

**Н.С. Барбина, О.Ф. Семенова, Е.Г. Троценко**

**АНГЛИЙСКИЙ ЯЗЫК В ИНДУСТРИИ ГОСТЕПРИИМСТВА  
И СФЕРЕ РЕСТОРАННОГО БИЗНЕСА**

Учебное пособие

Министерство образования и науки Российской Федерации  
Байкальский государственный университет

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Учебное пособие

Под редакцией профессора Г.М. Костюшкиной

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Пособие предназначено для развития навыков перевода, комментирования, воспроизведения содержания оригинальных текстов, а также для формирования навыков устной и письменной речи. Современные тенденции развития индустрии гостеприимства и ресторанного бизнеса требуют от специалистов постоянного профессионального совершенствования, в том числе владения специальной терминологией на иностранном языке, и данное пособие, содержащее материалы зарубежной прессы, может быть использовано для этих целей.

Для студентов и магистрантов, обучающихся по программам «Экономика торговли и ресторанный бизнес», «Управление туристским и гостиничным бизнесом», аспирантов экономических вузов. Пособие предназначено для лиц, владеющих английским языком на уровне Intermediate.

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## Предисловие

Настоящее пособие предназначено для студентов и магистрантов, обучающихся по программам «Экономика торговли и ресторанный бизнес», «Управление туристским и гостиничным бизнесом». Пособие также может быть использовано аспирантами, обучающимися по направлению «Экономика», на дополнительных курсах английского языка.

Цель пособия – сформировать у учащихся следующие навыки:

1. Научиться читать и понимать оригинальные научно-популярные тексты, относящиеся к сфере туризма, ресторанного бизнеса и сопутствующим ей секторам бизнеса.

2. Уметь поддерживать беседу на английском языке и делать сообщения в рамках изучаемых тем.

3. Качественно переводить оригинальные тексты среднего уровня сложности.

4. Составлять эссе, письменные сообщения.

Пособие состоит из девяти разделов. Каждый раздел содержит два-три текста, взятых из зарубежной научной литературы или прессы.

Каждый текст предваряют задания для обсуждения, после текста предлагается список активной лексики.

Активная лексика урока закрепляется в ходе выполнения послетекстовых лексических упражнений. Это упражнения на перевод словосочетаний и предложений с английского языка на русский и с русского на английский. В качестве лексических в пособие включены упражнения на заполнение пропусков и заключительные упражнения на письменный перевод связных текстов. В разделы включены задания на составление письменных сообщений и эссе.

## Unit I. CULINARY TOURISM

**Before you read the text, discuss these questions.**

1. How popular is the culinary tourism in your country?
2. What three things would you recommend to a tourist about the food of your region?
3. Which of these points are advantages and disadvantages for culinary tourism? Add other points you can think of.

eating new food	cultural experience	exploring exotic foodways
long distance to travel	drinking experience	additional sales outlet
biosecurity risks	new type of tourism	

TEXT: A FOLKLORISTIC PERSPECTIVE ON EATING AND OTHERNESS  
(Part 1)

Culinary tourism is about food as a subject and medium, destination and vehicle, for tourism. It is about individuals exploring foods new to them as well as using food to explore new cultures and ways of being. It is about groups using food to «sell» their histories and to construct publicly attractive identities, and it is about individuals satisfying curiosity. Finally, it is about the experiencing of food in a mode that is out of the ordinary, that steps outside the normal routine to notice difference and the power of food to represent and negotiate that difference.

Folklorists, food scholars, and food **aficionados** have long been fascinated by occasions of exploratory eating – **instances** of eating the new, the unfamiliar, the **alien** – and by the institutions and artifacts that enable those occasions, such as «ethnic» restaurants, international cookbooks, and **folklife festivals**. These occasions and institutions include a wide variety of food-related behaviors and reflect complex networks of cultural, social, economic, and **aesthetic** systems as well as individual preferences. The definition of what constitutes adventurous eating is a contextual one that depends on the perspective and motivations of the eater. In this essay I propose the concept of «culinary tourism» as a framework for tying together the notion of perspective and the variety of instances in which a **foodways** is considered representative of the other. I define culinary tourism as the intentional, exploratory participation in the foodways of another – participation including the consumption, preparation, and presentation of a food item, **cuisine**, meal system, or eating style considered to belong to a culinary system not one's own. This definition emphasizes the individual as active agent in constructing meanings within a tourist experience, and it allows for an aesthetic response to food as part of that experience.

Exploration and intentionality define these instances as tourism. Participation occurs specifically because of the perceived **otherness** of the foodways, and that otherness elicits **curiosity**. Although scholarship concerning the anthropology of tourism primarily addresses exploration of new spaces, it has generated concepts applicable to the exploration of new culinary domains as well. Sightseeing is only a

partial **engagement** with otherness, whereas culinary tourism, utilizing the senses of taste, smell, touch, and vision, offers a deeper, more integrated level of experience. It engages one's physical being, not simply as an observer, but as a participant as well. New experiences may be tried, however, for a variety of reasons, not all of which we would consider touristic. For example, individuals may participate in an exotic foodways out of consideration for one's host, in response to a challenge, as a statement of **rebellion** against the status quo, to conform to social obligations or norms, and so on. Tourism, on the other hand, involves new experiences **for the sake of** the experience itself. Through tourism, we satisfy our curiosity about otherness. And we expect to find pleasure in seeking the unknown, perhaps not in the unknown itself, but in the conducting of that search; we may not like the food after all, but we can have fun trying it. Furthermore, the pleasure we find in food and eating can be of an aesthetic nature, satisfying our sensibilities of taste, proportion, and appearance, so that the pleasure stems from the food itself and not from what it represents.

Intentionality also assumes the perception, or categorization, of a food complex as other, and it is this perception that shapes our approach to the food. We must think of a food as being somehow different, new, or exotic in order to think of exploring it. This perception can shift with experience, and the shift can move us toward tourism or away from it. What may begin as touristic eating may change with **familiarity**. We may try a new food with **trepidation**, but once we discover the taste is pleasing, we may then eat that food for aesthetic enjoyment. An example of such a shift occurred personally during a meal at a Taiwanese restaurant in the United States in which I came across a **chunk** of unknown substance in a sea food stew. Because the other ingredients were sea creatures and the chunk resembled marbled fat, my dinner companions and I tried to identify what animal it may have belonged to. After a tentative taste, we realized it was plant – more specifically, **taro** – and we ate it with hunger rather than curiosity.

Similarly, we have probably all had the experience of unknowingly eating something that we otherwise would have considered **inedible** or **unappealing** and would have approached with curiosity, with the sense of trying something different. An example that plays upon ethnic stereotypes occurred while I was traveling in Burma and was served dog-fried rice at a small lunchroom. Not knowing the ingredients but recognizing the general category of the dish and being hungry, my Western traveling companions and I ate enthusiastically. During the meal, however, the cook responded to our questioning gestures about the meat in the dish with an «arf, arf». We immediately lost our appetites. Those of us who continued to eat did so out of curiosity rather than hunger, and with a definite sense of eating something outside our usual boundaries of what was edible. Our initial consumption of this food was not a voluntary participation in another, but a **misperception** of the familiar. We moved from eating to satisfy physical hunger to eating as outsiders.

## Vocabulary list

1. aficionados, <i>n</i>	поклонники
2. to be fascinated by	быть очарованным
3. instances, <i>n</i>	примеры, образцы
4. alien, <i>adj</i>	чужестранный, иностранный
5. folk, <i>v</i>	народ
folklore, <i>n</i>	совокупность обычаев, обрядов, песен и др. явлений быта народов
folklorist, <i>n</i>	ученый, изучающий фольклор, народное творчество
6. festival, <i>n</i>	фестиваль
7. behavior, <i>n</i>	поведение
8. aesthetic, <i>adj</i>	эстетический
9. foodways, <i>n</i>	продовольствие
10. consumption, <i>n</i>	потребление
11. cuisine, <i>n</i>	кухня
12. otherness, <i>n</i>	непохожесть, отличие
13. curiosity, <i>n</i>	любопытность
14. engagement, <i>n</i>	обязательство
15. utilizing, <i>adj</i>	использующий
utilize, <i>v</i>	использовать
16. rebellion, <i>n</i>	бунт, возмущение
rebel, <i>v</i>	бунтовать, протестовать
17. for the sake of	ради
18. familiarity, <i>n</i>	знакомство
19. trepidation, <i>n</i>	трепет, беспокойство
20. chunk, <i>n</i>	кусок
21. taro, <i>n</i>	корень таро
22. unknowingly, <i>adv</i>	неизвестным образом
23. inedible, <i>adj</i>	несъедобный
24. unappealing, <i>adj</i>	непривлекательный
25. misperception, <i>n</i>	неправильное восприятие.

## Exercises

### I. Read and translate the text.

**II. In each box, match the words and phrases from the text to make word partnerships.**

- |                 |                |            |                |
|-----------------|----------------|------------|----------------|
| 1 folklife      | a) cookbooks   | 5 exotic   | e) stereotypes |
| 2 ethnic        | b) behaviors   | 6 satisfy  | f) foodways    |
| 3 international | c) festivals   | 7 discover | g) curiosity   |
| 4 food-related  | d) restaurants | 8 ethnic   | h) the taste   |

**III. Find a word in the text that means approximately the same as:**

1. the feeling you have when you need to eat;
2. a strong desire to know or learn something;
3. a set of idea that people have about what someone or something is like, especially an idea that is wrong;
4. think that something is likely to be true;
5. a person who studies or collects folklore;
6. not known or recognized.

**IV. Answer the following questions.**

What is exploratory eating?

How does the author define «culinary tourism»?

What are the reasons for food exploring?

What is aesthetic response to food as part of tourist experience?

**V. Sum up what you have learned from the text about:**

otherness;  
individuals, exploring foodways;  
unknowingly eating;  
touristic eating;  
exploratory eating;  
adventurous eating.

**VI. Read the text below:**

**Realms of culinary experience (Part II)**

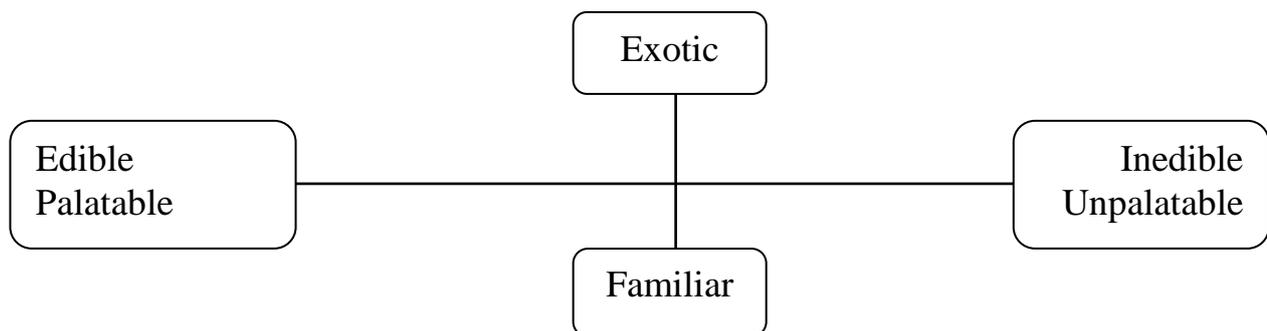
In the context of foodways, the crux of otherness involves three realms of experience – what I call the realms of the *exotic*, the *edible*, and the *palatable*. The *exotic* is a continuum from the *familiar* to the strange that defines the similarity of things to our known socially constructed universe. It is based on our individual histories and personal tastes as well as on the collective cultural experience and the generally accepted culinary aesthetic.

The realm of the *edible* consists of cultural categories of what can and cannot be eaten, in the sense that one's humanity is tied to observing such categories. *Edibility* is culturally specific, it can be a reflection of a culture's social structure. The question of edibility automatically occurs at the extreme end of the exotic continuum

since the unknown raises questions not only about whether a food can be eaten, but also whether it should be eaten.

The realm of the *palatable* is an aesthetic rather than cognitive one, dealing with what is considered pleasing within a culinary system. Foods may be considered *edible*, but their selection for consumption will depend on whether or not they are considered savory, appetizing, or appropriate for particular contexts. Certain food items or aspects of a food system may be considered culturally *edible* but *unpalatable* to a particular eater or group of eaters, and therefore would appear inedible. Vegetarians, for example, may find meat not only *unpalatable*, but also inedible.

The difference between the realms of *edible* and *palatable* is perhaps most clearly seen in how we use them to evaluate other eaters. The eater of the «not edible» is perceived as strange, perhaps dangerous, definitely not one of us, whereas the eater of the *unpalatable* is seen as having different tastes. Both realms refer to the potential consumption of a particular food or aspect of foodways, but edibility refers to the categorical possibility; palatability to the aesthetic. The first is what we can eat; the second is what we want to eat. By treating these categories as dynamic cultural resources available for individual manipulation and responsive to change, it is perhaps more accurate to portray these realms as axes that cross each other, forming four quadrants. These quadrants allow for overlapping, so there can be foods that are exotic but edible and foods that are *familiar* but *inedible*.



Food items can shift in their location within these realms, because individuals' and society's perceptions of edibility and exoticness can shift. This shifting can occur in any direction along these axes: from the exotic to the familiar or the familiar to the exotic, and from the edible to the inedible or the inedible to the edible. It can also occur with any aspect of foodways – a specific ingredient, a particular dish, eating style, or preparation method – as well as entire cuisines.

**VII. Sum up what you have learned from the text about familiar, exotic, edible/inedible, palatable/unpalatable realms of culinary experience.**

**VIII. Work in pairs. Read the notes about ethnic foods in the world and complete the table below based on your experience and eating habits. Use a dictionary. Compare your answers with your neighbor.**

<i>Exotic</i>	<i>Familiar</i>	<i>Edible</i> <i>Palatable</i>	<i>Inedible</i> <i>Unpalatable</i>
- A	-	-	- A
-	-	-	-
-	-	-	-

### **A. Southeast Asia**

The Philippines, Thailand and Cambodia have got a few things on their menus that aren't for the faint-hearted. Arachnophobes, steer clear of the fried spiders! These are a regional delicacy in the town of Skuon in Cambodia and these species of tarantula are the size of a human palm. Although the taste of them has been described as bland, it's the contents of the abdomen that might be worth having second thoughts over, you'd basically be eating a spider's eggs and guts.

### **B. Mongolia**

The most common rural dish is cooked mutton, often without any other ingredients. In the city, every other local displays a sign saying «buuz». Those are steamed dumplings filled with meat. Other types of dumplings are boiled in water (manti), or deep fried in mutton fat (khuushuur). Other dishes combine the meat with rice or fresh noodles made into various stews or noodle soups. The most surprising cooking method is only used on special occasions. In this case, the meat (often together with vegetables) gets cooked with the help of stones, which have been preheated in a fire. This either happens with chunks of mutton in a sealed milk can (khorkhog), or within the abdominal cavity of a deboned goat or marmot (boodog).

### **C. India**

When a cuisine uses spices in such abundance that the meat and vegetables seem like an afterthought, you know you're dealing with cooks dedicated to flavor. There are no rules for spice usage. The same spice can add zest to savory and sweet dishes, or can sometimes be eaten on its own – fennel seed is enjoyed as a breath-freshening digestive aid at the end of meals. The regional varieties are vast. There's Goa's seafood, there's the wazwan of Kashmir and there's the coco nutty richness of Kerala. Dal – India has managed to make boiled lentils exciting. Dosa – a pancake filled with anything from cheese to spicy vegetables, perfect for lunch or dinner. Chai – not everyone likes coffee and not everyone likes plain tea, but it's hard to resist chai.

### **D. Iceland and Greenland**

Iceland and Greenland are not just places to brave the cold and the dark in, but also they test your stomach strength by offering the dish called Hákarl – fermented shark.

It's cured for months by being buried under sand and when it's good and rotten, it is strung up to dry out for a few months more. It is said to have an overpowering, gag-provoking ammonia smell and the real challenge is keeping it down after the stink of it has bowled you over. But if you can consume a piece of rotten shark without bringing it back up again, then you've the strength and bravery of a Viking!

### **E. Mexico**

The cuisine of the Mesoamerican country has a little bit of everything – you'll never get bored. Amongst the enchiladas and the tacos and the helados and the quesadillas you'll find all that avocado, tomato, lime and garlic with beans and chocolates and chilies to boot. It is rich with antioxidants and good healthful things. It doesn't taste healthy though. It tastes like a fiesta in your mouth. Mole – ancient sauce made of chili peppers, spices, chocolate and magic incantations. Tamales – an ancient Mayan food of masa cooked in a leaf wrapping. Tostadas – basically the same as a taco or burrito but served in a crispy fried tortilla which breaks into pieces as soon as you bite into it.

### **F. Tanzania / Kenya**

In some parts of Africa drinking animal blood is a tradition. It comes down generations from when people would have walked at great lengths across a desert, drinking animal's blood was thought to give the traveler strength and stamina. The Masai people drink animal's blood to celebrate the birth of a child as well as consuming it as part of their regular diet. If you're in Africa and happen upon some cow's blood (naturally of course) then mix it with some milk and pour it into your scrambled eggs or fry it with rice.

### **G. Lithuania**

Lithuanian food is heavily based upon root vegetables (e.g., potatoes and beetroot), meat, and dairy products, which can all be grown in Lithuania's cold climate. Filling, hearty, and meant to keep you warm from the inside, Lithuanian food is certainly something worth trying. Here is traditional Lithuanian dish that have been passed down from grandparent to grandchild for centuries. Chilled Borscht (Saltibarsciai). Served seasonally, this beetroot and kefir soup is accompanied by hardboiled eggs and boiled potatoes. Notably, chilled borscht is a shocking color of bright pink and is an indicator that warm weather has arrived in Lithuania.

### **H. China**

Asia's weird food is for the stomachs of steel, the champions of extreme eating and if you're looking to challenge yourself (and your gag reflexes) then this is where you do it. China is proud of something they call «Thousand Year Egg» which is pretty self-explanatory, although not quite a thousand years, these duck, chicken and quail eggs are buried in a mixture of ash, salt, rice and clay for several weeks or months.

## I. Japan

Japanese apply the same precision to their food as they do to their engineering. You can get a lavish multi-course kaiseki meal that presents the seasons in a spread of visual and culinary poetry. Or grab a seat at a revolving sushi conveyor for a solo feast. Or pick up something random and previously unknown in your gastronomic lexicon from the refrigerated shelves of a convenience store. It's impossible to eat badly in Japan. Miso soup – showcases some of the fundamental flavors of Japanese food, simple and wholesome. Sushi and sashimi – who knew that raw fish on rice could become so popular?

## G. Bolivia

A mixture of lamb and beef meat cooked slowly – bones and all – until tender, and served with what look like mashed potatoes, but are really mashed Lima beans, green peas, white corn and potatoes. A lot of flavor goes into both the meat and veggie mash with hefty amounts of chili, cayenne pepper, cumin, oregano, and mint. This is such a great dish, but is hard to find outside of Bolivia.

### IX. Study the words in the box below:

hospitality	edible	tourism	vegetarian	advertisement	direction
mixture	stressful	wholesome	Japanese	strength	exoticness
		possibility	broaden	promotional	

1. What is the connection between all the words?
2. What is the base word in each case?
3. What do we call the extra letters?
4. What effect do the extra letters have on the base word?
5. Can you think of another with each suffix?

X. Niagara Culinary Tours offers the experience of a walking food tour. Read the travel advertisement. What would you expect from this trip? Make a list.

«Winner of the 2015 Ontario Culinary Tourism Experience Award. Niagara Culinary Tours offers the unique experience of a walking food tour. Think of it as speed dating with restaurants! We offer a blend of culture, food and history. Enjoy what Niagara's locally owned and operated restaurants have to offer. Each Niagara Culinary Tour will visit several local restaurants where you will have a taste of Niagara cuisine and meet chefs, owners and friendly hospitality professionals. Along the way your guide will talk about the history of the area and point out cultural landmarks. You will get a chance to eat, walk and embrace your inner foodie!» (<http://www.niagaraculinarytours.com/eat-local>).

**XI. Read the information about tours, offered by Niagara Culinary Tours, then answer the questions.**

**Beyond the Falls: Niagara Falls Food Tour**

Dates: May 1 to September 30, 2017

When: Thursday, Friday, Saturday, Sunday

Time: 1:30 p.m.

Price: \$65 per person

We all know Niagara for the Falls, now it's time to experience it for the food! The Falls may be the most important part of Niagara's history but food plays a significant role in shaping Niagara's culture. On this tour we celebrate the history along with its local food!

On this walking tour, we take a culinary journey that embraces Canadian food. We will enjoy a taste of Europe alongside a more contemporary take on the foods that Canadians love! A stop at an off the beaten track family owned Italian restaurant or perhaps a bit of gelato to cool you down.

This is not a bus tour, it is a walking tour. It gives us the freedom to stop to see that new bloom or just say hello to one of the local restaurant owners who is waiting to greet us. Our groups are small because we want it to be about the experience. Explore Niagara Parks with a licensed local guide for unique horticultural and architectural views of the Falls.

You will remember the stories of daredevils, incredible food, wonderful people and learn a few local secrets along the way.

**Niagara on the Lake Foodie Tour**

Dates: April 1 to November 20, 2017

When: Thursday, Friday, Saturday, Sunday

Time: 1:30 p.m.

Price: \$65 per person

Originally the settlement of Butlersburg, the beautiful town of Niagara on the Lake is filled with old world charm and new world cuisine. Enjoy a picturesque 3.5hour walk along the streets of Old Town. This tour focuses on both history and culture while introducing you to fantastic flavours of local food.

Each Niagara Culinary Tour will visit several local restaurants where you will have a taste of Niagara cuisine and meet chefs, owners and friendly hospitality professionals. Along the way your guide will talk about the history of the area and point out cultural landmarks. They will also talk about farm to table, current food and wine trends and of course Niagara VQA wines. You will find yourself comfortably full by the end of the tour. You will get a chance to eat, walk and embrace your inner foodie!

**St. Catharines Food and History Tour**

Dates: April to October 2017

When: Tours run Saturdays only

Time: 1:00 p.m. to 4:00 pm.

Price: \$65 per person

This 3 hour walking food tour blends just the right amount of history, culture, food and wine facts to create a perfect balance. Food stops in the downtown core may include, a trip to the St Catharines market, a fine dining restaurant that has been in business for 30 plus years, an eclectic community oriented cafe and lounge and maybe even a stop at a vegan doughnut shop. This area is on the cusp of some very exciting changes. Downtown St. Catharines is now home to First Ontario Performing Arts Centre, Meridian Centre home of the Ice Dogs and Brock University's Marilyn I. Walker School of Fine and Performing Arts. It is an area with tremendous energy and vibrancy that sometimes gets overlooked. Let us introduce you to the passion and personalities that make this neighborhood so unique.

Niagara Culinary Tours will visit a minimum of 4 restaurants and provide broad food samplings. Your tour includes all food and there will be water available during some of the tour stops. Most will find that this is enough food to be comfortably full.

The walk is a flat 2 km loop. We will finish within a block of where we start.

### **Winter Wonderland Food Tour**

January to March 2017

Friday, Saturday and Sunday

Time: 1:00 p.m.

Where: We meet at The Irish Harp Pub, 245 King Street, Niagara on the Lake

Price: \$50 per person

Niagara Culinary Tours is proud to be the winner of the Ontario Culinary Tourism Experience Award.

Winter in Niagara on the Lake can be magical. Bundle up and join us for a perfect blend of history, culture and of course culinary delights! Our professional and highly entertaining guide will lead you on a visit to a few hidden gems in the heart of Old Towne Niagara on the Lake.

You may have a bit of Irish stew, sip on a little hot cocoa, visit a beautiful Inn near Lake Ontario and have an entirely enjoyable and tasty afternoon.

This tour is approximately 2.5 hours long and we meet at the Irish Harp Pub and end a block away on Queen Street. Our tour is a 2 km stroll at a leisurely pace.

### **Questions.**

1. What can you discover about geography, cultural landmark, and culinary traditions of Niagara from reading trip adverts?
2. Look back at your own criteria for an enjoyable trip. Do you think you would have enjoyed the trip from what you read about it?
3. Prepare the summary of the text in 10-12 sentences.

**XII. Look at these adjectives:** delicious, attractive, breathtaking, traditional, beautiful, lovely, rich, fascinating, ancient, unique, exciting, traditional, fantastic, fabulous, picturesque, multinational.

**Which category below each adjective can be used with?**

Food  
Culture  
Scenery  
People

**XIII. Think of some unusual food from your country or country you have visited. What are the most representative dishes are for the food in your region?**

**XIV. Work in pairs or small groups.** Imagine that a group of young people are coming to visit you and your families on an exchange programme. They will be coming for two weeks in the summer. Plan a programme which will allow them to get a good understanding of your country and the area you are living in. Set your programme out in the form of a detailed itinerary. Use ex. XIII as an example.

**XV. Write an account of about 120 words, of a real or imaginary food trip.**

## Unit II. THE FOODSERVICE INDUSTRY

**Before you read the text discuss these questions:**

1. Why do people like eating out?
2. What do restaurants provide?
3. What are advantages and disadvantages of fast food?

TEXT: WHAT MAKES THE FOODSERVICE INDUSTRY SO IMPORTANT?

Restaurants and caterers provide both a service and product. The service is feeding an individual who is not eating at home and the product is the meal itself.

There are millions of people away from their homes every day either by necessity or by choice. **The restaurant and catering business** has developed to feed this huge number of transients – office and factory employees, schoolchildren, military personnel, travelers and people out to have a good time. Because there are so many to feed, the restaurant and catering business is one of the largest and fastest-growing industries in the world. Those who eat away from home spend vast sums of money on restaurant or catered meals. This is similar to the related **accommodations industry**, the hotel and motel business, which provide a service in the form of housekeeping and a product in the form of rooms, meals and beds.

Restaurants offer their service and product at a fixed location while the catering business is a mobile one providing foodservice either for special occasions or for places where meals are usually not prepared. An example of the first kind of catering service can be found in most large hotels which provide special meals for groups holding celebrations, meetings, or **banquets** on their premises. The second kind is best exemplified by the meals served by airlines: food is prepared in kitchens operated by a catering company, delivered to the airplane, and simply heated before being served to the passengers.

The restaurant and catering industry employs literally millions of people throughout the world. Particularly in tourist areas, the foodservice and accommodations industries are major employers and play a principle part in the regional economy. Like most other service businesses, foodservice is **labour intensive** which means it employs a high proportion of workers in relation to the number of people it serves.

With regard to changing social patterns, it is expected that there will be more changes in the **consumer demand** for the most of the existing types of foodservice.

This is because people's food-related behavior is connected to a variety of social habits and customs which can be strongly influenced by the changes in the world economy and in the economic structure of the family, especially in the **industrial nations**.

The accelerated entry of women into the **national workforce** leads to a greater amount of money spent in eating places. Besides the increase in meals eaten away from home, there has been a greater tendency to serve fast food, take away meals at home and men and children cooking their own main meals. These parallel of more

women in the workforce, and of more meals eaten, or purchased outside the home can also be seen, in different degrees, in many industrialized regions.

The fast food diet, popular both for its convenience and low cost, tends to be high in fats and carbohydrates and lacking in the nutritional value necessary to make a complete **balanced diet**.

Apart from its nutritional value, the fast food meal is usually served with a quantity of paper and plastic utensils. These are used to save labour and the paper can be recycled or reprocessed into new paper products; the plastic cannot be used again.

Rather than becoming part of **the ecological cycle**, it pollutes or stays unchanged in the **environment**.

The environment is important to every stage and every aspect of the design, construction, and other preparations for opening a restaurant or catering service. Equally important, the total sense of an area must be part of the type of service which is to be provided. The combined effect of changing social patterns and heightened public awareness has contributed to a rapid change in the variety and complexity of food establishments. The increasingly complex and sophisticated which have been developed in every, from production and processing to marketing and distribution require a very high level of expertise and highly qualified labour resources to open a foodservice establishment.

For the restaurateur or caterer who has a genuinely original idea and no aversion to hard work it remains possible to translate his ideas into a service that fulfils a basic human need in a pleasurable and profitable way.

### Vocabulary list

1. cater (for), caterer, <i>n</i> catered meals	поставлять провизию, продукты питания поставщик провизии
2. feed, <i>v</i>	еда, приготовленная вне дома кормиться, питаться, откармливать
3. restaurant and catering business	ресторанное дело
4. foodservice, <i>n</i>	услуги в сфере общественного
5. transient, <i>n</i>	временный жилец; путешествующий клиент
6. employ, <i>v</i> employer, <i>n</i> employee, <i>n</i> employment, <i>n</i>	нанимать, брать на работу работодатель, хозяин служащий, работник, сотрудник занятость
7. personnel, <i>n</i>	персонал, личный состав, кадры
8. fast-growing,	быстрорастущий
9. vast, <i>adj</i>	обширный, громадный, многочисленный
10. huge, <i>adj</i>	огромный, громадный, гигантский
11. similar to, <i>adj</i>	похожий, аналогичный
12. related, <i>adj</i>	имеющий отношение к...
13. housekeeping, <i>n</i>	ведение (домашнего)хозяйства

14. banquet, <i>n</i>	банкет, пир, званый обед
15. premises, <i>n (pl)</i>	помещение, дом с постройками
16. exemplify, <i>v</i>	служить примером
17. particularly, <i>adj</i>	очень, чрезвычайно, особенно
18. principal, <i>adj</i>	главный, основной, ведущий
19. labour intensive	создающий большое количество мест
20. social patterns	модели общественного поведения
21. consumer demand	потребительский спрос
22. behavior, <i>n</i>	поведение, манеры
23. social habits	нормы общественного поведения
24. influence, <i>v</i>	влиять, оказывать влияние
25. industrial nations	промышленно-развитые страны
26. workforce, <i>n</i>	рабочая сила, количество работающих
27. take-away meals	готовое питание
28. convenience, <i>n</i>	удобство
29. convenience food	продукты, полуфабрикаты
30. lack, <i>v</i>	испытывать недостаток; не иметь;
31. value, <i>n</i>	нуждаться
32. nutritional, <i>adj</i>	ценность, стоимость
nutrition, <i>n</i>	питательный
nutritionist, <i>n</i>	питание, пища
33. recycle, <i>v</i>	диетолог, диетврач
34. ecological cycle	вторично использовать, переработать
35. reprocess, <i>v</i>	экологический цикл
36. environment, <i>n</i>	подвергнуть переработке
37. awareness, <i>n</i>	окружение, окружающая среда
38. contribute to, <i>v</i>	осознание, осведомленность
39. sophisticated, <i>adj</i>	вносить вклад; способствовать
40. techniques, <i>n</i>	сложный, тонкий, утонченный,
41. processing, <i>n</i>	искушенный
42. expertise, <i>n</i>	методы, способы, технические приемы
43. restaurateur, <i>n</i>	обработка, переработка продуктов
44. genuinely, <i>adj</i>	знание и опыт
45. aversion, <i>n</i>	ресторатор
46. profit, <i>n</i>	искренне, неподдельно
profitable, <i>adj</i>	неохота, отвращение, антипатия
	прибыль, выгода
	выгодный, прибыльный

## Exercises

### I. Read and translate the text.

## **II. Answer the following questions.**

- What do restaurants and caterers provide?
- What makes the restaurant and catering business one of the largest and fastest-growing in the world?
- What makes it so profitable?
- In what way are restaurants different from the catering business?
- Why is the foodservice industry labour intensive?
- How does the consumer demand for food service change?
- What influences people's food-related behavior?
- What modern trends in terms of eating habits can be seen many industrialized regions?
- What new social patterns have resulted in the increase in meals eaten away from home?
- What are the advantages and disadvantages of the fast food diet?
- What aspects are particularly important for opening a restaurant or catering service?
- What contributes to a rapid change in the variety and complexity of food establishments?
- How efficient should restaurants and caterers be? Why?
- What is required to be a success in the restaurant and catering business?

## **III. Sum up what you have learned from the text about:**

- the reasons for fast development of the foodservice industry;
- the difference in the service provided by restaurants and catering business?
- the factors that make the foodservice industry labour intensive;
- the new social patterns that contribute to a rapid development of foodservice;
- the advantages and disadvantages of fast food;
- the new heightened requirements for those who want to succeed in this line of business.

## **IV. Find in the text phrases which mean the same:**

1. Предоставлять как обслуживание, так и сам продукт;
2. Накормить огромное количество людей, которые находятся вдали от дома.
3. Тратить колоссальные суммы денег на ресторанное питание и еду, приготовленную вне дома.
4. То же самое относится к индустрии гостеприимства, которая тесно связана с ресторанным бизнесом.
5. В установленном месте.
6. Представлять специальное обслуживание во время торжеств или конференций.
7. Наилучшим примером является обслуживание питанием рейсов авиалиний.
8. Просто разогревается перед тем, как подается пассажирам.
9. В буквальном смысле.

10. В особенности в зонах туризма.
11. Играют важную роль в региональной экономике.
12. Подобно другим сферам обслуживания.
13. Обеспечивающий высокий уровень занятости.
14. Потребительский спрос на особенно привлекательные виды услуг в сфере питания.
15. Разнообразии общественных норм и обычаев.
16. Интенсивное вовлечение женщин в трудовые ресурсы страны.
17. Все растущая тенденция питаться продуктами быстрого приготовления.
18. Пицца, купленная и потребляемая вне дома.
19. Полностью сбалансированный рацион питания.
20. Питательная ценность продуктов.
21. Вместо того, чтобы стать частью экологического цикла.
22. В равной степени важно, чтобы общая атмосфера места была частью предоставляемых услуг.
23. Окружающая среда очень важна для предприятия питания.
24. Повышенное внимание со стороны общественности.
25. Все более сложные и изощренные методы.
26. Высокий уровень профессиональной компетенции.
27. Высококвалифицированные работники.
28. Не брезговать тяжелой работой.
29. Удовлетворять базовые потребности человека в еде.
30. Прибыльным и приятным образом.

**V. Reorganize this text so that it is in three paragraphs. The topics of the paragraphs are:**

- food;
- places to eat;
- eating habits.

The first sentence is in the correct position.

People in Britain eat many different kinds of food.

- a) Most people have an evening meal at about six o'clock, but some people prefer to eat later.
- b) Many people buy frozen food and food in packets because this is more convenient.
- c) Some people eat a large cooked breakfast. But this can be very fattening.
- d) Food from other countries, especially Chinese and Indian food, is also popular.
- e) During the day, nearly everyone drinks cups of tea and coffee.
- f) Fast food and pizza restaurants are also very popular.
- g) There are traditional dishes, such as roast beef, and fish and chips.
- h) In most towns you can find Indian and Chinese restaurants, and sometimes more expensive French restaurants.
- i) Lunch is anytime between twelve and one.
- j) Pubs usually serve meals, which are often more traditional food.

**VI. Practice your grammar. Put each verb in brackets into the Present Simple or Present Continuous.**

- 1) You (like) fast food? I (go) to get some hamburgers.
- 2) You (eat) Indian food? I (cook) a curry at the moment.
- 3) You (like) dancing? I (go) dancing every Saturday. I always (have) a good time.
- 4) You (leave)? Nobody (leave) as early as this. – Sorry, but my friend (wait) for me outside.
- 5) We (think) of going skating. It (not cost) a lot. Come with us. – Sorry, but I (study) for a test tomorrow.
- 6) (Always we go) for an ice-cream after a film. Coming? – That’s kind of you, but I (live) very far away and it (take) me ages to get home.

**VII. Some verbs are only used in the simple form. Rewrite each sentence using the verbs in brackets.**

Example: The meal was very cheap. (Cost)

The meal didn’t cost a lot.

1. There is a lot of salt in hamburgers. (contain)
2. Losing weight is also a matter of what exercise you take. (Depend on).
3. If you forget to turn off the oven, it’s not a problem. (Matter).
4. She has a fish restaurant near the harbor. (Own).
5. Actually this recipe book is mine. (belong to)
6. Now I am slimmer, my clothes are the wrong size.(fit)
7. You might think this fish is fattening, but it isn’t. (seem)
8. A three-course meal is really expensive here. (cost)

**VIII. Read and discuss the text below:**

**The Crimes of eating**

Junk-food diets may be leading young people into crime and delinquency. British research has shown that poor quality foods and low levels of vitamins can cause aggressive, anti-social behavior in young offenders.

Often the link between diet and behavior is easily explained. The iron vitamin, for example, is needed to produce the enzymes which keep down the body’s adrenaline levels. Without those enzymes, excess adrenaline makes a person excitable and undisciplined. If someone goes without the proper vitamins all the time, their whole character may change.

Dr. Damian Downing is working on the Alternative Sentencing Option programme, which tries to reserve such changes by helping young criminals change their diets. He asks young offenders to fill in questionnaires about their food and about how they feel. «They consistently have terrible health. Their diet is very poor, because cash has usually been a problem, and they haven’t been educated into a good diet. Life for them is like wading through a fog most of the time. It takes them the whole morning and half the afternoon to wake up». A better diet can lead to rapid improvement. «Three months is enough to see a striking change in the way they behave. They become noticeably nicer and more sociable».

**Discuss the following points:**

1. What is the main point about junk food?
2. What kind of food so young offenders eat? Why?
3. How do young offenders feel because of the poor diet?
4. What ways of improvement does Dr. Downing suggest?
5. Have you heard of similar research in Russia?
6. What do you know about the problem of junk food?

**IX. Write a description of your usual eating habits at weekends.**

Use this outline:

Most days \_\_\_\_\_

During the morning \_\_\_\_\_

At lunchtime \_\_\_\_\_

Sometimes \_\_\_\_\_

In the evening \_\_\_\_\_

At weekends \_\_\_\_\_

**Discuss eating habits in Russia.**

Talk about these points:

- 1) popular kinds of food; 2) national dishes; 3) restaurants and other eating places.

**X. Render the text into English:**

Почему люди готовы выбрасывать состояния на посещение ресторанов? Несомненно, желание вкусно поесть – это только одна из причин посещения ресторанов. Но люди ходят в рестораны не только для того, чтобы утолить голод. Например, работающие далеко от дома должны где-то питаться, как и пассажиры в поезде или в самолете, однако огромное множество людей ограничивается сэндвичем или наскоро съеденной пиццей прямо на рабочем месте или на скамейке парка.

Большинство людей посещают рестораны для того, чтобы пообщаться с другими, обсудить деловые вопросы или попросту развлечься. Состоятельные представители среднего класса могут позволить себе регулярное посещение ресторанов, которые составляют часть индустрии отдыха.

Многие считают, что в эпоху телевидения личное общение утратило свою привлекательность. Однако это не так. Любой вид домашних приключений приводит к однообразию и скуке, поэтому все те, кто имеет возможность, избегают оставаться дома, а стремятся провести вечер с приятными и нужными людьми в каком-либо развлекательном заведении, где, к тому же, можно вкусно поесть.

Таким образом, ресторан встает в один ряд с кинотеатром, театром и прочими местами отдыха. Он становится частью ритуала общения с нужными людьми.

Ресторан предоставляет эффективное обслуживание и позволяет устранять множество проблем, связанных с тем, что приготовить и где

встретиться с нужными людьми. Многие посещают рестораны, чтобы уйти от действительности, подобно тому, как они ходят в кино.

Ресторан – это своего рода театр, где можно забыть о всех трудностях жизни. В газетах зачастую уделяется гораздо больше внимания проблемам общественного питания, чем театрам и кино.

В ресторанах могут происходить события, отличающиеся эмоциональной насыщенностью, что повышает общий тонус человека.

Для посещаемости ресторана важно создать нужную атмосферу, создающую определенное настроение. На протяжении одного вечера она может меняться. Посетитель чувствует атмосферу сразу же, как только переступает порог заведения. От того, как встретят посетителя, зависит, захочет ли он остаться или сразу же уйдет, какой сделает заказ и как долго будет находиться в ресторане.

Во многом характер атмосферы задают официанты, которые встречают гостей. Если они с улыбкой приветливо приглашают клиента в зал и убеждают его в том, что он вкусно поест, прекрасно проведет время и хорошо отдохнет, то посетитель с радостью примет приглашение.

**XI. You are a student of Dining Services Department of the University of Georgia.** The title of your lecture is *What is Foodservice Industry?* Write a definition of foodservice industry. What other ideas will be in this lecture?

Make some notes.

Think about how you can describe one of the aspects of foodservice industry.

Write a paragraph of about fifty words.

## Unit III. TYPES OF RESTAURANTS

### Before you read the text discuss these questions:

1. What types of restaurants do you know?
2. Do people in different parts of Russia eat differently?
3. What typical local dishes are served in your city?

### TEXT: TYPES OF RESTAURANTS

The millions of people who eat out every day have a wide variety of needs and tastes from a quick lunch to a luxurious meal with elaborate service. Because of these differences there are many kinds of restaurants varying from street stands serving snacks and fast food to elaborate restaurants with the best cooking. Restaurants generally fit into the following categories.

**The gourmet restaurant** is a restaurant which offers meals that appeal to a person who appropriates the best in food and drink. Such person is called a gourmet. The service and prices are usually in accord with the quality of the meat so that these restaurants are the most expensive and luxurious of all food-service establishments.

**The family-type restaurant.** Many eating places serve simple food at moderate prices that appeal to family groups. Perhaps their principle feature is the reliability they offer their customers through standardized food and service. Many of these restaurants are owned by chain or operated under a franchise, an arrangement in which the name and procedure of the business are leased from a central organization.

**The specialty restaurant** offers a limited variety or style of food. It may specialize in steaks or fish or in a particular kind of national food, or it may depend on the atmosphere, décor, or personality of the owner to attract customers. Both the quality of the food and the prices are usually between those of the gourmet and family-type restaurants.

**The convenience restaurant** serves customers who want to eat in a hurry and are interested in fast service, cleanliness and low price. One example of such an eating place is the lunch counter which ordinarily serves sandwiches and other simple foods and beverages. A modern variation of the lunch counter is **the fast food operation**.

Thousands of these establishments have sprung all over the world. Fast foods are those which can be prepared, served and eaten quickly. Probably the most typical fast food is the hamburger, a grilled patty of ground beef served between the slices of a round roll.

Most institutional foodservices fall into the convenience category, including cafeterias and canteens in factories, offices and hospitals, stands are convenience food service whether they offer a wide variety of dishes or only snacks for tourists.

Another way to categorize restaurants is the kind of service they offer. There are basically four types: table service, counter service, self-service and take away (carry out).

In table-service restaurants, customers are seated at tables where food is served by a waiter or a waitress. In counter service restaurants, customers sit at a counter and are served either by the person who prepares the food or by a waiter or waitress. A self-service restaurant is frequently called a buffet or cafeteria. There customers pass in front of a counter where food is displayed and help themselves to what they want, then they carry the food to a table themselves. Usually institutional restaurants are cafeterias, through many cafeterias are intended for public business.

**Take-away (carry out restaurants)** often serve fast foods; customers place their orders at a counter (or by telephone), then «take out» the food to wherever they wish to eat it – at their jobs, in a park, in a car or at home.

The unprecedented percentage of working wives and mothers has made an enormous impact on the entire foodservice industry, but it is a very important factor in the growth of the take-away or carry-out restaurant.

These kinds of restaurants fulfill the customer's immediate convenience. Taste and style of cooking and eating are fulfilled by **cuisine**.

Gourmet cuisine usually consists of dishes freshly and painstakingly prepared, often in ways too time-consuming and skillful to be easily duplicated at home or in restaurants depending on **customer turnover**. These meals are often taken from one of the acknowledged great world cuisines, such as French, Chinese or Hungarian.

Most areas of the world rely heavily on regional cuisine that depends of local availability, seasonal prices and traditional customs. The choice of cuisine is an important one for a customer, who often makes it unconsciously or too consciously. It is also a crucial choice for the restaurant because it may mean the difference between success and failure in business.

Although there has been a dramatic rise in chain and franchise restaurant operations in recent years (some of them international in scope), the restaurant industry is still one of the strongholds of small business. In every price range and every cuisine, countless restaurants around the world are independently owned and often owner-operated.

The restaurant business appeals to those who want the risks and satisfactions of self-employment. Unfortunately, a large percentage of restaurants fail. The reasons are typical for all business: lack of experience, poor location, too much competition, poor merchandising. In addition, restaurants have a special problem: with the exception of fast food chain and franchise operations, a restaurant must make a special statement to the customer if he or she is to return. Eating is a deeply engrained source of satisfaction and the restaurant customer wants an eating experience which combines food, service, atmosphere and an indefinable extra. This is often difficult or impossible to anticipate but can mean the life or death of a restaurant.

### **Vocabulary list**

- |                          |                         |
|--------------------------|-------------------------|
| 1. luxurious, <i>adj</i> | роскошный               |
| 2. elaborate, <i>adj</i> | тщательно разработанный |
| 3. gourmet, <i>n, фп</i> | гурман                  |
| 4. appeal, <i>v (to)</i> | привлекать              |

5. appreciate, <i>v</i>	высоко ценить
6. reliability, <i>n</i>	надежность
7. franchise, <i>n</i>	франшиза
8. lease, <i>v</i>	сдавать в аренду
9. specialty, <i>n</i>	специальный ассортимент
10. counter, <i>n</i>	прилавок
11. beverage, <i>n</i>	напитки
12. fastfood operation, <i>n</i>	точка общественного питания
13. patty, <i>n</i>	лепешка
14. grind(ground), <i>v</i>	перемалывать
15. roll, <i>n</i>	булочка
16. canteen, <i>n</i>	столовая
17. waiter, waitress, <i>n</i>	официант, официантка
18. buffet, <i>n</i>	буфет
19. institutional (restaurants)	ведомственные предприятия питания
20. take-away (carry out)	обслуживание «на вынос»
21. percentage, <i>n</i>	процент
22. cuisine, <i>n</i>	кухня
23. painstakingly, <i>adv</i>	старательно
24. time-consuming, <i>adj</i>	отнимающий много времени
25. customer turnover	количество постоянных посетителей
26. acknowledged, <i>adj</i>	признанный
27. availability, <i>n</i>	наличие, доступность
28. conscious, <i>adj</i>	сознательный, здравый
29. crucial, <i>adj</i>	решающий
30. fail, <i>v</i>	потерпеть неудачу
31. stronghold, <i>n</i>	оплот
32. price range	ценовая категория
33. owner-operated	управляемый владельцем
34. self-employment, <i>n</i>	работа на себя
35. merchandise, <i>v</i>	торговать
36. engrained, <i>adj</i>	заложенный
37. indefinable, <i>adj</i>	неопределимый
38. anticipate, <i>v</i>	предвидеть

## Exercises

### I. Read and translate the text.

### II. Answer the following questions.

1. Why are there so many different restaurants?
2. What types of restaurants are mentioned in the text?
3. What is a gourmet?
4. What kind of food does a gourmet restaurant offer?

5. Why is it expensive?
6. What is the principle feature of a family-type restaurant?
7. What other things appeal to people in such restaurants?
8. What is a franchise?
9. What does a specialty restaurant offer?
10. How does it compare with gourmet and family-type restaurants?
11. Who eats at convenience restaurants?
12. Why have they become so popular?
13. What category do institutional foodservices fall into?
14. How are street stands categorized?
15. What is another way to categorize restaurants?
16. How a self-service restaurant is frequently called?
17. What kind of service is take-away?
18. Why is it growing so fast?
19. What is gourmet cuisine? How is it different from other types of foodservice?
20. Why is the choice of cuisine so important both for the customer and the restaurateur?
21. Why does the restaurant industry remain the stronghold of small business?
22. Who does it appeal to?
23. Why do many restaurants fail?
24. What special problem do the restaurant owners face?

### **III. Find in the text another way of expressing the same meaning:**

1. A person with educated taste in food and drink.
2. An arrangement in which an operator from a central organization leases the name and procedures for a business.
3. Restaurant service in which customers are seated at a table where they are served by a waiter or a waitress.
4. Restaurant service in which customers are seated at a counter where they are served by the person who prepares the food or by a waiter or a waitress.
5. A restaurant in which customers serve themselves from food displayed on a counter.  
The term \_\_\_\_\_ is often used for a self-service restaurant that offers a wide variety of goods.  
The term \_\_\_\_\_ is often used for a self-service restaurant that offers a more limited variety of goods.
6. A foodservice establishment from which customers take prepared food to eat at some other place such as a car, an office, home. Also called \_\_\_\_ .
7. The individual who serves meals to customers in a restaurant.
8. Foodservices in such institutions as factories, hospitals, big companies, schools, universities.
9. A French word used in English for a particular style of cooking.
10. A man or woman who owns or operates a restaurant.

#### IV. Find in the text phrases which mean the same:

1. широкое разнообразие потребностей и вкусов;
2. изысканные рестораны;
3. человек, который ценит еду и напитки наилучшего качества;
4. обслуживание и цены соответствуют качеству еды;
5. самые дорогие и роскошные предприятия питания;
6. умеренные цены;
7. основная характеристика/черта;
8. управляется по договору франчайзинга;
9. предполагает ограниченный ассортимент блюд;
10. зависит от атмосферы, оформления или личности владельца;
11. рестораны быстрого питания;
12. обслуживание у стойки;
13. подавать простую еду и напитки у обеденной стойки;
14. возникли/появились во всем мире;
15. обжаренная лепешка из прокрученной на мясорубке говядины, вложенная между ломтиками круглой булочки;
16. ведомственные предприятия общественного питания;
17. категория предприятия общепита с ассортиментом быстрого приготовления;
18. предприятия питания быстрого обслуживания;
19. клиенты проходят перед стойкой, на которой расположены разнообразные блюда;
20. размещают свои заказы;
21. беспрецедентный процент работающих женщин;
22. оказало колоссальное влияние на всю индустрию питания;
23. удовлетворяют потребность в быстром обслуживании;
24. кухня для гурманов предполагает тщательно приготовленную и свежую пищу;
25. требующий много времени и мастерства;
26. резкое увеличение количества франчайзинговых предприятий.
27. большой процент ресторанов заканчивают банкротством;
28. нехватка опыта и жесткая конкуренция;
29. посетитель хочет не только вкусно поесть, но и получить хорошее обслуживание, атмосферу и что-то еще, что трудно определить;
30. еда является глубоко укоренившимся источником удовольствия.

#### V. Fill in the gaps with the correct words from the box:

a) tough b) tasty c) balanced d) tender e) take-away f) root g) lean h) bun  
i) pie j) raw k) staple l) tart m) fast food n) instant o) beans

1. If you want to be healthy you should be sure to eat a \_\_\_\_\_ diet.
2. Kevin enjoys eating the fat on the meat, but his wife says it's better to eat only \_\_\_\_\_ meat.

3. A number of nutritionists point out the value of eating uncooked food, such as salad and \_\_\_\_\_ vegetables.
4. I sent back my steak because it was \_\_\_\_\_ .
5. \_\_\_\_\_ vegetables, such as carrots and turnips taste very good when made into thick winter soups.
6. Potatoes, rice and pasta are examples of \_\_\_\_\_ foods.
7. The lamb Sara cooked was so \_\_\_\_\_ it seemed to melt in the mouth.
8. When Richard and Kate turned up unexpectedly, Sam dashed out and got a \_\_\_\_\_ from the Chinese restaurant.
9. Most children love the sort of \_\_\_\_\_ they serve in places like burger restaurants.
10. Mary doesn't like \_\_\_\_\_ coffee. She prefers to buy the \_\_\_\_\_ and grind them herself.
11. Jane manages to prepare really \_\_\_\_\_ dishes from the simplest ingredients.
12. Tom's favorite dish is steak and kidney \_\_\_\_\_.
13. Ann made a lovely jam \_\_\_\_\_ .
14. A \_\_\_\_\_ as a sweet bread roll which often contains currants of spices.

**VI. Read the text below and cross out the words which should not be there.**

### **SOUP**

Soup is one of the world's most popular dishes. There are various types of thin soup, the first being (is) clear soup made from meat, poultry, fish or vegetables. Semi-clear soup has added in meat, vegetables or rice. Thick soups include those with starchy ingredients, such as like flour, pulses or potatoes. Cream soups are thickened with butter, cream or egg yolks. The thickening agents produce a richer texture than for the soup as well as changing its color. Soups are often improved by the addition of such a garnish, which improves the flavor or provides contrasting textures. Pasta is used to garnish many of thin soup while cheese goes well with vegetable soups. To add color to plain cream soup, a vegetable garnish is appropriate. Celery leaves, watercress or parsley look an attractive garnish good on the top surface of the soup. Cucumber makes an attractive garnish for chilled soups. Soup provides a tasty and nutritious dish with little of preparation.

**Read the corrected text again and give the Russian equivalents for the following.**

Thin soup, clear soup, semi-clear soup, thick soup, made from poultry, starchy ingredients, pulses, the thickening agents, a richer texture, a contrasting texture, a garnish to improve the flavor, to garnish a thin soup, a vegetable garnish, plain cream soup, celery leaves, to make an attractive garnish, watercress or parsley, a tasty and nutritious dish, chilled soups, pasta is used to garnish thin soups.

**VII. Read and translate a newspaper article about restaurants in London.  
Use a dictionary if necessary.**

**The Ups and Downs of Capital Eating**

Nicholas Lander explains why Mayfair seems to be taking over from Soho as the center of London's restaurant scene.

A significant change in the location of the epicenter of London's restaurant scene appears to be under way. Soho, home since the 1920s to the immigrants who were among the first to open London's cosmopolitan restaurants and food shops, is losing ground to Mayfair, once the stomping ground of the rich and the preserve of their private clubs.

According to the database of Harden's London Restaurant Guide the gap is already quite close – there are 180 bars, clubs and restaurants in Soho to Mayfair's 138 – and the gap is narrowing. The owners of Che, in St.Jame's Street, have just paid a six-figure sum to secure a lease with the aim of reviving Cecconi's in Burlington Street. There used only to be Overton's in St James; now there is L'Oranger, Prunier's Suntory, Avenue, Bangkok and Petrus.

From October there will be as yet unnamed restaurant in what was formerly Lloyds Bank on the corner of King Street. In another former bank, Barcleys on Piccadilly, a multi-million pound conversion has seen the opening of Chine House, the latest attempt to persuade us that expensive Chinese food is not a contradiction in terms.

Mayfair has long boasted the capital's best and most expensive restaurants, including Le Gavroche, Scott's, Harry's Bar and Mark's Club, as well as skillfully revived Langan's and The Mirabelle.

However, the newcomers tell us a great deal about the way restaurants are received today and how and when we now want to use them.

In the early to mid-1990s, when many of Mayfair's leases, granted on 50-year terms after 1945, began to expire, freeholders sought to replace unfashionable businesses and to make the area operators, often in spite of strong opposition from residents.

Mayfair's hotels have also contributed to this rejuvenation. The Metropolitan, Brown's and Le Meridian have invested heavily in their respective restaurants and drawn new diners into the area.

Higher hotel occupancy rates have been a boon to the Greenhouse, The Square (now at last featuring a good value fixed price lunch menu), Tamarind, Al Duca and Teca.

Shopping has provided the impetus. As the capital's retail resurgence continues the transformation along Bond Street feeds the cafes and restaurants nearby.

Soho has been missing out here and the terrible pub bombing several years ago did not help. The working patterns of its clientele have changed. Once predominantly media personnel, many customers now work in advertising. There is also a pre-and after-theater clientele to cater for.

Soho's transition is highlighted by the changes at Mezzo in Wardour Street. When Couren Restaurants opened this restaurant it boasted a bar and a 100-seater «fusion» food café on the ground floor and with an even bigger restaurant sited underneath. A few months ago the ground floor was reconfigured. The bar was considerably enlarged with additional bar seating for «Asian tapas». In fact, the bar is so popular that on Thursday, Friday and Saturday nights it is difficult to get in.

Mezzo is perhaps the most striking example of the way Soho seems to be turning its back on its restaurant past and concentrating instead on a younger crowd keener to drink than eat. Nor are Soho's upmarket restaurateurs being helped by Westminster Council's half-hearted pedestrianisation of the area, particularly in Old Compton Street, and the subsequent changing of the direction of the traffic along certain streets.

As someone who works in an office in Old Compton Street, Tony Mackintosh, managing director of the Groucho Club, is grateful for the reduction in noise and car fumes but aware of the consequences for customers.

«It just has not been thought out properly», – Mackintosh explained.

«It is as though it has been designed to frustrate the human spirit by making it impossible to drive through Soho. It is now very difficult to park and much harder to get to Soho for meetings, it affects us all».

Mayfair appears to be a safer destination not only for customers but for those who want to invest in new restaurants as well. These investors are people such as American William Holt, who has opened a branch of Firebird on Conduit Street.

Soho, for the moment, appears a more risky option. Although, personally, I hope that its image never becomes too polished.

### **Questions for discussion:**

- What tendency is analyzed in the article?
- How does the writer explain the factors that contribute to these changes?
- What is the role of shopping in the development of eating establishment?
- In what way do the restaurateurs have to respond to changing reality?
- What makes it difficult for Soho to compete in such situation?
- Why does Soho seem to be a more risky option for investors?
- What is your understanding of the writer's concluding phrase?

**VIII. Read and translate a report published by the French company Michelin about new starred restaurants in New York. Use a dictionary if necessary.**

### **Report. MICHELIN Guide 2017: New York's Best Restaurants**

The new starred restaurants are standouts among the 857 eateries listed in this year's guide that represent all five of the city's boroughs and 63 cuisines from around the globe.

This year's selections include a new two star, *Aska*, which is located in **Brooklyn** in the shadows of the historic Williamsburg Bridge. As one of **12**

**Brooklyn starred restaurants** on this year's list, Aska had previously attained a one star in the 2015 edition of the red guide. After renovating and relocating to a more spacious and larger kitchen that seems to further unleash the talents of Chef **Frederik Berselius** and his skilled team, Aska continues to deliver a contemporary cuisine with **Scandinavian influences**.

Proving in dramatic fashion that retaining Michelin star status is often a feat of high praise, *The Modern*, located in **Midtown** at the **Museum of Modern Art** remains a Michelin **two star**. This highly respected New York restaurant flourished again despite closing its doors for a time this summer to undertake a complete kitchen renovation and refreshed dining room. Chef **Abram Bissell** and crew continued to dazzle patrons with a tantalizing contemporary fare that delicately balances top-flight ingredients at the height of freshness to create such culinary creations as tender lobster «marinated with truffles» and topped with a creamy sauce of radish and herbs.

In the ultimate **three-star category**, **Cesar Ramirez's Chef's Table at Brooklyn Fare**, **Daniel Humm's Eleven Madison Park**, **Jean-Georges Vongerichten's Jean-Georges**, **Eric Ripert's Le Bernardin**, **Masa Takayama's Masa** and **Thomas Keller's Per Se** all retained their vaunted status.

**On the one-star front**, 12 new eateries have gained this prized culinary distinction in the new edition of the Michelin Guide. **Chelsea's La Sirena** and **Ushiwakamaru** restaurants were awarded one stars. La Sirena represents the latest culinary venture from celebrity chef **Mario Batali** who has selected Chef **Josh Laurano** – who honed his skills at *Del Posto* and *Babbo* – to prepare a **New York-style Italian menu**. *Ushiwakamaru* was just relocated to Chelsea last year and brought veteran Chef **Hideo Kuribara** and his team's supreme sushi with it.

**Harlem** – which is now home to its first-ever Michelin starred restaurants – welcomes Nagasaki – native and legendary sushi chef, Chef **Shinichi Inoue**, whose establishment, *Sushi Inoue*, offers four extraordinary options for **omakase**.

**In Manhattan's Financial District**, *L'Appart* is nestled in the sprawling **French market, Le District**. It is captained by Chef de Cuisine **Nicolas Abello**, who worked with **Gerard Vie** in France, **Pierre Gagnaire** in London and **Daniel Boulud** in New York, refining a constantly changing and evolving **French menu**.

**Greenwich Village** is home to three one-star newcomers: *Gunter Seeger NY*--named for its head chef who is a longtime Atlanta culinary figure--offers a serious and technically uncompromising **contemporary menu** in a casual setting; *Nix*, which is the brainchild of Chef **John Fraser**, focuses on vegetables and thus recognizes the desire of many to eat less meat and still enjoy a memorable gourmet experience, and *Sushi Zo* which is named after its famous chef and owner and has created excitement among New Yorker sushi lovers, most of whom know of the famed **omakase** chef only from his reputation established for many years in Los Angeles.

**In Midtown East**, two new stars make their debut in the new edition of the Michelin Guide. Offering a seasonal and tantalizing earthy **Scandinavian fare**, *Agrern* is the product of the Danish food entrepreneur **Claus Meyer** who co-founded the world famous *noma* restaurant, and is located in the **Grand Central Terminal**. *Sushi Ginza Onodera* is especially noteworthy in a crowd of New York sushi

restaurants due in part to its unrelenting pursuit of fresh and seasonal fish, much of which is hand speared by Japanese fisherman.

Another sushi restaurant on this year's one-star list is *Kanonyama*, which has been a part of the **East Village** culinary fabric for nearly a decade. Chef **Nobuyuki Shikanai** has helped expand the size and focus of the restaurant with several new menu items and added an impressive **omakase** counter.

**Lower East Side's *Contra*** joins the one stars under the capable leadership of co-owners and head chefs **Fabian von Hauske** and **Jeremiah Stone** who have thrilled frugal high-end food enthusiasts with a **six-course \$67 tasting menu** that has evolved recently to offer an enjoyable balance in creative contemporary concepts with high-quality taste.

Rounding out the new one-stars is **Brooklyn's *Faro*** with Chef **Kevin Adey** at the helm who offers a very noteworthy twice-weekly **pasta menu**, and a regular fare of rustic American and Italian a la carte options made to perfection.

### Questions for discussion:

1. What is the secret of a successful cuisine of a new two star Aska restaurant?
2. Why was The Modern, highly respected New York restaurant closed for a time?
3. What traditional cuisines are the most popular in New York? Why?
4. Does the chef of the restaurant play the key role in restaurant business?
5. What is Green Village restaurant famous for?
6. Are there special dishes for clients with the special tastes?
7. Where can people try Japanese food in New York?
8. What is the price of a six-course tasting menu?
9. What was made to improve restaurant service in Kanonyama restaurant?
10. What does Sushi Ginza Onodera mean?

### IX. Render the text in English:

Существуют многие разновидности предприятий питания. Они классифицируются по разным признакам: месторасположение, система обслуживания, разнообразием меню и т.д. Самые распространенные в России перечислены ниже.

**Городские рестораны.** Расположенные в городах, они либо предполагают разнообразный набор блюд, либо специализируются в предоставлении обедов и/или ужинов; работают в определенные часы и имеют многочисленную клиентуру.

**Рестораны самообслуживания.** Этот вид ресторана связан с быстрым обслуживанием у стойки и относительно низкими ценами за счет того, что в них не предусмотрено обслуживание официантами за столиками. Они расположены в деловых, центральных районах, и их клиенты – люди, у которых мало времени для обеда. Такие рестораны отличаются особой планировкой, мебелью, интерьером. Впервые появились в Америке.

**Кафе** – предприятия питания, предоставляющие клиентуре ограниченный ассортимент блюд и напитков и т.п. Иногда предлагается развлекательная программа.

**Кафетерий** – предприятие питания, специализирующееся на продаже горячих напитков (чай, кофе, какао и т.д.), кисломолочных продуктов, бутербродов, кондитерских изделий и других товаров, не требующих операций по подготовке их к продаже.

**Столовая** – предприятие питания быстрого обслуживания. Ассортимент закусок – холодные и горячие блюда, закуски массового спроса и несложного приготовления (сосиски, пельмени, вареники, яичница), а также напитки (чай, соки). Закусовые имеют высокую пропускную способность и размещаются в оживленных местах, на пути движения интенсивных потоков потенциальной клиентуры.

**Буфет** – предприятие питания (часто ведомственные), предназначенное для продажи кулинарных изделий, полуфабрикатов, различных сопутствующих товаров, а также приготовления и отпуска горячих и холодных напитков массового спроса.

Ассортимент предлагаемых клиентам блюд и напитков делит предприятия питания на категории:

- полносервисных;
- специализированных.

По уровню обслуживания предприятия подразделяются на категории люкс, высшую, первую, вторую и третью.

**X. Write a letter of advice to your friend about a restaurant in your area based on your personal dining experience.** You should include answers to these questions as part of your recommendation:

- How many people were in the restaurant (was it empty / full)?
- Was the food properly hot or cold?
- Did it seem fresh?
- Was there a good aroma in the air?
- How was the service:
  - Was it very attentive?
  - Very polite?
  - Were they helpful?
  - Did they rush you?
  - Did they deliver the food to the right people?
  - Were they knowledgeable of the dishes?
- What did you enjoy the most?
- What are the main dislikes and/or problems:
- Any other worth mentioning

## Unit IV. FRANCHISING

### Before you read the text discuss these questions:

1. Is franchising an effective way of developing small business? Why?
2. What are advantages and disadvantages of franchising?
3. Is franchising a popular way of business in Russia? Why?

### TEXT: WHAT IS FRANCHISING?

**Franchising** is a business system in which a company (franchiser or franchisor) sells the right to operate a business using the franchiser's established system or format. A franchise agreement involves the license of **trademark and know-how**. All franchises trade under the same name and appear to be **branches** of one large company, not independent companies. There are three different kinds of franchise arrangements.

**Production franchises** grant the rights to manufacture and sell trademarked products.

**Fast food industry** franchises are a good example.

**Service franchises give franchises** (who obtain the license) the right to use the franchiser's trademark and know-how to provide services. For example, office cleaning, hairdressing, petrol stations, computer technology and the like.

Finally, there are **distribution franchises**, where a franchisee sells products from premises using the franchisor's name.

**Retailing** is likely to be the biggest growth area with such names as Body Shop, Benetton, Naf-Naf.

**Franchising** is an effective way to grow a small business because it solves the two greatest challenges of expansion: finding the money and the people.

As part of the contract the franchisee pays an initial sum of money – a **franchise fee**, a management services fee and a monthly fee. He may also have to pay an **advertising fee** to contribute to the franchiser's advertising and marketing costs.

Regardless of the type of establishment, the franchisor, or **parent company**, offers several initial advantages to the person who has limited capital to invest.

First, because of the established trademark and proven success of the existing enterprise, the franchisee can more easily obtain the **bank loans** needed to start the business.

Second, besides the buildings, equipment and trademark, the franchisor provides management training for the new restaurateur.

In sum, the parent company provides – in term for the initial capital investment – a complete package of all that is needed to start the enterprise.

The main advantages for the franchisee are twofold: 1) he or she must pay a continuing **royalty**, or **return from profits**, to the parent company, and 2) the initial contract agreement usually prohibits or greatly restricts the owner's freedom **to innovate** – that is, to depart from or add to the company's established products and producers.

Within the franchise portion of the industry, the family-type restaurant is generally considered to be most common.

The fast food type of franchise is still in a stage of rapid growth. Though, franchising means lower financial returns for the franchisor, it ensures lower risks and offers the opportunity to enter new markets without long-term investments.

Franchising is a cheap way to expand and an excellent way of keeping overheads to a minimum. This system passes the costs of expansion and **overheads**, like rent and staff salaries, on to the franchisee.

The franchisor doesn't have to deal with problems of **recruiting personnel**. Yet he can get the advantage of local managers who boundaries in Europe, but cultures remain different. So local market **expertise** is essential.

For the franchisee, the franchise offers an opportunity to start a business with the concept, image and products already developed. The franchisee gets the advantage of the franchisor's brand name, reputation, experience, and advertising and **promotion campaigns**.

The franchisor supplies an **operating manual**, showing how the business should be set up and run. He will also supply consulting and legal services, **hiring** and training management personnel. There may be **refresher courses** to retain staff. The franchisor will normally supply the equipment and a stock of product. If things **go wrong** and profits are low, a franchisee can get help from the franchisor's **trouble-shooter**.

The franchisee has various commitments under the terms of the contract. He can't sell the franchise without the franchisor's agreement. He is obliged to show the franchisor all the documents and provide the reports on the level of sales. He may have to buy supplies from one source. The franchisor insists on a strong **corporate image**.

There are three different strategies for franchise agreements. Firstly, the franchisor may choose to contract with individual franchises for individual locations.

Secondly, the franchisor may use **area development** agreements.

They allow one franchisor to exploit a particular geographic area, operating many franchise **outlets** and develop a particular market fully.

The third kind of franchise agreement often used internationally is the **master franchise** agreement. It gives a franchisee the right to develop the market in a particular territory and to subfranchise.

The franchise is a business relationship, based on contract, but relying on **flexibility**, faith and **mutual efforts** towards success. Food-related businesses like McDonalds, Kentucky Fried Chicken and Dunkin' Donuts have led the way for US businesses franchising around the world.

### Vocabulary list

1. franchise, *v*

заклучить договор аренды на условиях франшизы

franchisor, *n*

франшизодатель

franchisee, *n*

франшизодержатель

franchise, <i>n</i>	франшиза
2. franchising, <i>n</i>	франчайзинг
3. franchise agreement	договор франчайзинга
4. trademark, <i>n</i>	торговая марка
5. know-how	ноу-хау
6. branch, <i>n</i>	филиал
7. franchise arrangements	условия договора франчайзинга
8. obtain, <i>v</i>	получать
9. grant, <i>v</i>	выдавать
10. distribution, <i>n</i>	распределение, сбыт
11. retailing, <i>n</i>	торговля в розницу
retail, <i>v</i>	продавать в розницу
retailer, <i>n</i>	человек, занимающийся розничной торговлей
12. expand, <i>v</i>	расширяться
expansion, <i>n</i>	рост, расширение
13. fee, <i>n</i>	плата за услуги
14. parent company	«родительская компания», которая открывает филиалы
15. bank loans	банковские займы
16. capital investment	капиталовложения
17. return from profits	отчисления от прибыли
18. prohibit, <i>v</i>	запрещать, не разрешать
19. innovate, <i>v</i>	изобретать что-то новое
20. ensure lower risks	гарантировать меньший риск
21. overheads, <i>pl</i>	накладные расходы
22. pass the costs onto	перекладывать производственные затраты на
23. recruit, <i>v</i>	набирать кадры
recruitment, <i>n</i>	набор кадров
24. preferences, <i>pl</i>	предпочтения
25. expertise, <i>n</i>	знания и опыт
26. promotion campaign	кампания по продвижению на рынок
27. operating manual	руководство по ведению бизнеса
28. hire, <i>v</i>	нанимать на работу
hiring, <i>n</i>	набор кадров
29. refresher courses	курсы переподготовки
30. retrain staff	обучать персонал
31. go wrong	складываться неудачно
32. trouble-shooter, <i>n</i>	специалист по устранению неполадок
33. commitment, <i>n</i>	обязательство
34. to buy supplies from one source	делать закупки у одного закупщика
35. corporate image	корпоративный имидж
36. area development agreement	договор об освоении какой-то

37. outlet, <i>n</i>	территории торговая точка
38. master franchise agreement	главный договор франчайзинга, дающий эксклюзивное право ведения бизнеса на определенной территории, а также право на выдачу лицензий на данной территории
39. flexible, <i>adj</i>	гибкий
flexibility, <i>n</i>	гибкость
40. effort, <i>n</i>	усилие
mutual efforts	взаимное усилие

## Exercises

### I. Read and translate the text.

### II. Answer the following questions.

1. What is franchising?
2. What does a franchise agreement involve?
3. How do franchises operate?
4. What kinds of franchise arrangements are there?
5. What do production franchises provide?
6. What do distribution franchises involve?
7. What area of business is fastest growing?
8. Why is franchising an effective way of developing small business?
9. What does the franchisee have to pay under the contract?
10. What advantages does the franchisor offer?
11. What are the main disadvantages for the franchisor?
12. How can the franchisor expand?
13. Why is market expertise essential for successful business?
14. What are the advantages for the franchisee?
15. In what way can the parent company help if something goes wrong?
16. What are the main strategies for franchise agreements?
17. What is the master franchise agreement?
18. What does the franchise depend on?

### III. Sum up what you've learned from the text about:

- franchising as a business system;
- different kinds of franchise arrangements;
- the advantages of franchising for the franchisor;
- the disadvantages of franchising for the franchisee;
- the most common type of franchise;
- franchising as a cheap way to expand;
- the commitments of the franchisor and the franchisee;

- different strategies for franchise agreements.

#### **IV. Find in the text phrases which mean the same:**

- 1) вести дело;
- 2) использовать устоявшуюся систему;
- 3) предоставить право производить определенный продукт;
- 4) лицензионный сбор;
- 5) розничная торговля, возможно, является самым крупным сектором роста;
- 6) первоначальный взнос;
- 7) зарекомендовавшая себя торговая марка и состоявшийся успех;
- 8) банковские кредиты;
- 9) оплатить расходы на рекламу;
- 10) тип учреждения;
- 11) ограниченные средства для инвестирования;
- 12) первичные капиталовложения;
- 13) постоянные отчисления;
- 14) полный комплект всего, что необходимо для открытия предприятия;
- 15) основные недостатки;
- 16) отчисления от прибыли;
- 17) запрещает или сильно ограничивает свободу инноваций;
- 18) более низкие финансовые поступления;
- 19) дает возможность выйти на новые рынки;
- 20) гарантирует снижение рисков;
- 21) свести накладные расходы до минимума;
- 22) не приходится заниматься проблемой набора кадров;
- 23) экспертные знания местного рынка;
- 24) предоставить возможность открыть дело;
- 25) кампания по продвижению товаров на рынок;
- 26) предоставить руководство по управлению и организации бизнеса;
- 27) консультативные и юридические услуги;
- 28) набор кадров и переподготовка персонала;
- 29) курсы повышения персонала;
- 30) курсы повышения квалификации;
- 31) обязательства по контракту;
- 32) предоставить отчет об уровне продаж;
- 33) благоприятное представление о компании;
- 34) разрабатывать определенный географический регион;
- 35) полностью охватить определенный рынок;
- 36) предоставить право выдавать субфраншизу;
- 37) полагаться на гибкость, доверие и совместные усилия.

#### **V. Choose an appropriate variant for the statement below.**

1. The questioner points out that \_\_\_\_\_  
a) Franchisees usually require varying amounts of on-going support.

- b) Franchisors tend to reduce their on-going a year after start-up.
- c) Not all franchisors give the same quality of support.
- 2. She also points out that, as a franchisee, you must find out \_\_\_\_\_ .
  - a) What brand image and support the franchisor is providing.
  - b) What level of help you will be getting after a year or so.
  - c) What level of help you will get when you start up the franchise.
- 3. In the case of problems in running the franchise, you need to know:
  - a) Will the franchisor be able to solve all your problems.
  - b) Will the franchisor provide financial support in an emergency?
  - c) Will you be offered regular advice by the franchisor?
- 4. In his answer, the lecturer points out that the franchisee should find out what help he will get from the franchisor....
  - a) In recruiting staff
  - b) In training his present staff in new staff
  - c) In training new staff.
- 5. You should also find out whether \_\_\_\_\_
  - a) The franchisor will continue to research and develop the product.
  - b) The product has been thoroughly researched and developed.
  - c) The franchisor will charge you a levy for R&D (Research and Development).
- 6. You need to know whether the franchisor is \_\_\_\_\_ .
  - a) Continuing to advertise the product.
  - b) Spending as much on advertising as the franchisees are charged.
  - c) Spending enough money on advertising.
- 7. To raise money to pay for a franchise, a franchisee \_\_\_\_\_
  - a) Will probably have a lot of difficulty in getting a bank loan.
  - b) Will probably have little difficulty in getting bank loan
  - c) Must have an enormous amount of money in the bank.
- 8. If a franchisee wants to sell the franchise to someone else \_\_\_\_\_ .
  - a) He must have the franchisor's permission.
  - b) He must pay the franchisor a substantial commission.
  - c) He is not allowed to do this; he must sell it back to the franchisor.

## **VI. Say it in English:**

1. При заключении контракта на основе франчайзинга, обе стороны принимают на себя определенные обстоятельства.
2. Франшизодатель обычно берет на себя обеспечение основных компонентов бизнеса. Прежде всего, это утвердивший себя на рынке продукт или услуга и широко известная марка.
3. Как правило, Франшизодатель обеспечивает необходимое оборудование, сырье и рекомендации о самом эффективном способе ведения данного бизнеса.
4. Консультации и обучение персонала представляются на регулярной основе на протяжении всего срока контракта.
5. Франшизодатель тоже принимает на себя определенные обязательства. Он инвестирует капитал, покупая лицензию на право вести дело под определенной

маркой на право вести дело под определенной маркой на определенной территории. Кроме того, он обязуется выплачивать отчисления с суммы продаж и отчитывается перед франшизодателем по результатам коммерческой деятельности.

6. Иногда трудно предугадать, что произойдет через год после заключения контракта. Если дела не заладились, очень важно, чтобы главная, «родительская» компания предоставила специалистов по устранению проблем и всю необходимую помощь. Постоянная консультационная поддержка очень важна для успеха франчайзинга.

7. Франшизодержатель участвует в некоторых расходах основной компании, например, в затратах на рекламу. В таком случае он имеет право удостовериться, что его деньги уходят именно на эту статью расхода.

8. Контракты франчайзинга могут включать самые разнообразные условия. Некоторые из них могут быть не очень выгодны для какой-либо стороны, но каждый участник договора решает для себя, чего больше в этом контракте для его бизнеса – преимуществ или недостатков.

9. Тот факт, что франчайзинг так стремительно распространяется во всем мире, свидетельствует о том, что принципы подобного делового сотрудничества взаимовыгодны для всех его участников.

## **VII. Read a story about a typical day in the life of McDonald's restaurant franchisee. Use a dictionary if necessary.**

### **One Day in My Life**

*Three years ago, Jane Brown and her husband took up a fast food challenge: they bought the franchise for a McDonald's restaurant. Now Jane is talking about her experience.*

Recently I've been arriving at our McDonald's restaurant around 8.30 a.m. I've mastered the computerized accounts now so I'm training one of our floor managers to help me with the administration. This should give me more time to get involved in other areas of the business such as interviewing staff.

Our restaurant is in a retail park around five miles outside Leeds. Since we bought the franchise, we have expanded the seating and now we are looking to expand the restaurant itself. We have to conform to the McDonald's standards (quality, service, cleanliness and value), but the restaurant is actually our own business. We directly employ some 75 staff, order and pay for supplies from «preferred» suppliers, take care of any maintenance or refurbishment, arrange local marketing, and so on. Around a quarter of all McDonald's 800 UK restaurants are franchised.

Buying this franchise was a big move for us. My husband had to do nine months' training before we could even be considered for a franchise. It paid off, though, and we are delighted with this place.

By 9.30 a.m. I'm ready for a Bacon & Egg Mc Muffin and a cup of tea. I'll have a quick chat with our regular breakfast customers before opening the post. This

brings invoices from suppliers, marketing and training information from McDonald's (they run the training courses but we pay for our staff to attend), booking for parties.

We have an ongoing dialogue with McDonald's. A field consultant visits us every two three weeks, and there are regular meetings with other franchisees to share ideas and experience.

Much of my morning is spent updating computer records. Tax office queries, training records, payroll, etc. have to be organized. Staff turnover varies but we can sometimes lose our casual workers when they go to university or decide to go travelling. There are McDonald's all over the world now, so their training here really can open distant doors. The lunchtime rush starts around noon. On the rare occasions when we are short staffed, I'll serve customers (memories of my waitressing days at university).

As with any small business, one has to be flexible but I think it's also important to focus your energies where they are most effective. For me, this is behind the scenes administrative work.

My own lunch is a salad or chicken sandwich. I have to head off around 3 p.m. to collect my two sons from school so I generally end up taking work home. I usually divide the masses of paperwork into piles ready to tackle them in priority order. If I'm doing the end-of-month figures, I generally have to work into the early hours. Otherwise I'm in bed any time after 10 p.m.

I always have three or four books on the go, so now I can look forward to some story before I go to sleep to be ready for another busy day at the restaurant.

### **Answer the questions.**

1. What is their business for them?
2. What new skills does it require?
3. What standards do they have to conform to?
4. How had they been trained before setting up a restaurant?
5. What does she do during her day in the restaurant?
6. In what way does the parent company help them?
7. What does she say about staff turnover?
8. What does she have to do when they are short staffed?
9. What area of business is most important for her?
10. How does she cope with it?

### **Give a summary of the story.**

### **Think and answer:**

1. Why does she call her business a big move?
2. What do you think of the location of their restaurant?
3. Why do you think their restaurant is successful?
4. What do you think of advantages and disadvantages of franchising?
5. Is it widespread in Russia? In your region?
6. What are the reasons for global expansion of franchising?

7. Why is it so often used in restaurant business? Give your reasons.

### **VIII. Translate into English:**

Управление по договору франчайзинга довольно распространено в США и Западной Европе. Термин «франчайзинг» (от фр. Franchise – привилегия, льгота) означает систему договорных отношений между крупными и мелкими самостоятельными предприятиями, при которой последние получают право на производство и реализацию от имени и под торговой маркой крупной фирмы (сети ресторанов) ресторанный продукт соответствующего стандарта этой фирмы.

Международная Ассоциация Франчайзных Организаций (МАФО) дает такое определение: «... длящиеся во времени взаимоотношения, по которым франчайзодатель предоставляет защищенное в законном порядке право заниматься определенной предпринимательской деятельностью, а также помощь в организации этой деятельности, обучении, реализации и управлении за вознаграждение от «франчайзополучателя».

Наряду с термином «франчайзинг» современный деловой мир в значении этой экономической категории использует термины «франшизинг», «договор франшизы», «франчайз».

Франчайзные отношения в индустрии гостеприимства сконцентрированы, как правило, в ресторанной и гостиничной областях.

Продавая франчайзинг, франчайзодатель развивает бизнес и приобретает дополнительный источник дохода. Новые сторонники и последователи помогают в совместном несении рекламных расходов и продвижении продукта / услуг на рынок, получая взамен преимущества, связанные с участием в большей по размерам и уже работающей системе.

Франчайзодатель заинтересован в привлечении в свою цепь новых членов и потому, как правило, имеет специально подготовленные для заинтересованных лиц документы, наиболее важным из которых является так называемое Заявление об условиях. Этот документ предоставляет информацию предполагаемым покупателям относительно того, кем является франчайзодатель и какой характер носит осуществляемый им бизнес.

### **IX. Render in English.**

#### **Франчайзинг в России**

Покупка франшизы – простой и проверенный временем способ начать предпринимательскую деятельность. Испытанная схема ведения бизнеса, раскрученный брэнд, проверенный продукт значительно повышают шансы начинающего бизнесмена выжить на рынке. Для состоявшихся компаний франчайзинг – хороший способ завоевания новых рынков. Компания быстро увеличивает зону распространения брэнда и рынок сбыть своей продукции.

В Россию франчайзинг пришел в 1993 году, когда известная компания Baskin Robbins продала первую в России франшизу. Но российское

законодательство не содержит такого понятия как франчайзинг. Согласно российским законам при заключении договора о концессии – передаче товарного знака в пользование другому предпринимателю – необходима его двойная регистрация в регистрационных и патентных органах.

Другая серьезная проблема – это субсидиарная ответственность, которую несет франчайзер за деятельность франчайзи. Если франчайзи нарушает стандарты франчайзера, то потребитель имеет право спросить за это с хозяина франшизы. В этом одна из причин того, что франчайзинг не распространяется за пределами Москвы, потому что родительская компания не может контролировать своих немосковских франчайзи. Во всем мире существует иное правовое регулирование этой проблемы. Беда российского франчайзинга и в неграмотности чиновников. Они даже не знают, что это такое.

Другая проблема – это нехватка денег у мелких предпринимателей. Для ремонта и обустройства помещения по стандартам франчайзера, на закупку продуктов и аренду помещения требуются серьезные деньги, а получить кредит в банке весьма трудно.

Для развития франчайзинга в России необходимо внести изменения в законодательство и принять Федеральный закон о франчайзинге. Необходимо также создавать условия для получения банковских кредитов под залог будущего бизнеса франчайзи и под гарантии франчайзера.

Во многом развитие франчайзинга тормозит отсутствие предпринимательской культуры.

**X. Write a summary of your views on why franchising is, or not is, a good thing for Russia. Use about fifty words.**

## Unit V. WORKING IN FOODSERVICE INDUSTRY

**Before you read the text, discuss these questions.**

1. What kind of jobs related to food service industry do you know?
2. What skills do food service workers need to be successful?
3. What are the best benefits of food industry careers?

### TEXT: PERSONNEL STRUCTURE IN THE FOODSERVICE INDUSTRY

There is a wide variety of jobs in the restaurant and catering business. The categories used in a manufacturing industry are **applicable** here: management, production and **merchandising**. **Management personnel** set and carry out policies for the business. **Production people** are responsible for the product – in this case, the food that comes out of the kitchen. **Merchandising personnel** must sell the product: in a restaurant this includes creating an atmosphere pleasing enough so that customers want to return. The management jobs in a restaurant are essentially administrative. They include the owner or manager, **the cashier, bookkeeper or accountant, purchasing agent and storekeeper**.

The owner or manager establishes the overall policies and sees that they are carried out. Most restaurants are small enough so that the owner or manager plays a direct part in the daily operations in such matters as menu planning, purchasing, merchandising, financial record – keeping and **supervising** the personnel.

Many owners or managers act **captains** or **hostess** in their own restaurants. The other personnel in a restaurant have jobs directly or indirectly connected with the financial aspects of the business. Large restaurants may also employ secretarial workers.

Although the restaurant business attracts many small independent operators, the large restaurants, chains and franchises have a more conventional **management hierarchy**.

One executive may handle only advertising, another only **food purchasing** and a third only **beverage purchasing**. Managers of the individual units in a chain of this kind work on a **salary** basis. Their authority is more limited than that of an independent owner-manager, since they must **report to** one of the **executives** in the corporate headquarters.

The chains also employ inspectors who make periodic visits to advise and help the managers when problems arise in the operation, or **to take corrective action** when it is necessary.

Inspectors are particularly important in the franchise organizations. These companies are basically selling an image and name that depend on established standards. If the standards are not maintained by the franchisees, the corporation may feel the effects through a loss of business. Most large institutional catering companies follow the same corporate managerial methods.

Production jobs in a restaurant are those in the kitchen. The head of production is **the chef**, whose principal assistants are **the assistant** and **specialty chefs**,

**dieticians, kitchen helpers and dishwashers.** Chefs in most restaurants are responsible not only for food production but also have management responsibilities. They play an important part in menu planning, purchasing, receiving and storage. They also supervise the entire kitchen staff. **An executive chef** is one whose duties are primarily managerial.

In many independently owned restaurants, the chef is the owner so the reputation of the restaurants often depends on his or her cooking and business skills. Many chefs **go into partnership** with someone who has more management experience; the chef is then responsible for the back of the house while **the co-owner** supervises the front of the house. Very close cooperation between the two is necessary to ensure the success of the enterprise.

Merchandising jobs in a restaurant are those in the dining room, including employees who come into contact with the public. The **headwaiters** and hostesses, the waiters and waitresses, bartenders, and **the bussers** are all responsible for providing the kind of service and atmosphere that will make the customer want to return.

Direct merchandising in the form of advertising or public relations is a management responsibility. In an independently owned restaurant the owner or manager ordinarily makes the decisions about **advertising space** and money. In larger organizations, one of the executive positions is often for a **sales manager** who handles advertising as an aspect of merchandising.

Another way to organize the variety of restaurant jobs is through the categories of **skilled, semi-skilled and unskilled.** Skilled work requires special training, education or experience. The training may be obtained at school or through **apprenticeship.** Semi-skilled work also requires training, but the duties are usually such that they can be learned through **on-the-job training** or a short **vocational course.** Unskilled work demands little or no training.

Management positions in restaurants are skilled jobs. For many owners and managers, the skills are **acquired** over a long period of time by working at a number of different restaurant jobs. Today there are many schools that offer special courses in the hotel and restaurant field. An increasing number of universities now have programmes that cover aspects of the field related to tourism, hotels and foodservice. University-trained personnel frequently work in the restaurant and hotel chains or with large hotels.

Since many hotels make money from dining rooms and bars than from **room rentals,** the position of **food and beverage manager** is an important one. Some people with specialized education and experience work as **restaurant consultants** for short periods of time **on a job-to-job basis.** Consultants advise on aspects of the restaurant business such as decoration and arrangement of the physical premises, purchasing practices and cost control, **time and motion studies** to increase employee productivity, and nutrition and portioning.

**Chefs** are skilled workers who also need **natural aptitude.** Many of the best cooks in the world come from Europe, particularly from France and Switzerland, where people who wish to become cooks often begin work as **apprentices** at an early

age. They are trained by an experienced chef in all aspects of kitchen work, cooking and restaurant management. No one can become a chef without practical experience: some go through a long apprenticeship followed by years as cooks or specialty chefs; others are trained in special restaurant schools. The students in such schools have usually demonstrated an aptitude for cooking even before they are admitted.

**Accountants** are essential for financial control and management of all business. In the foodservice industry, independently owned restaurants use accountants at regular intervals to examine their records and to assist with financial planning. Large restaurants employ an accountant on a full-time basis.

**Dieticians** are foodservice workers with special training in all aspects of **nutrition**. They are especially important on the staffs of hospitals and institutions.

Waiters, bussers (busboys), cashiers, bookkeepers, secretarial workers and cooks (not chefs) are semi-skilled workers.

Office and secretarial workers receive training in vocational or commercial schools. Waiters and bussers are usually trained on the job. The rapid growth of the restaurant business resulted in a **shortage** of experienced waiters. In Europe many waiters still take courses in restaurant schools, but the demand in most places is so great that waiters must be trained while they work or in short **in-house training** programmes. Big hotels and restaurant chains expanding into tourist areas usually give their employees a period of intensive training before a new unit opens.

The unskilled group of restaurant workers includes kitchen helpers, dishwashers, and cleaning personnel. Kitchen helpers are often young men or women taking the first step in the long apprenticeship to become cooks. All these employees are supervised by experienced personnel who give them necessary training and instructions.

Top financial reward in restaurant work is for managers and chefs. In recent there has been so much competition for first-class chefs that they are among the highest paid of all workers and many go into business for themselves, taking their reputation with them.

Due to rapid growth of the foodservice industry with the resulting shortage of trained personnel, restaurants have to pay higher **wages** to their semi-skilled and unskilled workers. Besides, waiters can **supplement** wages through regular tips.

There is also a tendency today to provide **fringe benefits** such as paid vacations and pensions as part of an effort to **curtail excessive turnover** of personnel.

In the large restaurant and hotel chains, advancement follows the usual corporate pattern of moving up through the organization's hierarchy. A unit manager may be promoted to junior executive in the company headquarters and then advanced to a senior position. Many chains train promising young men and women to fit different jobs in the hierarchy.

In independently owned restaurants there are separate paths for advancement: one for dining room and the other for kitchen workers. In the dining room, the usual pattern for promotion is from busser to waiter to headwaiter.

In the kitchen, the pattern is from kitchen helper to cook to assistant or specialty chef to chef. Both headwaiters and chefs frequently acquire **sufficient** experience to become managers. Sometimes a headwaiter and a chef who work well together join forces to open a restaurant of their own.

One of the major attractions of restaurant work is exactly that: it gives more opportunity for **independent ventures** than almost any other industry in the world.

### Vocabulary list

1. applicable, <i>adj</i>	применимый; пригодный; подходящий
2. merchandising, <i>n</i>	торговля, мерчандайзинг – деятельность предприятия по стимулированию сбыта продукции и услуг
merchandising personnel	персонал, отвечающий за сбыт продукции и услуг
3. production people	зд. руководители в сфере производства
4. cashier, <i>n</i>	кассир
5. bookkeeper, <i>n</i>	бухгалтер
syn. accountant	
6. purchasing agent	агент по закупкам (продуктов, оборудования, средств производства и т.п.)
7. storekeeper, <i>n</i>	заведующий складскими помещениями, завскладом
8. supervise, <i>v</i>	наблюдать, надзирать, заведовать, контролировать
supervisor, <i>n</i>	контролер, надзиратель, инспектор
supervision, <i>n</i>	руководство, надзор, наблюдение, заведование
9. captain, <i>n</i>	(Am. E) метрдотель, менеджер зала
10. hostess, <i>n</i>	старшая официантка
11. hierarchy, <i>n</i>	иерархия
management hierarchy	иерархия руководства, управленческая вертикаль
12. food purchasing	закупки продуктов
13. salary, <i>n</i>	жалованье, оклад (выплачивается ежемесячно, фиксированный уровень)
14. wage, <i>n</i>	заработная плата при сдельной оплате труда (выплачивается еженедельно)
wage-earner, <i>n</i>	наемный работник, рабочий
wage-labour, <i>n</i>	наемный труд
wage scale	шкала заработной платы
15. report to, <i>v</i>	отчитываться (перед кем-то), подчиняться (кому-либо)
16. executive, <i>n</i>	административное лицо, руководитель

17. to take corrective action	(высшего звена), администратор зд. исправить недостатки (ошибки в работе)
18. chef, <i>n</i>	шеф-повар
assistant chef	помощник шеф-повара
specialty chef	шеф-повар фирменных блюд
executive chef	повар-администратор
19. dietician, <i>n</i>	диетолог, диетврач, специалист по питательным свойствам продукции
20. kitchen helper, <i>n</i>	вспомогательный персонал на кухне
21. dishwasher, <i>n</i>	мойщик посуды
22. go into partnership	формировать партнерство, вступать в договор о партнерстве
23. co-owner, <i>n</i>	совладелец
24. headwaiter, <i>n</i>	главный / старший официант
25. busser, <i>n</i> / busboy, busgirl	помощник, помощница официанта, убирающий, -ая посуду со стола в ресторане
26. advertising, <i>n</i>	реклама (как средство продвижения продукта и услуг)
advertising space	рекламное пространство, размещение рекламы, место для рекламы в средствах массовой информации
27. sales manager, <i>n</i>	коммерческий директор
28. skilled, <i>adj</i>	квалифицированный
semi-skilled, <i>adj</i>	малоквалифицированный
unskilled, <i>adj</i>	неквалифицированный
29. apprentice, <i>n</i>	ученик, подмастерье
apprenticeship, <i>n</i>	учение, ученичество, курс обучения
30. on-the-job training	обучение без отрыва от производства
31. vocation, <i>n</i>	призвание, склонность, профессия
vocational, <i>adj</i>	профессиональный
vocational school	ремесленное училище
vocational training	профессиональное обучение, профессионально-техническое образование
32. acquire, <i>v</i>	приобретать, овладевать каким-либо навыком
33. room rental	сдача комнат в аренду, рентный доход
34. food and beverage manager	менеджер по продуктам питания и напиткам
35. consultant, <i>n</i>	консультант
36. on a job-to job basis	работать сдельно, на временной / контрактной основе

37. time and motion studies	исследование затрат времени и действий работающих
38. aptitude, <i>n</i> natural aptitude	способность, склонность, пригодность природная способность
39. nutrition, <i>n</i>	питание, пища
40. shortage, <i>n</i> to be in short of smth.	нехватка, дефицит испытывать нехватку чего-либо
41. in-house training	обучение в рамках самого учреждения, обучение без отрыва от непосредственной работы
42. supplement, <i>v</i>	дополнить, пополнять, добавлять
43. fringe benefits	служебные льготы, дополнительные льготы
syn. perks, e.g. free meals, a company car, pension schemes, etc.	
44. curtail, <i>v</i>	сокращать, урезывать
45. excessive, <i>adj</i>	чрезмерный
46. turnover, <i>n</i>	текущая рабочая сила, текучесть кадров
47. sufficient, <i>adj</i>	достаточный
48. venture, <i>n</i>	предприятие
49. independent venture	самостоятельный бизнес

## Exercises

### I. Read and translate the text.

### II. Answer the following questions:

1. What categories of jobs are applied in the foodservice industry?
2. What is management personnel in charge of?
3. What are the responsibilities of production people?
4. What are the tasks of merchandising personnel?
5. What jobs are included in the administrative side of restaurant business? What do they involve?
6. How is the management structure of big restaurants different from that in small institutions?
7. Why do chains employ inspectors?
8. Where are they particularly important? Why?
9. What restaurant jobs are production jobs?
10. What are the responsibilities of the chef?
11. Who is responsible for the managerial functions in the kitchen?
12. How are partnerships formed in restaurant business?
13. What is necessary to do to ensure success of an enterprise?
14. How are jobs in the dining room classified? Why?
15. What is direct merchandising?

16. Who handles advertising in large restaurants?
17. What is another way of categorizing the variety of restaurant jobs?
18. What does skilled work require?
19. What kind of training is necessary for semi-skilled work?
20. What unskilled jobs are there in restaurant business?
21. What education is offered to those who want to hold management position in restaurants?
22. What kind of services do consultants provide?
23. What qualities are essential for the position of a chef?
24. Where are chefs trained?
25. What is the role of accountants in restaurant business?
26. Why are dieticians essential for the foodservice industry?
27. Where do semi-skilled workers obtain training?
28. What did the rapid growth of restaurant business result in?
29. How are different categories of restaurant workers rewarded?
30. Why are chefs the highest paid category in restaurant business?
31. How can semi-skilled workers supplement their wages?
32. What is a typical pattern of promotion in large restaurants?
33. How are people promoted in independently owned restaurants?
34. What is the best attraction of restaurant work?

### **III. Sum up what you have learned from the text about:**

- different ways of classifying restaurant jobs;
- the responsibilities of management personnel;
- the functions of production people;
- the role of merchandising staff;
- management hierarchy in large restaurants;
- the differences in job arrangements in independently owned restaurants;
- skilled, semi-skilled and unskilled jobs in restaurants;
- education and skills required in different jobs;
- the ways training is organized for different types of jobs;
- payment system for different categories of workers;
- the system of promotion in large restaurants and independently owned enterprises.

### **IV. Find in the text another way of expressing the following.**

1. Payment for work. The money paid on an hourly or daily basis. Payment which is computed on a monthly or yearly basis and paid through a bank account.
2. A management system in which different jobs and specific areas of responsibility are connected to each other by specified lines of communication. It can be shown graphically by an organization chart.
3. Work that requires special aptitude, training and experience.
4. The customary title for the individual in charge of foodservice in a large hotel.

5. Work that requires a limited amount of formal training, like waiters and bookkeepers.

6. A specialist who offers services to a number of different customers on a job-to-job basis, usually for relatively short periods of time to solve specific problems.

7. A beginner who works under a trained and experienced person until learning a skill; many chefs go through a long before they qualify as head cooks.

8. Work that requires little or no training and aptitude.

9. Payment for work, other than wages or salaries. Reward that goes together with a position as an additional incentive.

10. An official holding a high position in management hierarchy.

**V. Say whether the following statements are true or false.**

1. Jobs in restaurants can be grouped in categories of management, production and merchandising, just as in a manufacturing industry.

2. The manager of an independently-owned restaurant seldom has any opportunity to become involved in the day-to-day operations of the establishment.

3. Large restaurant and hotel chains follow the same management patterns as small, independently owned restaurants.

4. Inspectors for franchise operations see that the standards established by the corporation are maintained by the individual units.

5. Chefs are concerned only with cooking and do not have managerial responsibilities.

6. Dining room personnel in a restaurant are responsible for providing good service and a pleasant atmosphere, major aspects of restaurant merchandising.

7. Direct merchandising in the form of advertising and public relations plays no part in the restaurant business.

8. A number of management positions in the restaurant business, especially those in chains and large hotels, are now filled by people with university training.

9. Consultants work as full-time employees for many hotel and restaurant chains.

10. Anyone who works in a kitchen can pick up enough experience to become a chef.

11. The cook-trainees who attend restaurant schools have usually shown a natural aptitude for cooking.

12. All restaurants employ full-time accountants.

13. Dieticians do not need any special training beyond a common sense understanding of food values.

14. Most waiters and bussers receive their training on the job by means of short in-house programmes.

15. Kitchen helpers are often taking the first step toward becoming chefs.

16. There is great competition for the services of good chefs.

17. There has been no change in recent years in the extremely low wages paid to semi-skilled and unskilled restaurant workers.

18. The different jobs in the management hierarchy of a restaurant are often used to train promising young employees.

19. The experience gained from working at different jobs in a restaurant can often lead to the skill and opportunity necessary to start an independent operation.

### **VI. Applying for a job.**

- Which of the listed qualities do you think are necessary for a waiter/ waitress?
- Which are necessary for a banqueting manager?
- Which are necessary for both?

List the qualities under these headings:

Waiter/ waitress

Banqueting manager

Both

- a) Very well organized
- b) Good at dealing with different kinds of people
- c) Able to motivate other members of staff
- d) Keen to learn more
- e) Good manners
- f) Really interested in food and its presentation
- g) Imaginative and creative
- h) Enthusiastic about the job
- i) Clean and tidy
- j) Always careful about hygiene
- k) Charming
- l) Tactful
- m) Healthy
- n) Can work as part of a team

**VII. Read a job advertisement and decide what the employer probably wants from the applicants under the heading below:**

<b>Local and International Placement Service</b>
--

#### **HOTEL AND CATERING DIVISION**

We are looking for superior establishment:

**Banqueting Supervisor**, for conference center:

50-cover carvery and 150-cover banqueting room.

Enthusiastic young **Head Waiter / Waitress** with some experience and knowledge of wines, capable of running a 60-cover carvery á la carte restaurant in the manager's absence.

**Chef de Rang** with at least two years' experience in a quality establishment for country house hotel with outstanding reputation for fine cuisine and restaurant service.

**Waiter / Waitress** with college training or previous experience for distinguished country house hotel. Good opportunity to become involved in food and drink service and front-of-house duties.

Write with two copies of C.V., certificates, and recent photograph to...

**Notes:**

**cover = cover-point** – обеденный прибор, место в ресторане;

**carvery** – ресторан, в буфете которого подаются блюда из жареного мяса;

**50-cover carvery** – буфет на 50 мест;

**à la carte restaurant** – меню на день, ресторан с меню на каждый день;

**chef de rang** – рядовой повар, повар с разрядом;

**fine cuisine** – утонченная кухня;

**distinguished country house hotel** – элитный отель в сельской местности;

**front-of-house duties** – работа по обслуживанию клиентов непосредственно в зале

What the employer expects from the applicants in terms of:

Education

Qualifications

Experience

Personal qualities

Choose one of the jobs in the advertisement and explain why it might be suitable for you

**VIII. Read a job advertisement and study the way James King applied for the job.**

**Purcell Court**

**Hempton Road, Deddington**

**Station Head Waiter / Waitress**

Required for a luxury country house hotel, situated 12 miles from Oxford. We are looking for a young person with experience as chef de rang who now wishes to further his or her career. Position offers excellent career opportunities.

Excellent accommodation and uniform provided 5-day week.

Salary according to experience.

Please write with CV and photograph:

Mr. J. Rover, Personnel Manager

Tel: 0869-12583

James King wrote a letter to apply for this job.

Fill in the gaps with the words in the box

a. advertised

f. included

k. interview

b. apply

g. offering

l. position

c. attended

h. application

m. Sir

d. develop

i. course

n. faithfully

e. enclosed

j. experience

o. forward

Mr. J.R. Rover  
Purcell Court  
Hempton Road, Deddington

Dear (1) .

I am writing to (2) \_\_\_\_\_ for the (3) \_\_\_\_\_ of station head waiter in your hotel which you (4) \_\_\_\_\_ in the Catering Journal. As you will see from the (5) \_\_\_\_\_ curriculum vitae, I have had three years' (6) \_\_\_\_\_ as a waiter in a three-star London hotel. My work has (7) \_\_\_\_\_ service in the bar and coffee shop and floor service. I am now chef de rang in the restaurant.

I have also (8) \_\_\_\_\_ the National Catering Board's courses in wines, bar work and food development.

In addition, I travelled to France and Italy during my college vacations in 1999 and 2000, and worked as a kitchen porter in hotels in Paris and Milan. I am attending an evening (9) \_\_\_\_\_ in French at the moment.

I would now like to (10) \_\_\_\_\_ my professional and social skills in a superior establishment, and am therefore very interested in the position you are (11) \_\_\_\_\_.

If you are interested in my (12) \_\_\_\_\_, I would be glad to attend an (13) \_\_\_\_\_ at your convenience. I look (14) \_\_\_\_\_ to hearing from you.

Yours (15) .

James King

### **IX. Read out part of a job interview.**

*Mr. Rover, the personnel manager, is interviewing James King for the station headwaiter's job at Purcell Court.*

*P.M. – Personnel Manager, J.K. – James King*

P.M. – Come in, please. Ah, James King?

J.K. – Yes, that's right, sir.

P.M. – Hello, do sit down.

J.K. – Good afternoon, sir. Thank you.

P.M. – Right. Well, now, I wonder – what do you know about Purcell Court?

J.K. – I know that it's part of the Inter-Metropolitan chain, that it has a high-class clientele, and that most of the work is for conferences.

P.M. – Yes that is right. We have 42 bedrooms and six deluxe suites. The restaurant seats 60 covers. There are three bars and a lounge, and there is a swimming pool, a squash court and a golf course. Then, let us see ... your duties. Your main duties would be the total service for six tables that would be twenty covers. And you'd be responsible for a staff of three: a chef de rang and two commis waiters. How would you feel about that?

J.K. – I think I could manage that quite well, sir. What would the occasional duties be?

P.M. – Well, you would have to cover for the barman sometimes. How would you feel about that?

J.K. – I would enjoy that, sir. I have some experience of working in a hotel bar, and I took a course in bar work last year.

P.M. – Yes, so I see from your CV. Then there would be other occasional duties: you'd have late duty every four days, and you might have to cover for the Breakfast Head Waiter sometimes. Would that be OK?

J.K. – Yes, I wouldn't mind that at all, Sir.

P.M. – Right, then, the hours. You'd work 40 hours, five days a week, with your days off on rotation. On three days a week you would do breakfast and lunch, one day a week dinner only. Right?

J.K. – Yes, sir.

P.M. – Then holidays. There'd be four weeks a year.

J.K. – I see.

P.M. – And there some fringe benefits, of course. For example, staff can use the swimming pool and squash courts at certain times. Also they can get a company card which gives them a discount in some shops. And of course, the staff meals are excellent. Now then, do you have any questions?

J.K. – Yes, sir. Would there be an opportunity to work abroad with the chain?

P.M. – You'd like to work abroad, would you?

J.K. – Yes, I'd be very interested in that.

P.M. – Well, yes, certainly. Yes, the chain has three hotels on France, one in Switzerland...

**a) Check if you understand the meaning of the following:**

a high-class clientele

six de luxe suites

the restaurant seats 60 covers

a chef de rang and two commis waiters

the occasional duties

you'd have to cover for the barman sometimes

with your days off on rotation

on three days a week you'd do breakfast and lunch

fringe benefits

to work abroad with the chain

that would be a help

**b) Summarize the information Mr. Rover gives about:**

the hotel

the staff for whom James King would be responsible

his occasional duties

his working hours, holidays, fringe benefits

**c) Use the tables below to practice talking about your work experience:**

I have	Some a little quite a lot of	experience of	working in a bar serving at banquets developing computer programmes cooking fine cuisine
at	... (former establishment)	I	learnt basic and other skills served at banquets helped with the training programmes developed some new dishes
in	... (present establishment)	I	am learning am developing sometimes / often help sometimes / often serve

**X. When you apply for a new job, you should give reasons why you are doing it.**

There is a list of reasons you could mention either in your letter of application or during an interview.

**Tick (V) the sentences that would be suitable, put a cross (X) by those that would not be suitable.**

- My present job is interesting.
- I would like to work in a high-class establishment.
- I would like to work in a company that has a lot of hotels abroad.
- Your restaurant is close to my home.
- Your working hours are convenient.
- I am interested in developing my professional skills.
- I don't get on with my present Manager.
- I am keen to learn about all aspect of restaurant work.
- I wouldn't want to work seven days a week, I'm afraid.
- I would enjoy serving at banquet.

**Make a note of polite questions you might ask:**

Would there be an opportunity to work abroad?

What would my hours be?

Would I be able to work in the bar sometimes?

What would my monthly pay / salary be?

Can staff use the swimming pool?

**XI. Idiomatic English. Fruit Salad.**

**The top banana** – this idiom describes the most important person in a group.

– Is that Mr. Greyhound, the famous business man?

– Yes, it's him. He's **the top banana** in our company, and the richest man in town.

When you **go bananas**, you get very upset about something.

– You always stay out late. I worry so much when you are away.

– Don't **go bananas**, I am a grown up person after all.

You might also **go bananas** when you are very excited and happy about something.

Lemons taste very sour. People don't usually eat lemons as fruit. They use lemons to make lemonade or to flavor other foods.

The idiom «**a lemon**» means «**something that gives you a bad feeling or taste**».

– Why don't you drive your car?

– It won't start. It's **a lemon**.

Peaches taste sweet. They have soft, pink and gold skins.

A person who is **a peach** is a honey, the salt of the earth.

A dish of sliced peaches in cream is a delicious dessert. The colours of the peaches and the cream look beautiful. A person with a **peach-and-cream complexion** has beautiful skin. It is soft and smooth, and it has a pretty, fresh colour.

Peaches and many other fruits have **thin skins**. They bruise or spot easily. Some people are **thin-skinned**.

They get upset easily. It's easy to hurt their feelings. You can insult them without meaning to.

– She shouldn't take up this job. She is too **thin-skinned** for it. She'll have to deal with all kinds of people who can be very rude.

Other kinds of fruit have **thick skins**. Nuts are thick-skinned and they are very difficult to crack. A difficult person or thing can be **a tough nut to crack**.

– Did you sell those computers to Mr. Crème?

– Oh, no. He is **a tough nut to crack**. He wants to see another demonstration.

– Okay, keep trying.

**Grapes** grow on **vines**. The vines grow fast and spread over long distances. Gossip can spread as quickly and as far as a grapevine. To hear (something) through the grapevine means «to hear something from someone who heard it from someone else...».

People usually spread rumors that way.

– When we heard through the grapevine that our boss was going to resign, we went bananas.

A famous story tells us about a fox who sees some grapes.

The fox is hungry, but the grapes are growing very high. When the fox can't reach them, it says:

– Oh, well! They are probably sour anyway!

The idiom «**sour grapes**» means «pretending you dislike something because you can't have it».

– She is very critical of whatever our President suggests.

– Oh, that’s **sour grapes**. She hoped to be elected president and now is still angry that it didn’t happen.

A fruit salad contains pieces of different kinds of fruit. «**To go to pieces**» means to get upset about something bad, especially when you have to do a difficult job.

**XII. Circle the correct idiom to complete each sentence.**

1. Mary always cries when I correct her. She’s \_\_\_\_\_.
  - a. thin-skinned
  - b. a lemon
2. John told me that I was to be promoted. He \_\_\_\_\_.
  - a. heard it through the grapevine
  - b. went bananas
3. Mrs. Masters is the president of the company. She is \_\_\_\_\_.
  - a. a lemon
  - b. the top banana
4. When Frank won the prize, he \_\_\_\_\_.
  - a. he said it was sour grapes
  - b. went bananas
5. Our teacher is not very young, but her skin is still very beautiful. She \_\_\_\_\_.
  - a. is sour grapes
  - b. has a peaches-and-cream complexion
6. My friend never gets upset. He is not \_\_\_\_\_.
  - a. a peach
  - b. thin-skinned
7. I bought a new hair-dryer, but it doesn’t work. It is \_\_\_\_\_.
  - a. sour grapes
  - b. a lemon
8. My sister always helps me. She is a real \_\_\_\_\_.
  - a. top bananas
  - b. peach
9. The criminal didn’t even want to talk to the police. He turned out to be \_\_\_\_\_.
  - a. thin-skinned
  - b. a tough nut to crack
10. Julia’s boyfriend broke up with her. Now she says terrible things about him, but everyone knows that \_\_\_\_\_.
  - a. it’s sour grapes
  - b. he’s the top banana
11. Sam was very lonesome when his wife went away on her vacation. He almost \_\_\_\_\_.
  - a. went to pieces
  - b. went bananas

### XIII. Complete the sentences with the idioms in the box:

a peach                                      the top banana                                      thin-skinned  
a lemon                                      a tough nut to crack                                      sour grapes

- a) Ted didn't get the job he wanted. Now he says he never wanted it. It's \_\_\_\_\_.
- b) He was definitely the star of the show, the real \_\_\_\_\_.
- c) This car needs a lot of repairing, it's \_\_\_\_\_.
- d) The boss never laughs at my jokes. He is \_\_\_\_\_.
- e) The child is the salt of the earth for her family. She is \_\_\_\_\_.
- f) Bob gets insulted very easily. He is \_\_\_\_\_.

### XIV. Match the idioms with the correct definition.

Definitions:

- a) to be unaffected by criticism
  - b) on the surface
  - c) to become very wet
  - d) to get a terrible scare
  - e) person mean with money
  - f) extremely thin
1. If you go out in the rain without an umbrella, you'll **get soaked to the skin**.
  2. You gave me such a fright! I almost **jumped out of my skin**.
  3. He is such a **skinflint**; he never buys anyone a birthday present!
  4. She has **to have thick skin** to be able to ignore all his nasty comments.
  5. Although Ann is nothing but **skin and bone**, she is about to start a new diet.
  6. Beauty is only **skin deep**, Sue is attractive but she has a nasty character.

### XV. Choose the word which fits best.

1. If you stop eating cakes and sweets, you will be able to **your** weight. (check, examine, control, test)
2. My father had to **his** intake of meat, because he suffers from high cholesterol. (reduce, weaken, shrink, shorten)
3. After eating, blood sugar levels **.** (rise, raise, arise, grow up)
4. When I finish Medical School I will have my goal. (managed, acquired, achieved, succeeded)
5. Before eating a banana you have to **the** skin. (remove, delete, extract, take out)
6. He's always **animals** with love and care. (treated, behaved, used, operated)
7. Due to their continuous training, runners usually have **,** athletic bodies. (bony, skinny, thin, lean)

**XVI. Read the part of a conversation between Dr. Francesca Zampollo, a food design researcher and Marije Vogelzang, a food designer. Use a dictionary if necessary.**

FRANCESCA: First of all, thank you, Marije, for your time. To open the conversation, I'd like to ask you about your background and how you established yourself in the Eating Design world?

MARIJE: I graduated in 2000 from the Design Academy in Eindhoven with a Bachelor in Design. While I was still a student, I started working on food, designing the white funeral dinner. Within that field, I felt free to start working with food. At that stage, I didn't realize the potency of this profession. I didn't realize that this could be my future. I just did it because I liked doing it. It took me some years to understand that it could be a serious profession. In 2004, I started a restaurant that was also a design studio. I conducted many experiments there and did a lot of work for clients.

FRANCESCA: What about the food designers of the future? What about those people who are studying Food Design now? So my next question for you is: do you think there is a recipe for the education of future food designers?

MARIJE: Well, I think these young people need to be skilled as true designers. They need to be trained about as much food-related content as possible. Obviously, since food is a very broad subject, it is difficult to have students achieve everything within four years of education. It's important to guide a student in their field of interest, developing their skills and talents. And I think creativity is something that also needs a kind of feeding ground where you can play freely, and where you can let go a bit to make things happen. They need to have the right kind of design skills on top of that. There is a whole world of food to explore.

FRANCESCA: Now let's look at the past: what is your view on what Food Design has been over the last twenty years?

MARIJE: I think you can see that it's at a very early stage. I think we can still talk about it being in its infancy. I think this first stage has been an inspirational phase, where the people that have been involved were doing things that inspired other people. We can see now that there are many young designers working in this area and starting to develop themselves as food designers. Educational institutions are suddenly coming up with new courses on Food and Design, and we can see that it is now growing into a second phase, where this whole profession is becoming more solid. However, I don't think it's yet at an adult phase.

FRANCESCA: I couldn't agree with you more. My hope with the first academic conference on Food Design that I organized in 2012, and with this very journal, is to allow researchers a platform to identify what they do with Food Design. My hope for the future is that research on Food Design keeps growing and there will be more understanding and information available for professionals.

MARIJE: Yes, I think it will eventually become a big wave. It's amazing to see how fast the area has been growing in the past five years, and how many initiatives are taking place.

FRANCESCA: This brings me to the next question: what is your personal vision for the future of Food Design in the next twenty years? How do you think we'll come to experience food in 2035?

MARIJE: First, there will be more people aware of what food and design together can mean for the world. When more people become aware of the possibility of having designers working on food, then the change will be easier to make. I think you can already see some small changes in the market, in big companies that see that they can

use designers in different ways. For example, you can see changes in hospitals where they want to think differently and treat their patients in a different way. I think that in twenty years, Food Design will be as accepted as graphic, fashion, architecture, or product design. Perhaps in twenty years, it will be on the verge of becoming adult.

FRANCESCA: Marije, I want to conclude with a last gaze at the future and ask: what is your advice for young designers who want to make it into the Food Design profession?

MARIJE: Food Design is an unexplored field, and there's a lot of room for many people because there's still so much to do. I think there is space for many different professions. I would say, just do it. If you're a young designer working with food, you have to be aware of the power of food. In that sense, I mean that if you work with food, then also you have an influence on the world. You have an influence on what will be eaten by people. If you encourage people to eat more meat, then the world will look very different than if you encourage people to eat vegetarian food, for example.

FRANCESCA: That's good advice. I wanted to ask you this question because very often I receive emails, through the International Food Design Society's website, from young designers or recent graduates asking, «How can I become a food designer? What advice do you have?» It's a difficult question!

MARIJE: Yes, I think you probably have to be stubborn and willing to continue doing what you like to do best. Maybe the industry's not ready, but I think small start-ups are ready, and you don't always have to work for an employer, you can also start your own business. It does require a lot of creativity. I noticed when I started that it's hard to get good clients and make people understand what you do. However, once you build your portfolio and make outstanding projects, then people will see what you do, and it will come naturally. You just need to continue and not mind getting your hands dirty.

FRANCESCA: Thank you so much for this chat, Marije. It's been a pleasure talking to you.

*(Adapted from «International Journal of Food Design»).*

### **Think and answer:**

- How innovative is food design?
- Think of benefits of food designing growing sector in foodservice and education.
- What disciplines might students take to become design professionals in the food industry?
- What personal qualities must people possess to be food designers?
- What are possible advantages of food design in foodservice hospitality?
- What are possible strategies for combining tourism, culture and food design?
- How can the idea of food designing be used as food startups?

### **XVII. Write an essay about your ideal job.**

## Unit VI. THE DINING ROOM

### Before you read the text discuss these questions:

1. What kinds of table service do you know?
2. What restaurant jobs do you know?
3. Who is Responsible for the first impression of a restaurant?

### TEXT: THE DINING ROOM

Dining areas in the accommodations and foodservice industries include **the front of the house**, which the customer sees, and **the back of the house**, which only the staff sees.

In a restaurant, the back of the house is comprised of the kitchen, storage, and office areas. In the front of the house are the dining room, waiting areas and lounges.

The owner or manager of a restaurant must not only consider how the dining room looks but also how much business it should yield. There is a limited amount of space available from which to obtain as much income as possible by the arrangement of tables, the space for each customer, the rate of turnover, and the average amount of bills.

In all these matters, the public image of the restaurant and the kinds of customers attracted must be kept in mind. The front of the house gives the customer a first impression of the restaurant and is therefore of critical importance as a merchandising factor.

One of the most important considerations is the space provided for each guest. Enough space for the staff to work safely and effectively is crucial; many restaurants also allot space for **servicing stands**.

The turnover in a restaurant depends on the length of time the average customer occupies a place at a table. It varies according to the kind of restaurant, from a few minutes at a fast food establishment to two hours or more at a luxury restaurant. In some places there can be a turnover of as many as three or four persons per seat during a serving (breakfast, lunch or dinner), though a more usual rate would be two per seat.

Another factor the owner or manager must decide on is the kind of table service. The three most frequently used styles are called French, Russian and American.

**French** is the most elaborate, often with two people serving each station. One takes drink and food orders from the guests, and the other takes the order to the kitchen and returns with the food on platters; the first one then serves with the assistance of the second.

In French service there is often a final preparation – flaming a dish or serving a sauce – that takes place in the dining room, frequently with great show. The service is from the right with the right hand.

**Russian** service is simpler than French since it requires only one person to take the order and serve the food. The food is brought from the kitchen on platters and set on a serving stand. The waiter or waitress places plates before the guests from the right side and serves each guest from left.

**American service** is faster than Russian: one person takes the order and does the serving. The food is placed on plates, not platters – in the kitchen and carried to a serving stand in the dining room. The plates are then served from the guest's left with the left hand, while beverages are served from the guest's right with the right hand.

In addition to the waiters and waitresses, the personnel in the front of the house includes **headwaiters** or **hostesses**, bussers and cashiers. Not all restaurants employ all these people. In lower priced places the waiters and waitresses may set tables and clear them without bussers.

The job of the headwaiter or hostess is to welcome and seat the guests when they arrive and to arrange reservations in restaurants that accept them. In many cases, the headwaiter or hostess also takes drink orders from the guests after they have been seated. Their most important job is to supervise the work of all personnel in the dining room so that everything runs smoothly and in accordance with the standards of the restaurant. The headwaiter is also known as **the captain** or colloquially as the *maître d'* – short for the French **maître d'hôtel**.

Waiters and waitresses also play an important part in the total merchandising effort because they have more contact with the customers than any other restaurant employee. They must be attentive to the wants and needs of the guests, and they can explain items on the menu that are unfamiliar or make recommendations about dishes.

The rapid expansion of the restaurant business has meant that there are no longer enough well-trained, experienced waiters and waitresses to meet the demand. Those who do have a good background, special skills and personality can expect to make a good living. One of the inducement for becoming a waiter or waitress is the extra income from **tips**. In some countries the tip is added to the bill as a ten or fifteen percent **service charge**, in others the tip is usually at the discretion of the customer.

In Europe many waiters in luxury or tourist establishments receive training in restaurant schools and then go through an apprenticeship. In some countries the training is usually given on the job. On-the-job training can be supplemented in some locations by short courses offered by restaurant and hotel associations.

Another group of dining room employees consists of the busboys or busgirls. Their duties include removing extra **covers** after guests have been seated, pouring water, and serving bread and butter. They are the employees who remove soiled dishes when the guests have finished eating. Some restaurants provide carts for the bussers to use in removing the dishes.

In some restaurants, the bussers serve non-alcoholic beverages to the guests. When the guests leave, the bussers are responsible for resetting the table. Some bussers are getting experience in restaurant work in order to become waiters or to qualify for other foodservice jobs. They are paid low wages, but in some restaurants tips are pooled so that the bussers receive a share.

Chances for the success of the restaurant will increase if the dining room staff shows the kind of teamwork that makes service unobtrusive, efficient and courteous. The quality of the service is nearly as important as that of the food in determining a customer's return.

## Vocabulary list

- |     |                         |   |
|-----|-------------------------|---|
| 1.  | the front of the house  | the front of the house  |
| 2.  | the back of the house   | the back of the house   |
| 3.  | storage, <i>n</i>       | складские помещения   |
| 4.  | lounge, <i>n</i>        | холл для гостей   |
| 5.  | yield, <i>v</i>         | приносить доход, прибыль  |
| 6.  | limited amount of space | ограниченное пространство   |
| 7.  | obtain income           | получать прибыль, доход   |
| 8.  | the rate of turnover    | 1) объем розничного товарооборота;<br>2) частота смены посетителей  |
| 9.  | merchandising, <i>n</i> | мерчандайзинг, деятельность<br>предприятия питания по увеличению<br>продаж продукции собственного<br>производства |
| 10. | consideration, <i>n</i> | соображение, довод  |
| 11. | crucial, <i>adj</i>     | решающий, определяющий, важный  |
| 12. | allot, <i>v</i>         | распределять, предоставлять   |
|     | to allot space          | выделить место  |
| 13. | serving stands          | стойки обслуживания   |
| 14. | elaborate, <i>adj</i>   | тщательно разработанный / продуманный   |
| 15. | platter, <i>n</i>       | поднос, большое плоское блюдо   |
| 16. | colloquial, <i>adj</i>  | разговорный, нелитературный (о речи,<br>слове, стиле)   |
| 17. | expansion, <i>n</i>     | расширение, рост  |
| 18. | to meet the demand      | удовлетворить спрос   |
| 19. | inducement, <i>n</i>    | побуждающий мотив, стимул   |
| 20. | a tip / tips            | чаевые  |
| 21. | service charge          | плата за обслуживание   |
| 22. | extra covers            | зд. лишние (дополнительные) приборы   |
| 23. | pool, <i>v</i>          | объединять в общий фонд, складываться   |
|     | to pool interests       | действовать сообща  |
| 24. | share, <i>n</i>         | доля, часть, акция  |
| 25. | unobtrusive, <i>adj</i> | скромный, ненавязчивый  |
| 26. | courteous, <i>adj</i>   | вежливый, учтивый, обходительный  |
| 27. | determine, <i>v</i>     | определять, устанавливать   |

## Exercises

### I. Read and translate the text.

### II. Answer the following questions:

1. What is the difference between the front of the house and the back of the house in the restaurant business?

2. In what way is the appearance of a restaurant dining room an important factor in merchandising?
3. What other considerations are important in making the restaurant profitable?
4. How important is the public image of the restaurant?
5. Why is space one of the most important considerations in successful merchandising?
6. What kinds of table service are there?
7. How do they differ?
8. Which kind of service is the most elaborate? the simplest?
9. What jobs does the personnel of the front of the house include?
10. What is the job of the headwaiter or hostess?
11. Why are waiters and waitresses important?
12. What is the result of the rapid expansion of the restaurant business?
13. What are the inducements for becoming a waiter or waitress?
14. What are the most typical ways of training waiters?
15. What are the duties of busboys and busgirls?
16. What inducements are there for bussers?
17. What kind of service is needed to make a restaurant successful?
18. What is determining a customer's return?

### **III. Sum up what you've learned from the text about:**

- the front of the house in the restaurant business;
- the merchandising factors for making a restaurant successful;
- different type of table service;
- the jobs in the front of the house and their importance in the total merchandising effort;
- the inducements available for the personnel in the front of the house;
- ways of training in the restaurant jobs;
- changes for the success.

### **IV. Find in the text another way of expressing the following:**

1. The eating utensils set for each dinner.
2. The restaurant employee who welcomes and seats guests; often called maître'd.
3. Those areas in restaurant or hotel which the customer sees.
4. The kitchen, service, storage and other areas in a restaurant or hotel which customer does not see.
5. A small stand on which trays and platters from the kitchen can be placed before and after serving food.
6. The number of tables or area served by one waiter or waitress.
7. An amount of money, usually a fixed percentage of the bill, given by the customer to the waiter or waitress.
8. The number of people served in one meal period divided by the number of available seats.
9. A percentage of the bill added in some countries for tips to the staff.

10. Different styles of table service.  
The most elaborate table service.  
The simplest table service.

**V. Say whether the following statements are true or false:**

1. Customers at a restaurant can tell a great deal about the place simply from its appearance.
2. Guests in a restaurant or hotel see the front but not the back of the house.
3. The size and arrangement of table have little bearing on the income that the dining room will yield.
4. French table service is very elaborate, sometimes with two people at each station.
5. Russian table service is the simplest.
6. American table service is faster because the food is brought from the kitchen on plates rather than platters.
7. Waiters and waitresses are important in restaurant merchandising because they have more contact with the guest than any of the other employees.
8. The headwaiter or hostess has no responsibility for the work of the other dining room employees.
9. A waitress is never expected to explain or recommend any particular dish on the menu.
10. Many students take jobs as bussers on a part-time basis.
11. A waiter's tips in a luxury restaurant average no more than ten percent of the bill.
12. In some restaurants the tips are pooled so that the bussers receive a share.
13. The food in a restaurant is always a much more important factor than the service in making a customer want to come back.
14. Despite the low wages, a job of a busser is very attractive.

**VI. Translate into English:**

1. Помещения для обслуживания посетителей могут включать помимо обеденных залов также залы для отдыха, танцев, банкетные залы и отдельные кабинеты.
2. Служебные помещения состоят из бытовых, технических, складских и административных помещений.
3. Очень важно, чтобы в зале для посетителей было достаточно места для гостей.
4. Существует несколько типов обслуживания посетителей в обеденном зале, самые распространенные из них по-французски, по-русски и по-американски. Французский способ обслуживания самый сложный и изысканный.
5. Дополнительный доход в виде чаевых может служить хорошим стимулом для официанта. Иногда чаевые входят в плату за обслуживание и вносятся в счет за еду.
6. Обслуживающий персонал в зале, который убирает столы и грязную посуду, иногда выполняет и другие виды работ, например, продает безалкогольные

напитки. Это прекрасная возможность приобрести некоторый опыт, чтобы стать официантом без дополнительного курса обучения.

### **VII. Receiving customers and taking orders.**

**Put the things which restaurant staff should do in the correct order:**

- a) ask if guests would like to see the wine list;
- b) bring the wine list;
- c) serve bread or rolls;
- d) take guests to their table;
- e) receive guests when they arrive;
- f) take guests' coats to the cloakroom;
- g) take down the orders for the first and second courses;
- h) ask if guests would like an aperitif (a drink before a meal);
- i) take down the wine order;
- j) bring the menu.

**Who would do each of these jobs?**

**VIII. Read the two dialogues below and note the language waiters use talking to customers.**

H.W. – Head Waiter; G. – Guest; W. – Waiter.

#### **Dialogue 1**

H.W. – Good evening, Sir.

G1 – Good evening.

H.W. – Do you have a reservation?

G1 – Yes, yes we do.

H.W. – Could I have your name, please?

G1 – Mortimer. M-O-R-T-I-M-E-R.

H.W. – Mr. Mortimer. Right, a table for two. Can I take your coats?

G1 – Oh, yes, that'll be fine.

H.W. – Would you like to come this way?

W. – Good evening, Madam. Good evening, Sir. Would you like an aperitif?

G2 – Mm, I could do with a drink. I think I'll have a gin and tonic.

W. – A gin and tonic. With ice, Madam?

G2 – Without.

G1 – And I'll have a dry sherry, please.

W. – A dry sherry. Here's the menu.

(a bit later) Your drinks, Sir.

G1 – Thanks.

W. – A roll, Madam?

G2 – Yes, please.

W. – Would you like some water?

G1 – No, that's OK.

W. – Very good, Sir. Would you like to order now?  
G1 – Yes, I think so.  
W. – Very good, Sir.

**Now read the dialogue again and complete the waiter's sentences.**

1. Good \_\_\_\_\_, Sir. Do you have a r \_\_\_\_\_?
2. C \_\_\_\_\_ I have your n \_\_\_\_\_, p \_\_\_\_\_?
3. C \_\_\_\_\_ I t \_\_\_\_\_ your c \_\_\_\_\_?
4. W \_\_\_\_\_ you l \_\_\_\_\_ an ap \_\_\_\_\_ before your m \_\_\_\_\_?
5. H \_\_\_\_\_ is the menu, Sir.
6. W \_\_\_\_\_ you l \_\_\_\_\_ to or \_\_\_\_\_ now, Sir?

## **Dialogue 2**

W. – Would you like to order now, Sir?  
G1 – Yes, I think we're ready. My friend would like the lamb and I'd like the fillet steak with fried potatoes and a green salad.  
W. – One lamb and one fillet steak with fried potatoes and a green salad. How would you like your steak done, Sir? Rare, medium, or well done?  
G1 – Oh, medium rare, please.  
W. – Very good, Sir. And would you like anything to start?  
G2 – Yes, I'd like a soup.  
W. – Would you like the vegetable soup or consommé, Madam?  
G2 – Oh, the vegetable, I think.  
W. – Vegetable soup. And for you, Sir?  
G1 – Well I'm slimming. I'm not too sure.  
W. – I'd suggest the melon, Sir.  
G1 – Ok, yes.  
W. – Have you chosen your wine, Sir?  
G1 – Yes. We'll have the St Emilion.

## **IX. Practice making recommendations as in the model.**

**Model:** *I'd suggest a medium dry white wine to go with the haddock croquettes, Sir/Madam.*

Match up the wines with the dishes in the right column:

medium sweet white wine	to go with the	haddock croquettes
sweet wine		smoked salmon
medium dry white		fresh salmon
dry white		Dover sole
sparkling		roast lamb
light red		poached chicken
full-bodied red		steak
rosé		duck salad
		cheese

**X. Whose job is it? Match the words in the box with the descriptions below.**

- |                               |                      |
|-------------------------------|----------------------|
| a) advance reservations clerk | i) housekeeper       |
| b) banqueting manager         | j) house porter      |
| c) cashier                    | k) pantry maid       |
| d) cellar man                 | l) pastry cook       |
| e) dispense bartender         | m) personnel manager |
| f) enquiry clerk              | n) receptionist      |
| g) chef                       | o) waitress          |
| h) head waiter                |                      |

1. Someone has to make sure that everything in the guests' rooms is in order.
2. Mr. and Mrs. Bell would like to discuss arrangements for their daughter's wedding reception.
3. The guests' bills need to be prepared.
4. Someone has to make sure there is enough wine, beer and spirits.
5. The sheets and towels have to be taken upstairs.
6. Four guests have just entered the restaurants.
7. The waiter wants wine and beer for his table.
8. A special cake should be made for the function.
9. The busy summer season is approaching and more staff are required.
10. Someone should plan the cooking times for dinner.
11. This letter booking two rooms for next month needs a reply.
12. Someone has to welcome guests and complete the registration form.
13. Someone has to prepare early morning teas.
14. Guests at table are ready to order.
15. A lady on the telephone wants to know if there is a room available at the weekend.

**XI. Idiomatic English.**

**Soup's on** – means «the food is ready, come and eat».

*e.g.* – When are you going to complete the job?

– Soup's on. You can have it any time.

**To beef up** – means «to add to» or «to make stronger».

**You beef something up** to make it better.

*e.g.* If you want to win the championship, you'll have to **beef the team up**.

If we don't **beef the unit up**, the whole installation might collapse.

When you **ham it up**, you exaggerate your movements.

People usually **ham it up** to be funny.

For instance, someone always **hams it up** when people are watching.

Actors who are very dramatic and exaggerate their voices and movements are **hams**.

**To make a pig of oneself.**

People think that pigs are dirty and that pigs eat a lot.

It's not nice to compare a person to a pig.

*e.g.* If you eat too much, **you' re making a pig of yourself**.

When you **have other fish to fry**, you have other things to do.

- Would you like to go to the cinema tonight? A new film is on.
- Sorry, I **have other fish to fry**, may be some other day.

The expression **hot dog** can show excitement. When you go bananas because something makes you happy, you might say «Hot dog!»

**Hot dog** can also describe someone who shows off. Other people don't always like a hot dog.

*e.g.* James doesn't give anyone else a chance to score a goal. Such a hot dog!

She is a very good tennis player, but a real hot dog too.

**A hot potato** on the other hand, means trouble. Imagine taking a baked potato out of the oven with your bare hands. You'd probably put it down quickly! **A hot potato** is something that you want to get rid of or avoid.

*e.g.* The new quality requirements are **a real hot potato**, but we still have to discuss them.

There are idioms about keeping and telling secrets.

When you **spill a pot of beans**, everyone can see them.

When you **spill the beans**, you tell a secret. You tell something that you weren't supposed to tell.

*e.g.* I didn't mean to speak about my new appointment, but my boss **spilled the beans**.

**An egghead** is an intelligent, educated person.

## **XII. Tick the correct sentence.**

1. David added extra facts to the story.
  - a) He has hot potato.
  - b) He beefed it up.
2. Frank studies all the time.
  - a) He's a hot potato.
  - b) He's an egghead.
3. Carla told the secret.
  - a) She spilled the beans.
  - b) She hammed it up.
4. Steve ate the whole pie.
  - a) He had other fish to fry.
  - b) He made a pig of himself.
5. They added more rice to the soup.
  - a) They hammed it up.
  - b) They beefed it up.
6. That actor always exaggerates.
  - a) He's an egghead.
  - b) He's a ham.
7. Ruth always has a million things to do.
  - a) She has other fish to fry.

- b) She spills the beans.
8. Everyone argues about this problem.
- a) It's a hot dog.
- b) It's a hot potato.
9. Carol acts silly when she knows we are watching her.
- a) She hams it up.
- b) She beefs it up.
10. The tennis player jumped up and down after he won the game.
- a) He's a hot dog.
- b) He's an egghead.
11. We wanted Ted to come with us, but he couldn't.
- a) He makes a pig of himself.
- b) He has other fish to try.

**XIII. Complete the sentences with one of the idioms. You may use an idiom more than once.**

1. Ellen and Tony don't have time to play cards. They \_\_\_\_\_.
2. Please, be serious, Bob. Don't always \_\_\_\_\_.
3. You're sick because you ate too much. I told you not to \_\_\_\_\_.
4. Liza always overacts. She's \_\_\_\_\_.
5. Ray found out the answers to the text. Do you think he'll \_\_\_\_\_ to the other students?
6. The gardens at the museum look terrible. The museum director should \_\_\_\_\_ the gardening staff.
7. Bill and Brian never spend time with their family. They always \_\_\_\_\_.
8. Laura always gets high grades. She's \_\_\_\_\_.
9. Timmy always rides his bike «no hands». He's \_\_\_\_\_.
10. Nobody agrees about this problem. It's \_\_\_\_\_.
11. Let's \_\_\_\_\_ this soup with some chopped vegetables.

**XIV. Read, translate and discuss the story about «The Odeon».**

**The Odeon's Not-So-Bright Lights Still Beckon**

*by Pete Wells*

Why do I keep going back to the Odeon? It's not because people on Condé Nast expense accounts have returned to this TriBeCa landmark with the bones of a brasserie, even though it's nice to know that some editors still have time for lunch.

Nor is it because Lena Dunham had the neon sign on West Broadway replicated in blazing-orange ink on her body this year, either, although I appreciate how neatly the sign's progress from the front cover of «Bright Lights, Big City» in 1984 to Ms. Dunham's backside encapsulates the recent cultural history of New York.

Nostalgia is not the lure for me. The Odeon was opened in 1980 by Lynn Wagenknecht; Keith McNally, whom she would later marry; and his brother, Brian. I

had not moved to New York yet when the surfaces of its downstairs bathrooms provided cocaine runways for some «Saturday Night Live» cast members and a troop of art-market players and fixers. And besides, knowing that by the end of the decade drug abuse would kill at least two famous regulars, John Belushi and Jean-Michel Basquiat, makes it hard to see much glamour in that white-powdered scene.

I don't go to the Odeon for the last word in culinary fashions, which were part of the package under the first chef, Patrick Clark. Mr. Clark had cooked under Michel Guérard, one of the founders of nouvelle cuisine, and he was one of the earliest American chefs to apply its principles to homegrown ingredients.

Moira Hodgson, who during her brief stint as restaurant critic for The Times in 1980 may have been one of the only people who went to the Odeon to eat, was impressed enough by dishes like «médaillons of tender veal on a green pool of puréed watercress artfully decorated by leeks, string beans, carrots and celery» that she gave the restaurant two stars. (It got the same rating in its last full review, by Bryan Miller in 1989.)

The kitchen at the Odeon, in the hands of Vincent Nargi for more than a decade, retrenched long ago to a comfortably broken-in lineup of French and American standards. So when I go, I often start with oysters on ice or with frisée and lardons in warmed vinaigrette, even if I wonder why the poached egg that completes the salad is optional. In cold weather, I ask for a scalding crock of French onion soup, lifting my spoon higher and higher in the steam until the thread of melted Gruyère finally snaps.

Anything out of the ordinary I approach with caution. «Spicy chicken dumplings» turn out to be Buffalo chicken wontons with a blue cheese dipping sauce. This is every bit as wrong as it sounds. I ate one with the grim consolation of knowing I'd gotten exactly what I deserved.

The pressed octopus appetizer sounds risky, too, but it is good, tender and lightly charred with some chickpeas and preserved lemon and a smooth sauce of leeks.

It's hard to look at the Odeon's slowly revolving ceiling fans, hanging globe lamps, white tablecloths and burgundy banquettes without the words «steak frites» popping into your head. This is an understandable reaction, and a smart one. The steak, a New York strip, is of high quality, and the fries are exactly what you're picturing, skinny and golden and salty in their paper-lined metal cups.

If the words you hear instead are «moules frites», you're still in good shape; the mussels will be fat and fresh, and their saffron-cream sauce will be rich and flavorful, even if the taste of saffron is more of an allusion than an outright statement.

Under Ms. Wagenknecht, now the sole owner, the restaurant looks virtually the same as it did when she and the McNallys assembled it, including the Art Deco bar, itself larger than many restaurants. One night, when I'd arrived early, I was waiting there with a fine approximation of a Sazerac when I asked the bartender if there were any main courses I shouldn't overlook. He thought about it for a while.

«The roast chicken is kind of a sleeper», he finally said. Whether roast chicken qualifies as an underdog is debatable, but the Odeon does a fine job with it and sends it to the table with root vegetables and a simple jus.

A better sleeper candidate is the omelet. Who goes to a restaurant for an omelet? I do, if it's the one at the Odeon, which tastes like real eggs and is a little puffy but never looks as if it is trying out for a role as a balloon in Macy's Thanksgiving Day Parade.

Cooking like this is sometimes called comfort food, but I think of the menu and everything else about the Odeon as restorative. The word shares a root with restaurant, a term that goes back to pre-revolutionary

France, when aristocrats made a show of their delicate constitutions by sipping health-giving bouillons in public dining rooms.

The Odeon doesn't market itself to neurasthenics on the verge of collapse, but it does go out of its way not to jangle anybody's nerves. In so many places now, the servers want to know if you have any questions about the menu. (When you don't, they always seem disappointed.) They want to know if it's your first time, too, as if special instructions might be required.

At the Odeon the servers never ask either question, probably because they assume the answer will be no. They are steady, unexcitable and prompt. Most of all, they don't seem to need anything from you except your order and eventually your credit card.

Once in a while, it's nice not to be needed. It's good to know that you don't have to live up to the chef's expectations, too.

The restaurant world has gone a little crazy lately. Other parts of the world were crazy a long time ago. This is why the Odeon has been hitting the spot for me these past few months. I go there to feel restored, to act sane for a while, and to finish my meal with a crème brûlée that's exactly what I expect.

*(Adapted from «The New York Times»)*

**Comprehension check. Read the story again and answer the following questions:**

1. Why does the author enjoy visiting the Odeon?
2. Who opened the restaurant?
3. Where is the Odeon located?
4. Who was one of the earliest American chefs to apply the principles of nouvelle cuisine to homegrown ingredients.
5. Who is the owner of the restaurant now?
6. What is the most striking thing about the restaurant?
7. What does the author mean by «comfort food»?
8. What does the author order in cold weather?
9. What does the restaurant look like?
10. What conclusion does the writer make?

**Think and answer:**

1. Why is the article named «The Odeon's Not-So-Bright Lights Still Beckon»?
2. What do you think of the history of this restaurant?

## Unit VII. PURCHASING AND STORAGE

### Before you read discuss these questions:

1. How often do you eat in fast food chains?
2. How popular are there in your country?
3. Who is a typical customer?
4. How do they change their menus for the local market?

### TEXT: PURCHASING AND STORAGE

Purchasing of food, supplies and equipment is one of the many factors determining success or failure for a restaurant. The price and quality of food served largely depend on the price and quality of food bought. Besides, there is a constant need for items such as cleaning supplies, kitchenware, dishes, glasses, **flatware**, napery and uniform.

Usually the purchasing is done by manager or chef, in some cases the responsibility is divided, with the chef in charge of food and the manager in charge of other items. Large establishments may employ one or two **purchasing agents**.

Any **purchaser** must have good knowledge of food, market conditions and the capabilities of the kitchen and the staff. The food buyer must work closely with the menu planner and make suggestions based on price, quality and **availability**. In large cities there are **wholesale merchants** who specialize in supplying restaurants; in smaller communities the buyer may have to purchase from **retail merchants**. The fact that the restaurant **is buying in bulk** ordinarily gives it a price advantage over the individual family purchaser.

Most restaurants do their food buying on the open market. That is, they obtain **price quotations** from one or more sellers (also called **purveyors or vendors**), then make a decision based not only on price but also on quality and service.

A concept as important as price in restaurant purchasing is yield or the amount of cooked food and number of servings that can be obtained from raw food.

There are different categories of foodstuffs for the purchasing agent to consider. The largest and most important is **perishable** foods: these include meat, poultry, fish, fresh vegetables and fresh fruits.

Another category which can be bought in bulk consists of **staple foods**. They include flour, rice, sugar, spices and other items used on a regular, continuing basis. They are often sold directly by manufactures or **foods processors** in extra-large containers.

Canned and frozen foods are **convenience foods** because they are ready to serve with a minimum amount of preparation. Other convenience foods are **pre-cooked bakery items** such as breads, pies, cakes. Frozen foods have become so important in recent years that many restaurants use vegetables frozen rather than fresh or canned. These are available throughout the year, the quality is standard, the flavor is close to fresh and are cheaper to prepare. Most restaurants have two kinds of storage areas for food: dry storage and refrigerator freezer. The dry storeroom usually contains shelves on which items are arranged so that the foods most often used are

the easiest to reach. This storeroom should also be cool to **retard spoilage**. Like all other areas in the restaurant, it must **be kept scrupulously clean: tile, concrete** or plastic floors with a drain can help. The storeroom should also have only limited access; it should be kept locked and only a few employees should have keys.

Cleaning supplies and any poisons used to control insects or rodents should not be kept in the dry storeroom. They are usually stored in a separate place, often in or near the dishwashing area. The size of the refrigerator depends on the size of the restaurant. Large restaurants ordinarily have **walk-in refrigerators** or a refrigerated room. They are equipped with hooks from which cuts of meat are hung, as well as shelves for holding items such as eggs, butter and milk. The usual temperature for a restaurant refrigerator is just above the freezing point. Special ice-filled boxes are often provided for fish and seafood which require special concern. A freezer may be included in the refrigerator or may be a separate unit.

The freezer and refrigerator, like everything else in the restaurant, should be cleaned often.

Checking on the quality of the foodstuffs is ordinarily the responsibility of the chef, dietitian or another expert. In many restaurants, the receiving clerk is also **the storekeeper or steward**, though in smaller establishments the chef or an assistant chef may do this work. When the restaurant wants to check on a supplier, the receiving clerk does not get a copy of the purchase order but **counts** or weighs each item as it is delivered. This record is then checked against the copy of the order retained by the purchasing agent. One of the duties of the steward is to **maintain an inventory** or count of all items in the storeroom. Regular inventories help control wasteful use of food, supplies and equipment and **reveal shortages**. An inventory is also one of the methods **for preventing pilferage** from the restaurant's supplies, unfortunately a fairly **common occurrence** in many places. Another control method is an **issue form** indicating the date and quantity an item is taken from the storerooms. These forms are usually signed both by the storekeeper and the individual who **withdraws** them.

A restaurant operation is complicated and good systems for purchasing, receiving and storage are necessary.

### Vocabulary list

1. flatware, <i>n</i>	столовый прибор (нож, вилка и ложка); мелкая или плоская посуда
2. purchasing agent <i>syn.</i> Purchaser	агент по закупкам; снабженец
3. availability, <i>n</i>	доступность, имеющийся в распоряжении
4. wholesale merchants	оптовики, оптовые продавцы
5. retail merchants	продавцы в розницу
6. to buy in bulk	покупать большими партиями
7. price quotations	котировки цен, расценки
8. purveyor, <i>n</i>	поставщик
<i>syn.</i> vendor	продавец; торговец, продающий товар

9. yield, <i>n</i>	вразнос количество добытого или произведенного продукта; выход (продукции)
10. perishable foods	скоропортящиеся продукты
11. staple foods	главные, базовые продукты
12. food-processors	предприятия по переработке пищевых продуктов
13. convenience foods	продукты готовые к употреблению
14. pre-cooked items	полуфабрикаты
15. to retard spoilage	замедлять порчу продуктов
16. to keep scrupulously scrupulous, <i>adj.</i>	содержать в безукоризненной чистоте тщательный, скрупулезный, добросовестный
17. tile	кафель
18. concrete	бетон
19. walk-in refrigerators	холодильные камеры, помещения, куда можно входить
20. to weigh, <i>v</i>	взвешивать
21. storekeeper, <i>n</i> <i>syn.</i> steward	кладовщик управляющий хозяйством
22. to maintain an inventory	вести учет складских запасов, проводить инвентаризацию
23. reveal shortages	обнаруживать недостачу запасов
24. pilferage, <i>n</i> to prevent pilferage	мелкая кража не допустить воровства
25. common occurrence	распространенное явление
26. issue form, <i>n</i>	накладная на выдачу продуктов
27. withdraw, <i>v</i>	забирать, изымать

## Exercises

### I. Read and translate the text.

### II. Answer the following questions:

1. How does purchasing of food, supplies and equipment determine the success of an establishment?
2. What items are needed for smooth operation of a restaurant?
3. Who is usually in charge of purchasing?
4. What should a good purchaser know?
5. What kind of purveyors do restaurants use?
6. What considerations are most important for purchasers? Why?
7. What does yield mean?
8. What categories of foodstuffs are there?

9. How are convenience foods used?
10. Why are frozen and canned foods so important?
11. What storage areas do restaurants have?
12. How is a dry storeroom arranged?
13. Why should it have limited access?
14. How should cleaning supplies and poison be kept?
15. What kinds of refrigerators are used in restaurants?
16. What does it depend on?
17. Who is responsible for quality of the foodstuffs?
18. What are the duties of the steward\ a storekeeper?
19. Why are regular inventories necessary?
20. What is an issue form?
21. Why is a good system of purchasing and storage necessary in a restaurant?

### **III. Sum up what you've learned from the text about:**

1. The people responsible for efficient purchasing of food, supplies and equipment;
2. Different types of supplies;
3. Different categories of foodstuffs;
4. Storage facilities available in different foods and supplies;
5. Refrigerators and freezers used in the restaurant business;
6. The duties of stewards or storekeepers;
7. Control methods to prevent pilferage.

### **IV. Find in the text another way of expressing the following:**

1. Foods precooked to be served with a minimum of preparation.
2. Items such as flour, sugar and spices that are used on a steady, continuing basis.
3. Table utensils such as knives, forks and spoons.
4. One who makes his living selling goods.
5. Sale of goods directly to the individual consumers.
6. In restaurant usage, the amount of cooked food obtained from raw food.
7. Sale of goods to a business in large, bulk quantities at prices lower than to an individual consumer.
8. A manufacturer who processes raw foodstuffs into commercial forms; frozen and canned products are \_\_\_\_\_ foods.
9. In a hotel or restaurant, one who supervises the provision and distribution of food and drink.
10. Table linens such as napkins and tablecloths.
11. A record of the date and quantity an item is withdrawn, signed by the one who withdraws and the one who gives permission for the withdrawal.

### **V. Fill in the gaps with the appropriate words to complete the sentences:**

1. \_\_\_\_\_ means the same thing as buying.
2. A purchasing agent for a restaurant must consider the \_\_\_\_\_ in cooked food that will be obtained from the raw food.

3. Large cities usually have \_\_\_\_\_ merchants who sell in bulk to restaurants, whereas restaurants in smaller communities often have to buy from \_\_\_\_\_ merchants who also sell to the general public.
4. \_\_\_\_\_ products such as bread and \_\_\_\_\_ products such as milk are often delivered regularly on a contract basis.
5. \_\_\_\_\_ foods are those which spoil after a relatively short period of time.
6. \_\_\_\_\_ foods are those that are used regularly and steadily.
7. Food \_\_\_\_\_ take raw food materials and manufacture them into commercial food products.
8. \_\_\_\_\_ foods like frozen entrees require little preparation time but usually cost more to purchase.
9. A \_\_\_\_\_ form shows withdrawals of supplies from a restaurant's form.
10. The receiving agent \_\_\_\_\_ and \_\_\_\_\_ items when they are delivered.
11. Flour, sugar and canned foods are among those that are kept in a \_\_\_\_\_ storeroom.
12. \_\_\_\_\_ suppliers and \_\_\_\_\_ for insect or rodent control are frequently stored in the dishwashing area of a restaurant.
13. Milk, meat and butter are among the items that are kept in a \_\_\_\_\_ room.
14. A storekeeper is usually required to take a count known as an \_\_\_\_\_ of all items in the storeroom at regular intervals.
15. Unfortunately, \_\_\_\_\_ is a common occurrence in many restaurants, and an inventory is a good method for preventing it.

#### **VI. Translate from Russian using vocabulary from the text:**

1. Закупка и хранение пищевых продуктов и товаров, необходимых для работы ресторана, являются неотъемлемой частью успешного функционирования предприятия, и требуют определенных навыков и знаний.
2. Складские помещения ресторанов предназначены для приемки поступающих от поставщиков продуктов, сырья и полуфабрикатов, их кратковременного хранения и отпуска на производство. Складские помещения должны иметь неохлаждаемые и охлаждаемые камеры.
3. При хранении продуктов питания необходимо учитывать их категорию и сроки хранения. Необходимо предусмотреть раздельное хранение продуктов с учетом принятых условий хранения: сухие (мука, сахар, крупа, макаронные изделия); мясные, рыбные, молочно-жировые, гастрономические, овощи и фрукты.
4. Камеры для хранения мяса оборудуют стеллажами с гигиеническим покрытием, а при необходимости – подвесными балками с крючками. В ресторанах с количеством мест не менее 100 следует предусматривать охлаждаемую камеру с выходом в коридор через тамбур.
5. При закупках продуктов питания нужно учитывать такой фактор, как количество приготовленной еды на выходе. Очень часто от него зависит закупочная цена.

6. Оптовики, как правило, предоставляют скидку своим постоянным клиентам, но опытные закупщики ориентируются не только на цену, но и на качество покупаемой продукции. Некоторые закупщики покупают у розничных продавцов, если те предлагают продукцию высокого качества.
7. В современном ресторанном бизнесе широко используются свежемороженые продукты, консервированные и полуфабрикаты. Их можно достать в течение всего года, их качество гарантировано и вкусовые качества не уступают свежим.
8. Для определенных видов товаров существуют особые условия хранения. Кладовщик (или управляющий складом) должен хорошо знать особенности пищевых продуктов и правила их хранения. Он также должен осуществлять контроль за качеством и количеством потребляемых продуктов.
9. К сожалению, во многих ресторанах мелкое воровство со склада является обычным явлением. Чтобы не допустить этого, нужно регулярно производить инвентаризацию и аккуратно вести книги учета.
10. Продукция со склада выдается по накладной, в которой расписывается кладовщик и получатель продуктов. Таким образом, легче осуществлять регулярный контроль за расходом складских запасов.

**VII. Read out part of a survey on healthy eating habits. A student is being interviewed about the way he eats.**

**S. – Student**

**I. – Interviewer**

- I. – Hi, I'm from the Students' Union. We're doing a survey of students' eating habits. Is it all right if I ask you a few questions?
- S. – Will it take long?
- I. – No, not really. Five minutes maybe? There aren't all that many questions.
- S. – And what's it for exactly?
- I. – Well, we wanted to get an idea of the sort of things students eat on a regular basis, and find out how aware people are about diet and nutrition and things. The idea is to produce an information leaflet about healthy eating.
- S. – Yes, I suppose something like that would be quite useful, a leaflet I mean, especially for new students. Anyway, what do you want to know, exactly?
- I. – OK, first question. What would you say your favourite food is?
- S. – That's easy. A burger and chips. Lots of chips! I must say I like a nice Chinese meal as well, and maybe spaghetti once in a while.... But no, the best has got to be a burger.
- I. – OK, and what's your least favourite food?
- S. – Let me think. I've never been that keen on cauliflower. Or fish – the smell **puts me off**. But no, the thing I really can't stand is salad. Rabbit food, I call it. I know lettuce and things are supposed to be healthy and all that, but it's just not a real meal, is it?

- I. – Mm. You're getting into some bad habits there, you know. Anyway, moving on... Let's take a typical day. How many meals do you have? I mean proper sit-down meals, not snacks.
- S. – Well, I nearly always oversleep, which means I generally skip breakfast altogether. And then I'd probably just have a bar of chocolate for lunch. So in answer to your question, I don't sit down to a proper meal till the evening.
- I. – OK. Typical student, I suppose! And the next question: How many eggs would you eat in a week? One? Two?
- S. – Well, I don't do much cooking as a rule, but every Sunday I make myself a nice fried breakfast **as a treat**. That's sausages, bacon and two eggs, the works. Lovely!
- I. – That's sound OK once a week. But I wouldn't recommend it on a regular basis. Too much fat. And how about fresh fruit? Does it figure in your diet at all?
- S. – Not really, well, I know it's bad, but ... I'm just not in the habit really. I suppose I might eat an apple **once in a blue moon**. But that's about it.
- I. – Pity. But I suppose it's better than nothing! And would you say you **had a sweet tooth**?
- S. – I guess so. Well, most people have, haven't they? Me, I can't resist a bar of chocolate.
- I. – OK, one more question: is eating healthily important to you at all? I mean, would you choose one thing rather than another because it was more healthy?
- S. – No, I can't say that I would. I don't really think there's any difference in taste. I think all this craze for organic food is rubbish. It's just a way to make money.

#### Notes:

**the smell puts me off** – меня отвращает запах; от запаха у меня пропадает аппетит

**as a treat** – в качестве угощения

**once in a blue moon** – крайне редко

**to have a sweet tooth** – быть сластеной

#### Answer the questions:

1. What is the purpose of the survey?
2. What organization is carrying it on?
3. What is the Students' Union planning to produce?
4. What is the student's favourite food?
5. What is his least favourite food?
6. Which meals does he eat in a day?
7. How many eggs does he eat a week?
8. How often does he eat fresh fruit?
9. What's his opinion of organic food?

#### Speak about eating habits of the student.

#### Think and answer:

1. Would you answer the questions of the survey?

2. What do you think of your eating habits?
3. What do think of healthy eating?
4. Do you agree with the student? Why (not)?

**VIII. Food categories. Look at the list of the commonest foods on the menu. Do you know what each one is? Put them into the categories below:**

Meat:

Fish:

Poultry:

Vegetable:

Fruit:

Dairy product:

Seasoning:

Foods

Apple	Cream	Oregano	Sole
Apricot	Cucumber	Parsley	Spinach
Asparagus	Duck	Peach	Strawberry
Avocado	Garlic	Pear	Thyme
Bacon	Goose	Pepper	Tomato
Banana	Grape	Pineapple	Trout
Basil	Grapefruit	Plaice	Tuna
Beef	Haddock	Pork	Turbot
Carrot	Hake	Potato	Turkey
Cheese	Lamb	Raspberry	Veal
Chicken	Lettuce	Red mullet	Yoghurt
Cod	Milk	Rosemary	
Courgette	Onion	Salmon	

**IX. Tastes. Sort the words below into twelve pairs of words with opposite meanings.**

Example: hot – cold

Bland; cooked; dry; fresh; frozen; overdone; rare; raw; salty; sour; fresh; sparkling; spicy; stale; still; sweet; tasteless; tasty; tender; sweet; tough; underdone; well-done.

**Complete the sentences using one word from each pair.**

Sometimes you may have to change the form of a word, e.g. *My meal has gone cold*

1. With the fish we ordered a \_\_\_\_\_ white wine.
2. Take away this bread: it's \_\_\_\_\_ .
3. I don't like lemons, they are too \_\_\_\_\_ for me.
4. Could I have my steak very \_\_\_\_\_ . I don't like it cooked for more than a couple of minutes.
5. We never use any \_\_\_\_\_ ingredients in this restaurant – everything is bought from the market on the day it is served.
6. Champagne is a \_\_\_\_\_ white wine produced in France.
7. This chicken is \_\_\_\_\_; there's still blood in it.
8. Sushi is a Japanese dish of \_\_\_\_\_ fish.
9. \_\_\_\_\_ foods like peanuts and crisps make you thirsty.
10. This is very good – it's so \_\_\_\_\_ .
11. Can you take away this steak? It's so \_\_\_\_\_ I can hardly cut it.
12. I love \_\_\_\_\_ foods like chilli con carne and curries.

**X. Fill in the missing words in the sentences below. The words are in the box.**

- |              |           |            |
|--------------|-----------|------------|
| a) bitter    | e) dry    | i) savoury |
| b) blander   | f) greasy | j) sour    |
| c) burnt     | g) hot    | k) spicy   |
| d) delicious | h) rich   | l) sweet   |

1. The skin of an orange tastes quite \_\_\_\_\_ .
2. Food cooked with chilli is \_\_\_\_\_ .
3. Food cooked with a lot of cream is very \_\_\_\_\_ .
4. Sugar and honey will make a dish \_\_\_\_\_ .
5. Indian food is \_\_\_\_\_ .
6. If you forget the salt and pepper the food will be \_\_\_\_\_ .
7. Lemon juice is \_\_\_\_\_ .
8. The main course cooked with salt and spices is \_\_\_\_\_ .
9. Too much fat used in cooking can make the dish \_\_\_\_\_ .
10. A dish without enough liquid is \_\_\_\_\_ .
11. A dish cooked to perfection will be \_\_\_\_\_ .
12. Toast cooked too long tastes \_\_\_\_\_ .

**XI. Storeroom documentation**

Note: **a bin card** – карточка учета складских запасов

## Fill in the bin card headings using the words in the box

- |            |             |              |
|------------|-------------|--------------|
| a) balance | e) maximum  | i) reference |
| b) date    | f) minimum  | j) supplies  |
| c) in      | g) price    | k) type      |
| d) item    | h) quantity | l) unit      |

## Update the bin card with the following information

1. On the 8<sup>th</sup> October 8 bottles were issued by John Bridges.
2. On the 12<sup>th</sup> October 24 bottles were received from the supplies by John Bridges.
3. Barbara Palm took 10 bottles on the 13<sup>th</sup> October.

## XII. Idiomatic English.

**Pie in the sky** – describes something that you think will not happen or something that you will probably not get.

Some pies have two crusts – one on the bottom and one on the top.

Sometimes we call important or rich people the **upper crusts**.

This is an informal, joking way of saying «upper class» or «high society». Many Americans believe that money is the one thing that determines class. So do many Russians.

- Do you really want to buy a condominium in this expensive building?

- Of course. Now that we have so much money, I want to join **the upper crust!**

Crust is also the word for the hard, outside part of bread.

A person who **has crust** is bold or impudent. He or she might be aggressive or rude.

- Did you see that? George pushed his way to the front of the line.

- He has a lot of crust! He never waits his turn like everybody else.

People who are crusty might act rough and tough, but they are not necessarily bad. They might speak in a gruff or unfriendly way, or they might use colorful or «salty» language.

(Salty can mean «brief and witty». It can also mean «vulgar» and «improper».)

We usually use this idiom to describe older people.

- That crusty old sailor tells a lot of good stories, and he uses very salty language.

When you «**eat humble pie**», you admit that you are wrong.

**To eat humble pie** is disagreeable and humiliating. For example, imagine that you did something bad, and you tried to hide it.

Now other people know about it. You have to confess. You are very embarrassed, but you eat humble pie and admit that you were wrong.

**As easy as pie** means the same as «**a piece of cake**» and «**duck soup**».

It means «very, very easy».

People who are always busy «**have a finger in every pie**».

In this idiom, **pie** means «activity» or «thing that is happening».

e.g. Our secretary has a finger in every pie and always complains of working under pressure.

**Gravy** is a sauce for meat and potatoes. You make it from the juice that comes out of meat in the cooking. Gravy is something extra.

When you are on the gravy train, you receive money for little or no work.

e.g. We made enough money from the sale to pay all our costs. From no, it's all gravy.

**Exercise A. Choose the correct idiom to complete the sentence.**

- a) on the gravy train
- b) as easy as pie
- c) has crust
- d) eat humble pie
- e) a finger in every pie

1. She always has other fish to fry. She has \_\_\_\_\_ .
2. He cooked his own goose when he lied. Now he has to \_\_\_\_\_ .
3. She's so rich that she doesn't have to work for her bread and butter. She is \_\_\_\_\_ .
4. That test was a piece of cake. It was \_\_\_\_\_ .
5. Did that stranger call you «honey»? He really \_\_\_\_\_ .

**Exercise B. Complete the sentence using one of the idioms:**

- a) pie in the sky
- b) the upper crust
- c) gravy
- d) as easy as pie
- e) crusty
- f) on the gravy train
- g) eat humble pie
- h) has crust
- i) has a finger in every pie

1. If I win the lottery, I want to travel around the world. Unfortunately, it's only a \_\_\_\_\_ .
2. He had to say he was sorry. He had to \_\_\_\_\_ .
3. They have made a fortune on the invention. They are rich and \_\_\_\_\_ now.
4. That old farmer acts tough and speaks very salty language but he's really a good person. That old farmer is \_\_\_\_\_ .
5. Doing this exercise is duck soup, it is \_\_\_\_\_ .
6. She belongs to a lot of groups and does many things. She \_\_\_\_\_ .

7. He's very rude and aggressive. He \_\_\_\_\_ .
8. Frank is dreaming of becoming a famous rock star, but it's probably \_\_\_\_\_ .
9. The secretary didn't make an appointment with an important customer and forgot to warn her boss about it. When he asked her, she had to \_\_\_\_\_ .
10. The storekeeper discovered a shortage of two bottles of expensive wine and investigated the pilferage. The new dishwasher had to admit taking them, she had to \_\_\_\_\_ .
11. I earned enough yesterday to pay my expenses. The money I earn today will all be profit, it will be \_\_\_\_\_ for me.

### **XIII. Read the story, translate it and discuss. Use a dictionary if necessary.**

#### **Fast food restaurants move towards organic food as Americans become health-conscious**

Many Americans are strolling around supermarkets, their carts filled with non-organic food galore. That same group likely considers fast food restaurants their second home, familiar with the menu's latest triple-burger creations. However, these behaviors are becoming a thing of the past now that many people have started taking their health very seriously.

They've been learning a great deal about the insane amounts and types of body and brain-destroying chemicals they've been eating all along. One important influence has been Vani Hari, aka «The Food Babe», who petitioned Subway to stop adding Azodicarbonamide – the same chemical that's in yoga mats – to Subway's breads. With health becoming a bigger concern than ever before, people are demanding options that include fresh, whole and organic foods.

Picking up on the increasing demands of health-conscious people are fast food restaurants, who are working to keep harmful chemicals and non-organic foods out of their establishments so that customers stay in them.

For example, Amy's Kitchen, a popular frozen food brand, has announced that by the end of June, it will open its first Amy's Drive Thru restaurant. Their goal is to continue providing customers with tasty foods with more of an emphasis on organic and clean meals. The drive-through, which is set to open in Rohnert Park, California, will include items such as French fries made from fresh, organic potatoes as well as shakes, chili and burritos. Co-founder and co-CEO Andy Berliner says, «...we decided to do more of a traditional drive-through restaurant, but with organic, vegetarian, pesticide-free, and GMO-free food» in response to customers' requests to delve into the restaurant business. They follow a long list of food giants and restaurateurs who have also listened to customer demands for healthier options.

The movement towards serving healthier foods is undoubtedly spreading. Panera even developed a «No-No list», in which people can see the entire rundown of foods the chain plans on improving. For example, the hydrogenated soy protein, propylene glycol alginate and malt dextrin once found in their Greek salad dressing are gone. The idea applies to some 150 artificial preservatives, sweeteners, colors and

flavors that Panera hopes to remove from their products by the end of 2016. Panera CEO Ron Shaich says, «I want to serve everyone the food I want my daughter to eat. And if I feel uncomfortable about serving her some of this stuff, I don't want anyone else to eat it».

As for McDonald's, they plan to incorporate kale in their menu some time in 2016. However, this notion has drawn some criticism, with many people noting that just prior to that announcement, the fast food giant ran ads that insulted health-conscious people and poked fun at kale in particular. Many people maintain that their move is solely to address declining sales, while others say that tossing a bit of kale on fatty, fried foods isn't enough.

Even the grandson of the deceased Dorito's inventor is taking a healthier path, marking a departure from junk foods. Tim West, who trained at the prestigious Culinary Institute of America and New York's St. Regis Hotel, opened up a pop-up restaurant in California called Cool Beans. He serves mostly vegetable and bean-based meals. After growing up on hot dogs, grilled cheese and probably Doritos, West says that he did a complete turnaround and is dedicated to providing people with foods that are good for them and for the planet.

It's about time such companies and restaurants get involved in the organic, non-GMO, clean food movement. Junk foods wreak havoc on the body; a recent study noted that trans fats – which are found in junk foods – even have the ability to jeopardize memory recall. Eating healthier is simply the way to go to achieve optimal physical and mental health.

*(Adapted from «Natural News. Com»)*

### **Answer the following questions:**

1. What do most Americans think about fast food restaurants?
2. Which chemical can be found in sport equipment and in bread?
3. What is the tendency of fast food restaurants to keep their customers?
4. How do the food giants (for example Amy's Kitchen) meet customers' demand?
5. What do the healthier options in their menu mean?
6. How does Panera participate in health food movement?
7. What are the plans of McDonald's in serving non-organic food?
8. Do you know what are the trans fats?
9. What is the effect of junk food on the body?
10. Is it easy to have good physical and mental health?

### **Think and answer**

- What is your attitude to organic food?
- Where do you buy food products? Why?
- Do you think Russian people care about food safety and health?
- Give your reasons.
- Where would you purchase food and supplies if you owned a restaurant?
-

#### **XIV. Render in English:**

В международной системе организации продовольственного снабжения существует 6 основных звеньев: изготовитель, производитель, транспортное хозяйство, оптовик, посредник, покупатель (предприятие общественного питания).

Изготовители производят продукты питания, производители выращивают сельскохозяйственную продукцию. С помощью транспортных средств осуществляется доставка продукции от изготовителей или производителей к оптовикам, посредникам и предприятиям общественного питания.

Оптовики осуществляют закупку товаров у предприятия изготовителя для последующей их продажи предприятиям общественного питания.

Посредники снабжают предприятие мясом, маслом, рыбными и гастрономическими продуктами, плодовоовощной продукцией и т.д. В качестве посредников между изготовителем и покупателем могут выступать торговые агенты, брокеры. В отличие от оптовых баз они не берут на себя право собственности на товар и выполняют ограниченное число функций. За свои услуги они получают комиссионное вознаграждение. Основные их задачи – найти покупателя и продавца, свести их, помочь договориться об условиях купли-продажи, поставки товаров.

В качестве покупателя может выступать менеджер или хозяин ресторана, заведующий производством, которые должны быть профессионалами своего дела. Они должны иметь четкое представление: где, у кого, как покупать товар и каким образом строить взаимоотношения с поставщиками. Для решения вопроса «Где покупать?» нужно провести исследование рынка. При изучении и исследовании рынка не всегда выгодно отдавать предпочтения импортной продукции. В настоящее время отечественные производители предлагают продукцию, качество которой не уступает импортной, что в свою очередь ведет к снижению таможенных расходов. При этом необходимо оценить, способен ли поставщик предлагать достаточное количество товаров необходимого ассортимента и качество, обеспечить бесперебойную доставку товаров.

Для решения вопроса о том, какой фирме следует отдать предпочтение при закупке товара, надо провести анализ качества поставляемой продукции, цен на эту продукцию, условий поставки и расчета с поставщиками.

Снабжение оборудованием, мебелью, кухонной и столовой посудой, производственным и торговым инвентарем, санспецодеждой, столовым бельем является одной из важнейших задач любого ресторатора.

К основным критериям, по которым ресторатор выбирает поставщика, относятся: сервисное обслуживание оборудования, цена оборудования, гарантийное обслуживание, сроки доставки оборудования и условия оплаты.

## Unit VIII. MONEY MATTERS

### Before you read discuss these questions:

1. What was the last thing you bought?
2. Where did you buy it?
3. What do you buy online?

### TEXT: COST CONTROL AND ACCOUNTING

A restaurant is a commercial enterprise and to achieve business success it must employ businesslike methods. This applies in particular to controlling costs and to **accounting**.

Good accounting procedures **ensure accurate financial records** and serve as a basis for **assigning costs** and **receipts** to the appropriate parts of the business.

Like any other commercial enterprise, a restaurant must return a profit to its owner in order to stay in business. The total receipts of the business are known as the **gross income**. After all costs are **subtracted** from the gross what is left is the **net income**, often called «**the bottom line**» since it is normally the figure at the bottom of a budget or financial statement.

Many restaurant cost are the same as those in other businesses and remain relatively fixed. These include items such as rent, mortgage payments, licensing fees, property taxes, and insurance. Sales taxes on meals, which are not a fixed cost, are passed directly to the customer as a charge on the check.

As with all businesses, variable costs change with the volume of activity. The two major variable costs for restaurants are food and labour. In preparing a budget, costs are usually estimated as a percentage of revenues.

Food cost is given in terms of percentage of sales involving three factors: purchase price of the food, portion, charge to the customer. In theory, it is possible to continue raising the price to the customer in order to balance the budget.

In practice, food and labour costs have risen much faster than the price of restaurant meals. Customer resistance has caused most restaurateurs to be cautious about raising prices too fast and too high; this has led to increased attention to other ways of controlling expenses.

A good system of controls should be set to reduce food costs resulting from factors other than purchase price. Problems arise in the kitchen from careless or wasteful food handling and in the dining room from inefficient service.

For adequate control, the size of the portions should be standardized as far as possible. It is necessary to calculate the unit cost of each item to determine the price that should be charged for it.

Food costs in almost all restaurants are compounded by leftovers, by serving meals to employees, and by pilferage.

Part of the responsibility for controlling leftovers falls on the chef who should be able to make use of them in other forms. The menu planner and the buyer / purchaser share this responsibility. They should be able to calculate the demand for particular items and to purchase no more than is necessary. Almost all restaurants

serve employee meals, often different from menu items, for which there is a nominal charge. Many restaurants are subject to a certain amount of food pilferage. Employees who would not take money under any circumstances sometimes take foodstuff or cooked foods (especially fast foods) for their friends or families. This may add up to a considerable loss. Some ways of controlling it are locking food storage areas, using issue forms and constant watchfulness.

The major restaurant cost aside from food is labour. As the standard of living rises, labour costs are rising much faster than food costs. They include pay for vacations, holidays, overtime, pensions, retirement, payroll taxes, insurance and training. The principle means of controlling labour costs are by increasing productivity and reducing the labour force. Productivity is the amount of work an employee does in relation to the cost. A fast but inefficient worker may be less productive than one who works at a slow but steady rate.

A restaurant with high turnover of personnel frequently has new employee who simply do not know the procedures well enough to work efficiently. Higher wages and good working conditions cut down on rapid turnover. These cost are usually offset by increased productivity that a well-trained and a well-paid staff can provide.

The two principal methods of reducing the number of workers are machinery and proper scheduling according to the work load. But before rushing to purchase equipment, the restaurant operator has to compare the cost of the equipment, its upkeep and its depreciation to the wages of employees doing the same work.

Scheduling the personnel is an important part of controlling labour costs. Restaurants usually have peak periods of activity that correspond to the meal service hour. If the operate has several waiters on duty when the meal is prepared rather than served there may be an unnecessarily high labour cost.

All methods of cost control require keeping adequate financial records. It is obviously necessary to keep a daily record of money received from customers as money spent on purchasing, payroll and sales taxes. This work is done by a bookkeeper and interpreting the data is the work of an accountant.

In small restaurant bookkeeping is usually the job of the owner or manager, while larger establishment may need a special employee for this job. Very large organizations may employ a full-time staff accountant.

Accountants are usually asked to examine the records and then to provide statements which serve different purposes.

The most familiar kind of financial statement is a balance sheet which show the assets and liabilities of the business. The balance sheet should show the amount by which the value of the business has changed within a certain period of time.

An accountant can also analyze the receipt and costs of the business so that they can be assigned to different parts of the operation. It provides a basis on which management can make plans for the future. Such a financial plan is known as a budget and is generally prepared for a six or twelve month period. The accountant often assists both in preparing the budget and in comparing actual results with those projected in the last budget.

A restaurant is a commercial venture in which money is received and spent, so it is necessary to keep a record of these transactions and to understand them.

### Vocabulary list

1. ensure, <i>n</i>	обеспечить, гарантировать
2. accounting, <i>n</i>	система бухучета, финансовая отчетность
3. accurate, <i>adj.</i>	точный, достоверный
3d. accurate financial records	достоверная финансовая отчетность
4. assign, <i>v</i>	назначать, определять, предназначать, ассигновать, передавать (имущество, средства)
5. costs	затраты; расходы
6. receipts, <i>pl</i>	поступления (средств в казну); приход
receipts and expenses	приход и расход
receipt, <i>n</i>	расписка в получении; квитанция; чек (в магазине)
on receipt	по получении
7. gross income, <i>n</i>	валовый доход
8. subtract, <i>v</i>	вычитать, изымать
9. net income, <i>n</i>	чистая прибыль
<i>syn.</i> «the bottom line»-business jargon	
10. fixed costs	фиксированные, постоянные расходы
11. mortgage payments	взносы по ипотечному кредиту
12. licensing fees	отчисления за использование лицензии
13. property taxes	налог на недвижимость
14. insurance	страхование; страховые взносы
15. sales taxes	налоги с продаж
16. a charge on the check	сумма для оплаты, внесенная в счет
17. variable costs	переменные издержки, которые изменяются в зависимости от объема производства
18. revenue, <i>n</i>	доходы, денежные поступления
a percentage of revenues	проценты от доходов
19. customer resistance	сопротивление клиентов; негативная реакция клиентуры на повышение цен
20. cautious, <i>adj.</i>	осторожный, осмотрительный
21. compound, <i>v</i>	соединять; составлять, смешивать
22. leftovers, <i>pl.</i>	остатки пищи
23. share the responsibility	разделить ответственность
24. a considerable loss	значительные убытки
25. a high turnover of personnel	большая текучесть кадров
26. principal, <i>adj.</i>	основной, главный
27. Proper scheduling	правильное составление графика работы

28. workload	рабочая нагрузка
29. upkeep, <i>n</i> <i>syn.</i> maintenance	содержание; поддержание в рабочем состоянии
30. depreciation, <i>n</i>	амортизация
31. bookkeeper, <i>n</i>	бухгалтер, ведущий ежедневный финансовый учет
32. accountant, <i>n</i>	квалифицированный специалист, имеющий лицензию на право вести бухгалтерский учет и заниматься финансовыми операциями
33. balance sheet	отчет о финансовом положении компании; баланс компании
34. the assets and liabilities	активы и пассивы

## Exercises

### I. Read and translate text 1.

### II. Answer the following questions:

1. Why are good accounting procedures important in restaurant business?
2. What should any enterprise do?
3. What is the difference between the gross income and the bottom line?
4. What do fixed costs include?
5. What costs are passed directly to the customer?
6. How do variable costs change?
7. How is food cost calculated?
8. What is necessary to do in order to balance the budget?
9. What makes restaurants be cautious about raising prices?
10. How can food costs be reduced?
11. What is needed for adequate control?
12. Who shares the responsibility for high food costs?
13. What are food costs compound by?
14. Why is pilferage a common problems for many restaurants?
15. What are the ways of controlling all these factors?
16. Why are labour costs increasing?
17. What do they include?
18. What is productivity? Why is it important?
19. How can restaurant handle a high turnover of personnel?
20. How can the number of workers be reduced?
21. Why is proper scheduling one of the principle methods of reducing labour costs?
22. How should financial records be kept?
23. Whose job is it to keep a daily financial record?
24. What are the functions of accountants?
25. What is a balance sheet? What does it provide?

26. What is a budget and its role?

27. Why is it necessary to keep accurate financial records in restaurant business?

### **III. Sum up what you've learned from the text about:**

- The importance of good accounting procedures for business success of a restaurant:
- The principal financial indicators of business activity:
- Fixed costs and variable costs in restaurant business:
- The ways to reduce food costs and labour costs:
- The responsibility of management for adequate cost control:
- The difference in bookkeeping and accounting jobs:
- A balance sheet and a budget as the principal financial records in restaurant business

### **IV. Find in the text another way of expressing the following:**

1. An estimate or financial projection of expected income and expenses for a fixed period of time.
2. As a labour term, the number of times a new employee must be hired to fill the same job.
3. Maintaining detailed records of financial transactions.
4. Recording and interpreting financial records so as to determine matters such as profit, loss, assignment of costs and financial standing.
5. The specific amount of each food served to the customer; for example, one-half of a grapefruit is a customary breakfast.
6. Expenses which do not change regardless of sales volume: they include mortgage payments, rent and property taxes.
7. The total income of a business before any expenses have been deducted.
8. Expenses which change with the level of sales volume; in a restaurant they include the cost of food and utilities.
9. The amount of goods and services produced in relation to the input of capital and/or labour.
10. Money remaining from gross income after all expenses have been deducted.
11. When the expenses are lower than the gross income, there is a \_\_\_\_\_. When the expenses are higher than the gross income, there is a \_\_\_\_\_.
12. A financial statement issued periodically to show the assets (things of value) and liabilities (outstanding debts or charges) of a business.

### **V. Say whether the following statements are true or false:**

1. It is necessary for a restaurant, like any other commercial venture, to keep accurate financial records and to follow good accounting procedures.
2. The sales tax on restaurant meals is a fixed cost which is never passed along to the customer.
3. If the gross income is large enough, a restaurant will yield a profit no matter how high the costs run.

4. Customers show their resistance to higher price for restaurant meals by staying away.
5. One way of controlling restaurant food costs is by standardizing the portions.
6. Pilferage of foodstuffs occurs in restaurants occasionally but there are no effective ways to prevent it.
7. Labour costs do not rise as fast as food costs.
8. The only labour costs in a restaurant come from wages paid to employees.
9. Restaurant work is so simple that there is no loss of productivity even when a restaurant has a high turnover of employees and hires untrained workers.
10. An inefficient layout in a restaurant can lead to a lower level of productivity.
11. All machinery will pay for itself in reduced labour costs.
12. It is economical for a restaurant to have a full quota of waiters on hand during food preparation hours as well as meal service hours.
13. Assigning costs to different parts of a restaurant operation serves no useful purpose.
14. Accountants make up financial statements such as balance sheets and budget for restaurants and other business enterprises at regular intervals of time.

#### **VI. Translate into English using the vocabulary from the text:**

1. Правильное ведение финансовой отчетности является залогом успешности ресторана и служит обоснованием для надлежащего распределения средств между различными подразделениями.
2. Валовой доход – это сумма всех денежных поступлений до того, как из нее вычтут сумму всех расходов. Чистая прибыль, которую часто называют итоговой чертой, это то, что остается предприятию после выплаты всех издержек и налогов.
3. Целью любого коммерческого предприятия является прибыль. Это относится к ресторанному бизнесу, поэтому контроль за издержками и четкое ведение финансовой документации являются основными факторами коммерческого успеха.
4. Затраты на производство продуктов питания исчисляются относительно процента продаж, включающих три основных фактора: закупочная цена еды, порционная стоимость и цена, которую платит клиент. Если повышать цены ресторана, то клиенты будут этому сопротивляться тем, что перестанут посещать данный ресторан.
5. Чтобы наладить должный контроль за расходами ресторана, необходимо внимательно проанализировать работу кухни и обслуживание в обеденном зале с целью устранения проблем, ведущих к неправильному расходованию или перерасходу пищевых продуктов.
6. Затраты на продукцию ресторана обычно дополняются такими статьями расходов как питание для персонала, остатки несъеденной пищи и мелкое воровство. Остатки еды являются результатом недоработки как шеф-повара, так и того, кто планирует меню и закупает продукты. Они должны

тщательно просчитать спрос на отдельные продукты и блюда и не закупать больше, чем необходимо.

7. Стоимость рабочей силы можно регулировать путем уменьшения состава персонала и роста производительности труда. Если увеличить зарплату работающим и предоставить им возможность повысить квалификацию, то эти затраты очень быстро окупятся увеличением производительности труда людей, которые хорошо обучены и довольны условиями труда.
8. Не всегда оборудование может компенсировать затраты на оплату рабочей силы. В ресторанном бизнесе есть много участков труда, где машины не могут заменить человека. Помимо этого, нужно помнить, что техническое обслуживание, содержание и амортизация оборудования тоже могут стать значительными затратами.
9. Балансовый отчет о деятельности ресторана показывает активы и пассивы предприятия и является основой для составления бюджета на будущее. Составлением бюджета и анализом финансовой деятельности обычно занимается бухгалтер-аудитор.
10. Бухгалтер ведет ежедневный финансовый учет всех денежных поступлений и выплат. Это помогает эффективному контролю за расходованием средств и способствует коммерческому успеху предприятия.

**VII. On the left you'll see phrases you may find on a menu. On the right are the explanations which a head waiter might give to a customer who is paying the bill.**

**Match the phrases to the explanations.**

<b>Menu</b>	<b>Explanations</b>
a) There is no service charge. Gratuities are at your discretion.	1) Yes, Madam. You can use your American Express card.
b) All major credit cards accepted.	2) The cost of your meal is £60, Sir. The extra £6,0 is for the waiter.
c) We regret we do not accept credit cards.	3) The bill doesn't include service, Sir. If you would like to give the waitress something, that's for you to decide.
d) All prices include _____ tax.	4) We have to add this amount for _____ tax, Madam. It's 8% of the cost of the meal.
e) Cover charge: £2,00.	5) This isn't for any food or drink, Madam. We add this sum to every bill, for the rolls, linen and so on.
f) 10% Service Charge will be added.	6) You don't pay anything extra for _____ tax, Sir. It's already in the price of the meal.
g) All process are exclusive of _____ tax at the current rate.	7) I'm very sorry, Sir. You won't be able to use your Diner's Club card. Could you pay in cash or by traveller's cheque?

## METHODS OF PAYMENT AND CURRENCIES

### VIII. Read dialogues and say, what methods of payment the guests use:

**G. – Guest;          W. – Waiter;          B.- Bartender**

#### **Dialogue 1**

G. – Can I have the bill, please.

W. – Certainly, Madam. Just a moment, please. Here you are, Madam.

G. – Thank you. Can I pay by credit card?

W. – We accept Visa, American Express and MasterCard.

G. – Perfect. I'll pay by Visa.

W. – Very well, Madam. Will you sign here, please.

G. – Yes, of course.

W. – Here's your bill and your receipt, Madam.

#### **Dialogue 2**

G1. – Could you bring us the bill, please?

W. – Yes, Sir. I'll bring it immediately.

G2. – Can we pay by traveller's cheque?

W. – I'm afraid we don't accept traveller's cheques, Sir.

G2. – OK. Can we pay in US dollars?

W. – Yes, Sir. I'll ask the cashier to prepare the bill in dollars. Here you are, Sir.

G1. – Is service included in the bill?

W. – Yes, Sir, it is.

G2. – Let's leave him a tip, anyway John, the service was excellent.

#### **Dialogue 3**

G. – How much is it?

B. – One moment, Sir. I'll prepare the bill. Here you are, Sir. The bill.

G. – Oh, that's a lot of money! Is tax included?

B. – Yes, Sir. VAT is automatically charged.

G. – I see.

B. – How will you be paying, Sir? In cash or by credit card?

G. – In cash and keep the change.

B. – Thank you, Sir.

#### **a) Say whether the sentences are true or false.**

D.1 – The guest pays by Master Card.

The waiter has to sign the bill.

D.2 – The guest wants to pay in Canadian dollars.

Service is included so the guests don't give a tip.

D.3 – The guest wants to know whether VAT is include  
The guest leaves a tip.

**b) Complete the sentences with «in» or «by».**

- Can I pay \_\_\_\_\_ credit card?
- I'll ask the cashier to prepare the bill \_\_\_\_\_ dollars.
- That's great. I'll pay \_\_\_\_\_ Visa.
- Can we pay \_\_\_\_\_ traveller's cheque?
- I prefer to pay \_\_\_\_\_ cash, if that's OK.
- How will you be paying, Sir? \_\_\_\_\_ cash or credit card?

**IX. Business documentation.**

**Use the clues to fill in the missing letters in the words on the right.**

1. A member of staff writes this when goods are running short and are now required    REQU\_\_\_\_\_
2. This information is then sent to an external suppliers as an official    OF\_\_\_\_
3. When the goods are delivered, this list of goods is often enclosed.    DE\_\_\_\_\_N\_\_\_\_
4. After delivery the supplier sends this list of goods giving quantity and price.    IN\_\_\_\_\_
5. If you pay in seven days, you can often get a \_\_\_\_\_    C\_\_\_\_ DI\_\_\_\_\_
6. If you pay regularly from the local baker he may allow you a \_\_\_\_\_ .    TR\_\_\_\_ DI\_\_\_\_\_
7. At the end of the month most suppliers send out this list of everything bought and all money paid.    ST\_\_\_\_\_
8. If goods have to be returned to the supplier he will send this to adjust the amount of money due.    CR\_\_\_\_N\_\_\_\_
9. This will be if a customer doesn't pay his/her account.    RE\_\_\_\_\_

**X. Match the words on the left with their definitions on the right.**

- |                            |    |   |
|----------------------------|----|---|
| 1. Profit and Lost Account | a) | Includes cash in the safe and in the bank.  |
| 2. Trading Account         | b) | Bills which will never be paid.   |
| 3. Balance Sheet           | c) | When sales equal costs – no profit or loss.                                       |
| 4. Fixed Assets            | d) | Includes rent, telephone, gas, advertising.                                       |
| 5. Current Assets          | e) | Shows the gross profit at the end of the year.                                    |
| 6. Long term liabilities   | f) | Furniture, kitchen equipment, crockery, etc.                                      |
| 7. Current liabilities     | g) | Food, liquor, and tobacco still in store.   |
| 8. Bad debts               | h) | A statement at the end of the year showing how the company is finances.           |
| 9. Depreciation            | i) | Borrowed money which will be paid back over a long period of time.                |
| 10. Budget                 | j) | Money which will be paid to suppliers soon.                                       |
| 11. Overheads              | k) | Reduction in value of machines and furniture over several years.                  |
| 12. Stock                  | l) | Shows the net profit after electricity, rent, stationery, etc. has been deducted. |
| 13. Break-even point       | m) | Planned financial figures for the future.   |

**XI. Fill in the gaps with the words in the box.**

- |                             |                        |
|-----------------------------|------------------------|
| a) Cash float               | g) Payroll             |
| b) Credit                   | h) double entry        |
| c) credit customer accounts | i) petty cash book     |
| d) creditors                | j) posted              |
| e) debit                    | k) purchase ledger     |
| f) debtors                  | l) visitors' paid-outs |

1. Most companies use a system of accounting known as \_\_\_\_\_ .
2. This divides the page into columns which are called \_\_\_\_\_ and \_\_\_\_\_ .
3. Suppliers who have not yet received payments for goods which they have already delivered are \_\_\_\_\_ .
4. Customers who have not paid yet their bills are \_\_\_\_\_ .
5. The accounts of suppliers to the hotel are kept in the \_\_\_\_\_ .
6. The accounts of customers are known as \_\_\_\_\_ .
7. When figures are moved from one account to another they are \_\_\_\_\_ .
8. All the information needed to pay staff wages and salaries is on the \_\_\_\_\_ .
9. Small amounts of cash which are paid out are recorded in the \_\_\_\_\_ .
10. Small items of cash which are paid out on behalf of a guest are called \_\_\_\_\_ .

11. At the start of each day the bar and restaurant staff are given a fixed amount of cash which is called a \_\_\_\_\_ .

**XII. Read, translate and discuss the text. Use a dictionary if possible.**

**THE OBESITY\* INDUSTRY**

The latest accessory for waiters at some restaurants in America is a handheld computer. This is not, as you might expect, to transmit orders instantly via a wireless network to the kitchen for even faster food, but to calculate for customers the amount of fats and carbohydrates in their entrees.

As people everywhere get bigger, all manner of businesses are addressing the treat, and opportunity, in what the World Health Organization calls «globesity\*».

Fat is no longer just a problem in America, where nearly one-third of adults are thought to be obese. Millions more are overweight, though not (yet) heavy enough to qualify as obese\*

There are now an estimated 300 m obese adults worldwide in a decade or so, even countries not now associated with bulky populations, such as France and Japan, could have a big problem.

The business implications are also enormous. American girls today shop for clothes that are roughly two sizes bigger than those worn by their mothers. Seats in public places such as sports arenas are being made bigger, as are those in aircraft. Drug firms are searching for miracle slimming drugs and the latest dieting fads\* become best-seller. After claims that its advice on healthy eating is obsolete, the government is drawing up new guidelines. There is hard lobbying by food firms fearful that the government's panel of experts may advise against eating their products.

Some food firms have announced plans that could affect the health both of their customers and of their profits. Burger King launched its first product aimed at people watching their waistline: a low-fat chicken sandwich. It hopes to reverse a six-year slide in sales, in part due to competition from chain such as Subway that offer «healthier» alternatives to burgers and fries. McDonalds has put salads on its menu as part of a global makeover, and Kraft Foods, America's biggest food firm, will trim its portion sizes and provide more nutritional information.

How will consumers react? New research shows that most Americans are well aware of the risks of obesity. «But people are not prepared give up taste as their solution to this problem», says one of the experts. One of the most striking findings of this new study on globesity is that some 90% of American consumers believe they are personally accountable for their weight. Only a few blame fast-food firms.

The recent explosion in the popularity of low-carbohydrate slimming methods, such as the Atkins diet, and the launch of a host of new low-carb food products\*, further illustrates that, if firms can come up with easy and tasty ways to lose weight, then people will rush to try them. The Atkins diet, for example, excludes carbohydrates, but allows dieters to stuff themselves with steaks and other fat-reach, protein-rich foods.

Although health officials worry about the long-term effects of such diets, they have had a huge effect on the slimming business – worth \$40 bn in America alone.

The study confirmed that, despite the very high level of consumer awareness\* about the problems of being overweight, people struggle to do something practical about it. The people tend to be better educated and are of particular interest to marketing experts because they set purchasing trends. «Consume less, consume better and exercise more is not about to become a mass-market trend anytime soon», argues the report.

The obvious conclusion: a growing herd of fat people will provide lots of demand for firms supplying everything from bigger towels to bigger beds. In health care, much will change. Some hospitals, for instance, are finding some obese people cannot be squeezed into scanning machines\*.

Drugs firms are targeting fat. Share soar if a company announces that clinical trials show a new anti-obesity drug can work wonders. Firms are scrambling to develop additives to make diet foods taste better. Expect the globesity business to grow fast, then, along with its expanding customers.

*(adapted from «The Economist»)*

#### **Notes:**

**obesity, n** – тучность, ожирение

«**globesity**» - новый термин: ожирение в глобальном масштабе; глобальное ожирение

**obese, adj** – тучный; страдающий ожирением

**dieting fads** – новомодные средства похудения

**carb=carbohydrates** – углеводы

**low-carb food products** – продукты с низким содержанием углеводов

**consumer awareness** – осведомленность потребителей

**scanning machines** – зд. диагностическое медицинское оборудование

#### **Questions for discussions**

- Why do waiters have to calculate the amount of fats and carbohydrates?
- What are the business applications of the «globesity»?
- How is the American government trying to handle the situation?
- How do food firms respond to the current trends?
- How do consumers react?
- What diet has become very popular? Why?
- What does the study of modern consumers show?
- How do drug firms profit from the situation?
- Why do we have to expect the globesity business to grow fast?
- What do you think of the problem?
- Does Russia belong to countries with obesity problem?
- Why?
- What ways of coping with this situation do you find most effective?

**Give your reasons.**

#### **XIII. Render into English**

Чтобы бы быть коммерчески успешным, каждый ресторан должен иметь грамотно составленный бизнес-план, который позволяет предпринимателю наметить масштабы производства продукции, реально оценить свои сильные и слабые стороны. Принять меры по предотвращению различных рисков, успешно обойти конкурентов, рассчитать свой потенциальный доход и привлечь средства инвесторов.

В этом плане необходимо указать, как определяются цены на продукцию, какой планируется уровень торговых надбавок и на каких условиях предусмотрены скидки, какой уровень прибыльности на вложенные средства предполагается реализовать.

В рыночных условиях особо важно оценить потенциальные риски и систему коммерческого страхования. От этого в значительной степени зависит доверие потенциальных инвесторов, кредиторов и партнеров по бизнесу.

Производственные риски связаны с нарушением производственного цикла по различным причинам, с задержками в поставке сырья и товаров. С целью страхования от данного вида рисков необходимо предусмотреть следующие меры: организация за ходом производственного цикла в ресторане, контроль за ритмичностью поставок сырья и товаров в ресторане, совершенствование формы расчетов с поставщиками, контроль за сроками хранения запасов сырья и товаров.

Коммерческие риски связаны с такими факторами, как уменьшение емкости рынка, снижение спроса потребителей, появление новых конкурентов. Для снижения этих рисков нужно непрерывно изучать конъюнктуру ресторанного рынка, совершенствовать ценовую политику, вводить дисконтные карты для потребителей.

Целью финансового плана ресторана является определение эффективности ресторанного бизнеса на планируемый период. Прежде всего необходимо разработать прогнозный план доходов и расходов ресторана, который покажет при каких расходах можно получить прибыль. Следующим этапом должен стать баланс денежных поступлений и выплат, а также свободный баланс активов и пассивов ресторана на планируемый период.

Нужно запланировать стратегию финансирования, т.е. указать размер общей потребности и инвестициях, наметить предполагаемые источники финансирования, рассчитать предполагаемый срок окупаемости и возврата кредитов, а также провести расчет порога рентабельности (безубыточности) и запаса финансовой прочности ресторана.

## Unit IX. HANDLING COMPLAINTS

### Before you read discuss these questions:

1. What sort of problems might people have at the restaurant?
2. Have you ever made a complaint when dining? If so, what?

### TEXT 1: HANDLING COMPLAINTS

A recent survey shows that customer complaints are increasing. The commonest complaint is about staff who are rude or helpful, usually because they know little about the product they are selling. The second thing that makes customers angry is having to wait too long to be served. Recently, many business enterprises have cut running costs by employing fewer staff, so there simply are not enough people to provide efficient service.

It is not clear why complaints are on the increase. Maybe standards of service are going down, but the more likely explanation is that people are readier to complain nowadays. Citizens' Charters, telling people what they can expect and what to do if they are dissatisfied, have produced a generation of customers who know their rights and are not afraid to demand them.

It's all about customer loyalty. What if a restaurant refuses to listen to a customer's complaint, whether justified or unjustified? The restaurant then has an unhappy customer, but has done nothing to make that customer happy again. That customer will not come back. But if the restaurant staff listen politely, check the problem and then offer a refund with an apology if needed, the customer will remain loyal.

Some problems are more complicated, such as a complaint about staff rudeness, a supervisor or a manager is usually called in. Sometimes the matter cannot be solved, because the customer refuses to listen or to accept solution, it is referred to someone higher up.

### TEXT 2: YOUR RESTAURANT RIGHTS

Below are examples of the sorts of things that can go wrong when you are eating out. We tell you what, by law, a restaurant must do for you – and what you must do for them.

**Situation 1.** I decided to take parents to lunch. When we arrived at the restaurants there had been a mix-up over our booking. The manager said there was no room.

If you have booked, a restaurant must give you a table within a reasonable amount of time when you arrive. If they don't, then you can claim travelling expenses and any other costs you had a result.

**Situation 2.** I went out with friends to celebrate a birthday. We were enjoying ourselves, and, I admit, we got a bit noisy. The manager told us to leave, saying that other customers had complained. Can he do that?

This depends on the type of restaurant. Some restaurants are noisy, busy places; other are calm and sedate. If you were in a calm, sedate restaurant, the manager was within his rights.

**Situation 3.** At a meal recently, my chicken, for example.

By law a restaurant must prepare and serve food with reasonable care and skill. If this isn't the case, stop eating and tell the waiter. If you are not satisfied you can deduct a reasonable sum from the bill – in this case, the cost of your chicken, for example.

**Situation 4.** I went to the cinema with friends and booked a table for a meal afterwards. The film finished a lot later than I thought – so we decided to forget the meal and go straight home. The restaurant now says it will sue.

When you book a table, you are making a contract with the restaurant: they have to provide a table and you have to arrive at or near the agreed time. If you are very late, or if you don't arrive at all, the restaurant can sue you. If your plans change, tell the restaurant straight away.

### Vocabulary list

1. a complaint, <i>n</i>	жалоба, претензия
2. survey, <i>n</i>	социологическое исследование; опрос; обзор ситуации
3. running costs	текущие расходы
4. to be on the increase	иметь тенденцию роста; увеличиваться
5. Citizens' Charter	кодекс гражданского права
6. generation, <i>n</i>	поколение
7. customer loyalty	преданность клиентуры; постоянство посетителей
8. justified complaint <i>ant.</i> unjustified	обоснованная претензия, необоснованная
9. refund, <i>n</i>	возмещение ущерба, компенсация
10. call in	пригласить (со стороны), призвать
11. solution, <i>n</i>	решение (проблемы); выход
12. refer to	зд. адресовать; обратиться
13. mix-up, <i>n</i>	путаница, недоразумение
14. claim travelling expenses	потребовать возмещения расходов на дорогу
15. sedate, <i>adj.</i>	спокойный, уравновешенный
16. sue, <i>v</i>	подать в суд, взыскать в судебном порядке, преследовать судебным порядком; возбуждать дело

### Exercises

#### I. Read and translate the texts

## **II. Answer the following questions:**

1. Why are customer complaints increasing?
2. What is the commonest complaint?
3. What other things make the customer angry?
4. What is the principal reason for inefficient service?
5. What is customer loyalty? Why is it important?
6. Are all complaints justified?
7. What is the best way to handle a complaint?
8. How is it better to deal with more complicated matters?
9. In what case can the matter be referred to someone higher up?
10. What was the problem in situation one?
11. How did the manager try to solve the matter? Was he right? Why not?
12. What can the customer claim?
13. Why did the manager ask his customers to leave in situation two?
14. Was he within his rights?
15. How can situation three be handled?
16. How can the customer be refunded in that case?
17. Why did the restaurant decide to sue in situation four?
18. What are the regulations for that sort of situations?

## **III. Sum up what you have learned from the text about.**

- The findings of a recent survey on complaints;
- The reason for complaints;
- Different kinds of a complaints;
- Customer loyalty;
- The ways to handle complaints;
- Examples of the things that can go wrong.

## **IV. Say whether the statements are true or false:**

1. The recent survey showed that customer complaints are on the increase.
2. It is absolutely clear why people complaint more and more often: they are dissatisfied with inefficient service.
3. Citizens' Charters do not have any impact on consumer awareness.
4. Customer loyalty is important for all business enterprises.
5. All customers are prepared to accept apologies and settle the matter right away.
6. A mix-up over booking is quite common, so there is no reason to complaint.
7. Customers are always right therefore a restaurant cannot sue its customer.
8. People have the right to be noisy in a restaurant because they drink and enjoy themselves.
9. If you are not satisfied with the quality of your food, you can get back the cost of your meal.
10. Restaurants sue their customers who fail to appear in the restaurant in due time for the booking.

## V. Translate into English using the vocabulary from the text:

1. Жалобы посетителей случаются довольно часто. Кому-то не нравится еда или обслуживание, а некоторые клиенты не довольны санитарным состоянием заведения.
2. Причин для жалоб бывает много, но иногда эти жалобы не совсем обоснованы, и тогда ресторан вправе не реагировать на них.
3. Для того, чтобы разобраться в сути проблемы, нужно внимательно выслушать посетителя, проверить его информацию и, если нужно, принести извинения.
4. Стандарты обслуживания падают, очень многие работники ресторана малоквалифицированы, работников не хватает и все это приводит к многочисленным жалобам.
5. Потребители в наши дни намного лучше осведомлены о своих правах, и они не боятся требовать их соблюдения. Однако, ресторан тоже вправе подать в суд на посетителя, если он нанес ущерб репутации ресторана или привел к убыткам.
6. Постоянство посетителей очень важно для любого ресторана. Если люди жалуются и их претензии удовлетворены, они продолжают посещать свой любимый ресторан. Но если персонал не оказывает должного внимания жалобам, люди просто перестают посещать его.
7. Путаница при резервировании столиков случается часто, но менеджер должен предложить посетителям места в течение непродолжительного времени и извиниться за причиненные неудобства.
8. По закону ресторан должен предлагать пищу, приготовленную должным образом и качественное обслуживание. В противном случае, посетители имеют право потребовать компенсацию расходов, связанных с плохим качеством еды и обслуживания.
9. Когда вы заказываете столик, вы заключаете контракт с рестораном. Если вы этот контракт нарушили и не пришли, ресторан несет убытки и имеет право подать на вас в суд.
10. В каждом ресторане могут быть свои порядки и правила. Посетители должны ознакомиться с ними и соблюдать их, иначе ресторан вправе попросить посетителей покинуть заведение.

## VI. Complete the complaints with the words in the box. Use a dictionary to help you.

- |            |            |             |
|------------|------------|-------------|
| a) missing | e) cracked | h) slow     |
| b) busy    | f) noisy   | i) broken   |
| c) blunt   | g) rude    | j) draughty |
| d) dirty   |            |             |

- I'm sorry about the service this evening but we're very \_\_\_\_\_ .
- Could you close the window, please? It's a bit \_\_\_\_\_ here.
- I can't cut my steak with this knife. It's \_\_\_\_\_ .

- They haven't cleaned this place for years. It's so \_\_\_\_\_ .
- The service in this restaurant is so \_\_\_\_\_ . We ordered an hour ago.
- Be careful! The glass is \_\_\_\_\_ and there are pieces everywhere.
- Waiter, could you change my cup? It's \_\_\_\_\_ and I nearly cut my lip.
- How can I eat my soup? My soup spoon is \_\_\_\_\_ .
- This restaurant is very \_\_\_\_\_ . The music too loud.
- The waiter's so \_\_\_\_\_ . He's not polite at all.

**VII. Choose the appropriate word:**

- Is everything to your \_\_\_\_\_ ?  
a) pleasure                      b) satisfaction                      c) taste
- This cake is not \_\_\_\_\_ enough.  
a) salty                              b) underdone                      c) sweet
- I'm \_\_\_\_\_ there aren't any more tables available.  
a) apologize                      b) terribly                      c) afraid
- It's a bit cold here. Could we have another table? It's too \_\_\_\_\_ here.  
a) noisy                              b) draughty                      c) dirty
- This couscous is too \_\_\_\_\_ for me.  
a) spicy                              b) sparking                      c) medium-done
- Sorry to keep you waiting. We are very busy this evening and we are \_\_\_\_\_ .  
a) missing                      b) short-staffed                      c) rude

**VIII. Match the complaints to the waiter's answers.**

- |                                      |  |
|--------------------------------------|--|
| 1. This napkin is dirty.             | a) Certainly, Sir. I'll ask him to come as soon as possible.         |
| 2. The service is very slow.         | b) I'll see to it personally that you're served as soon as possible. |
| 3. This soup is cold.                | c) We'll pay for it to be cleaned.                                   |
| 4. It's very draughty in here.       | d) I'll ask the chef put it back on the grill.                       |
| 5. This wine is corked.              | e) I'll ask the chef to heat it up for you.                          |
| 6. I want to speak to the manager.   | f) I'll bring you another bottle straightaway.                       |
| 7. There's a soup stain on my dress. | g) I'll close the window for you.                                    |
| 8. This steak is too rare.           | h) I'll bring you a clean one immediately.                           |

**IX. A letter of complaint.**

The following extracts are from two different letters: a letter making a complaint and a letter of reply, but they have got mixed up.

**Put them in the right order to produce two correct letters.**

- When one of my guests arrived the waiter sat her at the wrong table. Later, the same waiter split a few drops of red wine on another guest's trousers. The final embarrassment was when the waiter presented the bill to one of my guests instead of me.

2. As a token of our regret I enclose a voucher for an evening meal for two people and hope to welcome you personally in the near future.
3. I'm writing to complaint about the service I recently received in your restaurant while on a business trip.
4. Your sincerely  
Pierre Lancel  
Restaurant Manager
5. Dear Sir/Madam
6. I feel that this is not the professional service which I expect from a top restaurant and I know that you will wish to ensure that it does not happen again.
7. Dear Mr. Strang
8. I had invited four clients to join me for lunch in your restaurant where I had expected to receive the best service. Unfortunately, I have a number of complaints.
9. Your faithfully  
Raymond Strang  
Sales Manager
10. I am afraid that we were experiencing staffing problems during this period and had an unexperienced waiter working in the restaurant. He has since left and we are happy to say that we now have only fully qualified waiters serving our customers.
11. I was very sorry to read of the problems which you experienced in our restaurant on your recent visit.

**X. Read a story from «The Economist» about problems at McDonald's, translate it and give your viewpoint. Use a dictionary if necessary.**

### **THE BIG MAC SUCCESSION\***

Jim Cantalupo's sudden death brought out the best in McDonald's board.

At his first annual meeting as chief executive, Jim Cantalupo faced an angry shareholder displaying photos of a filthy McDonald's toilet and demanding action.

«We are going to take care or it», he pledged. And he did. His strategy of ending the rapid expansion of the world's biggest fast food company and refocusing it on providing better meals in cleaner restaurants with improved service was starting to produce encouraging results.

Then, on April 19<sup>th</sup>, he suddenly died. The death of a leader at such a critical time can ruin a company. But, thanks not least to Mr. Cantalupo, it will probably not ruin McDonald's. Mr. Cantalupo was a McDonald's veteran. He joined the company in 1974, as an accountant in its headquarters near Chicago. As head of international operations, he presided over much of the globalization of the Big Bac: McDonald's now has more than 30,000 restaurants in 119 countries. Although promoted to president, he was passes over for the top **job**\* when Jack Greenberg was appointed chief executive in 1998.

Then McDonald's began to stumble badly. Service levels came in for increasing **criticism\***, sales began to fall and the company suffered its first quarterly loss,. It also became **embroiled\*** in the debate in the debate about obesity and the role of fast food. McDonald's was even sued by some parents for making their children fat.

Mr. Greenberg put a recovery plan into action and vowed to stay on to execute it, only to be forced out by worried investors. The board turned to Mr. Cantalupo, who came out of retirement to take over as chairman and chief executive in 2003. Mr. Cantalupo, who was 60, died of a suspected heart attack at a huge convention in Orlando, Florida, for more than 12,000 employees, suppliers, owners and operators of McDonald's restaurants worldwide. It was the sort of big meet-the-troops event that the affable Mr. Cantalupo enjoyed.

The speech that Mr. Cantalupo was due to give to welcome the delegates was later given by Mr. Bell, who joined the McDonald's empire, aged 15, he got a part-time job in an outlet in a suburb of Sydney. So, he knows how to flip a burger.

The delegates were clearly saddened, but they gave Mr. Bell, the first non-American to lead the company, a resounding reception. Mr. Cantalupo would have approved.

So did Jeffrey Sonnenfeld, head of the Chief Executive Leadership institute at Yale University.

«It was a board operating at its finest», says Mr. Sonnenfeld, author of «The Hero's Farewell», a book about the contentious job of selecting a new boss.

Concerning Mr. Cantalupo, the McDonald's board has twice acted impressively, he says. First, it acted decisively in reversing course and turning to Mr. Cantalupo when thing went wrong. Second, it acted swiftly to execute a succession plan that Mr. Cantalupo himself had put into place, even though he was expected to remain in the job for several more years. Within six hours, Charlie Bell, a 43-year-old Australian who had been appointed chief operating officer by Mr. Cantalupo and had been working closely with him, was made chief executive.

Mr. Bell had been widely acknowledged as Mr. Cantalupo's **heir apparent\***.

He still has to prove his worth. New menus, featuring smaller portions and such healthier things as salads and bottled water, life reviving the company's image.

But at the same time the company cannot afford to drive away its many fans of burgers and fries. Simply getting them (fans) to come back more often could do wonder for McDonald's profit.

There are valuable lessons to be learnt from successful markets, such as Australia and France – both places where Mr. Bell has worked. But there remains a long way to go, and things could yet become extremely difficult.

Even planning well ahead and having a chosen successor ready and waiting, is no guarantee that the successor will actually be a success.

*(adapted from «The Economist»)*

**Notes:**

**succession**, *n* – преемственность; право наследования

**in succession to smb.** – в качестве чьего-либо преемника, наследника

**he was passed over for the top job** – его обошли с назначением на главный пост

**service levels came in for increasing criticism** – уровень обслуживания подвергался все более резкой критике

**to embroil** – впутывать в неприятности, ссорить, вовлекать в скандал

**heir** – наследник

**heir apparent** – бесспорный наследник

### **Question for discussion.**

1. What did angry shareholders of McDonald's complain about?
2. How did the company respond to this criticism?
3. What was Mr. Cantalupo's contribution to the success of the company?
4. Why did he die? When did it happen?
5. Who was appointed chief executive within 6 hours of Mr. Cantalupo's death? What is his background?
6. Why was it possible to execute a succession plan so promptly?
7. What changes can bring more customers to McDonald's restaurants?
8. Why is there a long way to go for the company?
9. What do you think of the future prospects for McDonald's?
10. Do you think the company will continue to expand? Why (not)?
11. How else can the company improve their business?

### **Speak about the operations of McDonald's on the Russian market.**

#### **XI. Read a newspaper article, translate it and make a summary.**

##### **«BIG MAC TRISM FORTIONS AS WORRY ON WAISTLINES GROWS»**

«The threats of more lawsuits was a factor behind McDonald's menu changes».

McDonald's and others are finding it improves their corporate health to offer salads with their cheeseburgers, says Neil Buckley.

How about a salad instead of that burger? Oh yoghurt and fruit instead of that fudge sundae\*?

The menu boards of the world's fast food fairs are changing faster these days than at any time since the industry was born in the 1950s.

McDonald's, the world's largest fast food chain, announced it would phase out\* the «super size» fries and drinks that have been blamed for supersizing waistlines in America and much of the developed world. This week, it said it would introduce main course salads across 16 European countries. The European salads are similar to those that helped McDonald's reverse falling sales in the US over the past year.

But they were developed by a French chef and include such un-McDonald's ingredients as rocket, balsamic vinegar and sun-dried tomatoes.

Rising concerns about obesity and Health and related craze for Atkins-style low-carbohydrate diets are undoubtedly playing a part in the changes.

Senior McDonald's executives insist revamped menu was a response to shifting consumer tastes, not lawsuits. Salads, they point out, were in the works long before Samuel Hirsch, a New York lawyer, launched his obesity case.

Executives say ending supersizing fits McDonald's strategy of offering «choices that support a balanced life-style». But McDonald's also signaled a plan a year ago to simplify its menu by removing some items. That makes life less complex for kitchen staff, and creates room for new products. Five different sizes of French fries will be reduced to three, says Mike Roberts, president of McDonald's USA.

The affect on sales and profits, he adds, will be minimal. «There is a misconception out there that supersize is a big part of our business», he says. «It's actually a very small part». But John Banzhaf, who acted as unofficial adviser on the obesity lawsuit, insisted the «threat of even more lawsuit was an obvious factor» behind McDonald's menu changes.

Analysts say Wendy's, the US number three burger chain, blazed the trail\* for McDonald's. It introduced its Garden Sensations salads in 2001 – long before obesity lawsuits were even talked about.

Burger King, the number two, has not made such bold forays into salads. But it launched a dozen menu choices allowing diners to tailor their burgers to their preferred diet: low-fat, low-carb, or calorie-conscious.

Yum Brands has also introduced healthier products into its three fast food chains. Taco Bell has a «Fresco» range of 15 low-fat products; Pizza Hut offers a «Fit'n Delicious» low-fat pizza; and KFC is introducing grilled chicken. Yet, a research group that tracks\* how Americans eat, is skeptical about how much eating habits have changed. Consumptions of main-course salads in fast food restaurants jumped 15%, but total salad orders in all restaurants rose only up to 1 percent.

The reason: consumers who like salad – especially women – are switching from higher-priced restaurants to fast food joints.

Many US fast food chains introduced salads, but through salad bars, rather than pre-packaged versions, in the late 1980s in response to worries over cholesterol and heart disease.

They were popular for a while, but faded away\* as US consumers drifted back to the foods they like best: burgers and fries.

*(adapted from «The Financial Times»)*

#### **Notes:**

**fudge sudaе** – сливочное мороженое с фруктами, сиропом, орехами

**to phase out** – убрать, вывести за пределы, отказаться от чего-либо

**to blaze the trail** – прокладывать дорогу, путь

**to track, v – зд.** Отслеживать

**fade away** – сойти на нет, постепенно исчезнуть, угаснуть

#### **Questions for discussion:**

- Why are menu boards changing very fast these days?
- What changes have been introduced?
- How do senior executives explain the shift in strategy?
- How did other big fast food chains react to the market requirements?
- Why are analysts skeptical about these new trends?

#### **Give you viewpoint on the issue of meeting consumers' demands**

## **XII. Render in English:**

### **ЧТО ЖЕЛАЕТ КЛИЕНТ**

Далеко не каждый посетитель готов четко выразить свои пожелания, тем не менее, многие рестораторы хорошо осведомлены о том, что не нравится их клиентам. Вполне понятно, что помимо еды и питья клиент стремится к приобретению положительных эмоций.

Если бы все сводилось только к еде и питью, то потребности людей можно было бы вполне удовлетворить при значительно меньших расходах. Тем не менее владелец даже самого скромного ресторана может получать более высокую прибыль, сделав свое заведение как можно более привлекательным.

В общем и целом, каждый посетитель стремится к получению еды нормального качества и внимательного обслуживания за разумную цену в помещении, в котором можно свободно дышать и непринужденно беседовать друг с другом, не напрягая голоса.

Но все далеко не так просто. Становится все более очевидным, что появилось новое поколение клиентов, обожающих шум и грохот. Такие люди заполняют заведения, в которых приличного обслуживания нет и в помине, зато царят шум и толкучка. Они покинут самый уютный ресторан, если в нем царит тишина. Грохот грязной посуды, небрежно сваливаемой обслугой, привлекает их в такой же мере, в какой других отталкивает.

Существует масса ресторанов, знаменитых своими гамбургерами, чили, пирогами и грохотом. Во многих ресторанах звучит громкая музыка для ускорения «клиентооборота». Более того, некоторые рестораны специально проектируются таким образом, чтобы в зале было шумно. Но это, конечно, зависит от личного вкуса владельца.

Но существуют вещи, которые обычно не нравятся большинству посетителей. Пожалуй, больше всего раздражает их излишняя навязчивость. Например, им не нравится, когда официант бросает на стол счет, который у него не просили. Наилучшей формой общения обслуживающего персонала с клиентами является вопрос, не желают ли они чего-нибудь еще, заданный в то время, когда за столиком наступила явная пауза. В этот момент можно также спросить, не подать ли им счет. Отсутствие соответствующего обслуживания может полностью погубить ресторан. Многие официанты отличнейшим образом проявляют себя в присутствии владельца и оскорбительно ведут себя в его отсутствие.

Ресторатор никогда не должен оставаться безразличным к тому, что тот или иной клиент перестал посещать его ресторан. Он должен относиться к своим посетителям так, как если бы они были его личными друзьями.

Конечно, коммерческие интересы имеют важное значение, но не менее важны и человеческие отношения.

Даже в мелочах следует проявлять свою благожелательность, таким образом вам удастся создать для них подобие домашней обстановки вне дома.

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