

TILAK MAHARASHTRA VIDYAPEETH, PUNE
BACHELOR OF HOTEL MANAGEMENT & CATERING
TECHNOLOGY (BHMCT)
EXAMINATION: DECEMBER – 2022
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Subject : - Case Study (BHM19-026714)

C/CB
60:40

Date: 08/12/2022

Total Marks: 60

Time:10.00 am to 12.30 pm

Instructions: 1) Each Case study carries 10 marks.
2) Attempt any 06 case studies and solve all questions under each case study

Q. 1. CASE STUDY (10)

You are a manager of an upscale restaurant. As you make your rounds on the dining room floor on a Tuesday night, you observe a server who is tableside. Tom, the server, has a party of three –a father, a mother and their little six-year-old daughter. After serving the drink order, he approaches the table to take the orders for appetizers and entrees. The little girl interrupts him and says, “Sir, my birthday is in two days and I would like a special treat. I was wondering if you have my favorite flavour of ice-cream, honey and raisin.” Tom smiles at her and says, “Well, we don’t have that flavour, but I’ll tell you what. While you are eating your dinner, I’ll go in the back and make some. I know how to make the best honey and raisin ice-cream you ever had. Would you like that?”

Needless to say, the little girl is ecstatic. Tom takes the orders, returns to the kitchen and hands a dishwashing attendant \$10. He tells him, “Run across to the convenience store and buy me a pint of honey and raisin ice-cream....and by the way, keep the change.”

Questions:

1. Why is Tom telling lies to the guest?
2. What do you think about him sending the dishwashing attendant to the convenience store?
3. Would you address this issue with Tom? What would you say to him?

Q. 2. CASE STUDY (10)

You are a supervisor in the Kitchen Stewarding department at a large hotel. You run the evening shift. You took the shift over about a year ago. Ever since you started, the performance levels have kept getting better. Employee turnover is down and people from other shifts want to work in your shift. Your staff is culturally very diverse and everyone respects each other. The Stewarding Manager, John, is your direct supervisor and is very impressed with the way you run your shift.

During a performance appraisal interview, John comments on how much your staff respects your leadership ability. He says offhandedly, “How do you do it? You have so many individuals from various backgrounds, the work is terribly difficult, and yet they all seem to get along.” You say to him, “It’s really just a matter of understanding what motivates people to do good work.”

As the conversation moves on, you are ready to provide John with a few examples of how you motivate your workers. “For example,” you say, “ Take this employee-he is improving his qualifications by going back to school. The most important thing for him is to have time to study when his examinations are approaching.” And Sheila over there, she has been treated badly all her life. All she wants is a little respect, so we all refer to her as ‘Ms. Sheila’ and she loves it.

The Stewarding Manager is impressed with your understanding of human motivation. He says, “You know, I hate to tell you this because I wouldn’t want to lose you. But the Housekeeping Director approached me to see if it is okay if she recruits you as an Area Manager. This would be a promotion for you and I can’t blame you if you decide to talk to her about the opportunity.” You say, “Thanks John. Some bosses would have tried to keep a guy like me from getting promoted just to make their lives easier. I respect you for that.

Questions:

1. Is John a good manager, in your opinion? Why or why not?
2. Would you have done what he did? Are you sure?
3. Do you think most managers would help a good supervisor to get a transfer? Why or why not, specifically?

Q. 3. CASE STUDY

(10)

You are ready to graduate from hotel school at the end of this semester. During your days in hotel school you worked part-time in front and back-of-the-house positions at a fast-food outlet, a speciality restaurant, a hotel and a convention center. You have received excellent evaluations in all of your jobs. You have names and contact information of all your former bosses. Each of them would love you to join their company as a full time supervisor after you graduate.

Unfortunately, this situation isn’t true for most of your friends. They are hoping to get management jobs when they graduate, but they haven’t had much experience and don’t really even know where to start.

As it turns out, you have decided not to go to work at any of your former places of employment. During your last semester at school you attended a few job fairs, networked with some industry professionals and developed some wonderful references.

A recruiter for a cruise line got your name from one of your professors who used to work in that industry, and he is willing to hire you in a land job in a marketing position at the company's central office. The job pays well, with great benefits including free travel. Sometimes the job leads come in from the most unexpected places.

Questions:

- 1) Is networking a powerful way to get good jobs? Why or why not?
- 2) Identify some of the networking opportunities you have taken advantage of recently.

Q. 4. CASE STUDY (10)

Joanne has just been hired as the Ascot Hotel's Executive Housekeeper. The Hotel's General Manager, Jack Robbins, told Joanne he wants to maintain and improve the team cleaning system he had the previous executive housekeeper implement three months earlier.

Mr. Robbins hadn't used team cleaning in the past and, as a 'big picture' person who focuses on results, he shows little interest in the details of implementation. He was attracted to team cleaning by a management article that claimed team cleaning would cut costs, reduce turnover, and improve attendance and clean rooms faster. These are the results he wants.

Unfortunately, the initial implementation had not gone smoothly. The previous executive housekeeper switched the entire department over to teams at the same time, and immediately found herself with a scheduling nightmare. The goal of assembly-line efficiency was impossible to achieve because support systems were not effective. For example, when the laundry allowed torn or stained linen to be stocked on carts, team members often did not discover the problem until they put the sheets on the bed. Valuable time was lost as replacement linen was fetched, especially when the runners replenishing carts were also behind schedule. Now, it puts two people behind schedule, costing the hotel more time and labor.

Teams find that they run out of supplies more quickly now and have to take extra trips to the housekeeping storage area to restock. Teams also lose time when they have to wait for a room to be vacated by a guest. While this was always an issue, now it holds up two people instead of one.

To make matters worse, some of the teams initially assigned are now experiencing personality conflicts. Several employees enjoyed working alone and resent being paired with other people. As a result of these and other

problems, most housekeeping employees dislike the new system.

Joanne believes that the team-cleaning concept could work at the Ascot hotel if properly implemented. She recognizes that it was not properly implemented at the outset and that mistakes have increased employee resistance and made successful implementation even more difficult.

Questions:

1. What are some signs that, initially, the team cleaning system was implemented poorly?
2. What could Joanne do to gain employee buy-in and support? How might she be able to make working on teams attractive to housekeeping employees?
3. What issues must Joanne clarify with Mr. Robbins if team cleaning is to succeed at the Ascot Hotel? What kind of detailed information would encourage Mr. Robbins to maintain a commitment to team cleaning?

Q. 5. CASE STUDY

(10)

Tim McFarlane has been general manager for six weeks at the Executive Inn, a 200-room downtown property. While he's still learning about the property and its personnel, one department stands out in need of special attention: housekeeping. Rooms are not getting cleaned on time, shifts are running short-staffed and the department is paying a lot of overtime to employees who stay late to try to catch up. This morning Mr. McFarlane has called Helen Redman, the executive housekeeper, to his office for a meeting.

Helen has been the executive housekeeper of the hotel for 17 years. She has been plagued constantly by staffing shortages during those years. Not enough people want to work as room attendants, it seems. When she meets Mr. McFarlane, she tries to explain to him that constantly losing people and having to hire and train new employees is a fact of life in the housekeeping department. "It's hard to find people willing to work full time. Jesse will back me up on that."

"Let's have him join us," Mr. McFarlane says, and has his secretary page Jesse. Jesse Rodriguez, the hotel's Human Resource Director, has been at the hotel almost as long as Helen. He tells Mr. McFarlane that Helen is right, housekeeping is a hard department to staff. "You should see my advertising budget; I run an ad in the newspaper every week! No one applies. Every hotel in town is looking for room attendants."

“I may be new, but I know we’ve got to have good people to be the best we can be,” Mr. Mc Farlane replies. “I challenge you both to be creative. In a city of almost a million people, there have to be enough good people out there to staff our housekeeping department. I’m willing to do what I can to help. What kind of support do you need from me?”

Questions:

1. How can Helen and Jesse be creative about recruiting top-notch people for the housekeeping department?
2. What kind of support should Helen and Jesse ask the general manager to provide?

Q. 6. Case Study

(10)

Sun City – how could anyone be unhappy in this vacation paradise where tanned natives and sunburned tourists basked on white sand beaches all year round? But Gregory Earle, general manager of the 122 – room Sun & Surf Inn, was unhappy as he gazed out of his office window. Why aren’t those tourists at my hotel, he wondered as a sleek, silver tour bus cruised past his property. “Headed for the Beachcomber, I’ll bet,” thought Greg, picking up the latest sales report from his desk. The tour groups made up only five percent of the Sun & Surf’s business, and occupancy was down eight points from budget. Greg couldn’t help but think the two were somehow related.

Greg had been general manager of the Sun & Surf Inn for only three months. This was his first position at a travel destination property; the other hotels he’d managed in this national chain drew most of their business from commercial travelers, not tourists. His predecessor left for a new opportunity, followed closely by the resignation of the hotel’s sales director, who took with her a couple of profitable accounts with tour operators and wholesalers. Now, Greg’s sales staff consisted of his new director of sales, Kendra Wilson, who was promoted from the sales position she held with the hotel for the past two years. Greg called Kendra to his office, hoping she could help him get a handle on their sales picture.

“Kendra, why aren’t we pulling in tour groups the way the Beachcomber does?” Greg asked. “Our rates are comparable, we’ve got the same amenities, and we’re actually closer to the beach than they are. So why are we only doing five percent in tour group business?”

Kendra looked uncomfortable. “Well, We lost a couple of key tour accounts when the director of sales left, and she had to work hard to keep them before then. The last general manager wasn’t always real good about paying commissions to the tour companies on time. That, and we haven’t sent anyone to the Pow Wow or Florida Huddle for a while. We were always arguing over

whether trade shows were worth the expense,” she said.

Seeing Greg’s confusion, Kendra explained that trade shows like the Pow Wow and Florida Huddle, as well as the National Tour Association (NTA) trade show, were good places to consider for soliciting business from tour companies and wholesalers, which contract with a hotel for a certain number of room nights which they build into tour packages.

“It sounds like we need to get back on the trade show circuit if we’re going to boost our occupancy rate,” said Greg. “Kendra, I’d like to have you look into those shows and spend some time meeting with tour operators and wholesalers as part of your marketing plan. That should get us back on track.”

Kendra shook her head. “It’s not that easy, Greg. It takes time to build strong relationships with tour operators and wholesalers. Besides, these folks book their business a year in advance. Even if I start now, we won’t see the results on our books until sometime next year. I’m willing to take on the challenge, but we’ll need to look at some other marketing strategies that will show results sooner than that.”

Greg rolled up his sleeves. “All right, where do we start?”

Kendra showed him her marketing plan. She met regularly with the local convention and visitor’s Bureau to keep on top of events that were bringing groups into town. She read the business pages of the daily newspaper to find new business that were coming into the area, and called on them to make them aware of the hotel and to ask for their business. The hotel was listed with two local colleges that recommended the property to students’ families during orientation and commencement, as well as to visiting athletic teams. Kendra had also recently updated the hotel’s two billboards, which were located in prominent positions along the two major highways leading into Sun City. “We’re listed in the AAA book, too,” Kendra Said.

“That’s great,” said Greg. “How big is our ad?”

“I didn’t say we had an ad; I said we were listed,” Kendra replied.

“Oh. Well, how about any of the coupon books for our low – demand dates? At my last property, we were in a couple of travel club programs, like Entertainment Card. No? Maybe you should look into that,” said Greg.

“Okay. I’ve tried to put together some attractive packages to bring in people during our low demand times, but they don’t seem to work very well,” said Kendra.

Greg asked if the reservation agents were actively selling those packages, and if their chain’s central reservations office had an updated listing of the hotel’s special rates.

“I don’t know,” said Kendra. “I gave the information to Luis. I figured it’s

his job as front office manager to take it from there. I never thought to check out what happened after that.”

“Thanks, Kendra,” said Greg. “Why don’t you meet with Luis about those packages, and we’ll all get together to discuss this further.

Discussion Questions

1. What are some of the problems Greg has inherited from the previous general manager, and what steps will he have to take to remedy them?
2. What issues will Kendra need to consider as she begins to solicit business from tour group operators and wholesalers?
3. What are some additional marketing activities the Sun & Surf Inn can implement to increase occupancy in the short term, while the director of sales is building the hotel’s wholesaler and tour group business?
4. What are some of the issues that should be discussed with Luis, the front office manager?

Q. 7. Case Study

(10)

Before opening his new restaurant, Bob Heskett spent two weeks training his personnel. While the money spent on employee salaries and other training costs added substantially to the pre-opening costs, Bob justified the expense by noting the large number of restaurants that failed in their first year because of inadequate service. Bob believed that in the long run, his training costs would be viewed as money well spent.

Six months after opening, Bob experienced a turnover of about 50 percent. As a result, he found himself hiring new employees weekly. Because Bob was busy with the operation of the restaurant – particularly since he had started cooking three shifts a week to ensure food quality – he turned orientation over to a group of employees who had been with him from the start. He reasoned that since these employees had been through the full training program and had displayed their loyalty, they would provide just the type of orientation that he would – if he had the time.

Unfortunately, although the new employees seemed perfectly suited for their jobs, turnover increased dramatically. Within three months after starting the orientation program, Bob was experiencing turnover in excess of 100 percent annually. While still below the national average for his industry, Bob was dissatisfied with the high rate of turnover. Sitting down with a cup of coffee, Bob thought over his problems at the end of a particularly frustrating week.

Discussion Questions

1. What advice would you give Bob Heskett?
2. How unique do you believe Bob Heskett’s current situation is?
3. What parts of orientation should be turned over to employees to conduct?

Q. 8. CASE STUDY –

(10)

Soloman II, a luxury cruise ship has set sail with 136 guests on board. The accommodations head, Stephen Gomes has been working with cruise liners his entire career and has risen up the ranks. He believes in as less paperwork and documentation as possible and wants efficient work carried out rapidly by his housekeeping team.

On this particular cruise, Stephen has three VIP guests and two HWC guests. He has already briefed his supervisors regarding the same. On the third day of the cruise, one of the HWC guests, Mr. Hugo Jackson, a corporate tzar, calls up housekeeping, requesting extra face towels urgently.

The desk control attendant, Emanuel knows about Mr. Hugo Jackson being an HWC guest who has cruised with them earlier too. Emanuel passes on the message to the floor supervisor promptly and reminds him that the guest is HWC.

The floor supervisor, Chang Woo in turn instructs the room attendant, Kevin to deliver the extra face towels immediately. Kevin hurries up to the Oceana Suite with the face towels only to find a DND sign hung up on the door knob. Kevin none the less knocks at the door knowing that the guest had asked for the towels urgently and after all he was an HWC guest.

Hugo Jackson, in the midst of a tele-con with an important client is interrupted rudely by the knock.

Questions

1. Where is the lapse in the above situation?
2. What should have been the procedure followed to deliver the towels to Mr. Jackson?
3. Explain how DND should be handled while making rooms.
