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THE QUALITY MANAGEMENT SYSTEM IN THE BANQUET SERVICE AS ONE OF THE ELEMENTS OF INNOVATIVE DEVELOPMENT OF THE HOTEL-RESTAURANT INDUSTRY

Introduction. Today one of the main problems of the hotel-restaurant industry is the development and implementation of a quality management system (Kuzmin O. et al, 2018) [1]. The existence of a quality management system remains an important tool (Kuzmin O. et al, 2018) [2] in competition in the market (Levytska S. et al 2018; Pozdniakov S. et al, 2018) [3-5].

The complexity of the evaluation of hotel-restaurant services is due to the difficulties of formalization, generalization, analysis of evaluation criteria, determination of measurement methods. Qualimetric methods are often used to establish quality service parameters (Kuzmin O. et al 2016; 2017; Dietrich I. et al 2017; Niemirich O. et al 2018) [6-9].

The development of elements of the quality management system is necessary to increase the technical level and quality of services by the hotel-restaurant establishment (Kuzmin O. et al, 2018) [2]. The quality management system should lead to further reduction of costs and saving of material and labor resources (Niemirich O. et al, 2018) [9].

Implementation of the quality management system and standardization of the work of the hotel-restaurant business banquet service are relevant. This will allow the most efficient work of each

participant in the process and simplify the control over the quality of the work performed. Therefore, the purpose of the article is to develop elements of a quality management system for banquet services to enhance the innovative development of hotel-restaurant business.

Results and discussions. The banquet service is organized and held by banquets, receptions, diplomatic receptions, etc. The banquet service is a structural unit of the hotel and restaurant institution and submits directly to the director of the restaurant.

The activity of the banquet service is based on current and future planning. In his work, the banquet service combines unity in the decision of issues of official activity, collegiality in their discussion, personal responsibility for the proper performance of official duties and orders.

Qualification requirements, functional duties, rights, and responsibility of banquet service workers are regulated by job descriptions.

In its activities, the banquet service is governed by current legislation, regulations and methodological materials on the organization of the restaurant industry, organizational and administrative documents of the organization itself, provisions, etc.:

- regulations, orders, orders, other leading and normative documents of the higher bodies concerning the organization of economic provision;
- documentation on management of the banquet service;
- advanced domestic and foreign experience in organizing banquets;
- mode of service;
- applications for banquets;
- documents certifying the safety of chemical agents used by banquet staff;
- a book of reviews and suggestions;
- information about services;
- organization of payment and stimulation of labor;
- methods of effective use of office equipment and other technical means of management work;
- rules of internal labor regulations;
- labor safety rules and norms.

The banquet service performs the following tasks:

- holding and organizing banquets, receptions, diplomatic means, etc.;

- provision of high quality of services, service culture, introduction of new technology and technologies, advanced forms of service and organization of work, including through the use of modern information technologies;
- organization of work with products that corresponds or does not meet the requirements of normative documentation;
- ensuring the functioning of the compliance management system with the standards of service provision at all stages of its creation;
- development and submission to the management of proposals for improving the production, economic and service activities of the banquet service.

1. Management structure of the banquet service. The structure and staff of the banquet service are approved by the restaurant director in accordance with the standards of the number of workers and specialists, taking into account the volumes of work and features of the provision of services. The structure of the administrative subordination of the banquet service is shown in Fig. 1

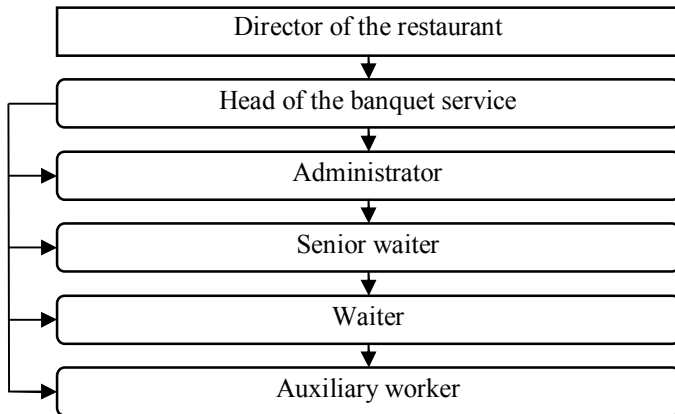


Figure 1. The management structure of the banquet service

The management of the banquet service carries out the head of the banquet service. Obligations between the employees of the banquet service are distributed on the basis of job descriptions. All orders at the banquet service are given up as subordination.

In accordance with the assigned tasks the banquet service carries out

the following functions:

- production, business and service activities of the restaurant at the hotel, providing high quality and a high culture of service to visitors;
- timely provision of banquet services to the goods necessary for the maintenance process;
- introduction of new technology and technology, progressive forms of service and organization of work;
- studying the demand for market management methods;
- rational division of labor in the service activities of the banquet service;
- accounting and timely submission of reports on servicing and economic activities of the banquet service;
- application of existing forms and systems of payment and stimulation of labor;
- compliance with the rules of service organization;
- organization of conducting normative reference information related to the functions of banquet service.

The assignment to the service of banquets of functions that are not within its competence is not allowed.

The banquet service for solving its tasks is entitled to:

- to invite according to the established procedure from the structural units of the hotel-restaurant institution information on issues falling within the competence of the banquet service;
- to use funds allocated for financing banquet services for the purchase of products, equipment, materials and tools;
- to make suggestions on questions that fall within the competence of the banquet service.

In the process of production activity, the banquet service interacts with all structural units of the hotel and restaurant institution:

- with the director of the restaurant – provides reports on the implementation of the daily task;
- with accounting – sends documents on the account of working hours of banquet service workers;
- with the labor protection engineer – receives a list of persons who need to undergo regular periodic training on occupational safety and health, periodic medical examination, etc.

Full responsibility for the quality and timeliness of the implementation of the provisions laid down by these regulations for the

service of banquets of tasks and functions is carried by the head of the banquet service. Responsibility of the employees of the service is established by the current legislation and official instructions. The manager and other employees are personally responsible for the compliance of the documents drawn up by them and the transactions in accordance with the legislation of Ukraine.

The criteria for assessing the activity of the banquet service are timely and qualitative performance of the set goals and objectives, as well as qualitative performance of functional duties.

2. Quality management system. The development and implementation of a quality management system for banquet services involves a set of organizational structures, techniques, processes and resources necessary for the overall management of the quality of the banquet service. The processes needed to develop a quality management system should cover areas related to management activities as well as resource delivery.

At the first stage, a decision is made to establish a quality management system, a quality policy is defined, a quality service is formed, the main stages, executors, terms of development and implementation are established. Preparatory work is under way to create the organizational structure of the quality management system at the main stages of creation and development of a complex of documentation of the quality management system.

Documentation of the quality management system for banquet services involves the availability of documentation necessary for the proper functioning of the quality management system and the quality assurance of products and services. The most typical types of quality documents are standards, procedures, techniques, instructions, quality assurance programs, and current documentation.

The positions and professions of employees involved in the processes performed at the banquet service (Fig. 2):

- head of the banquet service – carries out general management of production and economic activity (job description JD-4.7.1-0/18);
- administrator – employee of banquet service, performing administrative functions (JD-4.7.2-0/18);
- senior waiter – the employee of the banquet service, which carries out business activities, manages the waiters (JD-4.7.3-0/18);
- waiter – a banquet service worker who carries out business

activities, deals with the service of guests (JD-4.7.4-0/18);

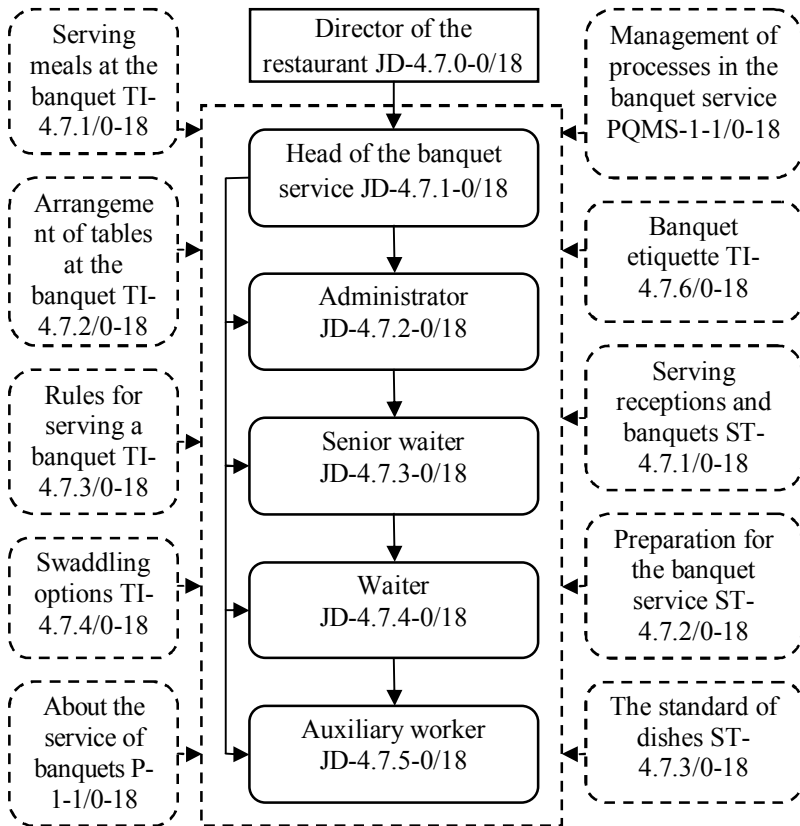


Figure 2. The structure of the quality management system in the banquet service

– auxiliary worker – a banquet service worker, helping waiters (JD-4.7.5-0/18).

Responsibilities and authorities of the staff working in the banquet service, henceforth, and responsibility for the performance of the stated duties, are reflected in the «About the service of banquets» (P-1-1/0-18), official and working instructions.

The production task is formed by the manager of the banquet service on the basis of the number of consumers and ordered dishes. The

production task is corrected and approved by the head of the banquet service and controlled by the restaurant director, if necessary.

The banquet service is equipped with the equipment necessary for carrying out scheduled tasks in due time, in accordance with the requirements of normative documentation. The head of the banquet service is responsible for the correct operation of the equipment. For the maintenance of timely maintenance of equipment and its repair is the responsibility of the chief engineer's service.

The staff of the banquet service is prepared technically and technologically to perform all the necessary work. Training of new employees is carried out directly at the workplace of the corresponding profession, under the guidance of qualified personnel. Supervises the training process by the head of the banquet service. After graduation, the worker prepares a qualification examination of a permanent qualification commission in the enterprise, according to the results of the examination, the corresponding level of his qualification, grade is assigned to the worker. The conclusions of the qualification commission are reflected in the forms of personnel accounting.

The staff of the banquet service is trained and certified for knowledge of the requirements of occupational safety. The results of the attestation are displayed in the safety training log, which is in the labor protection engineer. Fire safety awareness and registration are displayed in the fire safety guides magazine.

External management in the banquet service is carried out by the director of the restaurant. The director, in accordance with his job description JD-4.7.0-0/18, monitors compliance by workers of production sites with the requirements of normative documentation, providing workers with means of protection, and observing the requirements of industrial sanitation. The director is subordinated to the head of the banquet service.

The manager of the banquet service, in accordance with its job description JD-4.7.1-0/18, ensures the interaction of production areas of the banquet service, monitors the execution of variable production tasks, regulates the relationship between production sites, observes mutual claims, ensures compliance with the requirements of normative documentation at all stages, compliance with the requirements of industrial sanitation, controls the technically correct operation of the equipment.

The internal management of the banquet service is carried out by the head of the banquet service on the basis of the provision P-1-1/0-18 «On the service of banquets».

All technological processes are carried out by banquet staff under the direction of the head of the banquet service, on the basis of approved technological instructions: TI-4.7.1/0-18 «Catering to the banquet»; TI-4.7.2/0-18 «Arrangement of tables for a banquet»; TI-4.7.3/0-18 «Rules for serving a banquet»; TI-4.7.4/0-18 «Options for making napkins»; TI-4.7.5/0-18 «Tableware, devices for a banquet»; TI-4.7.6/0-18 «Banquet etiquette»; and standards: ST-4.7.1/0-18 «Service of receptions and banquets»; ST-4.7.2/0-18 «Preparation for serving a banquet»; ST-4.7.3/0-18 «Standard of serving dishes».

Responsibility for compliance with all technological operations is assigned to the manager. Each employee at his / her place of work is responsible for the qualitative performance of work and technological instructions, observance of the established standards at the relevant technological stages of service creation.

All technological processes in the banquet service take place in accordance with the requirements of the normative documentation specified in PQMS-1-1/0-18 «Management of processes in the service of banquets».

Services that do not meet the requirements of the normative documentation to PQMS-1-1/0-18 «Management of processes in the service of banquets», need to be corrected, completed thoroughly.

Inappropriate services in the banquet service may occur due to violation of the conditions of execution, and negligent actions of banquet service staff.

In case of detection of imperfections, the administrator informs the head of the banquet service in writing about this, which makes a corresponding entry in the journal «Magazine of inconsistencies, corrective and precautionary actions» (J-1-1/1-18).

For the correct implementation of technological processes at all stages of creation in the service of banquets introduced control parameters – critical points of control. Critical control points are determined by the critical criterion – a criterion that separates the permissible and inadmissible values of the monitored indicator. The scheme and description of control parameters are given in PQMS-1-1/0-18 «Management of processes in the service of banquets».

In the event of non-compliance with the requirements in the service of banquets, an analysis of the causes of inconsistencies is made, measures are taken to prevent their recurrence, and measures are taken to eliminate these inconsistencies.

Detected discrepancies, which are conducted in order to eliminate their causes, are open inconsistencies. Closed inconsistencies are detected inconsistencies, which resulted in corrective and preventive actions, which gave a positive result. The magazine «Magazine of discrepancies, corrective and precautionary actions» (J-1-1/1-18) shall be marked with appropriate marks.

The results of the corrective and preventive actions carried out are recorded in the journal «Magazine of non-conformities, corrective and precautionary actions» (J-1-1/1-18). If a discrepancy is found that is related to another subdivision, after the registration in the «Description of reasons» column, a record is made: «Incompatibility is transferred to the unit» and the name of the unit is indicated. After that, it is reported that a discrepancy is detected in a particular department of the director.

In the development of corrective and preventive actions in the service of banquets involved: manager, administrator, senior waiter. In case of need, other specialists of the enterprise can be attracted to the development of corrective and preventive actions. The manager of the banquet service is responsible for registering the results of corrective and preventive actions.

At all stages of the technological process occurring in the service of banquets, identification is carried out.

On the basis of the data entered in the information database, the reports necessary for the continuous or periodic control of processes, scheduled or unscheduled inventory in the banquet service are prepared.

In the service of banquets, production processes, the results of which can not be checked by further control or measurement are absent.

Conclusions. It can be concluded that the implementation of the quality management system at the banquet service allows continuous improvement and optimization of the department's work, as well as to provide conditions for the formation of competitive services and to increase their efficiency. Ability to provide services that not only satisfy the requirements of the consumer, but also exceed their expectations – this is the most important indicator of the competitiveness of any organization.

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