# COMPREHENSIVE TEACHING AND LEARNING PACKAGE

#### Instructor Resources 🔼



The Instructor Resources CD to accompany this text includes the Instructor's Guide, PowerPoint® lecture slides, and an ExamView® computerized test bank. The Instructor's Guide provides answers to the end-of-chapter review questions, answers to the discussion questions following the chapter cases, discussion points regarding the "Ethics in Business" scenarios, true-false and multiple-choice quizzes, and additional material to assist the instructor in preparing course outlines and lesson plans.

### Student Online Companion

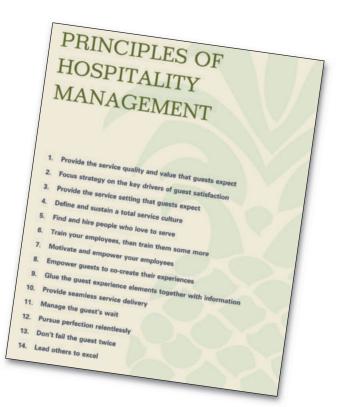


Visit www.cengagebrain.com for the student online companion to accompany this text. The student online companion includes learning objectives and key terms with definitions.

#### Special Features

#### The Hospitality Principles

A proven principle of hospitality management keys each chapter of this book. Leading hospitality organizations have found these principles to be important, workable, and useful. They represent the key points to keep in mind when putting the book's material into practice.



ETHICS IN BUSINESS As part of its screening process, after candidates fill out an application, the Family-Happy
Hotol and Restaurant secure, the Internet Lections for bloom and Electronic Conference for the Conference As part of its screening process, after candidates iii out an application, the training-stapped and Restaurant scours the Internet looking for blogs and Facebook entries for the control of the control Morei and Resistation scours the internet sooking for blogs and Facebook entries for these properties employees. Often, it discovers a job candidate looking drunk in a Facebook and a grade in a super their small be employeed. spective employees. Often, it discovers a job candidate tooking drunk in a racebook, too or acting in a way that would be embarrassing if a customer saw that person once pnoto or acting in a way that would be embarrassing it a customer saw that person once the proposed to the photos aren't on the candidate's social networking site but are the proposed on understanding sites of blue or her briends and accordance. Finally, I standing account. employed. Typically, these photos aren't on the candidate's social networking site but age-posted on various sites of his or her friends and acquaintances. Family-Happy's manageosted on various sites of his or her triends and acquamitances. Family-Happy's manage-tion of the decided that these behaviors are not consistent with the image they want to ment has decided that these behaviors are not consistent with the image they want to polyter of the organization, and so they remove from consideration any individuals for polyters they discover such insurer. Recides, there are excusable possible backets for index that project of the organization, and so they remove from consideration any individuals for whom they discover such images. Besides, there are enough people looking for jobs that whom they discover such images. Besides, there are enough people toosang for puts that they can be picky when hiring, and in any case they need some way to narrow down the Do you feel the company's policy is ethically defensible? pool of applicants.

#### Ethical Scenarios

Ethical practices in business are a growing concern. Even when not dealing with blatantly illegal activities, employees and managers are often faced with tough decisions that require uncomfortable choices. The new "Ethics in Business" section at the end of each chapter encourages students to think about and discuss issues that they may need to wrestle with in the hospitality industry.

#### Case Studies

Case studies provide an opportunity to discuss hospitality concepts and principles in terms of real (if disguised) and hypothetical hotels, restaurants, and other business types found in the hospitality industry.

## **Pedagogical Features**

#### Learning Objectives

Every chapter opens with a comprehensive set of learning objectives addressing the chapter's main points.



#### Chapter 6 Training and Developing Employees to Serve 225 CASE STUDIES The Beef and Reef Mystery Guest Sally Salkind has worked for two years as a server at the Sally Salkind has worked for two years as a server at the Beef and Reef Restaurant while getting her degree in hospitality management. As a national season of the the Beef and Reef has specific written standards about how guest service should be provided and posts those than the kitchen, where all employees can see heart. The chain also allows local managers considerable latitude in training employees and providing service. Several days later, Bill Gordy called Sally into his office and reprimanded her for not following standard the same reproductives at the core time when following procedures was most important. them. The chain also allows local managers consocrative latitude in training employees and providing service, so long as unit financial results are satisfactory. Most of the servers go "by the book" in serving guests, figuring date, the country local and that they can't an "Sally, I had been considering promoting you to head server, but I can't promote somebody who can't follow ample instructions." the servers go by the book in serving guests, figuring that the company knows best and that they can't go wrong by following company standards. But Sally has developed her care vory successful ways of sections of the company standards. Sally went quickly from surprise, to shock, to an wrong by following company standards. But Sally has developed her own very successful way of opening the service encounter and delivering service thereafter. Since manager Bill Gordy has had nothing but good chings to say about her performance, the has recommend Saily went quickly from surprise, to shock, to anger she asked Bill Gordy why, if the procedures posted on the kitchen sail were so important, he had never said any-thing about them in her two years with the restaurant. Since manager Bill Gordy has had nothing but good things its say about her performance, she has continued to serve guests in her own style, Apparently the guests to like it how tion are someone the his/hear and have average. "I'm not dumb, Bill. I can learn as well as anyone "I'm not dumb, Bill. I can learn as well as acyone. But you never told me that I had to learn that sauff, much less taught me how to do it. You threw me in the manner, and formattle. I made state I shad to the same I. ike it, her tips are among the highest and her av check is the highest in the restaurant. muses non-taugus me mow to do se, you mrew m water, and, fortunately, I could swim. I did dam Early one evening, the manager, Bill Gordy, informed the servers of a rumor he had heard at a national motion into correction benefits assess to conduct to two more motion. water, and, fortunately, I could swim. I did darn well on my own, using my own talents plus some things I fearned in my hospitally courses. How can you expect me to change my whole way of doing things with 20 seconds ne the servers of a rumor he had heard at a national meeting: corporate headquarters intended to use more mystery shoppers in the following month. He said, "I know you all do the best job possible, and I appreciate it, but and the best job possible, and I appreciate it, but About two weeks later, as Saily Salkind statted to waik to greet a countle who had just been seated. Bill Gordy Bill Gordy didn't have an answer for Sally's question. He simply reiterated his criticism, told her that she had embarrassed him and the restaurant in front of "a big shor from headquarters," and sent her back to her About two weeks later, as Sally Salkind started to walk to greer a couple who had just been seated. Bill Gordy whispered to her, "Mystery shoppers. I can tell them a company of the company of the season of the se "magazeta to ner, "asystery snoppers. I can tell them a mile away. Do it by the book, Sally, and you'll be fine." Saily had been thinking of trying to get a permanent position with the Beef and Reef organization after she finished her studies, but she decided that she didn't want to work for an outfit that gave her little training in how to do the lob, complimented her for the way she did Sally tried to do it by the book "Good evening." Sally fried to do it by the book. Good evening, and I'm going to be your server tonight." But then she got tongue-ried. She could, remember if procedure called for her to solicit a bevorage order, recite procedure called for her to solicit a beverage order, techne the specials, or encourage the party to choose an appe-tizer. The rest of the meal went the same way. The party of two had to ask for information that Sally usually soan to work for an outsit that gave her little training in to do the job, complimented her for the way she did it, then criticized her because she didn't follow formal as more structures our occasion and onner commo sommo procedures and memorize the silly little phrases. She would stick around for now because the tip income was or two had to ask for information that Sally usually related in her comfortable, natural way. But when called upon to do it by the numbers, she couldn't remember what the numbers were. She had never been so happy to ace two ecoule leave. good, but she would be looking.

1. What went wrong? Who was at fault?

Discuss the pros and cons of a strict set of serving standards for everybody.

#### Key Terms

The list of key terms and concepts serves as a brief preview of the subjects and ideas in the chapter to come. These terms and concepts are boldfaced the first time they appear in the chapter.

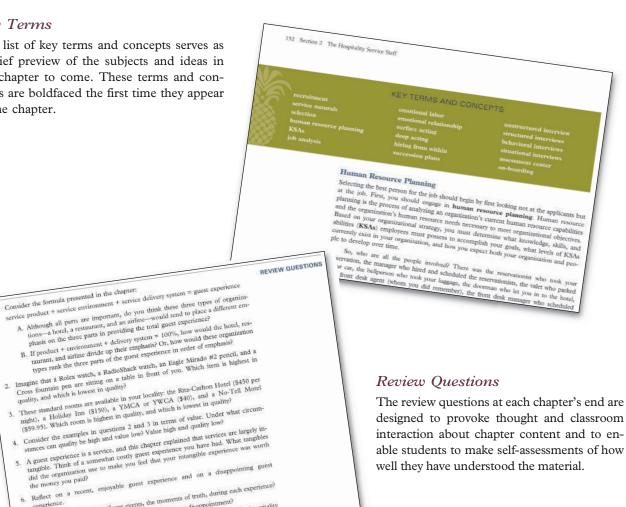
1. Consider the formula presented in the chapter:

experience.

organizations?

phasis on the three parts in providing the total guest experience?

A. What were the significant events, the moments of truth, during each experience? B. How did they contribute to your enjoyment or disappointment C. How do they relate to managing the guest experience in hospitality



#### Activities

Each chapter includes at least one hospitality activity to encourage students to visit local hospitality organizations and study them from the perspective of the book's ideas. Some activities suggest that students talk with guests, employees, and managers to obtain a variety of perspectives on the guest experience. Other activities suggest exploration of the Internet to visit sites established by hospitality organizations and to acquire further information on the book's concepts and ideas.

1. In the chapter appendix, there are four qualitative techniques that can be used for an me shapter appendix, there are four qualitative techniques that can be used for forecasting; brainstonning, the Delphi technique, focus groups, and scenario building. Divide up into groups and, as your instructor directs, come with a forecasting problem that a local holly organization might face and my to arrive at conclusion about it by using opinitally organization might face and my to arrive at conclusion about its conclusion. Different groups might use different techniques but the same problem to see if they come up with the same ACTIVITIES Concurson or protects retained.

2. Find a hospitality organization that uses forecasting techniques. How does the organization use them to predict its staffing and product supply needs, or for other purposes? How does the organization gather daily Does it use prediction models and statistical techniques, or is forecasting done mainly by the sear of 3. This chapter suggests that an organization should focus on its core competencies, This chapter suggests that an organization should focus on its core competencies, nor spread itself into areas in which it may not be competent. Some competency pairings are generally expected, like but and grill. Others might reflect an organization tion to operate in unrelated areas, like college and fish camp or blacksmith and mail care. Look for unusual competency pairings in business names you come across and report them back to the class. 4. Go on the Web or across your community and see what the companies you find claim as their mission. What is your estimation of how well this mission helps define strategies.

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