

GOVERNMENT OF INDIA
MINISTRY OF TRANSPORT



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REPORT

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ON

THE ESTABLISHMENT OF A HOTEL TRAINING CENTRE IN INDIA

December 1956

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S U B J E C T
PROPOSED ESTABLISHMENT OF A
HOTEL TRAINING CENTRE IN INDIA

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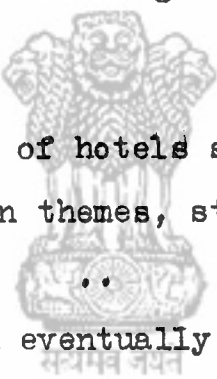
SUMMARY OF RECOMMENDATIONS

In this Report a number of suggestions applicable to the hotel industry generally are made in Part 2 - 'Tour Report'.

Specific recommendations relating to the proposed establishment of a hotel training centre are contained in Part 3 - 'Training Report'.

The suggestions from Part 2 and the recommendations from Part 3 are both summarized below. For reference the number of the page embodying each suggestion or recommendation is given in the margin.

GENERAL SUGGESTIONS:PAGES:

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| 1. Decor and furnishing of hotels should draw more widely on Indian themes, styles and materials. | 3 |
| 2. It should be the aim eventually to abolish the multiplicity of different types of staff for room cleaning and maintenance on hotel floors. | 4 |
| 3. Training in waiting and cookery should be coupled with an attempt to recruit bearers of better background and higher personal standards. | 5 |

4. There should be greater attention devoted to the planning and equipment of hotel kitchens. .. 8
5. Effort should be made to overcome traditional reluctance of better educated hotel office workers to interest themselves in other departments of hotel work. .. 10
6. There should be encouragement (if not specific legal requirement) of the wearing by cooks, bearers and other food handlers of adequate protective clothing maintained in a clean condition. .. 14
7. The compilation should be encouraged of an authoritative repertory of Indian dishes, standardising spellings and recipes in order to help evolve a "classic" Indian cuisine. .. 14
8. Adequate accommodation should be available for tourists in State Circuit Houses and Guest Houses when once a State has agreed to provide these facilities. .. 16
9. The activities of outside caterers should be regulated (particularly those coming in contact with the tourist trade) especially from the point of view of hygiene. .. 20

10. Training should be directed towards railway and other travel catering generally and not only towards hotels and restaurants. 23
11. The hotel industry itself should aid recruitment of better staff by offering reasonable minimum wages to trainees and fair opportunities for advancement. 26
12. The industry, once training has been established, should recognise by additional pay proper qualifications in both craft and administrative fields of work. 27
13. There should be propaganda directed to the general public by both industry and possibly the Government emphasising the good status of hotel careers. 28

TRAINING RECOMMENDATIONS FOLLOWING TOUR:

14. A Hotel Training Centre should be established without delay. 32
15. Such a hotel training centre should be residential and should concentrate on training in the hotel and directly associated tourist and commercial fields, i.e. should not be linked with "welfare" catering training. .. 30

16. Training should primarily be directed towards full-time courses for potential managers. .. 33
17. The facilities of the school should additionally be used to aid in craft training, for example, of cooks and bearers and for refresher courses for other categories of staff. Priority should be given to short courses for the staff of State hotels, Guest Houses and Circuit Houses. 34
18. Part-time craft training in local centres should be a long-term objective of the hotel industry in collaboration with government and educational authorities. 34
19. Consideration should be given to the ultimate establishment of apprenticeship schemes for craft workers in the industry. 35

RECOMMENDATIONS REGARDING THE ESTABLISHMENT OF A TRAINING CENTRE :

20. The most desirable location for a hotel training centre would be in the centre of a progressive area of hotel activity such as Bombay. 38

21. Owing to the pressure of accommodation in large cities and the urgent need for a hotel training centre, it is suggested that as an immediate first step, an existing hotel, e.g. the Hotel Cecil at Agra, should be adapted as a training centre. 39
22. The training centre should be a residential establishment. 42-43
23. The centre should be equipped to the highest hotel standards in every department. 45
24. The principal course should be a full-time, two-year course in hotel management combined with a period of two years supervised continuation training in the industry. 46
25. The course itself and the subsequent continuation training should have a strong content of practical craft work particularly in kitchen and restaurant. 47
26. Students recruited for this full-time training in hotel management should be either graduates of a University or have passed the University's intermediate examination.. .. 46

27. Students gaining post-centre training in hotel management should be paid appropriate wages by employers who should have normal disciplinary control over them as employees. 48
28. Consideration should be given to students entering for recognized professional and other examinations of examining bodies of known prestige in the United Kingdom. 49
29. The Principal appointed should be an experienced hotelman, desirably with teaching experience and should be appointed at least six months before the opening of the training centre. 53
30. The Principal should have freedom to evolve his own detailed syllabus but subjects should be covered broadly as outlined in Appendix E .. 52
31. There should be a strong emphasis throughout the training of the need for graduates of the centre to augment their period of supervised practical training by further years of experience in hotel departments before aspiring to management. 52

32. Initially teaching staff from the Principal downwards should be recruited from experienced hotelmen with teaching experience from outside India and the maximum period of contract should be offered to all teachers except in the case of those, if any, who are lent from their own teaching appointment abroad. 54
33. Salaries for staff recruited from overseas should compete favourably with rates obtaining in similar appointments in Europe. 55
34. The training centre should collaborate with neighbouring educational establishments in covering certain subjects such as Science and French. 57
35. Eventually the staffing of the school should be Indian. 58
36. There should still be encouragement given to students with exceptional aptitudes to gain experience in Europe, particularly as such persons may obviously be considered as potential teaching staff for an Indian Hotel training centre. 58

37. Initial recruitment to the centre should be not less than 16 students and not more than 32 students per annum and that preferably the rate of recruitment should be 32 per annum for the first few years. 60
38. Entry requirements for students as regards specific subjects should not be too rigid and the yardstick should be good general education, ability to profit by the course and personal aptitudes for a hotel career. .. 61
39. Candidates for hotel training should be required to attend for personal interview by the Principal before acceptance. 62
40. Encouragement should be given to the participation of women in the operation of hotels and in their training as students and, possibly, teachers. 62
41. The school should be maintained and conducted as a residential hotel (students and staff being "guests") and the work should be carried out by students themselves. It is strongly recommended that all duties including cooking, service and cleaning in all departments should be undertaken by the students themselves. .. 64

42. The sum of Rs. 3,00,000 should be earmarked as a possible cost for equipping the restaurant, kitchens and ancillary kitchen sections of the hotel training centre in addition to the capital cost of the building itself and in addition to the cost of decorating and furnishing. .. 65
43. Rs. 3,00,000/- should be earmarked as a possible recurring cost for conducting the school in the first few years. .. 66
44. The cost of training should be off-set by levying reasonable tuition fees and charges for residence but government should be prepared to subsidise training in order that the fees charged should be sufficiently low to attract recruitment. .. 67
45. Recovery of cost by the sale of food in the restaurant to the general public should also be encouraged. .. 68
46. The hotel industry should be encouraged to contribute towards the cost of operating the school. .. 69

47. Hotel proprietors and companies should be encouraged to sponsor training of individual students acceptable to the school, such students being linked by a formal agreement to the hotel concerned. 70
48. The hotel industry should be closely associated with the management of the school through the formation of an advisory committee or board of governors. 69
49. The work of the school should be directed at improving staffing throughout the industry and not merely of top class hotels. .. 72
50. The Hotel Federation should be given the opportunity of studying this report with a view to inviting their comments. .. 74
51. The Government should regard the hotel industry as an industry and as one capable of development as part of a valuable foreign currency earning tourist industry. .. 74



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SUBJECT : Proposed Establishment
of a Hotel Training
Centre in India by Mr.
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PART I - INTRODUCTION:

1. SCOPE OF TOUR.

This report follows a study of hotel conditions in India, in particular staffing conditions, extending over the period 2nd October to 30th November, 1956. During this time, I visited the following cities and tourist centres :

Delhi, Simla, Srinagar, Jaipur,
Agra, Banaras, Calcutta, Darjeeling,
Bhubaneshwar, Madras, Bangalore,
Mysore, Hyderabad, Aurangabad and
Bombay.

I visited and inspected over 70 hotels, including all the luxury, tourist and first class hotels in the centres mentioned and a representative cross section of other types of hotel, including Indian style hotels and also restaurants. I talked with hotel proprietors, directors, managers and employees and also with restaurant proprietors, railway catering contractors as well as

with travel agents, tourist officials and others interested in hotelkeeping and catering in India. I also took the opportunity of speaking with foreign tourists, particularly those from the U.S.A. with whom I came in contact at hotels during the tour.

2. PURPOSES OF THE TOUR.

The purposes of the tour included -

- (a) to ascertain whether a genuine need exists for a hotel training centre;
- (b) ascertaining the opinions in the hotel industry itself regarding staff training;
- (c) observing the working conditions generally in hotels in India and thus the type of training required; and
- (d) to consider possible locations for a hotel training centre.

PART 2 - TOUR REPORT:

1. GENERAL IMPRESSION OF
INDIAN HOTEL INDUSTRY.

(A) LUXURY & TOURIST HOTELS.

I was in general quite favourably impressed with the principal hotels officially listed as tourist hotels in the major cities and the tourist centres as far as room comfort in bedrooms and public rooms were concerned. I found usually attentive and courteous staff but also found that the technical abilities of staff of most grades were low. Consequently the initial good impression of courteous attentiveness tended to wear off as I observed how often such attentions lacked real purpose and also how they failed to overcome service faults such as cold food.

(1) Decor and Furnishing.

The decor and furnishing of bedrooms and public rooms was invariably adequate and sometimes good. Visitors from Europe and U.S.A. are often impressed by the spaciousness of their bedroom accommodation and of the public rooms, because in western cities floor area is costly and the climate is sufficiently temperate to make minimum room-size a matter of hotel management policy.

My major criticism of decor and furnishing is that it too often lacks character and I would unhesitatingly recommend that Indian themes, styles and materials should

be more widely used. The aim should surely be to combine international tourist standards of comfort with an atmosphere specifically Indian and derived from Indian culture, crafts and arts.

(ii) Service.

(a) Floors. Room service I found usually fairly satisfactory although one was occasionally frustrated by encountering unintelligence and lack of initiative whenever anything slightly unusual occurred. An example of this was my own failure to get any satisfactory attention or explanation when my room telephone was out of order in a leading hotel in a big city. Where, in the West, one chambermaid, would adequately service 10 rooms, two and sometimes three men would have such a quota or even less. It is appreciated that the particular reason for multiplicity of floor service staff lies in the need to have sweepers for certain functions which a bearer will not undertake. Nevertheless, I feel it must be mentioned that satisfactory room service appears to be achieved only at the cost of a heavy rate of labour and that guests are sometimes irritated by the super-abundance of staff and their over attentiveness. This is, of course, particularly true at the period of the guests' departure. There seems no doubt that closer study of room cleaning and maintenance methods by senior staff and the employment of

more intelligent staff with elementary education on these duties would improve the standards at present being achieved. I believe that the ultimate aim should be to abolish the specialized floor duties such as sweeper although it is realized that this must be a slow long-term policy.

(b) Dining Rooms & Restaurants. In dining rooms and restaurants, I was again favourably impressed by the attentiveness and courtesy usually accorded by the staff and by the speed of service. I noted that customers, whether Indian or foreign, were much more demanding of rapid service than is normally the case in western countries. This is, no doubt, due to the obviously lavish scale of staffing. It is, unfortunately, true that here again attentiveness and courtesy can be overdone and because of the ample staffing in most restaurants, there is a pronounced tendency for bearers to hover aimlessly. Western guests are sometimes embarrassed by these over-elaborate attention and by the unflagging scrutiny to which they are all too often subjected by those waiting on them.

Technically, the forms and methods of service were not as a rule up to the standards of the West and bearers seemed unable to cope with the volume of work

customarily undertaken by a waiter in Europe.

Even in the best hotels in India, I saw breaches of techniques which are considered elementary in Europe. Many of these were quite trivial in themselves, such as a failure to remove unwanted covers from the tables, failure to remove the cruet before coffee service, but cumulatively these failings in technique create an impression of inadequacy.

I came to the conclusion that craft training was essential and that also it was desirable to attempt to recruit bearers and waiters of better background and with higher personal standards.

In western countries, a prosperous waiter on his day off might quite conceivably himself dine in an establishment more modest than that in which he is employed but not too different in forms and styles of service. The bearer in India does not himself ever wish to enjoy the type of dining at which it is his duty to assist and it will therefore mean that he must undergo even more careful and stringent training than his counterpart in the west to ensure that he really understands the processes involved and the reasons behind them.

(iii) Food.

In tourist and luxury hotels, the standard of cooking in the ordinary dining room (as distinct from grill room and special 'à la carte' restaurants) was often disappointing. Certainly, I thought that normal meals were of lower standard than those normally offered in the table d'hôte of luxury and first-class hotels in Europe. Where Indian dishes were featured, they were in general better executed. But here again there appeared to be a tendency to regard the Indian dishes as something which have to be featured to meet local demands rather than as presenting an opportunity to feature specialities likely to have an appeal to tourists.

In many establishments I found there was apparent belief that the simpler forms of English cookery were adequate and in ordinary dining rooms, I seldom found really good examples of the international style cuisine (based on French cookery) which is now standard at leading hotels throughout the world. But even simple English cookery was too often poorly done. For example, breakfast dishes such as fried egg and bacon were commonly precooked, cold and unattractively dished.

(iv) Kitchen.

Failings of food referred to above were due to lack of training on the part of the staff and lack of skilled supervision by departmental heads who themselves often lacked real training and experience. But, undoubtedly, an important contributory factor was the extremely poor standard in the vast majority of the kitchens, including the ancillary departments. Many hotels where public rooms and bed rooms were furnished in first-class style, had kitchens of extremely low standard even lacking hot cupboards from which to serve. Equipment was often ancient and there was a noticeable absence of the electrical aids to cookery which are generally provided in the west. I was often told that it is useless to provide an electrical mixer or mechanical dish water because irresponsible and illtrained staff would damage them. It is apparent, therefore, that both improved kitchens and improved staff to operate them should be the aim.

I feel that I must mention that even in the west chefs were notoriously conservative regarding cookery equipment and it was a long time before all of them could be induced to abandon old solid fuel cooking ranges. Many averred that certain dishes could not be cooked if such customary media as coal stores and grills were not

used. Such attitudes in gas and electrically operated kitchens in Europe today are unthinkable. This is a point which indicates what can be achieved in India where there is a similar tendency to make extravagant claims for old types of cookery equipment because they are traditional and because the cook is narrow-mindedly conservative and is not prepared to give a fair trial to something new.

[In one South Indian hotel, though not a tourist one, I heard an exposition on how 'masalam dosa' should be cooked on a griddle over a wood fire. One hour later in a similar establishment another proprietor showed me with pride how much better this process could be carried out on an electric hot plate.]

I feel that much greater attention should be paid by managements to kitchen design and equipment as well as in the training of kitchen staff. Apart from directly improving service efficiency, if a better calibre of cook is to be recruited, then every effort should be made to improve his workplace.

(v) Offices and Administration.

My opportunities for studying closely the working of offices and administration in detail were, of course, more limited than the opportunities I had for observing other departments where visits of inspection were

reinforced by my experiences as a guest. I nevertheless formed the impression that Indian staff were fond of office work and apply themselves well to it. My chief criticism of office work in general was that there again often appeared to be an extravagant use of clerical staff. In one leading hotel, there were some half a dozen clerks engaged in kitchen record control where less than half the number would have been employed in Europe.

(vi) Clerical and other staff.

I also encountered a certain conservatism on the part of clerical staff themselves who all too frequently appeared to have no wish to extend their experience into other departments. There was a distinct feeling that the duties of reception clerks were on a considerably higher plane and were much more "respectable" than those of, say, stewards in the restaurants. Consequently, however modest the remuneration of a reception clerk or similar functionary might be, he tends to assume an air of superiority over other members of the hotel team engaged in practical work. Several proprietors and managers informed me that they would willingly increase substantially the pay of young receptionists and other clerical workers if they would interest themselves and become proficient in other fields of work in the hotel.

By becoming more adaptable and flexible they would be of increased value to management who could use such men in emergencies in different sections of the hotel and at the same time prepare them for managerial responsibilities.

Again, I noticed repeatedly a distressing tendency on the part of Indian staff who had gained promotion to a supervisory position, to attempt to avoid completely any kind of work which might possibly be construed as involving loss of dignity. For example, no body but a porter would dream of lifting a guest's bag even 2 or 3 yards, a dining room steward is often reluctant to attend personally on a guest even when bearers are temporarily engaged away from the table concerned. This is in striking contrast to the attitude prevalent in European hotels (and indeed on the part of European staff engaged in India) where the manager himself will pick up a guest's bag if no one else is nearby and would not hesitate to remove a dirty plate from before a customer if no one else was available. It is appreciated that conditions in India involving traditional attitudes to certain forms of work make it impossible to achieve the same attitude towards this service industry in a short period of time. But I am, nevertheless, convinced that the aim must be to take pride in all forms of service in what is a service

industry if Indian management generally is to compete successfully with western supervision. One of the slogans used in training in the west is that service can be achieved without servility. Indian entrants into the hotel industry must similarly be encouraged to find cause for satisfaction in service of any kind that may be rendered to the guests.

(vii) General.

In the foregoing paragraphs, I have attempted to comment on hotels varying widely in size and in price. I have tried to give my general reactions to all hotels aiming at good western standards and catering for tourists even though this involves dealing with hotels ranging in size from 20 to 300 bed rooms. It will be obvious that some remarks will not apply at all in some instances but I have tried to make points which had, in fact, a fairly general application.

(B) OTHER HOTELS AND RESTAURANTS:

In addition to visiting hotels catering for tourists in the western style, I made a point of visiting wherever possible a representative number of purely Indian style hotels and restaurants. I did so because I am convinced that if the hotel industry in India is

to expand healthily then the expansion and improvement must not be only at the top. One of the most important means of facilitating the rapid growth and improvement of that section of the hotel industry catering for tourists in countries which have sought to develop a foreign currency earning tourist industry has been due to the existence of reasonably well conducted hotels and restaurants catering for a home trade. Thus, there has been a large pool of staff capable of transfer from important posts in smaller establishments to less important posts in big establishments. I felt, therefore, that a study of hotel conditions in India would be incomplete without a glimpse of those catering purely for the home trade.

(1) Decor and Furnishing.

With one or two notable exceptions, I was most disappointed with the standard of hotel furnishing in Indian style hotels. It is clear that this is affected by the price which Indians, still not very "hotel minded" are willing to pay and also by the general indiscriminating attitude of the customer. All too often it was not merely a matter of decor and furnishing being modest but only too frequently they appeared to be dirty and in poor repair.

(ii) Service.

I did not stay in Indian style hotels and on the occasions when I dined there, I was the guest of proprietor or manager and consequently received special attention which could not be considered typical. In orthodox vegetarian establishments, one can make no comparison in regard to the style of service and it is not suggested that the service of food, for example, should be radically altered. I did, however, feel that the standard of personal hygiene on the part of those engaged in room service in Indian style hotels was generally lamentably low. In western countries there is a standard uniform for those engaged in room service or restaurant service or any work in the kitchen. I feel strongly that staff in hotel and catering establishments in India wherever they may be, should be encouraged (if not specifically required by law) to wear adequate protective clothing maintained in a clean condition.

(iii) Food.

I am not competent to judge the quality of Indian style food which I saw cooked and served, but I greatly enjoyed many of the local specialities which were offered to me. My experiences in sampling Indian dishes reinforced my opinion that these should be more

imaginatively featured in tourist hotel menus. I believe that a useful service (possibly an opportunity for Hotel Federation sponsorship) would be the compilation of an authoritative repertory of Indian dishes, standardising spellings and recipes in order to help evolve a "classic" Indian cuisine in the way in which the French and Chinese schools of cookery have been developed. Unfortunately, my enjoyment of Indian food was often hampered by my lack of appreciation of the dirty conditions of cooks, waiters, kitchen and dining rooms.

(iv) Kitchen.

My criticism regarding the poor standard of equipment in tourist style hotels applies doubly to the kitchens I saw in the majority of Indian style hotels and restaurants. There seems to be no serious application to the problems of kitchen planning and design. Cooking and washing up facilities were in the main poor by European standards. In this connection, I was interested to note that on the day on which I completed my own tour, the Mayor of Bombay after a surprise visit to eating houses in several Bombay districts was reported in the Times of India as expressing his horror at the conditions of some of them.

(v) General.

The opinion I formed of Indian style hotels and restaurants was quite definitely poor but I must stress

that I also saw signs that gave encouragement for the future. In South India, for example, I visited one large newly built Indian style hotel which although offering orthodox vegetarian Indian dishes has satisfactorily accommodated and catered for parties of western tourists. The hotel was not perfect but its standard of decor and furnishing was far ahead of the average in Indian style establishment and compared favourably with many of the western style hotels visited. The kitchens were far from ideal by standards obtaining in good hotels in Europe but, nevertheless, were better than the average in Indian and it was encouraging to see genuine efforts to achieve hygienic methods of washing up by the use of chemical and hot water sterilisers. The heartening feature of this establishment was that it indicated how the gap which at present exists between Indian style hotels and western style hotels can be bridged.

(C) CIRCUIT HOUSE, DAK BUNGALOWS, ETC.

During my tour I stayed in two State-owned hotels, namely, the Rajasthan Hotel, Jaipur and the Hotel Krishnarajsagar, Mysore. In the former hotel, there were a number of government officials living semi-permanently but the latter appeared to be conducted

purely as a tourist hotel. Bearing in mind the comparatively modest prices charged in the Rajasthan Hotel and the fact that it is accommodating officials as well as tourists, I considered that the standards were reasonable. There was, of course, room for improvement particularly in regard to the cooking of western dishes, and it is possible that State control inhibits enterprise in engaging and paying for higher quality staff; for example cooks. In regard to the Hotel Krishnarajsagar, I was disappointed that this hotel which was in a beautiful setting was of such a poor standard. I feel there is no point in offering a detailed criticism for I observed nothing that was really satisfactory in any aspect of the running of this hotel.

In regard to the Circuit Houses, my experience was unfortunate. Accommodation had been booked by me on the 17th of October in the Circuit House at Bhuvaneshwar. The letter had indicated that I was a Government Adviser specially concerned with hotel and tourist accommodation. No reply was ever received to this booking but it was assumed that reservation had been made. In response to a telegram from Calcutta on the eve of my departure for Bhuvaneshwar on the 6th November, information was received that no accommodation could be made available.

On arrival in Bhuvaneshwar, I managed to secure accommodation in the local Club. I saw the State Guest House, Circuit House and a number of bungalows in Bhuvaneshwar. Responsibility for these places was divided between different departments and there appeared to be little coordination in regard to the accommodation of tourists. I was given to understand that the State desired to attract tourists to Bhuvaneshwar as a centre from which visits could be made to Konarak and Puri and that additional accommodation was being erected in the State Guest House for this purpose.

I still formed the impression, however, that just as happened in my case there is a strong danger that tourists will come off second best in competing for accommodation with government officials.

It is appreciated that in some small tourist centres, the State must take the place of private enterprise in providing tourist accommodation but I am strongly of the view that such accommodation should be segregated so far as possible from that used by officials and that tourists should have a definite measure of priority for accommodation earmarked for them. In State accommodation there is a marked need for staff (particularly Management staff) with proper training.

It might also be borne in mind that officials living semi-permanently in State-provided accommodation tend to assume a proprietary air, to have a relaxed manner in public rooms and generally to help contribute an atmosphere which may well make the tourist feel that he is an interloper. Where States are prepared to accommodate tourists, therefore, there should be a genuine appraisal of the value of the tourist as part of an important invisible export industry and a serious effort made not merely to accommodate him but to cater for him really well.

An important function of any hotel training centre in India would be to help improve the management of State-owned hotels, circuit houses and guest houses. I have in mind:-

- (a) the provision of special short courses for existing employees, and
- (b) the nomination by States of selected students acceptable to the Principal for full-time training with a view to their subsequent employment in State-managed establishments.

One must hope that eventually there will also be a sufficient number of properly trained persons (in particular graduates of a hotel training centre) who will be given encouragement to establish privately owned

boarding houses or hotels in order to augment the tourist facilities in small tourist centres as well as in large towns.

(D) OUTSIDE CATERING.

I feel that I must refer in this report to the one example of outside catering which I encountered. This was in Kashmir, a part of India which Earl Atlee was reported recently as praising for its provision for tourists and indeed I was accommodated in a luxury hotel which was admirably conducted. However, on a day trip to Gulmarg with the first party of the Russian tourists that visited India, we sat down to an open air meal provided by an outdoor caterer, presumably appointed by the car hire travel firm concerned.

The hygiene and aesthetic standards of this meal were appalling beyond words. No bearers were in proper dress but in filthy everyday clothing. They washed dishes in cold water wiping them with the palms of their hands and with dirty cloths. The quality of the food and the way in which it was thrown on plates beggars description and few of the Russians were able to eat what was provided. One lady actually vomitted within a few minutes of the meal being served. It is true that this is an isolated instance (although I had a similar

experience when I was a guest at a private function outdoors in Bombay). But it was an isolated instance which should not be allowed to happen. I consider that caterers allowed to work for tourist parties should be subject to control and inspection and should not be licenced for tourist parties catering unless it is clear that their standards are acceptable to those coming from the western world. Naturally, I consider that the same type of rigid control from the point of view of hygiene should apply to catering for normal local needs but I must necessarily stress its importance from the point of view of tourist goodwill.

(E) RAILWAY CATERING.

I would make similar criticism of the hygiene and general standard of food served to me at railway stations and on trains during my journeyings.

Owing to the need for speed, the majority of my journeys were done by air and I only made one or two overnight and long rail journeys during my stay in India. Bearing in mind that I do not presume to make sweeping generalisation on the basis of this admittedly slight contact with railway catering, yet I must record the fact that I was disappointed with the standards of food served to me both at railway stations and on trains during actual journeys.

It seemed to me that there was in such railway catering as I saw, evidence of lack of trained staff at supervisory and practical level. A light meal of eggs, toast and butter & tea served to me on the train between Hyderabad and Aurangabad was brought to my compartment covered by a filthy serviette which was in actual contact with the food served. Damp, congealed salt would not emerge from the corroded container and the fried eggs were swimming in surplus, solidifying grease. A full-course meal I had at railway station in company with the particular railway contractor concerned where an obvious effort was being made to impress me was also an indication that only sketchy notions existed as to the service of a western style dinner.

My chief criticism with regard to railway food was, however, of the poor style and unhygienic manner of presentation. I am quite convinced that tourists are quite prepared to have simple meals when travelling provided such meals are well cooked with good materials and are cleanly served by properly dressed and clean staff. I consider that one of the aims at the training centre should be to assist any forms of catering such as those conducted by railways, airlines and by outside caterers.

General.

From the remarks I have made concerning State-owned accommodation, outside catering and railways, it will be obvious that I consider that hotel training should be interpreted widely and that a training centre should have in mind the need for trained and skilled staff in all fields of hotel keeping and travel catering.

2. MEETINGS WITH HOTELIERS
AND HOTEL ASSOCIATIONS.

During the period of my tour I met more than 100 hotel proprietors and managers and had long conversations regarding staffing and other problems with most of them. Without a single exception, the proprietors and managers I met (including the representatives of the hotel associations and the hotel federation) expressed their desire for properly organised training facilities for hotel staff.

There was, of course, some divergence of opinion as to which categories of staff most require training and the priorities to be given. Many European managers, for example, were particularly concerned with the shortage of cooks skilled in western style cookery and with bearers competent to execute western style service. Many European managers suggested that training should

initially be concentrated on craftsmen of this kind rather than in the production of potential executive staff.

A few European and almost all Indian proprietors and managers, however, stressed the need for young alround trained men to work up to positions where they could prove responsible assistance to the proprietors or managers and ultimately take over managerial responsibility in full.

Many misgivings were expressed regarding traditional dislike of the hotel business on the part of Indian nationals of good background and education and it was, of course, inevitably pointed out to me that in some cases religious difficulties stood in the way when it came to practical training in non-vegetarian cookery. Nevertheless, I formed the opinion after talking with hotelmen and also with people engaged in education that traditional difficulties and conservatism would be overcome in India (as indeed it should not be forgotten it was overcome, for example, in U.K. when 25 years ago well educated men first began to select the hotel industry and to receive planned training for it and many misgivings were expressed.)

My talks with hotel proprietors at their own premises and at meetings of their associations reinforced my belief that a training centre was not only necessary but was becoming a matter of extreme urgency.

The industry is obviously in a state of expansion and virility. New hotels being erected in the capital are matched by extensions being put up in well established hotels in tourist centres. Many new projects are being considered. The effect of tourist propaganda is evidenced by the report of the manageress of a railway hotel that trading in the last 12 months had been the best ever because of the growing number of people coming to visit tourist attractions publicized by the Tourist Offices at home and abroad. This growing and vigorous industry is, however, feeling acutely the shortage of properly trained staff. It is also apparent that there are insufficient well trained men active in industry itself to supervise good "on the job" training of staff although there is no doubt that this type of training could usefully augment the work of any training centre established. At present, however, the standards in most of the departments of India hotels are not sufficiently high to be used as the principal training grounds for managerial or craft trainees. Even in the rare instances where first-class

hotels have sufficiently good departments and departmental heads for training purposes the volume of trade and the tempo of work is so great as to hamper proper training.

Such are among the reasons why it is difficult for the hotel industry itself to remedy its shortage of competent staff unaided.

3. CONDITIONS OF WORK
AND CAREER PROSPECTS.

In most hotels I encountered a higher proportion of staff to guests than is normally the case in the United Kingdom or European countries generally. Often the staff outnumbered the total complement of guests and I came to the conclusion that this staffing was to some extent an acceptance of the situation that personnel were not properly trained and competent to carry out duties in the way that western staff would do. I also felt that sheer weight of numbers probably tended to depress individual wage rates in some categories of hotel employment.

I found it extremely difficult to trace a consistent wage and salary pattern in the hotel industry. Concerned mainly with young men of better education I came to the conclusion that some of them earning as little as Rs.65/- a month had situations which compared most

unfavourably with those having similar or even smaller responsibilities in other walks of life. On the other hand, remuneration for young receptionists rose considerably higher in some instances than this and as I have already mentioned, I was repeatedly assured that proprietors would willingly go beyond the present rates if receptionists and other clerical workers were prepared to become more versatile.

With receptionists and clerical salary ranging from Rs. 65 to 250 per month for men still quite young, it is difficult to generalize about pay conditions. I, nevertheless, feel convinced that the hotel industry itself must aid recruitment of better educated, more intelligent and more adaptable young men (and possibly women) by offering reasonable minimum wages to trainees and fair opportunities for advancement.

In some sections of the catering industry in the United Kingdom, additional pay is offered to those who gain certain qualifications recognised by the industry. It is likely that some general agreement in India to give extra rewards for bonafide qualifications would stimulate training and recruitment. This should apply to craft as well as administrative workers.

It should not be overlooked, as I have mentioned, that hotel employment in European countries has not always been highly regarded and that linked with the hotel industry's efforts to improve training, pay & prospects for the staff, there had to be an effort to awaken the interests of schools and universities in this field of work for their better pupils and graduates. This, I believe, must also happen in India. I feel, that the hotel industry through its Federation and helped by the government itself should actively seek to promote by publicity of all kinds the view that the career of hotel manager is an honourable one and important socially and economically to the nation. Similar attitudes towards other workers in the industry should also be fostered.

4. EXISTING FACILITIES FOR TRAINING IN CATERING.

During my stay in Bombay, I paid a morning visit to the College of Catering and Institutional Management sponsored by the All India Women's Central Food Council. I also took lunch at this College in Andheri. I have known the Principal, Mr. C. Belfied Smith for a period of several years.

I was impressed by the enthusiasm of the Principal who has an interest of many years standing in

catering education and I was also impressed by the fact that the school has been doing pioneer work in training in the field of welfare catering.

It was made clear to me that the College had been originally sponsored by the All India Women's Food Council and has received support primarily in order to further welfare catering through low price cafeteria establishments for the benefit of the poorer and working classes. The school had been devised to provide trained staff with a knowledge of cookery, hygiene and nutrition to run such establishments.

For some time, however, there has been a trend to widen the scope of the school in an effort to meet the needs of the hotel and catering industry generally in Bombay region and indeed to some extent nationally.

I naturally have sympathy with the aspirations of the school to fulfil a wider scope for the hotel industry as well as continuing its work in welfare, institutional catering. I came quite definitely to the conclusion, however, that the College was not suitable in its present form for hotel training of any importance and was not indeed capable of development as a hotel training school of a kind which would really meet India's needs.

My reasons for coming to these conclusions are as follows :-

- (a) I do not think it advisable to combine training for welfare catering with training for hotel work. I consider that the fundamentals and approach in these two spheres are quite different although it is true that they have a little craft work such as elementary cookery as well as hygiene and, to some extent, nutrition in common.
- (b) I believe that a hotel training school in India should be residential and although there are residential facilities in the college, they are on such a modest scale as not to conform to the conception of a residential hotel school as it is known in the west.
- (c) The hutment type of temporary buildings are quite unsuitable as a training ground for those who are to acquire high standards in the hotel industry.
- (d) The cookery, restaurant and other equipment is of such a meagre quantity and modest quality that the entire school would require major conversion in any case.

(e)

- (e) There is no reception training unit and the facilities for training in hotel house-keeping and room service are negligible.
- (f) The present staff of assistants did not appear to me to be qualified to go beyond the simpler elements of welfare catering.

I feel that this college has a useful work to do in the field of welfare catering and that it is worthy of every support and encouragement in this aspect. I also consider that though the college is not suitable for development as the main hotel training centre, it can usefully help the hotel industry and the catering industry generally in Bombay and the region by providing some part-time craft courses for cooks and bearers, particularly if leading figures in the Bombay hotel industry offer to cooperate in such training.

I appreciate that the prospectus and syllabus of this college refers to a hotel and catering course, but I am nevertheless of the opinion that the training facilities both from the point of view of staffing and equipment are not such as really to meet the needs of the hotel section of the industry.

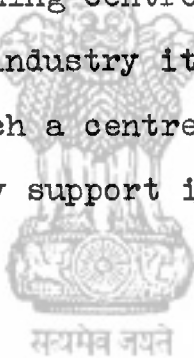
Conceived for welfare catering training, I consider that the school can be most usefully employed

in continuing primarily in that field. A hotel training school needs to be conceived on a higher plane involving considerably more elaborate standards of accommodation, equipment and staffing.

5. GENERAL CONCLUSIONS
FOLLOWING TOUR.

Summarising the conclusions reached after completing the tour, I can say that -

- (a) a need undoubtedly exists for a
hotel training centre;
- (b) the hotel industry itself is anxious
to have such a centre and will
undoubtedly support its work.



PART 3 - TRAINING REPORT:

1. TYPE OF TRAINING REQUIRED.

I have referred in Part 2, para 2 (p.23) above to the divergence of opinion in the industry itself as to the training priorities. There are those who contend craft staff such as cooks and bearers should come first in the order of priority for training but other feel that potential managers should first be recruited.

(a) Full-time Training.

In considering this question, I was mindful of the fact that the hotel and catering industry in India is at the present time, in my opinion, only sufficiently large to support one training centre. This is not to say, of course, that the progress and the expansion of the industry may not call for the establishment of further training centres in future years. But if only one full-time training centre is to be established then I have no doubt at all that its primary purpose should be to train young men (and possibly women) in all subjects of hotel work with a view to producing potential managers who can also render service in their early career as responsible departmental heads before obtaining management positions.

A training centre equipped adequately for the training of young executives of this kind could undoubtedly be used additionally, as is done in the United Kingdom, to give some training to future or existing craft workers and also provide ad hoc classes such as 'Refresher Courses' for managers downwards. I have already referred on p.19 to the need for short courses for existing staff in State owned hotels, circuit houses and guest houses.

I, thus, consider that a full-time training centre primarily for executive grades should be established as soon as possible.

(b) Part-time Craft Training.

I do not, however, consider that craft training should be neglected or indefinitely postponed. The importance of craft training in the hotel industry cannot be too emphatically stressed. In Europe, there are many who contend that a good chef is more valuable than a good manager. Thus, I advocate strongly that all potential executives should receive thorough craft training in kitchen and restaurant work in the training centre and should subsequently gain supervised training in these departments in the industry itself. Thus, they will ultimately be capable of assisting in "on the job" training of craft workers.

Quite apart from any full-time training centre which might be established, I believe that the industry itself should eventually endeavour to evolve apprenticeship schemes along the lines devised for cooks by the National Joint Apprenticeship Council of the hotel and catering industry in U.K. (Explanatory literature attached as Appendix A1-7). Craft training in my opinion is admirably achieved by industrial experience being gained concurrently with part-time attendance at technical classes. Such part-time classes may be held either in the day or in the evening. In some parts of U.K. the local technical college has organised such classes with the help as teachers of skilled men from the industry. By using restaurant facilities in the industry itself the expense has been avoided of equipping rooms in the technical institute concerned until there is an appreciable and regular number of trainees. I believe that in the large cities and tourist centres of India local part-time craft training could similarly be developed in due time, providing the industry itself is closely organised through its associations and providing the services of competent part-time teachers may be secured. The latter problem of teacher is likely to be the greater and I thus feel that the development of local part-time craft training may well

have to be delayed until a number of graduates from the full-time hotel training centre have had an opportunity of themselves gaining industrial experience.

In a country of such a large area as India, however, it is clear that local training will be even more desirable than in relatively compact countries such as U.K. One cannot expect wage earning craftsmen to enter residential colleges for long periods of training at their own expense and it is very doubtful whether such training warrants a substantial subsidy. Local development of part-time training as a partnership between hotel industry and the local education authorities therefore seems to be the obvious long term answer to craft training in India.

2. LOCATION OF TRAINING CENTRE.

In Europe, one of the fundamental principles determining the location of any technical institution is its proximity to the industry it serves. Technological institutes in the textile industry are placed in the centre of the textile trade and so hotel schools have sprung up in London where there is the heaviest concentration of hotels, in other large towns and in sea-side resorts where there is also strongly developed hotel and restaurant business.

There are many obvious reasons why it is desirable for a hotel training centre to be near its present industry -

- (i) It enables full time managers and other professional leaders in the hotel business itself and who are actively engaged in the profession to lecture regularly at the college.
- (ii) It permits the college to have an advisory committee or board of governors composed of hotel industry leaders who are near enough to take an active and live interest in the school.
- (iii) It enables students to visit hotels and catering establishment on educational visits and also undertake special duties at hotel functions which offer training opportunities.
- (iv) It facilitates the flow out of students from the school into suitable posts.
- (v) It helps the student to feel quickly that he "belongs" to his own industry.
- (vi) It ensures that the full-time staff are kept closely in touch with up-to-date developments and with actual conditions in hotels from day to day.

(vii) It enables full-time staff easily and inexpensively to supervise the practical experience of students undergoing their post-college training in industry.

Such are amongst the reasons which prompt me to suggest that a hotel training centre should ideally be located in Bombay which is a cosmopolitan and sophisticated city with several good hotels and, what is very important, a relatively vigorous and united hotels association. A second choice would be Delhi where similar though in my view slightly less good conditions obtain.

It is, however, appreciated that there is a heavy demand for existing accommodation in the cities (although I believe that the former Hotel Majestic in Bombay could well be released for this important purpose). Further the question of establishing a school is of such urgency that for expediency an existing suitable building should be adapted rather than have the longer period of waiting which the planning and erection of a new one would involve. Thus, I feel that as an immediate step so as to begin as soon as possible the training of needed hotel staff that a hotel no longer as in use as an hotel and situated in a reasonably convenient spot should be adapted for use as a school.

During my tour I saw a number of hotels no longer in use in hill stations, but although the buildings were capable of conversion as schools I felt that they were too far from the hotel industry of big cities. They also seemed remote climatically and geographically from other parts of the sub-continent, i.e., schools in Simla are likely to be regarded as highly isolated from the point of view of South Indians.

Thus, my selection of hotels no longer in use narrowed down to the Hotel Cecil at Agra. This hotel is at present used as an army officers' mess but I thought it to be the most suitable place for speedy adaptation as a hotel training centre.

Apart from the fact that the accommodation as a former hotel itself is most adequate and most suitable for conversion into a residential hotel training centre, the location although not to be compared with Bombay or New Delhi, has advantages. These include -

- (a) the fact that there are tourist hotels in the vicinity and these hotels are prepared to cooperate with the training;
- (b) there are a number of tourists visiting Agra for the day only who would possibly enjoy taking their mid-day meal in the training

centre's training restaurant and thus help to defray the cost of operating classes in cookery and restaurant service.

- (c) Agra is only one hour away by air from Delhi and is also easily and fairly quickly accessible by rail and road.

3. ADAPTATION OF HOTEL
AS TRAINING CENTRE.

The conversion of a hotel with ample accommodation such as the Hotel Cecil at Agra would present no serious problem.

For training purposes, the following main provisions would be required :-

- (a) Restaurant capable of seating not less than 50 people and not more than 100;
- (b) A kitchen with ancillary sections (e.g. plate wash, pan wash, still room, pastry, larder, vegetable store, vegetable preparation room and kitchen store) attached to this Restaurant and equipped as a normal hotel kitchen but to the highest standard;
- (c) two practice kitchens equipped for individual work by students learning elementary processes or practising advanced cookery;

- (d) a reception unit, i.e., a section with facilities for practical exercises in the receiving of guests and the accompanying clerical and administrative work;
- (e) Demonstration Room : A large room equipped for practical demonstration in cookery;
- (f) two class rooms each to seat about 20 students;
- (g) a house keeping room in which practical exercises in the maintenance of linen, fabrics and furnishings may be undertaken;
- (h) Assembly Room : It would also be useful if the demonstration room or one of the class rooms was sufficiently large to be used as place for assembling the entire school;
- (i) An auxiliary, small dining room for the use of students, particularly those on kitchen and waiting duties might also be useful if the main training restaurant is open to the public;
- (j) Laundry : In India I do not advocate special provision immediately for tuition in laundry work but I suggest some

instruction should be given in the house-keeping class room in laundry processes.

This seems to me where practical improvement in laundry service in hotels could usefully be studied.

(k) Laboratory : I do not at this stage consider the provision of a laboratory as essential although the majority of hotel schools in the U.K. have access to a laboratory and in the case of my own have a laboratory for the exclusive use of the department. The possibility of the provision of a laboratory for practical experiments and research at a later stage should not, however, be overlooked.

(l) Offices : Additionally there would be required, a principal's office, a general office, an office for food and catering records, a food store, an equipment store, a linen room, a stationery store, a staff common room and a students' common room.

NOTE: I am attaching as Appendix 'B' an inventory of the principal teaching sections of my own department, which indicates the dimensions of the rooms, the seating capacity and the principal items of technical equipment contained.

It is not suggested that this should be duplicated but that the details will serve as a guide in converting or adapting premises even though they may differ considerably in shape and size.

(m) Residential Accommodation : The school should accommodate the full-time students and will no doubt have to offer accommodation to the principal and staff.

One hotel college only in the U.K. is primarily residential although my own and one or two other colleges have residential accommodation available for students. For the rest, hotel training is mainly non-residential. In India, however, I have no hesitation in stressing the necessity for a residential hotel training centre. This is not merely because of the obvious reason that in such a large country, it would be difficult for students to attend from hundreds of miles away without accommodation being provided but because I am convinced that students who are themselves successfully to help in the operation of a first-class hotel for tourists must themselves live under similar conditions. They may thus develop an instinct for what is right or wrong by living in a good class "hotel" as well as by learning techniques. I am of the opinion

that students in the hotel school should cook and serve meals for themselves and for the staff of a kind which would be served in tourist hotels including western style dishes as well as Indian. At all meals, a first class standard of service should be insisted upon.

With regard to local students who could quite easily live at home, I feel that it would probably suffice if they took the principal meals of the day at college or such meals as their turn of duties necessitated. I also feel that even in the case of local students that one term's residence in full would be desirable as giving a closer opportunity of gauging tourist style hotel life as I have indicated above.

Similarly, bedroom accommodation for students should not necessarily be lavish but should be not too dissimilar from that in a reasonably good tourist hotel and it should be a matter for students themselves to maintain their accommodation in good order conducting all house keeping services as part of the training programme.

Similar provisions would apply to the usage and the maintenance of common rooms or public rooms in the hotel training centre.

4. STANDARD OF EQUIPMENT ETC.

I would stress that the really good hotel centres in the west are invariably equipped and maintained to the highest hotel standards. I consider it to be of the highest importance that the best of kitchen and restaurant equipment should be supplied to the school and that the decor and furnishing in public rooms should be of acceptable hotel standards. I feel that there would be every advantage in consulting foreign specialist kitchen designers and engineers (many of whom in the U.K. have considerable experience in training school requirements).

Compromise with standards, that is to say, by the substitution for example of cheap crockery tea services for good hotel plate ones on the premise that it "will do just as well", will, in my opinion, be absolutely fatal to the efficiency of the school.

It is in the college that the students are going to acquire the standards which will help them to improve the standards in Indian hotel keeping and which will guide them throughout their career. The hotel school, if it is to be of any use at all, must therefore be equipped and maintained to a higher standard even than the average tourist hotel. This is accepted in western training and I believe that it must be accepted and must stand firm in India.

The training facilities referred to above are those I consider would suffice in a hotel training school mainly designed to provide training for full-time potential managers for I have no doubt that training should primarily be directed towards the production of executives.

5. SCOPE OF TRAINING AND
TYPE OF STUDENT.

In Britain, full-time training ranges in scope and character and in length from 2 to 3 years. In my own college, conducting the highest level of hotel managerial training, the course is 3 years linked with 2 years supervised continuation training in industry.

For managerial courses of this kind, students are recruited with similar qualifications to those who would be entering University or other professional training.

In addition to vocational training, 3 year courses in U.K. include general background work, fairly detailed study of science applied to the needs of industry and languages, particularly, French are given some prominence.

In India the age of school leaving appears to be lower than that in the U.K. and I, therefore, have in mind the recruitment of students for the hotel training centre from those who have graduated from University or

have at least passed their intermediate examination. If one is recruiting students of this background, then I consider that some of the less directly vocational work may be omitted from the course for reasons of economy and because the students will also have had already the cultural benefits of University education.

6. SUPERVISED HOTEL TRAINING
FOLLOWING THE COURSE.

I, thus, consider that a two-year period in the hotel college in India will suffice providing it is also linked with a substantial period of supervised practical training in the industry. This, I suggest, should be not less than the length of the time spent in the training school.

In my own college, the award of Associateship of the College, which is the goal of training is not made until reports from visiting staff lecturers from the college and from the management concerned with the practical training in industry have indicated that this period of practical training has been satisfactorily concluded.

In India where I have noted a considerable reluctance on the part of young men to dwell adequately on the practical aspects of their work, I feel that

this period of departmental work at a modest level in the industry itself is of even greater importance than it is in U.K. I strongly recommend, therefore, that graduation or qualification from the hotel training centre should be conditional on satisfactory completion of a probationary training period in good hotels.

In U.K., students gaining practical experience in this way are paid the appropriate rate for the job under the Catering Wages Act and I feel in India also that there should be reasonable remuneration offered during this time. The students' primary responsibility would be to the employer who will have full right of discipline and dismissal where necessary, but would also cooperate with the college in following the students' progress through the departments. This system has worked extremely well in London and from my conversations with hotelmen in India I am convinced that they also would collaborate readily. Indeed I would go so far as to say that the vast majority of practical hotelmen in India as in Europe will have little confidence in managerial training unless it includes a substantial period of practical work particularly in kitchen and restaurant in the industry itself.

7. SUBJECTS OF THE COURSE.

Bearing in mind that the course should be confined mainly to direct vocational study, I consider that it should be along the lines of the syllabus for the course leading to the Associate Membership Examination of the U.K. Hotel and Catering Institute (Appendix C). Naturally adapting such sections as Law, for example, to Indian requirements and in the sections such as Maintenance and Hygiene bearing in mind, particular problems such as air-conditioning and refrigeration in Indian hotels and the particular hygiene problems in tropical catering. I also attach a recent copy of the main sections of my own syllabus as Appendix 'D' as a further guide to this type of training.

It might also be worth considering entering students for the professional examination of the United Kingdom's Hotel and Catering Institute in order to support graduation by a qualification of known prestige. The Hotel and Catering Institute is the recognized national professional examining body in the U.K. The Institute is not itself a teaching establishment. Its independent examinations are taken by students on hotel and catering courses in the various British technical colleges conducting such courses. As the professional examination

(the Associate Membership examination) is a written one, I see no reason why local arrangements under independent invigilation should not be made enabling candidates to sit in India. It might be worth exploring the possibility of the Institute's accepting alternative local examination for the sections such as Law which would have a particular national aspect. I attach a set of Hotel and Catering Institute Associate Membership Examination Question Papers as Appendix E.

In addition to this professional training, there must be, as is the case in western training establishments a substantial programme for practical kitchen, restaurant house keeping and reception work. I would say that not less than 50 per cent of the time of students in college should be spent in practical work in either kitchen, restaurant or house keeping departments.

Because of the necessity to combine Indian cuisine with that of western cookery and service it may even be necessary to increase the proportion of time spent in practical work during some stages of the course.

8. LANGUAGES.

On the assumption that students will be competent in both English and Hindi, I consider that the only foreign language to be taught should be French and that

the teaching in the early stages of the school's development should be confined to the simple application of French to kitchen, restaurant and menu requirements with possibly some simple instruction in routine correspondence. My belief is that French in the early stages of the school's existence should not really be taught as a foreign language but as the technical language of kitchen and restaurant, in the same way as Italian is the technical language of music. It is important, therefore, that the person teaching French should be a man or woman with a good knowledge of the hotel trade or prepared to acquire such knowledge rather than to be simply a person of academic background. Attention is invited to the French syllabus within my own syllabus at Appendix 'D'.

9. SYLLABUS OF TRAINING.

It is a fundamental principle in further education in the U.K. that the principal of a college or a head of department must be permitted freedom to evolve his own detailed syllabus and that indeed individual teachers should contribute to the development of syllabuses. I think, therefore, that it would be unwise to attempt to impose a detailed syllabus on the principal and teaching staff before a centre is actually established. As a

general guide, however, for the planning of the syllabus and also scheme of teaching to accompany such a syllabus, the copy of my syllabus from Battersea Polytechnic as referred to above may be of assistance. I cannot stress too strongly, however, that certain sections of this syllabus would require major adaptation to meet the particular needs and conditions in India. I attach an outline suggestion as Appendix F for a syllabus for the two years in college and an outline programme for subsequent hotel training but I do not feel that this should be binding on the principal appointed.

I am of the opinion that the principal should be appointed at least 6 months before the school is due to open in order that he may begin to plan a detailed syllabus and scheme of work especially adapted to India's needs. At the same time he should be able to give useful advice in the planning and the staffing of the school. At this stage, I feel that I need say no more than that the aim of the training should be to produce a student who is because of his intelligence and educational background potential material for management. Additionally, he will be, by virtue of his training in the hotel school a competent craftsman in kitchen, restaurant and other practical department as well as instructed in his professional duties. There should be strong emphasis

throughout training of the fact that graduates would in addition to their supervised period of practical training also require some years' experience in departments before aspiring to management.

10. STAFFING THE SCHOOL.

During my tour of India and during my talks with hotel personnel of all level from managers downward, I began to appreciate the very grave difficulties there will be in recruiting the teaching staff for a hotel training centre.

It may be worth mentioning that great difficulties existed and still exist in England in finding men and women who have not only the right technical experience but also the educational background and the potential ability to teach which is necessary for appointment in training schools. In the light of experience during my tour, I do not believe that it will be possible to find a principal for the hotel training centre in India and I recommend that for an initial period of at least 5 years, a thoroughly experienced hotelman preferably with teaching experience in a hotel school should be appointed.

My own view is that these short-term appointments are not attractive to really competent people in the prime of their career but it is understandable that ultimately it should be desirable to place the control of this establishment in the hands of an Indian. It should be borne in mind, however, that until Indians themselves have undergone technical training either in Europe or in the training centre in India and have also gained a substantial period of industrial experience, they are unlikely to be suitable for this important appointment. To safeguard the future of the school and of hotel training generally in India, I therefore firmly believe it to be desirable to offer the maximum length of appointment to the principal.

In this connection, it has to be borne in mind, that most teaching appointments in this field of work in the U.K. (and I think from the language point of view that country would be the most fruitful field of recruitment) are permanent and pensionable local Government appointments. The new technical scales of pay in the U.K. are attractive, the very lowest rate being on the scale of £475 rising to £900 per annum and few appointments at this low level are made in managerial departments. Normally, the lowest in such department is the grade "B" assistant who is paid on the scale of

£650/25-1025; lecturers earn £1200 rising to £1350 per annum, senior lecturers £1350 to £1550, and heads of departments (equivalent to principal of the proposed Indian hotel centre) can earn upto £2050 in the highest grade. Now even if additional salary inducements are offered to such people, it is obvious that there will be a reluctance to abandon pensionable employment and also possibly to disrupt family life and the schooling of children. Certainly, the reluctance will be even stronger if appointments are offered for short period only. It thus seems likely that short-term employment will have little or no appeal to existing teachers even though salaries offered in India were substantially more. It may therefore be necessary to seek some one from the hotel industry itself but with a background of interest in training, perhaps some part-time experience teaching. Alternatively, it may be possible to come to an arrangement with the educational authorities in the U.K. so that a teacher's pension rates and reinstatement rates may not be prejudiced during a period of secondment. (Due to the shortage of good men in this field, I am, however, doubtful whether any authorities will respond readily to an approach of this kind). Naturally, in the case of a teacher temporarily seconded to India and due for

reinstatement in his college in country of origin the length of employment factor as above would not apply. On the contrary, the shorter the period of secondment proposed, the more likely is it to be acceptable to the teacher and to his employer.

I mention these points merely to indicate that staffing a hotel school will (a) not be easy, and (b) is likely to be costly. My own view is that the absolute minimum for which a first-class principal could be obtained would be £2750 per annum with all reasonable travel and other expenses paid and it may well be necessary to offer further inducement in the form of pension or insurance contributions.

Pay scales for other members of staff will similarly require augmenting. As to the staff required, I consider initially the minimum will be :

- (a) a Principal who will actively take part in teaching;
- (b) a teacher of cookery who should be a skilled European chef with practical experience in both hotels and in teaching establishments.
- (c) a teacher of restaurant service, waiting and catering who should have hotel and teaching experience;

- (d) a lecturer in hotel accounting and administration; [I see no reason why a qualified Indian (e.g. a graduate in Commerce preferably of a foreign University) should not be suitable. Such a person should, however, have (or be prepared to acquire) hotel experience. He might well have 3 months training in the U.K. by attachment to a similar lecturer in a U.K. College doing this type of hotel training.]
- (e) one lecturer in house keeping, maintenance and hygiene (consideration might be given to a trained Indian domestic science teacher given special experience in a hotel who could also assist in teaching Indian cockery);
- (f) one lecturer with good European experience to assist in kitchen and restaurant classes coordinating such studies also in catering, menu composition and costing classes.

As the centre developes after the first year, I envisage the foregoing specialists becoming heads of departments. They will require assistants in proportion to the growth of full-time and part-time training. Background subjects such as Science and French may well be beyond

the scope of the staff listed above, but at the outset it might well be covered by collaboration with neighbouring educational establishments.

In addition to the main specialist teachers listed above, other assistants will be required to understudy the specialists in practical departments and to supervise shifts of students "operating the hotel". Young Indians with hotel experience might well be employed on a pupil/teacher basis. Those with foreign training and/or experience would be particularly suitable for consideration.

11. POTENTIAL TEACHING STAFF.

The ultimate staffing of the school should of course be Indian and the graduates of the training centre itself once they have good industrial experience will obviously be most suitable prospects for such appointments.

I have noted that two or three students have recently been selected for training in Europe and I consider that despite the need to develop an Indian training centre, the policy of helping one or two students with exceptional aptitudes to go to Europe for training and experience should be encouraged for some years at least. Further, I feel that it would be an excellent thing if, later, graduates of the Indian hotel

training centre could gain some of their practical hotel experience in Western countries.

I feel that there should be no feelings of nationalism in regard to this matter because it should be borne in mind that it is traditional in the hotel industry for students to gain experience in other countries. It is regarded as an international industry and in U.K. hotel schools, for example, every encouragement is given to students to gain further training and experience in other countries. My emphasis of the desirability of continuing some overseas training for Indian students without prejudice to the need to go ahead with a strong India based training programme is also linked with the long-term staffing needs of the centre.

12. RECRUITMENT OF STUDENTS.

It is clear that the start as regards numbers of students in a hotel training centre of the kind envisaged which will be doing a pioneer job must be a modest one. In the U.K. and other European countries, the number of students grouped for practical exercises in, for example, the kitchen is desirably not less than 12 and not more than 16. Groups of students of the same year of entrance can, of course, be combined for theoretical work, lectures and demonstration.

I consider that initially the school should recruit not less than 16 students (one division) and not more than 32 students (two divisions). I think that for 2 or 3 years the rate of recruitment should not exceed 32, i.e. 2 divisions per annum. Thus for the first two years of its existence the strength of the school would be not less than 32 at the beginning of the 2nd year and not more than 64. I am inclined to the view that for convenience in the practical operation of the training centre that two divisions, i.e. 32 students should be initially recruited and this should be the rate of recruitment for the first five years unless it became apparent that an increase of recruitment is urgently needed to meet industrial requirements. With the training facilities mentioned above, it should be possible to offer part-time courses for craftsmen or various ad hoc courses in collaboration with the hotel and catering industry. Certainly, the training centre should be regarded initially as a national facility and should be used to maximum capacity. Priority should certainly be given to short courses for the management staff of State hotels, Guest Houses and Circuit Houses. A course of, say, 6 weeks in the centre coupled with not less than a further 6 weeks continuation training in a good, medium sized hotel would, I believe, suffice.

13. QUALIFICATIONS OF STUDENTS.

As I have already indicated, I believe that students for the hotel training school should be recruited from university graduates or those who have passed the intermediate examination. Providing there is evidence of sufficient competency in mathematics to continue with hotel accounting and sufficient knowledge of elementary physics and chemistry to understand instructions given in Hygiene and nutrition, entry requirements in U.K. are limited to evidence of good all round education through the possession of a General Certificate of Education with about four passes at ordinary level. (This is roughly the recruitment to the old School Certificate giving Matriculation exemption). There is no general preference for students with either Arts or Science backgrounds and I consider that here in India there should not be a doctrinaire approach to the question of students' background qualifications. Subjects generally favoured as background school subjects studied before entry to hotel training include: English, French, Mathematics (certainly Arithmetic) a Science subject and Geography. The yardstick, however, should be good general education with the ability to profit by the course and with the personal aptitudes necessary for a

hotel career. Personal selection of students at interview by the Principal is an important feature in U.K. and should be an important part of the same process in India. I do not consider it to be essential that a student should have a prior knowledge of French but that he should have the ability and willingness to undertake sufficient study to master the language as part of his technical equipment.

14. WOMEN STUDENTS.

In Europe, particularly in U.K., women are recruited in large numbers to full-time training in the hotel industry including managerial training. During my tour of India, I met several European ladies engaged in the managerial side of hotels and one or two Indian ladies and anglo-Indian ladies who helped in house-keeping duties. It became apparent, however, that such ladies had not gained their early experience in the departments of hotels as is done in the training of women in Europe. Indeed, it was suggested to me that it would ^{be} quite impossible for Indian women of good family to enter into certain department of hotel life because of the complete lack of "respectability" which this would denote to conservative folk. I do not feel competent to comment on the controversial social issue of hotel employment for women or the possibility of changing traditional

attitudes. I do, however, say that I believe that the appointment of Indian women of good background and education in the hotel business would be extremely beneficial to it. I noted the employment of a relatively large number of women at senior level in the Ministry's Tourist Organization and was struck by their efficiency and their obvious acceptability to the foreign tourists.

I believe that the average Indian hotel in its staffing is not benefitting by the fact that as far as Indian nationals are concerned it is so predominantly masculine. As is well known, in Europe women are engaged as chambermaids where in India men are employed as room-bearers and women in the west are commonly employed in reception work. I do not know whether the time will ever come in India that women of respectable background can be employed widely in these posts, but I feel that the industry would benefit if such a change were to come about.

Meanwhile, there is a shortage of competent ladies able to undertake house keeping duties and even if a girl cannot gain experience in the way normally done in Europe then I still feel that a beginning should be made to devise some form of training to enable girls of good family and education to be trained in house keeping and possibly reception work. One or two Indian

proprietors and managers have also spoken of their wishes to see the feminine element increased in Indian hotels and I believe that one of the functions of the hotel training centre in India might be to prepare the ground for the recruitment of more women of intelligence and refinement into this field of industry.

15. NON-TEACHING STAFF.

In staffing the school, I consider that the guiding principle should be that the bulk of the practical work of conducting and maintaining the establishment as a residential one should be undertaken by the students themselves under the guidance of their teachers. By this I mean that students themselves should not merely cook and serve food in the restaurants but should maintain bed rooms, public rooms, kitchens and neighbouring departments in a clean condition. These duties are considered perfectly normal ones for hotel students to undertake in western countries and I believe it is essential that the students who are to be responsible for supervising craft and cleaning activities should really practise them in the early stages of their own training. I am convinced that the Indian hotel industry is suffering from the fact that so many cleaning and maintenance processes are considered to be too humble

for the serious attention of those in supervisory positions.

If, therefore, it is accepted that students will do the bulk of the work in the residential establishment then I contend that permanent non-teaching staff may be kept to the minimum. I suggest that office and administration staff as follows may be required :-

- 1 - Accountant at Rs 400 per month.
 - 1 - Stenographer at Rs 250 per month.
 - 1 - Junior clerk at Rs 100 per month.
 - 1 - Store-keeper/Record Keeper at Rs 100 per month.
 - 10 - Sweepers/porters at Rs 50 each per month.
- Three or four cooks to stand in at periods of holidays etc. will also be required.

16. POSSIBLE COST OF ESTABLISHING
HOTEL TRAINING CENTRE.

Assuming the adaptation of a building such as the Hotel Cecil at Agra as a school accommodating initially approximately 60 full-time managerial students giving part-time or part training for craft students, I would summarise the main possible costs as follows:-

(a) Capital costs:

(a) Capital costs:

- 1) Initial capital cost of the building itself .. unknown.
- ii) It must be borne in mind that kitchen equipment and restaurant silver plate is expensive. Apart from the normal kitchen equipment requirement for a good class hotel, considerable additional plant and equipment is always needed in training centres for instructional and experimental purposes.

For equipping restaurant, practice kitchens, main kitchen with ancillary sections such as plate wash, pan wash, larder, pastry, cold room, vegetable preparation room etc., I estimate that Rs. 3,00,000 will be required. I base this on U.K. costs to which must be added the usual customs, freight and other charges.

- iii) Furniture costs in India seem to bear no relation to those in U.K., therefore I do not consider that I can make any significant contribution to estimating the cost of furnishing the bedrooms and public rooms of the centre. I would, however, again stress that these should be of good hotel standard.

(b) Recurring costs:

- | | | |
|--|----|---------------|
| 1) Materials for classes including board for staff and students .. | .. | Rs. 200,000/- |
| ii) Maintenance & Repairs | .. | Rs. 5,000/- |
| iii) Teaching staff salaries (six European) | .. | Rs. 144,000/- |
| iv) Office store and domestic staff .. | .. | Rs. 20,000/- |
| Total recurring costs | .. | Rs. 369,000/- |

(c) Recovery.

In the U.K. no serious attempt is made to recover the cost of any form of vocational training in the local Government-controlled technical institutions although the vast majority seek to secure some income from the sale of prepared food either to students themselves or to other customers in order to help off-set some part of the cost of training. It should, however, be noted that in the matter of training chemists, costly chemicals are used and washed down the sink without it necessarily being considered right to charge students specifically for the chemicals they have used. Food stuffs are important teaching materials in hotel training schools and this aspect must be borne in mind so that there is no undue concern with the question of recovery except in so far as the cost of recovery from all types of students of costs of all kinds of education is concerned.

In my own college, for example, the tuition fee including the cost of all raw materials used by students is only £30 per annum and the authorities bear all costs not covered by this small sum. Apart from the overhead costs of maintaining buildings and paying the teacher's salary, materials for classes (in which food is the main item) are in the neighbourhood of £8000 per annum. This

is, of course, in a college that is primarily non-residential and the students, if they are given room in the hostel, must pay for the accommodation and for the food received in the hostel.

(d) General.

I thus consider that the question of recovery of cost should be considered in the light of a reasonable charge made to students in any hall of residence. Class charges for tuition should compare with the charges of any technical institutions or university and the question of actual cost of food for training should not be allowed to influence the levy of these two charges. If students were expected to pay the full cost of food provided in order to train to high hotel standards, then it would undoubtedly limit the number of persons able to take the course. The question of additional income from the sale of food may be met, as I have referred to above, by opening the restaurant to tourists or other customers who would pay proper economic prices. The sale of food to outside people is something, however, which I feel should be arranged in a manner acceptable to the hotel industry through its association or federation because of the necessity to have the whole-hearted support of the industry.

The cost of operating the school after income from students and the sale of food has been realised, I consider should be borne by the authorities operating the school (presumably the Union Government). One or two of the hotel proprietors with whom I held discussions gave me the impression that the hotel industry itself might be prepared to contribute towards the cost of operating the school and I feel that there is every reason why the industry itself should be encouraged to do so. Quite apart from easing the financial burden, I would regard it as highly desirable that the industry should have a financial interest as well as a general interest in the training centre. Certainly the training must be devised to meet the needs of the industry itself and not merely conform to the ideas of a Government department. I recommend therefore that the industry be closely associated with its management through an Advisory Committee or Board of Governors. That being so, I feel that any financial contribution which the industry can make would be appropriate.

There is, however, no reason why the industry through its Federation or through individual companies or persons should not assist the progress of the school by sponsoring some of the students. Such students selected by industry but acceptable to the school would

later on do their practical training in their "parent" establishment.

I understand that the Federation has been formed only within very recent years and I have, therefore, no way of knowing how strongly established it is nor the extent of its financial resources. My own view, therefore, is to favour the assistance of individual hotel companies and proprietors in the matter of assisting students to attend the hotel training centre or in contributing to the colleges expenses in respect of students nominated by them.

I believe that a number of vacancies in the training centre could be earmarked for the nominee of reputable hotels or hotel companies and States which conduct hotels, circuit houses and guest houses and that for places secured by such students, the hotel or company concerned would pay a proportion of the fees or alternatively an additional sum to the college. The hotel company or State nominee (desirably several nominations should be made by each concerned for every place earmarked for them) should of course conform to the minimum educational and entry reformations applicable to all students and the final decision regarding acceptance should always be that of the Principal. A scheme of this kind would involve the nominees of the company or State being under agreement with the company to whom they would return

for their practical training (except for State nominees where in most instances experience would be better gained in a hotel) and also for a reasonable period of employment after training. I consider that a scheme of this kind would help to ensure the employment of graduates of the training centre in the industry and I am, of course, strongly of the view that industry should employ the graduates of the training centre.

The foregoing are amongst the points which I consider should be borne in mind when considering the recovery of cost of training. I do not feel that I should make a detailed recommendation but rather confine myself to the point that desirably the cost to students should be kept sufficiently low by means of Government subsidy (possibly industrially assisted) as to make recruitment of suitable student material relatively easy.

17. MISCELLANEOUS COSTS.

I consider it important that students should be provided with or themselves should provide their own working dresses of various kinds and that this dress should be of good style pattern. Each student should have proper white clothing for working in the kitchen and similarly white uniform for service in the restaurant. Similar protective clothing will also be required for work on the floors and in cleaning generally. Students should also be encouraged to have their own personal knives for use in the kitchen.

PART 4 - CONCLUSION.

(a) Structure of the Industry.

I hope the point will have emerged from the above report that a healthy hotel industry should not consist merely of luxury hotels at the top. I made some reference to this in dealing with my visit to Indian style hotels in Part 2, para I B(p.12) above. There is no doubt in my mind that the hotel industry in India at the moment is top heavy, that is to say there are too many luxury or tourist hotels in proportion to two-star or one-star hotels which though not luxury nor first-class establishments are nevertheless capable of satisfactorily accommodating tourists.

It must not be inferred from this that there are too many luxury hotels. Indeed there is some evidence that more luxury hotels in certain centres would do good business but it should be stressed that there are in many cities and tourist centres an insufficient number of lower rank hotels of a satisfactory kind. In the west the structure of the hotel industry is pyramid-like in that the apex of luxury establishments is supported by a broad basis of lower rank hotels and guest houses. I feel that the Government should be mindful of the need to encourage properly trained persons to open hotels of a modest

nature which will yet help meet the needs of the foreign travellers as well as the convenience of Indian nationals. Certainly, in any training scheme it should be strongly borne in mind that the end of training is to improve the hotel and catering industry generally and not merely the top sections of it. I feel this point needs stressing because inevitably training will be pitched to the highest possible level and it is likely that the best hotels will be selected for much of the post-centre practical training. Nevertheless, it should be the aim of the training centre that its graduates should percolate throughout the whole of industry and help stabilize a broader hotel structure in which there are a greater number of satisfactory middle-class and lower class establishments

(b) Co-operation of Industry.

During my tour of India, I was given every facility not merely by Government officials but by the hotel associations comprising the Hotel Federation and additionally by a number of local hotel associations and also by the large number of individual hotel keepers and caterers with whom I stayed during the tour. The purposes of the visit could not have been accomplished without this excellent cooperation from the industry. I believe that this cooperation should be continued not merely when the hotel training centre is established

but in the period prior to its establishment. Quite apart from any feeling of personal gratitude for the help extended to me by the industry and its members in making this study, I feel that it would be desirable from every point of view if the Hotel Federation could be given a copy of this report and their comments on it invited. As I have mentioned in several places in the report, training should be devised to meet the real needs of the industry and there must be wholehearted collaboration between the Government, the training centre authorities and the industry through its Federation and Associations at every stage of development.

(c) Fostering Development of Foreign Currency Earner.

In concluding this report I feel that I should express my confidence in the ability of the industry to expand, to prosper and thus to make a valuable contribution as a foreign currency earner towards the nation's economy providing the industry is given the encouragement and the trained staff with which to operate. I believe it to be important that the industry should be regarded as an industry. Its development should be regarded as important as that of the development of other industries of a more traditional kind. I see no reason why the hotel industry as an essential component part of the tourist industry

should not become as valuable to India's national economy as it has become in the economy of western countries such as the United Kingdom where its growth has been fostered. I believe that the early establishment of a first-class hotel training centre is one of the most important means of supporting the industry and meeting one of its most pressing needs.

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PART 5 - APPENDICES:

APPENDIX A

TO
REPORT BY MR. JOHN FULLER
LITERATURE CONCERNING HOTEL
APPRENTICESHIP SCHEME IN U.K.

Contents of Appendix A

1. Pamphlet : Recommended Scheme of Training
(Cook Apprentices)
 2. Pamphlet : Apprenticeship Scheme for Cooks.
 3. Pamphlet : Constitution and Functions of
Council, Registration Procedure
and Regulations Governing
Apprenticeships.
 4. Slip : Notes on Indenture of Apprenticeship.
 5. Form : Form of Application for Apprenticeship.
 6. Form : Apprenticeship Indenture for Cooks.
 7. Duplicated Pamphlet: Apprenticeship Scheme
for Cooks.
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Appendix A(1)

THE NATIONAL JOINT APPRENTICESHIP COUNCIL
OF
THE HOTEL AND CATERING INDUSTRY

APPRENTICESHIP SCHEME
FOR COOKS

RECOMMENDED SCHEME OF TRAINING

24, Portman Square, London, W.1

सत्यमेव जयते

Price - THREEPENCE

C O N T E N T S

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A. Introductory Notes 	
B. Specimen Timetable 	
C. Suggested Outline of Kitchen Training...	
(i, General	
(ii) By Stages	
D. Complementary Training in Technical	
Institutions 	



A. INTRODUCTORY NOTES

1. AIM OF NATIONAL APPRENTICESHIP SCHEME FOR COOKS.

The aim of the Scheme is to provide for the systematic recruitment and training of young workers (male and female) as Cooks.

2. PURPOSE OF THIS DOCUMENT.

The purpose of this document is to provide a guide to employers as to the broad lines upon which apprentices should be trained within industry, bearing in mind the complementary training to be given within appropriate educational institutions.

3. EMPLOYER AND APPRENTICE RELATIONSHIP.

It is the responsibility of the employer to organise the apprentice's training within industry on planned, progressive lines and to take a general interest in the apprentice throughout the period of training.

4. THE TRAINING WITHIN INDUSTRY.

The recommended general lines of training within industry are given in the succeeding pages of this document. It is further recommended that employers should:-

(a) ..

- (a) Encourage apprentices to keep notebooks.
- (b) Make available to apprentices current trade journals and technical papers.
- (c) Advise apprentices on suitable textbooks.

Employers are requested to maintain appropriate progress records for each apprentice.

5. COMPLEMENTARY TRAINING IN TECHNICAL INSTITUTIONS.

Details of this part of the training will be found in Section D. This is an integral part of the Scheme and employers are urged to familiarise themselves with the training provided by the educational institutions concerned and to take an interest in the apprentices' studies.

B. SPECIMEN TIMETABLE (5 YEARS). See Section C(11)

It is appreciated that the following timetable will vary according to the type of establishment taking apprentices. There is not necessarily any fixed sequence of departmental training and it is realised that, in accordance with circumstances, the order given below may have to be varied.

In certain establishments the work of some departments may be combined, for example, butchery, fish and poultry falling within the larder.

1. Butchery Preparation	—two months
2. Fish Preparation	—two months
3. Poultry and Game Preparation	—two months
4. Larder	—nine months
5. Soup Corner	—six months
6. Roast and Grill Corner	—four months
7. Vegetables; Eggs and Farinaceous Cookery	—six months
8. Fish Corner	—eight months
9. Sauce Corner	—nine months
10. Pastry	—nine months
11. Relief Cook	—last three months of apprenticeship.

C. SUGGESTED OUTLINE OF KITCHEN TRAINING

- (i) General
- (ii) By Stages

(i) GENERAL

The following points should be borne in mind
in every section of kitchen training:—

1. CORRECT USE OF KNIVES AND OTHER SMALL UTENSILS

Care, maintenance and proper use of knives,
sharpeners, picks, openers, etc.

2. UNDERLYING PRINCIPLES OF COOKERY

- (a) By this it is meant that the fundamental
processes of cookery must be classified
and developed in the training as distinct
operations.
- (b) Preservation of food values.

3. ALL EQUIPMENT AND APPARATUS

- (a) Principles of and method of working.
- (b) Maintenance and cleaning.
- (c) Scullery work.
- (d) Clothing.

4. KITCHEN ORGANISATION

- (a) Routine and plan of work.
- (b) Rosters.
- (c) Hygiene.
- (d) Still-room work.
- (e) Avoidance of waste.

5. COMPILATION OF MENUS

- (a) Quantities for covers ordered.
- (b) Costs.
- (c) Balance (colour, variety, flavours, garnish, season, etc.).

6. CULINARY ADJUNCTS

Origin, derivation and use.

7. PRINCIPLES OF GOOD SERVICE

- (a) Relationship between kitchen and room staff.
- (b) Check system for ordering.
- (c) Methods of service.

8. GENERAL

- (a) Culinary vocabulary.
- (b) Quantities, methods, times, yields, temperatures, garnishes, in relation to all recipes and processes, should be given.

(11) BY STAGES (See Section B)

1. BUTCHERY PREPARATION

- (a) The various types of meat. Storage, quality, uses and weights of various cuts and preparation for kitchen.

- (b) Source and preparation of offals.
- (c) Production and use of by-products.
- (d) Pickling of meat.
- (e) Sausage manufacture.

2. FISH PREPARATION

- (a) The various types of fish. Storage, quality, seasons, uses.
- (b) Preparation and filleting (where appropriate) of all fish, including shellfish.
- (c) Smoking and brining of fish.

3. POULTRY AND GAME PREPARATION

- (a) The various types of poultry and game, including hare and rabbit; storage quality, seasons, uses.
- (b) Preparation (cleaning and trussing) for the kitchen.

4. LARDER

Preparation and service of:—

- (a) Hors d'oeuvre and appetisèrs.
- (b) Mayonnaise and vinaigrette sauce groups.
- (c) Salads of all types.
- (d) Cold buffet work.
- (e) Sandwiches.
- (f) Appropriate dishes, including pies for the kitchen.

5. SOUP CORNER

Methods and preparation of:—

- (a) The various stocks used for soups (meat, fish, poultry, game).
- (b) Clear soups, broths, purées, veloutés, cream soups, special soups (including chilled).
- (c) Garnishes for clear and thick soups, with their accompaniments and service.

6. ROAST AND GRILL CORNER

Methods, preparation, service of and recipes for:—

- (a) All roast meat joints and garnishes.
- (b) All roast game and poultry dishes with garnishes.
- (c) Deep frying. All fritters.
- (d) All grills and garnishes.
- (e) All savouries and canapés.
- (f) Carving.

7. VEGETABLES: EGGS AND FARINACEOUS COOKERY

Preparation, cooking and service of:—

- (a) All root vegetables
 - (b) All green vegetables
 - (c) The mushroom family
 - (d) Pulses.
 - (e) Potato variations.
 - (f) Frozen vegetables.
 - (g) Various types of egg dishes.
 - (h) Farinaceous products.
- } Attention to
seasons, quality,
storage, etc.

8. FISH CORNER

- (a) Preparation, cooking and service of fish of all types, including shellfish where applicable, using the following methods:—
Poaching, frying, baking, grilling, steaming, meunière, court-bouillon.
- (b) Appropriate sauces and garnishes.

9. SAUCE CORNER

- (a) Various types of roux and their preparation.
- (b) Preparation and cooking of espagnole, demi-glâce, velouté, jus lié, meat glaze.
- (c) Other basic sauces and derivatives.
- (d) All types of entrées and their preparation and cooking, with particular attention to the culinary processes involved.

10. PASTRY

Preparation, cooking and service of:—

- (a) Various types of pastry.
- (b) Sponges, cakes, yeast mixtures.
- (c) Various types of pudding mixtures.
- (d) Hot and cold sauces.
- (e) Hot and cold sweets.
- (f) Compotes and fruit dishes.
- (g) Various types of ices.
- (h) Soufflés.
- (i) Dessert fruits, including season and quality.
- (j) Elementary sugar work, to include decoration.
- (k) Special pastry dishes.

11. RELIEF COOK

This is the period of General Revision, prior to completion of the apprenticeship.

D. COMPLEMENTARY TRAINING IN TECHNICAL INSTITUTIONS

The Industry, nationally, has adopted the following syllabuses of the City and Guilds of London Institute in Basic Catering Training and Cookery.

Catering Trades Basic Training Course
(City and Guilds of London Institute
Course No. 150)

This course provides a good all-round training in the fundamental subjects of the Industry, including Cookery, Kitchen Practice and Hygiene, Calculations for Caterers, Catering Commodities, Counter Service and Waiting, Services (Gas, Electricity, Water and Sanitation).

Particular emphasis is laid on Cookery, to which half the total number of hours of the course are devoted.

This course is considered to be of particular value to the new entrant to the Industry in that it not only gives him a training in the fundamentals of Cookery but also, through the medium of related subjects, makes him aware of the significance of his craft in the day-to-day operations of a catering establishment. The course is normally spread over two years of part-time instruction.

It is, therefore, recommended that the "Catering Trades Basic Training Course" be taken during the first two years of the apprenticeship and that it be followed by the course in "Cookery for Hotels and Catering Establishments".

Cookery for Hotels and Catering Establishments
(City and Guilds of London Institute Course No. 151)

This course covers a General knowledge of Methods of Cookery, Kitchen Organisation, Hygiene, the Use, Maintenance and Cleaning of Equipment, and the Basic Recipes, Preparation and Cooking of Dishes in all sections of the kitchen. The syllabus also deals with the presentation and serving of meals, the avoidance of waste, food values and kitchen economy.

The standard of practical work required in this course is high.

The course is intended to provide for the needs of cooks in hotels and catering establishments, including schools, hospitals and industrial canteens. The course may be spread over one or two years.

Technical Institution Training subsequent to the taking of the City and Guilds of London Institute Course No. 151

It is recommended that in the majority of cases apprentices who have gained the City and Guilds of London Institute Certificate No. 151 should take a course of study in more advanced cookery, together with related subjects, leading towards the course in Advanced Cookery of the City and Guilds of London Institute (Course No. 152).

Detailed Syllabuses may be obtained from the City and Guilds of London Institute, Department of Technology, 31 Brechin Place, South Kensington, London, S.W.7, price 2s. 3d., including postage.

A full List of Centres with details of the Technical Institutions at which Catering Courses are available may be obtained from the Secretary, The National Joint Apprenticeship Council of the Hotel and Catering Industry, 24 Portman Square, London, W.1. Alternatively, employers should approach the Local Education Authority.

Appendix A (2)

THE
HOTEL AND CATERING
INDUSTRY

सत्यमेव जयते

APPRENTICESHIP SCHEME
FOR COOKS

THE NATIONAL JOINT
APPRENTICESHIP
COUNCIL

is a comprehensive body, consisting of
representatives of the following Organ-
isations which cover every section of
the Hotel and Catering Industry.

The Hotel and Catering Institute
National Union of General and
Municipal Workers
Union of Shop, Distributive and
Allied Workers

National Union of Railwaymen
Catering Industry National Joint
Trade Union Committee

together with

Representatives of Technical
Institutions

and

Assessors from

The Ministry of Education

The Ministry of Labour and
National Service

F O R M A T I O N
O F T H E S C H E M E

Although apprenticeship for Cooks have previously existed in the Hotel and Catering Industry in a limited way, there has not been a nationally recognised standard of training.

The present Scheme, which is the result of discussions between all Associations of Employers and the Trade Unions, was finally approved and the National Joint Apprenticeship Council was established on the 31st March, 1952.

NATIONAL JOINT APPRENTICESHIP COUNCIL
OF THE
HOTEL AND CATERING INDUSTRY

Apprenticeship Scheme for Cooks

THE purpose of the Scheme is to provide for the recruitment and systematic training of young workers, both boys and girls, as Cooks in the Hotel and Catering Industry.

Administration is carried out by the National Joint Apprenticeship Council through Area Committees.

The National Joint Apprenticeship Council is responsible for standards of employment and training of Apprentices. The Council maintains a register both of Indentured Apprentices and of all firms able and willing to provide training under the conditions laid down by the Council.

Certificates are issued on completion of apprenticeship.

Area Committees of the National Joint Apprenticeship Council are responsible for the satisfactory administration of apprenticeships in their areas and collaborate with Local Education Authorities in regard to the establishment of suitable classes and with the Youth Employment Service in regard to recruitment.

Apprenticeship normally commences at school leaving age, but older entrants may be accepted.

Apprentices are required to serve a period of six months' probation.

Apprenticeship is normally for five years, but special cases are considered on their merits.

The term of apprenticeship may be reduced by a period not greater than two years in respect of an equivalent (or longer) period of attendance at a full-time course of approved instruction at a Technical Institution or other appropriate educational establishment.

Upon registration with the Council a Registration Card is issued to the Apprentice.

Provided the consents of the Apprentice's parent or guardian, employer and the National Joint Apprenticeship Council are obtained, it is possible for the Apprentice to be transferred to another employer if this is considered desirable in his interests.

Apprentices are released without loss of pay for one day or its equivalent each week for day-time technical training. If day-time classes are not available, the Apprentice is granted reasonable facilities and appropriate time to enable him to attend suitable evening classes.

The rates of pay and conditions of employment are not less favourable than those fixed by the Wages Board appropriate to the establishment in which the Apprentice is serving.

Apprentices being trained under this nationally recognised Scheme may apply for deferment of National Service.

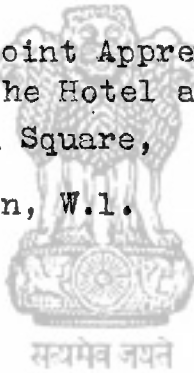
WHAT TO DO! If you want to know more about the Scheme consult your Local Youth Employment Officer or write to

The Secretary,

The National Joint Apprenticeship Council of
the Hotel and Catering Industry,

24 Portman Square,

London, W.1.



PROCEDURE BY
EMPLOYERS

1. Employers shall:
 - (a) Contact the Area Committee of the National Joint Apprenticeship Council or the Head Office of the Council.
 - (b) Obtain and complete application form and forward it as instructed therein.
2. If the application is approved the Council will send Registration Forms together with Forms of Indenture. These should be completed and returned.
3. In due course the Indentures will be approved and signed by the Council and sent to the employer, one copy for his retention and one for the Apprentice. सत्यमेव जयते
4. A Registration Card will be sent by the Council to the Apprentice.
5. A pamphlet, "Recommended Scheme of Training" for the guidance of employers as to the broad lines upon which apprentices should be trained, may be obtained from the Area Committee or from the Head Office of the Council.

CENTRES FOR FULL-TIME AND PART-TIME CLASSES

No.1. LONDON & SOUTH-EASTERN REGION

fp Acton
fp Battersea
fp Borough
fp Brighton
p Chiswick
p Croydon
p Dagenham
fp Deptford
fp Eastbourne
p Folkestone
fp Guildford
p Hammersmith
fp Hastings
p Hayes
fp Hendon
fp Holloway
fp Maidstone
fp Ramsgate
fp Slough
p Southgate
fp Walthamstow
p Watford
fp Westminster
fp Weybridge

No.2. SOUTHERN REGION

p Bournemouth
fp Oxford
fp Portsmouth
p Southampton

No.3. SOUTH-WESTERN REGION

p Barnstaple
fp Bath
fp Bristol
fp Cheltenham
fp Plymouth
fp Torquay
fp Weston-super-Mare

No.4. EASTERN REGION

fp Cambridge
fp Chelmsford
fp Norwich
fp Southend

No.5. MIDLANDS REGION

fp Birmingham f Stafford
p Coventry p Stoke-on-Trent
p Halesowen fp Wolverhampton

No.6. NORTH MIDLANDS REGION

p Derby fp Northampton
p Grimsby p Nottingham
fp Leicester p Peterborough

No.7. WELSH REGION

fp Cardiff fp Ialandudno

No.8. EAST & WEST RIDINGS REGION

p Barnsley p Mansfield
p Bradford p Rotherham
p Darlington p Selby
fp Huddersfield fp Sheffield
fp Leeds p Wakefield

No.9. NORTH-WESTERN REGION

p Blackburn fp Manchester
fp Blackpool p Morecambe
p Bolton p Oldham
p Burnley p Preston
p Buxton fp Salford
fp Liverpool p Wallasey

No.10. NORTHERN REGION

p Carlisle fp Scarborough
p Morpeth p Sunderland
p Newcastle

No.11. SCOTTISH REGION

fp Edinburgh
fp Glasgow
f Kirkcaldy

No.12. NORTHERN IRELAND REGION

f Portrush

f Denotes Full-Time Classes
p Denotes Part-Time Classes

Consult your Local Education Authority
if there is no centre in your area.


The properly trained and
Competent Cook
can always be assured
of regular
and interesting employment
in the
Hotel and Catering Industry



Appendix A(3)

The National Joint Apprenticeship Council
of the Hotel and Catering Industry

APPRENTICESHIP SCHEME FOR COOKS



CONSTITUTION AND FUNCTIONS
OF COUNCIL
REGISTRATION PROCEDURE AND
REGULATIONS GOVERNING
APPRENTICESHIPS

Published by The National Joint Apprenticeship Council
of The Hotel and Catering Industry
24 Portman Square, London, W.1.

The National Joint Apprenticeship Council
Of The Hotel And Catering Industry

A NATIONAL APPRENTICESHIP SCHEME FOR COOKS

On 31st March, 1952, the first meeting of the National Joint Apprenticeship Council of the Hotel and Catering Industry was held at 24 Portman Square, London.

The establishment of the Council was the culmination of efforts made during the past five years by the National Council for Hotel and Catering Education and by the Hotel and Catering Institute, assisted very materially by the Ministry of Labour and National Service, under whose auspices the first joint meetings of employers' representatives and of representatives of Trade Unions were held towards the end of 1951.

CONSTITUTION AND MEMBERSHIP OF N.J.A.C.

The National Joint Apprenticeship Council is composed as follows :

FOUR EMPLOYERS' REPRESENTATIVES (nominated through the Hotel and Catering Institute).

Messrs A. H. Jones, M.B.E., F.H.C.I. (Chairman),
C. Belfield Smith, F.H.C.I., W.J. Green, F.H.C.I.,
O.G. Goring, F.H.C.I.

FOUR REPRESENTATIVES OF TRADE UNIONS.

Messrs. H. Crane, O.B.E., National Union of General and Municipal Workers; W.S. Jones, Union of Shop, Distributive and Allied Workers; F. Lane, National Union of Railwaymen; R.M. Brierley, Catering Industry National Joint Trade Union Committee.

TWO REPRESENTATIVES OF TECHNICAL COLLEGES.

Miss D. Seton, F.H.C.I., Battersea Polytechnic.
Principal R.W. Walls, B.Sc., Hendon Technical College
(nominated jointly by the Association of Technical
Institutions and the Association of Principals of
Technical Institutions).

ONE ASSESSOR FROM THE MINISTRY OF EDUCATION.

Mr. M. F. Bird, F.H.C.I., H.M.I.

ONE ASSESSOR FROM THE MINISTRY OF LABOUR AND
NATIONAL SERVICE.

Mr. P. Hilder.

Secretariat and Finance.— The Hotel and Catering Institute has agreed to provide free accommodation for the Council at 24 Portman Square, London, W.1, for twelve months from its inception. The Institute has also agreed to provide secretarial services for the time being on a payment basis to be agreed.

To meet the immediate financial needs of the Council each of the Trade Unions represented on the Council has contributed £25 and the Institute has agreed to contribute £100.

The annual administration costs of the N.J.A.C. are not yet known but it is anticipated that further contributions will be necessary. In this connection the Institute, through whom the employers' representatives have been nominated, hopes that employers' organisations will give appropriate financial support.

A Registration Fee of 10/6d. will be payable by employers in respect of each apprentice registered, together with a fee of 1/- for indentures.

Objectives of the N.J.A.C.— To establish national apprenticeship schemes for potential craftsmen in the Hotel and Catering Industry.

NATIONAL APPRENTICESHIP SCHEME FOR COOKS

- (a) The establishment of a National Apprenticeship Scheme for Cooks is the first objective of the Council.
- (b) The purpose of the scheme is to provide for the systematic recruitment and training of young workers (male and female) as Cooks.
- (c) The scheme will be administered by the N.J.A.C. through Area Committees representative of the same interests as the Apprenticeship Council as may be deemed necessary by the Council.
- (d) The N.J.A.C. will
 - (i) establish and keep under review standards for the employment and training of apprentice cooks throughout the Industry and the terms under which apprenticeships shall be served.
 - (ii) secure compliance with the agreed standards of employment and training by all establishments participating in the scheme. Negotiation of wages agreements will not be a function of the Council.

(iii) maintain a register both of indentured apprentices and of establishments able and willing to provide training under the conditions laid down by the Council.

(iv) issue certificates on completion of apprenticeship to registered apprentices. These certificates will be signed by the employer and by the Chairman of the Council.

(e) Area Committees will

(i) oversee the working of the apprenticeship scheme in their areas in accordance with the general directions of the N.J.A.C.

(ii) collaborate with Local Education Authorities in regard to the establishment of suitable classes and with the Youth Employment Service in regard to recruitment.

(f) Ratio of Apprentices.— The N.J.A.C. will be responsible for considering any necessary regulation of intake of apprentices under the scheme.

(g) Period of Apprenticeship.— The period of apprenticeship will be for five years, in any case terminating at the age of 21.

The N.J.A.C. will, however, be prepared to consider a reduction in the normal period of five years in certain cases, subject to a maximum reduction of two years. In doing so, they will pay regard to the manner in which the prospective apprentice has used the time since the date upon which the statutory school-leaving age was attained; e.g., whether the applicant has followed satisfactorily a full-time or part-time course of education of suitable character and standard.

The term of apprenticeship may be reduced by not more than two years in respect of an equivalent (or longer) period of attendance at a full-time course of approved instruction at a Technical College or other appropriate educational establishment.

(h) Probationary Period.— The first six months of the period of apprenticeship will be in the nature of a trial period at any time during which it will be in the option of either party to terminate the indenture.

(i) Age of Entry.— Apprenticeship may commence from normal school-leaving age, but older entrants may be accepted provided the apprenticeship can be completed within the period specified in paragraph (g) above.

(j) Indenture.— All apprentices will be indentured in a form approved by the N.J.A.C.

(k) Registration.— Where the conditions of apprenticeship are approved the apprentice will be registered with the Council and a registration card issued to the apprentice.

(l) Existing Apprenticeships.— Arrangements will be made for the registration as apprentices of young persons already employed under independently arranged training schemes where the conditions of employment and training conform to the provisions of the National Apprenticeship Scheme.

Applications for approval and registration of such apprenticeships may be made up to 31st December, 1952.

(m) Practical Training within Industry.— Apprentices shall be trained according to agreed standards decided upon by the N.J.A.C. and employers participating shall observe those standards.

An apprentice may with the consent of the Parent or Guardian, Employer and the N.J.A.C. be allowed to transfer to another employer where this is considered desirable in the interests of the apprentice in order to broaden the basis of his training.

(n) Further Education.— It is an essential condition of the scheme that apprentices shall be released without loss of pay for one day or two half-days each week—or for an equivalent continuous period during each year of the apprenticeship—for training at a Technical College or other educational establishment accepted for this purpose by the Council.

If no day-time classes are available, the apprentice should attend, and the employer should grant reasonable facilities to enable him to attend, suitable evening classes.

(o) Transfers.— The scheme provides that where for any reason any employer ceases to carry on his business, the Apprenticeship Agreement may be transferred to another employer.

(p) Disputes.— Disputes arising out of the interpretation or application of the apprenticeship terms shall first be referred to the Area Committee which, in turn, shall refer to the National Council any case which cannot be resolved locally.

(q) Medical Examination.— Apprentices will be required to satisfy a registered medical practitioner, appointed and paid by the employer, of their fitness to undertake the apprenticeship.

Option to Participate.— The scheme is a voluntary one, open to all Hotels and Catering Establishments able and willing to provide training under the conditions laid down by the Council.

Advantages to Employers of participation in the Scheme.— A well organised apprenticeship scheme carrying a national hallmark attracts the right type of young person. Thus the recruitment of juvenile labour is simplified. Moreover, the employer is assured of the services of the apprentice for an agreed number of years.

During the period of apprenticeship, because it is part of his contract (in addition to the urge given by his natural inclination for the work), the apprentice makes a serious study of his craft and becomes increasingly valuable to his employer.

Another advantage of participation in a nationally organised scheme, approved by the Ministry of Labour and National Service, is that, under existing arrangements, deferment of call-up for National Service is granted until the end of the apprenticeship.

A further advantage to the employer is that a hallmark is set on the standard of his business in that his establishment is officially recognised as one within which young people can be assured of sound training to approved standards.

Advantages to Apprentices of participation in the Scheme.— A nationally recognised apprenticeship scheme offers young entrants to the Industry security of tenure, a guarantee of systematic and progressive training within industry, the opportunity of attending classes in technical colleges and hotel schools and the chance of earning nationally recognised certificates which will qualify them for progressively more important positions.

Procedure by Employers.—(1) Employers wishing to be registered as participating in the scheme and having one or more apprentices whom they wish to register should obtain the necessary Application Form from the Head Office of the N.J.A.C. at 24 Portman Square, London, W.1. This should be completed in duplicate and returned. A separate Application Form will be required in respect of each apprentice.

(2) If the application is approved the Council will send Registration Forms together with Forms of Indenture. These should be completed and returned, together with a Registration Fee of 10/6d. in respect of each apprentice to be registered.

(3) In due course the Indentures will be sealed by the Council and sent to the employer, one copy for his retention and one for the apprentice.

(4) A Registration Card will be sent by the Council to the apprentice.

N.B. Employers having at present no apprentice or apprentices to register but who are desirous of participating in the scheme should inform the N.J.A.C., as enquiries are already being received from young persons wishing to be placed as apprentices. If the Council is satisfied that training under the conditions laid down can be given, then the necessary introductions will be made. Employers are also recommended to notify any vacancy to the local Youth Employment Office.

Centres having Technical Colleges or Hotel Schools at which Catering Courses are available.— On the Application Form for the registration of an apprenticeship an employer has to state the name of the Technical College or Hotel School that the apprentice is attending or which it is proposed that he shall attend. A list of centres in which

Catering Courses are available is therefore given for information at the end of this article. It is divided into the regions in which Area Committees of the N.J.A.C. are to be established.

If there appears to be no Technical College or Hotel School within reasonable access of their establishments employers should consult the Local Education Authority or the Secretary of the N.J.A.C.

Procedure by Prospective Apprentices.— Boys or girls who are not already in touch with an employer who is willing to apply for their registration under the National Apprenticeship Scheme should consult their local Youth Employment Officer or write to the Secretary, The National Joint Apprenticeship Council of the Hotel and Catering Industry, 24 Portman Square, London, W.1.

Publicity Leaflet.— A Publicity Leaflet outlining the scheme has been prepared by the N.J.A.C., copies of which may be obtained gratis from Head Office. Members of the Industry, Local Education Authorities and Heads of Schools are cordially invited to apply for copies. Through the co-operation of the Ministry of Labour and National Service copies of the Leaflet have been sent to every Youth Employment Officer in the country.

PROGRESSIVE STEP

The formation of the National Joint Apprenticeship Council and the establishment of a National Apprenticeship Scheme for Cooks mark an important milestone in the history of the Industry. In establishing this Scheme the Hotel and Catering Industry joins the 70 to 80 other industries which are operating national joint apprenticeship schemes.

Given the co-operation of employers in all sections of the Industry, great benefits should result, in the solving of recruitment problems, in the production of a growing body of trained cooks and in the raising of the standards generally of the culinary art, all of which will undoubtedly add to the prosperity and the prestige of this great Industry.

CENTRES FOR CATERING COURSES

सत्यमेव जयते

[Next page.....]

CENTRES FOR CATERING COURSES

No. 1. LONDON & SOUTH-EASTERN REGION.

fp Acton
fp Battersea
fp Borough
fp Brighton
p Croydon
fp Dagenham
fp Deptford
fp Eastbourne
p Folkestone
fp Guildford
p Hammersmith
fp Hastings
p Hayes
fp Hendon
fp Helleway
fp Ramsgate
p Southgate
p Tottenham
fp Walthamstow
p Wandsworth
fp Westminster

No. 2. SOUTHERN REGION.

p Bournemouth
fp Oxford
fp Portsmouth

No. 3. SOUTH-WESTERN REGION

p Barnstaple
p Bath
fp Bristol

fp Cheltenham
fp Plymouth
fp Torquay
p Weston-super-Mare

No. 4. EASTERN REGION

p Cambridge
fp Chelmsford

No. 5. MIDLANDS REGION

fp Birmingham
p Coventry
p Halesowen
p Stoke-on-Trent
fp Wolverhampton

No. 6. NORTH MIDLANDS REGION

fp Derby
p Grimsby
fp Leicester
fp Northampton
p Nottingham
p Peterborough

No. 7. WELSH REGION

fp Cardiff

No. 8. EAST & WEST RIDINGS REGION

p Barnsley
p Bradford

p Doncaster
fp Huddersfield
p Hull
fp Leeds
p Rotherham
p Selby
fp Sheffield
p Wakefield

No. 9. NORTH-WESTERN REGION

p Blackburn
fp Blackpool
p Bolton
p Burnley
p Liverpool
fp Manchester
p Morecambe
p Oldham
p Preston
fp Salford
p Wallasey

No. 10. NORTHERN REGION

p Newcastle
p Scarborough

No. 11. SCOTTISH REGION

p Edinburgh
fp Glasgow

No. 12. NORTHERN IRELAND REGION

fp Portrush

p Denotes Part-Time Classes

f Denotes Full-Time Classes

B. C. EDWARDS, Secretary,
The National Joint Apprenticeship Council
of the Hotel and Catering Industry.

NATIONAL JOINT APPRENTICESHIP COUNCIL
OF THE
HOTEL AND CATERING INDUSTRY

NOTES ON INDENTURE OF APPRENTICESHIP

1. The form of indenture attached hereto has been prepared by the Council as being in accordance with the apprenticeship scheme for Cooks in the Hotel and Catering Industry.
2. The form should be carefully studied before signature.
3. Where the employer is a limited company the common seal of the company should be affixed to the document in the manner prescribed by the articles of association of the Company.
4. The document should be completed in duplicate and one copy retained by the employer and the other by the Guardian. Both copies should be sent to the National Joint Apprenticeship Council for registration.
5. The documents are not required to bear a revenue stamp.

Appendix A(5)

INDEX NUMBER	
Area	N.J.A.C.

THE NATIONAL JOINT APPRENTICESHIP COUNCIL
OF THE HOTEL AND CATERING INDUSTRY

FORM OF APPLICATION FOR APPRENTICESHIP

(To be completed in duplicate as shown)

Section A. To be completed on behalf of the Apprentice.

1. Apprentice's Surname (in block capitals) _____
2. Apprentice's first names (in full) _____
3. Apprentice's address _____
4. Full names and address of Parent or Legal Guardian _____

5. Apprentice: (a) Date of Birth _____
(b) Name and type of School attended _____

(c) Date of leaving School _____
(d) Name of Technical Institution attended(if any) _____

(e) Nature of course taken at Technical Institution and dates _____

(f) Date present employment started _____

6. Previous Employment (if any) :

(a) Name and address of Employer(s) _____

(b) Nature of Employment _____

(c) Dates of Employment _____

7. (a) Name of Technical Institution now being attended:

State here: (i) Day or Evening Classes or both _____

(ii) Type of Course _____

(b) If classes not being attended, give the name of the
Technical Institution which it is proposed should be
attended _____

8. Employer's Name _____

9. Employer's Address _____

10. Signature of Employer _____ 11. Date _____

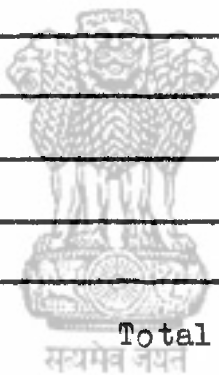
12. Signature of Apprentice _____ 13. Date _____

14. Signature of Parent or
Legal Guardian _____ 15. Date _____

Section B. To be completed by Employer only.

16. Name and Address of the Establishment where the apprenticeship will be carried out :

17. State number of staff in Kitchen, excluding the apprentice whom it is desired to register, showing classification of duties:-



Total No. Kitchen Staff _____

18. State total number of above Cooks considered capable of giving training _____

19. State total number of apprentices already accepted for registration under the National Scheme (excluding that now applied for) _____

20. Signature of Employer _____ 21. Date _____

NOTE.—This form on completion should be sent (in duplicate) to the National Joint Apprenticeship Council of the Hotel and Catering Industry, 24 Portman Square, London, W.1, or to the Secretary of the _____ Regional/Area Apprenticeship Committee at _____

Section C. To be left blank by Employer and Apprentice.

Report by _____ Regional Committee of the N.J.A.C.

22. This application is/is not recommended for approval.

23. If not recommended for approval state reasons _____

24. Signed _____ Chairman _____ Regional
_____ Secretary. Apprenticeship Committee.

This part of Form should be completed (in duplicate) by the Regional Committee of the N.J.A.C. and both copies sent to the National Joint Apprenticeship Council of the Hotel and Catering Industry, at 24 Portman Square, London, W.1.

REGISTRATION PARTICULARS

Section D. For N.J.A.C. Headquarters use only.

25. Considered by Council _____ (date). Approved/Not
approved.

26. Apprenticeship commenced _____ (date).

27. Apprenticeship to terminate _____ (date).

28. Registered _____ (date).

29. Signed _____ Secretary,
National Joint Apprenticeship
Council.

Appendix A(6)

DEED OF APPRENTICESHIP Date _____ 19__
THE NATIONAL JOINT APPRENTICESHIP COUNCIL
OF
THE HOTEL AND CATERING INDUSTRY

APPRENTICESHIP INDENTURE FOR COOKS

THIS APPRENTICESHIP INDENTURE

made the _____ day of _____ 19__

BETWEEN _____

of _____

(hereinafter called the "Employer") of the first part;

of _____

(hereinafter called the "Guardian") of the second part; and

of _____

(hereinafter called the "Apprentice") of the third part;

Witnesseth as follows:— That is to say

1. The Employer hereby covenants with the Guardian
and the Apprentice

- (a) to accept the Apprentice as his apprentice for a term
of _____ years from and after the _____
day of _____ nineteen hundred and _____

which is the commencement of this Indenture notwithstanding the date hereof declaring that the first six months of the said period of years shall be in the nature of a trial period at any time during which it shall be in the option of either party to terminate this Indenture.

- (b) to teach and instruct the Apprentice to the best of his knowledge and ability or cause him to be taught the business and trade of a Cook and all things relating thereto, according to agreed standards decided upon by the National Joint Apprenticeship Council.
- (c) to release the Apprentice without loss of pay for one day or two half days each week or for an equivalent continuous period during each year of apprenticeship for training at a Technical College or other educational establishment accepted for this purpose by the National Joint Apprenticeship Council. Where day-time courses are not available to grant reasonable facilities and time to enable the Apprentice to attend evening classes.

2. The Guardian and the Apprentice hereby jointly and severally covenant with the Employer that

The Apprentice will during the period of service:-

- (a) Obey the lawful orders of the Employer or his representative,
- (b) Promote to the best of his ability the interests of his employer, and
- (c) Not absent himself from the Employer's service without leave.

3. The Apprentice shall not during the said term of Apprenticeship reveal the secrets of the Employer's business.

4. The Apprentice shall attend regularly the approved course of instruction referred to in paragraph 1(c) above.

5. If the Employer shall during the period of Apprenticeship die or have a Receiving Order in Bankruptcy made against him or become permanently incapacitated or cease to carry on his said business or if the Employer be a Company and a resolution shall be passed or an order made for the winding up except for the purpose of reconstruction or amalgamation only then he or his personal representatives or the Official Receiver Trustee or Liquidator shall use their best endeavours to procure the assignment of this Indenture to some other Employer approved by the Guardian and the National Joint Apprenticeship Council.

6. If the Apprentice shall during the said period of apprenticeship be in wholetime service under the National Service Act 1948 or any amendment or re-enactment thereof for the time being in force the said period of apprenticeship shall at the option of the Apprentice be extended by such a period (not exceeding the period of such wholetime service) as the parties hereto shall agree or failing agreement shall be determined in accordance with the provisions of clause 5 hereof. Time spent in an appropriate unit in the Forces in his trade capacity shall likewise be taken into consideration in determining the length of the period necessary to complete the Apprenticeship.

7. If the Apprentice shall at any time during the said term be wilfully disobedient to lawful orders or commands of the said Employer or be slothful or negligent or shall otherwise grossly misbehave himself towards the Employer then it shall be lawful to cancel this Indenture and discharge the said Apprentice.

8. Any matter in dispute between the parties arising out of the interpretation or application of the terms of this Apprenticeship shall in the first place be referred to the Area Committee of the National Joint Apprenticeship Council which, in turn, shall refer to the National Apprenticeship Council any case of difficulty which cannot be resolved locally.

9. It is also hereby mutually agreed and declared between the parties that the conditions set out in the Schedule hereto initialled for identification by the signatories to this Indenture shall form part of this Indenture and shall be valid and effective as if they had been incorporated herein.

10. ...

10. This Indenture shall be registered with the
National Joint Apprenticeship Council.

In Witness hereto the said parties have hereunto set their
hands and seals the day and year first before written.

Signed Sealed and Delivered }
by the above-named } _____ (Employer)
in the presence of:— }

Witness _____

Signed Sealed and Delivered }
by the above-named } _____ (Guardian)
in the presence of:— }

Witness _____

Signed sealed and Delivered }
by the above-named } _____ (Apprentice)
in the presence of:— }

Witness _____

CERTIFICATE OF SERVICE

WE HEREBY CERTIFY that the above-mentioned Apprentice
served his Apprenticeship in accordance with the foregoing
Indenture.

Date _____

Employer.

Chairman, National Joint
Apprenticeship Council.

SCHEDULE OF CONDITIONS RELATING TO THE APPRENTICESHIP INDENTURE
FOR COOKS

This Scheme applies both to boys and girls.

1. Evidence of Age and Medical Examination

Every applicant for Apprenticeship must produce his birth certificate or other evidence of age. He shall also be required to satisfy a registered medical practitioner, appointed and paid by the Employer, of his fitness to undertake the apprenticeship.

2. Recognition of full-time attendance at approved Technical Classes

The term of apprenticeship may, by prior approval of the National Joint Apprenticeship Council, be reduced by a period not greater than two years in respect of an equivalent (or longer) period of attendance at a full-time course of approved instruction at a Technical College or other appropriate educational establishment.

3. Provision of Knives

The Apprentice shall supply his own knives in accordance with the Employer's standard of requirements.

4. Rates of Pay

Hours of Work and Conditions of Employment

Provision of Working Clothes

Annual Holidays

The above shall be not less favourable than conditions under any Order made by the Minister of Labour and National Service pursuant to proposals sent to him by the Appropriate Wages Board.

TRANSFER

IT IS HEREBY AGREED AND DECLARED that with the consent of the Employer the Guardian the Apprentice and the National Joint Apprenticeship Council as from the _____ day of _____ 19__ all obligations of the Employer under foregoing Apprenticeship Indenture (hereinafter referred to as "the first Employer") shall be undertaken and performed by _____ of _____

and that as from the said date the first Employer shall be absolved from all further obligation whatsoever.

Signed Sealed and Delivered)
by) _____ SEAL
in the presence of:—) (First Employer)

Signed Sealed and Delivered)
by) _____ SEAL
in the presence of:—) (Guardian)

Signed Sealed and Delivered)
by) _____ SEAL
in the presence of:—) (Apprentice)

Signed Sealed and Delivered)
by) _____ SEAL
in the presence of:—) (Second Employer)

Transfer approved by the
National Joint Apprenticeship Council _____
Chairman.

THE NATIONAL JOINT APPRENTICESHIP COUNCIL
OF THE HOTEL AND CATERING INDUSTRY.

APPRENTICESHIP SCHEME FOR COOKS.

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ADVANTAGE TO APPRENTICES OF PARTICIPATION IN THE SCHEME.		
Progressive Step.		

The National Joint Apprenticeship
Council for the Hotel & Catering Industry,
24, Portman Square,
LONDON, W.1.

PRICE 3d.

THE NATIONAL JOINT APPRENTICESHIP COUNCIL
OF THE HOTEL AND CATERING INDUSTRY
APPRENTICESHIP SCHEME FOR COOKS

Constitution and functions of Council

Registration Procedure

Regulations Governing Apprenticeships

CONSTITUTION AND MEMBERSHIP OF N.J.A.C.

The National Joint Apprenticeship Council is composed as follows:

- FOUR EMPLOYERS' REPRESENTATIVES (Nominated through the
Hotel & Catering Institute)
- FOUR REPRESENTATIVES OF TRADE UNIONS
- TWO REPRESENTATIVES OF TECHNICAL EDUCATION
- ONE ASSESSOR FROM THE MINISTRY OF EDUCATION
- ONE ASSESSOR FROM THE MINISTRY OF LABOUR & NATIONAL SERVICE

OBJECTS.

To establish national apprenticeship schemes for potential craftsmen in the Hotel and Catering Industry.

NATIONAL APPRENTICESHIP SCHEME FOR COOKS.

- (a) The first object has been the establishment of a National Apprenticeship Scheme for Cooks.
- (b) The purpose of the Scheme is to provide for the recruitment and systematic training of young workers (male or female) as Cooks.
- (c) The Scheme will be administered by the N.J.A.C. through Regional/Area Committees representative of the same interests as the Apprenticeship Council as may be deemed necessary by the Council.

(d) ..

(d) The N.J.A.C. will

- (i) establish and keep under review standards for the employment and training of apprentice cooks throughout the Industry and the terms under which apprenticeships shall be served.
- (ii) secure compliance with the agreed standards of employment and training by all establishments participating in the Scheme. Negotiation of wages agreements will not be a function of the Council.
- (iii) maintain a register both of indentured apprentices and of establishments able and willing to provide training under the conditions laid down by the Council.
- (iv) issue certificates on completion of apprenticeship to registered apprentices. These certificates will be signed by the Chairman of the Council and by the employer.

(e) Regional/Area Committees will

- (i) oversee the working of the apprenticeship scheme in their areas in accordance with the general directions of the N.J.A.C.
- (ii) Collaborate with Local Education Authorities in regard to the establishment of suitable classes and with the Youth Employment Service in regard to recruitment.

(f) Ratio of Apprentices - The N.J.A.C. will be responsible for considering any necessary regulation of intake of apprentices under the Scheme.

(g) Period of Apprenticeship - The period of apprenticeship will be for five years; in any case terminating at the age of 21

The N.J.A.C. will, however, be prepared to consider a reduction in the normal period of five years in certain cases, subject to a maximum reduction of two years. In doing so, they will pay regard to the manner in which the prospective apprentice has used the time since the date upon which the statutory school-leaving age was attained; e.g. whether the applicant has followed satisfactorily a full-time or part-time course of education of suitable character and standard.

The term of apprenticeship may be reduced by not more than two years in respect of an equivalent (or longer) period of attendance at a full-time course of approved instruction at a Technical Institution or other appropriate educational establishment.

- (h) Probationary Period - The first six months of the period of apprenticeship will be in the nature of a trial period at any time during which it will be in the option of either party to terminate the Indenture.
- (i) Age of Entry - Apprenticeship may commence from normal school-leaving age, but older entrants may be accepted provided the apprenticeship can be completed within the period (g) above.
- (j) Indenture - All apprentices will be indentured in a form approved by the N.J.A.C.
- (k) Registration - ~~Where~~ the conditions of apprenticeship are approved the apprentice will be registered with the Council and a registration card issued to the apprentice. A Registration Fee of 10s.6d. will be payable by employers in respect of each apprentice registered, together with a fee of 1s.0d. for Indentures.
- (l) Existing Apprenticeships - Arrangements will be made for the registration as apprentices of young persons already employed under independently arranged training schemes where the conditions of employment and training conform to the provisions of the National Apprenticeship Scheme.
- (m) Practical Training within Industry - Apprentices shall be trained according to agreed standards decided upon by the N.J.A.C. as set forth in the Council's pamphlet "Recommended Scheme of Training" price 3d. from the N.J.A.C. Head Office, 24, Portman Square, London, W.1., and employers participating shall observe those standards.

An Apprentice may with the consent of the Parent or Guardian, Employer and the N.J.A.C. be allowed to transfer to another establishment where this is considered desirable in the interests of the apprentice in order to broaden the basis of his training.

- (n) Further Education - It is an essential condition of the Scheme that apprentices shall be released without loss of pay or time-off for one day or two half-days each week - or for an equivalent continuous period during each year of the apprenticeship - for training at a Technical Institution or other educational establishment accepted for this purpose by the Council.

If no day-time classes are available, the apprentice should attend, and the employer should grant reasonable facilities to enable him to attend, suitable evening classes.

- (o) Transfers - The scheme provides that where for any reason an employer ceases to carry on his business, the Apprenticeship Agreement may be transferred to another employer.
- (p) Disputes - Disputes arising out of the interpretation or application of the apprenticeship terms shall first be referred to the Regional/Area Committee which, in turn, shall refer to the National Council any case which cannot be resolved locally.
- (q) Medical Examination - Apprentices will be required to satisfy a registered medical practitioner appointed and paid by the employer, of their fitness to undertake the apprenticeship.
- (r) Option to Participate - The Scheme is a voluntary one, open to all Hotels and Catering Establishments able and willing to provide training under the conditions laid down by the Council.

PROCEDURE BY EMPLOYERS:-

(1) Employers wishing to be registered as participating in the Scheme and having one or more apprentices whom they wish to register should obtain the necessary Application Form from the Head Office of the N.J.A.C. at 24, Portman Square, London, W.1., or from the Hon. Secretary of the local Regional Apprenticeship Committee. This should be completed in duplicate and returned. A separate Application Form will be required in respect of each apprentice to be registered.

(2) If the application is approved the Council will send Registration Forms, together with Forms of Indenture. These should be completed and returned, together with a Registration Fee of 10s.6d. in respect of each apprentice to be registered, plus 1s.0d. Indenture Fees; also a copy of the Apprentice's Birth Certificate and a Medical Certificate as to the fitness of the Apprentice to undertake the apprenticeship.

(3) In due course the Indentures will be sealed by the Council and sent to the employer, one copy for his retention and one for the apprentice.

(4) A Registration Card will be sent by the Council to the apprentice.

N.B. Employers having at present no apprentice or apprentices to register but who are desirous of participating in the Scheme should inform the N.J.A.C., as enquiries are received by the N.J.A.C. from young persons wishing to be placed as apprentices. If the Council is satisfied that training under the conditions laid down can be given, then the necessary introductions will be made. Employers are also recommended to notify any vacancy to the local Youth Employment Officer.

Centres having Technical Institutions or Hotel Schools at which Catering Courses are available:-

On the Application Form for the registration of an apprenticeship an employer has to state the name of the Technical Institution that the apprentice is attending or which it is proposed that he or she shall attend.

If there appears to be no Technical Institution or Hotel School within reasonable access of their establishments employers should consult the Local Education Authority or the Secretary of the N.J.A.C.

Procedure for Prospective Apprentices - Boys and girls who are not already in touch with an employer who is willing to apply for their registration under the National Apprenticeship Scheme should consult their local Youth Employment Officer or write to the Secretary, The National Joint Apprenticeship Council of the Hotel and Catering Industry, 24, Portman Square, London, W.1.

Publicity Leaflet. - A Publicity Leaflet outlining the Scheme has been prepared by the N.J.A.C. copies of which may be obtained gratis from Head Office. Members of the Industry, Local Education Authorities, and Heads of Schools are cordially invited to apply for copies. Through the co-operation of the Ministry of Labour and National Service copies of the leaflet have been sent to every Youth Employment Officer in the country.

Advantages to Employers of participation in the Scheme -

well organised apprenticeship scheme carrying a national hallmark attracts the right type of young person. Thus the recruitment of juvenile labour is simplified. Moreover the employer is assured of the services of the apprentices for an agreed number of years.

During the period of apprenticeship, because it is part of his contract (in addition to the urge given by his natural inclination for the work), the apprentice makes a serious study of his craft and becomes increasingly valuable to the employer.

Another advantage of participation in a nationally organised scheme, approved by the Ministry of Labour and National Service, is that, under the existing arrangements, deferment of call-up for National Service is granted until the end of the apprenticeship.

A further advantage to the employer is that a hallmark is set on the standard of his business in that his establishment is officially recognised as one within which young people can be assured of sound training to approved standards.

Advantage to Apprentices of participation in the Scheme - A

nationally recognised apprenticeship scheme offers young entrants to the Industry security of tenure, a guarantee of systematic and progressive training within the Industry, the opportunity of attending classes in technical colleges and hotel schools and the chance of earning nationally recognised certificates which will qualify them for progressively more important positions.

PROGRESSIVE STEP. The formation of the N.J.A.C. and the establishment of the National Apprenticeship Scheme for Cooks mark an important milestone in the history of the Industry. In establishing this Scheme the Hotel and Catering Industry joins the 70 to 80 other industries which are operating national joint apprenticeship schemes.

Given the co-operation of employers in all sections of the Industry, great benefits should result, in the solving of recruitment problems, in the production of a growing body of trained cooks and in the raising of the standards generally of the culinary art, all of which will undoubtedly add to the prosperity and the prestige of this great Industry.

APPENDIX B

TO
REPORT BY MR. JOHN FULLER
GUIDE TO TRAINING ACCOMMODATION.

MAIN TEACHING UNITS IN BATTERSEA POLYTECHNIC'S
HOTEL MANAGEMENT COURSE - SHOWING ROOM
DIMENSIONS, SEATING CAPACITY AND PRINCIPAL
ITEMS OF EQUIPMENT.

Contents of Appendix B.

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Training Restaurant
Training Restaurant Kitchen
Kitchen 1
Kitchen 2
Demonstration Room
Hotel Suite : Kitchen
Hotel Suite : Dining Room
Hotel Suite : Bedroom
Reception Unit
Hotel Housekeeping Craft Room .	..
Laundry
Theory Class-rooms

Room: Training Restaurant

Dimensions: 36" x 26"

Seating capacity: 60

No. of tables: 12

<u>Item.</u>	<u>No.</u>	<u>Supplier.</u>	<u>Estimated initial cost.</u>
<u>Furniture</u>			£. s.d.
Tables - round	12	Goodearl Bros., Mendy St., High Wycombe.	78/-/-
Tables -Extensions	6	-do-	54-0-0
Side boards	4	-do-	80-0-0
Chairs	60	-do-	180-0-0
Trolleys	4	T.T. Vaisey, 47 High St., Uxbridge.	24-0-0
Cash desk	1	Alstons (College Carpenter)	
Buffet table	1	(Kitchen table)	
Plate-warmer	4	English Electric	50-8-0
Hors d'oeuws trolley	1	F V Maqrini Ltd.	49-5-0

Room: Still Room & Wash-up.

Dimensions: Wash-up: 6' x 9'

Still-room: 12' x 12'

Electric equipment:

Coffee machine	1	Jackson FAE 2290	250-0-0
Burnishing machine	1	Mora B.Co.1077-D4.	150-0-0
Grill	1	Creda HC 2824	52-0-0
Washing up machine	1	Hobart 933626	360-0-0

Cleaner	1	Hoover Dustette	10-0-0
Polisher	1	Vactric 370/142162	30-0-0
Coffee-set	1	Cona FB103	27-0-0

Training Restaurant: Small equipment.

Glassware:

Brandy balloons	12
Worthington	36
Sherry	13
Port	21
Whisky	14
Liquer	12
Goblets 6.2/3	144
Champagne	39
Moselle	12
Cocktail	204
Rose bowl 8"	2
" " 6"	1
Ashtrays	48
Cellrey wase	5
Oil & Vinegar bottles	8
Water jugs 2pt.	28
Decaners	6

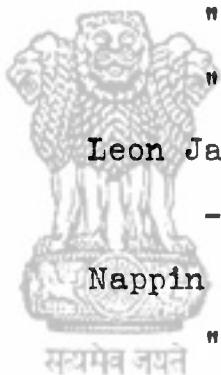


Cutlery (Hotel plate)

Knives - table	96	Mappin & Webb	20-10-0
- fish	96	"	15-17-0
- cheese	84	"	19-10-0
- carvers	6	"	3- 0-0
- butter	12	"	1- 4-3
- fruit	60	"	20- 0-0
- ham 9"	1	"	0-12-0
- ham 8"	1	"	0-10-0
- game carver	1	"	3- 0-0
Forks - table	132	"	18- 2-9
- fish	96	"	14- 0-0
- dessert	72	"	18-12-0
- fruit	60	"	19-15-0
- Oyster	6	"	0-15-0
- pastry	12	"	1- 8-0
Spoons - coffee	72	"	8-15-0
- Chutney	3	"	1- 5-0
- dessert	84	"	18-14-0
- soup	84	"	17-19-8
- table	72	"	19-10-0
- tea	120	"	6 -8-0
- Grapefruit	24	"	1-16-0
- Jam	12	"	1- 5-7
- Ice	12	"	1-17-6
- Mustard	12	"	0-12-6
- "french	2	"	0-10-0

Miscellaneous:
(Hotel plate)

Tongs - sugar	12	Mappin & Webb.	0-19-0
Nutcrackers	2	"	0-15-0
Cheese scoop	2	"	0-12-0
Ladles - 1"	12	"	2-16-0
- 2"	12	"	3- 0-0
- 4"	6	"	7-12-0
Butter dish	12	"	2-10-0
Meat scewer	1	"	0- 6-0
Bottle holder.	1	"	1 -0-0
Barrel-tap	1	"	0-10-0
Butter curler	2	Leon Jaeggi.	0- 7-10
Ice cube breaker	1	-	
Asparagus rack	3	Nappin & Webb.	5- 0-0
" tongs	2	"	0- 9-0
" eaters	2	"	1- 5-0
Chafing dish	1	"	12- 0-0
" stand)	1	"	16-10-0
" lamp }			
Casserole, copper	3	"	9- 0-0
Cocktail shaker	1	"	2- 5-0
Strainer-hardhorn	1	"	0- 7-0
Strainer tea	6	"	1-10-0
Lobster picks	3	"	0- 7-6
Lobster crackers	1	"	0-15-0



Dredgers sugar	6	Mappin & Webb.	7- 8-0
Bowls. rose	12	"	12- 0-0
" finger	12	"	6- 0-0
" sugar	12	"	4-10-0
Egg cups	6	"	2- 5-0
Gateau stand	3	"	7-10-0
" tongs	3	"	1- 2-6
Scissors, grape	1	"	0-15-0
Ham socoh	1	"	1-10-0
Ice pail	1	"	4- 0-0
" tongs	1	"	0- 7-6
Jugs - coffee 1 pt.	12	"	40- 4-0
" Milk 1 pt.	12	"	40- 4-0
Crepe Suzette pan 10"	2	"	8- 6-0
Omellelte pan	1	Leon Jaeggi	3- 7-6
Lemon squeezer	1	Mappin & Webb.	0- 7-6
Spirit measures, 1/4, 1/3, 1/5	4	"	1-10-0
Menu Holders 1-12	12	"	3- 0-0
Condiment sets	18	"	25-14-6
Pepper mills	3	"	1-17-6
Toast racks	12	"	9- 0-0
Service trays	6	"	9- 0-0
Salvers, waiters	6	"	9- 0-0
Wine cooler and stand	1	"	9- 1-3

Table cooking stoves	4	Mappin & Webb.	14- 0-0
Ash trays	10	"	2- 1-8
Dome entrée cover	1	"	49- 5-0
Wine basket (full bottle)	2	Gashkell & Chamber	1- 8-0
" (half ")	1	"	0-12-6
Fruit basket	1	--	0-10-0
Cona coffee set	1		4- 0-0
Copper rechauffé	1	Mappin & Webb	18-19-0
Coupes ice (3.3/8")	12	"	21-17-6
Skewers - stainless	24	Staines	0-19-8
Muffin dish	2	-	1-10-0
Sauce boats 1/4 pt.	12	Mappin & Webb.	12- 0-0
Sauce boats 1/2 pt.	12	"	16- 0-0
Soup tureens	4	"	16- 3-0
Cream jugs	15	"	14-16-3
Tea pots 1/2 pt.	6	सत्यमेव जयते "	13- 0-6
" 1 pt.	6	"	14-17-6
Soup cups	12	"	12- 2-0
Butter dish	12	"	2-10-0

GENERAL SERVICE DISHES (HOTEL PLATE)

Oval Flats.

22 x 16	3	"	24- 4-6
20 x 15	1	"	6- 0-0
18 x 13	8	"	24-15-0
16 x 12	8	"	27- 6-8

9½ x 16	6	Mappin & Webb.	15- 0-0
8½ x 14	6	"	12-12-0
7½ x 12	6	"	9- 0-0

Round flats.

8"	6	"	7-10-0
10"	6	"	9- 0-0

Entrée dishes.

Oval 8"	12	"	11- 6-0
" 10"	12	"	13- 5-0
Round 8"	12	"	12- 0-0
" 10"	12	"	18- 0-0

Veg. dishes.

3 partitions (plus covers)10	12	"	30- 0-0
<u>Bread baskets</u>	4	"	7- 2-6



Breakfast, Tea, Dinner Services - Badged Vitrock - Lawley's Ltd.

Quantities include replacements for 2-3 years.

	<u>Dozens</u>	<u>Estimated cost.</u>
Egg cups	2	0-15-4
Breakfast cup & saucer	2	2- 7-6
Soup cum & saucer	14	26-17-10
Soup plates 9"	12	12- 2-0
Plates - 8½"	24	22-14-0
" 9½"	24	26-10-0
" 6½"	24	13- 8-0
Salad crescents	14	21- 7-0
Rimmed fruit	18	10- 7-0
Fruits (CPR)	14	6- 7-2
Tea cup & saucer (empir)	18	15- 6-0
Coffee cup & saucer	24	18- 6-0
Jan dishes	1	0- 5-0
		<hr/>
		176-12-10
	Engraving cost ...	<hr/>
		6- 0-0
		<hr/>
(Present tax 30% to be added.)		182-12-10

Room : Training Restaurant Kitchen.

Dimensions: 59' x 26' 36' x 11'

Seating capacity: 18

No. of tables: 8

<u>Item.</u>	<u>No.</u>	<u>Supplier</u>	<u>Estimated cost.</u>			
<u>Electric</u>						
Double range	1	Jackson	380	-	-	8700 - -
Potato peeler	1	Peerless H 4752	62	-	-	1575 - -
Boiling table	1	V 9108 Jackson 8, 170	-	-	-	3500 - -
Steaming oven	2	V 71914 " " date	105	-	-	2600 - -
Pastry oven	1	V 71722 " "	190	-	-	4750 - -
Mixer	1	Peerless Q 25	199	-	-	5000 - -
Ice-cream freezer	1	Eldwood No 45-50	380	-	-	7500 - -
Hot plate	1	Benham. W 8089	90	-	-	2200 - -
Handy Andy	1		30	-	-	700 - -
Refrigerator	1	H.M.V. 15 cu.feet	73	-	-	1500 - -
- do- -	1	Frigidaire 100c.ft.	390	-	-	8000 - -
Boiler	1	Jackson 10 gal.	50	-	-	1200 - -
Proving oven	1		25	-	-	700 - -
<u>Gas</u>						
Double range	1	Benham. W11570 (-113-6)	254	16	-	
Hot cupboard	1	-do-	87	14	6	
Bain-marie	1	-do-	104	10	-	
Stock pot	1	-do-	35	7	-	

Salamander	1	ISS - IA 13201	152	8	-
Refrigerator	1	Electrdux 10 cu.ft.	78	-	-

Consumable

Basins pudding	24
Bowls mixing 13'	17
" " 9'	6
Casseroles oval	8
Pie dish-assorted	12
Petite marmite dishes	48
Pie dish pyrex 1 1/2	15
Ravier dishes	72
Sardine cases	
Soufflé moulds	10
Carborundum	1
Pastry brush	6
Piping bag	6



Small equipment

Apple corer	2	-	5	-	9/- per day
Baking sheet	24	3	4	-	
Butter hands	1	-	1	6	
Bread tin 1"	10	1	10	-	
Basin enamel	15	2	1	3	24/- per day(2nd)
Basin aluminium large.	15	2	1	3	
Basin " small	23	1	3	-	

Pudding cups	33	1	18	6	10/- per set of
Bowls enamel	22	4	12	-	30/- per day
Bowls aluminium	26	5	10	-	
Boards pastry	10	9	-	-	24/- per day
Boards chopping	10	10	-	-	
Bread slicer	1	1	13	6	
Bin-raspings	1	-	10	-	
Bin salt	1	-	5	-	
Bin flour	2	1	-	-	
Bin galvanized	2	2	17	-	
Box, spice	1	-	1	6	
Box, string	1	-	1	6	
Box, seasoning	6	-	8	-	
Bowl scraper	1	-	1	-	
Brine tub	1	Rushbrooks Ltd	4	6	3
Bowl copper large	1	2	12	6	
Bowl copper small	1	1	13	6	
Colander	10	7	10	-	
Cherry stoner	1	-	6	-	
Cake tins 6½"	6	-	10	6	
Cake tins 7"	4	-	8	-	
" " 8"	8	1	1	-	
" " sponge	18	Leon Jaeggi	2	5	-
" " sandwich	9	1	1	1	
Cake tin square 9"	2	-	8	-	

Cake tin individual assorted	288	5	10	8	
Chopper meat	3	1	2	6	
Cutlet bat	1	1	7	8	
Cutters plated	8	4	4	-	
Cutters column	1	-	19	9	
Cork screw	2	-	4	6	
Chopping block	2	12	2	-	
Dust bin	2	2	17	-	
Friture-round	4	4	10	-	
" oval	1	1	6	6	
Fork-steel	11	-	11	-	
Fork-carving	2	-	12	6	
Flan ring	21	1	11	6	
Funnel	1	-	1	-	9/- per doz (Ind) enamelled
Fish tin	2	-	16	-	
Flan dredger	5	-	6	8	
Grater	9	2	-	0	
Ice-cream server	2	2	2	-	
Ice-cream scoop	1	-	6	6	
Ice-pick & hammer	1	-	5	3	
Jam-roll tins	6	2	13	6	
Jug-enamel	5	2	2	6	48/- per doz (Ind) 4 pints
Knife - gramton	1	-	11	2	
- steel	3	1	3	3	

Knife - cooks	16	6	2	8	
- vegetable	5	1	1	3	19/8 per doz. (VU)
- round blade	6	1	4	-	
- palette	10	2	-	-	
- pram	1	-	10	-	
- canaller	2	-	13	10	
Kettle	1	-	5	-	
Kettle camp	4 Leon Jaeggi	2	18	-	
Ladle large	5	1	4	7	
Ladle medium	6	1	-	-	
Ladle small	9	1	2	6	
Lemon squeezer	1	-	1	11	Ind. 7-8- p.d. (Ind)
Mallet fish	2	-	12	-	
Measure aluminum	9	2	5	-	
- enamel	1	-	4	6	
Mincer	4	5	3	-	
Mushroom	2	-	7	6	
Mould bombe (copper)	12	14	18	-	
- Jelly -	3	5	17	9	
- chartreuse -	3	5	17	9	
- Jelly -	1	-	3	6	
- daride -	118	2	19	-	
- Savarin -	4	-	2	3	
- " copper	11	5	4	6	
- Neapolitan	12 Leon Jaeggi	7	13	-	



Needle trussing	3	-	3	-
Potato rests wire	2	-	15	-
Pepper mills	2	1	1	-
Parisienne cutter	6	1	17	-
- - small	7	2	3	8

Pan

Pan cake	4	2	4	- 36/- p.d. (v.u.)
Pan frying	9	3	12	- -do-
Pan sauté iron	1	-	6	-
Pan omelette	3	1	6	9
Double handled alum.	4	9	16	6

Pan copper



" russe 9½'	1	5	19	6
" " 8½	1	4	19	6
" " 7	2	7	19	-
" various small	22	22	-	-
" sauteuse	2	2	8	9
" " medium	2	3	13	3
" sole dish oval	6	3	18	-

Leon Jaeggi

Pan Aluminium

stewpan 8'	7	11	12	-
" 7"	4	-	15	-
" 6"	2	2	-	-

Pan sauce alum.

8"	2		5	19	4
7"	3		8	19	4
7"	2		5	18	-
6½"	3		6	9	-
6"	6		13	6	-
5"	7		3	10	-

Stewpan aluminum

22 pt.	5	Benhams	26	13	4
Pastry Nippers	6		-	15	-
Pie dish alum.	6		1	8	6
Piping tubes	36		1	13	-
Pie dish enamel	31		1	11	-
Plate enamel	24	Benhams	1	16	-
Pestle and mortar	3		1	16	-
Potato peeler	13		-	19	6
Pot stand	23		-	17	3
Potato masher	3		2	8	-
Rolling pin	21		7	17	6
Roast case	1	L. Jaeggi	2	13	6
Roasting tin	14		1	18	6
Stand- jelly bag	1		1	-	-
Salad basket	2	L. Jaeggi	-	17	6
Sugar sifter	3		-	7	6
Stap machine	1	Benhams	18	7	3

Spoon iron	24		3	4	-
" wooden	21		-	14	-
" table	2		-	2	8
" dessert	5		-	5	-
Steamer 4			12	-	-
Stock pot	1		4	-	-
Strainer conical					
" small	9		2	5	-
" medium	3		-	19	3
" large	1		-	15	6
" v.large	1		-	19	6
" gauze	3		2	6	6
Slice - fish	9		1	6	3
Scales	3		15	-	-
Sieve wire	9		-	15	9
" veg.	5		2	10	-
Souffle' mould copper	8		4	12	-
Skimmer wire	5		1	2	6
" large	1		-	7	-
Trays butchers	24	Benhams	5	12	-
" large	13		4	17	6
" cooling	10		3	5	-
Veg. presser	5		-	12	6
Whisks balloon	13		2	17	5
" large	13		3	9	1
" flat	19		-	19	-
Waffle iron	1		-	16	9



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Special equipment

Icing tables	3	1	11	6
Cutters oval (sets)	3	-	10	6
Cutters fancy (sets)	1	-	10	6
" Column "	1	-	19	9
" triangle "	2	1	1	-
Cena coffee set	1	1	12	6
Forks dipping	3	-	1	6
Juice exhactor	1	-	10	8
Moulds jelly 1	21	3	13	6
" " copper	4	5	17	-
" "	5	1	-	-
" soufflé tin	19	3	6	6
" daride	8	-	2	-
" shell top	2	-	7	-
Mould savarin copper	4	1	18	-
Needles larding	28	1	8	-
" trussing	8	-	5	-
Olive oil dripper	1	-	3	6
Piping bags.	2	-	7	6
" tubes	104	4	17	4
Pans omelette	3	1	6	9
" pancake	8	4	8	-
Tins raised pie	20	19	10	-
Patty	61	1	10	6

Mince pie	20	19	10	-
Tartlet	15	-	2	6
Roasting	8	1	2	-
Swiss roll	1	-	1	6
Cream horn	16	-	11	-
<u>Aspie</u>				
boat small	24	-	6	-
" large	25	-	6	9
Diamond	24	-	12	-
Round	24	-	12	-
pear	5	-	2	6
Eclair cases	37	-	6	2
Pea Pod	8	-	14	-
Vegetable Scoops	9	L. Jaeggi	2	16 3
Pomme Anna Moulds	1	-do-	3	15 6
Boning knife 6"	1	-do-	-	6 9
Butchers knife 10"	1	-do-	-	12 6
Tamis cloth	lyd. -do-	-	3	3
Marfar Slicer	1	1	12	6

Room : Kitchen 1 (Training Kitchen for individual work)

Seating capacity : 18

No. of tables : 5

Dimensions : 41' x 24' x 13' x 5'

<u>Item</u>	<u>No.</u>	<u>Supplier</u>	<u>Estimated cost</u>	
			<u>Initial</u>	
Bowls Mixing 12"	18			
-do- 9"	9			
-do- 13-1/2"	12			
Basins pudding	36			
Pie dish Pyrex	18			
(1-1/2 d)				
Plates Pyrex	3			
Pastry brush	11			
Piping bags	12			
Piping tubes	8			
Carborundum	1			
<u>Fixed equipping</u>				
Esse Cooker	1	Esse (Major)	229	- -
<u>Electric</u>				
Mixer	1	Crypto	140	- -
Refrigerator	1	Frigidaire	150	- -
Cooker	1	Creda 1482638	97	- -
Bakers Oven	1	G.E.C.01130/15467	190	- -
<u>Gas</u>				
Salamonder	1	Radiation	50	- -
Double Range	2	Guest house	240	- -



<u>Gas</u>			
Single Range	1	Guest house	40 - -
Double Rax	1	New World	140 - -
<u>Small equipment</u>			
			- 1 -
Apple cover	5		- 12 6
Baking sheets	77		12 12 -
Bake - Fans	10		1 7 6
Basins enamel	9		1 2 6
" aluminium.	17		2 - -
Basins individual pudding	5		- 5 10
Boards chopping	14		14 - -
" Pastry	9		9 - -
Bread tins 2 lb.	7		1 1 -
" " 1 lb.	32		6 8 -
Bowls enamel	13		5 4 -
Box string	1		- 1 6
" spice	2		- 1 6
" condiment	8		- 12 -
<u>Cake tin</u>			
Sandwich	36		2 12 -
Sponge	19	Leon Taeggi	2 7 6
Chopper meat	2		- 15 -
Cork screw	1		- 2 3
Cutter Parisienne	9	Leon Jaeggi	2 16 3
Cutter Pastry	6		- 18 -

Flan ring	18	Leon Jaeggi	1	7	-
Flour dredger	20		1	6	8
" bin	1		-	10	-
" " galvanized	1		1	8	6
Fork kitchen	14		-	14	-
" dessert	1		-	1	3
" carving	3		-	12	9
Funnel	6		-	6	-
Friture & basket	5		6	13	9
Girdles	2		2	-	-
Jug enamel	6		2	10	-
Graters	13		2	18	6
Knife ham	1		1	10	-
" Palette large	5		1	3	9
" " med.	4		-	16	-
" round blade	8		1	12	-
" cocks	9		3	9	-
" grapefruit	10		1	12	6
" caning	2		1	0	4
" bread	1		-	9	8
" dessert	1		-	1	3
" steel	1		-	7	9
" sharpener	1		12	12	-
" Vegetable.	4	Leon Jaeggi	-	17	-
" cleaner	1		4	-	-

Kettle	1		-	5	-
Lemon Squeezer	5		-	9	7
Ladle	12		1	15	-
Mincer	1		1	5	9
Measure 2 pt.	9		2	5	-
" 1 pt.	0		1	16	-
Mallet	1		-	6	-
Mould daride	77		-	19	3
Meat hook	1		-	2	6
Nut cracker	1		-	1	6
Needle, trussing	1	Leon Jaeggi	-	1	-
Opener bottle	2		-	1	-
" table model	1	Bonzer	2	19	6
" can	3		-	11	-
Plates enamel	24	Benham	1	16	-
Pie dish enamel	36		2	-	-
Pestle & mortar	3		1	10	-
Pot stand	30		1	2	6
Potato masher	1		-	16	-
" Peeler	12		-	18	-
Patty tins plain	188		2	7	-
" " fancy	15		-	3	9
Pastry plicker	2		-	3	-
" nipper	6		-	15	-



Pan Frying

round	10		4	-	-
Oval	2		-	16	-
Pancake	3		1	11	6
small	9		1	9	3
sauce 1/2 pt.	18		9	-	-
" 7-1/2 "	9		26	17	-
" 6-1/2 "	12		26	12	-
" 8-1/2 "	4		11	18	-
" 9 "	3		5	8	9
Porringer	2				
Stewpan 7	3		3	11	3
" 8	2		2	18	-
" 9	3		5	8	9
" 10	4		9	6	-
" copper	12	Leon Jaeggi	26	2	-
Pressure cooker	1		5	-	-
Rolling Pin	14	सत्यमेव जयते	5	5	-
Strainer conical	17		11	13	9
" round	9		-	13	6
Soufflé tin	33		5	15	6
Sieves wire	9		5	3	3
" hair	7		3	13	6
Sugar sifter	4		-	10	-
Salad basket	1	Leon Jaeggi	-	8	9

Sink tidy	2	-	7	6
Soap dish	4	-	11	8
Saw - meat	4	1	10	-
Shredder	3	-	4	6
Scissors	3	1	11	6
Steamer	6	18	-	-
Stock pot	3	12	-	-
Scales	3	15	-	-
Shewers	52	-	6	6
Spoon wooden	18	-	12	-
" metal	21	2	16	-
" tea	3	-	2	3
" dessert	9	-	9	-
" table	8	-	10	10
Skimmer wire	5	1	2	6
Slice fish	13	1	7	11
" pottery	2	-	5	10
Slicer bean	2	3	7	-
" mandarin	1	-	18	6
Trays cooling	19	6	3	6
" butchers	18	4	11	6
" enamel	7	4	14	6
Tongs grilling		1	5	-
Whisks balloon	8	2	2	8



Benhams

Whisks small	14		3	1	10
" flat	6		-	12	-
" " small	9		-	9	-
Yorkshire tins	28		3	19	4
Knife canaler	2	Leon Jaeggi	-	13	10
Casserdas (Esse) No.4					
CICA	1	Smith wellstood	-	19	3
NOBCICA	1	" "	1	12	9



Room : Kitchen 2 (Training kitchen for individual work)

Dimensions: 35' x 28'

Seating capacity: 18

No. of tables : 6

<u>Item</u>	<u>No.</u>	<u>Supplier</u>	<u>Estimated cost initial</u>		
Apple cover	6		-	12	6
Baking sheet	36		4	10	-
Basins aluminium					
" large	13		1	15	9
" medium	6		-	7	6
" small	12		-	12	-
Bread tin 1 lb	13		1	19	-
2 lb	6		1	4	-
Box candiment	5		-	7	6
Bin flour	1		-	10	-
Board chopping	16		16	-	-
" pastry	15		15	-	-
Cake tins sponge	18	Leon Jaeggi	2	5	-
" " square	7		1	8	-
" " deep	8		1	2	8
Can opener	1	Bonzem	2	19	6
Chopper meat	1		-	7	6
Cutlet bat	1		1	7	8
Colander	3		2	5	-



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Cutters	sets	7		2	12	-
Friture		3	Leon Jaeggi	4	6	3
Flan ring		18	" "	1	7	-
Fork caning		2		-	8	6
" kitchen		21		1	1	-
Flour dredger		12		-	16	-
Grater		15		3	7	6
Jug enamel 6 pt.		6	Leon Jaeggi	2	10	-
Knife steel		2	" "	-	15	6
" ham		1		-	10	-
" veg.		3	" "	-	12	9
" palette		9		2	2	9
" assorted cooks		12		9	9	-
" canaler		2	Leon Jaeggi	-	13	10
" dessert		2		-	2	-
Kettle		2		-	10	-
Ladles		5	Leon Jaeggi	-	12	6
Lemon squeezer		2		-	3	10
Mushroom		4	" "	-	15	8
Measure 2 pt.		11		2	15	-
Mincer		1		1	15	9
Mould Dairiole		44		-	11	-
Needle trussing		1	Leon Jaeggi	-	1	-
Nutmill		1		-	10	-
Pudding cup		144	" "	8	8	-

Pastry nipper	6	Leon Jaeggi	-	15	-
Plates enamel	33	Benhams	2	18	3
Pie dish 1 pt.	18	"	1	11	6
Pie dish assorted	12		-	12	-
Potato peeler	8	"	-	12	-
Pats butter	1		-	1	6
Potato masher	2		1	12	-
Pastry pricker	1		-	1	6
Manddir slicer	1		-	18	8
Pan frying large	5		2	-	-
" " medium	2		-	8	6
" " small	6		-	19	6
Patty tin plain	166		2	1	6
" " fancy	14		-	3	6
Pot stand	36		1	7	-
Roasting tin	12	Leon Jaeggi	3	14	-
Rolling Pin	17		6	7	6
Stewpan 5"	12	Leon Jaeggi	19	19	-
" (aluminium) 6"	7	Leon Jaeggi	13	16	6
" 2-1/2 x 7	11	"	24	7	6
" 7-1/2 x 8	8	"	23	17	4
Sauté pan copper 6"	6	"	7	14	6
" " 7"	6	"	10	19	-
" aluminium 8"	7	"	9	13	8
" " 9"	6	"	9	10	-

Sink tidy	3	Leon Jaeggi	-	10	6
Soap dish	3	" "	-	8	9
Salad basket	1	" "	-	8	9
Skimmer 5"	6	" "	1	7	-
Strainer conical 7"	14	" "	9	19	2
" quaze	3	" "	2	6	6
Saw meat	1		-	7	6
Scissors	3		1	11	6
Slice fish	6		-	17	6
Strainer round	7		-	10	6
Sieve wire	8		4	14	-
Spoon tea	7		5	4	-
" dessert	1		-	1	-
" kitchen	20		2	13	4
" wood	25		-	16	8
Souffle tin	12		2	2	-
Sugar sifter	5		-	12	6
Stock pot	2		8	-	-
Steamer	5		15	-	-
Scales	3		15	-	-
Trays butcher	18	Benhams	4	11	6
" cooling	24		7	16	-
Whisks flat small	4		-	4	-
" balloon	8		1	15	4
" " large	14		3	14	8



Heavy equipment.

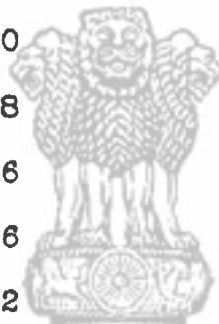
Gas.

Pastry oven	1	Benham	345	2	6
Solid top	1	" W13200-113-6	249	13	6
Double oven	2	" W13200-110-1	378	19	-
Grill	1	" W13201-155-1A	52	8	-
Steamer	1	" 437048	132	10	-
Single oven and bain marie	1	" W13202-113-6	175	19	6
			68	15	-

Electric

Mixer	1	Crypto E 2012	140	-	-
Solid top range	2	Jackson	392	-	-
" " "	1	(Single oven)	30	-	-

Bowls mixing 12"	10
9"	8
13-1/2"	6
Basins pudding	16
Brushes pastry	12
Bags piping	9
Pie dish pyrex 9-1/4"	24
" " 10-1/2"	20
Carborundum	1



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Room : Demonstration

Seating capacity: 40
Dimensions : 22' x 29'
No. of tables : 4 benches.

<u>Item</u>	<u>No.</u>	<u>Supplier</u>	<u>Estimated cost</u>
<u>Electric</u>			
Oven	1	Jackson L 9571	192 - -
<u>Gas</u>			
Oven	1	Benham - Solid top 13836/113-6	175 - -
Mirror	1		
<u>Small equipment</u>			
Apple cover	1		- 2 6
Basins pudding	5		
Bowls mixing 9"	3		
Board chopping	2		2 - -
" pastry	1		1 - -
Baking sheet	4		- 12 -
Box condiment	1		- 1 6
" spice	1		- - 9
" string	1		- 1 6
Bin flour	1		- 10 6
Can opener	1		- 10 6
Chopper meat	1		- 7 6
Cutlet bat	1		1 7 8



Cutters sets	1	-	10	6
Colander	2	1	10	-
Fork kitchen	1	-	1	-
Graters	2	-	7	-
Knife palette	1	-	4	9
" assorted	8	3	12	-
" steel	1	-	7	9
Lemon squeezer	1	-	1	11
Measure 1 pt.	1	-	5	10
" enamel 1 pt.	1	-	1	11
Mincer	1	1	5	9
Mushroom	1	-	3	11
Nut mill	1	-	10	-
Pot stand	9	-	7	9
Par steamer	1	3	-	-
" stewpan	2	1	3	9
" casserole	1	1	9	-
Sauté pan	5	6	18	4
" 5 in.	2	4	8	8
" 6 in.	5	11	13	-
" 7-1/8 in.	3	8	19	-
Pestle and mortar	1	-	10	-
Pastry brush	2	-	4	6
Frying pan	7	2	-	-
Stricture & basket	1	2	8	9



Pie dish enamel	2	-	3	6
Rolling pin	2	-	15	-
Roasting tin	2	-	12	4
Saw - meat	2	-	15	-
Shredder	2	-	3	-
Strainer	5	2	10	-
Sieve wire	3	1	15	3
" hair	1	-	10	6
Scales	1	5	-	-
Spoons wooden	13	-	8	8
" table	6	-	10	7
" tea	6	-	4	7
sink tidy	1	-	3	9
Skimmer wire	2	-	9	-
Trays cooling	3	-	19	6
Whisks	6	1	16	-
Flan dredger	1	-	3	6
Sugar "	1	-	3	6
Plates enamel	4	Benhams	-	6
Trays Butchers	6	Leon Jaeggi	1	15



HOTEL SUITE

Room : Kitchen

Dimensions:

Seating capacity: 3 x 4

No. of tables : 1 table - 2 fixed benches

<u>Item</u>	<u>No.</u>	<u>Supplier</u>	<u>Estimated Initial Cost.</u>
Cleaner - electric	1	Goblin 59/16235	25-15-0
Ewbank Sweeper	1	Ewbank	3-14-0
Polisher electric	1	Electrolux B6	31- 4-3
" hand	1	"	8-17-5
Cleaner electric	2	"	57- 7-0
Kettle electric	1	Premier Pylar	3-19-6
Stove - electric	1		25- 0-0

Service equipment

Knife - dinner	6
" - dessert	6
" - tea	6
" - fruit	4
" - butter	4
Fork dinner	6
" dessert	4
" fruit	4
Spoon grape fruit	6
" tea	27



Spoon fruit	4
" service	4
" coffee	11
" soup	6
" dessert	6
" jam	1
Sugar ladle	2
Soup "	1
Sugar tong	3
Tea strainer	1
Condeiment set	1
Sweet dish	2
<u>Cooking equipment</u>	
Baking sheet	4
Colander	2
Cutters - sets	1
Flan ring	2
Flour dredger सत्यमेव जयते	1
Fork - kitchen	1
Grater	2
Knife - pallette	2
Plate - enamel	4
pot stand	8
Potato peeler	2
Measures	2

Patty tins	24
Pan - frying	4
Rolling Pin	3
Strainer	2
Sieve	1
Scales	1
Skewers	6
Spoons - wood	6
" metal	4
Trays cooling	
" enamel	2
Whisks	3
Pastry board	1
<u>consumable</u>	
Mixing bowls 9	2
Pudding basin	4

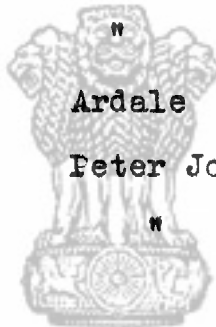


Room : Dining Room

Dimensions:

Seating capacity: 10

<u>Item</u>	<u>No.</u>	<u>Supplier</u>	<u>Estimated cost</u>
			£. s.d.
Carpet - underfelt		Peter Jones	52-18-11
Net curtains			3-13-2
Curtains			17-15-5
Light shades	2		6- 6-0
Standard lamps	2		11- 0-0
Table	1	Venson Jones	36-15-0
Sideboard	1	" "	28- 0-0
Chairs	9	" "	72-0-0
Tub chair	1	Ardale "	11-19-0
Table cover	1	Peter Jones	2- 9-10
Side board cover	1	"	- 17-10
Light shade fitting			4-10-6



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Room : Bedroom

Dimensions:

Seating Capacity: 1

<u>Item</u>	<u>No.</u>	<u>Supplier</u>	<u>Estimated cost.</u> £. s. d.
Carpet & Underfelt	1	Peter Jones	51-10-10
Wardrobe		G. Plan "	31-19- 0
Dressing table lights		" "	22- 4- 0
Chest		" "	15- 8- 0
Stool		" "	4- 5- 0
Luggage rack		P. Jones	2-17- 6
Net curtains		"	3-13- 2
Headboard		"	3- 5- 0
Bedside table		"	6-19- 6
Sterling light.		"	1-14- 0
Curtains		"	27- 1- 2
Waste paper bin		"	0- 5-11
Candle shades		"	0-11-10
Lamp & shade		"	1-15- 9
Bed cover	1	"	12- 9-10
Chair cover	1	"	
Five side chair		"	12- 0- 0
Bed & mattress		Myers.	

Bathroom

Bath mat	1	P. Jones	1- 9- 6
Curtains	1	"	2- 7- 0

Room : Reception Unit

Dimensions : 48' x 17'

Seating Capacity: 40

No. of tables: 5

<u>Item</u>	<u>No.</u>	<u>Supplier</u>	<u>Estimated Initial cost</u>
			£. s.d.
Filing Cabinet	1	Metal Shelving Co.	8-19-6
Switch board	1	G.P.O.	6- 5-0
Telephone (164)	1	"	0- 5-6
" (3322)	5	"	
Bell sets	5	"	4-18-9
Shanostrip Panel	1	Shannon Ltd.	0-16-3
Post Office Guide	1	G.P.O.	0- 2-6
Reference Atlas London	1		2- 2-0
Hotel Guide	1	BHRA	0- 3-6
" "	1	BTHA	0- 5-0
Whitakers Almanack	1		0-17-6
P.O. Directory	1	G.P.O.	0- 2-0
Key labels	24	Aero Marketing Co.	5-16-0
Standard Register	1	Lamson & Paragon	37- 0-0
Portable	1	" "	7- 0-0
Tube plan London	1		
Street plan "	1		
Letter Sorter	1	Ryman Ltd.	1- 2-0
Date stamp	2	"	0-12-7

Index box	1	Ryman Ltd.	0- 3-11
Duplicator	1	Ellamo Ltd.	5-10-0
Chairs	40	Kingfishers Ltd.	70- 0-0
Carpet	1		15- 0-0
Table (small)	1		6- 0-0
Easy chairs	2		24- 0-0

Reception, Cashier and Enquiry
counters in light out with
Founica top made and installed
by College craftsmen.



Room: 301 : Hotel Housekeeping Craft Room

Dimensions: 21'x14'

Seating Capacity: 30

No.of tables : 8

<u>Item.</u>	<u>No.</u>	<u>Supplier</u>	<u>Estimated Initial Cost.</u>
Irons - electric	6	Singers	£. s. d. 13-13-0
<u>Sewing machines</u>		Singers	
Hand	2	"	64- 0-0
Treadle	6	"	300- 0-0
Electric treadle	2	"	120- 0-0
" <u>table</u>			
" 66 K	2	"	56- 0-0
" 15 K	1	"	44- 0-0
" 201 K	3	"	141- 0-0



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Room : Laboratory

Dimensions: 28 x 29

Seating Capacity: 18

No. of tables :

<u>Item</u>	<u>No.</u>	<u>Supplier</u>	<u>Estimated Initial Cost</u>		
<u>Balances</u>			£.	s.	d.
Analytical	3	Griffin 'Tatlock'	45-	0-	0
Students	8	" "	24-	0-	0
"	4	Becker & Sons	20-	0-	0
"	1	" "	3-	0-	0
"	1	G. Ooertting	3-	0-	0
"	2	"	6-	0-	0
<u>Microscopes</u>	7	Beck Ltd.	70-	0-	0
	5	Leitz	50-	0-	0
Bin	1	H. Thomas Snibin	0-	17-	11
<u>Scales</u> 1-10 lb	1	Slater	3-	0-	0
" 1-8 ozs	1	"	1-	0-	0
<u>Spring Balance</u>					
1-10 lb	1	"	1-	0-	0
1-5000 gm.	1	"	1-	0-	0
1-500 grm.	1	"	1-	0-	0
<u>Sets & Weights</u>					
1-50 grm	10		20-	0-	0
1-100 grm	15		30-	0-	0
analytical					
1-50 grm	2		10-	0-	0
Trolley	1		3-	0-	0
<u>Electric Equipment</u>		20090-90366			
Oven	1	English Electric	40-	10-	6
"	1	G.E.C.	37-	12-	6
<u>Gas Equipment:</u>					
Oven	1	New World	38-	10-	0
Refrigerator	1	Electrolux	78-	0-	0

Room: Laundry

Dimensions: 28 x 29

Seating Capacity: 18

No. of tables : 7

	No.	Supplier	Estimated Initial Cost
			£. s. d.
<u>Copper - gas</u>	<u>1</u>	<u>The Dean</u>	<u>8- 7 -6</u>
<u>Drying Cabinet 5430/785299</u>			
Gas	1	Snowwhite T. Glover & Sons.	96- 0-0
" 27165-1	1	-do-	49- 0-0
electric	1	F.48 -do-	105- 5-10
Wringer	3	Achene	18- 0-0
<u>Washing machine</u> (electric)	3	Hot point	255- 0- 0
<u>Kettle electric</u>	1	Swan 7 x	2-12- 6
"	1	Premier Pylor	3-19- 6
<u>Iron electric</u>	9	Murphy Richard	20- 5- 0
(hand)	2	Singers	4-11- 0
	1	H.M.V.	1-19- 6
	3	Magret G.E.C.	4-17- 6
	1	Hot point Right Weight.	3-15- 0
	2	Premier	5- 5- 0
Rotary iron	1	Servis de lux	..
Calender	1	Thos Machine Co.	..
Hydro extractor	1	Henius Ltd.	
Rotary Iron	'	Hot point	29-3-10
Table ironer	1	"	29-3-10

Room : 402 Theory Classroom.

Dimensions: 16' x 20'

Seating Capacity: 21 fixed seats.

No. of tables : 3 fixed benches.

Room: 403 Theory Classroom.

Dimensions: 24' x 12'

Seating Capacity: 18

No. of tables: 4

Epidiascope - (Standard) Ross Ltd. - £ 90-0-0



APPENDIX C

TO
REPORT BY MR. JOHN FULLER

THE HOTEL AND CATERING INSTITUTE

A S S O C I A T E M E M B E R S H I P
E X A M I N A T I O N S Y L L A B U S

Notes on the Interpretation of the Syllabus



Published by The Hotel and Catering Institute
24, Portman Square, London, W.1. — 1s. 6d.

SYLLABUS FOR COURSE LEADING
THE ASSOCIATE MEMBERSHIP
EXAMINATION

I—MANAGEMENT SUBJECTS

A—Introduction to the Nature of Management

1. Management: Meaning and Importance; Modern social setting.

Setting Objectives: Provision of policy, including types of business to be undertaken, selling prices and profit margins, target for return on capital invested; fixing the policy of personnel management, research and development, advertising and publicity.

2. Provision of facilities to achieve the objectives: including

(i) Capital (land, buildings, plant, machinery, transport and working capital.

(ii) Organisation.

(iii) Personnel: Selection; labour relations; training, to include technical education for the industry; management organisations.

3. Measurement of performance: to include accountancy, statistics, and budgetary control.

B—Economic Aspects of the Hotel and Catering Industry

The structure of the hotel and catering industry, and the place of the industry in the economic life of the community. Functions of Trade Associations and Chambers of Trade. Tourist trade: the various component sections of the trade.

II—FOOD AND DRINK

This section to be dealt with from the aspect of organization and control.

- (a) Kitchen organisation and routine, including fuels, kitchen equipment and its maintenance.
- (b) Food: purchasing, delivery, storage (including refrigeration) of fruit and vegetables, poultry and game, dairy produce, fish, meat, dried goods, tinned goods.
- (c) Menu planning: portion control: staff meals.
- (d) Restaurant and/or dining room organisation and routine, including different types of service.
- (e) Alcoholic and other beverages: principles governing their storage and service.
- (f) Stocktaking and control as applied to food and drink.
- (g) Elementary costing.

III—MAINTENANCE

The scope of the subject is intended to cover the first principles of repairs, renewals and maintenance as applied to the Hotel and Catering Industry.

(a) External repairs and maintenance of the fabric, internal redecoration and repairs. Use of paints and wallpapers. Treatment of walls in public rooms, bedrooms, restaurants and domestic offices.

(b) Purchase, renewal, store and control of linen, china, glass, cutlery and plate. The application of all items to varying types of business.

(c) Maintenance and renewal of furniture, soft furnishings, fixtures and fittings and its application to different kinds of business.

(d) Maintenance, renewal and modernisation of plant and equipment. The increasing use of labour-saving devices.

(e) Services: heating, lighting, plumbing and ventilation.

(f) Types of fuel, consumption and comparative costs.

(g) Cleaning programmes and materials.

IV—HYGIENE

This should be dealt with in an elementary way as an approach to further studies.

Elementary Bacteriology

Bacteria. Multiplication, effect of heat, effect of cold, reservoirs of infection (human and animal), and susceptible foodstuffs.

Personal Hygiene of Staff

Care of Hands, washing facilities, handling food, protective clothing and health of staff.

Care of Food

Storage conditions, refrigeration, cooking, methods of quick cooking, care of cooked food, care of semi-preserved food, tinned food, protection from contamination by pests and protective display of foods.

Care of Premises and Equipment

Design of kitchen and equipment, cleansing methods, washing up, correct use of sinks and machines, use of detergents and hot water, air drying, tea towels and other cloths. Refuse disposal, cleansing and sterilising receptacles. Common kitchen pests, cause, treatment and prevention, services available from local authorities, importance of local bye-laws and Government recommendations.

V—BOOK-KEEPING AND ACCOUNTANCY

This course is intended to give no more than an understanding of the principles which underlie such account keeping as might reasonably be expected of a person holding, or seeking to hold, a position of responsibility in the Hotel and Catering Industry.

An outline of requirements is set out below.

Double entry book-keeping, the ledger, the subsidiary books and their uses. Tabular Book-keeping, Reconciliation statements, banking procedure. The trial balance, its

uses and limitations. Capital and revenue, the Trading and Profit and Loss Account and Balance Sheet and the interrelation of constituent items. Interim accounts. Provisions and reserves, depreciation. Taxation.

VI—LAW FOR THE HOTEL AND CATERING INDUSTRY

A detailed knowledge will not be expected, but candidates should understand the principles covered by the syllabus insofar as they govern the day-to-day working of an establishment; or may come within the scope of ordinary managerial experience.

(a) Insurance

The nature of insurance policies commonly found in the Industry.

(b) Master and Servant

(i) The law relating to the employment of staff, contract of service, notice, summary dismissal, payment during illness, master's responsibility for acts of servants, the Truck Acts.

(ii) The Catering Wages Act, its objectives, nature of Orders made under the Act.

(iii) National Insurance.

(iv) Shops Act, types of business affected, alternative schemes, Sunday work.

(v) Young Persons (Employment) Act, 1938.

(c) Guests and Customers

Contracts with hotel guests, registration, liability of Hotelkeepers towards guests. Innkeepers, their rights and obligations. Rights of customers at restaurants.

(d) Food

Obligations of caterers, hygiene.

(e) Sale of Liquor

The Licensing System, types of licence, permitted hours, extensions, conduct of licensed premises. Registered Clubs.

(f) Other Licences


Music and Dancing. Billiards. Refreshment House. Wireless. Performing Right.

(g) Property

Ownership or tenancy. Landlord and Tenant Act, 1954. Town and Country Planning. Rating. Powers of Local Authorities.

EXAMINATION

The Examination will consist of six written papers as follows:



Management Subjects	2 hours
Food and Drink	2 1/2 hours
Maintenance	1 1/2 hours
Hygiene	1 1/2 hours
Book-keeping and Accountancy	3 hours
Law for the Hotel and Catering Industry	1 1/2 hours

The Examination will be held once a year, and candidates will have the option of taking the whole Examination, or part 1, i.e., Food and Drink, Law for the Hotel and Catering Industry, and Hygiene, or part 2, i.e. Maintenance, Management Subjects, and Book-keeping and Accountancy.

NOTES ON THE INTERPRETATION
OF THE SYLLABUS

I—MANAGEMENT SUBJECTS

A. Introduction to the Nature of Management

1. Nature of Management and Setting Objectives:

The study of management, as such, is to-day of the greatest importance. Its position in modern social setting.

It should be emphasised that Setting Objectives is a most important function of management. Objectives must be attainable. Policy must be clear. Policy must be continually reviewed. Information and Communication.

2. Provision of Facilities:

(a) Capital:

The meaning of Capital in relation to management; Capital is the provision of the working tools to achieve objectives. Capital Structures.

(b) Organisation.

Organisation includes creating and maintaining an organisation; delegation of responsibility; co-ordination of activity; leadership.

Charts for different industries should be used to demonstrate the principles of co-ordinating activities, and delegating responsibility. The importance of personal leadership at every level of management should be emphasised, and should include the following:

Management ..

Management must manage; must accept responsibility.

Good management is respected for being fair and reasonable.

At every level, good management carries the support of seniors as well as juniors.

A manager or supervisor cannot obtain from seniors or juniors any more respect, confidence and trust than he gives.

(c) Personnel.

Selection of top executives; selection of managers and supervisors; engaging of staff who fit well and easily into the organisation.

Interviewing: purpose, technique, assessment.

Introduction of new staff to their work: integrating new staff into the organisation.

Problems of labour turnover: factors of selection, training, incentives, working conditions, competition from other industries.

Costs of labour turnover. Discharging staff.

Statistics of staff engaged, employed, terminations, absenteeism.

Discovering new supervisors and executives capable of interpreting the firm's policy.

Provision of training facilities and/or opportunities for Technical Education (Technical Education facilities for the Hotel and Catering Industry are given in Appendix I. Management must be familiar with them).

Relationship of management and management organisations.
Relationship of management and labour including Wages negotiations, whether voluntary or statutory. Conciliation and arbitration.

The human factor: problem of handling individuals compared with groups, attitudes to work, social value of work, promoting co-operation, discipline.

Productivity: health, need to work, desire to work, incentives, job analysis.

3. Measurement of Performance

(a) Accountancy.

The importance of interpreting and using accounts.

(b) Statistics.

The current up-to-date measurement of results and the importance of trends.

(c) Budgetary Control.

The statistical anticipation of future results and constant checking of current statistics.

B. Economic Aspects of the Hotel and Catering Industry

1. Structure of the Hotel and Catering Industry

- (a) Licensed Hotels and Licensed Restaurants.
- (b) Unlicensed Hotels and Boarding Houses.
- (c) Unlicensed restaurants, cafes, tea shops, snack bars and milk bars.
- (d) Licensed non-residential establishments (Clubs and Public Houses).
- (e) Institutional Catering: Hospitals, Schools, etc.
- (f) Holiday Camps.
- (g) Transport Catering.
- (h) Catering for the Armed Forces.
- (i) Outdoor Catering.

In the study of this subject, reference should be made to employment figures showing that, although composed of a number of very small units, the Hotel and Catering Industry ranks among the largest in the country.

Extracts from the Ministry of Labour Gazette, and the Bulletin for Industry are published in the JOURNAL of the Institute from time to time.

2. Aspects of the Tourist Industry

(a) The importance of hotels and catering; transport—road, rail, sea and air; and their relationship.

(b) Attractions, national and local.

(c) Travel agencies and the British Travel and Holidays Association.

(d) Growth of the Tourist Industry in the 20th Century.

(e) Tourism as an export: its value in the National Economy. Future developments and promotion.

In the study of this subject, reference should be made to the Balances of Payments White Papers; current annual reports of the B.T.H.A.; current annual reports on tourism; European Tourism—O.E.E.C. reports.

3. Functions of Trade and Professional Organisations

(a) Hotel and Catering Institute.

- (i) To provide professional status for its members.
- (ii) To encourage and support Education in the Industry.
- (iii) To hold craft and professional examinations.
- (iv) To support the holding of craft examinations by other bodies.



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Grilladin—(Grill Cook)	}	Additional brigade in very large hotels.
Fishmonger		
Bouchier—(Butcher)		
Chef de Nuit—(Night Cook)		
Boulangier—(Baker)		
Chef Communiard—(Staff Cook)	}	
Aboyeur—(Announcer)		
Commis, Apprentices, Plongeurs(Washers-up), Porters.		

In large establishments, the duties of the Chef de Cuisine may be regarded as largely supervisory and administrative.

In smaller establishments, the Chef de Cuisine is referred to in culinary jargon as a "working chef," and, where the establishment of Chefs de partie is restricted, he will usually take the responsibility for the Gardemanger, largely because he can control the receipt and issue of perishables and provisions, and, further, since the larder is mainly a "supply" department (most of the work being done in advance of the service), it will allow him adequate time for the administrative duties of his office, and allow for all-round supervision of production and service.

In smaller establishments parties will be conjoined, i.e., Sauce-Roast-Fish: Breakfast-Vegetables-Soup; etc. The number of Chefs de partie varies with the volume of trade.

In large establishments with normal brigades as above, the Roast Cook is normally responsible for the grills and fried dishes. The Entremetier is responsible for soups and vegetables garnishes for other parties.

In hotels of fifty bedrooms and less, and in smaller restaurants, it is not unusual to find a Chef and a "Second," supplemented by Commis and Apprentices, sharing the responsibility for production between them.

The pastry department is probably the only exception to the rule in establishments of all sizes, and is considered always to be the job of a specialist.

(11) ROUTINE

(a) Compilation of menus by the Chef (frequently in conjunction with management).

(b) Ordering perishable foodstuffs on day-to-day requirements.

(c) Briefing cooking staff on day's menus.

(d) Requisitioning from Stores according to menus.

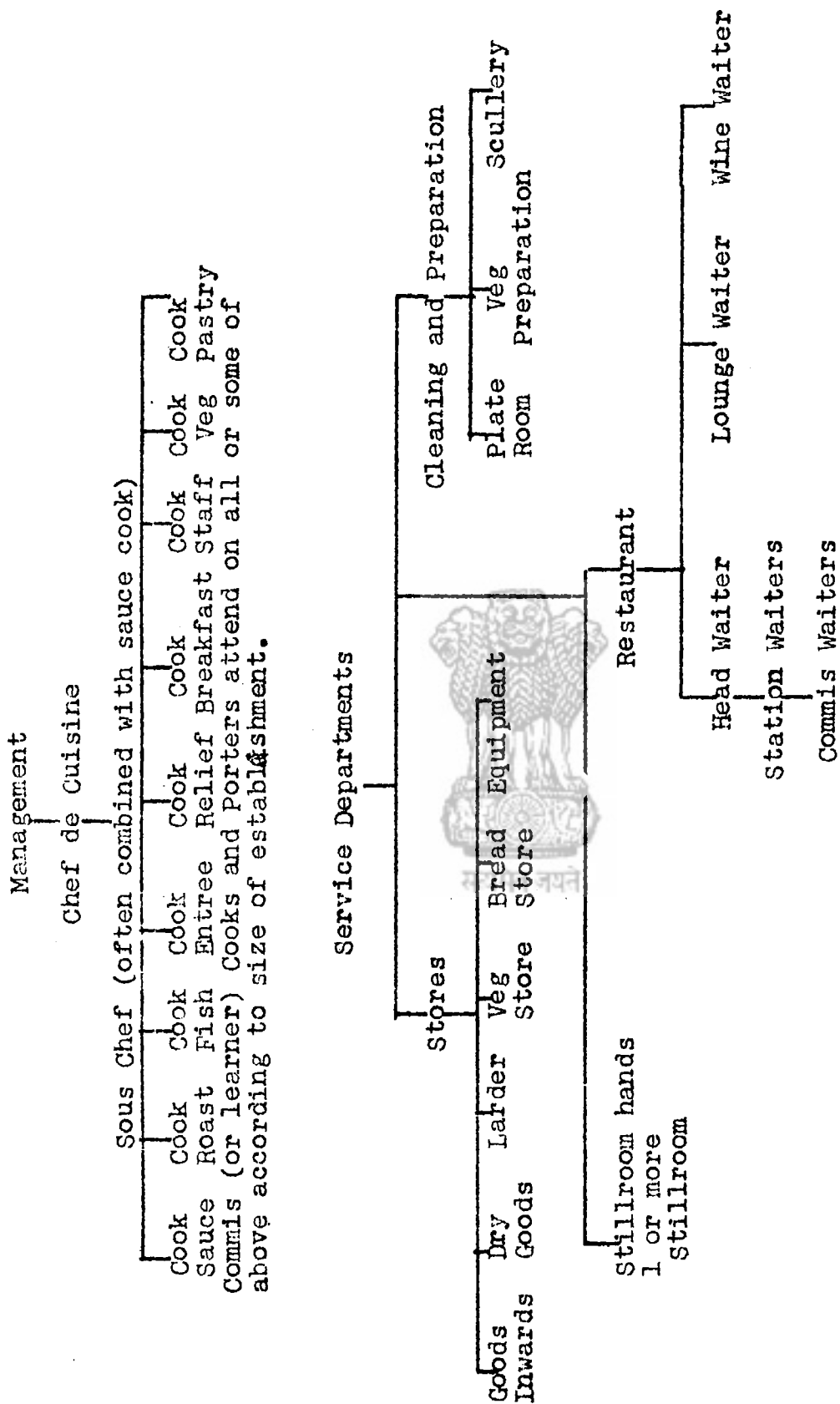
(e) Preparation and cooking.

(f) Inspection of prepared dishes by Chef.

(g) Dishing up.

Tea, coffee and other beverages, toast, bread and butter, tea sandwiches, etc., are normally prepared in and served from a separate department known as the Stillroom, coming under the control of either the Chef or Head Waiter, according to its proximity either to kitchen or to restaurant.

ORGANISATION OF KITCHEN AND SERVICE DEPARTMENTS



(iii) FUELS

There are several kinds of fuel in general use; coal, gas, electricity, oil and calor gas. Many kitchens employ a combination of two or more. Where a supply of live steam is available, it can be harnessed to wet steaming ovens, boilers and hot closets, etc.

MAINTENANCE

Each type of equipment is cleaned in separate departments where possible, e.g.

(i) Fixed cooking equipment (ranges, cafe sets, etc.) is best maintained by contract with suppliers, or by local gas or electricity boards. Heavy kitchen cooking equipment is cleaned by the Sculleryman (Plongeur). This includes marmites, casseroles, stock pots, pans and other metal cooking vessels.

(ii) Silver is handled in silver room (silver dishes, covers, cutlery and other plated articles which normally also see service in the Dining Rooms).

(iii) A separate scullery wash-up is necessary for chinaware.

(iv) It is desirable to use a separate sink for glass, usually located in the waiters' pantry.

- (b) Food: purchasing, delivery, storage (including refrigeration) of fruit and vegetables, poultry and game, dairy produce, fish, meat, dried goods, tinned food—condition of tins.

In many establishments the Chef does his own ordering for perishable goods, but this is the ultimate responsibility of the Management.

Other commodities including tea, coffee, tinned fruit and vegetables, sugar, fats, flour, condiments, etc., are normally purchased direct by Management from wholesalers and made available through requisitioning order by the Chef.

Strict attention should be paid to market price fluctuations before the Menus are compiled and, where storage permits, advantage should be taken of low prices. Remember, cheap prices do not necessarily mean best value. All goods should be weighed and inspected on delivery.

Dry goods:

- (i) Tea—purchase in bulk; store in airtight containers.
- (ii) Sugar—purchase in bulk; store in airtight containers in very dry conditions.
- (iii) Fats—purchase in bulk; store in refrigerator or in very cool, dry place.

Butter and fats should be kept in the cold room by themselves, as they absorb the odour surrounding fish, meat, etc., and soon become unpalatable.

(iv) Bread—purchase daily; store in light airy conditions with room for circulation of air all round.

(v) Flour—purchase in bulk; store in airtight container.

(vi) Tinned Goods—purchase in bulk (check sample before buying); store in cool, dry place. Tins should be clearly labelled and the tin plate should not be rusted. "Blown" tins will be bulging at either end. Storage must be on racks and tins should be removed from containers before racking.

(vii) Bottled Goods—as tinned goods.

(viii) Dried Vegetables and Fruit—purchase in quantities sufficient only to ensure a quick turnover; store in cool place in airtight containers.

(ix) Cheese—purchase in small amounts.

Perishables:

Fresh vegetables, fruit, fish, poultry, milk and meat should be ordered direct from market, but is more usually ordered from a well-established tradesman who can deliver daily.

(1) Green Vegetables—purchase daily in quantities sufficient for the day's menus. When buying it is advisable to check for greenness and crispness. Whole sacks to be turned out to check that standard is the same the whole way through.

(ii) Root Vegetables—more economical to buy by sack or crate but good storage facilities must be available: bins, racks, etc.

(iii) Potatoes—purchase by sack, but check for freshness, scab. Only a small proportion of earth should be accepted.

Root and green vegetables should be stored in a cool, dry place, if possible with through ventilation.

(iv) Fresh Fruit—purchase daily. Only sufficient quantities for day's menus.

(v) Meat—purchase as required. Good refrigeration is essential. Attention to correct defrosting essential. When purchasing do so in conjunction with menus.

(vi) Poultry—Local conditions must decide the best method of purchase, but it is usually more economical to purchase frozen poultry in bulk ~~so long~~ as good refrigeration is available.

(vii) Fish—purchase daily and as far as possible in whole fish. Colour and brightness to be looked for. Separate storage essential.

Meat, fish, and poultry should be kept in the appropriate sections of the cold room. Fish should not be put next to other foodstuffs.

In general all food store rooms should be well ventilated and no goods should be stored on the floor.

(c) Menu Planning; portion control; staff meals.

MENU PLANNING

It is not necessary for the maker of menus to be a cook. What is needed is a true appreciation of food.

The essentials of menu making are to provide:

(i) A concise and accurate statement of the meal to be served, to enable the diner to anticipate his meal and to make his dispositions as to wine, etc.;

(ii) a balanced meal as to colour and ingredients, which should be in proper order;

(iii) a meal planned so that it may be correctly served;

(iv) a meal carefully costed to provide the appropriate ratio of gross profit.

With regard to paragraph (ii), the normal order in which dishes are served is as follows:

Hors d'Oeuvre
Soups
Eggs
Fish
Farinaceous
Entrées
Joint
Vegetables
Poultry or Game
Salads
Sweets
Savouries
Cheese
Dessert

The farinaceous dishes may also properly precede the meal or be taken in place of the fish. There are also certain savouries which may be served as a first course or follow a soup. A sorbet may be served between the entrée and joint, or joint and poultry.

The balance of a meal is of great importance. It is gastronomically wrong to use the same main ingredients in two dishes in the same menu.

e.g. Tomato soup should not appear on a menu with tomato sauce.

Chicken base soup should not be served on a menu containing chicken.

Fried fish and fried fritters is another example of duplication.

Where possible clearly define to the waiter the number of portions on each dish. Relate the simplicity of your garniture and vegetables to the waiting staff available. Confine the more elaborate dishes to small parties. Bear in mind when planning banqueting menus that eight portions per service is the most satisfactory.

PORTION CONTROL

This commences with purchase of raw commodities and must be carried through preparation into cooking. The natural result will be evident when having purchased a certain amount of a commodity per portion, the correct number of portions will be produced. It is important that

all departments of the kitchen know how many portions are expected. It is bad practice to ask a cook to "get as many as possible" from a chicken or a turbot. The bird or the fish should be bought as each representing so many portions, and no deviation should be expected or allowed. Dependent upon the type of establishment, the price of the meal, and the amount of profit required, all purchases should be made on this basis.

STAFF MEALS

The conditions under which staff eat their meals, the staff who serve them and the meals they receive can have effect throughout the house, and it is the duty of all heads of departments to pay attention to the most assiduously. Large establishments employ special staff including cooks. In others staff meals are cooked as part of the normal routine by the various kitchen departments. Whatever method is used, the meals should be supervised by a responsible person and a manager should himself occasionally inspect both meals and service arrangements.

It is important that meals should be served on time and that heads of departments should ensure that their staff are able to take their meals in proper order and in time. The general rule is for staff to eat before duty and this will be found to be the best practice. The exception to this is found in small establishments where the staff often

eat from the customers' menu, as it would be economically unsound to provide a special meal.

Accounting for staff meals should be carried out as rigorously as any other section of costs, by ascertaining how much of your expenditure you can allocate to staff meals, reducing this to a figure per head, and allowing slight daily variations. Maintain this figure on a weekly basis. The amount will depend upon the type of establishment.

- (d) Restaurant and/or Dining Room Organisation and Routine, including different types of service.

ORGANISATION

A restaurant or dining room is controlled by a head waiter/restaurant manager, who is directly responsible to the management for the cleanliness and general maintenance of his department. The room is divided into "stations," i.e., so many tables allotted to each station waiter according to the size of the room.

These station waiters in large establishments are supplied with junior waiters (or commis) as assistants. In all establishments the head waiter makes himself responsible for showing guests to their tables and should have some sort of personal table plan readily available. He is responsible for the smooth working of the stations and if necessary should give a hand if any of his stations are hard pressed.

In the small establishments the head waiter often acts as wine waiter, In larger establishments a waiter dealing exclusively with wines and drink orders has his own department. One or more wine waiters are available according to the size of the restaurant concerned.

The lounges outside the restaurant come under the head waiter and are serviced by lounge waiters who are chiefly responsible for the service of lounge drinks, after-meal coffee, afternoon teas, etc.

The ideal "station" is four to five tables or 10-12 covers for a station waiter, or six to seven tables or 12-16 covers for a station waiter working with a commis.

ROUTINE

In hotels waiters report for duty before breakfast at an agreed hour to ensure that their tables and equipment are clean and ready for immediate use.

After breakfast table cloths should be changed, the room swept, service tables cleaned, tables relaid for the service of luncheon, etc. Other fatigues include linen changing in the linen room, replenishment of cruets, cleaning of walls and lights, etc. These matters are generally the responsibility of the head waiter who arranges for the necessary staff to carry out these duties.

There is a break for staff lunch and time for a wash before waiters are due back to check their laid-up tables,

check their glass and silverware for cleanliness, acquaint themselves with the menu, etc.

After lunch the waiting staff is generally off duty, except for the lounge waiters. A similar procedure precedes the evening meal.

It is the head waiter's responsibility to see that the dining room or restaurant is left in a clean and tidy condition after the dinner service before the waiters go off duty for the night. Late meals in dining rooms and restaurants are usually of a cold variety and are served by the night porter or lounge waiter according to house custom.

TYPES OF SERVICE

There are three types of service normally used in restaurants, dining rooms, etc.

(i) Silver Service—frequently referred to as "Continental" service.

(ii) Plate Service.

(iii) Cafeteria Service.

(i) Silver Service.—In the case of silver service all foods are placed on or in appropriate silver plated dishes in the kitchen by the Chef and are presented for service by the waiter. Fish, however, is frequently served in fireproof china dishes on an oval "flat." Poultry, game, joints are normally served on oval flat dishes. Entrées

and vegetables are served in the appropriate deep dishes. Each course is served by a waiter or waitress with spoon and fork from the containing dish to the customer's plate.

(ii) Plate Service.—Joints, entrées, fish, and poultry are normally preplated direct on to the earthenware or china plate on which they are to be served. In some cases vegetables are served from separate dishes by a waiter or waitress at table.

(iii) Cafeteria Service.—Cafeteria service is normally employed in snack bars, small cafés and industrial and staff canteens. This is a self-service method whereby the customer is served at a counter with a meal wholly or partly preplated; in some cases vegetables being served to choice at the counter. Sweets are plated at the counter and in most cases the counter fitting incorporates the necessary hot closets, Bain-Marie Containers, café set, etc., for the complete service of a meal. The meal may be taken away on a service tray with cutlery. सत्यमेव जयते

- (e) Alcoholic and other Beverages; Principles governing their Storage and Service.

CELLAR MANAGEMENT AND CONTROL

(i) It is obvious that cellars will vary considerably in size and layout. Generally speaking, an underground cellar is preferable, but in these days of difficulty in securing the right type of accommodation, many cellars

are now on ground floor level. However, it is most important that any cellar should be kept scrupulously clean and tidy.

(ii) Cellars should be free of draught, but at the same time airy. It is preferable that a concrete floor should be laid if it does not already exist. The walls and pillars should be limewashed not less than every two years.

(iii) Again, it is desirable cellars should not be damp. This tends to encourage the possibility of worm in the corks which, if undetected, can completely spoil the wine.

(iv) Bins should be erected to contain wines. These bins can be made from brick, timber, or wrought iron, the latter is probably the best, as the cost is similar and they last indefinitely with very little attention. It is important that an even temperature of around 54/55° should be maintained, and if possible, the Bin Room should be kept dark. Fortified wines, such as Port and Sherry should be stored in the warmest part of the cellar and White wines in the coolest.

(v) Most cellars are now lit by electricity, and in the Bin Room low wattage lamps are necessary as bright lights are detrimental and sometimes cause haziness, particularly in White wines. Such lamps should only be lit when actually necessary for binning, taking out stock and stocktaking.

(vi) Items in demand can be either stacked in partitioned Bin Cases, labelled and capsuled ready for despatch, or alternatively, can be accommodated by the use of stacking boards. These are usually approximately three feet square and take ten to eleven dozen. A further board is fitted over the tops of the bottles and another ten dozen added, and so on, until the stack is four high. It is not practicable to go higher due to risk of breakage. This method economises space.

(vii) The goods received should be entered in the Goods Received book. It is essential that all goods are entered whether wines, spirits, or materials, so that invoices may be checked when received.

(viii) Spirits should be stored separately and should always be stood upright. The excise certificate or "permit" which accompanies each delivery of spirits must be detached from the case or cask which it accompanies and lodged with the accounts office of the establishment for immediate entry in the Excise Certificate Book.

(ix) All bins should be numbered and a bin card attached to each bin showing details of the wine, shipper, vintage, date, etc. Quantities in the bin should be recorded on the card, and also quantities taken out and cellar order number.

(x) Returnable cases not in use should be despatched to original suppliers as early as possible, otherwise they occupy valuable space. A quadruplicate book should be used—first copy to be given to carrier, second copy sent to supplier as an advice of despatch, third copy sent to the office to ensure that credit is received and the fourth copy, which is signed by the carrier, retained in the book for further reference. Your own cases should be stacked neatly in a corner that is not damp, and bottom cases raised an inch or so from the ground. This improves the general appearance of the cellar.

(xi) A breakage book should be kept and all breakages checked and initialled, and details forwarded to the office, so that stock ledgers may be adjusted.

(xii) Should the cellar be equipped with vats, these are better against a wall with sufficient room between wall and vat to permit inspection. Plenty of space should be left at front to enable pumps, filters and bottling machinery to be connected up.

(xiii) All casks received in the cellars should be dipped as soon as the "Wash" has subsided and checked against the delivery note, and, in the case of spirits, strength should be taken with the hydrometer, making due allowance for obscurations where necessary. Dips, temperature and other readings should be recorded for future reference.

(xiv) Casks received in the cellar for bottling should have full details attached immediately to avoid possible confusion. Each cask should be placed on the scantling bung up. They should be left for some days to allow the wine to recover from the journey. After, say, a week the wine can be fined and the cask securely bunged. The scantling consists of stout timber securely bolted at intervals to secure rigidity. The back timber should be slightly higher than the front, say, one to one-and-a-half inches to allow slight tilt of the cask which should be secured with scotches which are driven between the scantling and cask to prevent movement. Depending on the wine and finings used, the wine will take from a week to four weeks to drop bright.

(xv) Wines can, of course, be filtered without first fining. The modern pressure filters with sterile sheets are extremely effective and much quicker in operation.

(xvi) A Label cupboard should be provided with plenty of shelves. Labels ought to be in the care of the Head Cellarman or Stock Clerk, and only sufficient given to cover a bottling or labelling job. Unless this is followed, it will be found many labels are wasted through lying about.

(xvii) Bottles for filling should be stored in crates, mouth down. Alternatively, they can be delivered with paper caps over the mouth. These methods prevent dust, etc., accumulating in the clean bottles.

(xviii) Unless large quantities are used, it will be found cheaper to send empty bottles to a Bottle Merchant for washing. A good deal of space is necessary for bottle washing plant, and space is usually scarce in most cellars.

(xix) At least two Spirit Hydrometers should be kept, and they should be sent away frequently for testing, adjustment and regilding.

(xx) If space permits cellars should be sub-divided as follows:

Draft Beer,
Bottled Beer, Ciders, Minerals,
Spirits,
Wines,

with further sub-division in the ideal cellars to separate red wines, still white wines, sparkling wines.

(f) Stocktaking and control as applied to food and drink.

Stocktaking is undertaken for one of the following reasons:

(i) In order to arrive at correct cost values of stocks on hand for accountancy purposes.

(ii) To keep control of the raw materials of the trade, both food and liquor, wherever they may be in the establishment.

(iii) To facilitate ordering of fresh supplies.

In general there are two methods adopted:

(i) The valuation of stocks on hand at invoice prices to form part of a trading and profit and loss account, which in turn assists in the production of a balance sheet.

(ii) Particularly in the case of liquor stocks, an assessment of goods consumed at selling rate to be compared with actual takings from either the whole establishment or individual sales points.

In either case it is essential to keep as a basic record:

(i) A Goods Received Book in which all goods, whether food or liquor, entering the establishment should be recorded. These books are usually separated and one kept for food and one for liquor.

(ii) Bin Stock Cards to be attached to the appropriate rack or bin in which stocks are kept, and on which details of goods received, goods issued and residual stocks should always be up to date.

(iii) Goods Issued Books in which records of food stuffs or liquor leaving stores or cellar for kitchen or sales point should be recorded.

Both Goods Received Books and Goods Issued Books should be kept at least in duplicate so that one copy may go to the establishment's accounts office and the other be retained by the storekeeper and/or cellar.

A simple method of undertaking the second method of stocktaking referred to above (liquor stocks) is by the use of the following headings on a stock sheet: date; item; unit; opening stock; plus stock added; total; less closing stock; goods used; selling price; value of stock used at selling price. The total of the last column is the value of stock used at selling price in any given period and should agree (subject to any allowances for staff drinks, goods returned to cellar, etc.) with the cash or credit takings received from the service point.

The same careful control of chargeable boxes, bottles and other containers should be exercised as in the case of consumable stores. It is frequently necessary to keep separate books for this purpose.

(g) Elementary Costing.

In order to be able to run any establishment on a correct margin of profit it is essential that all meals, snacks, etc., produced for sale should be the subject of careful costing on the part of those handling them. It is essential that management should give guidance to those responsible for buying, preparation and cooking as to the margin of profit which it is necessary to obtain on the various lines sold.

Three major factors have to be taken into account in costing:

(i) The normal overhead expenses involved in the operation of any establishment:

e.g. rent, rates, gas, electricity, other fuels, insurances, laundry, etc.

(ii) Wages payable to management and staff.

(iii) Commodity costs.

Of these the first group is normally known through experience over a period and can be assessed as representing a certain cost per day to be spread over the number of dishes served.

Wage costs are slightly more variable, but again can be related usually at a percentage cost to the sales figure.

The third, commodity costs, vary most greatly and it is in this particular branch that care and system are essential.

It will be seen from the foregoing that the three group costs referred to above must not in total exceed the expected volume of receipts and it is the duty of management to apportion those expenses within the figure of receipts expected and to allocate a certain amount for expenditure on consumable goods.

III—MAINTENANCE

It is desirable that instruction in this subject should provide the candidate with the general knowledge that will be required to supervise the maintenance of equipment and the fabric in a condition proper to the needs of the type of business done. It is not expected that candidates should have had practical experience in the application of decorating materials or the handling of mechanical appliances, but they should be able to understand and comment on the different processes involved and express an opinion of the advantages or disadvantages when applied to different types of establishments. Likewise they should be able to suggest the most appropriate use for different kinds of furniture, fixtures, fittings, equipment and plant.

1. The Fabric and Buildings:

(a) External Maintenance and Repairs

Necessity for periodical examination and the preparation of programmes of work. Intervals between painting, weathering and climatic conditions. Treatment of surfaces. Use of outside contractors.

(b) Internal Maintenance Repairs and Redecoration

The importance of planning and following a definite routine. Allocation of responsibility for day-to-day cleaning and redecoration. Treatment of surfaces for

Bedrooms, Bathrooms, Public Rooms and Corridors, Dining Rooms, Canteens, Kitchens and Domestic Offices. Use and application of paints, wallpapers, tiles, glass and plastic finishes. Development of labour-saving devices. Use of colour.

2. Furniture, Furnishings, Fixtures and Fittings:

The choice of the proper type of furniture for the different types of business and service required. Soft furnishings and the appropriate use of different materials. Carpets, linos and other forms of floor coverings and surfaces and their use in the various departments. Importance of design and use of colour. Ease of maintenance and the advantages of standardisation. Development and use of modern materials.

3. Equipment:

Purchase, renewal, storage and control of linen, china, glass and plate. Application of various grades to different types of business. Points to be noted when choosing designs. Advantage of badging. Stock-taking and stocks.

4. Plant and Machinery:

Importance of efficient and economical operation. Need for trained staff or use of outside maintenance contractors. Periodical examination and insurance. Provision of workshops. Increasing need for all types of labour-saving devices and principal uses to which they can be put. Fire prevention.

5. Services:

What is meant by Services, i.e. Heating, Lighting, Plumbing, Ventilation, Refrigeration. Preparation and display of diagrams showing circuits, pipe runs and drainage in prominent positions. Methods of wiring and ducting. Different methods of space heating. Principles of ventilation and application in bedrooms, bathrooms, public rooms, kitchens and domestic offices. Modern plumbing practice and local rules and bye-laws. Various methods of refrigeration and their most appropriate use. Light and heavy repairs.

6. Fuel—Consumption and Comparative Costs

The advantages and disadvantages of coal and processed forms of energy. The comparative costs compared with coal and most appropriate use in the Industry. Bunkering requirements. Details of consultative services offered by the nationalised undertakings.

IV—HYGIENE

(A) As a background to instruction it is desirable that candidates should have an elementary knowledge of:

1. The bacterial causes of the more important groups of food-borne disease:

- (a) Acute food poisoning or gastro-enteritis, e.g. Salmonella, staphylococcal enterotoxin and Clostridium welchii food poisoning.
- (b) Food-borne infection, e.g. enteric fever (typhoid and paratyphoid) and dysentery.

2. The reservoirs of infection, human, animal and foodstuff and the part played in the spread of infection by the food handler.
3. The behaviour of bacteria in foodstuffs, their rate of multiplication, the effect of warmth, heat and cold and of acidity, moisture and salt.
4. The foods most susceptible to bacterial growth.

(B) Candidates will be expected to:

1. Understand fully the importance of various methods, including refrigeration. or protecting food from contamination at all stages of preparation, cooking and service or sale, with particular reference to:
 - (a) Made up meatstuffs eaten cold.
 - (b) Pre-cooked foods, e.g. meat, milk and egg dishes.
 - (c) Imitation cream, ducks' eggs and egg products, including frozen and soray dried whole egg and egg albumen.
 - (d) Displayed foods.
 - (e) Tinned foods and conditions of tins.
2. Have a detailed knowledge of the practical precautions for the prevention of food contamination by:
 - (a) Personal Hygiene—the necessity for adequate toilet and washing facilities and their siting, care of hands, hair, clothing and general health of staff, care of habits and care in handling food and utensils.

- (b) Care of premises and equipment—including kitchens, stillrooms and bars; general layout, structure and materials for hygienic requirements, cleaning methods, dishwashing (sinks, and machines, detergents, hot water, drying), use and care of towels, brushes, mops and floor-cloths, cleaning and sterilisation of food containers.
- (c) Refuse disposal—methods of storage pending removal, care of swill bins and areas, dustbins and drains.
- (d) Pest control—common pests, causes and treatment, services available from Local Authorities.

3. Have a good knowledge of:

- (a) Legislation—Food and Drugs Act.
- (b) Recognised standard Codes of Practice.
- (c) Where possible demonstrations should be given of bacterial growth.

V—BOOK-KEEPING AND ACCOUNTING

Candidates will be expected to show that they understand the principles of accounts and their application to the records of hotels and other catering establishments.

The utmost importance is attached to tidy working and legible figures, and to the necessity for accurate records of transactions, recording of transactions by double entry book-keeping and the importance of columnar books.

Below is a summary of the main points to be covered.

Sources of information for entering cash books and other books of original entry. Procedure in dealing with tradesmen's accounts and invoices, statements, debit notes, credit notes, cheques, including travellers' cheques, and foreign currency and deposits received.

The tabular system for customers' and nominal accounts. The purchase ledger; the Petty Cash book; postage book and records of telephone calls.

Periodical payments; e.g. rents, rates, insurances; ~~their~~ treatment and recording.

Estimation of profit and loss. Capital and Revenue; gross and net profit, their relation to turnover, to expenses and to capital; the trading period; fixed and variable expenses; provisions for estimated losses or wasting assets—e.g. depreciation; treatment of items prepaid; reserves for taxation.

The preparation of interim or seasonal accounts.

The Balance Sheet and its significance; valuation of assets; current and fixed assets; short and long term liabilities.

Special application of double entry book-keeping to hotels and restaurants. Stock and Stores control; stock-taking; methods of internal check; records of wages with special reference to wages regulations made by the Wages

Boards under the Catering Wages Act; treatment of service charges; P.A.Y.E. records.

Elementary treatment of the problems arising from the ownership of the business—e.g. sole trader, partnerships and companies, including the provision of the Partnerships Act 1890 and the Companies Act 1948 affecting the accounts.

In company accounts candidates will be expected to know the different kinds of capital, whether loan or share, and to know the different types of shares, but candidates will not be expected to deal with the issue of shares or debentures.

VI.—LAW FOR THE HOTEL AND CATERING INDUSTRY

A detailed knowledge will not be expected but candidates should understand the principles covered by the Syllabus in so far as they govern the day to day working of an establishment or may come within the scope of ordinary managerial experience.

For additional information, reference may be made to:

INSURANCE

Nature of risks to be covered:

(i) Risks to the building, its equipment and contents, e.g., fire, burglary, boilers, plate glass.

An insurance company handling this type of business.

(ii) Liability to the Public using the premises, e.g., accidents to guests, food poisoning. Special cover required by innkeepers to meet risk of loss of guests' property.

WAGES

Catering Wages Act.

(i) General purpose of the Act—
to give staff concerned a legal
right to a minimum wage and paid
annual holidays.

(ii) Operation of Wages Boards.
Five Boards are set up are (1)
Canteens, (2) Public Houses, (3)
Cafés, (4) Licensed Hotels and
Restaurants, (5) Unlicensed
Hotels. All except No.5 have
orders in operation. Composition
of Boards, circulation of
proposals to trade before Orders
are made by Minister.

(iii) Nature of Wages Order
and Employer's responsibility
for seeing it is carried out.
Obligation to pay not less than
amounts shown in Order, to keep
records, and to exhibit Order
where staff can refer to it.
Penalties for failure to comply.
Rights of Inspectors to see

Catering Wages Act,
1943.

Orders made under
the Act on propo-
sals of the various
Boards (obtainable
from the Stationery
Office)

records and question staff, and for either inspector or staff to claim any arrears of wages due.

(iv) Main principles embodied in Wages Orders. Basic wages, overtime, spreadover, extra payments for night work, and for rest days, statutory holidays. Guaranteed remuneration. Annual Holidays.

Note: Some workers in the industry are not covered by the Catering Wages Act. viz. those employed in Hospitals, Schools and other Institutions.

Ancillary Staffs
Council Rates of
Pay and Conditions
of Service— Issued
by the Whitley
Councils for Health
Services (G.B.).



NATIONAL INSURANCE

(i) Rules for payment of contributions. Part-time workers. Married women.

A local Office of
Ministry of
National Insurance.

(ii) Stamping of cards. Cancellation of stamps. Custody and return of cards. Lost cards.

(iii) Powers of Inspectors.

(iv) Industries Injuries. Notification of Accidents.	Employer's Guide to National Insurance (Leaflet N.I.20).
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INCOME TAX

Outline of P.A.Y.E. Scheme. Coding. Deduction of Tax and payment to Inland Revenue.	Employer's Guide to P.A.Y.E.
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INNKEEPERS' LIABILITY

(i) Definition of an Inn. Principle of "holding out." Exhibition of Statutory Notice and its implications.	Hotel Proprietors' Act, 1956.
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(ii) Liability of Innkeeper
for

(a) Provision of food. Circum-
stances in which ~~t h i s~~ may
be refused.

(b) Provision of accommodation.
Circumstances in which admi-
ssion may be refused.

(c) Safety of guests' property.
Limitation of Liability.

Negligence of guest. Negligence
of Innkeeper or staff. Deposit
for safe custody.

(iii) Right of Innkeeper to detain guests' luggage and to sell it if bill unpaid.

Innkeepers' Act, 1878.

(iv) Compare legal position of inns with places which are not inns e.g. public houses, restaurants, boarding houses.

GUESTS

(i) Nature of the contract between hotel keeper and guest. Usual terms applicable to such contracts. Advance bookings. Cancellations.

(ii) Registration of guests. Aliens.

Aliens Order, 1953.

(iii) Responsibility of hotel keeper towards guests—safety of premises, cleanliness, wholesome food.

MASTER AND SERVANT-

(1) Engagemont of staff. Points which should be covered in a written or oral contract. Notice required to terminate. Illness.

(ii) Employer's rights and responsibilities. Control of servant's work. Liability for servant's acts.

(iii) Termination of contract

(a) by notice; payment of wages in lieu of notice;

(b) by summary dismissal.

Circumstances in which instant dismissal is permissible;

(c) by servant leaving without notice. Employer's remedy for breach of contract.

(iv) Payment of wages

(a) when payment is due.

Payment in arrear. Pay for odd days;

(b) permitted deductions —

Insurance, P.A.Y.E.

(c) Truck Acts—deductions for breakages, cash shortages.

SHOPS ACT

(i) Establishments covered by the Act. The two Schemes. Application of general Scheme unless

Young Persons (Employment) Act, 1938.

option is exercised to operate Catering Trade Scheme. Notices to be exhibited.

(ii) General provisions of the two Schemes.

(iii) Employment of Young Persons in shops and hotels.

Shops Act, 1950.

FOOD

(i) Hygiene in relation to preparation and service. Cleanliness of premises.

(ii) Warranty as to wholesomeness of food supplied. Sale by description. Food standards. Cream and artificial cream. Butter and Margarine. Ice cream.

Food and Drugs Act, 1955.

Food Hygiene Regulations, 1955.

Various statutory instruments laying down minimum standard for certain foods.

LIQUOR LICENCES

(i) The Licensing System in England and Wales:

(a) Application for a justices' licence. Notices to be given prior to making application. Grant of licence. Provisional grant. Confirmation. Application for excise licence.

Licensing Act, 1953.

Customs and Excise Act, 1952

(b) Types of Licence which may be granted; full on-licence; restricted; 6-day; off licence; annual and term licences.

And other Acts.

(c) Duties and other payments.
Excise Licence Duty. Reduced duties for certain hotels and restaurants. Monopoly value.
Compensation Levy.

(d) Procedure for renewal, transfer or removal of licence.
Protection Order. Justices' control over structural alterations.

(e) Occasional licences.

(ii) The Licensing System in Scotland.

Licensing (Scotland) Act, 1903.

(a) Application for a Certificate. Notices to be given prior to making application.
Licensing Court procedure.
Local Veto.

Temperance (Scotland) Act, 1913.

(b) Types of certificate which may be granted; Inn and Hotel; Public House; Grocer.

(c) Points of difference from English law.

(iii) Conduct of licensed premises.

Licensing Act, 1953.

(a) Permitted Hours. Extensions in Holiday Resorts. Exemption Orders, Supper Hour Certificate, Special Hours Certificate. Sale to residents. Consumption at meals. Treating of friends by licensee.

(b) Preservation of good order on licensed premises. Responsibility of license as to service to drunken persons. Prohibition of sale to young persons. Duties of the Police.

(c) Playing of games on licensed premises. What constitutes gaming.

(d) Employment of young Persons in Bars.

(iv) Clubs

(a) ~~Registration~~. Method and form of application. ~~Effects~~ of registration.

(b) Conduct of clubs. Rules. Permitted hours. Supply of liquor to non-members. Position where

club is on premises of an unlicensed hotel.

(c) Grounds for striking off register. Circumstances in which police may enter.

(v) Unlicensed Premises

Ordering of liquor by guests and circumstances in which it can be supplied.

OTHER LICENCES

(i) Tobacco.

(ii) Billiards. Need for a licence. When a public billiard table may not be used.

(iii) Music and Dancing. Need for a licence varies in different parts of the country. Supervision by local authority over structure of premises.

(iv) Performing Right. When a public performance of copyright music takes place. Use of gramophone records.

(v) Refreshment Houses. Type of establishment requiring to be licensed.

APPENDIX I

TECHNICAL EDUCATION FOR THE HOTEL AND
CATERING INDUSTRY

I. The work of the Hotel and Catering Institute
in connection with Technical Education.

For the purposes of its educational policy the Council of the Hotel and Catering Institute is advised by an Education Committee composed of members of the Council, members of the Institute representing Trade Associations, representatives of the Ministry of Education, the Scottish Education Department, the Ministry of Labour and National Service, the Ministry of Agriculture, Fisheries and Food, and the Ministry of Health, together with representatives of Principals and Teachers in Technical Institutions.

The Institute maintains close liaison with the various Ministries, Local Authorities, Regional Advisory Councils and Technical Institutions. On behalf of the Industry it makes requests for the provision of courses in hotel and catering subjects at centres where none exist, and assists in the development of hotel and catering education where this has already been provided. Where desired advice is given on the organisation of courses, the planning and equipping of training kitchens, training restaurants and other accommodation, staffing matters and the publicising of courses. The Institute endeavours to ensure that the training provision made is on definite trade lines and is in accordance with the needs of the Industry.

II. Courses

Courses are of several types:

(1) Full-time—involving five full days per week attendance and opportunities for paid work in hotels and catering establishments during vacations.

(2) Part-time Day—these are for employees who attend from work for a half or whole day per week.

(3) Part-time Evening—attended for one or two evenings per week.

(4) Combinations of (2) and (3).

There are also non-examination courses or classes for Senior Grades and revision courses for older employees. These are arranged to suit local or regional demands.

(For a list of centres and courses see Institute publication "List of Technical Institutions offering Courses of Training for the Hotel and Catering Industry.")

The following are the main courses:-

(a) Hotel and Catering Institute.

- (i) Associate Membership.
- (ii) Hotel Book-keeping and Reception.
- (iii) Waiting—Intermediate and Final.
- (iv) Licensed House Staff Training Course
(in connection with the N.T.D.A.)

(b) City and Guilds of London Institute.

- (i) Catering Trades Basic Training Course(150).
- (ii) Cookery for Hotels and Catering Establishments (151).
- (iii) Advanced Cookery for Hotels and Restaurants (152).

III. Apprenticeship

There are two National Apprenticeship Schemes for Cooks, open to both boys and girls. Apprentices are required to attend at Technical Institutions for one day or the equivalent thereof each week throughout the five year period of apprenticeship, during which time they may take the C.G.L.I. courses No.150 and 151.

The schemes are:-

- (a) The National Apprenticeship Scheme for the Hotel and Catering Industry.

The National Joint Apprenticeship Council of the Hotel and Catering Industry was formed in March, 1952, and instituted an apprenticeship scheme for cooks covering all sections of the Hotel and Catering Industry except Hospitals. Further information and literature may be obtained from the Secretary, The National Joint Apprenticeship Council of the Hotel and Catering Industry, 24, Portman Square, London, W.1. सत्यमेव जयते

- (b) The National Apprenticeship Scheme for Cooks in Hospital Kitchens.

The National Joint Apprenticeship Committee for Cooks in Hospitals was formed in March, 1954, to supervise an apprenticeship scheme for cooks in hospitals. Further information and literature may be obtained from the Secretary, The National Joint Apprenticeship Committee for Cooks in Hospitals, 14, Russell Square, London, W.C.1.

APPENDIX II

TEXT BOOKS AND WORKS OF REFERENCE

Questions in the examination for Associate Membership are not set on any specific books. The following short list is not intended to be exhaustive, but is recommended for the information and convenience of students.

Candidates for the examination are exhorted to obtain by study the widest possible knowledge of their subjects by means of general back-ground reading. To this end the Institute publishes at 3d. a more complete book list.

Students should bear in mind that application to their local public library may possibly reveal that many of these works are in stock there, or may be obtained through the National Central Library. Students of the Institute are invited to make use of the Institute's reference library.

All the works listed below may be obtained from the Institute's Book Department.

For detailed reading, intending candidates are referred to the publications mentioned in each section of the Notes of this Syllabus.

I. INTRODUCTORY SUBJECTS

Title	Price
Current Annual Reports of the British Travel and Holidays Association	

Title	Price
Current Annual Reports on Tourism and European Recovery from O.E.F.C.	
Elements of Administration, by Urwick	10s. 6d.
Management Survey, by Hooper	10s. 6d.
II. FOOD AND DRINK	
Food Costing and Portion Control, by Henry Smith	6s. 0d.
Food Sense, by Chappell, Gilder and Davis ...	15s. 0d.
Manual of Nutrition, by Pyke	2s. 0d.
A Guide to Modern Cookery, by Escoffier...	45s. 0d.
La Repertoire de la Cuisine, by Saulnier ...	25s. 0d.
Tea and Snack Bar and Cafeteria Catering, by Smith	6s. 0d.
The Waiter. (Student Edition)	4s. 0d.
(Library Edition)	7s. 0d.
Int er keeping (Student Edition)	8s. 0d.
(Library Edition)	15s. 0d.
Wine Primer, by Simon	6s. 0d.
The Complete Book of Drink, by Carling ...	18s. 0d.
Wines: What They Are, Where They Come From and How They are Made	1s. 0d.
III. MAINTENANCE	
Carpets, by Brinton	8s. 6d.
Electricity, by Boltz	8s. 6d.
Handbook of Textiles, by Tootal, Broadhurst, Lee	10s. 0d.
Questions and Answers on Heating, by Rayner ...	5s. 0d.

Questions and Answers on Hot Water Supply, by Rayner	5s. 0d.
Questions and Answers on Ventilation and Air Conditioning, by Rayner	5s. 0d.
Questions and Answers on Plumbing and Sanitary Fitting, by Woolgar	5s. 0d.
Hotel and Institutional Housekeeping (Student Edition)	8s. 6d.
-do- (Library Edition)				...	12s. 6d.
Painting and Decorating, by Hurst	32s. 0d.

IV. HYGIENE

Ministry of Food Report—Hygiene in Catering Establishments, Report of the Catering Trade Working Party	1s. 9d.
Ministry of Food Report on the Interdepartmental Committee on Meat Inspection	1s. 9d.
Ministry of Food Report of the Manufactured Meat Products Working Party	1s. 3d.
Ministry of Food—Clean Catering	2s. 6d.
Food Poisoning and Food Hygiene, by Hobbs	14s. 0d.
Food Hygiene Handbook, by Clunie Harvey and Perry..				...	15s. 0d.
Clean Handling of Food, by Broughton	6d.
Preliminary Course of Hygiene—including Hygiene of Food Handlers, by Bousfield	1s. 6d.
Borough of Morley, Clean Food Handling—Notes on the Causes and Prevention of Food Poisoning, by Hill and Sugden	

V. BOOK-KEEPING AND ACCOUNTING.

Modern Methods of Accounting, by McCarrol	10s. 6d.
Carter's Advanced Accounts, by Murphy and Bailey	12s. 6d.
Accountancy for Caterers, by Winslet	12s. 6d.
Business Affairs for Catering and Institutional Management, by Gill	8s. 6d.
Hotel Accounts, by Barrett	17s. 6d.
Hotels: Administration and Accounts, by Lewis	20s. 0d.
Hotel Organisation, Management and Accountancy, by de Boni and Sharles	10s. 6d.

VI. LAW FOR THE HOTEL AND CATERING INDUSTRY

Hotel and Catering Law, by Bull and Richardson	...	25s. 0d.
Licensing Acts, by Paterson (published annually)	...	57s. 6d.
see also References in Notes		

GENERAL READING

Professional Knowledge, by Bachmann	...	180s. 0d.
Economics for Commercial Students (13th Edition), by Little	...	12s. 6d.
Successful Canteen Management, by Mitchell	...	5s. 0d.
Hotel Operation and Control, by Taylor	..	17s. 6d.

APPENDIX D

TO
REPORT BY MR. JOHN FULLER

Hotel Management Course Syllabus at
Battersea Polytechnic as at January, 1955,
with explanatory notes on the course and
the actual schemes of work of individual
teachers.

N.B. The course is a developing one and
the syllabus is constantly under revision.



HOTEL MANAGEMENT COURSE

NOTES ON THE AIM AND SCOPE OF THE
BATTERSEA POLYTECHNIC COURSE.

The Hotel Management Course, consisting of 3 years in the Department followed by 2 years approved and supervised practical training in industry, is a professional one designed to produce the potential manager or executive. The principal qualifications to which the course leads are (a) Associateship of Battersea College of Technology (Hotel Management) and (b) Associateship of the Hotel and Catering Institute. In both cases the written examination is taken at the end of the third year of training in the Department and the qualification finally awarded after 2 further years approved experience in the industry.

The aim of the course is, therefore, to give sound practical training in all aspects of hotel keeping and catering to those potentially capable of reaching executive positions and, from the outset of the course in the first term of the first year, to prepare them for the 2 examinations for the professional qualifications mentioned.

It is generally accepted in the industry that practical training and experience in cookery, waiting and other craft subjects is an essential foundation for and an integral part of preparation for management. During the

course such practical studies are, therefore, linked with the main objective of professional qualification. Further, candidates for the external and internal professional examinations are required to provide evidence (through gaining the appropriate certificates) of proficiency in cookery and at least one other craft subject.

For these reasons students enter for City and Guilds of London Institute and Hotel and Catering Institute Craft Examinations in cookery and waiting during their course. Training is not, however, specifically directed towards these craft examinations but towards the broader and more advanced levels of the professional ends as measured by the final (and earlier sessional) examinations.

Accordingly the approach to craft is that students should be brought to a high level of competency in hotel cookery and restaurant service enabling them, although not necessarily specifically preparing them, to take successfully craft examinations in their stride during the course.

The study of cookery, commodities, equipment and the organisation of the kitchen, waiting, practical house-keeping etc. over and above craft examination requirements, is, therefore, from the beginning directed towards final professional and professional examination needs and is not confined to the limits of craft examination requirements.

Ideally it is thought that students should "round off" their training by a period in the kitchens and restaurant (and housekeeping in the case of women students) during the first half of the 4th and 5th years of training and before entering reception office or other administrative departments of an hotel.



January, 1955.

BATTERSEA POLYTECHNIC, S.W.II.

July, 1956

ASSOCIATESHIP OF BATTERSEA COLLEGE OF TECHNOLOGY
(Hotel Management)

Examination Subjects, 1957

Moderators [©]

Food and Drink	3 hours	W.J. Breen Esq., F.H.C.I.
Accounting	3 hours	W.Quaye Esq., B.Com., F.C.I.S. Incorporated Accountant
Hotel Administration*	3 hours	G.W. Fevyer Esq., M.H.C.I.
Hotel Housekeeping and Maintenance	3 hours	Mrs. D.L.Hatfield, Dip. Dom.Sc., I.M.A.Dip. (Manageress of the Golden Lion Hotel, Ipswich)
Science Applied to the Hotel Industry**	3 hours	Miss V. Scott-Carmichael, B.Sc., F.H.C.I.
Hotel Cookery (Practical)	3 hours	H. Malet Esq., O.M.A., F.H.C.I. W. Bachmann Esq., F.H.C.I.

* Includes Management Subjects and Legal Aspects of
Hotel Industry

**Includes Hygiene and Nutrition

N.B. The inclusion of an examination in Practical
Restaurant Service is being considered.

© Independent persons from the industry who confirm
or otherwise the question papers set and, later,
the marks awarded by the College's own examiners.

BATTERSEA POLYTECHNIC - HOTEL AND INSTITUTIONAL MANAGEMENT COURSES

STUDENTS' UNIFORM

MINIMUM REQUIREMENTS: Men Students.

- 2 pairs check trousers, £1. 0. 0d.
- 3 chef's hats.
- 4 chef's square aprons 36 x 36 5s. 6d. each.
- 4 double breasted jackets £1. 1. 0d. each. N.B.
- 2 single breasted jackets "Patrol" for waiting, £1. 0. 6d. each.
- 3 chef's Mufflers
- 1 dark self-coloured slip apron.
- 6 tea cloths or towels.
- 3 oven cloths
- 1 pair black trousers.
- Black shoes with leather soles.

The uniform specified may be obtained from:

P. Denny & Co., Ltd.,
39, Old Compton St., Soho, and 47 Dean St., W.1.

MINIMUM REQUIREMENTS: Women Students.

To be obtained from Plumb Schools Ltd.,
4 Francis St., S.W.1.

- * 1 Uniform Dress, for waiting, Price £3.4.0d.
(+7s.6d. is specially made up to measure)
- 2 collars and 2 pairs of cuffs, price 8s.6d. per set.
- 4 white overalls, button through type, £1. 18s. 6d.
- 4 slip aprons, price 10/6d. each.
- 1 waiting apron, price 11/6d.

To be obtained from P. Denny & Co., Ltd.,
39, Old Compton St., Soho, and 47, Dean St., W.1.

- 1 white rubber apron - not transparent.
- 2 cooks caps, for first year.
- 6 Tea towels.
- 3 oven cloths.
- 1 waiting cap, obtainable at the College.

Black shoes with suitable heels.

Each student will be required to purchase a set of knives, and to hold these. Each student should bring 3/4 yd. 36" white duck cloth. The knives may be purchase at the College, and will cost approximately 50/- per set.

*Caterer Dietitian and Institutional Management Students:-

Waiting dresses - 3rd term of 2nd year.

N.B. Prices when quoted are those prevailing at date of compilation

HOTEL MANAGEMENT COURSE

INTERNAL AND EXTERNAL EXAMINATIONS.

1st Year.

City and Guilds of London Institute Cookery for Hotels
and Catering Establishments, 151* (June or July)

Internal Sessional (Written papers on all principal
subjects of Course)

2nd Year

Hotel and Catering Institute Intermediate Waiting
(June or July)

Internal Cookery Examination (practical test based on
hotel production methods and assessment during course).

Internal Sessional (written papers on all principal
subjects of course)

3rd Year

Hotel and Catering Institute's Final Waiting †(June or July)

N.T.D.A. Licensed House Staff Examination† (December)

Hotel and Catering Institute's Associate Membership
Examination (April)

Final Internal Examination (Associateship of Battersea
College of Technology). Written papers and a
practical cookery test based on hotel production
methods and assessments of practical work during
the course (July).

* Essential preliminary qualification for candidates
for A.M.H.C.I. examination.

† A pass in Final Waiting or Credit Pass in N.T.D.A.
examination is further required qualification for
A.M.H.C.I. examination candidates.

January, 1955.

HOTEL MANAGEMENT COURSE

ALLOCATION OF SUBJECTS HOURS

Session 1954/55

	1st Year			2nd Year			3rd Year		
	Term			Term			Term		
	1	2	3	4	5	6	7	8	9
<u>CUISINE</u>									
Cookery, production	-	4½+1	4½+1	9½2	9+2	4½+1	6¾+1½	4½+1	4½+1
Cookery, practical	6	6	6	-	-	6	3	3	3
Cookery, Theory & Dem.	4	3	3	2	1	1	-	-	1
Food (Commodities)	1	-	1	-	-	-	-	-	1
Org. and Equipment	2	1	1	-	-	-	-	-	-
<u>RESTAURANT SERVICE:</u>									
Practical	-	-	1½	3	3	3	4½	3	3
Theory (incl.Wines)	1	1	1	1	2	2	1½	2	2
Licensed House Management	-	-	-	-	-	-	6	-	-
<u>HOTEL HOUSEKEEPING:</u>									
Maintenance	2	2	1	2	2	1	-	1	1
Services	4	2	1	3	-	-	-	1	-
<u>HOTEL ADMINISTRATION:</u>									
B'keeping & Account.	2	2	2	2	2	2	-	-	-
Office and Business Management	1	1	1	1	2	2	2	1	2
Applied Economics	-	-	-	-	1	1	1	1	1
Law for the Hotel & Catering Industry	-	-	-	-	1	1	1	1	-
Management Studies	-	-	-	1	2	2	1	3+2	2+2
<u>SCIENCE & ALLIED SUBJECTS</u>									
Applied Science	1	1	1	-	-	1	-	-	1
Nutrition	1	1	1	1	1	1	1	1	1
Hygiene	1	1	1	1	1	1	1	2	1
<u>LANGUAGES, PERIMETER AND TUTORIAL STUDIES</u>									
French	1	1	1	1	1	-	-	-	-
Perimeter Studies	1	1	1	1	1	1	1	1	1
Tutorials & P.S.	2	2	1	2	1	1	1	2+1	2+2

January, 1955.

SYLLABUS

HOTEL MANAGEMENT COURSE.

CUISINE THEORY

1. Kitchen Organisation and Routine.

Staff Organisation in the hotel kitchen.
Responsibilities of the Chef de Cuisine.
Duties of the Sous Chef.
The remainder of the brigade including porter staff.
Hours of duty - shifts - split duty, in the hotel kitchen.
Relations with management and other departments.

2. Routine in the kitchen.

Briefing cooking staff on days menus.
Goods received and checked into stores.
Requisitioning from stores daily according to Menus.
Preparation and cooking.
Inspection of prepared dishes by Chef.
Dishing up and service.
General routine for banqueting work.
Hygiene in the kitchen.
First aid in the kitchen.

3. Maintenance of kitchen and still room equipment.

Equipment best maintained by the suppliers.
Equipment which should be cleaned by the potman.
Equipment which is usually cleaned by the cooks.
General safety precautions with machinery.

4. Food (Commodities)

Purchasing, Delivery, Storage of fruit and vegetables,
Refrigeration.
Poultry and Game, Dairy produce, Fish, Meat, Dried goods,
Tinned foods, condition of tins.
Foods and Beverages served from still-room.

5. The essentials of Menu Planning.

Compilation of menus.
Practical aspects of costing.
Portion control, commencing from raw commodities to
service of food.
Number of portions per pound, or per pint as the case maybe.
Practical application.

COOKERY, THEORY AND PRACTICAL

1. Butchery.
 - a. Joints suitable for the various methods of cooking and salting.
 - b. Use of brine tub.
 - c. Hotel butchery as distinct from the retail trade.
 - d. By-products of meat. Treatment of Bones, Fat and Cracklings.
2. Termos de Cuisine. French culinary terms used in the kitchen.
 - a. Fundamentals. Foundation elements of cookery. Mis-en-place.
3. Basic stocks. General rules for stock making.
4. Basic sauces and derivatives.
5. Various glazes.
6. Small compound sauces.
7. Hot luncheon hors d'oeuvres, and various fruits and juices which form the prelude to the meal.
8. Cold dinner hors d'oeuvres. Hors d'oeuvres Russe. Canape Moscovite as served at the reception with aperitif for banquet work.
9. Soups. The leading British soups, & soups of all nations covering:- Consomme, Madrilene, Cream and Veloute, Puree and Broths.
10. Egg dishes. All types for all meals. Pickling of eggs. Testing.
11. Fish. Choice of. Freshness. Suitability for Breakfast, Lunch & Dinner.
12. Farinaceous dishes. Uses and service.
13. Entrees and made up dishes, suitable garnishes and sauces.
14. Joint, Correct accompaniments, Carving. Cooking temperatures.
15. Vegetables. Preparation, cooking, service.
16. Poultry and Game. Season, Hanging, Carving, Service.
17. Salads. Various types. Where and when served.
18. Sweets. Hot and Cold. Puddings steamed and baked. Soufflees hot and cold.

January, 1955.

SYLLABUS

HOTEL AND INSTITUTIONAL MANAGEMENT COURSES

Cuisine - Cookery, Theory and Practical

First Year Scheme of Work.

Practical classes follow and are based on demonstrations.

Demonstration	Theory
1. Fond de marmite Preparation of vegetables Carrots - Julienne Burnoise Dicod Onions - Emince Rings Diced	Care of stock pot Knife drill Choice & storing of green and root vegetables.
2. Pommes purées " nature " dry mash " boulangère Choux nature Sauce bechamel Carrots Estouffado	Care in preparation of potatoes for and during cooking. Correct finish for service. Principles and method for making. 1) white roux 2) brown stock.
3. Roast meat Sirloin Leg of Lamb Yorkshire pudding Gravy Potatoes Horseradish Mint sauce Scones	Choice of meat suitable for roasting Principles and method for baking. Basic scene mixture - a "rubbed- in" mixture. Use of baking powder.

Demonstration

Theory

4. Suet pastry.
Fruit and meat puddings
Fumet de poisson
Blanching & refreshing tomatoes
Potage parmentier
Preparation of loin for roasting

Use of suet in steamed pudding -
sweet and savoury.
Fish stock and its uses.
Composition e.g. gelatine.

5. Mutton broth
Irish stew
Filet de sole creme au gratin
Short crust pastry
Tarte aux pommes.

cheaper cuts of meat & their
uses.
The importance of sauce as an
accompaniment to a fish dish
Care in making and handling
Short crust pastry.
Its uses.

6. Milk puddings
Rice
Semolina
Cornflour mould
White bread (leaf and rolls)

Milk clotting & curdling
Grains - length of time for
cooking
Flours - proportions &
composition
Yeast as a raising agent.
Handling a yeast dough.

7. Espagnole sauce)Brown
Jus Lie)roux
Sauce Tomate
Plate apple tart
Apple Terrillettes
Pommes duchesse
Turning of vegetables for
garnish

Use of stocks in making basic
sauces.
Principle & method for making
a brown roux

Vegetables, importance as
garnish to add colour and
interest to a dish as well
as flavour.

Demonstration	Theory
<p>8. Potage Creme de legumes Creme de Tomate Boeuf Sauté Printanière Chouxfleur mornay Apple Flan</p>	<p>Application of a reux Care needed in making an apple puree and apricot glaze to keep colour and correct consistency Attention to detail</p>
<p>9. Herring (Grilling {Splitting & Boning {Filleting Cabillaud (Darne {Supreme Turbotine {Troncon {Supreme</p>	<p>Fish as an interesting and varied item in the Menu. Great care in preparation.</p>
<p>10. <u>Christmas Fare</u> Rich cake mixture Puff pastry. Mince pies Sausage rolls Cheese straws</p>	<p>Rich cake mixture. Creaming and eggs for lightness in texture. Care in handling puff pastry and its many uses.</p>
<p>11. Macaroni cheese Welsh rarebit <u>Eggs</u> - boiled, hard and soft poached, scrambled, fried <u>Salad</u>- Salade de Pommes de Terre " de Tomate " de Bettrave " Francaise <u>Dressings</u> - Vinaigrette Mayonnaise</p>	<p>Eggs and their place in the Menu, if varied. Great care needed in cooking for attractive presentation. Simple salads & salad dressings. Neat and attractive presentation essential. Variety of colour.</p>

Demonstration

Theory

12. Choux de bruxelles	Green vegetables in variety.
Epinards en branche	Refreshing to preserve bright
Puree d'epinards	green colour.
Oeuf Florentine	
<u>Grills</u> - 1.Chop	Principles and method for
2.Rump Steak	grilling meat, especially
3.Fillet steak	offal.
4.Point steak.	
<u>Mixed grill</u> - outlet	
bacon	
sausage	
tomato	
kidney.	

TERM II

Practical Classes as Demonstration.

1. Potato dishes

Pommes au Four	Potatoes used in menu to give
Pommes Macaire	interest of variety.
" Vapeur	Deep fat as a medium of heat for
" Delmonico	cooking.
" Maitre d'hotel	Care and economy in use.
" Saute	Clarification of Fat, suet and
" Lyonnaise	margarine.
" Frites	
" Allumettes	Egg yolk as a thickening agent in
" en Liard	custard.
" Chip	Care in cooking.
" Paille	
Custard Sauce-Powder&Eggs.	

2. Veal and Ham Pie.

Steak and Kidney Pie.
Saucisse au Vin Blanc
Scotched egg.
Baked egg custard.

More uses of Puff pastry.

Meat pies, hot and cold, and their
place in the menu.
Use of gelatine.

Demonstration	Theory
3. Blanquette de veau Onion glace Poached mushrooms Croutons Carre d'agneau boulangere. Creme Caramel Bread and butter pudding.	Application of stewing. Principles with use of roux. Principles and method for making caramel. Oven temperatures.
4. Merlan Frite en Colere Filet de sole a l'anglaise Sauce Tartare. Filet de sole Maitre d'hotel Curri d'agneau Oignon Frite Rice.	Use of fish batters.
5. Pamplemousse Rafraichi Floride Cocktail Grapefruit Cocktail Bun dough - Plain Buns Chelsea " Bath " Doughnuts	Preparation of grapefruit according to service. Rich yeast mixtures.
6. Boeuf braise bourgeoise Oignons braise, Pommes Rissolees Pommes Sable	Braising as a method of cooking.
7. Choux pastry Eclairs Cream buns Folka Use of fondant Creme patissier	Points of manipulation in making choux pastry. Temperature for fondant and care in use.

Demonstration	Theory
8. Goulash de boeuf hongroise gnocchi Foie de veau lyonnaise Pommes bataille " Chateau " Parisienne	Further use of basic sauces Care in cooking liver in high water content.
9. Omelettes -Sweet & Savoury Savouries - Canape Ivenhoe Bayonne etc. Roes on toast.	Savouries and their importance and place in the Menu. Correct manipulation in making an omelette to ensure light- ness of texture.
10. Mulligatawny soup. Creme Rognon Making of a Riz Pilaff Rognon grille au lard.	Further application of brown roux to soups. Rice and its use as a savoury.

TERM III

Practical classes as demonstration.

1. Cold Sweets. Bavarois various Glace vanille Water Ice. American "	Use of egg custard in making bavarois and ices. The making of a water ice and its place in the menu. American ice as a variation to plain custard ice.
2. Geroese Sponge mixture Swiss roll Sponge fingers. Charlotte Russe	Manipulation and care necessary in making a whisked mixture. Use of eggs as raising agent. Oven temperatures.

Demonstration	Theory
3. Pommes Croquette " Paillette " Medaillon Choux de printemps Potats Pois au Beurre " " a la francaise Haricots verts.	Revision of vegetables Food values, types, season. Preparation, quantities, variety.
4. Poached Salmon (Making of a Court Bouillon) Raised pork pie(note water pastry) Simple hors d'oeuvres(Ravier)	Principles of making raised pastry and handling of same. Need for variety and high seasoning in hors d'oeuvres.
5. Preparation of Poultry, Chicken or duck Roasting of chicken or duck with their accompaniments.	Poultry: types, choice, Season. Preparation and simple trussing for roasting. Method of cooking.
6. Pommes nouvelles " " a la menthe " " rissoleos Fresh fish salad.	Preparation and cooking of new potatoes. Further use of bavarois and sponge.
7. Consomme Garnishes-Royale, Julienne Bridge Rolls	Principles applied to the making of a white consomme & its clarification. Variety of garnishes.
8. Simple gateau Genoise Puff	Decoration of gateaux

Remainder of this term will be spent in revision and practical preparation for examination.

January, 1955.

HOTEL MANAGEMENT COURSE

CUISINE

KITCHEN MAINTENANCE

Scheme of Work

Lecturer:

Miss J. Partington

FIRST YEAR

FIRST TERM.

1 hour lectures followed by
1 hour practical work.

General kitchen routine.

Kitchen Cloths.

Care of personal equipment e.g. knives.

Care of fixed equipment e.g. stoves, sinks.

Daily Cleaning.

Correct type of protective clothing.

Care of all wooden equipment e.g. boards etc. cupboards.

Daily and special cleaning. Storage.

Stain removal.

Care of kitchen metals.

Daily and special cleaning. Storage.

Special cleaning equipment e.g. knife machine.

Routine use, care and maintenance of all fixed and movable equipment, including refrigerators, various types of ovens.

Uses and relative advantages and disadvantages of coal, coke, gas, electricity, steam and oil.

Necessary safety precautions.

General safety precautions.

First Aid: simple treatment for common accidents, including modern treatment of burns and scalds.

Cleaning and maintenance exercises (practical) on all items of kitchen equipment and utensil.

Kitchen wash-up hand and machine.

Refuse - bins and disposal.

Sinks, gullies - drains - care and cleaning

January, 1955.

HOTEL MANAGEMENT COURSE.

CUISINE - COMMODITIES AND FOOD.

Scheme of Work.

Lecturer: Mr. S.A.Fortin, M.H.C.I.

Asst. Lecturers:

Mr. K. Schoenmann

Mrs. H. Quenouille

Miss J. Partington.

FIRST YEAR

FIRST TERM

Commodities 12 hours.

1. (Beverages, Tea Coffee
2. (Cocoa
3. Milk
4. Cheeses
5. Eggs
6. (Fish & Shell-fish
7. (
8. (Meat & Offals
9. (
10. Yeasts & Raising Agents.
11. Pulses
12. Revision



SECOND TERM

सत्यमेव जयते

Commodities 12 hours.

1. (Cereals
2. (
3. (Fats
4. (
5. (
6. (Oils, Vegetables &
7. (Fruits.
8. Herbs.
9. Spices & Seasonings
10. Preserves.
11. Tinned Goods.
12. Revision.

THIRD TERM

Commodities and food 12 hours

Buying, delivery, dry food storage.

Storage of perishable foodstuffs.

Refrigeration, cold room, deep-freeze etc.

Preparation of poultry and game.

Poultry-room staff.

The following commodities studied from aspect of purchase, storage, menu making and organisation of cuisine:

Dairy Produce, Milk, Butter, Cheeses - Eggs & Cream - Fish, buying, quality, preparation storage, live fish - Meat, by-products, bones, fats - Offals, Kidney, liver, hearts, tripe, sweetbreads, ox tails - tinned foods, herbs and spices - food served from still-room, - store keeper, control, issue, return. Revision.

January, 1955.



HOTEL MANAGEMENT COURSE

CUISINE. THEORY

Scheme of Work.

Lecturer: Mr. S.A. Fortin, M.H.C.I.

Asst. Lecturers:

Mr. K.W. Schoenmann

Mrs. H. Quenouille

Miss J. Partington.

SECOND YEAR

TERM 4

12 hours.

-
1. Introduction to organization of the Hotel Kitchen; Head Chef, and the Brigade, the departments, ancillary depts. and Staff.
 2. Culinary Terms used in a First Class Hotel Kitchen.
 3. Fundamentals, Mis-en-Place; elements and basic preparations used in high class establishments, and variations in small and large Hotels.
 4. The Potager, details of the duties of the partie. Variations according to the Size of the Establishments, Staffing of Partie, typical range of soups for "A la Carte" and "Table d'Hote".
 5. The Potager continuing from lesson 4 Comparison of Lunch and Dinner soups and suitability according to Season. Treatment of special soups, English and Continental.
 6. (The Sous Chef and Saucier according to the size of House. Daily and weekly Mis-en-Place. Care in Treatment of Stock sauces, Correct Cooking times, storage. Cleanliness of
 7. (Utensils and Sauciers Compartment of Refrigerator, Derivatives from Basic Sauces and their accompaniments i.e. from Demi-Glace, Bechamel. Vin Blanc, Sauces from Butter, Oil, and Chicken Stock. Chart. of Sauces.

8. 'Introductions to the essentials of Menu Planning. Seasonal (variations of Foodstuffs. Chart on Foods in Season, cost, colour, availability. Local Conditions i.e. Staff, Equipment, type of people, time of meal. Knowledge of prices, regular delivery of price list. Buying according to the (size of the establishment. Relationship with Management.
11. The preparation, cooking and service of farinaceous dishes, Spaghetti, Macaroni, Noodles, Vermicelli, Nouilles, Canneloni, Ravioli
12. Co-ordination of term's work.

SECOND YEAR. TERM 5 12 hours

1. Revision of Staff Organization in the Kitchen. Responsibilities of the Chef, and the Full Brigade.
2. The Rôtisseur. Meat, Poultry and Game, Relationship with the Saucier. Responsibilities in Banqueting work.
3. Sauces and Garnishes served with Meat, Poultry and Game.
4. Portion Control. Weight of Raw Material, cooked weight, price per portion, Chart of quantities for accurate ordering.
5. The Poissonier. General mis-en-place for this department. Daily maintenance of fixtures. Wide range of fish dishes, methods of preparation for all kinds of Service, such as "a la carte" "table d'Hôte" and Banqueting Work.
6. Special Stocks and Sauces for advanced work. Use of Beurre Manie and various butters.
7. Egg Dishes usually prepared by Entremetier. Standard types of dishes and methods of cooking. Fried, poached, boiled, scrambled, sur-le-plat, en cocotte, Mollet. Pickling.
8. Breakfast Cook. House of duty. Porridge, Compôtes, Cereals, Kippers, Herrings, Bloaters, Finnan Haddock, Tomato, Sausage, Egg and Bacon, etc.

9. Compilation of Breakfast Menus. Variations in size of Menus according to type of House. Breakfast for floor service, special heated dishes.
10. Entremetier. Daily preparation of Mis-en-Place. Storage and Rotation cropping in Refrigerator. Cleanliness and care in cooking of all vegetables. His responsibilities to the Saucier in passing garnishes as required by Menu.
11. Question on Compilation of Breakfast Menus. Quantities and costs for 100-200 guests in a good Class Hotel.
12. Revision of term's work.

SECOND YEAR

TERM 6

12 hours.

1. (The responsibilities of the Chef Pâtissier, his Staff, and relationship with the Head Chef. Co-operation in
2. (menu planning, costs and portion control. Storage of food stuffs, and general Mis-en-place.
3. Hot and Cold Sweets for Luncheons and dinners. Description of suitable dishes for all occasions.
4. Cakes and Pastries, production for large and small numbers.
5. Vegetables for à la carte service, varieties of Potato Dishes and Potato and Vegetable Garnishes.
6. Salads served with Poultry, and Game, for Dinners and Banquets. And Salads served on Cold Table.
7. Hanging, Marinading, Cooking and Carving of Meat and Game.
8. Lunch Entrées including made up dishes with utilization of left over foods.
9. (Garde-manger and commis duties. Hotel Butchery, dissection of standard joints, preparation for Rôtisseur. Recovery of By-Products, daily control of Stock, weighing-in- and
10. issues, careful storage of all trimmings and offals. (Various duties according to the size of Hotel.
11. Intermediate Theory Examination.
12. Revision of Term's work, and discussion.

THIRD YEAR.

TERM 7

12 hours

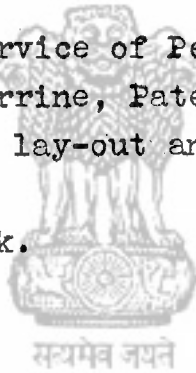
1. Routine in the kitchen. Briefing of kitchen staff on days' menus; compilation of lunch menus. General routine in menu construction.
2. Planning of plats du jour one week in advance, daily inspection of larder to avoid waste.
3. Duties of Porter staff. Disposal of garbage and rubbish. Sale of old fat, bones and cracklings. Hygiene in the kitchen and plunge. Use of detergents. War on rats, mice and beetles. General maintenance of the services, water, electric light, gas and fuel burning equipment.
4. Exhibition cookery. Use of socles. Edible food-stuffs used in design. Choice of dishes. Original ideas. Plastic moulds for practice work in coating and design. Economical use of expensive items i.e. Truffle etc.
5. (Types of cold sweets suitable for exhibition. Moussos,
6. (Gateaux, Chartreuse, Croquenbouche, Pineapple surprise, Souffle Froid, and meringue work.
7. Use of a special sauces and Aspics for cold work. Care with Cooking for smoothness, texture and consistency.
8. Special Hot Fruit Entremets, A La Carte, and Table d'Hôte. Fruits in Season.
9. Ice Creams, Biscuits and Sorbets. Bombes. Use of Ice Caves and Deep Freeze.
10. The Preparation of the Variety of Savouries to the requirements of Dinners, Banquets and à la Carte work.
11. The varieties of Buffet Savouries, Canapé Russe, Canape Moscovite.
12. Revision and co-ordination of the term's work.

THIRD YEAR

TERM 8

12 hours

1. Essentials of Menu Planning. Compilation of dinner menus, left over foods and local purchase. Price. No. of covers.
2. Types of Meals, No. of courses, colour schemes. Varying conditions in different types of hotels.
3. Hours of duty, split duty, shifts in the hotel kitchen. Kitchen organization for the 24 hours from breakfast Chef to Garde de Nuit.
4. (The Chef de Cuisine, Inspection of Kitchen and Larder, (control of buying, dealing with bulk buying and perishable foods.
5. (Practical kitchen economics, costing, percentage. (Casual Labour. Duty Rota, holiday rota. Co-operation with
6. (the Control Office, and Checking System.
7. Compilation of A la Carte Menus. Plats du Jour. Special Featured Dishes. Standard Dishes. Arrangement of dishes, and
8. Special Prices.
9. The Preparation and Service of Petite Fours. The use of
10. various Pies, Game, Terrine, Pate, and general Buffet Work.
11. Boar's Head, Galantine lay-out and general arrangement of Buffet.
12. Revision of term's work.



THIRD YEAR

TERM 9

1. (The co-ordination by the Chef de Cuisine of all members (of his Staff. True delegation of authority throughout
2. (his organization and allocation of responsibilities.
3. (Consultation between Chef de Cuisine and Management, (relating to Menu Planning and Policy, costs. Kitchen
4. (Maintenance, Larder stocks and stores.

5. (Catering, Purchases, local produce, markets, contracts,
6. (perishable goods, semi-perishable goods, and hard stores.
7. (Exercises in Menu Planning and Pricing and organization
8. (of a complete Banqueting arrangement.
9. Industrial catering. Kitchen operations. Relative differences in connection with cost.
10. Control and Policy.
11. Revision.
12. Revision.

January, 1955.



HOTEL MANAGEMENT COURSE.CUISINE. PRACTICAL AND DEMONSTRATION.SPECIAL SCHEME FOR SPRING TERM.3rd Year. 2nd Term.

1. Practical Work: The Making of Sponges, Savoy Fingers, Small Cakes and Biscuits.
Work Relevant to the Manchester Exhibition.
2. Special Work for Cold Buffets.
3. Demonstration: Special Cold Work, the making of Chicken and Fish Aspic Jelly. The making of white and brown Chaudfroid Sauce. The making of Mayonaise Colle, and their application to special cold work.
4. Practical Work: The Making of Aspics and Chaudfroid Sauce, by 8 of the Students, the remaining 8 Students doing specialized work on Cold Sweets.
5. Practical Work: By all Students, reversing the procedure, work as in lesson 4.
6. Practical Work: Utilizing Aspic and Chaudfroid from previous lesson. Each Student to prepare a Cold Buffet Dish. 2 Cutlets each. or 2 Fillets of Fish each. 2 Darioless of vegetables in aspic and suitable garnish.
7. Practical Work: By all Students, reversing the procedure, work as in lesson 6. Also preparation of Aspic and Chaudfroid for the following week.
8. Practical Work: Chaudfroid of Chicken and Garnish and the making of Lemon Jelly.
9. Practical Work: Variety of Sweets using Jelly, and completing a selection of 8 sweets.

10. Practical Work: Preparation of a further variety of sweets as in Section 9.
11. Demonstration: Sugar Confectionery, Fondant and Petits Fours.
12. Practical Work: Petits Fours.

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HOTEL MANAGEMENT COURSE

PRACTICAL AND PRODUCTION COOKERY.

Scheme of Work.

Lecturer: Mr. S. A. Fortin, M.H.C.I.

Asst. Lecturers:

Mr. K. W. Schoenmann

Mrs. H. Quenouillo

- TERM 4. a) 4½ and 1 Hours production cookery in the Students' Restaurant.

b) 6½ and 1½ Hours production Cookery in the Hotel Kitchen.

- a) The Practical work in the Students Restaurant is devoted to large scale production methods. Simple hotel meals of good standard, with alternative choices, Table d'Hote type, planned, ordered and prepared, cooked and served in the Students' Restaurant by Students. Students undertake varying duties on a rotation basis.
- b) The work in the Hotel Kitchen introduces Students to the 'partie' system as in a good Class Hotel and affords practical exercises in rotation in all preparation and cookery necessary in the production of a 3 course, hotel type Table d'Hote luncheon with alternative choices.

- TERM 5. a) 4½ and 1 hours production Cookery in the Students Restaurant.

b) 4½ and 1 hours production cookery in the Hotel Kitchen.

- a) Continuation of Practical Work in the Students' Restaurant of the two course meals, with a wider choice of Table d'Hote dishes on a partie basis.
- b) Further exercises in the Hotel Kitchen introducing a wider range of dishes, and individual responsibility in ordering and costing menus for 3 course luncheons.

- TERM 6. b) 4½ and 1 hours production Cookery in Hotel Kitchen.

c) 6 hours Cookery Practice in Class Kitchen.

- b) Students are introduced to an increased range of "A La Carte" dishes, to promote speed and practical manipulation in Kitchen Craft. Menus giving a wider choice are planned to afford this type of work.
- c) This period is devoted to practical cookery based on previous Demonstrations. Students now develop individuality and produce original dishes which are criticised and awarded marks. Students take their Internal Intermediate Exams. in Cookery this term.

TERM 7. a) 4½ and 1 hours Production Cookery in the Hotel Kitchen.

b) 3 hours cookery Practice in Class Kitchen.

- a) 4½ and 1 Hours. The Standard of Cookery in this Year is maintained at an advanced level on the pattern of a Chef de Partie, in a First Class Restaurant, Hotel or Club.
- b) 3 Hours. This Period is devoted to special Cookery introducing Larder Work, incorporating Buffet and Exhibition work for half the term. During the 2nd Half of this term Students are given advanced tuition in Cake Icing, practical application and design.

TERM 8. a) 4½ and 1 hours Production Cookery in Hotel Kitchen.

b) 3 hours Cookery Practical in Class Kitchen.

- a) 4½ and 1 Hours. Practical Application of Kitchen Economics i.e. Menu Planning, including the use of left over foodstuffs, recovery of by-products, portion control, ordering, checking-in, control system, aboyur, double Checking (Kitchen and the Cashier).
- b) 3 Hours. Special Cookery of Classical Work, where considerable importance will be attached to the order and the clear setting, out of recipes and the clear tabulation of details, quantities, and costs.

TERM 9. a) 6½ and 1½ Hours. Production Cookery in Hotel Kitchen.

- a) 6½ and 1½ Hours. Students having attained the required standards, take full control of Hotel Kitchen, to produce a lunch for 60 covers, based on English and Continental Cookery, and are assessed in their aptitude for this work, as part of their final internal examination in Cuisine.

January, 1955.

SYLLABUS

HOTEL MANAGEMENT COURSE

RESTAURANT SERVICE

The Waiter

Attributes of a Waiter.
Personal appearance and dress. Personal Hygiene and hygienic handling of food and equipment.

The Restaurant

Dining room furniture and equipment.
Care and upkeep of table equipment.
Quality and size of table cloths, buffet cloths; use and abuse of the table napkin.

Duties of Waiters

Duty "Brigades" (Rotas). Morning Duties.
Service of meals, closing duties.
Responsibility for stationery (e.g. Bill Books.
Check Books)
Buffets, Linen, Floral Decoration.

Laying up of Tables

Preparation and restocking of sideboard.
How to lay the cloth. The removal of a tablecloth.
Relaying cloth with customer at table.
The "Cover", Dinner, Lunch, Breakfast, Tea, Supper.
Crocery, Cutlery, Silverware, Table Napkins, Glassware.
Relaying tables, Carrying cutlery etc. to table. Use of silver. How to handle cutlery, crocery, glass. How to fold table napkins.

The Service Room

Clean and dirties section. Where food are obtained (in the kitchen). "Off" Board.
The Grill. Cold Buffet (in Dining Room or Service).
Trolleys for floor service.
Still room. Preparation of Toast and Butter, etc.

The Meal, Courses

Order of courses, length of meal (advising customers). Menu Card. - Must be known and memorised. A la Carte and Table d'Hôte service.
Composing a menu.
Accompaniments to serve with various dishes.

Serving the Meal

Laying and Clearing plates.
Rolls, Butter and other ancillary items.
Service of food "Continental", "Private House", "Club", "Banqueting", "English".
Use of spoon and fork, use of Waiter's Cloth.
Use of Hot and Cold plates.
Presenting dishes
Order of service of guests.
Brushing Tablecloth.
Use of tray - how to carry. Packing of tray.

Special Service of Certain Dishes.

Method of presenting and serving (inter alia) Hors d'oeuvre, Oysters, Caviar, Melon, Lobster, Prawns, Smoked Salmon, Grapefruit, Oeufs sur le plat, Onelette, Curry, Salads, Gateaux, Cheese, Savouries, Toast, etc., Plover's Eggs, Hot Hors d'oeuvre, Borch, Chateaubriand Sorbet, Asparagus Globe Artichokes.

Special Equipment.

Use of Lobster pick and Crackers, Sauce Ladles, Gateaux Slicer, Grape Scissors, Celery Glass, Oyster Cruet, Oyster Fork, Pepper Mill, Cheese Scoop, Chafing Dish, Press, Asparagus Stand, Servers and Tongs, Finger Bowls.

Beverages

Small Room: Coffee and Tea, Methods of infusing. Iced Coffee, Iced Tea Chocolate, Malted Milk.
Dispense Bar: Service of Beers, Aerated Waters, Natural Spring Waters, Squashes and Syrups. Temperatures. Types of Glasses. Service of Coffee. "Cond", "French Filter". Methods of infusing. Egyptian Coffee. Turkish Coffee. Russian Tea. Camomile Tea.

Wines and Alcoholic and other Drinks.

Types of Wines; countries of origin. Wines to serve with various courses.
Types of Wine Bottles.
Types of Wine glasses and jugs for various drinks, alcoholic and otherwise.
Temperature. Decanting. Cradling.
Corkscrews, removing broken cork, opening bottles.
Use of wine coolers and stands, ice buckets and trays.
Corked, Musty, Flowered, and wrong temperature wines.
Service of still and sparkling wine.
Wine terms and trade terms.

Licensed Hours.

Closing time of Bar - warning to customer.
Removal
Removal of glasses and bottles before "time".
Drinks with meals, special supper licences, Sunday licences.

Bills Checks and Checking Systems

Types of Bills:

A la Carte checking. Table d'hote checking. Tray checking. "No charge" and Duplicate checks, "Return" checks, Lost bills, Altered Bills. Duplicate Bills for customer. Use of copying pencil, blue pencil, eraser, penknife. How to make out checks and bills at the same time as taking an order. Payment of Bill.

Lay-up and service for breakfast and tea.

Lay-up of Table. Service of Meal.
Lay-up of afternoon trays and tea trays and breakfast trays.
Necessary utensils and equipment.

Waiter and Management

Association with other personnel, management and superior staff.
Relations with customer, complaints etc.

Waiter and Customer

Liability for Customer's property. Lost property.
Accidents to Customers.

Special Services.

Lounge Waiting, Benqueting, Wedding Receptions,
Wedding Breakfasts, Cocktail Receptions, Buffets,
Appropriate Menus. Table plans. Instructions
to staff. Service procedure. Seating Capacities.

Carving Filleting

Smoked salmon, salmon trout salmon, turbot, sole,
plaice. etc.
Chicken, duck, turkey, goose, game. Leg of mutton
and lamb. Best end of neck and lamb. Sirloin
of beef.
Steaks, Chateaubriand, Porterhouse steak.
Ham, Pork. etc.

Cigars and Cigarettes.

Types of Cigar; care storage and service, Havana
and other Cigars. Cigar cutter, matches, ash
tray. Cigarettes Virginia, Turkish, Egyptian,
Russian, etc.

Restaurant Control and Organization.

(from administrative aspects) Staffing. Types of
Service, Ancilliary Depts.



January, 1955.

FINAL EXAMINATION IN WAITING.

Students following a course leading to the Institute's Final Examination in Waiting should have some knowledge of the following basic and derivatives.

<u>Fundamental</u>	<u>Basic</u>	<u>Derivatives</u>
Espagnole	Demi-Glace	Bordelaise Robert Charcutiere Chasseur Diablo Piquante Madere Lyonnaise Perigueux Fines Herbes Reforme
Veloute	Allemande	Hongroise Poulette
Bechamel		Mornay Soubise Cardinal
Veloute de Poisson		Bercy Normande Vin-Blanc
Tomato		Portugaise
Hollandaise	Bearnaise	Mousseline Choron
Mayonnaise		Tartare Remoulade

A knowledge of the following garnishes is also required.

1. Egg Dishes

(a) Scrambled

(b) En Cocotte

(c) Poche

Archiduchesse
aux Champignons

Bergere
Diane

Argentueil
Chasseur

aux crouton	Jeannette	Florentine
aux Fines Herbes	Reine	Georgette
Forestiere	Soubise	Mornay
Grand' Mere		Otero
Portugaise		

2. Fish Dishes

Americaine	Chambord	Meriniere	Regence
Boitel	Dieppoise	Normande	Walewska
Cardinale	Joinville		

3. Chicken and Meat Dishes

Ancienne	Bruxelloise	Financiere	Milanaise
Boulangere	Clamart	Florentine	Nicoise
Bouquetiere	Choron	Godard	Portugaise
Bourgeoise	Dubarry	Maryland	Toulousaine
Bourguignonne	Ferriere	Mascotte	Vert-Pre



HOTEL MANAGEMENT COURSE

RESTAURANT SERVICE

Scheme of Work

Lecturer: Mr. H. R. Freeman,
MHC I

Asst. Lecturers:
Miss J. Partington
Mr. K. W. Schoenmann

FIRST YEAR

FIRST TERM

12 hours.

1. Introductory talk on Restaurant Service.
2. Restaurant personnel, their duties and responsibilities, uniform etc.
3. Attributes of a first class waiter, aims, ambitions etc.
4. The brigade system, intention and operation, duty rotas, a.m. & p.m.
5. Recognition of loose catering equipment, uses etc.
6. Selection of plate, crockery, and glassware.
7. Restaurant furnishings, their selection and siting. Creating atmosphere.
8. Restaurant linen, types, sizes, uses, changing etc.
9. Tablings, extensions, siting, sizes, types, advantages etc.
10. The purpose of the dumb waiter. Preparing for service.
11. The use of the spoon and fork, manipulative exercises.
12. Carrying plates for a plate service. Precedence of service.

FIRST YEAR

SECOND TERM

12 hours.

1. Carrying, clearing and stacking plates, cutlery etc.
2. Laying and clearing cloth with and without customer present.

3. Use of waiters cloth and serviette folding.
4. The restaurant in and out door method of procedure, carrying trays etc.
5. A la carte and Table d'Hote lay-ups. Meaning of terms with attendant details.
6. Reception, seating and departure of guests.
7. The hot plate and table cooking stove, uses, care and maintenance.
8. The breakfast service, laying table for this meal.
9. Laying and carrying breakfast trays and taking a breakfast order.
10. Triplicate, duplicate, and individual checking systems.
11. Explaining menu. taking order and presenting bill.
12. Control of checking systems, analysis of sales, D.A.F.S. waiters a/c slips.

FIRST YEAR

THIRD TERM

12 hrs. theory - 36 hrs practical

THEORY

PRACTICAL

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| 1. Cashier and their responsibilities method of check, giving change etc. | Serving a table d'hote luncheon, plate service. preparing cruetts. Serving coffee. |
| 2. Plate-room staff and their duties; silver cleaning methods; layout of plate-room stocktaking methods. | Table d'Hote plate luncheon service. No checking system. |
| 3. The platewash. staff and methods of operation. layout. | Luncheon service, taking orders and writing checks, serving vegetables. |
| 4. Layout of the Stillroom, duties of staff and methods used. Equipment. | Luncheon service, making toast melba, curling butters. |

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| 5. Oil & Vinegar cruets, sauces, pickles, their preparation and service. | Luncheon service, preparing and serving from sweet trolley. |
| 6. Principles of menu compilation | Luncheon service, preparing buffet. |
| 7. The Breakfast meal, sequence of courses, range of foods covered by these courses | Luncheon service, and laying for breakfast. |
| 8. Serving the breakfast meal. Toast, Rolls, breads, and preserves - systems. | Luncheon service. Laying and carrying Breakfast trays. |
| 9. The Luncheon. Various courses, their sequence and foods concerned. | Luncheon service. Preparation of cold buffet. |
| 10. The Tea Meal, method of service, set, special, a la carte, reception, buffet, etc. | Luncheon service, Laying for teas. |
| 11. The dinner meal, sequence of courses, food concerned etc. | Luncheon service. Part silver service. |
| 12. Accompaniments to the preliminary course. Royal Hors d'oeuvres etc. | Luncheon service, preparing the oyster cruet, cutting brown b & b. |

SECOND YEAR

FIRST TERM

12 hrs. Theory - 36hrs Practical

THEORY

1. Accompaniments and service of soups, pastes, omelettes, etc.
2. Fish dishes, accompaniments and service.
3. Entrees their accompaniments and service.
4. Roasts, their accompaniments and service.

PRACTICAL

Luncheon service. Full silver S. Mock service of Caviare, Pate de foie gras smoked salmon.

Luncheon service filleting fish in rest.

Luncheon service, carving a chateaubriand.

Luncheon service. Service of salad and dressing a salad in the restaurant.

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| 5. Vegetable courses, method of their service and accompaniments. Sorbets and dessert. | Luncheon service. Serving asparagus and globe artichokes. |
| 6. Sweets, their service and accompaniments. | Luncheon service. Serving dessert & sorbets. |
| 7. Savouries, their accompaniments and service. | Luncheon service, serving omelettes. |
| 8. Egg Dishes, their accompaniments and service. | Luncheon service. Serving simple savouries. |
| 9. Grills, their accompaniments and service. | Luncheon service. Serving Ice puddings, Biscuit Glace, parfaits, etc. |
| 10. Natural Spring Waters, table waters, aerated waters, types, manufacture, origin & service. | Luncheon service. Serving soft drinks. |
| 11. Drinks with which mineral waters are normally served. Fruit syrups, essences, etc. | Luncheon service, serving orange squash, tonic water, whisky and sods. |
| 12. Revision of past work | Luncheon service. Service of special Cheeses. |

सत्यमेव जयते

SECOND YEAR SECOND TERM 12 hrs. Theory - 36 hrs Practical.

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| 1. Beers, bottled and draft, brands, manufacture, and service. | Luncheon service. Serving beers etc. |
| 2. Excise regulations affecting the waiter. | Luncheon service. Carving Meat and filleting fish. |
| 3. Cheeses, source of origin, service, and accompaniments. | Luncheon service, preparing the cheese trolley, and serving the various cheeses. |
| 4. Sanka, Turkish, Cone, Philtre, Iced and other kinds of coffee. | Luncheon Service, Service of special coffees. |
| 5. Teas, Tisanes, Iced, brewing, serving. | Luncheon Service, Serving, China, Indian, Mint, Iced, Camomile teas. |

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| 6. Glossary of common French terms used in menus. Translating French culinary terms into lay English | Luncheon Service. Preparing lounge for the service of afternoon tea. |
| 7. The Sitting room waiter and his duties and responsibilities | Luncheon Service, and laying breakfast. |
| 8. Layout of floor service and servery, methods of operation. | Luncheon service. laying trays and tables for floor service. |
| 9. The duties and responsibilities of the lounge waiter | Luncheon service. Practise in taking drink and other lounge orders, serving, giving change etc. |
| 10. The Dispense Bar and its operation. Preparing for service.
The cocktail bar | Luncheon Service, Shaking Cocktails, and preparing cocktail trolley. |
| 11. Cocktail Recipes, accompaniments buffet. | Luncheon Service, preparing cocktail varieties. |
| 12. Aperitifs and their service. | Luncheon service. Serving aperitifs. |

SECOND YEAR THIRD TERM 12 hrs. theory - 36hrs. practical

THEORY

सत्यमेव जयते

PRACTICAL

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| 1. Plats du jour & a la carte service. Times taken to prepare certain dishes. | A la carte service luncheon. |
| 2. Banqueting procedure. Tables, sitting, menus, organisation. | Luncheon Service. Preparing Fresh fruit for guest. |
| 3. Compilation of Breakfast menus.
Exercises. | Luncheon Service. Serving a bottle of wine. |
| 4. Measures. Casks, Bottles, optics, etc. | Luncheon Service. Service of hot Hors d'Oeuvres. |

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| 5. Compiling a Luncheon Menu. Cold Buffet etc. (Exercises). | Luncheon Service, Carving the Cold Buffet. |
| 6. Alcoholic Drinks and their Service with food. | Luncheon Service. Filleting fish dishes. |
| 7. Exercises in compiling tea menus. Set, Buffet etc. | Luncheon Service. Service of the Royal Hors d'Oeuvres. |
| 8. Bottled and cask beers, types & method of service. | Luncheon Service. Pouring Guinness, Bass, etc. |
| 9. Manufacture of the various beers. | Luncheon Service. Serving a set trolley service afternoon tea. |
| 10. Manufacture of Cyders, Perry etc. Types, brands, service. | Luncheon Service. Mixing a Cyder Cup. |
| 11. Cocktails, The American & Dispense bars. Cocktail ingredients, general. | Luncheon Service. Serving aperitifs. |
| 12. Cocktail recipes, method of mixing and service. | Luncheon service, blending cocktails. |

THIRD YEAR

FIRST TERM

12 hrs. theory-36 hrs. practical

THEORY

PRACTICAL

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| 1. Irish, Scotch whiskies, Ect. Brands and manufacture. | Gueridon Service Luncheon. |
| 2. Gin. Types, brands, manufacture | Luncheon Service. Preparing gueridon for the service of certain dishes. |
| 3. Rum, brands, types, method of manufacture. | Luncheon Service, making and serving shellfish cocktails. |
| 4. The wines of the Bordeaux Survey of the types, method of manufacture. | Luncheon service. Non-alcoholic cocktails and their service. |

5. Sauternes, Barsacs, and Graves, Vineyards and classifications. Luncheon Service. Serving Chateau Wines.
6. Wines of the Medoc, classifications Chateaux a Claret, etc. Luncheon Service. Decanting
7. Wine trade terms & official abbreviations. Luncheon service. Laying up glasses for various wines. Serving these wines.
8. Burgundies, Red, white, still & sparkling. Manufacture. Luncheon service. Using the wine cradle for service of a Red Burgundy.
9. The Communes and vineyards of Burgundy. Luncheon service. Serving Oysters with a white Burgundy.
10. Hocks. Vineyards, terms, districts. Luncheon service. Using the wine cooler and serving hocks.
11. Moselles. Vineyards, terms. Man & service. Luncheon Service. Preparing and serving Turkish Coffee.
12. Alsatian and Rhone wines, their manufacture and service. Luncheon Service. Preparing serving Cafe Diable.

THIRD YEAR

SECOND TERM

24 hrs. theory-36 hrs. practical

1. The manufacture of Brandy. Cognac and other districts of note. Terms. Luncheon service. opening and serving a Champagne.
2. Champagne, its manufacture & the various blenders of note. Luncheon Service. Serving Liqueur brandy from outsize bottles.
3. Vin Mousseux, various methods of manufacture. uses and service. Luncheon service. Serving a Champagne and absinthe cocktail.
4. Sherries, blenders and method of manufacture. Luncheon service. Serving Cona and Philtre coffee.
5. Sherries cont. Other Spanish Wines. Luncheon Service. Making a Rum Punch and Loving Cup. Serving.

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| 6. Port Wines, Shippers, manufacture | Luncheon Service.
Decanting a crusted port
and serving. |
| 7. Port Wines cont. and other
portuguese wines. | Luncheon service. making
and serving various tisones. |
| 8. Malaga, Madeira & similar
fortified wines brands and
uses. | Luncheon service. Service
of Slings, Sangarees, Flips,
Pousse Cafes & Frappees. |
| 9. Sweet Flambees, ingredients,
recipes, equipment, methods. | Luncheon Service, Service
of Crepe Suzettes, Marnique
au Kirsch etc. |
| 10. Savoury Flambees, Canard
Sauvage etc. | Luncheon Service. Serving
Poire. Peche, Banana, &
Pineapple Flambees. |
| 11. Wines of the Loire (Touraine) | Luncheon Service. Serving
Becassine Flambee. |
| 12. Liqueurs, Types, Manufacturers
and how made. | Luncheon Service. Special
Curry Service. |
| 13. Italian Wines. Sparkling
Still types, brands. | |
| 14. The wines of the commonwealth
method of manufacture. | |
| 15. Wine cellars their management,
storage of wines, beers and
spirits. | |
| 16. Bombes, Parfaits, Ice Puddings,
Ice Gateaux, Mignardises,
Frivolites, Petit Fours, etc.
Their service. | |
| 17. Accompaniments, revision. | |
| 18. Compiling, calculating and
costing & pricing menus. | |
| 19. Composing Menu, selecting
wines, costing and arranging
a Banquet. | |

20. Outside Catering Functions
how organised and managed
21. Organising a Wedding reception.
Fork and standing Buffet.
22. Bar Control systems.
23. Revision of past studies.
24. do.

THIRD YEAR THIRD TERM 12 hrs.theory-36 hrs.practical

THEORY

Revision Wines and
Restaurant service with
particular application to
management.

PRACTICAL

Full Gueridon service(Luncheon)

Gueridon service,preparing
Grape Fruit and Melon in
restaurant.

Serving Dessert,Asparagus, and
Globe Artichokes.

Serving a Biscuit glace Montmorency
with petit fours etc.

Carving and serving a Saddle of
Lamb/Mutton.

Preparing a Lobster,making a
dressing and serving in restaurant.

Chafing Dish Cookery in the
Restaurant.

Chafing dish cookery in the
restaurant.

Arranging room for a wedding
breakfast.

The use of a cocktail trolley,
shaking cocktails at the table.

Practical revision.

do.

January, 1955.

SYLLABUS

HOTEL MANAGEMENT COURSE

HOUSEKEEPING MAINTENANCE

Choice, buying and storing of linen. Linen room organisation and control.

Choice and buying of beds and bedding - modern mattresses, rubber, recent developments.

Manufacture and choice of fabrics for soft furnishings and their use in hotels.

Period and contemporary furniture. Selection for different purposes. Choice of woods for furnishing. Types of wood for floorings. - dry rot.

Choice of floor coverings and their suitability for various purposes. Types of carpets, manufacture and designs. Relative costs.

Interior and exterior decoration - colour, design.

Wall surfaces - Routines of repair and redecoration.

Responsibility of housekeepers and management for hotel furnishings and maintenance and the economic buying of fabrics and furnishings.



January, 1955.

SYLLABUS

HOTEL MANAGEMENT COURSE

HOUSEKEEPING SERVICES

1. Theory and Routine work in the care of bedrooms and other rooms cleaning and general care of:-
 - a) Walls - including paintwork and penelling.
 - b) Floors - parquet, composition, concrete etc.
 - c) Floor coverings - lino, carpet, thermoplastic tiles etc, sweeping, stain removal, use of electric cleaners and polishers.
 - d) Fittings - basins, lights, mirrors.
 - e) Furniture - polished and upholstered.
 - f) Beds - bedmaking - turning mattresses, linen changing
 - g) Silver, brass and plate.
 - h) Glass and china
 - i) Storerooms and cupboards - storing and labelling of equipment.
2. Care of Bathrooms and Toilets.
cleaning and general care of:
 - a) Baths, washbasins and water closets.
 - b) Simple description of bathroom and toilet plumbing system - precautions against frost.
 - c) Dangers of electrical apparatus in bathrooms.
3. Laundry and Valeting.
 - 1) Laundering all types of fabrics - in close co-operation with needlework dept.
 - 2) Removal of stains; soap and synthetic detergents; hard water - in collaboration with Science Dept.
 - 3) Choice, use, care and maintenance of all equipment; Calenders washing machines and dryers.
 - 4) Spot cleaning, sponging and pressing.
 - 5) Spring cleaning of blankets, curtains and eiderdowns.
4. Housekeepers' Departmental Organisation and Administration.
 - a) Its place in hotel or institutional organisation - relation with other departments.
 - b) Duties of the Head Housekeeper and her assistants

- c) Housekeeping Programmes, cleaning rotas:-
 - i) Daily, weekly and monthly routines for cleaning of bedrooms, bathrooms, toilets, pantries, private suites, public lounges, offices, foyers and staff quarters. Revision of general principles and methods as applied to the above.
 - ii) Disinfection and fumigation after illness and infection.
 - iii) Allocation of duties and timetables (approx) for domestic staff i.e. housekeepers, chambermaids, housemaids, cleaners, staff maids, houseporters and window cleaners.
 - iv) Preparation of rooms for redecoration.
 - v) Purchase, storage, issue - control of cleaning materials.
Distribution and control checking systems.

January, 1955.



HOTEL MANAGEMENT COURSE

HOUSEKEEPING. MAINTENANCE

Scheme of Work

Lecturer: Miss A. Tazelaar
Asst. Lecturer:
Miss J. Partington.

TERM I

2 hours

Linen and Linen Room Organisation.

Choice buying and storing of linen, blankets and bed covers.
The stocking and staffing of the linen room.
Simple checking systems.
Introduction to linen room equipment - choice, use and
care of equipment.
Marking of Linen

1. Hotel
2. Laundry
3. Personal.

Practical Repair and renovation of linen

Visits: Sunlight Laundry - for various types of marking
Regent Palace Hotel or)
Royal Masonic Hospital) For linen room
Middlesex Hospital) organisation.

TERM II

2 hours

Bedding and Maintenance.

Choice and buying of beds - divans - mattresses,
Types of mattresses.

Spring interior (pocketed and open coil)
Latex foam
Hair.

Advantages and disadvantages of each type.
Comparative prices.
Discussion on the British Rubber Development Board. in
relation to latex foam.
Repair and remaking of mattresses.
Use of downproof material and ticking.

Practical. Making of pillows - pillowcases - mattress
covers and cushions.
Spring covers.

Visits. Myers Bedding factory - Vauxhall
London Bedding Centre - Knightsbridge
Solfridges Bedding Dept.

TERM III

2 hours

Soft Furnishings.

Furnishing fabrics - width, weave and texture.
colour and design.
The combination of natural and synthetic fibres used in
the manufacturing of furnishing fabrics, incorporating,
Period traditional and contemporary designs.
Terms used in soft furnishings.
Types of fabrics used for restaurant, lounges, bars,
bedrooms, bathrooms.
quantities and qualities required.
Correct proportions and designs for pelments and valance.
Method of curtain fixtures.
Lined curtains and their special use.
Retail Trading Standards Association and its service to
the public.

Practical Curtains - lined and unlined
pelments and valances
Fitted bed covers
Cushions. Loose covers.

Visits. Hamptons Battersea.
Woollands Knightsbridge - contemporary dept.
Heals Tottenham Court Road.

TERM IV

1 hour

Carpets.

Types of carpet suitable for hotel and restaurant use
Wilton, double plush, Axminster, Chonille Ax.
Body carpet, squares, rugs, doormats, matting.
Manufacture, design and grades of machine made carpets
How to recognise the hand made carpet e.g. Period and
Oriental carpets.
Comparative merits of British and Foreign carpets for hotel use.
Best places to buy.
Discussion on controlling of wear.
Use of different types of underlay.

Other types of floor covering, including linoleum, cork,
rubber, composition and tiles.

<u>Visits</u>	Harrods	Knightsbridge	
	Perez	"	Oriental carpets
	Maples	Tottenham Court Road.	

TERM V

2 hours

Period and contemporary furniture.

Periods when Chippendale - Sheraton - Hopperwhite and
Adam furniture was introduced.
Discuss the combination of period and contemporary furniture.
Selection of wooden upholstered and fibre furniture.
Wood and composition boards used for panelling of rooms
Wood floor finishes - parquet - wood block and strip.
The types of wood used for furniture and floors.
Dry rot - cause - prevention - recognition and cure.

Practical Repair of armchairs.

<u>Visits</u>	Maples	Tottenham Court Road
	Wensington Museum.	

TERM VI

1 hour

Interior Decorating.

Colour and design in relation to furnishing.
Position and size of rooms - whether facing south or north.
The purpose for which the rooms are used.
Wall surfaces advantages and disadvantages of - wall paper
oil paint, distemper, emulsion paints and panelling.
Cycle of repairs and re-decoration with minimum
inconvenience to the hotel routine. Points to look for
in a decorator's estimate.
Types of lighting suitable for the various public and
private rooms of the hotel.
Responsibilities of manager, manageress or housekeeper
for hotel furnishings and maintenance.
Discussion on suitable uniform for hotel staff.

TERM VII

TERM VIII

1 hour

Economic buying for the hotel.

Contracts.
Standards of retail practice.
Tax, customer and excise.
Detailed list of furnishings and furniture required for
various hotel rooms. - public - private suites, staff
quarters and offices.

TERM IX

General revision with specific application
to management problems.

HOTEL MANAGEMENT COURSE.

HOUSEKEEPING SERVICES

Scheme of Work.

Lecturer:
Miss M. Lennox.

TERM I 12 hrs. Theory.

1. Household cloths - kinds, use and storage.
2. Washup up - preparation - order of work - detergents.
3. Cleaning of all types of metals.
4. Brooms and brushes - use, care, cleaning and storage
5. Polished and painted wood. - care and cleaning.
6. Floors - method of cleaning - sweeping - disposal of dirt.
7. Floor coverings - carpets and linoloum; stain removal use of Ewbank, electric cleaners and polishers - their care.
8. Making a bed; changing of linen; service of early morning tea.
9. Cleaning washbasins, baths and toilets. Theory on U.Bends, frosted pipes and prevention.
10. Daily routine for cleaning all types of rooms.

Laundry and Valoting 36 hours.

1. Washing, boiling and ironing flat white cottons and linens.
2. Starch - washing using electric washers.
3. Stain removal.
4. Table linen - use of calender
5. Woollens - new wool - drying - stains.
6. Rayon.
7. Loose Colours - of all materials.
8. Silk and Nylon.
9. Spot cleaning and pressing.
10. Spring clean washing.

TERM II 24 hours

Practical work planned on basis of assignments.

1. Daily cleaning of all types of rooms - sitting rooms, bedrooms and bed making, bathroom and toilet and restaurant.

2. Cleaning of various types of metals; washing up by hand and machine; polishing furniture; shampooing rugs; spot cleaning upholstery; pressing clothes.
3. Use of electrical appliances - cleaner, polisher and dustette; cleaning of equipment.

TERM III 12 hours theory.

1. Weekly and monthly routines for cleaning of all types of rooms.
2. Disinfecting and fumigating of rooms; preparation for also preparation for the sweep or redecoration.
3. Preparation for extra numbers - child's cot; camp beds, special idiosyncracies of various guests.
4. Duties of head housekeeper.
5. Duties, timetables (approx.) and uniform for all domestic staff i.e. housekeepers, chambermaids, housemaids, cleaners staff maids, valets, houseporters and window cleaners. Holiday and 'off duty' reliefs.
6. Theory paper.
7. Stores - buying, storage - issue of cleaning materials.
8. Staff working equipment - housemaids pantries.
9. Laundry - checking out and return. Storage of linen on various floors - checking for stock.
10. Repairs - Renewals. Reporting of damage by burning or staining. Breakages.

TERM IV 36 hours practical

Practical Assignments Battersea Polytechnic Residential Hostel.
Practical routine cleaning of a large Institution under normal industrial conditions.

TERM VIII 12 hours

Planning numbers and schedules of work for various types of hotels.
Variety of questions to be answered in a given time in class to encourage promptness of thought and speed in writing.
Revision of all cleaning processes.
Discussion on "costing" - efficiency - waste
Time and motion study.
Observations of students from visits or holiday work.

January, 1955.

SYLLABUS

HOTEL MANAGEMENT COURSE

BOOK-KEEPING AND ACCOUNTANCY WITH
OFFICE AND BUSINESS MANAGEMENT

Section I. The students are taught the general principles of double entry book-keeping.

The sequence of Office Management and General Business knowledge taught concurrently with the book-keeping is devised with the object of, showing the students the necessity of keeping the accounts, the sources of the entries in the books of account, and the back-ground of Contract Law against which all business is carried on.

Short methods of calculating discount etc. Calculation of percentages. Weights and measures in common use in Catering.

Principles of Double-entry Book-keeping. The Cash Book, Ledger, Subsidiary Books and extraction of a Trial Balance.

Documents used in credit transactions. Sources of entry into books.

Office Routine. Filing systems. Form of business letter.

Services of a bank.

Travellers' cheques: foreign currency.

Methods of Payment.

Hotel and Catering Costing: Raw materials - Labour - Overheads.

Aspects of Contract Law in relation to the above Hotel and Catering Administration.

Obligations in regard to wages and records.

Section II. The book-keeping in this section deals with the particular application of the double entry principle to the Hotel and Catering Trade, and the books peculiar to this Trade.

During this part of the course students will keep the records of the catering activities of Battersea Polytechnic (Approx. 800 - 900 meals weekly). They will act as book-keepers, control clerks, and will prepare weekly interim profit and loss accounts.

Visitors' Ledger: Tabular Book-keeping.

Hotel Trading Ledger: Monthly Invoice Book.

Receptionist's Board, Booking Chart, Bookings Diary.

Petty Cash Books, Postage Book, Records of telephone calls.

Stores Control. Stock Taking.

Wages Book.

P.A.Y.E. system of collecting Income Tax.

National Insurance.

Section III Accountancy. This section deals with the application of appropriate systems of double-entry accounting to particular circumstances. The preparation of final accounts and Balance Sheets. The interpretation of accounts and statistics provided by records.

This section also deals with the financial structure of business units. Hotel finance is studied in relation to the finance of businesses generally.

Capital and Revenue.

Trading account and Profit and Loss account. Other forms of final accounts.

Reserves, Provisions, and methods of depreciation.

Preparation of interim forms of final accounts.

Balance Sheet. Legal requirements. Form and interpretation.

Forms of Business Units. Sole Trader, Partnerships and Limited Liability Companies.

Compilation of graphs and statistics for use in managing a business.

January, 1955.

HOTEL MANAGEMENT COURSE

BOOK-KEEPING AND ACCOUNTANCY WITH
OFFICE AND BUSINESS MANAGEMENT

Scheme of Work.

Lecturer:
Mr. A. F. Munden

FIRST YEAR

1st TERM

3 hrs. per week

WEEK

1. General aims of Book-keeping. Paper and text books required during course. Revision of arithmetic. & simple Cash Book.
2. Exercise on simple Cash Book. Cheque system of payment.
3. Double Columned Cash Book. Cheque system: Paying in, night safe, types of cheque, and drawing of a cheque.
4. Double columned Cash Book. Transfer of Cash to Bank; withdrawal of Cash from Bank. Services of Bank other than to operate cheque system. Brief description of clearing system.
5. The Ledger. Kinds of account found in Ledger. Simple Cash Book posted to Ledger. Extraction of a Trial Balance. Correspondence. Common form of Business Letter.
6. Double Columned Cash Book posted to Ledger and Trial Balance extracted. Systems of Filing. Office Routine; copying correspondence etc.
7. Instruction on how to complete Costing Form used by kitchens. Description of system of which form is part.
8. Recording of Credit transactions. The Invoice Book. Definition of Debtor and Creditor. Keeping of Personal Accounts. Double entry aspect of credit transactions.
9. Credit transactions. Cash and Trade Discount. Treatment in Books of Account. Definition of Contract.

10. Definition of Assets, Liabilities and Capital. Journal Opening. Entry. Provisions of Sale of Goods Act) as affecting hotel and Statute of Frauds) and catering contracts.
11. Exercise from J.O.E. to Trial Balance, including all principles taught to date. Contract.
12. Test on Term's work.

FIRST YEAR 2nd TERM 3 hrs. per week.

WEEK

1. Criticism of Term Test. Model Answer. Any noticeable weaknesses dealt with.
2. Revisionary Exercise. J.O.E. to Trial Balance. Master and Servant. Generally. Rights of Master.
3. Subsidiary Books. Purchases Book, Purchases Returns Book, Sales Book. Master and Servant. Rights of Servant. Termination of Contract.
4. Exercise using subsidiary Books. Staff responsible for subsidiary books.
5. Petty Cash. Analysis Petty Cash: Imprest system of keeping Petty Cash. Vouchers and generally supervision of staff concerned with Cash.
6. Simple Form of Visitors' Ledger. Office routine: co-ordination of Bills and Visitors' Ledger.
7. Exercise dove-tailing Visitors' Ledger into the general double entry system. Extraction of a Trial Balance. Preparation of a visitor's bill.
8. Definition of Profit. Relation to Capital. Simple calculations of profit or loss. Difference between reward for proprietor's labour and his return on capital invested.
9. The Trading account. Its form and purpose. Production costs and administration and distribution costs. Conventional allocation in Hotel Trade.

10. Profit and Loss account. Form and purpose.
11. Balance Sheet. Simple exercise from Trial Balance to final accounts and Balance Sheet.
12. Test on Terms work.

<u>FIRST YEAR</u>	<u>3rd TERM</u>	<u>3 hrs. per week.</u>
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WEEK

1. Criticism of End of Term Test. Revision of weak points revealed by test.
2. Revisionary Exercise to Trial Balance. Terms used in Cost Accounting.
3. Accounts of Exercise of preceding week closed into final accounts.
Drawings.
Goods Received Book.
4. Balance Sheet examined in more detail.
Goods Issued Book.
5. From a Trial Balance, Final Accounts and Balance Sheet compiled. Stores Ledgers and Bin Cards.
6. Examination of published final accounts, explanation of technical terms found therein.
Control of Stores.
7. Exercise co-ordinating the financial records with the stores records.
8. Use of a discount column in a Cash Book. Analysed Purchases Book, Exercise containing three columned Cash Book and Tabular Purchases Book, to Trial Balance.
9. Revision of earlier part of year's work. Revisionary exercises commenced in class and finished out of class.
10. ditto
11. ditto
12. Term test.

SECOND YEAR

1st TERM

3 hrs. per week.

During this term the students keep the books of the catering activities of the Department. These are kept in tabular form and provide sufficient data to compile an interim weekly profit and loss account. Graphs and statistics are compiled from the data provided by the books.

WEEK

1. Criticism of End of Term Test.
2. Introduction to and explanation of books which the students are to keep during this term.
3. Stores records and stock taking in relation to the interim Profit and Loss Account compiled each week by students.
4. Revisionary Exercise incorporating Visitors' Ledger; to T/B.
5. Revisionary Exercise continued to posting to final Accounts and compiling of Balance Sheet.
6. Complete exercise on columnar form of accounts.
7. Continuation of exercise begun last week.
8. Compiling and agreeing Trial Balance from items which do not indicate debit or credit.
9. Payments in advance and payments in arrear at the end of a year. The recording of these in the accounts and their representation on the Balance Sheet.
10. Reserves and provisions. Nature and purposes. Treatment in books and Balance Sheet.
11. Bad Debts, Bad Debt Reserves, Discount Reserves.
12. End of Term test.

SECOND YEAR 2nd TERM 5 hrs. per week.

WEEK

1. Visitors' Ledger on Full Scale
Source of entries; Waiters' blocks, chits from staff generally.
2. Monthly Invoice Book. Daily Summaries Sheet.
Hotel Trading Ledger.
3. Exercise incorporating Hotel Trading Ledger and appropriate accompanying books.
4. Preparing final accounts and Balance Sheet of preceding week's exercise.
5. Income Tax. The Schedules. Schedule A in detail.
6. Schedule E. P.A.Y.E. Method of collecting tax.
Wages Book. Entry of Wages Book into Ledger.
7. P.A.Y.E. Working of Tables A & B., completion of Tax deduction Cards, Tax Remittance Cards. Procedure on employing new staff. Procedure at end of tax year.
8. Schedule D. Allowable expenses. Wear & Tear.
How tax dealt with in the accounts. Tax Reserves etc.
9. The remaining schedules.
10. National Insurance. Exercise containing wages book.
11. Continuation of exercise to Final Accounts and Balance Sheet.
12. End of term test.

SECOND YEAR 3rd Term 5 hrs. per week.

On alternate weeks during this term the students keep the Departments's Catering Books and compile the statistics, graphs etc., as in the first term. Exercises given are finished partly in the time (if any) remaining after completion of the books, and partly out of class time.

WEEK.

1. End of Term test criticised. Revision of subjects which were noticeably weak in the test.
2. Practical Book-keeping etc.
3. Revisionary Exercise, from J.O.E. to Final Accounts.
4. Practical Book-keeping etc.
5. Receptionist's Board, booking chart, bookings diary. Records of 'phone calls.
6. Practical Book-keeping etc.
7. Arrival and departure lists, notifications black book.
Records kept by uniformed staff.
8. Practical Book-keeping etc.
9. Methods of depreciation. Recording depreciation in books and on Balance Sheet. Suitability of methods for various assets.
10. Practical Book-keeping etc.
11. Costing. Percentage return expected. Average percentage of cost of each element of cost.
12. Practical Book-keeping etc.

THIRD YEAR

1st TERM

2 hrs. per week.

WEEK

1. Test on last term's work.
2. Past Examination paper containing major exercise on a Solo Trader's account.
3. Test given in first week criticised.
4. Partnerships. Provisions of Act of 1890. Drawings, Current Accounts. Appropriation Accounts. Form of Partnership Balance Sheet.

5. Past examination paper major exercise on Partnership Accounts completed.
6. Limited Liability Companies. Provisions of Companies Act of 1948 with regard to accounts. Form of final accounts used for limited companies. Sorts of shares used by L.L. Companies.
7. Past examination question on Company Accounts completed.
8. Exercise containing Hotel Trading Ledger, and accompanying books.
9. Comparing and contrasting accounts of Sole Trader, Partnership and a Limited Liability Company. Goodwill. Definition, estimation of value. Return for labour, interest on investment.
10. Exercise on Limited Liability Company. Final Accounts.
11. Appropriation Account. Distribution of Profit. Provision for tax on distributed profit, and putting to reserve. Bonus share issues. Purpose, result and possible Government action.
12. Term test.

THIRD YEAR 2nd TERM 1 hr. per week.

WEEK

1. Criticism of End of Term test. Revision by means of compiling a diagram of Hotel departments and showing their relation to accounts and records.
2. Exercise on final accounts and Balance in tabular form (Past examination paper)
Revision of Banks and Banking as used by Hotels, through past examination papers.
3. Study and criticism of various published accounts and Balance Sheets. Inferences to be drawn from published accounts. Comparison of profits shown by published accounts and profits which the text books say are usual.

4. Exercise on Hotel Accounts kept in tabular form to Trial Balance Revision of past office routine and general business knowledge by preparing model answers to past examination questions.
5. Final accounts prepared in tabular form from basis of last week's exercise.
Revision of past office routine and general business knowledge by preparing model answers to past examination questions.
6. Correction of incorrectly drawn Balance Sheets.
Exercises involving the interpretation of Balance Sheets.
Revision of past office routine and general business knowledge by preparing model answers to past examination questions.
7. Final Accounts and Balance Sheet exercise on Limited Liability Company, adjustments, reserves etc.
Revision of kind of shares.
Model answers prepare for past examination questions of office routine and general business knowledge.
8. Exercise on Hotel Trading Ledger and appropriate accompanying books to Trial Balance.

Glossary of terms used in accounting and business.
Notes of any not known.
9. Final Account of last week's exercise with added adjustments.
Report of state of business written from data given by Balance Sheet.
10. General revision with particular attention to P.A.Y.E. and Schedule D. of Income Tax Acts.
11. A model system for control of stores.
12. General revision of syllabus of Hotel and catering Institute's Associate Membership examination.

THIRD YEAR 3rd TERM 2 hrs. per week

WEEK

1. Forms of graphs and charts useful to management. Interpretation of such graphs and charts. Deductions to be drawn from last term's charts and graphs.
2. Full scale accounting exercise of standard to be set in final examination.
3. Forms of investment open to the community. Special reference to investment by business concerns and private investment.
4. Visitors' Ledger revised by means of an exercise. Revision of Schedule E from the employees' point of view. Expense allowances etc.
5. Revision of interim accounts. Example of monthly interim accounts. Apportionment of fixed overheads, and calculation of variable charges.
6. Revision of Costing. Percentage that each item of cost usually bears to whole. Price fixing.
7. Revision of Partnership accounts. Revision of valuation of Goodwill and how to estimate the worth of a business.
8. Formation of Limited Liability Company. Opening entries in books of account.
9.) Revision of whole of course.
10.)
11.)
12.)

Notes: During the 2nd and 3rd terms of the Third Year arrangements are made, when possible for each student to spend one week in the stores.

During the 3rd year students also spend an hour or two as an operation at busy times in the internal telephone exchange operating the telephone.

January, 1955.

SYLLABUS

HOTEL MANAGEMENT COURSE

APPLIED ECONOMICS

Wealth - Agents of Production - Examined in the context of the Hotel and Catering Industry.

Law of Diminishing Returns. Its application to items of expense in Hotel and Catering Industry.

Labour. Division of Labour. Practical illustrations from Catering Industry.

Capital. Functions of capital. Kinds of capital.

Organisation. History of growth of organisation of Catering Industry. Large Scale Production. Advantages and disadvantages.

Law of Increased Returns. Applied to Labour and Capital of Hotel Industry. Preparation of graphs.

Factors fixing market price. Graphs.

National Dividend. Rent, Wages, Interest and Profit.

Wages. Nominal and Real. Methods of Remuneration.

Money. Gold Standard. Index numbers.

Credit. Money Market. Bank Rate.

Trade cycles. Probable effect on Hotel and Catering Industry.

Foreign Exchange. International Debts. Factors affecting rate of exchange.

Functions of Government. Taxation.

Trust Cartels Rings and Combines. Monopolies.

Employers Combines.

Combinations of Labour.

Methods of promoting Industrial Peace.

January, 1955.

HOTEL MANAGEMENT COURSE

ECONOMIC ASPECTS OF HOTEL & CATERING INDUSTRY

Scheme of Work.

Lecturer:
Mr. A. F. Munden.

TERM I

12 hours.

-
1. Definition: Scope of Subject:
Wealth defined from Economic stand-point.
Production defined. The four agents of production,
land, labour, capital organisation.
 2. Land. Special use of term in economics. Law of
Diminishing Returns. Law applied to items of
Catering and Hotel Expenditure. Graphs prepared to
show point when Law of Diminishing Returns applies.
 3. Labour. Better quality increases production.
Mechanization increases production.
Division of Labour; Division of Labour as seen in
Catering and Hotel Industry.
Advantages and Disadvantages of Division of Labour.
 4. Capital. Economics definition. Function of Capital.
Kinds of Capital.
(a) Fixed and Circulating) Examples from Hotel
(b) Specialized and Unspecialized) and Catering Industry.
(c) Public and Private)
सत्यमेव जयते
 5. Organization. Trace growth of organization in Hotel
and Catering Trade. Family business to large joint
stock companies. Note decline of domestic servants,
place taken to some extent by hotels.
entrepreneur and functions.
 6. Large scale production. Advantages of large scale
Hotel and Catering undertakings. Disadvantages.
Satisfying different wants. Law of Increased Returns.
Applied to Capital and Labour in Hotel and Catering
Industry. Graphs.

7. Law of Satisfiable Wants. Each want satisfiable. Wants in general insatiable. Sequence of satisfiable wants (a) Necessaries (b) Convenience (c) comforts (d) Luxuries. Growth of demand for various types of hotel studied in relation to this sequence.
8. Cost of Production as the ultimate governor of market price. Competition tends to restrict increase of price. Cost of production ultimately checks decrease in price. Graph.
9. National Dividend. Total Dividend only be increased by increased production.
National Dividend divided between Rent, wages, interest and profit.
How this is seen in Hotel and Catering Industry.
10. Unearned increment: Exact nature of interest.
Rate of interest. Profit. What is a fair profit?
11. Wages. Nominal Wages. Real Wages.
Economic Rates fixed by Supply and Demand. Supply and Demand modified by Catering Wages Act, Unions and other statutory provisions.
Methods of Remuneration:
(a) Time Basis
(b) Piece Basis
(c) Sliding Scale (Gratuities).
12. Profit Sharing and Co-partnership.
Theories of Wages.
(a) Subsistence (Note Malthus theory)
(b) Wages Fund Theory.
(c) Residual Theory
सत्यमेव जयते
Weakness of Labour in dealing with employer. Trade Unions.
Statutory help to employee.

TERM II

24 hours.

1. Money. History. Barter Mediums of Exchange.
Qualities of good money. Debasement and Depreciation.
Gresham's Law.
Issue of inconvertible money.
Quantity Theory of Money.
British.

2. Gold Standard. Fiduciary Issue. Inflation. Deflation.
3. Index Numbers. Weighting of items in indices. Study actual tables.
4. Effects of changes in the value of money. Effect on earned income, unearned income and fixed incomes. How it effects patrons of hotels and thus different types of hotels.
5. Credit. Banks as discharging some functions of entrepreneurs. Place of Banks in modern economy. Use made by Hotel and Catering Trade of facilities.
6. Money Market. Lenders (Bankers) Borrowers (Government, Bill Brokers etc.)
7. The Bank Rate. Use of by the Government in attempts to control money market.
8. Forms of Credit. Special reference to credit forms used by Hotel and Catering Trade.
9. Financial crises of the past. History and probable causes. Trade cycles. Steps to iron out fluctuations. If a crisis occurred - Hotels etc. which would probably survive.
10. Foreign Exchange. International Debts. Settled by paper.
Bills of exchange.
Mint Par of Exchange.
Courses of varying Exchange Rates.
11. Examination of current Exchange Rates and preparation of tables of equivalents.

Advantages and disadvantages of Foreign Trade.
Repercussions on the Hotel and Catering Industry.

TERM III

24 hours.

-
1. Functions of Government.
Analysis of Government Expenditure
 - (a) Economic
 - (b) Social
 - (c) Administrative.

2. Public Revenue. Taxation. Adam Smith's Canons of Taxation.
3. Trusts, Kartels, Rings and Combines. Monopolies. Employers' Combines
4. Combination of Labour.
Trade Unions. Strikes and Lockouts.
5. Methods of promoting Industrial Peace.
 - 1) Conciliation Boards.
 - 2) Industrial Councils
 - 3) Mediators.
 - 4) Arbitration Courts.
6. Dividend Limitation. Government efforts to enforce, industrial means of avoiding. Examination of specific histories of Catering Companies.
7. Trend of future taxation, Capital Levies.
- 8)
- 9)
- 10) Revision.
- 11)
- 12)



January, 1955.

SYLLABUS.

HOTEL MANAGEMENT COURSE.

LEGAL ASPECT OF THE HOTEL AND CATERING
INDUSTRY.

General introduction to legal system. Common and Statute Law. Definition of an Inn, Guests.

Innkeepers' Liability. Innkeepers' Liability Act, 1863. Reception of travellers. Loss of guests' property. Damage to Property.

Safe Custody. Notices of Disclaimer.

Registration of Guests. Right to refuse admission. Aliens.

Innkeepers' Lien. Innkeepers Act, 1878.

Provision of Food. Claims for bodily injury due to food and drink.

Claims for bodily injury due to structural defects or negligence of staff.

Fire risks. Fires Prevention (Metropolis) Act, 1774. Explosion risks.

Insurance - risks to building and contents - liability to public - accidents to staff.

Truck Act. Deductions for breakages.

Young Persons (employment) Act, 1938. Shops Act, 1950. The two schemes - application to hotel and catering industry. Notices to be exhibited

Liquor Licenses and the Licensing System in England and Wales and in Scotland - Revision of legal studies of Licensed House Staff Training Course. Licensing (Consolidation) Act, 1910. Licensing Act, 1921, 1949.

Customs and Excise Act, 1952. Licensing (Scotland) Act, 1903. Temperance (Scotland) Act, 1913. Licensing Act, 1921.

Other Licenses - tobacco - billiards - music and dancing - performing right - refreshment houses.

Catering Wages Act and Orders thereunder-nature,
principles, origin and general application.

Note: National Insurance) See Office and Business Management.
Income Tax. PAYE) (Mr. Munden)

Catering Wages Act & Orders)
Master and Servant)

Food and Drugs Act, 1938
Food and Drugs Amendment Act,
1954.

Food - hygiene - minimum
food standards - warranties
as to wholesomeness

See Hygiene
(Mrs. P. Fisher, B. Sc.).



January, 1955.

HOTEL MANAGEMENT COURSE

LAW FOR THE HOTEL AND CATERING
INDUSTRY

Scheme of Work

Lecturer:

S. Medlik, B. Com., F.R. Econ S.

4 terms, 12 hours per term, commencing 2nd term
of 2nd Year.

SECOND YEAR

TERM 2

12 hours

1. Introductory - simple definition of "law" and general legal obligations - Statute and Common Law - dangers of lay knowledge - purpose of studies - Law affecting hotel and catering industry.
2. Hotels, Catering establishments and inns. Definition of an inn, guiding principles - historical basis of innkeepers liabilities.
3. Definition of a Guest. Guest-innkeeper relationship.
4. Innkeepers Liability for loss of Guests' effects - guiding principles - liability to accept guest.
5. Innkeepers' Liability Act, 1863 - provisions and effect of Act Safe custody.
6. Notices of Disclaimer - Statutory Notices - Notices in Bedrooms - Incorporating terms in a Contract.
7. Notices in Car Parks - liabilities for vehicles, general.
8. Innkeepers' Lien - Innkeepers Act 1878.
9. Provision of food - liabilities and obligations - claims for bodily injury due to food and drink - liability in contract - liability in tort.

10. Liabilities for structural defects - negligence of staff - accidents - general rules of law re: invitees, licensees or trespassers.
11. Recapitulation of liabilities of innkeeper.
12. Test on term's work.

Guided Exercises in Tutorial Classes.

SECOND YEAR

TERM 3

12 hours.

1. Discussion on test on previous term's work and necessary revision.
2. Further liabilities. Damage to guests property as distinct from loss.
- (3. Fire risks - liability for guests' property - relevant considerations- Fires Prevention (Metropolis) Act, 1774.
- (4. Total disappearance - destruction - the word "injury" accidental fire - explosion risks - negligence.
- (5. Innkeepers' Indemnities - Public Liability (General) Indemnity - Guests' effects, vehicles - food and Drink.
- (6. Fire and Explosion - Engineering Insurance - Proposal and Policy Forms.
7. Registration of Guests - right to refuse - aliens - hotel bookings advance bookings - cancelled bookings.
8. Catering Wages Act - origins and purposes - the Wages Boards - composition and functions - bread operation - Whitley Council.
9. Truck Act. Deductions for breakages. Liabilities of servants.
10. Young Persons (Employment) Act, 1938 - Shops Act - application of schemes in hotels and catering establishments - statutory notices.

11. Workmen's Compensation. Legal obligations of employers and employees in hotel and catering industry.
12. Test on first 2 terms term's work.

Guided exercises in tutorial classes.

THIRD YEAR

TERM 1

12 hours

1. Discussion of previous term's test and necessary revision.
- (2. Licensing System in England and Wales and in Scotland, outline - liquor licenses in England and Wales - the various acts - practical considerations in hotel operation - licensing justices -
- (3. clubs - tactful application of law - general recapitulation and consideration of work in Licensed House Management Course and
- (4. Restaurant Service - conduct of licensed premises.
5. Licenses common in hotel business - tobacco - billiards music and dancing - performing rights - refreshment.
- (6. Discussion on law affecting innkeepers - Law reform committees report and recommendations - possibilities of change.
- (7. Review of cases recently reported in trade and general press - the work of the trade associations in legal matters. professional advice.
- (8. Practical application of legal requirements in various types of business - managers' responsibilities.
9. Hotelkeeper as property owner - as tenant - freehold - leasehold - mortgages - landlord and Tenant Act - Rating - Local Authorities' powers and obligations.
10. Consolidation of studies in Income Tax Law. National Insurance and Contract Law (from Office and Bus. Man. Syllabus)

11. General Revision of past 3 terms work.
12. Test on first 3 terms' work.

THIRD YEAR

TERM 2

Discussion of Test.
General revision.
Application of studies in practical hotel and catering management.
Exercises based on past work in preparation for final examination.
Discussion.
Lectures by visiting speakers - Insurance Company Official -
Trade Association legal advisers.



January, 1955.

SYLLABUS

HOTEL MANAGEMENT COURSE

MANAGEMENT STUDIES

Part I

Introduction to Management

Nature of Management.

Discussion of main methods of management with major activities applicable to each.

Qualifications for management and the pattern of recruitment.

Personnel - selection, placement, training, transfers, promotions, incentives, health and welfare.

Personnel records.

Speech, deportment and personal qualities.

Co-ordination of management studies in relation to organisation, development, control, production, purchasing etc.

Departmental organisation in Hotels and Catering Establishments with special reference to uniformed staff.

Equipment for catering establishments. - management aspects - planning.

Time and motion study.

Part II

Economic aspects of the Hotel Industry. Structure of the Industry. Place of Industry in Economic life of country. Trade associations. Business Promotion. Public Relation and Publicity.

Staff Associations and Trade Unions. Wages Negotiation.
Wages Boards. Whitley Council. J.G.C.

Tourism.

Technical Education for Hotel and Catering Industry.

Background, personal studies and cultural activities.

English language. - written and spoken - correspondence -
memos - reports.

January, 1955.



HOTEL MANAGEMENT COURSE

MANAGEMENT STUDIES

Scheme of Work

Lecturers:
S. Medlik, B. Com.,
F.R. Econ. S.

TERM V. 2 periods per week. 24 hrs.

Special Aspects of Management Studies.

These studies will be covered by special lectures tutorials and will include:-

Principles of lighting and their practical application.
Space heating and ventilation.

Principles of refrigeration and practical application.

Hot water systems, boilers and boiler houses - duties of boiler man. Economic aspects.

Drainage.

Staff Welfare and personnel management.
(Hotel and Industrial.)

Corrosion - practical methods of prevention.

Indoor and outdoor decoration and repairs.

TERM VI.

1 period. 12 hrs.

Departmental organisation in Hotels and Catering establishments.

Duties of the uniformed staff.

Staff required and duties performed in hospitals, school meals and other types of catering establishments.

Introduction to management and nature of same.

Discussion on main methods of management (i.e. forecasting, planning, organising, commanding, coordinating and controlling) with major activities suitable to each (production, distribution, finance, development, purchasing, transport, personnel management).

Qualifications of a manager.

Application of practical skill and craft to management.

TERM VII See Part II of Management Students Scheme of Work.

TERM VIII 2 periods. 24 hrs.

Necessity for engaging right type of personnel
economic effect of poor placement - necessity
for research.
Centralising of staff management in large concerns
responsibilities of staff departments.
Engagement of staff, sources of recruitment -
writing advertisements, contacts with schools,
colleges etc.
Writing to applicants.
Interviewing - preparation for and conducting
of interviews. Special points to assess
according to type of job.
Preparing to go for an interview - conduct
at same.
Writing letters of applications.
References and testimonials.
Writing to referees.
Personnel records - facts that must be ascertained
at interview or when worker begins employment.
Attitude of management to training both within
and without industry - promotions, incentives.

Staff Welfare.

Resident and non-resident staff, accommodation,
necessity for adequate cloakroom and lavatory
accommodation- hygienic aspects in catering
industry.
Staff Meals - necessity for good feeding,
proper accommodation - special ref. to
young persons.
Staff amenities.
Health in relation to work.

TERM IX. 2 periods. 24 hrs.

General revision and visits and special
background lectures in connection with the
industry.
Group and individual exercises in management planning.

January, 1955.

HOTEL MANAGEMENT COURSE

MANAGEMENT STUDIES II

Scheme of Work.

Lecturer:

Mr. J.H. Fuller, F.H.C.I.

Second Year, Term 6, 12 hrs.

Third Year Term 7, 12 hrs.
Term 8, 12 hrs.
Term 9, 24 hrs. +
24 hrs.

SECOND YEAR

TERM 6

12 hours.

1. General introduction - outline of structure of hotel and catering industry - its place in the economic life of the nation - its component sections - a major industry.
2. Hotel section of industry with restaurants - relations with other sections of industry - to tourist industry.
3. Cafes, teashops, snack and milk bars - relations with other components of industry - social importance.
4. Institutional and welfare catering - works canteens, hospitals, schools - growth in recent years. - change in social habits - effect on national prosperity and efficiency.
5. Transport Catering - shipping lines, air lines, railways - peculiar requirements and functions.
6. Clubs - residential, dining or catering. Holiday Camps. Catering in the Armed Forces. Statistical information illustrating place of the Industry as whole in economic life.
7. Conditions of employment in the industry - mode of entry - career prospects in various depts. - casual labour - seasonal fluctuations - "domestic" aspects.

8. General outline of trade associations and other organisations in the Hotel and Catering Industry - their reflexion of the natural division of functions in the industry.
9. Functions of a trade association - the functions illustrated by study of principal associations in the hotel and catering industry.
10. Trade Unions and personnel associations - friendly societies for cooks, sommeliers etc. - their differing functions and values.
Other organisations - consumer societies etc.
11. General revision of term's work.
12. Test based on term's work.

THIRD YEAR	TERM 7	<u>12 hours</u>
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1. Discussion of previous term's test and any necessary revision.
2. Professional bodies of the Industry - the Hotel and Catering Institute - Institutional Management Association - origin, developement, functions - examining bodies - City and Guilds of London Institute. R.S.I., R.S.A., N.T.D.A. - qualifications.
3. Further study of the Hotel and Catering Institute - work of former C.T.E.C. and N.C.H.C.E. - development of Technical education - effect and potential effect on status and efficiency of craft and professional staff - effect on industry's efficiency -, economic value.
4. Traditional forms of training in industry - continental systems - student exchanges - managerial trainee schemes - house "apprenticeship".
5. National Apprenticeship Scheme for Cooks - origin, developement, functions, value - content of training - concurrent attendance part-time at technical institutions part-time training in general - day release.

6. On the job training - ad hoc courses - relation of management with local technical institutions - awareness of development - trends.
7. Trade, technical and professional press - periodicals directly and indirectly related to the industry - scope and influence - particular functions of each - keeping abreast - the press generally.
8. Public relations - through trade associations - the individual's part - general interest in and criticism of hotel industry - relation with guest, potential and prospective guest - "follow ups" etc. - trade exhibitions - salons - Hotelympia. Relations with tourist organisations - B.T.H.A.
9. Publicity and business promotion - media - advertising, brochures, prestige-indirect advertising - brochures, menus, stationery, printing and lay-outs.
10. Participation in community life - chambers of trade the Rotary movement - social service possibilities.
11. Revision and recap of term's work.
12. Test on work on 2 previous terms work.

THIRD YEAR

TERM 8

12 hrs. + 24 hrs.

1. Discussion of previous term's test and any necessary revision.
2. Use of written and spoken English in hotel business. types of correspondence - precis and memoranda, reports. - spoken and written instructions to staff.
3. Writing to the guest and prospective guest - forms of address - formality and friendliness - impact of personality through correspondence.
4. Exercises in written English - Discussion, criticism
5. Committee procedure - minutes and reports.

6. Hotel Management, importance of standard - application of craft studies and experience to professional needs. Discussion of examples in cuisine and restaurant service. relative values of theory and experience.
7. Personal qualities - background, cultural, sporting and other activities - the well informed, wellroad manager, variegated interests - relation of music, literature and arts to hotel operation - modern patrons of arts - taste - guests interests.
8. Literature and history of hotelkeeping and cookery - leading figures, past and present - Ritz, Escoffier, Sir George Reeves, Smith, Sir Francis Towle etc. for example - the Savoy and other celebrated hotels, their tradition - Common Denominators of personal qualities.
9. Modern developments and trends in hotel industry - affecting and affected by social and economic conditions. - comparison with past - social purpose.
10. Unsolved problems - staff difficulties - social and economic causes - possible remedies.
11. General recapitulation of studies.
12. Test on Management Studies to date.

Visiting Lectures

A series of 5 lectures from an Official of the British Travel and Holidays Association, other lectures by Officials of Hotel and Catering Institute, British Hotels and Restaurants Association and other organisations, Catering Wages Inspector, Leading hotelier, etc.

THIRD YEAR	TERMS 9.	<u>24 hours + 24 hours.</u>
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Discussion of previous term's test.

Hotel operation, management and other problems compared with those in other countries.
International hotel organisations - media for increased efficiency - international goodwill.

General review of field of management studies.
Discussion group activities.
Exercises and visits to hotels and catering establishments and trade association head quarters.
Law studies related to management problems.
Discussion of articles in trade press.
Career planning. Individual exercises and individual tutorial - career planning.
Further exercises and discussion. Applying for posts - interviews - letters, preparing written outline of training.
Follow up of visiting lectures points of interest and importance - general discussion.
Term's work related to impending two years practical training in industry - relations with management, staff guests and college.

Visiting lecturers: 24 hours.

Programme of lecturers particularly related to career possibilities. Lectures include: Chief Training Officer, BOAC Catering Training Centre Appointments Office, Hotel and Catering Institute, Chief Superintendent Purser, P & O Line, hotel executives, industrial and other Catering executives, a Publicity and Public Relations Officer etc.



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OUTLINE SYLLABUS

FOR A COURSE OF LECTURES ON THE ECONOMICS OF THE TOURIST & HOLIDAY INDUSTRY

1. ECONOMICS OF THE TOURIST INDUSTRY

- (a) Description of the Industry and all its component parts.
- (b) History of the tourist movement since the Industrial Revolution.
- (c) Tourism as a factor in International Trade.
- (d) The Tourist Industry as an export industry.
- (e) The Travel Trade in the national economy.
- (f) The future development of the Travel and Holiday Industry.
- (g) The structure and organization of the Travel and Holiday Industry today, i.e. including Trade Associations and the functions of Government.
- (h) (ADVANCED LECTURES ONLY) The Economics of the Hotel Industry.

2. PROMOTION AND MARKETING

- (a) The Travel Market;
 - (i) Its composition at home;
 - (ii) its composition overseas.
- (b) Travel Publicity - methods and media:
 - (i) functions of publicity;
 - (ii) effectiveness of publicity in a Personal Service Trade;
 - (iii) national publicity;

- (iv) commercial publicity;
- (v) co-operative publicity.
- (c) Hotel publicity and marketing.

3. CUSTOMER RELATIONSHIPS

- (i) analysis of consumer demands;
- (ii) goodwill in the Hotel and Catering Industry;
- (iii) changing consumer habits.



SYLLABUS

HOTEL MANAGEMENT COURSE

SCIENCE AND ALLIED SUBJECTS

Applied Science

Study of some common substances used in Cookery,
Laundry, Housecraft.

Acids and alkalies in common use - tests; properties, special reference to effects on metals. Alkalies' effects on fats and oils - emulsions and soaps, making soap, various kinds, properties of soap. Hardness of water, softening. Surface tension. Soapless detergents. Measurement of p.h. and its applications. Textiles, nature of tests for properties of wool and silk.

Nature and effects of heat.

Expansion and change of state, applications to heat measurement thermometers, factors affecting boiling, melting and freezing points of liquids and facts. Boiling under increased pressure and reduced pressure, pressure cookers. How heat travels. Conduction, Convection, Radiation. Applications to choice of clot ing, utencils, heating appliances, insulation, ventilation etc., measurement of heat. Calories, B th U. Specific and intent heat evaporation. Applications to cooking, steam raising and refrigeration.

Effects of Heat (continued) Combustion and oxidation.

Respiration of plants, animals. Complete and incomplete combustion. Bunsen Burners, various burners, applications to domestic heating, fires and stoves. Calorie values of fuels.

Electricity

Its nature and origin, Leclanche cell and dry cell, simple circuits, switches and appliances. Conductors and insulators. Heating effect of a current, short circuit, fuses, lamps. Measurement of current used in appliances, electric motor, Electroplating and electrolysis.

Nature of Foods.

Starches and sugars Tests, properties, identification in foods. Fats.....Tests, properties, identification oxidation effects of heat and light. Proteins.....Nature, tests and properties, hydrolysis of proteins. Uses of hydrolysed proteins.

Specific Gravity

Uses in food trades: measuring brines syrups. Identifying foods, testing for adulteration. Grading foods.

Food solutions

Osmosis, crystalloids and colloids. Uses of suspensions foams, colloids, emulsions. Effect of density of solutions on foods.

Enzyme activities on foods.

Rancidity, tenderising, digestion, decomposition etc.

Food preservation.

Canning, freezing salting.

HOTEL MANAGEMENT COURSE

APPLIED SCIENCE

Scheme of Work.

Lecturer:
Mrs. P. Fisher B. Sc.

<u>FIRST YEAR</u>	<u>FIRST TERM</u>	<u>12 hours.</u>
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Acids, mineral/organic, nature of properties in common use.
1. Testing various foods, cleansers etc. with indicators.
2. Effects of acids on metals, milk.
3. Soap, fabrics and carbonates.
4. making a model fire-extinguisher

milk & veg. soups. milk shakes. Health salts.
B.P. indigestion mixtures, corrosion of cans,
utensils, cleaning of metals.

Alkalis, caustic/weak, nature and properties in common use.

1. effect on metals
2. wool skin, cotton, oil and fat, emulsions and soaps.

cleaning and corrosion "Polivet" - emulsions
in common use - cream machine - washing - up.

Soap - manufactures.

making soap - hard and soft, - various additions -
different types of soaps.

Properties . of Soap

Soap dissolves in alcohol - tests for pure soap -
testing soap powders. Emulsifying and wetting
powers of soap.

Laundry personal hygiene, washing up, choice of
soap, value as a detergent.

Hardness of water.

Making, comparing and measuring hard waters.

brewing, distilling, laundry, nutrition, washing up,
rinsing cooking pulses, boiler scale.

Softening of Water.

Removal of hardness, soda, permutit.

Surface tension of water, differences in surface tension,
oil, water, methylated.

Soap films, camphor, water drops in "Stergene",
water and methylated.

Soapless detergents, effect on surface tension, detergents
properties,

wetting, emulsification, suspension powers, effect on
acid and salt, testing detergent power.

Laundry and washing up.

Measurement of acidity and alkalinity i.e. ph.

using universal indicator and variety of substances,
dough making, bleaches, jam, jelly.

SECOND TERM

12 hours.

Bleaches, oxidizing and reducing

Making hypochlorite, using H₂O₂ etc.

Enamel ware, removal of stains, laundry processes.

Textiles, nature and properties of common textiles: wool,
silk, cotton, nylon.

Microscopic tests, effects of heat, boiling alkali,
bleaches, solvents on fabrics, testing for textile
mixtures e.g. Vi yellTar static electricity, making a
"score" for washability, wear etc of fabrics.

Laundry, choice of materials, dry - cleaning, nail
varnish.

THIRD TERM

12 hours

Nature and effects of heat

Effects of heat. Expansion : of metals and non-metals.
Liquids and gases.

1. Compound bar
2. Expansion of water
3. " " air
4. compare expansion of water and spirit

doughs, ventilation, cooking utensils, Thermostats,
hot water systems. Thermometers.

Measurement of temperature, clinical thermometer, sugar
thermometer & various scales and conversion.

practical use of thermometer - various temperatures
taken - cold room, refrig. stores double boiler etc. .
dough, cooling curve of water & boiling points
of fats.

doughs - ventilation - food storage - bacterial
growth & c. simmering, temperature and health.

Variations of Boiling Points, Pressure & temperature,
effects of solutions.

Cooling curve of water, melting and boiling points of
fats & show atmospheric Pressure. Boiling under
Reduced Pressure. Boiling under increased pressure.

frying temps. Shortenings, testing jam, evaporated
milk manufacture, pressure cookery, high altitude
cookery.

How heat travels. Metals are good conductors. Varying
conductivity. Liquids and gases -

Expts. to show conduction. Radiation. Connection.

1. Using heat - cobalt paper/various metals.
2. hot-water system apparatus made
3. Comparison of lights and dark materials /cans for
radiant heat absorption and loss.

4. model ventilation apparatus

applications to choice of clothing, utensils,
heating appliances, insulation, ventilation,
Thermos flask, ovens, bedding etc.

Measurement of Heat, Calories /B.Th.U. Specific and latent
heat evaporation.

1. Measuring heat supplied by a gas stove in 1 minute
2. absorption of heat by water/paraffin compared
3. Comparing addition of steam/hot water, for raising temperature
4. Making a freezing mixture
5. Evaporation and reduction of Temp.

Calories and Nutrition and fuels, radiators
oil/water steam (types)
Steaming, first-aid, freezing, refrigerators.

Combustion and oxidation, incomplete combustion

1. Show oxygen essential for burning candle, germination, rusting
2. Burning of candle, paraffin, methylated. Identify products.
3. Nature of Bunsen Burner.

Nutrition, metabolism, ripening of fruits,
measuring energy indirectly. Domestic fire,
stove, lamps, atmospheric pollution.

SECOND YEAR

TERM 6

Nature of foods.
Proteins

tests for proteins in foods, hydrolysis of proteins,
effects of heat, salt.

nutrition and cooking.

Starches and Sugars.

Tests to identify in various foods effects of boiling
with acid.

" " malt and yeast.
Jam-making, nutrition, corn syrup, "setting grain", fondant.

Fats.

Test for fat in various food, oxidation, rancidity, effects of heat and light on fats, hydrolysis of fats.

nutrition, choice of fats, cooking, frying.

Specific Gravity.

1. measuring Sp.gravity
2. practice with hydrometers
3. effects of density of solutions on foods.
4. use as test of adulteration, coffee etc.

milk, brines, rule of thumb, methods, syrups, bottling, canning, pickling, grading foods: adulteration.

Solution's solvents.

1. Testing solubility of substances
2. Various solvents used.
3. Effect of temperature
4. Osmotic effects.
5. Making Polishes. Cleaning fluid etc.

dry-cleaning, cooking, stain-removal, making jam, making syrups, digestion, keeping salads crisp, brass polish etc.

Colloidal Solutions

1. Gum/soap/starch/gelatine.
2. Tyndall's cono.
3. Properties of colloidal solutions.

cooking; soap, milk.

Saturated solutions and crystallisation.

1. making salt and sugar solutions
2. sugar candy
3. effect on B.Point.
4. preventing crystallisation

sugar boiling, honey, fondant, jams.

Suspensions

Experiments in filtering, clearing, maintaining suspension using pectin starch.

Emulsions

1. Oil water and various emulsifying agents.
2. Cream and emulsifying agents used.
3. Making Cream, using machine.
4. Microscopic examination.
5. Effect of temperature.

mayonnaise, creams, ice-creams, paints, processed cheese, detergents and solvents (dry cleaning)

THIRD YEAR

TERM 9

Nature of foods.

Study of common food materials.

Flours, physical and chemical properties and composition.

Testing, composition ph, absorption, Pekar test for colour, measuring "strength", effect of salt/acid/ on gluten.

Types, milling, bleaching, improvers. dough changes.

Bread and yeast.

Yeast foods - hard & soft water ph. of doughs

bread making.

Yeast growth

comparing yeast growth, citric acid, test leaves to show "strength" of flour and importance of strengthening gluten.

syrups, jams, distilling, vintages good and bad.

Baking powders

making. various types-comparing action.

choice of B.Powders.

Milk.

Rezazurin test. Sp. Gravity ph. curdling, fermented milks made.

souring, butter, cheese, rancidity bacterial growth, freshness, nutrition.

linking up with nutrition - study of important foods, milk bread, meat, fish etc.

January, 1955.



SYLLABUS

HOTEL MANAGEMENT COURSE

SCIENCE AND ALLIED SUBJECTS

Nutrition

Elementary Physiology - Nature of cell tissues

The skeleton and teeth; structure function and maintenance muscular system. Principles of movement, exercise and posture. Fatigue. Circulation. Respiration.

Digestion and excretion.

The nervous system. Reflex action, habits, rest. Sense organs eye, ear, nose, etc.

A brief outline of body structure and function: aiming to complete outline in 24 hours, and supply a basis for study of Nutrition, and student's personal health and welfare.

Nature of Foods

Starches and sugars Tests, properties, identification in foods.

Fats.....Tests, properties, identification
oxidation, effects of heat and light.

Proteins.....Nature, tests and properties, hydrolysis
of proteins. Uses of hydrolysed proteins.

Specific Gravity.

Uses in food trade: measuring brines syrups.

Identifying foods, testing for adulteration.

Grading foods.

Food solutions.

Osmosis, crystalloids and colloids. Uses of

suspensions. forams, colloids, emulsions.

effect of density of solutions on foods.

Enzyme activities on foods.

Rancidity, tenderising, digestion, decomposition etc.

Food Preservation.

Canning, freezing, salting.

January, 1955.

HOTEL MANAGEMENT COURSE.

NUTRITION

Lecturer:
Mrs. P. Fisher B.Sc.

Scheme of Work.

1st Year 1st Term 12 hours, 2nd Term 12 hours, 3rd Term 12 hrs.

TERM 1

Physiology.

Nature of cells and tissues, development of body from embryo. Cell fluids, normal saline.

The skeleton, structure and growth, importance of posture and diet.

experiments to show composition of bone.

Circulation of blood and composition. Respiration, posture exercise.

Nutrition, introduction, diet and health of peoples compared.

Energy requirements of people, basal metabolism, factors affecting, calculation of basal metabolism.

TERM 2

Calculation of Calorie expenditure in various activities. Average requirements, application to catering for various groups: Their requirements.

Calorie values of foods. Calculating recipis, calculation of energy budgets, cheap calories. How to cover varying calorie requirements.

100 calorie demonstration, making up meals, drinks etc. to specific calorie value. Service of Bread, salads, exhibit concs: calorie dishes.

Vitamins B for metabolism of foods into:
energy. Enzyme action. a) Thiamine (B¹) function,
sources, requirements, properties.

Portions of food supplying 1/3 days requirements
dishes rich in vit B¹.

TERM 3

b) Riboflavine ditto
Portions of food supplying 1/3 days requirements.

c) Nicotinic acid
How to supply enough vitamins B in our daily diet.
practical work with foods rich in Vits B - yeast
extracts/meat extracts, wholemeals and wheat germ.
Demonstration of staple foods supplying 1/3 Req. &
all vits. B.

Importance of Iron in diet, revise composition of blood.
Foods rich in iron. Requirements, factors affecting
absorption. How to ensure enough in our diets.

Staple foods, supplying 1/3 Reqs. portions of
foods displayed.

Dishes using rich sources of iron, discussion,
of uses of these.

Examinations.

2nd Year 1st Term 12 hours, 2nd Term 12 hours, 3rd Term 12 hrs.

TERM 1

Requirements for growth.

Proteins, source, evaluation of protein foods, requirements
of various groups. Effects of high and low intakes.

The vegetarian diet. World shortage of protein foods.

How to make best use of expensive and inexpensive protein
foods. Calculating cheapest sources.

Demonstrate portions of food containing 10 gm.
protein of good quality. Assembling an adequate
amount of protein for day's meals.

Use of protein hydrolysates in vegetarian diet.

Calcium. Revise composition of bone sources of calcium. Factors affecting absorption. Calcium requirements of people. How to supply enough in diet.

Demonstrate portions supplying 200 mg. Calcium
Dishes using foods rich in Calcium e.g. skinned
dried milk, cheese, treacle, yoghurt.

Vitamin D, function, sources in food and light requirements. Nature of rickets /adult rickets. How to supply enough Vit.D in England.

Portions of food supplying 400 ins. Vit.D. Use of fish-liver oils, Exhibit dishes rich in Vit.D.

TERM II

Vitamin A, function, source, requirements, conversion of carotene. Factors affecting absorption of carotene and vitamin A. Lack of Vitamin A - effects on health. How to provide adequate amounts in diets.

portions of food weighted out to supply 500 ins.
Vit A. 1000 ins. carotene. Dishes which are good sources of Vit. A.

Vitamin C. History of discovery. Function source and requirements. Effects of lack of Vit. C. Properties and effects of cooking. Cheapest sources. How to supply adequate Vit.C. in diets and menus.

testing urine for Vit C. deficiency. Testing food -
boiled greens for Vit. C. Amount of fruits and
vegetables supplying 15 mg. Calculated and weighed
out. Service of salads and cooked vegs and desserts.
Dishes rich in vit.C. exhibited.

Digestion and utilisation of food revised. Applications to catering.

Presentation of foods, garnishes, effect on appetite.

TERM 3.

Composition of foods and balanced meals. Meat, offals, fish, eggs, cheese, milk, pulses, nuts. Composition and nutritive value of each studied, and meals planned round the food, to produce a balanced meal

Dishes shown to illustrate a balanced dish or of high Nutritive value, or how to 'put-over' a nutritious but difficult food.

Planning diets for special groups.

Children, old people, students, sedentary and active types.

Childrens' food - demonstrating mild flavours, colour etc.

Planning meals to supplement the diet.

Oslo meal demonstrated, applications to snack-bar, cold buffet etc.

3rd Year 1st Term 12 hours, 2nd Term 12 hours, 3rd Term 12 hrs.

TERM 1.

More detailed study of a few important foods.

(Milk, various types, composition, nutritive value, presentation, grading

(How to increase consumption of milk. Milk-bars - dishes (using milk of various kinds. Digestibility of milk.

(Supplementary Value of milk in diets.

Cheese - various types - composition - nutritive value - digestibility of cheese. Absorption of Calcium. Effect of cooking. How to increase acceptability of cheese.

Demonstrate & make in Applied Science - Houghourt, buttermilk cream cheese. Making processed cheese, cream cheese and cheese creams.

Students prepared dishes with high milk content.

Flour and Bread. Various types, composition and nutritive value.

Enrichment of bread. Nutritive value of various "mixes". Wholemeal/Wheat/milk/soya etc. Choice of breads. How to increase consumption of bread.

Making enriched breads.

Bread - basket of various types of breads.

TERM 2

Fish, source and supply. Composition of nutritive values of various kinds, especially herrings. Place of fish in national diet, pickling and preservation.

Effect of acidified brines on fish.

Meat and vegetables.

Above work is linked with applied Science - study of chemistry of some important foods.

TERM 3

Menus and diets in variety - will be planned and discussed gastric, convalescent, reducing, diabetic - e.g. Dietary factors affecting appetite, growth, energy, fatigue, overweight. Dietary habits of a region. Consideration of Nutritive value of various cuisines. Jewish, French, Irish, Italian. The Scope for nutrition in catering for the public.

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January, 1955.

SYLLABUS

HOTEL MANAGEMENT COURSE

SCIENCE AND ALLIED SUBJECTS

Hygiene

Personal Hygiene

Structure and functions of skin, care of skin, hair, hands, feet, choice of clothing, outline of digestion tract and hygiene of alimentary canal. Excretion.

Kidneys and skin, personal health standards for students.

Nature of Bacteria. Food poisoning.

Susceptible foods, origins and paths of infection, storage of food, prevention of food poisoning by care of premises, hygiene etc.

Aim - A brief account, designed to impress the student with the responsibility and need for good habits in handling food, dish-washing etc., infection and disinfection - infectious diseases, disinfectants, choice of.

Food Poisoning.

Revised and more fully and technically studied.

Care of staff, premises, equipment. Correct use of disinfectants and detergents in cleaning, crockery, cloths etc. Detailed study of food poisoning outbreaks.

Food and Drugs act, 1938. Food and Drugs Amendment Act, 1954 and local bye-laws.

Revision.

For revision, some student papers on hygiene questions will be prepared and discussed in discussion time.

January, 1955.



HOTEL MANAGEMENT COURSE

HYGIENE

Scheme of Work.

Lecturer:
Mrs. P. Fisher, B.Sc.,

1st Year, 1st Term 12 hours, 2nd Term 12 hours, 3rd Term 12 hrs.

Theory

Experimental

1 & 2 Nature of Bacteria & factors affecting their growth.

Microscopic examination of various types. Colonies grown on Petri dishes showing:
1. High temperature/in sunlight
2. low temperature/in dark
3. Lactic B from sauerkraut
4. effect of Dettol/preservative on growth.

3. How Bacteria are spread

Students test hands, hair, breath, handkerchief on Petri dishes, dirty tea-towel, fork, glass before and after washing hands.

4. Food poisoning - brief of symptoms, of Salmonella/ & toxin-types only.

5. Origin & spread of infection. Susceptible foods.

6. Storage of foods.

7. Prevention of food poisoning, care of premises surfaces, detergents disinfectants.

8/9. Staff hygiene. washing places and equipments. clothing

10/11. Dish-washing.

Swabs taken of dishes rinsed, unrinsed, sterilised. Cultures of washing up water.

SECOND TERM

Infectious diseases. Spread and control - routine and equipment of room & nursing. Choice of disinfectants. Nature & advantages & disadvantages of well-known types. Deodorants & antiseptics - nature: how they work, choice.

THIRD TERM

Personal Hygiene

Structure & function of skin. Care of skin, hair, hands, feet, physical care & effects of diet (linked with applied science). Structure & growth of teeth. Care of teeth, physical & dietary factors. Digestive system. Structure & function. Hygiene of alimentary tract. Kidneys-structure & function. Personal Health standards.

2nd Year, 1st Term 12 hours, 2nd Term 12 hrs, 3rd Term 12 hrs.

FIRST TERM

Food poisoning revised and studied more thoroughly. Other types of food poisoning- typhoid, dysentery - food - borne infections. Reservoirs & paths of infection. - animal, human: of all types of Food poisoning.

Susceptible foods and how they are usually infected: meat
canned food, creams.
Favourable conditions for growth.
Foods unlikely to cause food poisoning.

Case - history - detailed study of typical food poisoning outbreaks, and analysis of each case to show

1. Origin of infection
2. Path via food - to people
3. Measures to prevent a further outbreak.

Prevention of food poisoning.

Food Hygiene - its scope.

Personal Hygiene of Food Handler, hands, nails, use of tongs, first aid, habits.

Education of staff - methods.

SECOND TERM

Food storage - cold storage, refrigeration, deep freezers, effect on Bacterial growth.

Cooling methods.

Protective covers for susceptible foods.

Cooking and food preparation - milk, meat, gelatine, glazes.

Utensil cleaning & sterilisation. Sinks, rinses, disinfectants, machines, various types.

Choice of detergents - action - factors affecting efficiency.

Washing glassware, containers.

THIRD TERM

The food Trader's part in food poisoning - shops, markets.

Legislation - history of Food & Drugs Amendment Act, 1954.

The Hotel Keeper's and Caterer's liability.

Some papers prepared & discussed, posters made.

3rd Year, 1st Term 12 hrs, 2nd Term 12 hrs, 3rd Term 12 hrs.

FIRST TERM

Food Hygiene

Food Traders part in Food Poisoning
Sales & conditions in shops, markets

Hotel keeper's liability
summarised
Cases as they occur,
studied.

Ligislation - history of.
Food & Drugs Amendment Act, 1954.

Papers of a revisionary
nature prepared.

Regulations dealing with

1. Composition & labelling of foods offered for sale & precautions against danger to health.
2. Examples of injurious subs. previously used.
3. " " adulterants. " "
4. Powers of ministry to demand ingredients & composition of a food.

Regulations dealing with Food Hygiene, especially premises, sanitary conveniences, clothing. Terms for Claims for assistance where need for structural alterations is proved. Regulation of slaughter - house premises and disposal of carcasses - including poultry.

Results of Conviction.

Applications of Act to temporary premises and to dairies.

Provisions for sale of milk - special provisions for composition and labelling of cream substitutes.

Administration of the Act.

Food advisory Council - its composition and powers.

Food and Drugs Authorities defined.

Powers of inspection re: sampling and entry.

Penalties and offences against persons/corporations.

Exemption of Scotland and Ulster.

Definition of terms and interpretation of terms used in the Act.

Hotel keeper's liability summarised.

Cases as they occur, studied.

Papers of a revisionary nature prepared and discussed by students.

January, 1955.



FRENCH SYLLABUS

Hotel Management Dept.



BATTERSEA POLYTECHNIC

F R E N C H S Y L L A B U S

Hotel Management Dept.

French is taught to students in the Hotel Management Department during their first two years. The following course is arranged.

French H M (Hotel Management)

A two-year course in French is held for two parallel groups of students in the Hotel Management Dept.

First Year (HM a1 and HM b1)

The course is allotted one weekly class of one hour and covers in greater detail the text book used for the I.M.A. course (Catering Trades Series: FRENCH: Pitman). The material, spread over three terms, can be dealt with more thoroughly, and most of the vocabulary is assimilated. Sections covered include:

Organisation d'une grande cuisine.
Le restaurant.
La cave.
La cuisine.
Le garde-manger.
Les viandes de boucherie.
Le matériel de la cuisine.
Le poisson.
La pâtisserie.
Articles du restaurant et de l'office.
Les boissons.
Éclairage et chauffage.
La table.
Les marches.
Paiements et menues.

An introduction is given to writing a business letter in French, and there is time during the year's course to read in addition to the text book, some recipes, cooking instructions and other technical extracts. (Specimens attached). Short exercises in translation work from French into English are done as required.

The greater part of the valuable textbook lessons are covered during the first two terms, and in the third term vocabulary is revised and used, and a start is made with information concerning the French menu, which will be developed and extended during the second year of the course.

Second Year HMa2 and HMb2

The French menu is the main subject of instruction. Contents of syllabus follow lines indicated for French IMA course, but are dealt with in greater detail. Students are expected to become familiar with a large repertory of names of French dishes, and language difficulties are dealt with as they occur. Details of French usage are learnt, some of which have been dealt with in articles in the 'Hotel Review' (specimens attached).

During this second year French is used increasingly in class; questions and answers are made in that language, and opportunity is given for students to use their knowledge of technical vocabulary. Regular practice in the accurate taking down of French menus from dictation is carried out.

A reading book is used: *Le Voyage des Dupont*, by W.G. Hartog (Dent), which consists of a series of 75 short animated scenes, describing the journey and stay of Mr. and Mrs. Dupont to France, and covering all their activities in modern idiomatic French. Sections dealing with shopping of various kinds are particularly useful. Scenes are read in character and when possible dramatised.

Further work in spoken French depends upon time available towards the end of the session, and covers as far as possible:

- a. reception and giving of orders as required in the kitchen and restaurant.
- b. dealing with simple situations likely to be encountered in professional life, taking place in restaurant, hotel or business surroundings, including ability to answer telephone in French.

- c. All students when engaged on waiting in staff restaurant are expected to speak to guests at lunch in French as far as possible. Guests are requested to order their lunch in French.

An internal examination takes place towards the end of the fifth term of course, which includes dictation from French, translation of French texts, and a vocabulary test (Specimen papers attached).

French classes are as follows:

SPRING TERM 1955.

WEDNESDAY	9-10 a.m.	H M a 1	<u>Room</u> 402
THURSDAY	11.15-12.15 p.m.	H M a 2	402
FRIDAY	3.30-4.30 p.m.	H M b 2	403



APPENDIX E

To Report by Mr. John Fuller

AMHCI Examination Question Papers

Contents of Appendix E

Paper I - Food and Drink

Paper II - Maintenance

Paper III - Law for the Hotel and Catering Industry

Paper IV - Introductory Subjects (now titled Management subjects)

Paper V - Hygiene

Paper VI - Book-keeping and Accounting.



APPENDIX E (1)

THE HOTEL AND CATERING INSTITUTE
ASSOCIATE MEMBERSHIP EXAMINATION, 1955.

PAPER I - FOOD and DRINK

Tuesday, 26th April, 3 to 5 p.m.

You are advised to read the complete paper before attempting to answer any questions. You are required to answer FIVE questions only, questions 1 (Section A or B) and 2 (Section A or B) and THREE others.

Question 1 Compulsory Question.

- A The following menu of six dishes is to be prepared for forty covers.

Cock-a-Leckie

Filet de Sole Dieppoise

Escalope de Veau Viennoise

Petits Pois Etuves a la Francaise

Pommes Macaire

Gateau St. Honore

- (i) State in detail the composition of each dish.
- (ii) Give in detail the quantities of raw food required for each dish.
- (iii) Give cost price for the forty covers and state suggested selling price.

OR

- B It is planned to build a staff restaurant to feed 500 persons in two sittings. Accommodation is also required for 20 Senior Staff and in addition a cafeteria seating 75. It is the intention to cook all the food in one kitchen.

On the squared paper provided, submit a line drawing showing the size and position of the kitchen and dining accommodation. Give the area of each section in square feet. North point to be shown.

Question 2. Compulsory Question.

- A An hotel restaurant of 3-star grade in a busy provincial city serves 70 breakfasts, 120 lunches and 90 dinners daily. There is a choice of three items to each course on the Menu, as below:

Hors d'Oeuvre

Soup

Farinaceous Dish

Choice of 3 main dishes

2 Vegetables

Choice of 3 sweets

Cheese

The charge for Lunch and for Dinner is 9s.6d.

- (i) Enumerate the Staff (cooks, stillroom, silver, kitchen porters) required to operate the establishment.
- (ii) State number of stations, number of tables per station and the number of Waiting Staff required to operate the restaurant.

OR

B An industrial staff restaurant is part of a factory employing 2,000 people. It covers an area of approximately 2,000 sq.ft. The main meals served in the restaurant daily number 750. Tea is served in the factory from six points twice a day. The service is of 1,200 cups at each occasion with rolls in the morning and cakes in the afternoon. For your information:

- (a) there is no night shift,
- (b) all sales are cash,
- (c) cigarettes are on sale in the restaurant,
- (d) with the exception of two tea breaks all sales take place in one restaurant.
- (e) all clearing is the responsibility of the Catering Department.

Give details as follows:

- (i) Staff required and grades.
- (ii) Specimen menus for five days.
- (iii) Assuming an overall subsidy of 3d. in the shilling state approximate price of main meals to the consumer.

(Answer 3 of the following)

Question 3.

Presuming the hotel/restaurant in Question 2A to be new, illustrate on the squared paper provided your ideal layout and proximity for Kitchen, Stillroom, Larder, Silver, Dispense and other departments serving meals as mentioned in Question 2A.

Question 4.

Describe briefly 6 of the following and state their use:

- (a) Infra Red Grill
- (b) Demi-Glace
- (c) Trolley

- (d) Skillet
- (e) Gueridon
- (f) Appareil a Choux
- (g) Pate Sucree
- (h) Timbale
- (i) Service Table
- (j) Saladier

Question 5.

Give description, country of origin - where applicable - and place on Menu of 10 of the following:

- | | |
|---------------------|-----------------------|
| (a) Orsin | (k) Scampi |
| (b) Escargot | (l) Paillettes |
| (c) Blinis | (m) Profiteroles |
| (d) Emmenthal | (n) Ramequin |
| (e) Gruyere | (o) Bouillabaisse |
| (f) Osso Bucco | (p) Chaud Froid |
| (g) Rable de Lievre | (q) Ris de Veau |
| (h) Sorbet | (r) Assiette Anglaise |
| (i) Sturgeon | (s) Long Fillet. |
| (j) Quail | |

Question 6.

Identify 8 of the following and give their place of origin:

- | | |
|--------------------|--------------------|
| (a) Sack | (g) Strega |
| (b) St. Raphael | (h) Gewurztraminer |
| (c) Byrrh | (i) Manzanilla |
| (d) Vin Rose | (j) Riesling |
| (e) Boorenghuslose | (k) Cato Hag |
| (f) Flouri | (l) Pilsner |

Appendix E(2)

THE HOTEL AND CATERING INSTITUTE
ASSOCIATE MEMBERSHIP EXAMINATION, 1955

PAPER II - MAINTENANCE

Tuesday, 26th April, 1955, 5.15 to 6.15 p.m.

You are advised to read the complete paper before answering any questions. You are required to answer THREE questions only. Equal marks will be given for each question.

Question 1.

EQUIPMENT. (You are required to attempt any two of the following three)

(i) Plate

What do you understand by the term "plate". Describe its use in the hotel and catering industry and state the points you would look for when purchasing same.

(ii) Linen.

Explain the different materials available and the best uses to which they can be put.

(iii) Crockery.

Indicate the different groups in general use and describe their advantages and disadvantages. State which you would recommend for use in:

- (a) a first class hotel,
- and (b) an Industrial Canteen

Question 2.

INTERIOR DECORATION.

You are required to advise on the redecoration of the walls, woodwork and ceiling of

(a) the Bedrooms in

(i) a first class hotel in a large city
and (ii) a small seaside hotel,

(b) the dining room of an industrial canteen.

Describe the treatment you would recommend and give your reasons.

Question 3.

FUEL.

Give examples of the various kinds of fuels that may be used in the Hotel and Catering Industry with an indication of the cost as compared with coal and state your preference for use for

(a), Cooking

(b) Hot water supply

(c) Space heating

Question 4.

PLANT AND MACHINERY.

"The high rates of wages nowadays make it imperative to reduce labour costs in all sections of the Industry". Give examples of how this can be achieved.

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Appendix E (3)

THE HOTEL AND CATERING INSTITUTE
ASSOCIATE MEMBERSHIP EXAMINATION, 1955.
PAPER III - LAW FOR THE HOTEL AND CATERING
INDUSTRY.

Wednesday, 27th April, 1955, 3 to 4 p.m.

You are advised to read the complete paper before attempting to answer any questions. You are required to answer FOUR questions only. All the questions carry equal marks.

Question 1.

What payment is due to an employee, on a weekly engagement, who is dismissed without notice, where the reason for dismissal is:

- (a) inefficiency,
- (b) insolence to a guest or customer,
- (c) services no longer required.

Question 2.

An employee on a weekly engagement leaves without giving any notice; what is the position regarding payment of wages and stamping of his insurance card?

Question 3.

- (a) A guest books accommodation in advance at a seaside hotel, but does not arrive on the due date. What rights has the hotelkeeper in relation to the contract?

- (b) You are asked to provide a dinner for a private party at some future date; what provision would you make in the contract to cover (i) the possibility of the party being cancelled by the organiser, or (ii) that the number of guests might be considerably larger or smaller than the estimated number.

Question 4.

The Food and Drugs Act place certain responsibilities on caterers regarding the service of food to the public. Briefly describe the nature of these obligations. What is an employer's position when he is charged with an offence committed by an employee?

Question 5.

What licences are necessary before musical performances can be given in a catering establishment? Is there any difference in the legal requirements if the performances are by (a) artistes in person (b) a radio or television set, or (c) gramophone records.

Question 6.

- (a) Is it essential for a licensee to reside in his licensed premises?
(b) Distinguish between a Supper Hour Certificate and a Special Hours Certificate.

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Question 7.

If an innkeeper fails to exhibit the statutory notice (Section 1 of the Innkeepers Liability Act, 1863) in a conspicuous place in the hall or entrance to the Inn, how does his liability for loss of a guest's property differ from that of an innkeeper who does exhibit the notice? Illustrate your answer by reference to a claim from a guest for loss of jewellery valued at £1,000.

Question 8.

Explain, in relation to any Wages Regulation Order with which you may be familiar, the following terms:

- (a) guaranteed remuneration,
- (b) accrued holiday remuneration,
- (c) customary (or public) holidays.

For how long must records be kept of the calculation of wages paid to staff under the Catering Wages Act?



Appendix E(4)

THE HOTEL AND CATERING INSTITUTE
ASSOCIATE MEMBERSHIP EXAMINATION, 1955.

PAPER IV - INTRODUCTORY SUBJECTS

Wednesday, 27th April, 1955, 4.15 to 5.15 p.m.

You are advised to read the complete paper before attempting to answer any questions. You are required to answer THREE questions only, ONE FROM EACH SECTION. All carry equal marks.

SECTION A

Question 1.

What part is played in the Tourist Trade of Great Britain by the British Travel and Holidays Association?

Question 2.

Discuss the effects on catering establishments generally of the growth and development of transport.

Question 3.

Why is it important at the present time that Great Britain should have efficient and well conducted hotels? Discuss the effect of such hotels on the national economy.

SECTION B

Question 4.

Certain grades of staff in receipt of gratuities may now be paid the statutory minimum wage less a deduction. Discuss the implications of this.

Question 5.

What, in your opinion, are the three important principles of management? Give reasons.

SECTION C

Question 6.

"The City and Guilds of London Institute 150 Examination is a useful first step in education for the Hotel and Catering Industry". Discuss this statement and compare the examination requirements with those of the City and Guilds 151 Examination.

Question 7.

If you were a Manager, would you take steps to encourage your junior staff to take technical training for the Industry? If so, what facilities would you expect to make available within your establishment, and to recommend outside your establishment, and with what specific objects?



Appendix E (5)

THE HOTEL AND CATERING INSTITUTE
ASSOCIATE MEMBERSHIP EXAMINATION, 1955.

PAPER V - HYGIENE

Wednesday, 27th April, 1955, 1.30 to 6.30 p.m.

You are advised to read the complete paper before attempting to answer any questions. You are required to answer THREE questions only, question 1 and two others.

Question 1. Compulsory Question.

Write brief notes on the following points connected with personal hygiene:-

Handwashing, cuts and burns, handkerchiefs, cloths, hair and smoking.

Question 2.

What measures would you employ to avoid handling cooked meats?

Question 3.

What foodstuffs are most likely to cause food poisoning with particular reference to the re-using of cooked foods and how can such risks be reduced?

Question 4.

Describe methods of fly control.

Question 5.

What is meant by the term "sterilisation" as applied to equipment and what methods are available towards this end?

Question 6.

Describe methods for the disposal of kitchen waste.



Appendix E (6)

THE HOTEL AND CATERING INSTITUTE
ASSOCIATE MEMBERSHIP EXAMINATION, 1955.

PAPER VI - BOOK-KEEPING and ACCOUNTING

Thursday, 28th April, 1955, 3 to 6 p.m.

You are advised to read the complete paper before attempting to answer any questions. You are required to answer SIX questions only, question 1, 2 and 3 and THREE others.

Question 1. Compulsory Question.

The following trial balance was extracted from the books of Messrs. Hill and Dale who are in partnership as the proprietors of the Bay Hotel.

	£	£
Capital Accounts Hill		15,000
Capital Accounts Dale		10,000
Current or Drawing Accounts Hill	800	
Current or Drawing Accounts Dale	1,200	
Freehold Hotel Premises at Cost	10,000	
Furniture and Fittings.	8,000	
Plate, Cutlery and Linen	3,500	
Stocks at 1st January, 1954		
Alcoholic Liquors and Minerals	1,850	
Cigars, Cigarettes, etc.	250	
Sundries	700	
Provisions	2,200	
Purchases		
Alcoholic Liquors and Minerals	8,800	
Cigars, Cigarettes, etc.	2,400	
Sundries	2,200	
Provisions	9,000	
Receipts from		
Alcoholic Liquors and Minerals		11,100
Apartments		11,800
Meals		13,700
Cigars, Cigarettes, etc.		2,350
Sundries		2,250
Carried over	£50,900	£66,200

Brought forward:	£ 50,900	£ 66,200
Wages and Salaries	9,200	
Insurances		
Fire, Third-Party, Burglary	300	
National	300	
Laundry	700	
Lighting and Heating	850	
Sundry Repairs and Replacements	1,700	
Telephone and Postages	500	
Rates	575	
Income Tax (Schedule A)	290	
Printing and Stationery	285	
Advertising	280	
Sundry Debtors	100	
Sundry Creditors		600
Cash at Bank	1,100	
Cash in Hand	120	
Deposits on advance bookings		400
	<u>£67,200</u>	<u>£67,200</u>

On the accounting paper provided, you are required to prepare a Trading and Profit and Loss Account for the year ended 31st December, 1954, and a Balance Sheet as at that date. The following matters must be brought into account.

The Stocks on hand at 31st December 1954 are:

	£
Alcoholic Liquors and Minerals	2,000
Cigars, Cigarettes, etc.	275
Sundries	950
Provisions	2,350
Furniture and Fittings are revalued at	7,500
Plate, Cutlery and Linen at	3,100
Rates paid in advance	75

Repairs to premises at an agreed price of £750 have been completed but no account has been received and no entry has been made in the books.

Provide for interest on the Partners' capital at 5% per annum.

Profits are shared equally.

Express the net trading profit as a percentage of the proprietors' capital.

Question 2. Compulsory Question.

The X Y and Z Caterers Ltd. was registered with an authorised capital of £50,000 in 25,000 5 % cumulative preference shares of £ 1 and 50,000 Ordinary Shares of 10/- each. All the shares were issued and fully paid up. At the 31st December 1954, after the completion of the trading and profit and loss account the following balances in addition to those of the capital accounts were extracted from the books of the Company.

	£
Freehold Land and Building at Cost	40,800
Kitchen Plant at cost less depreciation	4,180
Plate, Linen and Cutlery as valued by Managing Director	4,000
Furniture and Fittings at cost less depreciation.	2,000
Delivery Vans at cost less depreciation	1,260
Sundry Creditors	2,000
Sundry Debtors	1,160
Cash in Hand	120
Bank Overdraft	200
Provision for Rates owing	175
Provision for Wages owing	75
Stocks of provisions	1,880
Stocks of Wines, etc.	750
Profit and Loss Account Debit Balance 31.12.53.	1,250
Profit and Loss Account Credit Balance 31.12.54	3,800
Reserve for Income Tax	250

On the accounting paper provided, prepare Balance Sheet as at 31st December, 1954.

Question 3. Compulsory Question.

The following balances were extracted from the books of a catering concern as at 31st December, 1954.
£.

Stocks at 1st January, 1954	
Provisions	3,800
Liquors	1,800
Tobaccos, Cigarettes, etc.	420
Purchases	
Provisions	20,000
Liquors	12,000
Tobaccos, Cigarettes, etc.	4,500
Receipts from	
Meals	32,500
Bar	18,500
Tobaccos, Cigarettes, etc.	5,200
Wages	8,000
The stocks at 31st December, 1954 were	
Provisions	2,700
Liquors	1,760
Tobaccos	495

Calculate (a) the gross profit
(b) the percentage of gross profit on the turnover.

What advantage does the management gain from a knowledge of the percentage of the gross profit on Turnover?

Answer THREE of the following.

Question 4.

What is a Bank Overdraft? Describe the circumstances in which you think a business concern might seek a bank overdraft and on what would the bank require to be satisfied before granting the accommodation?

Question 5.

A firm of industrial caterers has undertaken the catering for the executive staff and workshop employees at a number of separate factories. Most provisions are supplied to the factories from a central depot and each canteen makes local purchases and carries its own canteen staff. The wages are paid by Head Office. The management wishes to know exactly what profit or loss is being made at each establishment.

Describe briefly the accounting arrangements, both at the Head Office and the separate factories, necessary to ascertain this.

Question 6.

The tabular ledger is regarded as essential to the keeping of accounts in hotels. Describe how a properly kept tabular ledger enters into the system of hotel accounts. What accounting information, other than the personal account of the guests, does it provide?

Question 7.

What is the importance of periodical stocktaking? At what prices would stocks in hand be valued when stocks are being taken at the end of a trading period?

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Question 8.

The L.M.N. Cafe Proprietors Ltd. occupy a large restaurant at the annual rent of £800 per annum payable half yearly on 25th March and 29th September. The concern closes its books at 31st December in each year. Show the ledger account for rent in the nominal ledger of the firm after the profit and loss account has been compiled and the books closed for the year ended 31st December, 1954. Ignore Income Tax.

Question 9.

Describe concisely the following:

- (a) Ordinary Shares,
- (b) 5% Cumulative Preference Shares,
- (c) 5% First Mortgage Debentures.

Question 10.

You are responsible for the accounts of a residential hotel with a large restaurant trade.

State the sources from which you would obtain the information to write up:

- (a) the cash book,
- (b) the purchases day book.



APPENDIX F TO REPORT BY MR. JOHN FULLER

Outline Suggestion for syllabus of Training for
Hotel Management Course in the proposed Indian
Hotel Training Centre.

1. INTRODUCTORY:

It has already been suggested in the main body of the report that training should aim to cover: (a) the ground of the subjects of the U.K.'s professional examination for Associate Membership of the Hotel and Catering Institute coupled with (b) practical training in hotel cookery, waiting, floor service, hotel house-keeping and reception duties (akin to that outlined in the Battersea Polytechnic Syllabus at Appendix D.).

The evolution of an actual teaching syllabus is one which in the case of my own college has already taken years and is still regarded as developing. It is not, therefore, considered that the following can do more than give a broad indication of the training to be followed.

The Principal appointed should be of such calibre as to be entrusted with the devising of detailed syllabuses and time-tables adjusted to actual staffing and known teaching facilities. His specialist staff will, of course, make major contributions to syllabus building.

2. TERMS AND HOURS OF STUDY.

The outline suggestion which follows is based on an academic year commencing in mid-July of 3 terms of 3 months each in conformity with the majority of Universities, training colleges, and establishments of further education in India (and also in the U.K.). Nevertheless, consideration might well be given to an academic year of 2 terms particularly from the point of view of saving students' pockets in the matter of travel to and from the centre.

It has been noted that average college hours are 6 per day, often from 10 a.m. to 4 p.m. It is felt, however, that as students will be graduates (or, at least, have passed University Intermediate) that the centre as a bridge between formal education and industry and as combining some of the elements of both might have a longer day. It is also desirable that students during training should encounter some semblance of the realities of industrial working conditions. Particularly, therefore, during the terms that students are "running the hotel" and are doing mainly practical shifts, hours akin to those worked in the industry i.e. 8 per day need not be considered excessive.

3. GENERAL PATTERN OF TRAINING:

It is thought that the general pattern of training on a 2 year course of 6 terms might be developed on lines somewhat as follows:-

- Term 1 Theoretical and individual practical work.
- Term 2. (a) Theoretical & individual practical work,
 (b) Housekeeping for the centre as residential hotel (Housekeeping implies all cleaning and all bed room services).
- Term 3 Operating the centre as a residential hotel.
 (In appropriate groups running kitchen, restaurant, housekeeping and accounts),
 1st year Sessional Examinations.
- Term 4 Operating the centre as a residential hotel.
 (As previous term but work developed to cover more advanced features).
- Term 5 (a) Operating kitchen, restaurant, costing of the centre (not housekeeping) to advanced level,
 (b) Theoretical studies.
- Term 6 Theoretical & individual practical work.
 Final examination.

4. Summarising the foregoing as one year's work when both 1st and 2nd year students are in residence this would be :-

Term 1 First year students: Theoretical and individual practical work.

Second year students: Operate the "hotel".

Term 2 First year students: Theoretical and individual practical work. Housekeeping Services for the "hotel".

Second year students: Operate the "hotel" (except for housekeeping) Theoretical Work.

Term 3 First year students: Operate the "hotel".

Second year students: Theoretical and individual practical work.

5. CONTINUATION TRAINING IN HOTELS:

The Centre should arrange appropriate practical continuation training in the hotel industry selecting the best possible hotels and ones prepared to co-operate fully with the centre. The hotels should agree:

- (a) to furnish regular reports to the Principal on the progress of students;
- (b) to permit members of the teaching staff to visit students from time to time (usually not more than 3 times per annum).

It is suggested that continuation training be arranged so far as possible in the following order and for periods as indicated :-

1. 6 months as commis or assistant cook in Kitchen (divided between main section including not more than 3 weeks as Kitchen Clerk).
2. 6 months as waiter or bearer in restaurant.
3. 1 month as waiter on floor service.
4. 1 month in bar, collars or dispense when applicable.
5. 4 months in reception, hall porters, cashiers and enquiry desks.
6. 4 months in control and other offices.
7. 2 months as general assistant given opportunity for training by Manager, Accountant or Senior member of staff in co-ordination of hotel services and accounting systems. This opportunity being dependent on satisfactory completion of previous 22 months.

Total 24 months.

6. AWARD OF DIPLOMA OR OTHER QUALIFICATION:

Training Centre qualification to be awarded only to those who (a) pass the examination at the end of the 2nd year and (b) successfully complete the 2 years continuation training.

7. SUBJECT CONTENT OF 2 YEARS COURSE IN CENTRE:

The following is an indication of the way in which the principal subjects of the course may be covered during the 2 years period in the Centre. For greater detail reference may also be made to Appendices C and D.

Term 1 Theoretical & Individual Practical Work Cuisine and Catering:

Theory and Demonstration of Cookery (Western)	<u>Hrs.</u> 3
Practical Cookery	6
Theory, Demonstration and Practical Cookery (Indian)	4
Commodities	2
Kitchen Equipment & Maintenance	1
<u>Restaurant Service</u>	
Theory & Manipulative exercises	3
<u>Hotel Administration</u>	
Book-keeping & Reception	3
Legal Aspects of Hotel Industry	1
French (as technical language)	1
Office & Business Management	1
<u>Hygiene</u>	1
<u>Nutrition</u>	1
Scientific Aspects of Hotel Industry	1
Total.	<u>30</u>

Notes

Theory, Demonstration and Practical Cookery (Western)

may follow syllabus as Term 1 from Battersea Syllabus
(Appendix D)

Theory, Demonstration and Practical Cookery (Indian)

It is suggested that detailed syllabus should be compiled by trained Indian Domestic Science Teacher in consultation with the hotel industry and under supervision of Principal.

Commodities The 3 terms work of the first year of the Battersea Syllabus may be dovetailed into this term's work. Particular reference to indigenous products should be made and time devoted to problems of storage (refrigeration etc.) in hot climates.

Restaurant Service The first 3 terms work of the 1st year of the Battersea Syllabus should be covered by theory, demonstration and class room exercises.

Hotel Housekeeping Attempts should be made to cover all first year theory from Battersea Syllabus.

Book-keeping & Reception: The first terms syllabus of Battersea may be followed after consultation between Principal and hotel accountants in India as to local peculiarities. Time should be devoted also to actual work in the reception unit including typewriting exercises.

Legal Aspects of Hotel Industry: Whilst following similar lines to Battersea and U.K. studies generally in this field, it is thought that the syllabus should be revised by a Hotel Association Officer (Some one like Mr. Mancek S. Shaw, Hon. Secy., Hotel Association of Bombay Region) in consultation with a lawyer and with the principal and specialist teacher.

French: The Battersea syllabus may be adopted here though students may be grouped according to prior knowledge of the subject.

Hygiene: It is suggested that the 1st term of the Battersea Syllabus but with special reference to tropical conditions may be followed.

Nutrition: It is suggested that the sections of the Battersea Syllabus relating to the Nature of Foods and food requirements should be regarded as the basis of this term's work. Physiology, digestion and excretion should be dealt with briefly.

Scientific Aspect of Hotel Industry: Students may follow the Battersea first year syllabus. It is suggested that consultation take place with Science teachers in order to meet specific Indian requirements.

- Term 2 (a) Theoretical and individual practical work.
(b) Housekeeping for the Centre as residential hotel.

	Hours
Practical Housekeeping (section of "hotel" operation)	18
Theory and demonstration of cookery (Western)	3
Practical Cookery (Western)	3
Theory, Demonstration and Practical Cookery (Indian)	3
Bookkeeping and Reception	2
Office Business Management	1
Total	<hr/> 30 <hr/>

Note:

Hygiene and Nutrition should, in this term, be integrated with the theory and practice of cookery and (in the case of hygiene) housekeeping. French should^{also} be integrated in the teaching of cookery and, to some extent, in Reception and Office Management.

Theory, Demonstration & Practical Cookery (Western)

Terms 2 and 3 integrated from Battersea Syllabus.

Indian Cookery Suggestion as per Term 1.

<u>Book-keeping & Reception</u>)	Following Battersea
)	Syllabus subject to
<u>Office & Business Management</u>)	suggestion as per
		Term 1.

Term 3 : Operating the centre as "hotel".

Group work in Kitchen, restaurant, office, stores,
housekeeping services Min. : 36 Hrs.

Note: The integration of all previous theory and
practical subjects should be a feature as well as the
introduction of new practical exercises.

It is considered that an effort should be made to cover
the cookery and practical restaurant service from Term 1,
2 and 3 of Battersea's 2nd year, omitting practical
service of alcoholic liquors. Teachers will cover new
theory by "on the job" instruction. Due place should be
found for Indian dishes and service.

Term 4: Operating the centre as "hotel".

Group work in Kitchen, restaurant, offices, stores,
housekeeping services 36 Hrs. Min

Note: Continued integration of all previous theory and
practical work coupled with the introduction of
further exercises.

Cookery and Restaurant Service - 2nd year work from Battersea Syllabus may be completed and the food content of Battersea 3rd year work introduced. Due place should be found for Indian Dishes & Service. General guidance for the conduct of group work in the kitchen may be found in the Battersea Scheme of work for Practical and Production cookery Terms 4, 5, 6, 7, 8 and 9.

Term 5: (a) Operating the centre as "hotel" (except for housekeeping. (b) Theoretical studies.

Hrs.

Group work in Kitchen, restaurant, office
and Stores

30

Notes: Group practical work should aim at giving students in rotation maximum opportunity for taking responsibility and planning.

Hotel Administration

Hrs.

Accountancy

3

Legal Aspects

1

Management Studies

2

Total

36

Accountancy: The remaining field of book-keeping and accountancy from Battersea syllabus should be covered as amended by suggestion made in Term 1 notes.

Legal Aspects: See suggestion made in Term 1 notes.

Management studies: Part I of the Battersea Syllabus may be used as a guide. It is suggested that time may also be found for sections of Part II.

Term 6: Theoretical and individual practical work

<u>Cuisine and Catering</u>	Hrs.
Advanced cookery, Theory and Practical (Western and Indian)	3
Costings	2
Menu composition	1
Catering and Kitchen Organisation	1
<u>Restaurant Service</u>	
Advanced Theory (including wines)	2
<u>Hotel Administration</u>	
Accountancy	2
Economic Aspects of the Hotel Industry	2
Legal Aspects of the Hotel Industry	2
Management Studies	2
French (as technical language)	2
Discussion Groups, educational visits (i.e. to hotels or hotel service industries) outside lectures (tourism etc.)	4
<u>Hygiene</u>	1
<u>Nutrition</u>	2
<u>Hotel Maintenance</u> with special reference to Refrigeration, Central Cooling, Air condition- ing and Main Services (water, light etc.)	2
Scientific Aspects of Hotel Industry	2
Total.	<u>30</u>

Cuisine and Catering

In this term the cookery from the Battersea Syllabus should be completed and time should be devoted to exercises in costing, menu composition and kitchen planning, maintenance and design. Specific reference should be made to Indian conditions, availability etc. Some of the main exercises from the Battersea special scheme for spring term (3rd year, 2nd term) may be followed.

Catering and Kitchen Organisation: should include:

Choice, installation, care, use and maintenance of electrical equipment e.g. mixing machines, potatoe machines, potato chipping and vegetables, slicing machines meat and bread slicing machines, mincers etc., washing up machines (deluge and brush types). Safety precautions in relation to these.

Kitchen Planning Fundamental rules, sites, space required for kitchens and ancillary departments, lay-out of building aspect, lay-out preparation sections, placing of equipment with special reference to hygienic standards, time and motion study and avoidance of fatigue, lay-out of wash ups, cold rooms, storerooms.

Equipment

Steamheated apparatus. Gas and electrically heated ranges, boilers, steamers etc.

Restaurant Service Food service theory from Battersea Syllabus should be completed together with simple theory on purchase, storage, care and service of beer, wines, spirits, and the stocking and conduct of bar or permit room. Duties of wine butler should be further considered.

Accountancy: Theory work from Battersea Syllabus completed subject to term 1 suggestion re. adaptation to special Indian conditions.

Economic Aspects of Hotel Industry - It is thought that Battersea Syllabus may give some guide to the approach to this subject but I consider that emphasis should be laid on the hotel industry as part of tourist industry and related to specific conditions in India. A lecturer in economics and the Tourist Division of the Ministry of Transport could give further guidance to the Principal.

Management Studies - Part II of Battersea Syllabus should be used as pattern but, for example, historical backgrounds must be related to India rather than U.K.

French. Complete work as indicated in Battersea Syllabus.

Discussion Groups, Visits, outside lectures - An important augmentation of Management Studies, Economic Aspects and

Administrative Studies generally. Activities should be carefully planned to bring student into contact with best elements in the industry and associated professions.

Hygiene Battersea Syllabus may be completed.

Nutrition Main feature of Battersea second year may be used. Approach should be practical and should be in mind possible employment of centre's graduates in other fields of catering.

Hotel Maintenance Reference may be made to Term IV, V, VI, work from Battersea Syllabus. Visiting lecturers from building and engineering industries should be called on for help in this study. Time should be given to specific Indian and Tropical problems e.g. cooling systems, tropical pests etc. etc.

Scientific Aspects of Hotel Industry - As much as possible of Battersea Syllabus should be completed (advice of Indian Scientists and hoteliers should be sought on adaptations desirable). The aim should be to imbue students with an approach based on logic and reason, seeking solutions to problems from a sensible background of elementary knowledge of fundamentals.
