausea, dizziness, hot and cold flashes, temporary blindness, hot and cold sensory reversal, and sometimes hallucinations.

Eating tuna, bluefish or mackerel which has been time-temperature abused can cause scombroid intoxication. Symptoms often resemble an allergic reaction and include flushing of the skin, sweating, a burning or peppery taste in the mouth, nausea, headache, facial rash, hives, edema, diarrhea and abdominal cramps. This illness is caused by histamine, an odourless tasteless chemical that is not destroyed by cooking. Puffer fish, moray eels and freshwater

(5) Plant toxins

Many plants, such as fava beans, rhubarb leaves, jimson weed and water hemlock have been implicated in food-borne illness outbreaks. Food made from plants, such as honey from bees that gather nectar from mountain laurel, milk from cows that eat snakeroot, and jelly made from apricot kernels-also has been associated with food-borne outbreaks. Some varieties of mushrooms are naturally poisonous. Since poisonous and non-poisonous mushrooms often look alike, make sure that you use only those purchased from reliable and reputable suppliers. Remember that freezing and cooking do not destroy all plant toxins.

(6) Bacteria

Of all microorganisms, bacteria provide the most common threat to food safety. Bacteria are single-celled organisms. They can cause illnesses in two ways: Pathogenic (infectious, disease-causing) bacteria can multiply rapidly in favourable conditions in potentially hazardous foods, while toxigenic (poisonous) bacteria can produce harmful toxins.

Inside their cells, certain bacteria produce protective thick-walled structures called spores. Spores do not reproduce, but they enable the bacteria to survive some cooking and freezing temperatures and the destructive effects of cleaning and sanitizing solutions.

When you are in the kitchen, it is essential to practice proper hygiene. That way, you get to cook good food that does not contain any harmful germs.

Here are some tips that you should remember when you are preparing food in the kitchen.

- Make sure that you wash your hands, before you start using your hands to prepare any kind of dish.
- If you have any kind of cuts, please make sure that they are clean. Also cover them with dressing that is waterproof. After working, replace the dressings.
- It is better that you work in the kitchen with clothes that are not loose. Dangling sleeves are also considered to be a no-no because it can get caught in the stove's flame.
- It is recommended that you keep your nails cut short. If you cannot make do with short nails, then make sure that your nails are clean.
- Cover your hair.
- When working, always make sure that you still wash your hands. If you can do this at regular intervals, that would be even better.

Bacteria or toxins produced by bacteria are often the cause of food-borne ailments. Some examples are:

(i) Salmonella

It is often found in raw eggs and poultry. Symptoms include stomach pain, diarrhea, chills, nausea, vomiting and fever. Salmonella can be prevented by cooking eggs to at least 63°C and poultry at 74°C or higher. Use pasteurized egg products if possible.

(ii) Staphylococcus aureus

Carried in the hands, face and nose of most healthy people, this bacteria itself is not harmful. It is the toxin that the bacteria produce, when allowed to grow in food, which

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causes illness in people. The poison is very powerful and cannot be destroyed by cooking or freezing. To prevent intoxication by this bacteria, keep hot foods hot (57°C or higher) and cold foods cold (5°C or lower).

(iii) E. coli

It is found on the surfaces of beef, sometimes fish and in non-pasteurized fruit and vegetable juices. One can control this type of bacteria by cooking ground meat to a minimum of 68°C for at least 15 seconds.

5.6 FOOD SAFETY

Some of the measures to keep food safe during emergencies, natural disasters, power outages and floods are as follows:

Do not eat any food that may have come into contact with flood water. Discard any food that is not in a waterproof container if there is any chance that it has come into contact with flood water. Food containers that are not waterproof include those with screw-caps, snap lids, pull tops and crimped caps. Also, discard cardboard juice/milk/baby formula boxes and home canned foods if they have come in contact with flood water, because they cannot be effectively cleaned and sanitized.

Inspect canned foods and discard any food in damaged cans. Can damage is shown by swelling, leakage, punctures, holes, fractures, extensive deep rusting, or crushing/denting severe enough to prevent normal stacking or opening with a manual, wheel-type can opener.

Safety of drinking water

Use bottled water that has not been exposed to flood waters if it is available.

If you do not have bottled water, you should boil water to make sure it is safe. Boiling water will kill most types of disease-causing organisms that maybe present. If the water is cloudy, filter it through clean cloths or allow it to settle, and draw off the clear water for boiling. Boil the water for one minute, let it cool, and store it in clean containers with covers.

If you cannot boil water, you can disinfect it using household bleach. Bleach will kill some, but not all, types of disease-causing organisms that may be in the water. Add 1/8 teaspoon (or 8 drops) of regular, unscented, liquid household bleach for each gallon of water, stir it well and let it stand for 30 minutes before you use it. Store disinfected water in clean containers with covers.

Steps to salvage all-metal cans and retort pouches

Undamaged, commercially prepared foods in all-metal cans and retort pouches (for example, flexible, shelf-stable juice or seafood pouches) can be saved if you do the following:

- Remove the labels, if they are the removable kind, since they can harbour dirt and bacteria.
- Thoroughly wash the cans or retort pouches with soap and water, using hot water if it is available.
- Brush or wipe away any dirt or silt.
- Rinse the cans or retort pouches with water that is safe for drinking, if available, since dirt or residual soap will reduce the effectiveness of chlorine sanitation.
- Then, sanitize them by immersion in one of the two following ways:

- Place in water and allow the water to come to a boil and continue boiling for 2 minutes.
- Place in a freshly made solution consisting of 1 tablespoon of unscented, liquid chlorine bleach per gallon of drinking water (or the cleanest, clearest water available) for 15 minutes.
- Air-dry cans or retort pouches for a minimum of 1 hour before opening or storing.
- If the labels were removable, then re-label your cans or retort pouches, including the expiration date (if available), with a marker.
- Food in reconditioned cans or retort pouches should be used as soon as possible, thereafter.
- Any concentrated baby formula in reconditioned, all-metal containers must be diluted with clean, drinking water.

NOTES**How to clean pots, pans, dishes and utensils**

Thoroughly wash metal pans, ceramic dishes and utensils (including can openers) with soap and water, using hot water if available. Rinse and then sanitize them by boiling in clean water or immersing them for 15 minutes in a solution of 1 tablespoon of chlorine sanitizer per gallon of drinking water (or the cleanest, clearest water available). This gives you around 100-200 ppm available chlorine to sanitize your pots, pans, dishes and utensils.

How to clean countertops

Thoroughly wash countertops with soap and water, using hot water if available. Rinse and then sanitize them by applying a solution of 1 tablespoon of chlorine sanitizer per gallon of drinking water (or the cleanest, clearest water available). Allow to air-dry.

5.7 HYGIENE FOR FOOD HANDLERS

The chief objectives of hygiene for food handlers are to stress the importance of food hygiene, identify the safe methods of handling and service of food and beverage products and know the need to adopt good hygiene practice in all food handling activities.

Poor hygiene is costly for the business, staff and the customers. Nobody wishes to eat or visit premises which are not clean. Due to poor hygienic conditions, food poisoning cases are increasing as more and more people eat out and more places cater to greater number.

As you are aware, bacteria are responsible for food poisoning and are too small to be seen by naked eye. They are found everywhere, in soil, in water and in air. The aim of every food handler should be to be away from them, which can be done by:

- Killing them by heat treatment.
- Let them not multiply by keeping conditions hygienic.
- Keep the food hot or cold or do not keep at all.

Main Reasons for Food Poisoning

The following are the main reasons for food poisoning:

- Food prepared too far in advance and stored at room temperature, not refrigerated.
- Cooking food too slowly before refrigeration.

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- Not reheating food at high enough temperature to destroy bacteria.
- Using cooked food contaminated with bacteria.
- Undercooking food.
- Not thawing frozen meats for sufficient time.
- Cross contamination from raw to cooked food.
- Storing hot food at too low a temperature.
- Contamination from infected food handlers.
- Keep high-risk foods out of danger zone. Danger zone is 45°F to 145°F. High risk foods are meats fish dairy products, cooked egg products.

Points for food handlers

Handlers should keep the following points in mind:

- Always wash your hands before starting work and always after using the toilet.
- Cover all cuts, bruises or pimples with medicated dressing.
- Adhere to company's dress code and always wear clean clothes and be clean.
- Remember that smoking in public areas while on duty is forbidden.
- Keep your work area clean and tidy.
- Never spit, cough or sneeze openly, use a handkerchief.
- Keep equipment, utensils and tools clean.

CHECK YOUR PROGRESS

- (4) What are the sources of food contamination?
- (5) What are the chief hazards to food safety?
- (6) Why is hygiene important for food handlers?

5.8 TABLE BREAKDOWN PROCEDURE

Folding Banqueting Tables

These traditional banqueting tables with steel frames have sealed plywood tops on rectangular tables and sealed chipboard on rounds, making this a very robust and cost effective range. All tops are bolted through the framework and can be supplied with a flock-coated finish if required. Our easy to operate patented spring-loaded folding mechanism allows set-up and breakdown to be simplicity itself. Transport Trolleys allow for ease of movement and storage.

Flocked Folding Banqueting Display Table

12mm thick sealed plywood tops with PVC trim spring action legs

Sealed wood option

Frames bolted to top

Table stands on rectangle

Display Tables

HTS515/BTH340

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mm thick sealed plywood tops with PVC trim
Spring action legs
Table stands on rectangular table
Flock coated option
Frames bolt.

Banqueting Table Segment

12mm thick sealed plywood tops with PVC trim
Used for creating shapes with rectangular tables
Flock coated option

Circular Folding Banqueting



18mm thick sealed chipboard tops with aluminum trim
Spring action legs
Large range of sizes Flock coated option

Rectangular Folding Banqueting Table

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12mm thick sealed pl
Spring action legs
Large range of sizes and shapes
Flock coated option

Sealed Semi-Circular Banqueting Table



12mm thick sealed plywood tops with PVC trim
Used for creating shapes with rectangular tables
Flock coated option

Flocked Banqueting Table Segment

12mm thick flocked tops with PVC trim
Used for creating shapes with rectangular tables
Sealed wood option

Flocked Semi-circular Banqueting Table

12mm thick flocked plywood tops with PVC trim
Spring action legs
Large range of sizes
Sealed wood option

Flocked Circular Banqueting Table

HTS515/BTH340

18mm thick sealed chipboard tops with aluminium trim
Spring action legs
Large range of sizes
Sealed wood option

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Breakdown of Tables in Banquets

6 ft Banquet Table (seats 6-8)
8 ft Banquet Table (seats 8-10)
6 ft x 18 in Conference Table
8 ft x 18 in Conference Table

Serpentine Tables

36 in Round Tables (seats 4-6)
48 in Round Tables (seats 6-8)
60 in Round Tables (seats 8-10)
72 in Round Tables (seats 10-12)
30 in Cocktail Table (pedestal)

5.9 COCKTAIL RECEPTION

A cocktail wedding reception can begin as early as 4 p.m., but no later than 6 p.m. Hors d'oeuvres are passed by tray, served buffet-style, or some combination of both. Typically, the event wraps up around 7:30 p.m., when most guests begin to think about dinner.

Traditional menus include a variety of delicious hot and cold appetizers, as well as fine cheeses, breads, fruits and crudis.

Couples may offer a traditional bar with an assortment of hard liquor, mixers, wine, champagne and soft drinks. They may also serve a signature cocktail—like a mint julep or cosmopolitan—or choose a favourite drink, like amartini or margarita, and give guests their choice of sweet or savoury variations.

The cost of a cocktail reception depends primarily on the selection of liquors offered.

How to Set a Cocktail

- (1) Bar layout. Make sure the bar is laid out in such a fashion that long lines keep from forming. If you are offering a drink that is available in variations, be sure to have the ingredients readily available or already mixed.
- (2) Discover some detailed steps on how to have a cocktail wedding reception. Cocktail wedding receptions can be both stylish and cost-effective.
- (3) WorkYourMenuAround Your Beverages. For instance, serve hors d'oeuvres that relate to your signature drink. If your signature drink is of Mexican flare then consider your

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hors d'oeuvres being Mexican flavour.

- (4) Encourage Mingling. You do not want everyone at your cocktail reception just sitting around staring at each other. Have several food stations where guests can easily walk up, prepare a small plate and move on. Also, consider having a couple of musicians walking among the guests as they play.
- (5) Prepare Your Guests. To inform your guests of the type of reception that you will be having then on your wedding invitation put, 'cocktail reception to follow'; This will give your guests an idea of the desired attire while letting them know that there will not be a main course meal.

5.10 SUMMARY

- Buffets are a better way to save on labour costs, or a venue for showcasing your facility's best food and service. These should be attended or can be self served. They are economical method to quickly serve meals at events and meetings. These can also be a more expensive option better suited than table service for presenting certain kinds of upscale meal offerings.
- Some of the important points to remember are for every 100 guests include one complete buffet line; a two-sided table can serve 200 persons. When using a steamship round or other carved meats, position the carver at the end of the buffets' he/she can then serve two lines at the same time.
- Work with clients to determine preferences in food preparation and probe to find out if there are cooking techniques or ingredients a client believes are important.
- Incorporating room temperature foods (grilled vegetables, pasta and grain salads made with vinaigrettes) helps you get away from using chafing dishes, permitting more attractive ceramic platters for serving food.
- Glass has become one of the most versatile and used materials in catering. Many chafing dishes that come in varied shapes and styles abound. However, these dishes have become less visible on the actual buffet table.
- Flowers have always been part of the buffet set-up, although they can eat up the bulk of your budget when off-season varieties are ordered.
- Cross-contamination is the transfer of harmful microorganisms, such as viruses and bacteria, from one surface to food. It may occur in several ways.
- Viruses are protein-wrapped genetic material, the smallest simplest known life form. They do not reproduce in food because they require a living host to reproduce; however, they may survive cooking or freezing, and they can be transmitted to people by way of the food, utensils or equipment.
- The chief objectives of hygiene for food handlers are to stress the importance of food hygiene, identify the safe methods of handling and service of food and beverage products and know the need to adopt good hygiene practice in all food handling activities.
- The cost of a cocktail reception depends mainly on the selection of liquors offered.

5.11 KEY TERMS

- **Buffets:** These are the display of ready to eat foods on attractively decorated long tables. Buffets are self help service.
- **Finger buffet:** This type of buffet does not need any cutlery, usually only snacks are served which are dry and mouthful portions and eaten by fingers only.
- **Recipes:** Instructions for making or preparing food dishes.
- **Table setting:** It is the method to set a table with tableware, such as silverware, cutlery, dishes, and so on, for eating.
- **Contamination:** Introduction of microorganisms, chemicals, toxic substances, and so on, which makes food unfit for consumption.
- **Parasites:** Micro-organisms that need a host (supporting organism) to survive.

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5.12 END QUESTIONS

- (1) Briefly describe different buffet equipment.
- (2) How can you control banquet revenue?
- (3) Explain how virus can be produced in food if proper care is not taken.
- (4) Describe parasites in details in context of food safety.
- (5) Describe how fungi can be generated in contaminated food.
- (6) Discuss the role of toxins in contamination of food.
- (7) Explain roles played by bacteria in food.
- (8) Elaborate important food safety procedure in banquets. What measures are taken to abide by these safety procedures?
- (9) What do you understand by control and performance measurements?
- (10) Describe how hygiene is important in handling food.
- (11) Explain the procedure for setting up a cocktail reception.
- (12) What are the different modern ideas in setting buffet tables?

5.13 FURTHER READING

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APPENDIX

APPENDIX: GLOSSARY OF TERMS USED IN BANQUET MANAGEMENT

Account: Formal record of transactions of a particular type expressed in money or other unit of measurement and maintained in a ledger.

Actual cost: Costs determined on the basis of historical data and not upon estimated increases in costs or averages.

Advertising: Any paid form of non-personal presentation of ideas, goods or services by an identified sponsor.

Amenities: Items or services conducive to material comfort or convenience.

Arrival pattern: Specific days and times in which attendees are expected to arrive.

Audiovisual (AV): Of or related to both hearing and sight. Items and equipment used to transmit messages for hearing or sight.

Auxiliary services: Contracted services that provide support for a meeting.

Badge: Adhesive, pin or clip-on tag with identifying information that is given to each registrant.

Banquet: An elaborate and often ceremonious meal for numerous people, often including speakers or presentations.

Book: To reserve a particular room, space or service for a particular time with payment agreed upon.

Booking policy: Guidelines by which a convention centre prioritizes reservations. It may correspond to hotel rooms the event will use in the area.

Booth: A stall or stand partitioned off for the sale or exhibition of goods or services.

Buffet: A meal set out on a table for ready access and informal service.

Butler service: Servers pass Hors d'oeuvres on trays.

Camera ready: Artwork or advertising copy ready for the camera, that is, ready for the printer to prepare printing plates directly from the artwork.

Cancellation policy: Written statement of actions that can or will be taken in the event of a cancellation due to a specific circumstance.

Charter: To hire, rent or lease for exclusive and temporary use.

Chevron: Room set in which tables and/or chairs are set in a V.

Classroom style: Seating arrangement in which rows are facing the presenter and each person has a table for writing.

Complimentary: Something given at no charge.

Concierge: Staff member who handles luggage, mail and makes reservations and arrangements on other matters for guests or visitors.

Concurrent sessions: Sessions occurring at the same time.

Conference: A meeting of two or more people to discuss a common concern.

Conference centre: A facility that is constructed for and devoted to meetings and meeting space.

Conference style: Seating arrangement where chairs are placed around all sides of a table.

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Confirmation: Verification of the existence of a reservation; informal letter outlining the preliminary plans for the use of a facility or service that may serve as the contract for small suppliers.

Convention centre: Facility designed to accommodate multiple groups or extremely large groups; exhibit halls, meeting rooms, ballrooms or banquet space; no sleeping rooms.

Convention liability insurance: Insurance policy that covers the meeting sponsor for any unexpected expenses from legal action due to bodily injury or property damage.

Dais: A raised platform in a hall or large room, usually where guest speakers, honoured guests or expert panels are seated.

Directional signs: Meeting signs placed to assist attendees in finding event locations.

Dolly: A platform on wheels for moving heavy objects.

Easel: A frame for supporting something, such as chart paper.

Estimate: A general idea of your costs before start of the event.

Exhibit: An organization's booth at a public show for competition, demonstration or sale.

Exhibit service kit: A packet of information regarding exhibit service providers and other information that exhibitors will need to participate fully in an exposition.

Exposition: Public trade shows.

Event resume: An in-house document distributed to each department addressing issues, needs, and important information pertinent to a show. It includes time of events, set-up information, public access, etc.

Facility: Something that is built installed or established to serve a particular purpose.

Flat room rate: Basic rate with no discount or special offer.

Floor plan: A scaled drawing showing the arrangement of rooms, halls, etc.

Function: An event that is part of a planned meeting; an area of meeting planning that involves income or expenses (printing, registration, etc.)

Function space: Physical space occupied by an event.

General session: Sessions that all participants in a convention or meeting attend.

Half round: A semi-circular table.

Head count: Number of people attending at an event.

Head table: Table reserved for speakers and VIPs at front of the room, usually facing the audience.

Hollow circle: Seating arrangement of tables and/or chairs all facing each other in a single circle.

Hollow square: Seating arrangement with tables arranged in a square with an open middle. Chairs are only on the outside.

Hors d'oeuvres: Hot and/or cold finger foods served at a reception.

Hospitality room: Suite or room arranged for the convenience, comfort and socialization of guests, often with drinks and snacks available.

Housing: Lodging.

Itinerary: The actual or proposed route and schedule of travel.

Keynote: Opening remarks of a meeting that set tone of the event and motivate attendees.

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Keynote speaker: One who presents the issues of primary interest to a group of people.

Lavalier microphone: A small microphone that is clipped onto clothing to allow the speaker to move..

Lecture: A discourse given before an audience or class intended to teach something.

Marketing: The process of planning and executing conception, pricing, promotion and distribution of ideas, goods and services in order to create exchanges that satisfy individual and organizational objectives.

Media kit or press kit: Packet of information that is supplied in the media; contains all the details of a meeting that is required to attract media attention and attendees.

Media release or press release: Description of a newsworthy occurrence written in journalistic style and mailed to news media. A press release is usually intended to promote and event or furthers the reputation of a facility.

Moderator: One who presides over an assembly, meeting or discussion.

On-site office: An organization's temporary headquarters office that is set up on site to handle business during the event.

On-site registration: Registration that occurs directly before the meeting at the meeting location.

Open seating: Extra tables are placed, but not fully set; these can be prepared quickly if more guests show up than expected.

Outside vendor: Suppliers who are not directly associated with the facility.

Overhead transparency projector: A/V equipment designed to project and magnify and image on a transparent sheet of acetate.

Panel discussion: An instructional technique using a group of people chosen to discuss a topic in the presence of an audience.

Pipe and drape: Materials used to physically construct booths at an exposition.

Platform: Raised, flat surface; statement of principles of policies of an organization.

Podium: A small raised platform on which a presenter may stand.

Post-conference meeting (post-con): A meeting between meeting manager and staff to discuss and evaluate an event as soon as it is over.

Pre- and post-meeting tours: Recreational tours scheduled right before or after the meeting to encourage socialization of attendees.

Pre-conference meeting: Meeting between the meeting manager, facility department heads, and major contractors prior to the start of a meeting.

Presenter: A person who delivers a speech or program.

Press kit or media kit: Materials usually contained in a folder, in which news releases, product announcements and other materials intended for the media are distributed.

Press release or media release: Description of a newsworthy occurrence written in journalistic style and mailed to news media. A press release is usually intended to promote and event or furthers the reputation of a facility.

Professional speaker: A speaker who makes his/her living from presenting information to various organizations.

Quartered-round: A wedge-shaped table with one round edge.

Reception: A social gathering usually before an event.

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Registration: The process of signing up to attend a meeting or event.

Registration data: Information about an attendee that is gathered as part of the registration process.

Rolling carts: Portable carts on which audiovisual equipment can be placed.

Rounds: Circular tables, size may vary.

Settlement: Detailed itemization of ticket sales, production expenses, building rent, box office costs and all other event-related expenses.

Shipping agent: Third-party company that handles shipping goods to and from a meeting.

Signage: All information and directional signs required for an event.

Site inspection: The process by which the details of a potential location are evaluated.

Skirting: Attractive fabric placed around a table to conceal the area.

Slide projector: Equipment designed to project the image of slides onto a viewing screen.

Square: Conference-style table arrangement of double or triple- wide tables.

Staging: Laying out the physical elements in a given space to fulfil a given purpose.

Stationary microphone: Microphone mounted on floor stand to remain in the same location throughout a presentation.

Table microphone: Microphone placed on a table for panel members or head table.

Tabletop display: Exhibit in which materials are arranged on a table top using no booth.

Teleconferencing: Technology that permits individuals to participate in regional, national or worldwide meetings without actually leaving their local area; the live transmission of video or audio signals.

Theater style or auditorium style: Seating arrangement in which seats are in rows facing the stage area, no tables are placed.

Trade publications: Specialized magazines

Trade show: Exposition held for members of a common or related industry. Generally, not open to the general public.

Traffic flow: Pattern of the way people move through an area.

T-shape: Shape of tables arranged for a conference; presenter(s) sit(s) at the top of the T.

U shape: Horseshoe-shaped conference seating arrangement.

Venue: Location of a function.

Very important person (VIP): A person who has a special function at the meeting (speaker, dignitary, etc.) and should be treated with special amenities.

Videoconference: Video monitors connected by telephone wires, satellite technology or ground wires, which allow individuals to meet 'face-to-face' from almost anywhere in the world. A videoconference can also include graphics, video clips, and transmission of data or documents.

Video projector: A device used to project video images onto a screen.

V-shape: A room set-up in which tables are set in a V with chairs on the outside only.

Workshops: An academic instruction for a small group, which employs such techniques as role-playing simulation, encounters give and take sessions and problem-solving laboratories.