

Contemporary Hospitality

LO2

AC2.1

Qualifications

- NVQJ and Certificates
- TEAM Jamaica
- Btec
- Degree
- Professional- CHE (Certified Hospitality Educator) AHLEI (American Hotel & Lodging Educational Institute)

Institutions

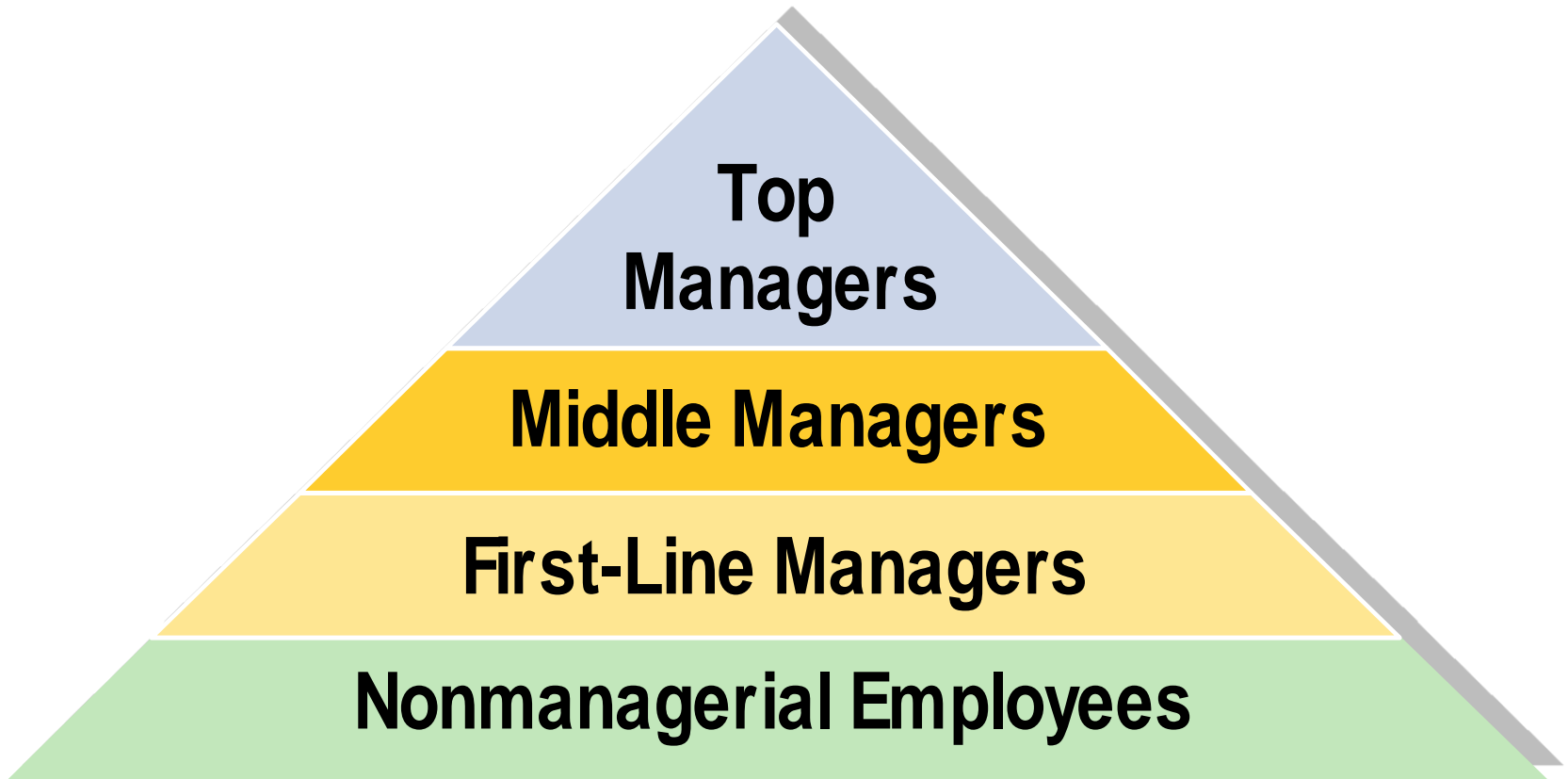
- Community Colleges
- Vocational Training Centre
- University Colleges
- Universities

Qualities of a Good Hospitality Worker

- **Commitment** – Ensure that you do everything possible in ensuring the guest is happy to create returning/loyal customers.
- **Interpersonal Skills**- the ability to communicate well with guest and colleagues
- **Communication skill**- the ability to communicate orally and written.
- **Enthusiasm**-being happy to perform your job to give guests the best experience.
- **Teamwork**- Working well with others and value each person contribution.
- **Ubiquitous**- seeing and anticipating everything, being thorough

- **Problem Solving**- able to see solutions when problems arise, developing practical solutions by showing initiatives
- **Organized**- performing multiple task in an organized manner without difficulty.
- **Flexibility**- Hospitality workers have unusual hours they must be ready to switch gears at a moment's notice if unexpected situations arise.

Managerial Levels



Types of Managers

- **First-line Managers**
 - Are at the lowest level of management and manage the work of nonmanagerial employees
- **Middle Managers**
 - Manage the work of first-line managers
- **Top Managers**
 - Are responsible for making organization-wide decisions and establishing plans and goals that affect the entire organization

ROLES OF A MANAGER

- Mintzberg's Management Roles Approach
 - Interpersonal roles
 - Figurehead, leader, liaison
 - Informational roles
 - Monitor, disseminator, spokesperson
 - Decisional roles
 - Entrepreneur, disturbance handler, resource allocator, negotiator

Managerial Concerns

– Efficiency

- “Doing things right”
 - Getting the most output for the least input

– Effectiveness

- “Doing the right things”
 - Attaining organizational goals

Mintzberg's Managerial Roles

Interpersonal

Figurehead

Symbolic head; required to perform a number of routine duties of a legal or social nature

Leader

Responsible for the motivation and direction of employees

Liaison

Maintains a network of outside contacts who provide favors and information

Mintzberg's Managerial Roles (cont'd)

Informational

Monitor

Receives wide variety of information; serves as nerve center of internal and external information of the organization

Disseminator

Transmits information received from outsiders or from other employees to members of the organization

Spokesperson

Transmits information to outsiders on organization's plans, policies, actions, and results; serves as expert on organization's industry

Mintzberg's Managerial Roles (cont'd)

Decisional

Entrepreneur	Searches organization and its environment for opportunities and initiates projects to bring about change
Disturbance handler	Responsible for corrective action when organization faces important, unexpected disturbances
Resource allocator	Makes or approves significant organizational decisions
Negotiator	Responsible for representing the organization at major negotiations

- Technical skills
- Human skills
- Conceptual skills

Skills Approach

Management Skills

Technical skills

The ability to apply specialized knowledge or expertise.

Human skills

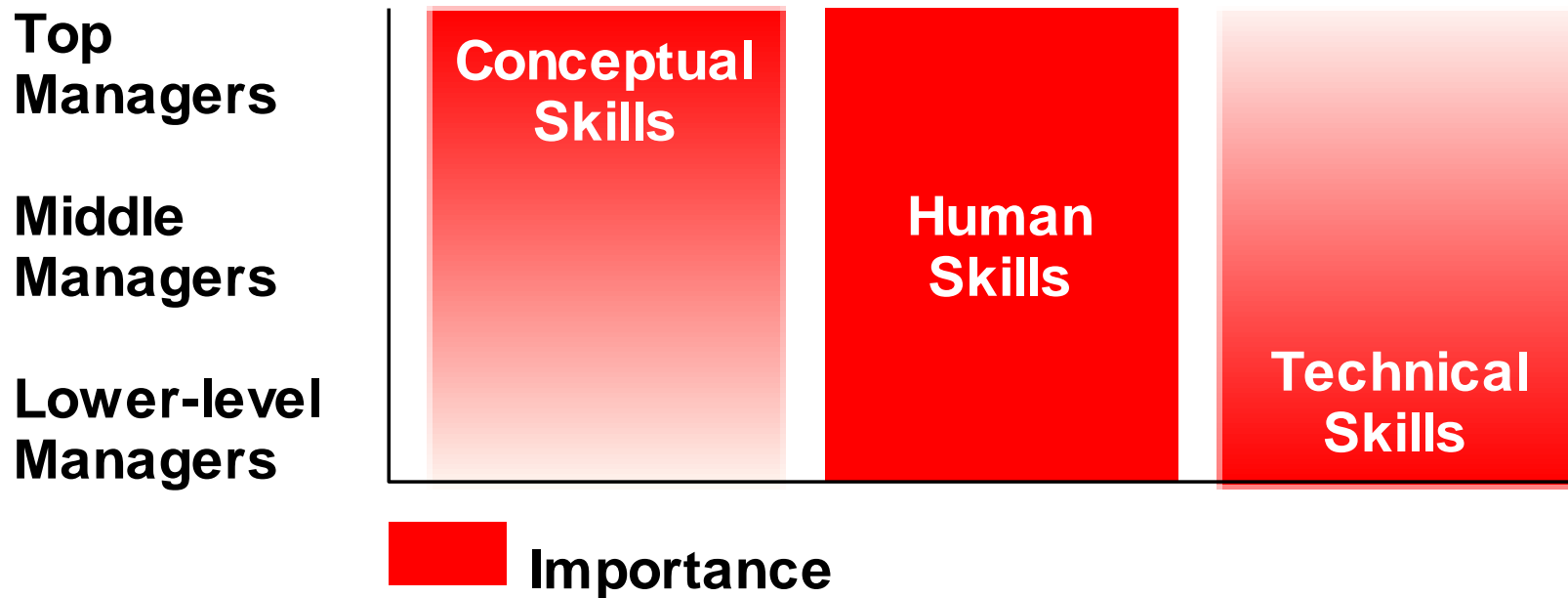
The ability to work with, understand, and motivate other people, both individually and in groups.

Conceptual Skills

The mental ability to analyze and diagnose complex situations.



Exhibit 1.4 Skills Needed at Different Management Levels



Challenges for Managers

- **Cultural diversity:** With organizations becoming global the managers have people from different socio-cultural backgrounds. Managing these diverse groups with uniform set of practices and approach is a significant challenge.
- **Social responsiveness:** Society expects businesses to display an active responsiveness towards them by demonstrating a socially responsible behaviour.
- **Ethical and moral obligations:** There is a great expectation of stakeholders of business that the managers should display ethically correct behaviour.

What Managers Do

Managers (or *administrators*)

Individuals who achieve goals through other people.

Managerial Activities

- **Make decisions**
- **Allocate resources**
- **Direct activities of others to attain goals**

Roles of Staff

- A **hotel manager, hotelier, or lodging manager** is a person who manages the operation of a lodging business. Management of the operation includes, human and non human resources and ensuring industry standards are upheld.
- Guests satisfaction, revenue generation and management, purchasing are all part of the management duties in the hospitality industry.
- The hotel's General Manager is often supported by subordinate department managers that are responsible for individual departments and key functions of the hotel operation.

- Scheduling and mobilizing of staff is an essential role of the managers, as this will directly impact organizational performance.

Roles of Staff

- Staff positions and responsibilities within the hospitality industry according to size and organization's goals. Therefore staff can be placed in three categories: administration, guest services and support staff.

Team Leader Responsibilities

1. **Guide/coordinate team** members – encourage teamwork and motivate individuals
2. **Provide structure** for team – set mission and purpose, clarify roles and responsibilities, allocate tasks and set objectives
3. **Clarify working methods**, practises and protocol
4. **Focus on performance** – anticipate challenges, monitor performance, delegate and provide CPD support