

A Study on the Operation of Selected Star Hotels

BY

RAMYA. V

A Thesis submitted to Avinashilingam Institute for Home Science
and Higher Education for women, (Deemed University), Coimbatore - 641 043
in partial fulfilment of the requirement for the degree of

MASTER OF SCIENCE

In Food Service Management and Dietetics

APRIL 1998

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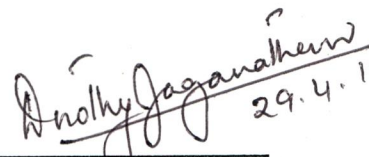
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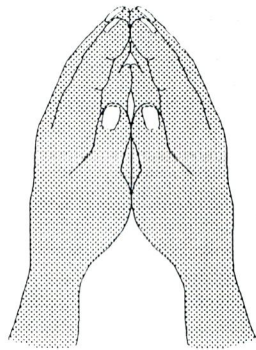
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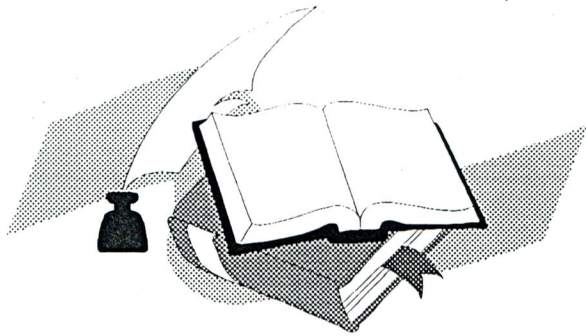
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INTRODUCTION

I. INTRODUCTION

The food service Industry has expanded rapidly in the past half century, especially in the last two decades and ranks first in volume of sales among all retail outlets (West and Wood 1994). A conservative estimate is that one of every four meals is planned prepared and served outside the family. The food service industry is broad in scope and varies from systems such as highly competitive restaurants and hotels to a multiplicity of fast and less costly food outlets such as schools, universities and hospitals with conservative budgets.

The Hotel and Catering or Hotel and Food Service Industry is now becoming widely known as the hospitality Industry. The Industry is usually defined by its output of products which satisfy demand for food, drink and accommodation. (Dennis, 1994)

The term 'Hotel' is of ancient origin but its use to mean offering accommodation and food service for travellers is very recent. The word "inn" has been in use since about 14th Century and it was not until 18th Century that hotel became fashionable. The word "inn" is derived from an old French word "Ostel" meaning an inn servant. The Latin word "hospitum" the hall in medieval monasteries where guests were given hospitality became in French "hospice" then hostel and eventually hotel.

A hotel is an institution or a building in which are provided lodging, meals and other Services for the travelling public. It is a business enterprise having a building for Public accommodation that furnishes lodging and usually provides meals, beverages and personal services. It often offers depending on its category entertainment, rooms for meetings, banquet halls, parlours, shops of various kind, lounges, lobbies, cafes, bar and restaurant.

The food Service Industry has its roots in the inns and taverns of the colonial period. Inns in America were patterned after those in England. Taverns and inns became informal gathering places where patrons could discuss politics and community gossip while taking their food.

In 1820's the First American restaurant opened in New York. In early 1900's as more and more people entered the work force and were unable to eat at home, they needed a place to eat lunch, for men there evolved "free lunches" in saloons where for 5 cents customers could buy a beer and receive a complimentary lunch.

But the shift in the American economy from agrarian to Industrial offered work options to many women, as they poured into the work force they also needed eating places. Since it was not acceptable at that time for women to eat in Saloons, they found the drug stores to be more suitable for them.

Drug store owners renowned for their tasty elixirs and phosphorates, responded to the need of working women by adding sandwiches to their menus. These Soda fountains became extremely popular with working women day by day. The Volstead Act of 1919 which began prohibition and ended free lunches and saloons was a boon to Soda fountains as they continued to do big business and added a variety; of hot entrees to their menus.

Tearooms that served the requisite tea along with finger sandwiches to women before prohibition enjoyed greater popularity. Sometimes these establishments served over one thousand people in a day. The leisurely pace and refined settings of tearooms lost their appeal however as the public clamored for quicker service and lower service.

The idea for a cafeteria was allegedly conceived by John Kruger who derived the concept from a smorgas board. The first cafeteria is said to have appeared in California during the gold rush, but it became a widespread concept in the early 1900's.

The creation of midscale luncheon restaurants with lighter fare on their menus caused cafeteria popularity to wane. As people began to accept cold offerings for lunch, luncheon operations gave them sandwiches and salads. During the depression, these restaurants became fiercely competitive and turned towards advertising and merchandising to win over consumers.

Self-service proliferated as the United States entered world war II in 1941. Labour shortages and rationing led to the creation of thriving black market that provided much sought-after meats and sugar to the restaurers. Despite these hardships the food Service Institutions continued to grow and demand increased from 20 million meals a day to over 60 million (Mintel, 1987).

It is said that hotel is a home away from home. It is the place where the tourist stops being the traveller and becomes the guest. To a greater or lesser extent the facilities of the hotel may also serve the local population but the primary function of a hotel is to accommodate those away from home and supply them with their basic needs and try to meet their expectations. (Pragati Mohanty 1992, Medik, 1980)

In the functioning and operational stage the hotels and restaurants are required to maintain standard's as per the requirements of the star classification or grading system. The operational policy consists of the total sum of the built in system, technological procedures and clerical procedures. It should be planned so as to cover the whole cycle of hotel and catering operations . Operational policies are laid down relating to:

- (i) Front Office Department.
- (ii) House Keeping Department.
- (iii) Kitchen and restaurant.

The ideal factors for hotel operations are dependent upon planning, staffing and capabilities of individuals.

An organisation is a unified consolidated group of elements or a body of persons organised for some specific purpose. In order to function smoothly and to fulfill the objectives of a hotel business, its various components must be systematically arranged. It is not possible to have a model hotel organisation since the plan for each particular hotel depends on the location, the type of service offered, the structural lay out of the hotel, the background and training of manager and the type of ownership.

The organizational process consists of delegation, decentralization, etc., in which time and staff are the essential factors.

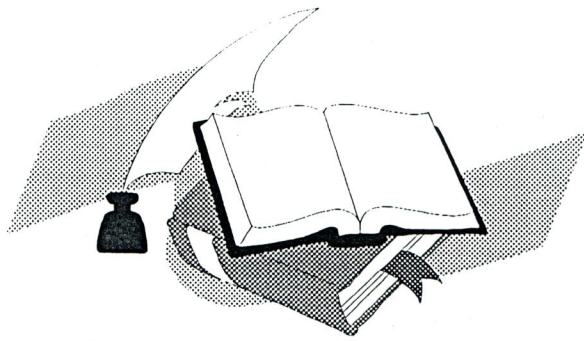
It is observed that there is not a single comprehensive and intensive study touching upon the various aspects of hoteliering as yet. But when we take into consideration other industries in the tertiary sector, a lot of scientific and detailed studies have been undertaken by different researchers and institutions. Unfortunately the hotel business has not been able to draw the attention of researchers to any noticeable extent.

Very few descriptive studies have been made on Indian hotel business mostly by the Hotel associations and institutions drumming up their problems before the government. Paucity of data has also been a factor for refraining the researchers to undertake any in-depth study. And it is quite likely that the current problems and constraints are quite different from those which the industry was confronting prior to early 70's. Many authors in their analysis lack precision and have not resorted to any statistical or econometric devices as a result of which their observations and conclusions are too general to reveal exactness and clarity.

The most important aspect which has been grossly ignored by researchers is the inter regional and interfirm comparison so far. Hence a small foot step has been placed to compare the operation and organisation of different star hotels in 2 selected cities.

The main objective pertaining to the study are :

- i) Select hotels according to their star category.
- ii) Study the operational policies of selected hotels.
- iii) Study the organizational structure of selected hotels.
- iv) Compare the operation and organizational structure of selected hotels.



REVIEW OF LITERATURE

II. REVIEW OF LITERATURE

The literature on "A STUDY ON THE OPERATION OF SELECTED STAR HOTELS" has been reviewed under the following headings.

- A. DEVELOPMENT OF HOTEL INDUSTRY
- B. OPERATION AND QUALITY ASSURANCE IN HOSPITALITY MANAGEMENT
- C. HOSPITALITY MANAGEMENT AND ORGANIZATIONAL PERSPECTIVES
- D. FUTURE PERSPECTIVES

A. DEVELOPMENT OF HOSPITALITY INDUSTRY

The hotel and restaurant business is popularly known as the 'HOSPITALITY INDUSTRY. Hospitality is considered as friendly and generous reception of guests, offering a pleasant or sustaining environment. Hospitality and Service are inextricably intertwined. Service is such an integral part of the hospitality industry that the business has come to be known as a "Service Industry. Warm friendly and sincere service can bring more income and success to hotels (Singh, 1996).

The term hospitality has emerged as the way hoteliers and caterers would like their industry to be perceived. It conveys an image that reflects the tradition of service that goes back over many centuries to the earliest days of inn-keeping (Jones, 1996).

The development of trade and commerce contributed to the setup of rooms and food for the travellers. The existence of inns can be traced back to the 6th Century B.C. In ancient India according to many old writings there were Dharmasalas in both small towns and big ones. Dharmasalas were free or low cost lodging for travellers. Kautilya in his Arthasastra mentions foreign travellers and Dharmasalas in the 4th Century B.C. The Buddhist monasteries also provided food and shelter to

passers by. Those monasteries were known as Vihars. The ancient Buddhist Monks were probably the first to institutionalise the concept of shelter in India. (Mohanty, 1992).

The growth of inns between the 16th and 19th centuries were influenced by the posting points for the main stage coach routes and the terminal points of those routes saw the growth of inns which are able to accommodate over a hundred guests.

According to Paul (1992) in medieval Europe, the provision of hospitality was taken over by the Christian Monasteries and Cathedrals. Religious travellers found brotherhood and companionship in church-run accommodations, sharing more than simply room and board. The coming of the Industrial Revolution brought about a lot of movement of people and products. This necessitated the growth of lodging and boarding places. Thus there evolved the English inns. These inns provide shelter and food to travellers. They also became sanctuaries for people to stay in at night. The inns also laid the foundation for the security system in modern Hotels which protects the valuables of guests. The modern hotels however is the product of America. With the opening of inns at all seaport cities, the hospitality Industry saw a drastic change (Singh, 1996).

As transport moved to the railways, the railway companies built hotels at their terminal stations in competition with their rivals and to accommodate guests whose trains had been delayed. The railways were also responsible to a large extent for the development of seaside resorts. More recently airport hotels have similarly provided accommodation for travellers as a stopping point before or after the journey and the dynamic growth in air transport has been mirrored by a similar growth in hotel capacity at airports. (Jones and Lockwood, 1997).

According to Richard Teare and Andrew Boer (1996), the development of hotels internationally can be seen to have started in the late 1940's and early 1950's. This was a time when United States was the dominant world economic power. In the survey conducted by Dunning and Mc. Queen, the United States accounted for 22 companies controlling 1,51, 118 rooms - 56 per cent of the total operated by transnationals.

In 1978, eight of the Top Ten International Hotel Companies as judged by their room holdings were owned by the US-domiciled companies. Thus Inter-Continental Hilton and Sheraton were all in the Vanguard of International trends in the Industry. Study conducted by Marzia Magris (1993) revealed that there are about 2.4 million jobs in all the different areas of the industry from five Star hotels to small guest houses and the Hotel and Training company estimated in 1992 that there would be about 14,000 new jobs created that year. Every year about 27 per cent of the work force leave the Industry and this creates about 6,40,000 job vacancies per year. Another estimate by Mintel (1987) states that the industry currently provides some 20 million meals per day.

In essence hospitality is made up of two distinct services. The provision of overnight accommodation for people staying away from home and the provision of sustenance for people eating away from home. It is perhaps because these two things are so fundamental to human existence, that many people consider the industry to be straight forward and unsophisticated.

B. OPERATION AND QUALITY ASSURANCE IN HOSPITALITY MANAGEMENT

A study made by Johnston (1987) has proposed the concept of three main types of operations-product processing operation, Customer processing operation and information processing operation. In reality most activities are a combination of all the three product, customer and information, a bit in different proportions. This concept is useful in understanding the difference between accommodation and food service. An accommodation operation is predominantly a customer processing operation with very little product and information processing whereas food service operation is a product processing operation with a significant element of customer processing and limited information processing.

Quality has sometimes been confused with 'the best'. Dictionary definitions talk about quality as 'the degree or standard of excellence of something' and naturally enough hoteliers do not wish to think of providing a product that is of

substandard. One fundamental problem concerning the issue of quality in a Service Industry such as Contract Catering is the difficulty encountered in trying to establish a clear and unambiguous definition of the Service product. This is a fundamental issue because it is a critical reference point for any judgement regarding the quality of contract catering product. Customers assess the quality of service they receive against the service they expect. Therefore a company must be capable of consistently meeting its 'Customers' Service expectations to achieve a strong quality reputation (Brotherton et al., 1992).

Any strategy which embodies the delivery of quality service will have to consider the human element both within the organisation and external to it, in the form of the customer. The argument often made is that the employee should be viewed as the internal customer and thus should receive management's attention in equal proportions to the external customer. Both participate in the simultaneous production and consumption of the service product and therefore should be accorded the same degree of interest and respect (Nickjohns, 1996).

Robertwoods (1996) explores the concept of Organisational culture and the many forms that it can take in achieving Service Quality. He addresses the need for hospitality firms to integrate the processes and procedures for service design and delivery with organisational culture. He builds his argument upon the theoretical framework of culture in organisations and applies it to both commercial and non-commercial hospitality organisations, and provides suggestions and implications for hospitality managers as they attempt to integrate the service concept into the organisation's culture.

Defining service quality and then integrating it into the organisation's culture is no simple matter. In order to successfully integrate service quality as an essential competitive method, the organisation must be effectively structured to accomplish this goal. This structuring must occur at all levels in the Organisation. A comprehensive review of the importance and role of the human resources function by Nicholas Horney (1996) sets the stage for this structuring process. His study provides

a thorough review of the key result areas which must be re-engineered if quality service is to be provided. He presents this discussion within the context of Total Quality Management and provides examples of its application to three well known North American hospitality firms in his study.

Most would argue that an effective service culture is impossible to maintain without an appropriate overall structure of the firm and its human resource function. Only then can such an organisational unit perform its role effectively and efficiently. One of the most important activities that it does perform is the selection of employees who match the organisation's culture. This critical activity is discussed by Elizabeth Ineson, Anne Dickson and Barbara Sulton (1996). They report on research into two selection techniques to determine predictive validities in the hotel sector. This research suggests which selection criteria works best in this Industry sector and draws conclusions on their relationship to service quality.

C. HOSPITALITY MANAGEMENT AND ORGANISATIONAL PERSPECTIVES

The organisation function may include defining the hotel's operating structure or management hierarchy put together by the General Manager in conjunction with an operations director and his or her executive team. The degree of complexity will vary and depend on the size of the hotel and its operating procedures. With changing business practices and the increased role of information technology, most hotels now operate with a much 'flatter' organisational structure than 25 years ago. Gone are the days, of progressing from Assistant Food and Beverage manager to Senior Food and Beverage manager to Deputy Food and Beverage manager to Food and Beverage manager. This has serious implications for the way in which managers manage not least for the career opportunities and future development of the graduates from the ever increasing number of colleges and universities offering hospitality degree courses (Miller, 1996).

In considering hospitality management we can identify a large number and variety of organisations involved in the industry. The growth of such organisations is a result of the following factors:

- ☆ The structure of the industry which continues to have very many small individually owned units, inspite of the growth of large companies.
- ☆ The Industry is heterogeneous split up into many different identifiable sectors, each with its own specific needs.
- ☆ Geographically the Industry is widespread with some types of operation concentrated around population centres although this is not essential for all types.
- ☆ The Industry is a very large employer and offers a wide range of job opportunities and employment categories (Jones, 1996).

The successful operation of any hotel requires the effective coordination of a number of individuals and departments. Business and conference hotels need that coordination to be both effective and efficient, fast yet smooth. The business person is often under pressure and needs to work quickly, and though courtesy is always necessary, so is speed of response. The management of an organisation needs to be clear as to the needs of their clients and have systems and procedures which ensure their satisfaction.

In a recent survey of business and conference hotel users, communication between management and the key departments came out as the crucial factor. The models for successful management are

(i) CONTEXTUAL MODELS :

These identify the context in which management is carried out.

(ii) ACTIVITY MODELS :

These evaluate what role managers play by looking at the activities they engage in.

(iii) EXPECTATIONS MODEL :

These analyse what managers are expected to do (Jones and Lock Wood, 1977).

A recent study conducted on the attitudes of management and staff in a large international hotel chain has shown that a major component of all managers job is 'getting things done' - a common orientation to activity and results. This was reinforced by Lord Forte in his autobiography - 'Success rests first and foremost on the activities of the managers on the spot'. In ensuring the success of the unit, the manager is not interested in marketing finance and personnel as disciplines in their own right, he is interested in using these techniques to achieve the results required of the unit at that time. He is concerned with using techniques in an integrated way to apply to the problems facing the unit and the organisation. Similarly his success as a manager will be determined by the results that were expected of him. Results are not only a target, but also a measure of success.

The results that a manager is concerned with must be derived from the major components of the hotel operation.

- The Customers
- The Work Force
- The Assets (Guerrier and Lockwood, 1997).

Organisation within the hospitality and tourism industries can benefit from the customer driven and team facilitated approach. From the employee viewpoint, this approach may be seen as a manipulative way of increasing productivity during periods of stagnant economic growth. If that is the case, it will be doomed to failure, because employee attitudes which are critical to success will not be fully engaged. It is therefore essential that the management vision is a genuine and long term one that takes full account of both extrinsic and intrinsic motivators.

Accordingly due regard should be given to what Herzbergetal terms 'hygiene factors' such as reward systems, job security and working conditions should be regarded by the work force as equitable. This can enable intrinsically motivating

factors such as responsibility, a sense of achievement and personal growth to stimulate motivation and job satisfaction in employees. In this way, if the management vision is genuine and sensitive, it will elicit a genuine response from employees, resulting in a mutually beneficial arrangement in which both the organisation and its people stand to improve their performance (Ingram and Mc Donell, 1996).

Culture refers to the underlying values, beliefs and principles that serve as a foundation for an organisation's management systems as well as a set of management practices and behaviours that both exemplify and reinforce those basic principles.

The importance of organisational culture for all forms of organisations has been recognised and researched by a number of academic writers. Such research suggests for instance, that organisational culture itself can be an effective management tool or control mechanism particularly with regard to daily tasks, product quality and staff productivity. In deed in the special context of hospitality organisations, there are claims that organisational culture is likely to prove an essential and influential component in the standards of service to customers.

Also a number of researchers have proposed that an organisation's culture can be a significant determinant of a company's performance and effectiveness. In particular both Dennison and Gorden and Ditomaso contend that a strong organisational culture may be a good predictor of short term performance while peters and Waterman found strength of culture to be an essential quality of excellent companies (Brown, 1996).

D. FUTURE PERSPECTIVES :

In 1988 it was identified that a number of factors would significantly affect the industry in future. Many of these continue to apply in the mid - 1990's.

The impact of legislation has been significant in the 1980's and early 1900's. Employment legislation has made it easier for employers to recruit staff, although arguably employees conditions of service are relatively poor. The changes to

licensing law have brought the Hotel industry into European practices with regards to the availability of alcoholic beverages for consumption on premises. A second factor is the growth of health awareness and the trend towards a more healthy diet. This has been recognised by all sectors. In 1987 there was a million dollar government sponsored campaign in United Kingdom called "Look After Your Heart".

A third factor is the technological advances made in preserving raw or semiprepared food stuffs and finished, ready for consumption meal products. The 2 most innovative techniques are the irradiation of raw materials and sous-vide techniques for finished dishes.

Finally the Industry is almost certainly likely to become very much more competitive in the future, as a result of the increasing size of catering firms seeking sustained growth in a relatively stable market. It has long been established that hotels, flight catering, companies and fast food operators compete on global basis (Jones, 1998).

According to Reid and Sandler (1992), information technology is however likely to have an increasing impact on the provision of hospitality services. Developments in global reservation systems make it increasingly easier to reach customers early to facilitate the "Service Journey". Specific customer groups may be targeted. Far Eastern business travellers for example for whom a specialized guest experience can be tailored. Hotel premises Management systems (PMS) are being linked to an ever widening range of functions. This means that as well as providing general services such as individually controlled room climates and guaranteed security the PMS can also provide guests with a personalized choice of "extras" for which they are automatically billed. Currently available services include automatic minibars, inroom-pay per-view, video cassette players, modem and data systems and automatic central billing from bars, restaurant or fitness facilities.

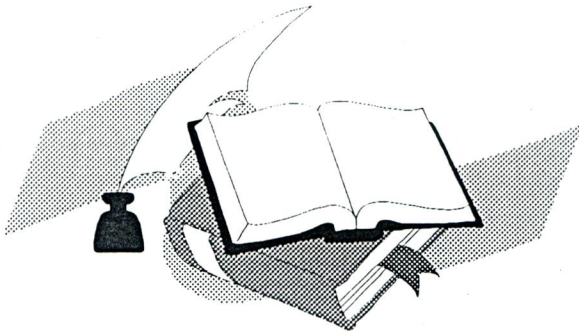
The study carried out by Records and Glenny (1991) revealed that Information Technology will also have a growing back-of-house role to play. It is currently possible to network budgets, business fore-casts, time accounting,

productivity standards and other management information within one system. It is also possible to link together bookings, room status, yield management, personnel scheduling and task allocation.

Current emphasis on service excellence is expected to continue into the foreseeable future. The pursuit of quality will require development of more effective ways of specifying and measuring service quality. Targets will increasingly have to be set by management and employees based on surrogate measures such as queuing times speed of response to queries and paperwork processing accuracy. Accurate assessment of customer perceptions will also become more and more crucial to the success of management initiatives. The coming decade will demand a refinement of Theory in this respect plus the development of more effective measurement techniques and instruments (Johns, 1996).

According to Ananthetal (1992) the needs and tastes of guest will change. There will be an emphasis on comfort and convenience in rooms, and probably an increased demand for disabled facilities. Swimming pools, Saunas, jacuzzis, and other passive leisure installations will be more in demand than the activity equipment currently in vogue. Older guests judge hospitality services by different quality attributes and they are unlikely to regard same aspects of quality as being important.

The near future will also see an increase in 'green' marketing. Tourist resorts will promote environmental saving aspects of their operation. Restaurants will continue to emphasise their moral stance on issues such as veal production, 'organic' vegetables and line-caught tuna. Guest concerns will also be reflected in an increased demand for 'green' hotel rooms, featuring purified air and drinking water (Rowe, 1992).



METHODOLOGY

III.METHODOLOGY

Methodology is a science of studying how research is done scientifically. In it we study the various steps that are generally adopted to study a research problem along with the logic behind. The various steps involved in conducting the study entitled.

"A Study on the operation of selected star hotels" are as follows:-

- A. Selection of area
- B. Selection of sample
- C. Selection of tool
- D. Conducting the study.

A. SELECTION OF AREA

The area pertaining to the above study comprises of two major cities of Tamil Nadu viz.,

The Rock city - Trichirapalli and

The Cotton city - Coimbatore.

These two cities were selected because both these cities are important business centres and the standard of living in these two cities are more or less identical.

B. SELECTION OF SAMPLE

The sample for the study were selected by "purposive sampling" Kothari (1996) states that purposive sampling is a type of non-random sampling where the organisers of inquiry purposively choose the particular units of the universe for constituting a sample on the basis that the small mass that they select out of a huge. One will be typical or representative of the whole.

The sample selected were the various star hotels in both the cities.

- ☆ A three star hotel
- ☆ A four star hotel
- ☆ A five star hotel
- ☆ A Tamil Nadu Hotel operated by Tamil Nadu Tourism Development Corporation.
from Trichy and
- ☆ Two three star hotels
- ☆ A four star hotel
- ☆ A Tamil Nadu hotel operated by Tamil Nadu Tourism Development Corporation

from Coimbatore were selected. Due to the non availability of five star hotel in Coimbatore, two three star hotels are being taken for comparison.

C. SELECTION OF TOOL

The tool selected for conducting the study is "Interview Method" because the datas to be collected are only primary datas. An interview is one where a list of predetermined structured questions or statements relating to the sample is prepared and these questions were put to the selected group and the answers were recorded by the investigator (Chaudhry, 1991).

The interview schedule was conducted with the help of a questionnaire which consisted of questions for four major departments

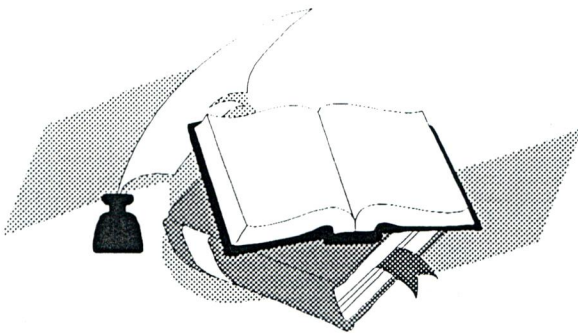
1. Front office department
2. House keeping department
3. Food and beverage department and
4. Restaurant

The schedule is given in Appendix I

D. CONDUCTING THE STUDY

The questionnaire was given to the managers of the concerned departments and they were interviewed personally by the investigator.

Organisation chart was collected by the investigator from the different hotels which is presented later.



RESULTS AND DISCUSSION

IV. RESULTS AND DISCUSSION

The results and discussion pertaining to the study "A study on the operation of selected Star Hotels" comprises of the following:-

- A. FRONT OFFICE DEPARTMENT
 - B. HOUSE KEEPING DEPARTMENT
 - C. FOOD AND BEVERAGE DEPARTMENT
 - D. RESTAURANT
 - E. ORGANISATION STRUCTURE
- A. FRONT OFFICE DEPARTMENT**

TABLE I
TOTAL NUMBER OF ROOMS

Hotels	Rooms
III Star	
Coimbatore	56
Coimbatore	63
Trichy	129
IV Star	
Coimbatore	135
Trichy	56
V Star	
Trichy	123
T.T.D.C.	
Trichy	47
Coimbatore	44

Total number of rooms

The total number of rooms in a hotel refers to both the lettable rooms and the rooms occupied by the guest. It does not mean that a hotel which has large number of rooms will show profit. It is only the room occupancy rate which determines the profitability. Table I clearly reveals that one of the three star hotels in Coimbatore had 56 rooms and the other three star hotel had 63 rooms. On the contrary the one in Trichy had 129 rooms. The four star hotel in Coimbatore had about 137

rooms whereas the one in Trichy had only 56 rooms. The five star hotel in Trichy had a total of 123 rooms and T.T.D.C. hotel had only 44 and 47 in Coimbatore and Trichy respectively.

TABLE II
CATEGORY OF ROOMS WITH TARIFF

Hotels	Single room	Double room	A.C.Single	A.C.Double	A.C.Delux
III Star					
Coimbatore	400	600	600	800	975
Coimbatore	-	-	950	1100	1175-1325
Trichy	225-250	350	475	700	950
IV Star					
Coimbatore	-	-	1400	1600	2400
Trichy	-	-	1100	1400	2500
V Star					
Trichy	-	-	1350	1650	2000-3000
T.T.D.C.					
Trichy	-	195	300	400	500
Coimbatore	195	275	375	425	550

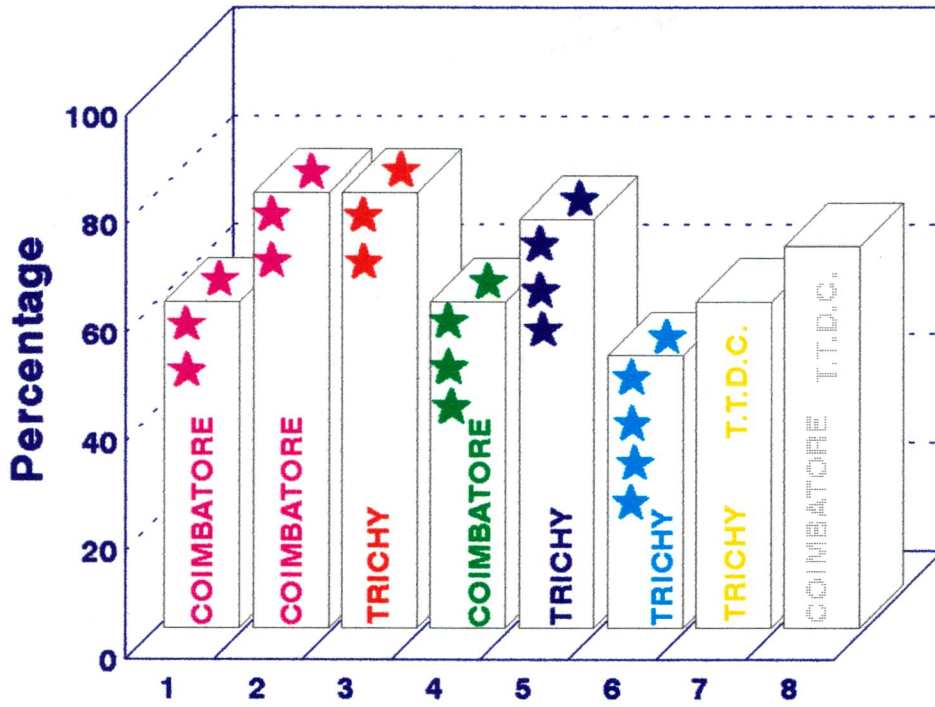
Table II clearly indicates that all the eight hotels have air conditioned single, double and deluxe rooms. Non A.C. single room is found in one of the three star hotels in Coimbatore, in three star hotel in Trichy and in the T.T.D.C. Hotel in Trichy. Initially the "Hotel Standards and Rate Structure Committee" suggested the adoption of Hubbart formula followed by the American Hotel and Motel Association with appropriate modification to suit Indian conditions to calculate the hotel room tariffs. Due to the general inflation rate in the country the tariff in the Indian hotels have risen. During the intervening period from 1980, the revision in room tariff was allowed on ad-hoc basis. To remedy the situation, a working group was set up to have a fresh look at the formula and to suggest necessary modifications so as to remove the anomalies.

The working group submitted its report in March, 1986, suggesting a new formula called the modification formula for calculation of room tariff. The

formula has the twin objective of ensuring value for money to the customers and a fair and reasonable return in investment. The room tariff of a hotel of the higher star category is generally more than the tariff of hotels of the lower star category. There is a vast difference in the tariff rate being charged within the three star hotels itself. The rates of the three star hotel in Trichy is relatively lower than those in Coimbatore. The rates of the four star hotel in Trichy and Coimbatore has a difference of Rs.100-300. In fact the tariff rate of the four star hotel in Coimbatore is nearly equal to the five star hotel in Trichy. Even in the T.T.D.C. hotels operated by the Tamil Nadu Government, there is a marginal difference within Rs.25-75. The rates of the T.T.D.C. hotel in Coimbatore is higher than that in Trichy.

Average turn over per day

The occupancy percentage or the turnover percentage is the number of rooms sold divided by the number of rooms available. This percentage measure the effectiveness of the marketing and sales department as well as the front office in its internal and external marketing efforts. This percentage is also used by investors to determine the potential gross income, which is the amount of sales a hotel might obtain at a given level of occupancy, average daily rate and anticipated yield (James, 1996). The Fig. 1 reveals that one of the three star hotels in Coimbatore had 60 per cent of turnover and the other one and the three star hotel in Trichy had 80 per cent of average customer turnover per day. The four star hotel in Coimbatore had 60 per cent and the one in Trichy had 75 per cent. On the contrary to the above the average customer turnover in the five star hotel is only 50 per cent. The T.T.D.C. hotel in Coimbatore had 70 per cent whereas the one in Trichy had 60 per cent average customer turnover.



Hotels
Average turnover per day
Fig. 1

TABLE III
MODE OF RESERVATION

Hotels	Yes/No	Telephone	Telegram	Travel agency	Mail	Inperson	From other hotel
III Star							
Coimbatore	YES	✓	-	✓	-	✓	✓
Coimbatore	YES	✓	✓	✓	✓	✓	✓
Trichy	YES	✓	✓	✓	✓	✓	-
IV Star							
Coimbatore	YES	✓	✓	✓	✓	✓	✓
Trichy	YES	✓	✓	✓	✓	✓	✓
V Star							
Trichy	YES	✓	✓	✓	✓	✓	✓
T.T.D.C.							
Trichy	YES	✓	✓	✓	✓	✓	✓
Coimbatore	YES	✓	✓	✓	✓	✓	✓

Guest rooms are a hotel's most perishable goods. A room not sold today is lost forever. In the cocktail lounge, a bartender can easily store bottles not sold today for future sales; the rooms department does not have this flexibility. A room not sold is money not earned for the hotel. Strong competition exists on the lodging market and a well functioning reservation systems is a must. A customer who experiences reservation difficulties will think twice (or not at all) about considering the hotel again (Peter Renner, 1994).

Table III clearly indicates that all the eight selected hotels have room reservation facility. Reservations are done through various modes like telephone, which is quick. It gives the receptionist the opportunity to clarify any necessary points about payments, arrival time and so on. Reservation through telex combine the speed of the telephone with the performance of a letter. Important advantage of telex is that a message can still be sent even though there is no one on duty at the other end. Reservation through letter is useful because the customer can explain the hotelier

when he will be arriving and any special requests he may have. Reservation through personal contact helps to have a direct face to face contact between the customer and the receptionist. The receptionist also has the opportunity to find out the maximum information and can answer any queries the guest have. Reservations are also done through travel agencies and also from other hotels (Chakravarthy, 1986 and Bruce Braham, 1994). In one of the three star hotels in Coimbatore reservation through telegram and mail is not accepted whereas in the three star hotel in Trichy the reservation with reference from other hotels is not possible, whereas in all the other hotels reservation of rooms could be done through various modes like telephone, telegram, travel agency, Mail, in person and with reference from other hotels.

Registering the reservation and check-in of guests

The reservation and the check-in of the guests must be properly registered to prevent the confusion later. With regards to reservation one of the three star hotels in Coimbatore does it in reservation register and the other three star hotel on a reservation chart. The three star hotel in Trichy also enters in the reservation register. In the four star hotel in Coimbatore the reservation is done in reservation chart and in the one in Trichy reservation form, reservation diary and reservation charts are made use of. In the T.T.D.C. hotel in Trichy and Coimbatore, reservations are entered in both reservation form and in reservation register. In the five star hotel in Trichy the reservations are entered in reservation form.

In both the three star hotels in Coimbatore and Trichy the check-in of guests are registered in guest registration form. In both the four star hotels and the five star hotel in Trichy, check-in is entered in guest registration card. In both the T.T.D.C. hotels guest registration register is being used. With regards to foreigners, a separate guest registration procedure is being followed in both the three star hotels in Coimbatore. The details comprised of the country from where they have come, passport number, duration of stay and purpose of visit. In all the other hotels only the normal procedure is being followed.

Informing guest arrival and message slip

The check-in and check-out of guests must be promptly reported to all the departments like housekeeping, restaurant, room service and telephone operating board. The information gathered in the absence of a guest during his stay must be noted down properly. For this purpose message slips are being used in majority of the hotels. It has been found that in all the eight selected hotels message slips are being used, and the guest arrivals are reported to the concerned departments.

Provision of room cards/key cards

The guest while going out will be handing over the room keys in the reception. Sometimes while giving the keys, room cards or key cards are given to the inmates, so that the keys will be given back only on reproduction of these cards. The use of these cards will prevent the receptionist from handing over the keys to an outside person. The data clearly reveals that room cards or key cards are not provided in the four star, five star and T.T.D.C hotels in Trichy, whereas all other hotels issue the same.

Separate guest account on registration and change of rooms

When a guest registers a guest account is opened. It will record all charges and credits pertaining to the guest's use of the hotel, facilities and services. They include room charges, restaurants, beverages, laundry, valet and rebates. All cheques made by different departments to guests are collected and sent to the bill section by name of vouchers (Peter Renner, 1994). It has been observed from the collected data that only the four star hotel in Coimbatore does not have a separate guest account on registration whereas all the other hotels have. With regards to change of rooms, When there was a request for a change, all eight hotels entertained their request and gave them an alternative room.

Use of computers for check-in and normal check-out time

Hotels have been trying to eliminate registration and check-out problems by reducing clerical efforts and improving accuracy of information by the introduction

of computers where the data are retrieved for use in registering the guest when he checks-in. At this time an on-line computer guest ledger record is setup which can instantaneously record room, food, laundry, valet and telephone charges. When the guest checks-out you can retrieve from the computer the complete and upto the minute statement. It could be observed from the collected data that only in the hotels operated by T.T.D.C. computers are not used, whereas in all the other hotels computers are being used. With reference to the check-out time, a maximum of about 24 hours is being allowed in almost all the hotels, but for the four star hotel in Trichy which provides a check time of about 12 hours.

TABLE IV
MODE OF PAYMENT

Hotels	Cash	Credit	Credit card	Company payment
III Star				
Coimbatore	✓	✓	-	✓
Coimbatore	✓	✓	✓	✓
Trichy	✓	-	✓	✓
IV Star				
Coimbatore	✓	✓	✓	✓
Trichy	✓	✓	✓	✓
V Star				
Trichy	✓	✓	✓	✓
T.T.D.C.				
Trichy	✓	-	✓	-
Coimbatore	✓	-	-	-

From Table IV it could be clearly concluded that in one of the three star hotels in Coimbatore payment through credit card is not allowed. In the three star hotel in Trichy credit system of payment is not possible. In case of the T.T.D.C. hotel in Coimbatore payment could be done only in terms of cash and in the one in Trichy both cash and credit card system of payment is possible. In all the other hotels payment could be done through all the four modes like cash, credit, credit card and company payment.

TABLE V
DISCOUNT ON CASH PAYMENT

Hotels	Yes/No	If Yes what %
III Star		
Coimbatore	Yes	10
Coimbatore	No	-
Trichy	No	-
IV Star		
Coimbatore	No	-
Trichy	No	-
V Star		
Trichy	No	-
T.T.D.C.		
Trichy	Yes	5
Coimbatore	Yes	5

From Table V it could be observed that only one three star hotel in Coimbatore and both the T.T.D.C. hotels offer a discount on cash payment. The percentage of discount in three star hotel is 10 per cent and in the T.T.D.C. hotels it is 5 per cent. This discount on cash payment will help in motivating the customers to pay in terms of cash immediately.

TABLE VI
ALLOWANCE REBATE FOR COMPANY PAYMENT

Hotels	Nil	10%
III Star		
Coimbatore	-	✓
Coimbatore	-	✓
Trichy	-	✓
IV Star		
Coimbatore	✓	-
Trichy	✓	-
V Star		
Trichy	-	✓
T.T.D.C.		
Trichy	✓	-
Coimbatore	✓	-

Some times the payment is also done through the company. In such a case a rebate is allowed in certain hotels. Table VI clearly depicts that all the three star hotels in both Coimbatore and Trichy and the five star hotel in Trichy allows a rebate of 10 per cent for company payment which is not seen in other hotels.

B. HOUSE KEEPING DEPARTMENT

Change of linen

House keeping may be defined as the provision of a clean, comfortable and safe environment. The standard and tone of the house keeping department plays a large part in the reputation of the establishment and in determining whether guests are satisfied with their stay and in the case of hotels wish to return (Branson *et al.*, 1995). The reputation could be maintained only by providing hygienic rooms with clean linen and beddings. Hence care must be taken to change the linens then and there. The data collected reveals the fact that the linens are changed everyday and after every check-out.

TABLE VII

ACCESSORIES IN GUEST ROOM

Hotels	Shampoo & Soap	Oil	Shoe shine	Towel	Stationeries	Match box	Tissue Paper	Talcum Powder	Paste & brush	Others
III Star										
Coimbatore	✓	✓	✓	✓	-	-	-	✓	-	sterilised glasses
Coimbatore	✓	✓	-	✓	✓	-	✓	✓	✓	-
Trichy	✓	-	✓	✓	✓	✓	-	✓	✓	candle, ashtray
IV Star										
Coimbatore	✓	✓	✓	✓	✓	-	✓	✓	✓	Comb, moisturiser, shaving kit
Trichy	✓	✓	-	✓	-	✓	✓	✓	✓	Shaving kit, mediker
V Star										
Trichy	✓	✓	✓	✓	✓	✓	✓	✓	✓	Mediker, shaving kit
T.T.D.C.										
Trichy	✓	-	-	✓	-	-	-	✓	✓	-
Coimbatore	✓	✓	-	✓	-	-	-	✓	✓	-

The room attendant will participate in general cleaning one or more rooms each day in order to keep quality standards high. Most room attendants work in compliance with standard operating procedures (SOPs) which may specify as many as 60 items that must meet a given standard in each guest room. This is not as

foreboding as it may sound but the SOP system guarantee's coverage where necessary. The above Table clearly indicates that the following accessories such as soap, shampoo, talcum powder and towel are available in all eight hotels. The items like sheoshine, stationeries, match box, and tissue papers are not available in the T.T.D.C. hotels. The provision of match box is seen only in the three star, four star and five star hotels in Trichy. The data shows that oil is not available in three star, five star and T.T.D.C. hotels in Trichy. The other facilities like provision of sterlised glasses was found in one of the three star hotels in Coimbatore. Candles and ash trays were provided along with other accessories in the three star hotel in Trichy. The provision of comb, moisturiser and shaving kit was also available in the four star hotel in Coimbatore. Along with the other accessories medikar and shaving kit was also provided in the four star hotel in Trichy. But for the three star hotel in Trichy and Coimbatore, paste and brush is being provided in all the other hotels.

Provision of extra beds

From the data collected it could be inferred that all the eight selected hotels provide extra beddings to the guest whenever there is a need. The beddings provided include a pillow, a blanket and an extra bed which included a bedspread. Along with this one of the three star hotels in Coimbatore and the four star hotel in Trichy provided extra bed sheets. The three star hotel and five star hotel in Trichy provided only an extra bed. This system of providing a bed alone may be difficult to the customer. Hence the investigator suggested that a bedspread and a pillow may be provided with extra cost.

TABLE VIII
PERCENTAGE CHARGE FOR EXTRA BEDDINGS

Hotels	Yes/No	If Yes what %
III Star		
Coimbatore	Yes	25
Coimbatore	Yes	25
Trichy	Yes	25
IV Star		
Coimbatore	No	-
Trichy	Yes	22
V Star		
Trichy	Yes	10
T.T.D.C.		
Trichy	Yes	20
Coimbatore	Yes	50

Table VIII clearly indicates that out of the eight selected hotels seven of them charge for extra beddings. The four star hotel in Coimbatore alone do not charge for the same. All the three star hotels charge 25 per cent for extra beddings. The four star hotel in Trichy charges about 22 per cent in room rent for the extra beddings. The five star hotel charges 10 per cent. The T.T.D.C. hotel in Coimbatore charges 50 per cent and the one in Trichy charges 20 per cent for extra beddings in the room rent.

Number of personnel and their shifts

The number of personnels working in the house keeping department varies from hotel to hotel. Numerically this department has more unskilled workers than any other department in the hotel. All of them are in direct contact with the guests, therefore there arises a major need for training of these employees in duties and their relationship with each other, with staff members in the department and with the guests (Schneider et al., 1989). In each hotel there are a specific number of personnel incharge of each floor. In one of the three star hotels in Coimbatore, only one personnel is incharge of each floor. In the other three star hotel in Coimbatore and in the five star hotel, two personnel are incharge of each floor. In the T.T.D.C. hotel in Trichy two personnel are in charge of each floor in the night shift. In the four star

hotels and in the T.T.D.C. hotel in Coimbatore three personnel are incharge of each floor. In the morning shift in the T.T.D.C. hotel in Trichy three personnel are in charge. In one of the three star hotels in Coimbatore and in the five star hotel people work in two shifts, in all the other hotels, people work in three shifts. These personnel who are incharge of each floor are responsible for all the house keeping activities in that particular floor.

Laundry facilities and time taken to return the clothes

Housekeeping departments play a vital role in today's lodging industry. People involved in house keeping operations service guest rooms, maintain and service public and special areas and in many instances operate laundries recreational and health facilities (Martin, 1990). The data collected reveals the fact that all the eight selected hotels provide laundry facilities. The time taken to return the laundry clothes varies in all the hotels. It could be inferred from the collected data that the five star hotel in Trichy and the four star hotel in Coimbatore takes about 8 hours to return the clothes. One of the three star hotels in Coimbatore and the four star hotel in Trichy take about 12 hours to return the clothes. The T.T.D.C. hotel in Trichy takes about 16 hours to return the laundry clothes. One of the three star hotels in Coimbatore and the T.T.D.C. hotel in Coimbatore take about a day to return the laundry clothes. As per the guest's need, the T.T.D.C. hotel in Trichy gives the laundry clothes. The investigator suggested that there need not be any stipulated time to return the laundered clothes, but to return as per the needs of the guests.

TABLE IX

DEPARTMENT INCHARGE OF COLLECTING LAUNDRY CHARGE

Hotels	Department
III Star	
Coimbatore	Front office
Coimbatore	Front office
Trichy	House keeping
IV Star	
Coimbatore	House keeping
Trichy	Front office

Hotels	Department
V Star	
Trichy	House keeping
T.T.D.C.	
Trichy	Front office
Coimbatore	House keeping

Table IX clearly indicates that only two departments are in charge of collecting the laundry charge. In three star hotels in Coimbatore, the four star hotel in Coimbatore, the four star hotel and the T.T.D.C. in Trichy, the front office department is in charge of collecting the laundry charge, whereas the house keeping department is in charge of collecting laundry charges in all the other hotels.

C. FOOD AND BEVERAGE DEPARTMENT

Purchasing

Yield test

Production of high quality food involves a number of interrelated steps each dependent on the other. Yield test is one such step. Yield test is a test which is been performed to find out the percentage or amount of edible food item from the given food item. (Khan, 1987). A survey was conducted among the selected three star, four star and TTDC hotels and a five star hotel to find out if they performed yield test before setting out purchasing policy and the investigation revealed that in all the hotels the test was carried out but for the five star hotel.

Invitation of quotation sheets and sending purchase specifications

The investigator studied the methods of purchasing of ingredients in the selected hotels. With reference to the above query the investigation revealed that only in the four star hotel at Trichy, quotation sheets are not invited and in relation to purchase specification the T.T.D.C. hotel at Trichy do not send any specification, but all the other hotels make it a point to send the above as it plays an important role in gaining good quality ingredients. In T.T.D.C., Trichy the importance of purchase specification was not given any due regard when the investigator questioned.

TABLE X
METHODS OF BUYING

Hotels	Methods
III Star	
Coimbatore	Negotiated buying
Coimbatore	Negotiated buying
Trichy	Formal competitive bid buying
IV Star	
Coimbatore	Negotiated buying
Trichy	Formal competitive bid buying
V Star	
Trichy	Negotiated buying and future contract method
T.T.D.C.	
Trichy	Formal competitive bid buying
Coimbatore	Formal competitive bid buying, open market buying and standing order method

The quality of foods served is directly dependent on the quality of the raw ingredients bought. It has been said that "one can produce a low quality food from high quality ingredients" whereas it is impossible to get a high quality food from low quality ingredients. A manager therefore should give prime importance to food purchasing since the final quality of food served depends on the quality of foods bought. purchasing in food services is a tremendously precarious job when compared to purchasing of raw ingredients for any other industry. It has been observed from the table that both the three star hotels and four star hotel in Coimbatore followed the "Negotiated" method of buying which is a semi formal method that provides a flexible means of obtaining quick decisive action in a fluctuating market. Since this method requires less strict regulations than the competitive bid buying method, this method is also followed by the five star hotel in Trichy along with the "future contract" method. The three star hotel, four star hotel at Trichy and both the T.T.D.C. hotels undertake the formal competitive bid buying method which requires the procedure of submitting written specifications and quantity needs to vendors with an invitation for them to submit prices for the items listed (West and Wood, 1994). The T.T.D.C. hotel at Trichy also followed the open market buying where the buyer requests quotations on

the specific food items he needs and for specific amounts and quality from one or more sources of supply. The only firm to follow the standing order method is the T.T.D.C. hotel at Trichy, where the transaction between the buyer and seller continues so long both of them exist. There is no hard and fast rules and regulations to be followed in this method.

Convenience foods

Convenience foods are those foods which require so little extra preparation that they rightly justify their name. Shortage of staff, rising costs in wages of the labour available and the rapid expansion of the catering industry have brought an accelerated growth in the demand for and consequent production of convenience foods (Elizabeth, 1990). The data collected clearly reveals that, but for the three and four star hotels in Trichy all the other hotels purchase 'convenience foods'

Receiving

Separate receiving area

Efficient food purchasing methods demand good receiving procedures in a separate area in order for the system to work. The rupees saved by careful food purchasing may be lost quickly by inefficient receiving practices. Hence forth, due care must be taken. The only hotel which did not have a separate receiving area was the four star hotel in Trichy, whereas all the other hotels had a separate receiving area.

Receiving personnel

In many operations, purchasing and receiving are controlled by a single department so that both these functions can be co-ordinated. The receiving operations should be handled by competent and knowledgeable persons. The ideal situation would be that the person(s) who place the orders should be responsible for receiving and checking but this is not practical in larger operations. The purchase officer is responsible for receiving in the three star hotel in Coimbatore whereas in all the other hotels the store keeper is only in charge of receiving.

Check while receiving

John Ruskin says that "quality is never an accident, it is always the result of an intelligent effort", hence proper measures must be taken to check for the quality and quantity of ingredients at the time of receiving. The data reveals that all the hotels check for the quantity and quality of ingredients while receiving as the reputation of the hotel lies only in the quality of the products being served.

Receiving method

Of the various methods of receiving the T.T.D.C. hotel at Coimbatore alone followed the partially blind receiving method. In this method, the list of items are included with all pertinent information except quantities. This makes it necessary to check the quantities while receiving whereas all the other hotels followed the "invoice - receiving" method. In this method "invoice" accompanies the shipment. An invoice is a slip or form that accompanied an order which is prepared and delivered by the vendor or his agent. The specifications, quantities, quality and price of the ingredients are all listed and the person receiving the goods check against the items received. This is a relatively simple and rapid way of checking. If properly administered, this method ensures the quality and quantity of the goods delivered.

Check for purchase specifications

A standard purchase specification is essentially a means of communication between the buyer and seller. To fulfill this function it must contain a concise description of the commodity concerned. Hence the food items should be checked along with purchase specifications for their weight, size, age, grade, degree of preparation, etc., The use of these specifications result in the establishment buying the exact foods required. This implies less waste and hence a more cost effective operation (Khan, 1987). Hence it has been observed from the data that in all the hotels, the staff responsible for receiving check for purchase specifications along with food standards.

Storing and Issuing

Provision for dry and cold storage

Storage involves arranging goods in specified areas within spaces earmarked for particular materials, till they are required for use by the production, service or other departments. In any catering establishment, the manner in which food, equipment and cleaning materials are stored till used is of utmost importance considering that 40-60 per cent of the cost in any operation ~~are~~ incurred on them. Well planned storage spaces help to prevent losses of food and materials through spoilage, spillage or pilferage, all of which can erode the profits of an organization substantially. There are basically two types of storages, dry and cold temperature storages. Dry storage is a place for the storage of dry ingredients usually stored at a room temperature of 20-25 °C, whereas in case of cold storage a temperature of 0-3°C is being maintained (Mohiniseti, 1993). The investigation revealed the fact that all the hotels have separate provisions for dry and cold storage.

Existence of inventories and type

Inventories are the list of articles comprised in an establishment or the stocks of commodities and equipment used in an enterprise. All the eight hotels maintain stock records and inventories. The T.T.D.C. hotel and the four star hotel in Coimbatore maintain perpetual inventory which provides a continuous record of food and supplies purchased, in storage and used. Items are recorded on the inventory from the invoices and the amounts are added to the previous balance on hand. All the other hotels including the four star hotel in Coimbatore maintain the physical inventory, which gives an actual count of all items in all areas. This is done periodically usually to coincide with an accounting period.

TABLE XI
DIFFERENT COLOURED SLIPS FOR RECEIVING

Hotels	Yes/No	If yes what colour
III Star		
Coimbatore	Yes	#Pink, white and green
Coimbatore	No	-
Trichy	No	-
IV Star		
Coimbatore	No	-
Trichy	No	-
V Star		
Trichy	No	-
T.T.D.C.		
Trichy	No	-
Coimbatore	No	-

# Colour slip	Department
- Pink	from kitchen
- White	from house keeping
- Green	from restaurant

Requisition slip is a request form submitted by user departments to the stores incharge for the issue of required items. It is customary to put in requisition slips to the stores atleast one day in advance, so that the food items required for the next day are collected and issued in time for food preparation. Though the use of these slips leads to quicker preparation of foods, it could be concluded from the table that only one three star hotel in Coimbatore used requisition slips whereas the four and five star hotels do not use requisition slips. Depending on the size of the establishment and the number of user departments different coloured slips are used. The three star hotel uses pink coloured slips for kitchen requisition, white coloured slips for house keeping and green coloured slips for requisition from restaurant. This difference in colour enables the issuing personnel to make an easy note of the department to which he is issuing.

Separate record for foods kept outside the stores

The arrangement of food items in storage spaces affects the efficiency with which foods can be stocked, issued and re-ordered. Hence when there is not enough place for the items to be stored inside the store room, foods are stored outside, the store room. Also other items like the stationery items account note books, detergents are all kept outside the stores. Therefore a separate record must be maintained for these items kept outside the stores. It has been observed that one of the three star hotels and four star hotel in Coimbatore alone do not maintain separate records but all the other firms have separate records. When the items, either the food or the stationery has been stored outside, there is a separate person who assists the store keeper to ensure the safety of the items stored outside.

Frequency of stock taking

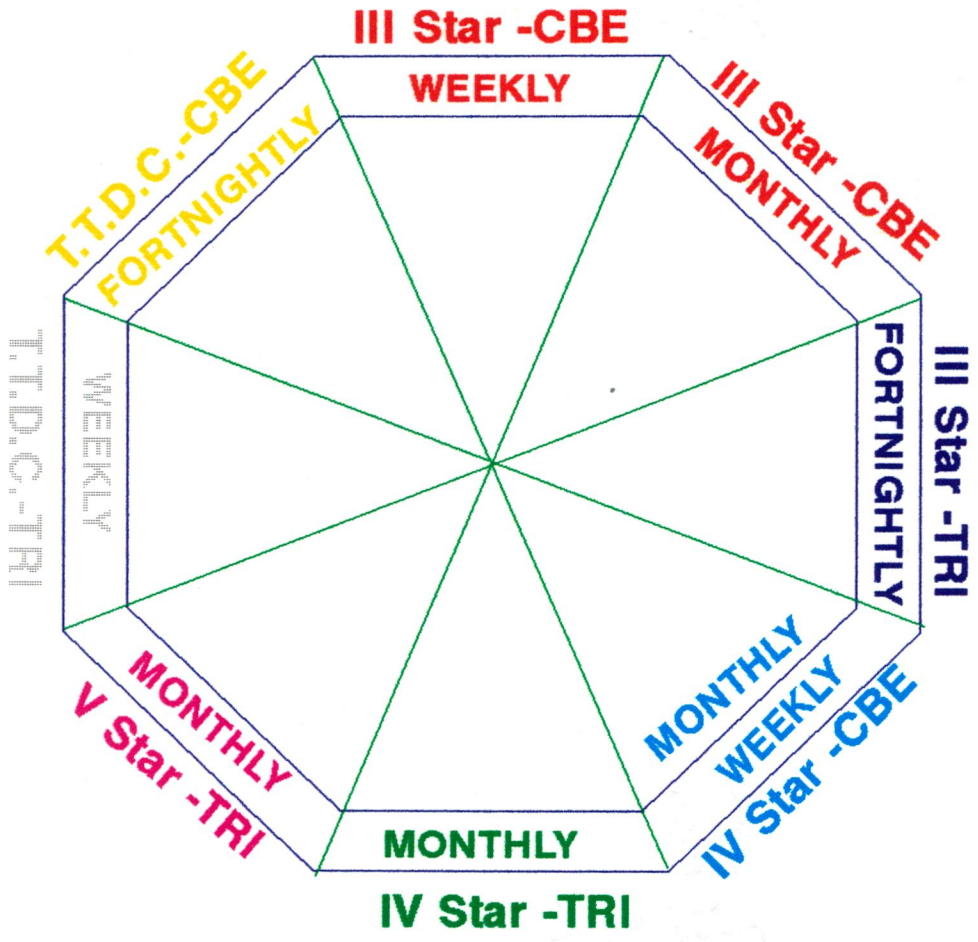
Stock taking is the process wherein the amount of stock available in the store room is being noted at frequent intervals. When the levels in the storeroom or kitchen cupboard goes down, then a fresh requisition slip is issued to mark up the levels. From Fig. 2 it is clear that the stock taking is done weekly in the three star hotel, four star hotel in Coimbatore and the T.T.D.C. hotel in Trichy. The three star hotel in Trichy and T.T.D.C. hotel in Coimbatore undergoes stock taking on a fortnightly basis. The stock taking is done monthly once in one of three star hotels in Coimbatore, in the four star hotel in Trichy and Coimbatore and the five star hotel in Trichy.

Adequate storage space

With regards to the storage space, all the eight hotels have adequate storage space for all ingredients because a lot of damage is done to quality where foods are not stored in a systematic manner.

Pest control

Care must be taken by all the hoteliers to control the rodents and pests to maintain the nutritive quality of the foods. The most effective method of pest control



Frequency of stock taking
Fig. 2

TRI-TRICHY
CBE-COIMBATORE

is of course the employment of well qualified professional exterminators on a contract basis. However these exterminators cannot be expected to maintain the premises absolutely insect free without the supplemental support and assistance of hotel personnel (Andrews, 1997). The data collected revealed that in all the eight hotels, an outside "pest control agency" comes weekly once or in alternate days and takes appropriate measures to safeguard the foods.

FIFO procedure

FIFO is the abbreviation for "FIRST IN FIRST OUT". The arrangement of food items in storage spaces affects the efficiency with which foods can be stocked, issued and re-ordered. Haphazard arrangements lead to situations where fresh stocks may be issued before earlier ones are used up (Mohini Sethi, 1993). Hence it has been found that in all the hotels the items which enter the store room first are only been issued first.

Rate of stock turnover and maximum and minimum stock levels

The data reveals that in the three star hotel, four star hotel and T.T.D.C. hotels in Trichy and in one of the three star hotels and four star hotel in Coimbatore the rate of stock turnover is 0-50 per cent, whereas in the three star hotel and T.T.D.C. hotel at Coimbatore and the five star hotel in Trichy the stock turnover rate is 50-100 per cent, which indicated that in these hotels the stock is been used in a rapid pace than other hotels. Maximum stock level means the total amount of ingredients should not be above that level and the minimum stock level is the amount beyond which the ingredients quantity should not be maintained. It is always better to have a certain set of maximum and minimum stock level and the investigation expels the fact that all the hotels do maintain a maximum and minimum stock level.

Food production

Type of menu

A menu is virtually a list of dishes planned for production in a catering operation. It introduces the establishment to the customers and authorises production

of meals in the kitchen. Basically there are four types of menu. *Álacarte*, *Table d' hote*, *cart' du' jour* and cycle menu.

Álacarte

This style of menu is used in the majority of restaurants and literally translated means 'from the card'. The customers are given the menu from which they may select as many courses in whichever order they desire, Each dish on the menu is individually priced. This type of menu is generally more expensive and has a longer waiting time between courses as dishes are cooked only when ordered.

Table d' hote

Literally translated means 'Table of the host'. The menu includes a set number of courses which are offered at a set price. The number of courses may vary from 3-7 and a choice is sometimes offered within each course.

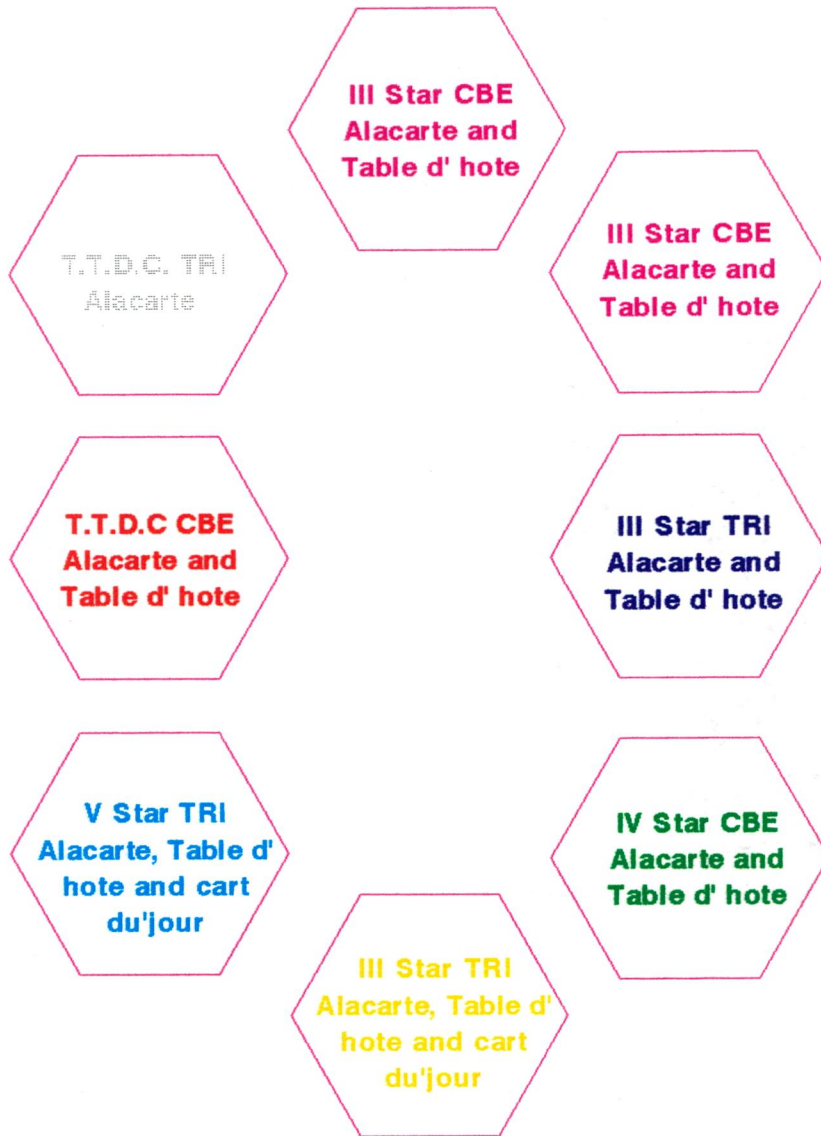
Cart' du' jour

Literally means 'special for the day' other than the normal menu, some thing special is being prepared on important days like for example preparing *kozhukattai* on *Vinayaka Chathurthi*.

From Fig. 3 it could be clearly concluded that the three star hotel in Trichy and Coimbatore and the four star hotel in Coimbatore provided *Álacarte*, *Table d' hote*, menus. The four star hotel and the five star hotel in Trichy provided *Álacarte*, *Table d' hote*, *cart' du' jour* menus. On the contrary the T.T.D.C. hotel at Trichy provided *Álacarte* and *Table d' hote*, *cart' menu* and the one in Coimbatore provided *Álacarte* menu only.

Recipe file

A recipe file contains the list of various recipes that are being prepared and served in any food service establishment. The recipe file is of utmost importance because, the production of foods should take place daily at any cost. One day if the chief cook is absent, the assistant cook cannot say that he does not know the method of preparation or amount of items to be used. In such a case he can refer to the recipe



Types of menu in the selected hotels
Fig. 3

file and carry over the work. Thus it has been found from the data that having understood the importance of recipe file all the eight hotels have their own recipe files.

TABLE XII
METHODS FOR STANDARDISATION

Hotels	Method
III Star	
Coimbatore	Trial and error
Coimbatore	Trial and error
Trichy	Trial and error
IV Star	
Coimbatore	Trial and error, Factor method, Percentage method, Adapting home size recipes
Trichy	Percentage method
V Star	
Trichy	Trial and error
T.T.D.C.	
Trichy	Percentage method
Coimbatore	Factor method

Standardized recipes and methods of standardization

A standardised recipe is a written formula for producing a particular menu item. Standardised recipes predetermine the quantities and quality the ingredients and therefore influence the quality of each menu item. It is an important aid to internal requisition as well as purchasing, one of the most important advantages of standardised recipes is that they facilitate food preparation. Most standardised recipes show in addition to the necessary ingredients and their cost, the standard method of preparation. This ensures a consistently good product over a period of time, regardless of the changes in the kitchen crew (Khan, 1987).

The investigation shows that all the eight hotels followed standardised recipes and the trial and error method of standardisation was followed by the three star hotel in Trichy and Coimbatore, and the five star hotel in Trichy. The T.T.D.C. hotel in Trichy followed the percentage method and the one in Coimbatore followed the factor method. On the contrary the four star hotel in Coimbatore followed all the four

methods of standardisation viz., trial and error method, factor method, percentage method and adapting home size recipes.

Volume forecasting and previous sales history

Volume forecasting or production planning starts with the menu and the production forecast, which is based on numbers to be served and food selection prediction. The food selection prediction is an estimate of the percentage of the total number to be served who will select each menu item. This volume forecasting plays a major role in determining the profitability of a business (West and Wood, 1994). The investigation reveals the fact that all the eight hotels followed the method of volume forecasting. Accurate forecasting not only is vital to cost control, but lessens the problem of leftover food to be reused or customer dissatisfaction when not enough food is prepared. This volume forecasting information is based on previous sales histories and records. The forecaster goes through the sales histories and finds out the movement of a particular product, customers views about that product and so many other informations which acts as an authorised source to include or introduce the old and newer recipes. It could be observed from the information gathered that all the eight star hotels go through their previous sales histories.

Portion size - control, equipments and staff familiarity

Uniformity of portion size is essential if we are to achieve adequate food quality standards. The portion size used will depend on pricing and other policies of individual establishments. But there must be a control over the portion size, because unequal portion size, might lead to customer dissatisfaction (Ursula, 1986). Hence there must be the provision of appropriate portioning equipments like cups, spoons, laddels, measuring jars etc. The advantages of using these equipments are that the service is quicker and the quantity is better. To build up a reputation among the customers it is essential to serve the items of uniform and equal size. For this the staff must have an idea of the portion size of each item. This could be obtained by using charts indicating portion sizes of items on the menu which could be displayed in kitchens and at service points where staff dishing out or serving the food can refer to

them when in doubt. Taking into consideration all the above factors, all the eight hotels had a control over the portion size, had appropriate service equipments and the staff were also familiar with the portion size of each item.

Production schedule

Production schedule is the record of amounts of foods to be prepared, the resulting quantities of cooked food available to be served and the actual number of servings obtained from a given amount of food together with a list of quantities left over, provides precise specific information on which to base forecasting. The more closely the manager can predict the number of each time that will be selected by the diners and control the number of portions prepared food, the more highly successful financially will be the department. It could be inferred from the data collected, that all the eight hotels have a production schedule to be followed by their workers.

TABLE XIII

LEFTOVER PROBLEM AND THEIR UTILIZATION

Hotels	Yes/No	If yes what they do?
III Star		
Coimbatore	No	-
Coimbatore	No	-
Trichy	No	-
IV Star		
Coimbatore	Yes	Incorporate in next meal
Trichy	Yes	Incorporate in next meal or donate them to non-commercial Institutions.
V Star		
Trichy	Yes	Freeze them and use later
T.T.D.C.		
Trichy	No	-
Coimbatore	No	-

Due to unforeseen circumstances or due to improper forecasting some amount of food may be left unused. This leads to the problem of left over foods. As per the survey the three star hotels and the T.T.D.C. operated hotels in both the cities of Coimbatore and Trichy do not have the problem of left-overs, but as the star

category increases leftover problem also prevails. In the study conducted it was observed that both the four star hotels and the five star hotel there was the problem of leftovers. When food remains unsold in large quantities it usually gets pilfered or wasted through mishandling and spoilage unless it is reused in some way (Mohini Sethi, 1993). Bearing this in mind, both the four star hotels incorporate the left overs in next meal. In addition the four star hotel in Trichy sometimes donate them to non-commercial institutions. The five star hotel freezes the leftover food and reuses later without its quality deteriorating.

TABLE XIV
TYPE OF FUELS

Hotels	Fuel
III Star	
Coimbatore	L.P.G. and Steam
Coimbatore	L.P.G.
Trichy	L.P.G.
IV Star	
Coimbatore	L.P.G.
Trichy	L.P.G., Steam and wood
V Star	
Trichy	L.P.G.
T.T.D.C.	
Trichy	L.P.G.
Coimbatore	L.P.G. and wood

Fuel is defined as a combustible substance which produces light and heat energy. The cost of fuel is included in the over head expenses of a budget and it also influences the selling cost of an item. Hence a manager in a food service establishment while starting a new unit or remodeling the existing one should take due care to reduce excel fuel cost by installing the proper type of fuel (F.A.O. 1986). We have different types of fuel like wood, coal, charcoal, steam, L.P.G. etc. wood coal, charcoal may be less expensive but one should bear in mind that the one which costs less may not long last and might require repairing charges and services. Hence one should be careful while selecting the fuel. It has been observed that all the eight

hotels have L.P.G. as the chief source of fuel as it is easy to maintain, easily available, does not require any cleaning process as they do not emit smoke or fumes. The three star hotel in Coimbatore also utilizes steam which is a cheaper source of energy and easily available. The four star hotel in Trichy utilize wood along with steam and L.P.G. and the T.T.D.C. operated hotel in Trichy utilize wood along with L.P.G.

TABLE XV
TYPE OF FOOD SERVICE SYSTEM

Hotels	Food service system
III Star	
Coimbatore	Conventional and commissary
Coimbatore	Conventional
Trichy	Conventional
IV Star	
Coimbatore	Conventional
Trichy	Conventional
V Star	
Trichy	Conventional
T.T.D.C.	
Trichy	Conventional
Coimbatore	Conventional

Conventional food service system is the one where foods are purchased by the individual food service in various stages of preparation, but all preparation is completed and foods made ready for service in a kitchen on the premises where the food is to be served.

Commissary food service system is the one where mass production of food for distribution to many service facilities is being adopted. The common feature of all commissaries is that the production center and service areas are located in separate facilities (West and Wood, 1994). From the table it could be observed that one of the three star hotels in Coimbatore alone followed both conventional and commissary systems whereas all the other hotels followed the conventional system of food service.

D. RESTAURANT

TABLE XVI
AVERAGE CUSTOMER TURNOVER PER DAY

Hotel	Turnover
III Star	
Coimbatore	100-200
Coimbatore	100-200
Trichy	400-500
IV Star	
Coimbatore	300-400(week days) 400-500(week ends)
Trichy	100-200
V Star	
Trichy	300-400
T.T.D.C.	
Trichy	100-200
Coimbatore	100-200

Average customer turnover refers to the total number of customers visiting a restaurant on one particular day. The customer turnover indicates to what extent the restaurant business is a success. Table XVI indicates that in both the three star hotels in Coimbatore, the four star hotel in Trichy and both the T.T.D.C. hotels, the average customer turnover per day is between 100-200. In the four star hotel in Coimbatore the average customer turnover per day in week days is 300-400 and in week ends it is 400-500. The five star hotel in Trichy also has an average customer turnover over of 300-400 per day.

Type of customer

A restaurant caters to all types of customers. Both the cities are places of tourist interest and business centers. People also come out for eating to have a change from their daily routine. Hence all the eight selected hotels cater to all types of customers like Foreign tourist, Domestic tourist, local residents and businessmen.

TABLE XVII
ORDER PLACEMENT

Hotels	Order placement
III Star	
Coimbatore	KOT
Coimbatore	WAITER
Trichy	KOT
IV Star	
Coimbatore	KOT
Trichy	KOT AND WAITER
V Star	
Trichy	KOT AND WAITER
T.T.D.C.	
Trichy	WAITER
Coimbatore	WAITER

The customer who comes to a restaurant has to be cheerfully looked after, hence the most important person here is the waiter whose duty is to welcome the customer and take orders from him. Sometimes when there is a need the manager also comes and takes the order and marks the order in a token known as Kitchen Order Token (KOT). This token is been taken to the kitchen and the order is noted. From Table XVII it could be clearly concluded that Waiter service is been practiced in one of the three star hotels in Coimbatore and in both the T.T.D.C. hotels, where the waiter comes individually to each table and takes the order. In the other three star hotel in Trichy and in four star hotel in Coimbatore KOT system is being followed. The order is being placed by both KOT and waiters in the four and five star hotels in Trichy.

TABLE XVIII
TIME TO SERVE

Hotels	Time taken
III Star	
Coimbatore	5 minutes for South Indian dishes, 20 minutes for North Indian dishes
Coimbatore	Depends on menu
Trichy	20 minutes

Hotels	Time taken
IV Star	
Coimbatore	Depends on menu
Trichy	Depends on menu
V Star	
Trichy	Depends on menu
T.T.D.C.	10-15 minutes
Trichy	10-15 minutes
Coimbatore	

The number of customers attending a particular restaurant depend on the hospitality they receive, the time taken to serve etc., especially in a busy world like that of one existing today people might not like to waste a lot of their time. Hence people would like to visit only those restaurants which would not consume much of their time. From Table XVIII it could be clearly observed that in one of the three star hotels in Coimbatore, the time taken to service varies according to the type of dishes being served. They take about 5 minutes for South Indian dishes and about 20 minutes for North Indian dishes. Whereas the other three star hotel in Coimbatore and both the four star hotels and the five star hotel in Trichy, the time taken to serve depends on the type of menu being ordered. The three star hotel in Trichy takes about 20 minutes to serve. Both the T.T.D.C. hotels take 10-15 minutes to serve.

Appropriate serving equipments and table accompaniments:

The guiding principle for restaurant planning and designing is minimum of effort with maximum of efficiency. The equipments used for serving should facilitate rapid economic delivery to the guests. The right equipment must be of the right amount and at the right place. A meticulous systems approach must be used to ensure that all the pieces fit to form a unified whole (Jacob, 1989). The collected data reveals that all the eight hotels have appropriate serving equipments. It has also been found that in all the eight selected hotels, the table accompaniments placed include the cruet set, napkin holder, flower vase and menu cards. In addition to this cutleries, crockeries and ashtray were placed in the three and four star hotels in Trichy.

Menu display

Menu is a French word meaning "minute details as applied to the bill of fare" (Cesarani, 1994). Its objective is to present a list of dishes and courses offered in a restaurant. A menu could be displayed in a variety of ways by using menucards which is placed at all dining tables, by using detachable words on a blackboard or wooden board. Sometimes the waiters also display the menu by saying them orally. The collected data reveals that in all the eight hotels, menu card was used for menu display.

In food service establishments, menu card is used as a tool for merchandising food. The card serves as an introduction of the food to the public. Menu card eliminates the necessity of memorising all the dishes available in an establishment by a waiter. The menu card since it comes into intimate contact with guests serves as a "silent salesman" of restaurant. Thus in an attempt to find out if all the hotels had separate menu cards for room service and table service it could be clearly concluded from the data collected the three star hotel and the T.T.D.C. hotel in Trichy alone had same menu card for both room service and table service whereas all the other hotels had different menu cards.

Menu cards - changed during change in price, cover of water proof quality

Menu cards may be compared to a bridge linking the establishment to its customers. The card serves as an introduction of the food to the public. The prices in the menu card should be upto date. A card with old prices crossed out with new prices written next to it will not only look untidy but the customer might feel that the caterer had changed the prices on his own. Hence whenever there is a change in price the menu cards should also be changed. From the data collected it could be inferred that in all the eight hotels, the menu cards were changed whenever there was a change in price. The menu card should have an attractive cover to use it as a functional accessory. The material used for preparing a menu card should be of good quality. Materials such as paper, plastic sheets, cloth, silk, parchment and so on are used. The material used may depend upon the type of establishment, but irrespective of it, the

material used should be of water proof quality as the card has to be placed on the dining table. The data reveals the fact that in all the eight hotels the cover of the menu card was of water proof quality.

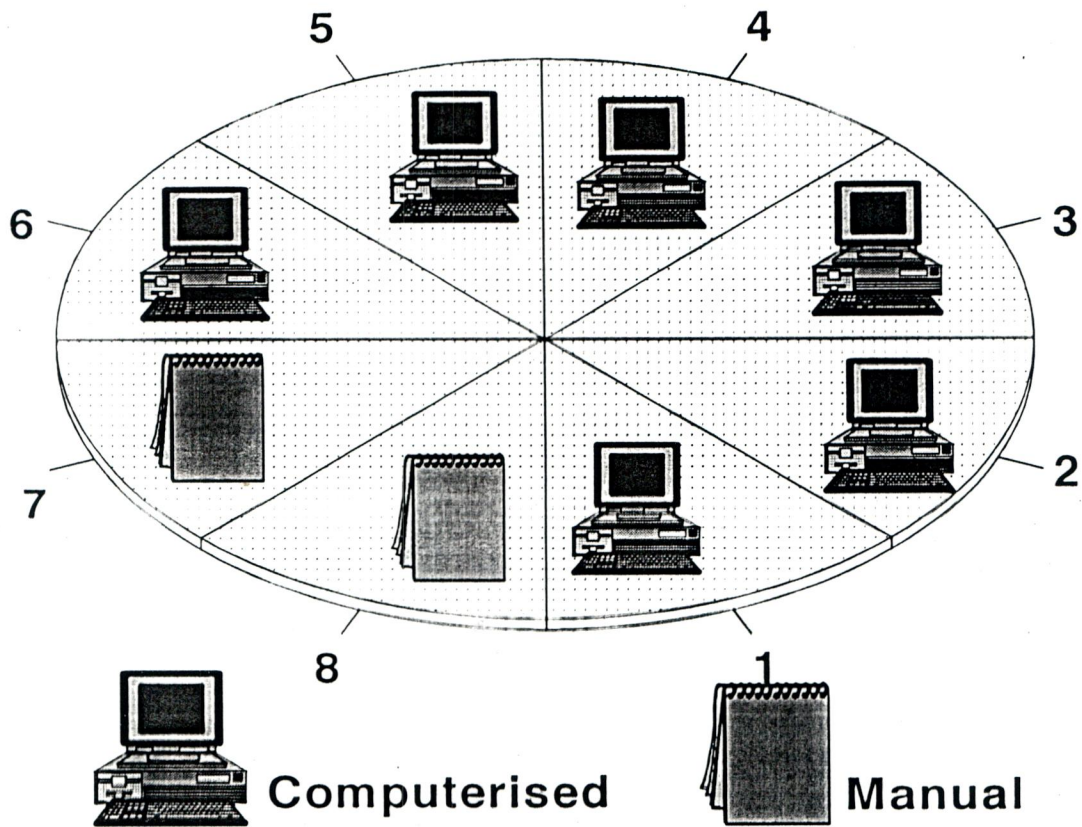
TABLE XIX
TYPES OF RESTAURANTS

Hotels	Restaurant
III Star	
Coimbatore	A.C. and Non-A.C.
Coimbatore	A.C.
Trichy	A.C.
IV Star	
Coimbatore	A.C. and Chinese
Trichy	A.C. and Lawn
V Star	
Trichy	A.C.
T.T.D.C.	
Trichy	Non-A.C.
Coimbatore	Non-A.C.

The type of restaurant varies from one hotel to that of the other. Table XIX clearly indicates, but for the T.T.D.C. hotels all the other hotels had an A.C. restaurant. The four star hotel in Coimbatore had a Chinese restaurant and the one in Trichy had Lawn - service in addition to the A.C. restaurant.

Billing

Computer may be regarded as "Electronic Filing Cabinets". Though computers are man-made, now-a-days these computers occupy majority of the manual work (Ursula Jones, 1986). Fig. 4 clearly indicates that the billing is computerised in all the three star, four star hotels and also in the five star hotel. But in the T.T.D.C. hotel manual billing is done.



**Pattern of billing in selected hotels
Fig.4**

- 1. *** Coimbatore
- 2. *** Coimbatore
- 3. *** Trichy
- 4. **** Coimbatore
- 5. **** Trichy
- 6. ***** Trichy
- 7. T.T.D.C. Coimbatore
- 8. T.T.D.C. Trichy

TABLE XX
NUMBER OF COVERS

Hotels	Number of covers
III Star	
Coimbatore	50-100
Coimbatore	0-50
Trichy	50-100
IV Star	
Coimbatore	50-100
Trichy	50-100
V Star	
Trichy	50-100
T.T.D.C.	
Trichy	0-50
Coimbatore	0-50

The profitability of a particular restaurant depends on the turnover of the total number of covers. It could be clearly inferred from Table XX that one three star hotel in Coimbatore and the two T.T.D.C. hotels had a total number of cover ranging between 0-50. In all the other hotels it was found that the number of covers ranged between 50-100.

TABLE XXI
MINIMUM NUMBER OF TABLES FOR A WAITER TO SERVE

Hotels	Tables
III Star	
Coimbatore	3
Coimbatore	3
Trichy	4
IV Star	
Coimbatore	3
Trichy	3
V Star	
Trichy	5
T.T.D.C.	
Trichy	2
Coimbatore	2

A survey carried out a few years ago revealed that waiting staff thought that expert serving techniques were the most important features of their work. The customer surveyed on the other hand indicated that what they valued most in a waiter was a smiling, agreeable welcoming blend of social qualities. This does not mean that techniques are not important since many guests appreciate a high level of practical skills and expect a fully professional service. This smiling and welcoming attitude of waiters could be maintained only if they are provided with minimum number of tables to serve.

Table XXI clearly indicates that in both three star hotels in Coimbatore and both the four star hotels, a waiter has to take care of a minimum of 3 tables. In the three star hotel in Trichy the waiters are in charge of 4 tables. As the star category increases the number of tables also increases. In the five star hotel, a waiter has to take incharge of 5 tables. Whereas in the T.T.D.C. hotel only 2 tables are looked after by each waiter. In the five star hotel, steps must be taken to reduce the number of tables, because as the number of table increases, the waiters responsibility also increases and if he is not able to render his service properly to all customers, then that might lead to customers dissatisfaction.

TABLE XXII

MAXIMUM TURNOVER DURING WHICH MEAL

Hotels	Turnover
III Star	
Coimbatore	Dinner and Lunch
Coimbatore	Dinner and Lunch
Trichy	Dinner and Lunch
IV Star	
Coimbatore	Dinner
Trichy	Dinner and Lunch
V Star	
Trichy	Dinner
T.T.D.C.	
Trichy	Lunch
Coimbatore	Lunch

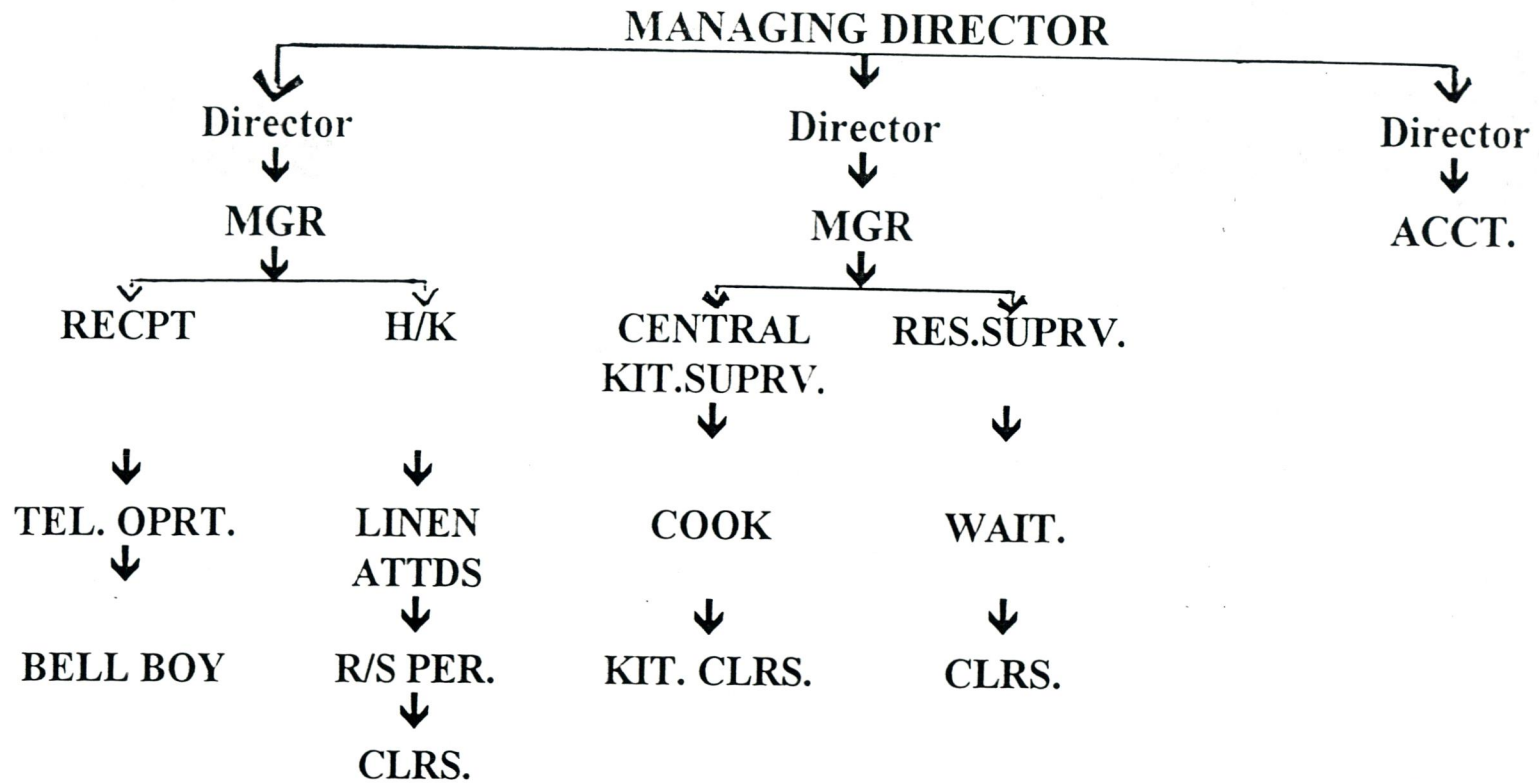
The maximum turnover of a restaurant depend on its location, quality of menu, service etc. It could be clearly observed from Table XXII that all the three star hotels and the four star hotel in Trichy have their maximum turnover during dinner and lunch. In the four star hotel in Coimbatore and the five star hotel in Trichy the dinner time has a maximum turnover. The T.T.D.C. hotels have a maximum turnover during lunch time.

E.ORGANISATION STRUCTURE

Organisation is a process of dividing and combining activities. The total work is divided into units and sub units of correlated activities and the divided activities are then linked together as an integrated whole. Organization is not only a mechanistic structure of duties, activities and relationships, but it is as well a human organisation consisting of diverse social groups. Human factor must be taken into consideration in building an organisation structure. The organisation structure must be designed both from mechanistic and humanistic points of view.

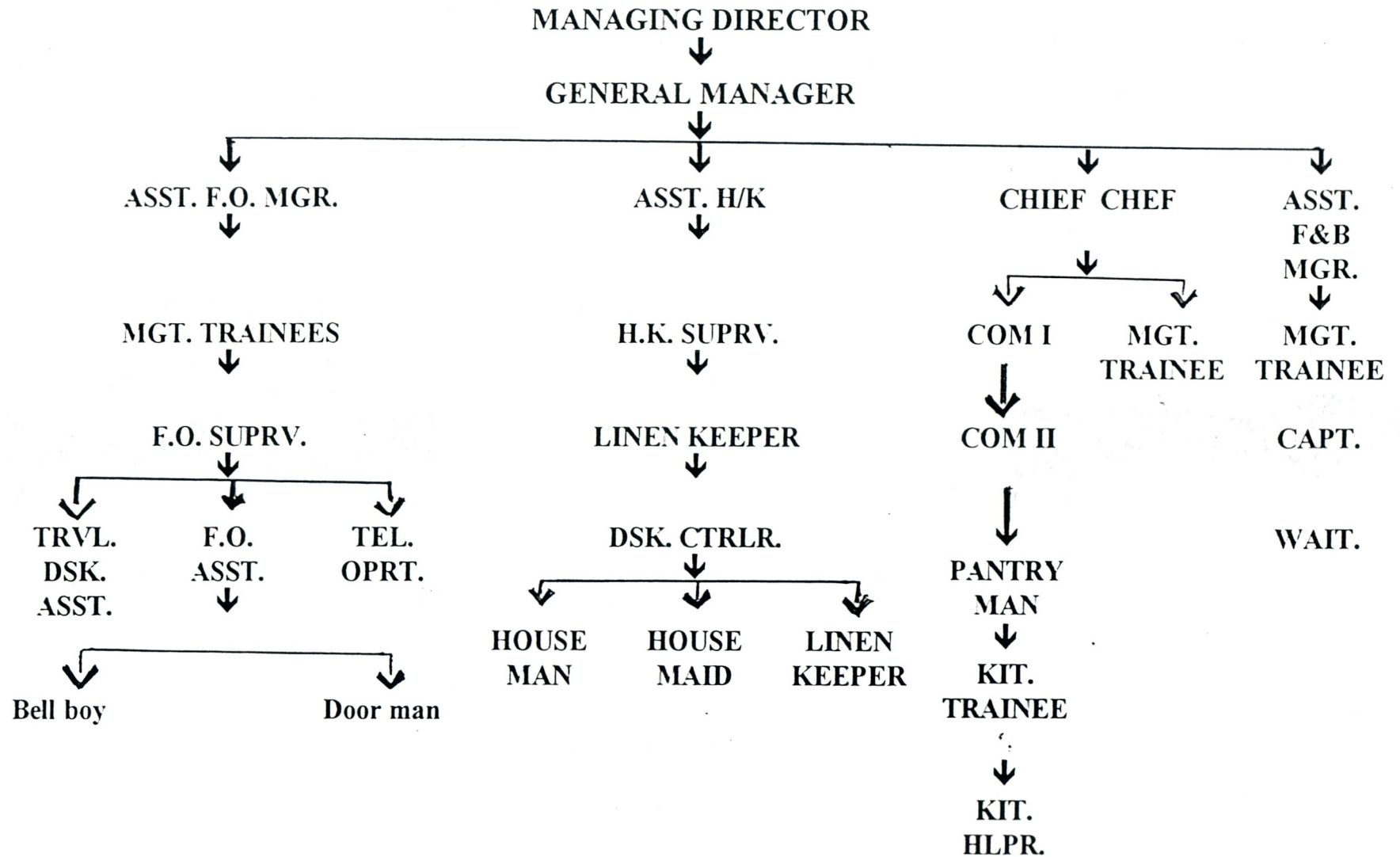
The organisation of all the selected hotels were intended to study. The organisation charts of the eight selected hotels are collected and their structures are discussed. The chart in Fig. 5 is the organisation chart for the three star hotel in Coimbatore. In this hotel the line of authority flows from the managing director to the director. The span of management under managing director is 3. From the directors the authority flows to manager, central kitchen and restaurant supervisor and to the accountant. The receptionist and the house keeper reports to the manager. The receptionist is in charge of the telephone operator and bell boy. The linen attendant, room service, personnel and cleaners report to the house keeper, cook and kitchen cleaners reports to the central kitchen supervisor whereas the restaurant supervisor is reported by waiters and cleaners.

The chart in Fig. 6 is the organisation chart for the other three star hotel in Coimbatore. Here the managing director is the top line authority being followed by the general manager. The span of management under general manager is 4 assistant front office manager, assistant house keeper, chief chef and assistant food and



ORGANISATION CHART - III STAR HOTEL IN COIMBATORE

Fig. 5



ORGANISATION CHART - III STAR HOTEL IN COIMBATORE

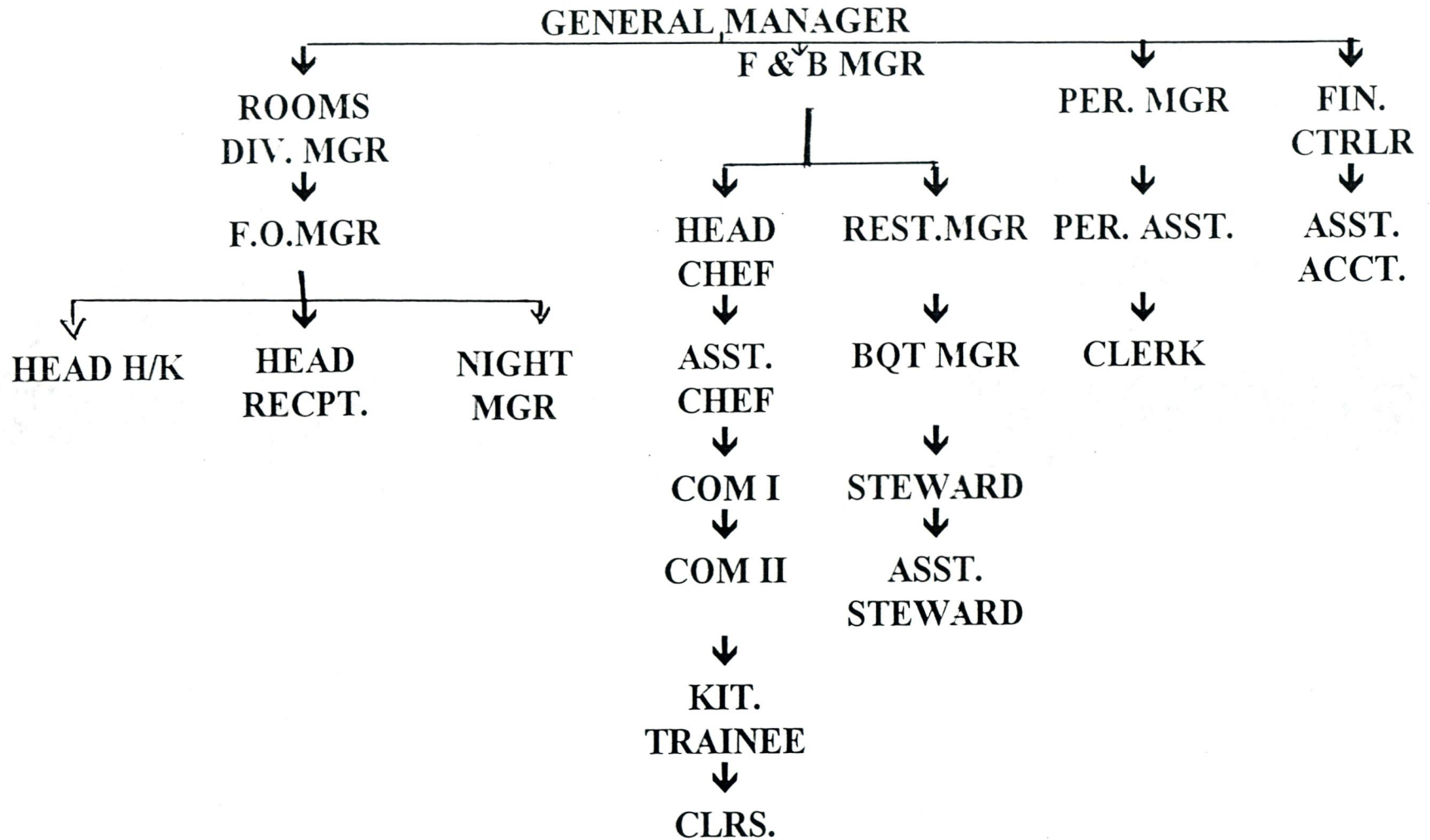
Fig. 6

beverage manager. The line of authority flows from Assistant front office manager to management trainees and then to front office supervisor who takes in charge of the travel desk assistant, front office assistant and telephone operator. The assistant house keeper is been reported by the house keeping supervisor who in turn is reported by the linen keeper and desk controller. The chief chef takes incharge of the commy I, II pantry man, kitchen and management trainees and kitchen helpers.

The chart in Fig. 7 is the organisation chart for the three star hotel in Trichy. The top line of management is the general manager. The span of management is 4 - room division manager, food and beverage manager, personnel manager and financial controller. Front office manager reports to the rooms division manager who in turn takes incharge of the head house keeper, head receptionist and night manager. The food and beverage manager delegates the work to the head chef and restaurant manager. The line of authority from the head chef flows to the assistant chef who in turn is been reported by commy I, II, kitchen trainee and cleaners. The banqueting manager reports to the restaurant manager who in turn takes incharge of the steward and assistant steward. The personnel manager is in charge of the personnel assistant and clerk and the finance controller, controls the assistant accountant.

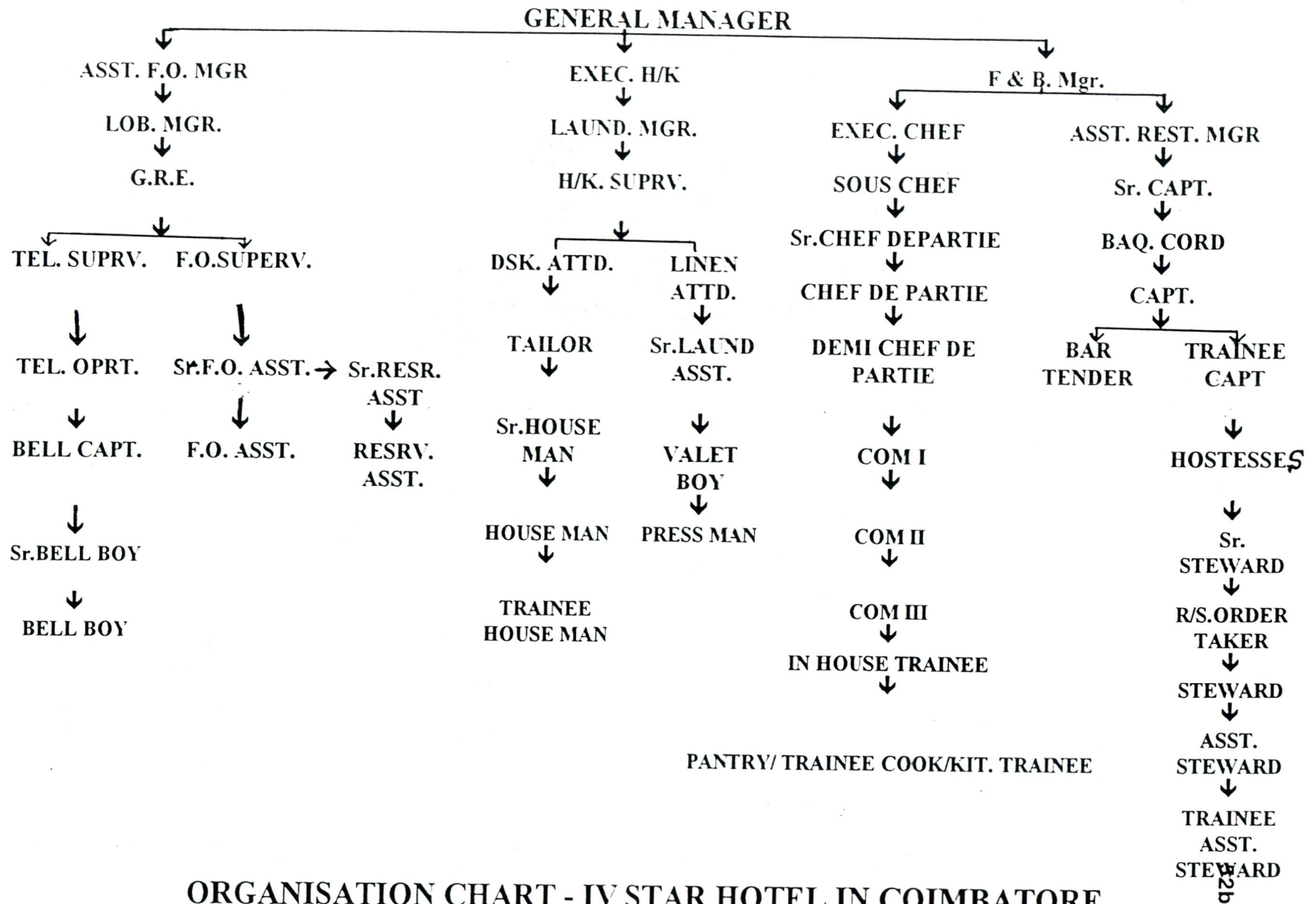
The chart in Fig 8 is the organisation chart for the four star hotel in Coimbatore. The top level of management is the General Manager. The second level of organisation is vested in the hands of assistant front office manager, executive house keeper and food and beverage manager.

The assistant front office manager is reported by the lobby manager and the guest relation executive who in turn takes in charge of the telephone supervisor and front office supervisor. The front office supervisor delegates the work to senior front office assistant and senior reservation assistant. The bell captain, bell boys, front office and reservation assistants reports to the senior front office assistant. The house keeping supervisor and laundry manager reports to the executive house keeper. The house keeping supervisor takes incharge of the desk attendant and linen attendant who in turn delegates the work to the tailor, houseman and laundry assistant, valet boy and



ORGANISATION CHART - III STAR HOTEL IN TRICHY

Fig. 7



ORGANISATION CHART - IV STAR HOTEL IN COIMBATORE

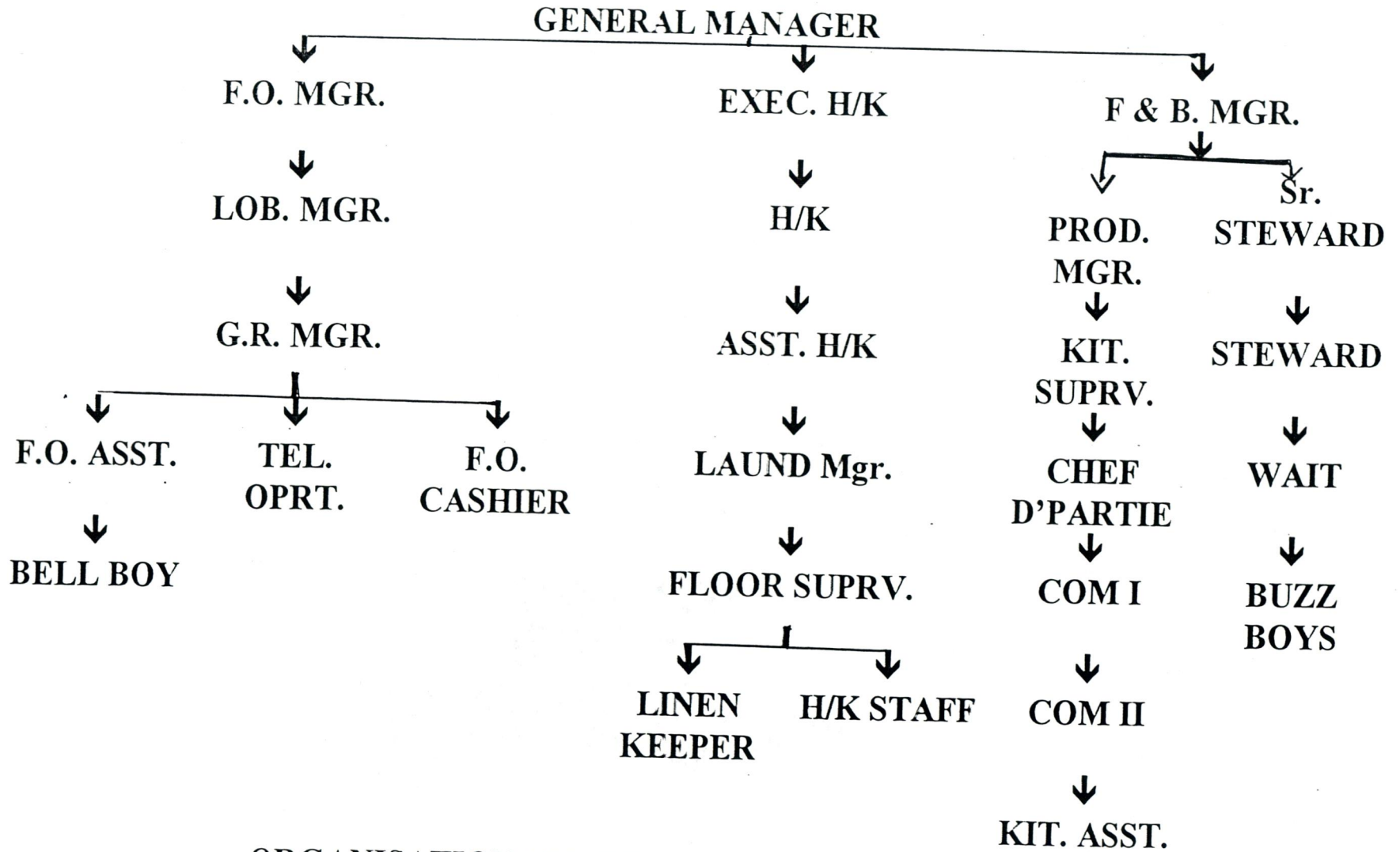
Fig. 8

pressman respectively. The food and beverage manager is responsible for executive chef and assistant restaurant manager. The executive chef delegates the work to the souschef, chef departies, commy - I, II, III and trainees, whereas the assistant restaurant manager delegates the work to the banqueting co-ordinator, and captains, who in turn takes in charge of the stewards, hostesses and trainees.

The chart in Fig. 9 is the organisation chart for the four star hotel in Trichy. Here General Manager is at the top level with a span of management equal to 3 - front office manager, executive house keeper, and food and beverage manager. The lobby manager and the guest relations manager reports to the front office manager. The guest relations manager take incharge of the front office assistant, telephone operator, front office cashier, and bell boy. The line of authority from the executive house keeper flows to the house keeper, to his assistant, then to the laundry manager and finally to the floor supervisor who is responsible for the linen keeper and house keeping staff. The food and beverage manager directs the production manager and the senior steward. The production manager delegates the kitchen supervisor who is followed by chef D' partie, Commy I, II and kitchen assistant. The senior steward is responsible for the steward, waiters and buzz boys.

The chart in Fig. 10 is the organisation chart for the five star hotel in Trichy. As the star category increases the structure of the organisation also increases, because the span of management under the General Manager who is the topmost level in management is 7 - executive chef, food and beverage manager, front office manager, executive house keeper, finance manager, personnel manager and chief engineer. The line of authority from the executive chef flows to the sous chef, then to the Commis, I, II, III kitchen helpers and finally to utility workers.

The front office manager is responsible for lobby executive, guest relations executive, marketing executive, receptionist, reservation personnel, telephone operator, bell desk, travel desk, their assistants and bell boys. The executive house keeper takes in charge of the desk, floor and linen supervisors who in turn is reported by house boy, linen assistant, washerman, pressman and gardeners. The food and

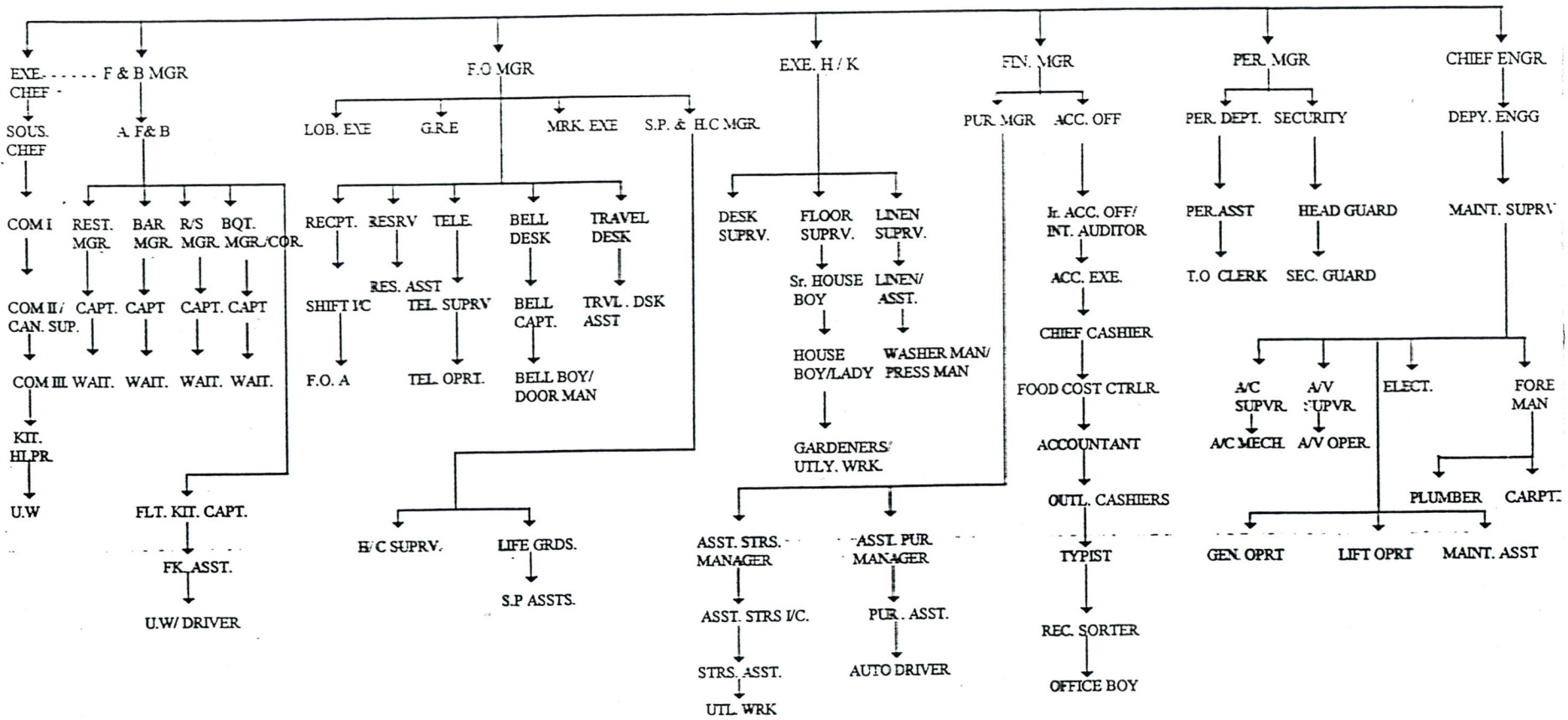


ORGANISATION CHART - IV STAR HOTEL IN TRICHY

Fig. 9

GENERAL MANAGER

PER.SEC TO G.M



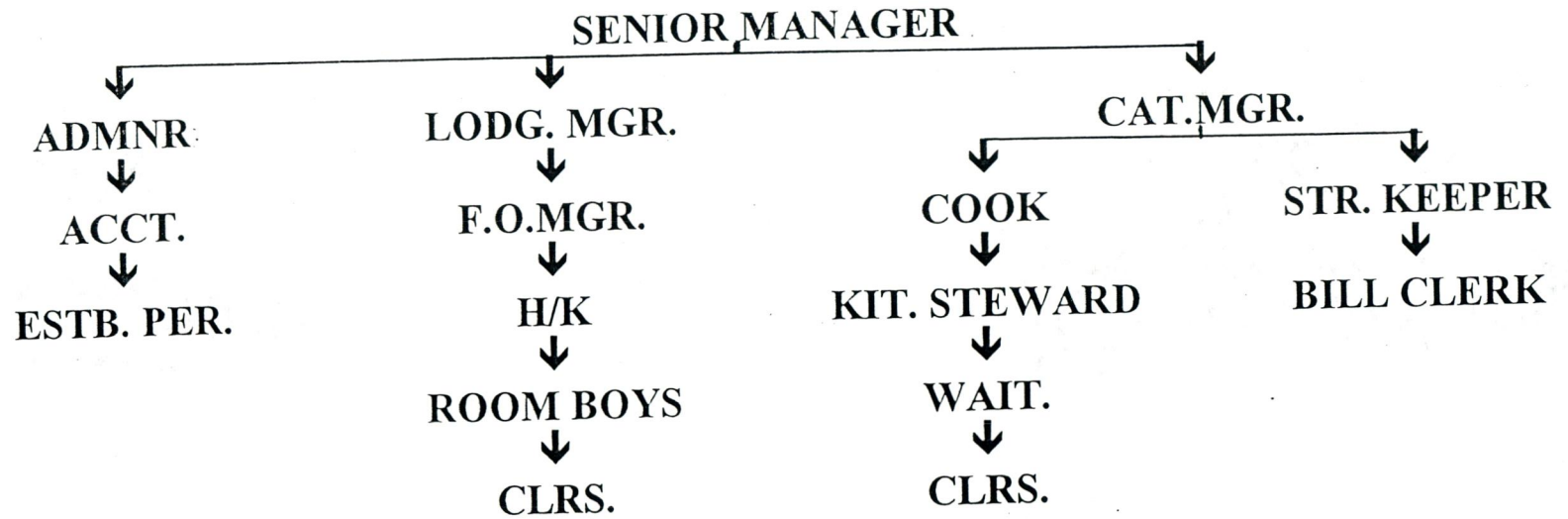
ORGANISATION CHART - V STAR HOTEL IN TRICHY

Fig. 10

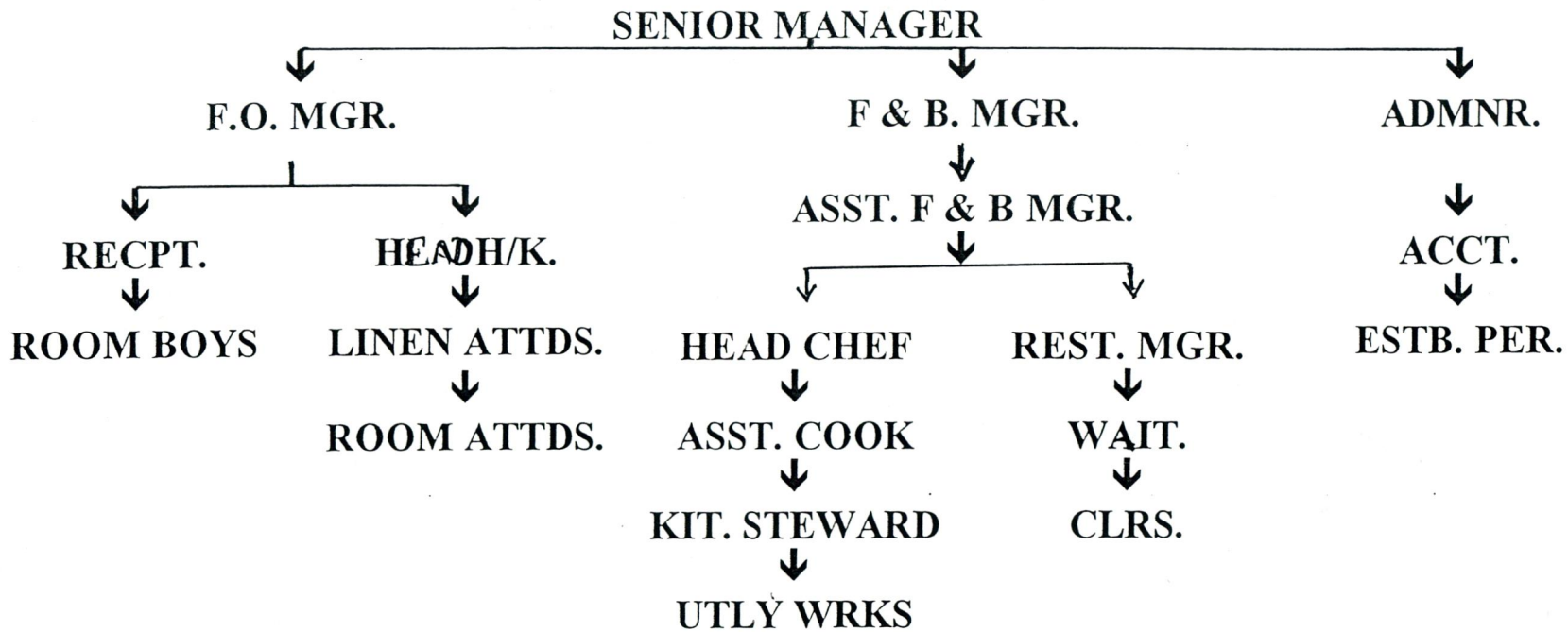
beverage manager delegates to his assistant who redelegates the restaurant, bar and banqueting managers who are reported by their respective captains and waiters. Most of the specialist work that would in a smaller hotel be undertaken by an outside specialist/consultant will in a hotel of this size be done internally. That is the reason why we have such a big organisation structure with specific persons like purchase manager, internal auditor, food cost controller, record sorter, assistant stores manager, auto driver, security, maintenance supervisor, electrician, foreman, plumber, carpenters, lift operator, general operator etc. Though they are specialists in their own field they have to report to the respective authority above them.

The chart in Fig. 11 is the organisation chart for the T.T.D.C. hotel in Coimbatore. The structure is very simple with senior manager at the top level and administrator, lodging manager and catering manager at the second level. The accountant and the establishment personnel reports to the administrator. The line of authority from the lodging manager flows to the front office manager, house keeper, room boys and cleaners. The catering manager delegates the work to the cook, kitchen steward, waiters, cleaners and storekeepers.

The chart in Fig 12 is the organisation chart. for the T.T.D.C. hotel in Trichy. The senior manager is at the top level with a span of management of 3 - Front office manager, food and beverage manager and administrator. The front office manager delegates the work to the receptionist and head house keeper who redelegates to the room boys and linen room attendants respectively. The food and beverage manager is been assisted by his assistant who controls the head chef and restaurant manager. The chef is been assisted by the assistant cook, kitchen steward and utility workers and the restaurant manager controls the waiter and cleaners. The line authority flows from the administrators to the accountant and establishment personnel.

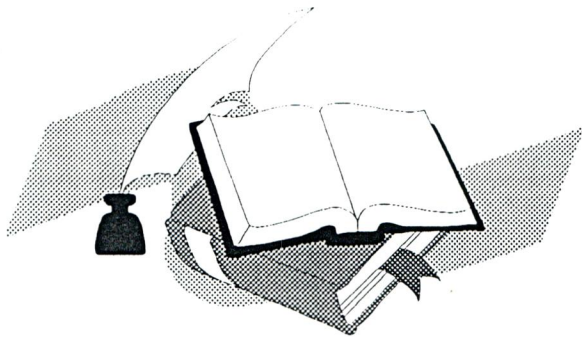


ORGANISATION CHART - T.T.D.C HOTEL IN COIMBATORE
Fig. 11



ORGANISATION CHART - T.T.D.C HOTEL IN TRICHY

Fig. 12



SUMMARY AND CONCLUSION

SUMMARY AND CONCLUSION

The term "Hotel" is of ancient origin but its use to mean offering accommodation and food service for travellers is very recent. It is said that hotel is a home away from home. In the operational stage the hotels need to maintain certain standards as per the star classification system. The organisation structure is necessary to function smoothly and to fulfill the objectives of a hotel business.

The thesis entitled "A Study on the Operation of Selected Star Hotels" was undertaken with the aim of studying the operational policies, organisational structures and to compare the above two, among the selected star hotels.

The area pertaining to the study are Trichirapalli and Coimbatore. The samples selected comprised of four hotels from each of the city. The tool selected for study is the "Interview schedule" which was conducted with the help of a questionnaire which covered four major departments of the hotel viz., Front Office Department, House Keeping Department, Food and Beverage Department and Restaurant.

The questionnaire was administered and the results obtained from the collected information have been summarised and concluded as follows:-

The total number of rooms and tariff rate increase as the star category increases.

The average turnover per day decreased as the star category increased.

Room reservation is made through telephone, telegram, travel agency, mail, in person and with referral from other hotels.

The reservation and check-in of guests are registered in the registers, charts, diaries and forms in majority of the hotels.

The arrival of guests are promptly reported to concerned departments and message slips are used to jot down message in guests' absence.

Room cards/key cards are provided to the guests in all the hotels except the T.T.D.C. hotel and the five star hotel in Trichy.

But for the four star hotel in Coimbatore, all the other hotels open a separate guest account. All the hotels accept for change of rooms when asked for.

Computers are used in all the hotels except the T.T.D.C. hotels to register the check in and check out of guests.

The minimum check out time is 12 hours in the four star hotel in Trichy and in other hotels it is 24 hours.

In the T.T.D.C. hotel, payment is done by cash and credit cards. In the other hotels payment is either through cash, credit and company payment or through cash, credit card and company payment.

When payment is made in terms of cash, 10 per cent discount is allowed in one of the three star hotels in Coimbatore and 5 per cent in both the T.T.D.C. hotels. Ten per cent rebate is allowed for company payment in all the three star hotels and in the five star hotels.

Bedroom linens are changed every day and after every check out.

The main accessories placed in a guest room in the selected hotels include soap, shampoo, oil, towel, talcum powder, paste and brush.

Extra beddings like additional pillows, blankets and bed spreads are provided in all hotels but for the four star hotels in Coimbatore. About 25 per cent is charged by all the three star hotel, 22 per cent by the four star hotel in Trichy, 10 per cent by the five star hotel, 20 per cent by T.T.D.C. hotel Trichy and 50 per cent by T.T.D.C. hotel in Coimbatore.

The number of personnel in each shift ranged from 1 to 3.

All the eight selected hotels provided laundry facilities. The four star hotel in Coimbatore and the five star hotel in Trichy takes about 8 hours to return the clothes. One of the three star hotel in Coimbatore and the four star hotel in Trichy

takes about 12 hours and the T.T.D.C. hotel in Trichy takes about 16 hours whereas the T.T.D.C. hotel in Coimbatore takes a day to return the clothes.

The laundry charges are collected either by the front office or the house keeping department.

The yield test was conducted in all the hotels except the five star hotels.

With reference to the invitation of quotations the four star hotel in Trichy alone did not invite any tenders. With regards to sending purchase specification the T.T.D.C. hotel in Trichy did not give due importance.

Negotiated method of buying is followed in the three star hotel, four star hotel in Coimbatore and in the five star hotel at Trichy. Formal competitive bid-buying was followed in the three star hotel, four star hotel and T.T.D.C. hotel at Trichy. the T.T.D.C. hotel at Coimbatore followed three different methods of buying viz., formal competitive bid buying, open market buying and standing order method.

Convenience foods were not used by the three and four star hotels in Trichy whereas all the other hotels bought convenience foods.

The four star hotel in Trichy alone did not have any separate receiving area.

The store keeper is responsible for receiving in the seven hotels out of the eight selected hotels. In one of the three star hotel in Coimbatore purchase officer is only responsible.

Invoice receiving method was followed in all the hotels but for the T.T.D.C. hotel at Coimbatore which followed the partially blind receiving method.

In all the eight selected hotels the staff responsible for receiving check for purchase specifications along with food standards.

All the hotels had separate area for dry and cold storage. All the hotels maintained records and inventories. The T.T.D.C. hotel and the four star hotel in

Coimbatore maintained perpetual inventory whereas all the other hotels maintained physical inventory.

One of the three star hotel in Coimbatore alone used different coloured slips in the receiving area. Each colour indicating different departments.

One of the three star hotel and four star hotel in Coimbatore alone does not maintain separate records but all the other firms have separate records for the foods kept outside the stores.

Stock-taking is done on weekly basis in the three star hotel and four star hotel in Coimbatore and the T.T.D.C. hotel in Trichy. It is done on fortnightly basis in the three star hotel in Trichy and T.T.D.C. hotel in Coimbatore. The monthly stock-taking is done in one of the three star hotel in Coimbatore, in the four star hotel in Trichy and Coimbatore and in the five star hotel.

All the eight selected hotels had adequate storage space for storing all ingredients and to control the pest, an outside 'pest control agency' works on a contract basis in all the hotels.

Issuing of ingredients is based on FIFO - 'FIRST IN FIRST OUT' procedure in all the eight hotels.

The stock turnover rate is 0-50 per cent in three star hotel and T.T.D.C. hotel in Trichy and in one of the three star hotel and four star hotel in Coimbatore. It is 50-100 per cent in the other three star hotel and T.T.D.C. hotel at Coimbatore and in the five star hotel.

The three star hotels in Trichy and Coimbatore and the four star hotel in Coimbatore provided À la carte and Table d' hote menus. The four star hotel and the five star hotel in Trichy provided À la carte, Table d' hote and cart' du' jour menus. The T.T.D.C. hotel in Trichy provided Table d hote and À la carte and the one in Coimbatore provided À la carte menu only. All the hotels had their own recipe files.

The trial and error method of standardization was followed by the three star hotels in Trichy and Coimbatore and the five star hotel in Trichy. The T.T.D.C.

hotel in Trichy followed the percentage method and the one in Coimbatore followed the factor method. The four star hotel in Coimbatore followed all the 4 methods of standardisation viz., percentage method, factor method, trial and error method and adopting homesize recipes.

All the eight hotels followed the method of volume forecasting to lessen the problem of leftovers.

The eight hotels had a control over the portion size, had appropriate service equipments, and production schedule for their workers.

L.P.G. was used in all the hotels along with other fuels. Steam was used in the three star hotels at Coimbatore and four star hotel in Trichy. Wood was used in the four star hotel in Trichy and T.T.D.C. hotel in Coimbatore.

Conventional food service system was followed in all the hotels. Along with this commissary system was followed in one of the three star hotel in Coimbatore.

The customer turnover mostly ranged between 100-200. All types of customers like foreign tourists, domestic tourists, local residents and businessmen patronized.

In the three star hotels and the four star hotel in Coimbatore order placement is through KOT. In the four and five star hotels in Trichy orders are placed through waiters and KOT. In T.T.D.C. hotels, waiters only take the order.

The time taken to serve depends on the type of menu ordered in majority of the hotels. In T.T.D.C. hotels it take about 10-15 minutes for service. Menus are displayed by the use of menu cards, detachable writings, on black board by waiters. Only in the three star hotel and T.T.D.C. hotel in Trichy same menu cards were used for room service and table service. The material used for making menu cards were of water proof quality.

All the hotels had A.C. restaurants but for the T.T.D.C. hotel which had only a non A.C. restaurant. The four star hotel in Coimbatore had a Chinese restaurant and the one in Trichy had lawn service.

Manual billing is done only in T.T.D.C. hotels, whereas in all other hotels computerised billing is done.

One of the three star hotel in Coimbatore and both the T.T.D.C. hotels had a total of 50 covers whereas the other hotels had a total of 100 covers.

The minimum number of tables for a waiter to serve is 3 in the three star hotels in Coimbatore and in both the four star hotels. In the five star hotel it is 5 and in the T.T.D.C. hotel only 2 tables are under a waiter.

In all the three star hotels and the four star hotel in Trichy maximum turnover was during dinner and lunch. Dinner time had the maximum turnover in the four star hotel in Coimbatore and the five star hotel. In the T.T.D.C. hotel lunch time had the maximum turnover.

As the star category increased the organisation structure expanded and the span of management also increased. Most of the specialised work that would in a smaller hotel be undertaken by an outside specialist consultant will be done internally as the star category increased.

SUGGESTIONS AND RECOMMENDATIONS

Room card/key cards should be provided in the four star hotels and five star hotels in Trichy for customer safety.

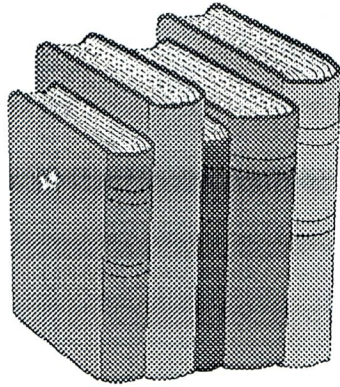
Discount should be allowed on cash payment in the star hotels as the discount amount will motivate the customers to pay in terms of cash.

The five star hotel must take steps to conduct "Yield Test" before setting out purchasing policy since this was not observed in the five star hotel alone.

The three star hotel and four star hotel in Trichy must turn their attention towards the purchase of "Convenience foods" as these foods will help to save time and are easy to store.

With regards to issuing, use of different coloured slips must be brought into action in all the other hotels but for the three star hotel in Coimbatore. The use of these slips will help to prevent the confusion that might arise during issuing.

The four star hotel in Trichy must make it a point to invite quotations because the use of quotation will help the person in charge of buying to compare the quality and cost that exist between the various sellers.



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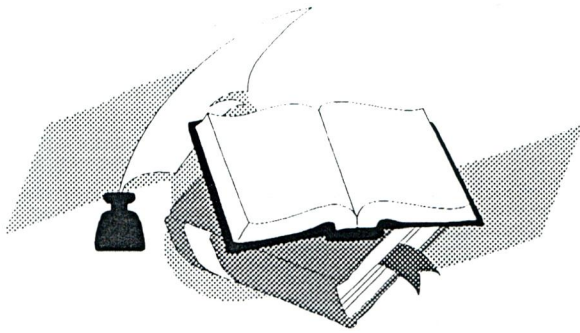
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APPENDICES

APPENDIX I

AVINASHILINGAM DEEMED UNIVERSITY, COIMBATROE QUESTIONNAIRE TO STUDY THE OPERATION OF SELECTED HOTELS

FRONT OFFICE :

1. State the total number of rooms in your hotel.
2. List the category of rooms with tariff.
3. What's the average turnover per day?
4. Do you allow room reservation facility?
Yes/No.
5. What is the mode of reservation?
 - a) Telephone
 - b) Telegram
 - c) Through travel agents
 - d) By mail
 - e) In person
 - f) Referrals from other hotels.
6. Where do you enter the reservations?
 - a) Reservation form
 - b) Reservation card
 - c) Reservation Dairy
 - d) Reservation Chart
 - e) Reservation Register
7. How do you register the check in of guests?
 - a) Guest registration form
 - b) Guest registration card
 - c) Guest registration Register
 - d) Guest registration chart
8. Do you have a Separate Guest Registration form for foreigners.
Yes/No.
9. Do you provide room cards or key cards to your inmates?
Yes/No.
10. Do you inform the arrival of a guest to concerned departments such as house keeping, Telephone operating board?
Yes/No.
11. Do you have a message slip to note down messages if the inmates goes out?

Yes/No.

12. Do you open a separate guest account on their registration?
Yes/No.
13. Do you permit change of rooms if guests ask for?
Yes/No.
14. Do you have a computer to reduce Clerical errors during check-in and check out?
Yes/No.
15. What is the normal check out time you allow?
16. What is the mode of payment?
 - a) Cash
 - b) Credit
 - c) Credit Cards
 - d) Company Payment
17. Do you allow any discount on cash payment?
Yes/No.
18. If yes please indicate the percentage of discount
19. What is the allowance rebate for company payment?

HOUSE KEEPING DEPARTMENT

1. Do you change the linen everyday?
Yes/No.
2. Do you change the linen after every check out?
Yes/No.
3. Please indicate the accessories you place in a guest's room after cleaning.
4. Do you provide extra beddings for the guest if they need?
Yes/No.
5. Give a Tick mark on the extra beddings you provide.
 - a) Pillow
 - b) Bed
 - c) Blanket
 - d) Any others
6. If you provide so do you charge them for the extra beddings?
Yes/No.
7. What is the percentage of the charge for extra beddings in room rent?
8. In how many shifts do the personnel work?

- a) 2 b) 3
- c) 4

9. How many personnel are incharge of each floor in each shift?
10. Do you provide laundry facilities to your guests?
Yes/No.
11. What is the time taken by you to return the laundry clothes?
12. Which department is incharge of collecting the laundry amount/charge?
 - a) Housekeeping department:
 - b) Front office department:
 - c) Any other department :
(Please indicate) :

FOOD AND BEVERAGE DEPARTMENT

I. PURCHASING :

1. Do you conduct a yield test in case of food items before setting out purchasing policy?
Yes/No.
2. Do you invite Quotation sheets from the seller?
Yes/No.
3. Do you send purchase specifications before inviting quotation sheets?
Yes/No.
4. Indicate the methods of buying you follow:
 - a) Blank cheque method
 - b) Open market buying
 - c) Formal competitive bid-buying
 - d) Negotiated buying
 - e) Future contract method
 - f) Standing order method
 - g) Buy and Hold method
5. Do you purchase convenience/built in foods?
Yes/No.

II. RECEIVING

1. Do you have a separate receiving area?
Yes/No.
2. Who is incharge of receiving?
 - a) Purchase officer
 - b) Food and beverage Manager
 - c) Store Keeper
 - d) Any other personPlease Indicate :
3. Do you check for the quality and quantity of goods at the time of receiving.
Yes/No.
4. Which of the following receiving methods you follow?
 - a) Blind receiving method
 - b) Invoice receiving method
 - c) Partially blind receiving method
 - d) Any other methodPlease Indicate :
5. Does the staff responsible for receiving check for purchase specifications along with food standards.
Yes/No.

III. STORING AND ISSUING

1. Do you have separate provisions for dry and cold storage?
Yes/No.
2. Do you maintain stock records and inventories.
Yes/No.
3. If yes which of the following inventories do you maintain?
 - a) Physical/Periodical inventory
 - b) Perpetual inventory
4. Do you receive requisition slips/notes from concerned departments for issue of required items?
Yes/No.
5. If you receive so do you have different colored requisition slips from different departments?
Yes/No.
6. If yes please indicate the colors.

7. Do you maintain a separate record for the foods kept outside the store (if any)
Yes/No.
8. Indicate the frequency of stock-taking
 - a) Weekly
 - b) Fortnightly
 - c) Monthly
 - d) Half-yearly
 - e) Yearly
9. Do you have adequate storage space for storing all ingredients
Yes/No.
10. What are the methods you take to control rodents and pests?
11. Do you follow fifo procedure?
Yes/No.
12. What is the rate of stock turnover?
13. Do you maintain maximum and minimum stock levels?
Yes/No.

IV. FOOD PRODUCTION

1. What type of menu do you provide?
 - a) À la carte menu
 - b) Table d' hotel menu
 - c) Cart' du' jour
 - d) Cycle menu
2. Do you maintain a recipe file?
Yes/No.
3. Do you follow standardised recipes?
Yes/No.
4. Indicate the method you adopt to standardise the recipes.
 - a) Trial and Error method
 - b) Factor method
 - c) Percentage method
 - d) Adapting Home size recipes.
5. Do you follow the system of volume forecasting or production planning?
Yes/No.
6. Do you go through the previous sales histories and use them for volume forecasting?

Yes/No.

7. Do you have a production schedule to be followed by your workers.
Yes/No.
8. Do you have a control over the portion size.
Yes/No.
9. Do you use equipments for portion control?
Yes/No.
10. If the staff familiar with portion size of various items?
Yes/No.
11. Do you have the problem of leftovers?
Yes/No.
12. If yes how do you utilise the left overs?
 - a) Incorporate in next meal.
 - b) Freeze them and utilise later
 - c) Donate the left overs to non-commercial institutions.
 - d) OthersIf any please indicate
13. What type of fuel do you use?
 - a) L.P.G. b) Kerosene
 - c) Steam d) Wood
 - e) Any other please indicate:
14. What type of Food Service System do you follow?
 - a) Conventional system
 - b) Commissary system
 - c) Ready-prepared system
 - d) Assembly line service system

RESTAURANT

1. The average customer turnover per day is
 - a) 100-200 b) 200-300
 - c) 300-400 d) 400-500
2. What type of customers are you catering to?
 - a) Foreign Tourists
 - b) Domestic Tourists
 - c) Local residents
 - d) Businessmen
 - e) OthersPlease indicate :

3. How is the order placed?
 - a) Through Waiter
 - b) Through KOT
4. What is the time you take to serve?
5. Do you have appropriate serving equipments?
Yes/No.
6. What are the table accompaniments you place?
 - a) Cruet set
 - b) Napkin holder
 - c) Flower vase
 - d) Menu card
 - e) Any otherPlease indicate :
7. How is a menu displayed in your restaurant?
 - a) By menu cards
 - b) By boards
 - c) By Detachable Words
 - d) By Waiters
8. Do you have different menucards for Room service and Table Service?
Yes/No.
9. Do you change the menu cards whenever there is a change in price?
Yes/No.
10. Is the cover of your menu card of Water proof quality?
Yes/No.
11. What are all the types of restaurants you have?
 - a) Non-A.C.
 - b) A.C
 - c) Drive in
 - d) Drive through
12. How's the billing done?
 - a) Computerised billing
 - b) Manual billing
13. How many covers do you have?
14. Indicate the minimum number of tables a waiter has to serve simultaneously.
15. In which meal does your restaurant have maximum turnover?
 - a) Early morning
 - b) Break fast
 - c) Lunch time
 - d) Tea time
 - e) Dinner

APPENDIX II
DEPARTMENT OF TOURISM
CRITERIA FOR CLASSIFICATION OF HOTELS

(*) One Star Category :

General Features :

The general construction of the building should be good and the locality and environs including immediate approach should be suitable. The hotel should have at least 10 lettable bed rooms of which at least 25% should have attached bath rooms with a bath room for every 4 of the remaining rooms. At least 25% of the bath rooms should have western style WC's. All bath rooms should have modern sanitation and running cold water with adequate supply of hot water, soap and toilet paper. The rooms should be properly ventilated and should have clean and comfortable bed and furniture.

Facilities :

There should be a reception counter with a telephone and a telephone for the use of guests and visitors. There should be a clean and moderately well equipped dining room/restaurant serving clean wholesome food, and there should be a clean, well equipped kitchen and pantry.

Services :

There should be experienced, courteous and efficient staff in smart and clean uniforms and the senior staff coming in contact with guests should possess a working knowledge of English. Housekeeping at the hotel should be of a good standard and clean and good quality linen, blankets, towels etc. should be supplied. Similarly crockery, cutlery and glassware should be of good quality.

() TWO STAR CATEGORY :**

General Features :

The building should be well constructed and the locality and environs including the approach should be suitable for a good hotel. The hotel should have at least 10 lettable bed rooms of which at least 75% should have attached bath rooms with

showers with a bath room for every 4 of the remaining rooms and should be with modern sanitation and running cold water with an adequate supply of hot water, soap and toilet paper. 25% of the room should be air-conditioned (except in hill stations where there should be eating arrangements in all the rooms), and all rooms must be properly ventilated, clean and comfortable with all the necessary items of furniture. There should be a well furnished lounge.

Facilities :

There should be a reception counter with a telephone. There should be a telephone or call bell in each room and there should be a telephone on each floor unless each room has a separate telephone. There should be a well maintained and well equipped dining room/restaurant, serving good and clean wholesome food, and a clean, hygienic and well equipped kitchen and pantry.

Service :

There should be experienced, courteous and efficient staff in smart and clean uniforms. The Supervisory staff coming in contact with guests should understand English. There should be provision for laundry and dry cleaning services. House keeping at the hotel should be of a good standard and clean and good quality linen, blankets, towels etc. should be provided. Similarly crockery, cutlery and glassware should be of a good quality.

(*) THREE STAR CATEGORY :**

General features :

The architectural features and general construction of the building should be of a very good standard and the locality including the immediate approach and environs should be suitable for a very good hotel, and there should be adequate parking facilities for cars. The hotel should have at least 20 lettable bed rooms, all with attached bath rooms with bath tubs and/or showers and should be modern in design and equipped with fittings of a good standard, with hot and cold running water. At least 50 percent of the rooms should be air-conditioned (except in hill stations where there should be heating arrangements in all the bed rooms, dining rooms, restaurants and lounge) and the furniture and furnishings such as carpets, curtains etc., should be

of a very good standard and design. There should be adequate number of lifts in buildings with more than two storeys including the ground floor. There should be a well appointed lounge and separate ladies and gentlemen's cloak rooms equipped with fittings of a good standard.

Facilities :

There should be a reception and information counter attended by qualified and experienced staff, and a bookstall, recognised travel agency, money changing and safe deposit facilities on the premises. There should be a telephone in each room (except in seasonal hotels where there should be a call bell in each room and a telephone on each floor for the use of hotel guests) and a telephone for the use of guests and visitors to the hotel. There should be a well equipped and well maintained air-conditioned dining room/restaurant and wherever permissible by law there should be a bar/permit room. The kitchen, pantry and cold storage should be clean and organised for orderliness and efficiency.

Services :

The hotel should offer good quality cuisine Indian as well as continental, and the food and beverage service should be of a good standard. There should be qualified trained, experienced, efficient and courteous staff coming in contact with the guests should understand English, and the senior staff should possess a good knowledge of English. There should be provision for laundry and dry-cleaning service. Housekeeping at the hotel should be of a very good standard and there should be adequate supply of linen, blankets, towels etc. of good quality. Similarly, cutlery, crockery, glassware should be of a good quality. Each bed room should be provided with a vacuum jug/thermos flask with cold, boiled drinking water. The hotel should provide orchestra and ball room facilities, and should attempt to present specially choreographed Indian cabaret.

(**) FOUR STAR CATEGORY :**

General Features :

The facade, architectural features and general construction of the building should be distinctive and the locality including the immediate approach and the

environs should be suitable for a hotel of this category. There should be adequate parking facilities for cars. The hotel should have atleast 23 lettable bed rooms, all with attached bathrooms. At least 50% of the bathrooms must have long baths or the most modern shower chambers, with 24 hours service of hot and cold running water. All public rooms and private rooms should be fully air-conditioned (except in hill stations where there should be heating arrangements) and should be well furnished with carpets, curtains, furniture, fittings, etc. in good taste. It would be advisable to employ the services of professionally qualified and experienced interior designers of repute for this purpose. There should be an adequate number of efficient lifts in buildings of more than 2 storeys including the ground floor. There should be a well appointed lobby and ladies and gentlemen's cloak room equipped with fittings of a standard befitting a hotel of this category.

Facilities :

There should be a reception, cash and information counter attended by trained and experienced personnel. There should be a special room for conference/banquet purposes. There should be a bookstall, recognised travel agency, money changing and safe deposit facilities and a left luggage room on the premises. There should be a telephone in each room and telephone for the use of guests and visitors and provision for a radio or relayed music in each room. There should be well equipped, well furnished and well maintained dining room/restaurant on the premises, and wherever permissible by law, there should be an elegant, well equipped bar/permit room. The kitchen pantry and cold storage should be professionally designed to ensure of operation and should be well equipped.

Services :

The hotel should offer both international and Indian cuisine and the food and beverage services should be of the highest standards. There should be professionally qualified, highly trained, experienced, efficient and courteous staff in smart, clean uniforms, and the staff coming in contact with guests should understand English. The supervisory and senior staff should possess a good knowledge of English. It will be desirable for some of the staff to have a knowledge of foreign languages and staff knowing at least one continental language should be rotated on duty at all times.

There should be 24 hours service for reception information and telephones. There should be provision for reliable laundry and dry-cleaning services. House keeping at the hotel should be of the highest possible standard and there should be a plentiful supply of all linens, blankets, towels etc. which should be of the highest quality available. Similarly, the crockery, cutlery and glassware should be of the best quality available. Each bedroom should be provided with a vacuum jug/thermos flask with ice cold, boiled drinking water except where centrally chilled purified drinking water is provided. There should be a special restaurant/dining room where facilities for dancing and an orchestra are provided.

(***) FIVE STAR CATEGORY :**

General Features :

The facade, architectural features and general construction of the building should have the distinctive qualities of a luxury hotel of this category. The locality including the immediate approach and environs should be suitable for a luxury hotel of this category and there should be adequate parking space for cars. The hotels should have at least 25 lettable bedrooms all with well appointed, attached, bathrooms with long baths or the most modern shower chambers, with 24 hours service of hot and cold running water. All public rooms and private rooms should be fully air-conditioned (except in hill stations where there should be heating arrangements) and should be well appointed with superior quality carpets, curtains, furniture, fittings, etc. in good taste. It would be advisable to employ the services of professionally and experienced interior designers of repute for this purpose. There should be an adequate number of efficient lifts in buildings of more than 2 storeys including the ground floor, with 24 hours service. There should be a well designed and properly equipped swimming pool (except in hill stations). There should be a well appointed lobby and ladies and gentlemen's cloak rooms equipped with fittings and furniture of highest standard.

Facilities :

There should be a reception, cash and information counter attended by highly qualified, trained and experienced personnel, and conference facilities in the form of one each or more of conference rooms/banquet halls and private dining rooms. There

should be a bookstall, beauty parlour, barber shop, recognised travel agency, money changing and safe deposit facilities, left luggage room, florist and a shop for toilet requisites and medicines, on the premises. There should be a telephone in each room and telephone for the use of guests and visitors and provision for a radio or relayed music in each room. There should be a well equipped, well furnished and well maintained dining room/restaurant on the premises, and wherever permissible by law, there should be an elegant, well equipped bar/permit room. The kitchen pantry and cold storage should be professionally designed to ensure efficiency of operation and should be well equipped.

Services :

The hotel should offer both international and Indian cuisine and the food and beverage service should be of the highest standards. There should be professionally qualified highly trained experienced, efficient and courteous staff in smart, clean uniforms, and the staff coming in contact with guests should understand English. The supervisory and senior staff should possess a good knowledge of English. It will be desirable for some of the staff to have a knowledge of foreign languages and staff knowing atleast one continental language should be rotated on duty at all times. There should be 24 hours service for reception, information and telephones. There should be provision for reliable laundry and dry-cleaning services. House keeping at the hotel should be of the highest possible standard and there should be a plentiful supply of all linens, blankets, towels, etc. which should be of the highest quality available. Similarly, the crockery, cutlery and glassware should be of the best quality available. Each bed room should be provided with a vacuum jug/thermos flask with ice cold, boiled drinking water except where centrally chilled purified drinking water is provided. There should be a special restaurant/dining room where facilities for dancing and an orchestra are provided.

APPENDIX -III

ABBREVIATION USED IN THE ORGANISATION CHARTS

ACCT-ACCOUNTANT
ADMNR-ADMINISTRATOR
ASST-ASSISTANT
ATTD.-ATTENDENT
BQT-BANQUETING
CLRS-CLEANERS
COM-COMMY
CORD-COORDINATOR
CTRLR-CONTROLLER
DSK-DESK
ENGR-ENGINEER
ESTB-ESTABLISHMENT
EXEC.-EXECUTIVE
F&B - FOOD AND BEVERAGE
F.O.-FRONT OFFICE
FIN-FINANCE
GRE-GUEST RELATIONS EXECUTIVE
H/K-HOUSE KEEPER
HLPR-HELPER
KIT-KITCHEN
LAUND-LAUNDRY
LOB-LOBBY
LODG-LODGING
MAINT-MAINTENANCE
MGR - MANAGER
MGT-MANAGEMENT
PER-PERSONNEL
R/S-ROOM SERVICE
RECPT-RECEPTIONIST
RESRV - RESERVATION
ROOM DIV.- ROOMS DIVISION
Sr.-SENIOR
STR-STORE
SUPRV-SUPERVISOR
TEL.OPRT- TELEPHONE OPERATOR
TRVL.-TRAVEL
UTLY-UTILITY
WAIT-WAITER
WRK-WORKER