

Portfolio of six Elements

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Module Code : BMHI6012

Module Name : Managing Guest Service Experience (Placement)

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Part 1: Reflective Supervisory Analysis Using Gibbs' Cycle

Introduction

My critical reflective analysis of a complex, multi-departmental experience in guest service, which I managed during my Level 6 placement, is a guest complaint that involved a multi-department coordinated response involving Front Office, Housekeeping and Maintenance. This will be done using the Gibbs Reflective Cycle (1988) as I go through my supervisory role, decision-making processes and operational uncertainties encountered. The idea is to show how theoretical concepts on service quality, service recovery, leadership and organisational culture influenced my responses. The purpose of this reflection is also to critically admire the significance attributed to the importance of work-based key skills and how management theories can negotiate the provision of guest services and the overall guest experience in a real hospitality setting.

Main Body

1. Description

It was a busy Saturday afternoon when one of the regular VIP guests reported to the Front Office that the deluxe room that they got had a bad smell, that the air conditioning was not working and that the tap of the bathroom was leaking. I was invited to help, as the student who shadowed the Duty Manager. I subsequently apologised to the guest and verified the problems by taking Housekeeping with me to investigate the room. The smell was as a result of a clogged drain and Maintenance assured him that the AC needed a component that would not come until Monday. I worked with the Front Office to find a different upgraded suite, with Housekeeping to schedule its cleaning within 20 minutes, and have a free welcome gift. Successfully relocated the guest. There was however a breakdown of communication during the move: Housekeeping was not able to record the suite as ready, leading to a 10-minute delay. My personal experience was to take the guest to the new room, provide a drink voucher and follow him/her after 30 minutes. The visitor was content but stated that the waiting was annoying.

2. Feelings

Emotion	Trigger	Outcome
Anxious	Guest frustration at Front Desk	Doubted my authority

Frustrated	Housekeeping missed the odour	Realised HK communication gap
Pressured	AC unrepairable until Monday	Needed quick alternative
Embarrassed	10-min delay due to unlogged suite	Learned to double-check
Proud	Guest accepted voucher and settled	Confirmed my calm approach

Table 1: Feelings

(Source: Self-Created)

At first, I was nervous and frightened that upon arrival at the Front Desk the guest showed apparent signs of frustration. Being an under-placement student as I shadowed the Duty Manager, I was unsure that I could make decisions as the person in charge like authorising a free upgrade of the suite or beverage vouchers. Nevertheless, there was also a strong sense of responsibility to find the solution to solve the problem effectively. As I continued to inspect the room, I was upset with the housekeeping who had not mentioned the odour when checking the room in the morning. Once Maintenance indicated that the AC is not going to be fixed now, I was under pressure as I was aware that the guest was demanding an impeccable room. The lack of communication at the time of the move was a source of embarrassment and anger as I was before the guest and in my head I felt let down by the move and angry by the fact that I had specifically confirmed that the suite was ready. I felt good and satisfied that I continued to be calm and solution-oriented as the guest took the voucher and settled in the new room. Looking back, I realise that I was anxious due to being inexperienced in cross-departmental coordination during stressful situations, but my tenacity was an asset.

3. Evaluation

Positive Aspects	Negative Aspects
Remained calm under pressure	Housekeeping missed odour report
Coordinated FO/HK/Maintenance quickly	Maintenance had no backup AC unit
Offered upgrade and voucher without delay	10-min delay due to unconfirmed PMS status
Personal follow-up 30 mins later	No service recovery log completed

Table 2: Evaluation

(Source: Self-Created)

The good parts about this experience were that I was calm when I was under pressure, was able to construct a cross-departmental response in the shortest time possible, and also followed up with the guest myself. My action to redeem a drink voucher and the upgrade to a suite without awaiting manager approval was a show of initiative and it was in line with the service recovery theory (e.g., instant compensation lessens negative word-of-the-mouth). This ensured that the guest left happy and averted a possible negative online review. Nevertheless, negative issues were noteworthy. The odour was not reported by the housekeeping in the morning room checks reflecting poor internal communication procedures. There was no alternative to a backup AC unit or portable AC unit, creating a resource gap in regards to maintenance. Most importantly, the 10-minute delay was due to the fact that I had believed a verbal announcement of the ready suite by Housekeeping without having to check the status in the Property Management System (PMS). This was a procedural mistake of mine. Also, there was no formal service recovery log filled, and thus the issue would not be discussed during the following managers meeting. This was a learning opportunity that was missed at the entire hotel.

4. Analysis

Theory / Concept	Application to Incident
Johnston (2021) service quality	Reliability & tangibles failure
Service recovery paradox (Tax & Brown, 2012)	Upgrade + voucher increased loyalty
Tesone (2010) supervisor verification	Should have checked PMS before move
Sharma (2019) employee engagement	No daily cross-departmental huddle
Rogers & Wynn-Moylan (2023) CQI	Missing service recovery log prevents trending

Table 3: Analysis

(Source: Self-Created)

Service quality and recovery frameworks can be applied to analyse this incident. In using the service quality model of Johnston (2021), the guest did encounter a reliability failure (room did not fit use) and tangibles failure (AC/leak). My reaction was in line with the service recovery paradox (Tax & Brown, 2012) where good recovery can make the guest be more loyal than when

they were satisfied. One was the tangible compensation of the upgrade and the voucher, and the other was empathy as I followed up. Nevertheless, the 10 minutes lag was a measure of poor interdepartmental coordination. Tesone (2010) observes that instead of making assumptions, the hospitality supervisors should cross silos before making assumptions. A procedural omission was my lack of checking the PMS to move the guest. Also, organisational culture was involved. The hotel did not have standard operating procedure (SOP) on the confirmation of room readiness by the hotel during guest moves and there was no daily cross departmental huddle. Sharma, (2019) asserts that employee engagement enhances when there is information sharing among teams in real-time. In addition, the hotel did not have a service recovery log, so it could not trend maintenance or HK-related concerns, which contravened the principles of the continuous quality improvement (Rogers and Wynn-Moylan, 2023). Therefore, the gap in the system can not be closed merely by a person.

5. Conclusion (Gibbs)

Based on this experience, I find that individual initiative, systems, and a supportive organisational culture are three interdependent factors that need to be present to achieve a successful guest service recovery in a hotel. The personal behaviours that I engaged in; apologising, department coordination, compensation authorisation and follow up were suitable and in line with service recovery theory. These steps were however compromised by systematic flaws: Housekeeping not reporting defects, Maintenance not providing backup equipment, and PMS based step of room readiness confirmation. The 10-minute delay is a direct consequence of the inability to check the information system to cross, and I learned that verification is necessary to supplement trust. I also find that the service recovery log which is missing in the hotel can be seen as a missed organisational learning opportunity. Complaints need to be kept in writing to allow the management to determine recurrent problems (e.g., clogged drains, AC breakdowns) or to learn the effectiveness of the recovery. Thus, a balanced approach to my future practice as a supervisor should include both rapidity and invigilant attention to the guest with responsiveness and adherence to the rules and regulations of the verification system and systematic reporting. Any good guest service is not merely motivated by problem-solving, but it is about knowing how to solve it and doing it correctly, fully and which can be measured.

6. Action Plan

Action Step	Theory / Source	Timeline
Verify PMS + inspect new room	Tesone (2010) – supervisor verification	Immediate
Three-way confirmation (HK/Maint/FO)	Sharma (2019) – engagement	Within 5 mins
Complete service recovery log	Rogers & Wynn-Moylan (2023) – CQI	Within 1 hour
Propose daily 10-min cross-dept huddle	Institute of Hospitality (2024)	Next management meeting
PMS training + recovery guidelines	Walker (2021) – service operations	Before next shift

Table 4: Action Plan

(Source: Self-Created)

In case of such a multi-departmental -guest complaint in the future, I will take the following evidence based steps. To begin with, prior to relocating any of the guests, I will get to personally verify the status of the new room on the Property Management System (PMS) and physically check it provided time allows because of the principle of verification taught by Tesone (2010). Second, I will make a three-way confirmation procedure: make sure that Housekeeping confirms the room is ready, confirmation by Maintenance that no defects are presently active, and by Front Office that the key is programmed. Third, I will fill in a service recovery log within one hour that will record the problem, response made, compensation provided, and follow-up visited according to the recommendations given by Rogers and Wynn-Moylan (2023). Fourth, I will suggest making a daily cross-departmental huddle (8:45 AM) of the Housekeeping, Maintenance, and Front Office, where defect reports and the arrival of VIPs will be discussed, according to the principles of engagement provided by Sharma (2019). Lastly, I will ask to be trained in the PMS reporting features of the hotel, as well as research the Institute of Hospitality (2024) guidelines on service recovery to be able to compare best practices.

Conclusion (Reflective Summary)

This analysis reflection has shown that the best supervisory practice in the guest service operations involves more than a personal initiative but systematic verification, coordination of different departments and organisational learning systems. Using Gibbs system of Cycle (1988) to a practical multi-departmental complaint demonstrates that my service recovery measures were in line with the theoretical models of service recovery like service recovery paradox model (Tax and Brown, 2012), but systematic loopholes, such as inadequate HK-reporting, missing PMS-check procedures and a service recovery log, compromised service delivery. The experience has radically changed my supervisory identity: now I realize that trust should be proved, empathy should be traced and success of any person is predetermined by organisational culture. In the future, I will introduce a triple check system, full recovery documentation and promote daily cross departmental huddles. This positioning has equipped me with the ability to bring together empathy (guest) and discipline (operations) which is an important requirement that I will apply in my future career in hospitality management.

Part 2: Hotel Mentor Feedback

Hotel Mentor Feedback

Student Name: Govinda Khanal

Novotel Birmingham Centre

Mentor: Jose Manuel Puerto Rodriguez, Food & Beverage Manager

Date: 21/03/2026

Did the Student complete the required hours of 16h per week?

Yes

Knowledge of menu and service standards:

Although Govinda generally works in the breakfast and lunch buffet, he has shown interest in learning about the A la carte Menu and its specific allergens.

Speed and efficiency in service:

He is efficient in his service and attentive to our guest's needs. Govinda is talkative and demonstrates confidence in his work.

Ability to upsell and engage with guests:

It's not applicable due his working in the buffet area, but we believe Govinda would do well.

Food and Beverage Feedback:

We are very pleased with Govinda's performance; it is punctual and efficient and has not received any negative feedback from us.

Attention to detail:

Govinda is very responsible with the tasks assigned to him and has helped to maintain our customer service standards.

Time management and efficiency:

He completed his time in F&B and he is rotating by the Front Office and Housekeeping department at this moment.

Interaction with guests and handling special requests:

Indeed. Govinda is very attentive to his work and to the needs of our guests.

Overall Feedback:

The Food & Beverage Department was excellent, and in his rotation in the Front Office and Housekeeping jigs doing good at the moment.

Professional Mentor Statement:

He is a very mature person, professional in his work and a good team player. Govinda has proven to be efficient and very cooperative with teamwork.

Part 3: Placement Tutor Feedback

Placement Tutor Feedback

Tutor: Lisa-Marie Bassler

Date: 1st April 2026

Student ID: 2239355

Student Name: Govinda Khanal

Time Management

Govinda has demonstrated a very strong understanding of the importance of time management throughout his placement. He attended all scheduled shifts consistently as agreed, demonstrating a high level of reliability, punctuality, and a professional approach to his responsibilities. No absences were recorded during the placement, reflecting his strong commitment and dependability.

In addition, Govinda consistently attended his one-to-one meeting with his tutor, as well as group sessions such as the assignment workshop. He arrived punctually for these sessions, further highlighting his dedication to his personal development and active engagement with the learning process.

Govinda asked thoughtful and relevant questions in relation to his assignments and in a timely manner, demonstrating a clear commitment to his academic progress and strong organizational skills. He showed an ability to anticipate potential challenges and seek clarification in advance, ensuring that he remained on track and maintained the quality of his work.

Overall, Govinda's strong time management and organisational skills will be a valuable asset in any future hospitality environment, supporting both his individual performance and the efficient operation of the workplace.

Communication

Communication has been a strong aspect of Govinda's performance throughout the placement. He has consistently demonstrated a professional, respectful and confident approach when interacting with hotel staff, peers and his tutor.

In both formal meetings and day-to-day interactions, Govinda communicates in a clear and structured manner. He asks relevant and thoughtful questions in relation to his assignments and provides useful updates on his progress. His willingness to engage actively in discussions has supported both his own learning and contributed positively to team interactions within the hotel environment.

Govinda has also demonstrated the ability to adapt his communication style depending on the situation and audience, an essential skill within the hospitality industry. This flexibility has enabled him to build strong and positive working relationships with colleagues and has contributed to a collaborative and professional working atmosphere. His approachable and polite manner has been consistently recognized and appreciated by hotel staff.

In addition, Govinda manages his written communication effectively, responding to emails in a timely and professional manner.

Overall, Govinda's communication skills are well-developed. He demonstrates strong listening skills, respect for others, and the ability to convey information clearly and effectively. With continued development, he is well-positioned to further strengthen this key professional skill and apply it successfully in future hospitality roles.

Behaviour

Throughout the placement, Govinda has demonstrated an excellent attitude and strong commitment to his development. He has successfully gained valuable experience across Food &

Beverage, Front Office and Housekeeping, showing both adaptability and a willingness to learn in different operational areas.

His proactive mindset has been a key strength. Govinda has taken ownership of his learning by actively seeking out additional opportunities, such as learning about marketing. He has also communicated effectively with managers and ensured that all necessary processes are completed in a timely and organised manner. Notably, he inquired early about his feedback, showing proactiveness in seeking self-improvement and reflecting on his performance to enhance his learning experience.

The hotel consistently described his behaviour as professional, highlighting that he is always helpful, a strong team player, and demonstrates a genuine interest in learning. These qualities have enabled him to integrate well within the team and make a positive contribution to the workplace environment.

Govinda has also demonstrated increased confidence and awareness compared to Level 5, showing that he is effectively building on his previous experience and applying his academic knowledge within a practical setting.

Overall, Govinda has been consistent, reliable and highly engaged throughout the placement. Maintaining this level of professionalism, while continuing to develop flexibility in his working pattern, will further enhance his professional growth and future career prospects.

Problem-Solving

Govinda has demonstrated strong problem-solving abilities during his placement, particularly through his proactive and forward-thinking approach. He has shown a willingness to take initiative when faced with challenges and has been very open to receiving advice and guidance, which has enabled him to navigate situations effectively and continue developing his skills.

He has also shown the ability to apply knowledge gained from Level 5, demonstrating increased confidence in navigating different departments and understanding expectations within the industry. For example, during a one-to-one meeting, he effectively described and compared hotel

operations between his Level 5 placement in a private hotel and his Level 6 placement within a chain hotel, showing clear reflection and the ability to contextualise his learning.

To improve further, Govinda could take a more structured approach to deepening his understanding by proactively arranging one-to-one time with managers to gain further insight into departmental operations. While he has shown a clear interest in shadowing departmental managers, this could have been pursued more consistently and formally to maximise learning opportunities and exposure to leadership practices.

Govinda should take confidence from the way he has managed his placement so far. His consistent performance, strong communication skills and proactive attitude position him very well for continued success in both his academic studies and future career within the hospitality industry.

Part 4: Reflection on Hotel and Academic Tutor Feedback

Introduction

This reflection critically analyses feedback received from my Hotel Mentor (Jose Manuel Puerto Rodriguez, Food & Beverage Manager) and my Placement Tutor (Lisa-Marie Bassler). Feedback is much needed in order to understand the strengths, weaknesses, and support the professional development in the field of guest service. Through comparison and contrasting the two sources, I will draw significant themes based on such factors as my performance as a supervisor, communication, problem-solving, and professional behavior. In addition, I will consider the ways in which such feedback has contributed to my growing supervisory identity and sum up with an evidence-based course of action towards my future advancement towards management circles within the hospitality industry.

Main Body

1. Understanding the Feedback

My Hotel Mentor singled out a few strengths such as punctuality, efficiency, attention to guest needs and being confident, team worker and responsible in service standards upkeep. He has observed that I was interested in learning more than just the buffet area such as A la carte menus and allergens. No major weaknesses were also detected but upselling was denoted as inapplicable in my case where the buffet was placed (El Reqib *et al.*, 2025). My Placement Tutor

came with more detailed analysis and rather high ratings being my time management, communication, behaviour and problem solving skills (Xu *et al.*, 2022). She observed that my attendance was always high, I was always at shifts and meetings on time; my attitude was proactive, and I was open to learning in the front office, food and beverage, and housekeeping. Nonetheless, she pointed out one area of key development: I might have pursued more formally and consistently one-to-one time with a departmental manager, to better understand leadership practices. Some of the common themes observed in the two sources of feedback include provision of professionalism, reliability, teamwork and a great work ethic (Giousmpasoglou *et al.*, 2025). The tutors feedback was more academically organised and development oriented whereas the mentors feedback was operationally oriented on day-to-day performance.

2. Impact of the Feedback

The experience has made a big difference in shaping my emerging supervisory identity in guest service operations due to the feedback. When the mentor affirmed that I was efficient, attentive, and confident, it further confirmed that I had the underlying guiding skills that are needed in supervisory positions (Biswakarma *et al.*, 2025). The comprehensive identification of my time management, versatility in communication, and the active attitude of the tutor justified my strategy in the course of professional development. But the positive criticism of inconsistency in pursuing manager shadowing indicated an important lack (Anderson-Noto *et al.*, 2013). I have come to realize that I cannot wait to get the opportunity but rather I need to proactively and systematically pursue leadership practices. This insight relates to service leadership studies that claim that the new supervisors need to consciously follow and challenge the managers so that they can know how they make decisions, distribute resources and solve problems when under pressure (Elshaer *et al.*, 2025). Feedback has challenged my perception of professional responsibility: as a team player, one needs to be reliable and to act as a team player, but possible future managers need to be intentional in curiosity and learning behaviours. In the absence of this, the competence of operations will not be converted to management preparedness.

3. Action Steps for Growth

I will take three actions in order to deal with the feedback. To begin with, during my next placement or role, I will arrange weekly one-hour transactions with every departmental manager I shadow and will make three questions before these meetings regarding their decision-making processes, challenges, and leadership approaches (Ananprakrit *et al.*, 2026). Second, I will

establish a professional shadowing report of observations regarding behaviors of a manager, decisions related to resource allocation and examples of service recovery that I will discuss with my tutor after one month. Third, I will seek an invitation to sit at a gathering of managers or shift briefings as an absentee speaker to get to know cross-departmental coordination and strategic thinking. The measures will be in line with my future career objective of working as a hotel operations manager (Wei *et al.*, 2025). My approach to filling in what I currently have in operational competency and supervisory readiness will allow me to be not only efficient but also tactical and leadership-equipped since I will be engaging in structured learning, rather than just passively shadowing.

Conclusion

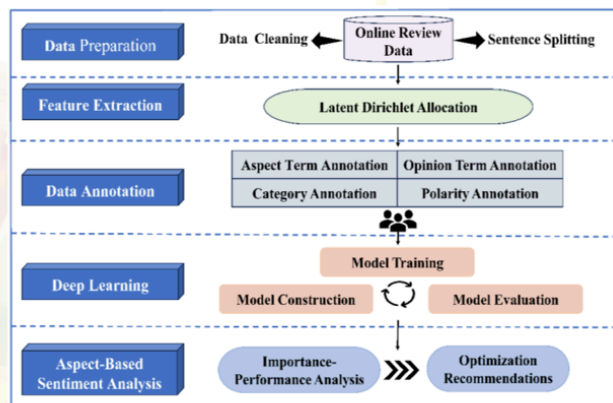
Consideration of both sources of feedback has made it clear that my operational performance is high and that I need to deliberately engage in learning behaviours in order to progress in the management sphere. My competence in guest service was verified by the mentor, and the competence of being proactive towards observation of leadership was indicated by the tutor. I am now dedicated to use the lessons in the future practice by ensuring that I schedule regular manager meetings, keep a shadowing log and attend strategic briefings. This experience has altered the way I am thinking about professional development in my life: reliability is a gateway to greater opportunities, but premeditated curiosity and systemic growth are keys to becoming a manager in the hospitality business.

Part 5: Presentation

Slide 14: Title Managing Guest Service Experience presentation

Introduction

- Reflection on cross-departmental exposure across key hotel departments (Ananprakrit et al., 2026)
- Focus on roles, guest service challenges, and operational systems understanding
- Analysis of skills developed and links between departmental performance and guest experience (Souza et al., 2025)
- Application of service theories to demonstrate managerial awareness



This presentation is a reflection of my cross-departmental exposure of Front Office, Housekeeping, Leisure, Events, and Revenue, in regards to guest service. I will discuss my roles, guest service issues, operational systems knowledge, competencies I have acquired, associations between department efficiency and quality of the guest experience and service theory usage

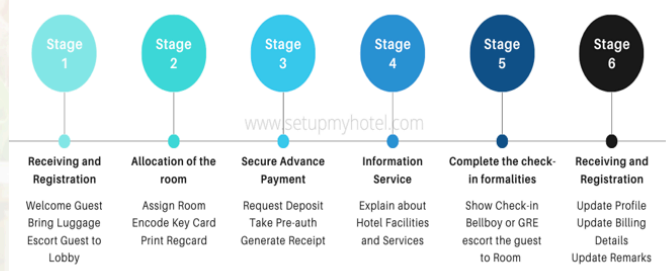
(Ananprakrit *et al.*, 2026). This ten minutes part shows my management awareness of the functioning of guest service in interlinked departments of a real hotel set up.

Slide 16: Responsibilities Across Guest-Facing Departments

Responsibilities Across Guest-Facing Departments

- Assisted Front Office operations during check-in and check-out processes (Biswakarma *et al.*, 2025)
- Supported Housekeeping with room inspections and readiness checks
- Observed Leisure operations and event setup shadowing
- Shadowed Duty Manager to understand interdepartmental coordination (El Reqib *et al.*, 2025)

Six Stages of Check-in Procedure



I was to assist and help these functions at Front Office during check in and check out, Housekeeping in carrying out room checks, Leisure club with observation of operations and events setup shadowing. My other awareness was revenue management systems. However, most importantly, I got to shadow the duty manager which exposed me to how coordination of all departments took place (Biswakarma *et al.*, 2025). This interdepartmental exposure helped me to learn that there is no department that owns guest service; instead, it must pull in a smooth interrelationship throughout the hotel.

Slide 17: Guest Service Challenge One Multi-Departmental Complaint

Guest Service Challenge One Multi-Departmental Complaint

- Managed VIP complaint involving multiple room issues (Saputra et al., 2025)
- Coordinated departments for resolution
- Provided service recovery through upgrade, voucher, and escort
- Identified verification gaps causing delays (Tseng et al., 2025)



One of the VIP guests revisiting complained of the odour, non functional AC, and tap leakages. I scheduled Front Office, Housekeeping and Maintenance and the respective service of an upgraded suite, priority cleaning and AC inspection. There was a ten minute wait since Housekeeping had not checked that the suite was ready. I was personally escorting the guest, provided a beverage voucher and followed up (El Reqib *et al.*, 2025). According to the guest, she was pleased but she felt annoyed by the time wasted. This had a learning impact on me that verification eliminates service failures.

Slide 18: Guest Service Challenge Two Peak Pressure Management

Guest Service Challenge Two Peak Pressure Management

- Assisted during high-volume arrivals with queue management (Giousmpasoglou, 2025)
- Communicated room availability with Housekeeping
- Maintained transparency with accurate waiting times
- Offered complimentary services to manage expectations (Saputra et al., 2025)



I assisted the Front Office team during a large-scale event arrival in processing queues and contacting guests. Back to back occupancy resulted in rooms not being ready. I communicated with Housekeeping to find out the earliest rooms available and provided guests with the truthful wait times (Giousmpasoglou *et al.*, 2025). I further organized free drinks to those that had to wait longer than half an hour. This experience allowed me to understand that transparency, realistic assurances, and minor payments are efficient in harmonizing expectations of the guests at times when the pressures of operations occur.

Slide 19: Understanding Operational Systems

Understanding Operational Systems

- Used PMS for room tracking and guest profile management (Souza et al., 2025)
- Identified inconsistencies in service recovery implementation
- Observed reliance on informal communication reducing accountability
- Proposed cross-departmental briefings for quality improvement (Biswakarma et al., 2025)



I learned to use the Property Management System for tracking room status and guest profiles. Service recovery processes existed but were inconsistently applied. Communication relied heavily on WhatsApp groups which lacked formal accountability. I identified that no service recovery log was completed for the VIP complaint, meaning the hotel could not trend recurring issues (Souza *et al.*, 2025). I proposed a daily ten minute cross-departmental huddle to share defect reports and VIP arrivals, applying continuous quality improvement principles.

Slide 20: Skills Developed

Skills Developed

- Strengthened communication and problem-solving abilities (Biswakarma et al., 2025)
- Developed empathy through guest complaint handling
- Improved conflict resolution and decision-making under pressure
- Recognized importance of verification and documentation (Henn et al., 2025)

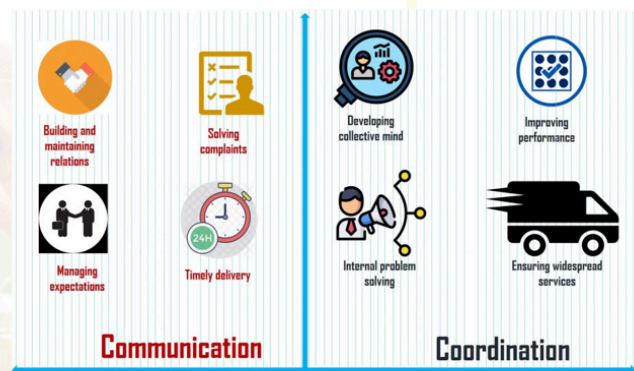


My tutor affirmed that I have strong communication and problem solving skills. My understanding of empathy grew when I realized to always validate grievances of guests prior to providing solutions. The resolution of conflicts also enhanced as the VIP complaint was addressed amicably. It was necessary to prioritise the control of queues on the arrival of events to the facility. The time under pressure was tested at the ten-minute delay in decision making (Henn *et al.*, 2025). However, most of all, I had to understand that verification and documentation are equally significant compared to empathy towards sustainable service quality and supervisory competence.

Slide 21: Links Between Departmental Performance and Guest Experience

Links Between Departmental Performance and Guest Experience

- Departmental failures triggered initial service issues (Souza et al., 2025)
- Coordination enabled effective service recovery
- Communication breakdown highlighted interdependence
- Weakest department defines overall guest experience (Saraiva et al., 2025)

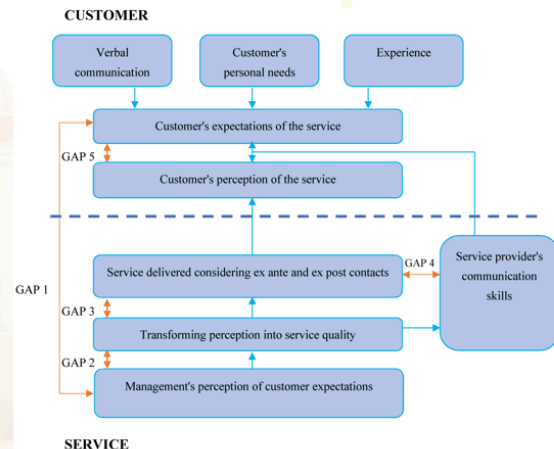


The VIP complaint revealed that Housekeeping failure led to the very first problem, Maintenance gap manifested the impossibility to solve the problem immediately, and Front Office coordination made it possible to rescue. Nonetheless, the ten minutes communication breakdown indicated how the error made by one department ruined the overall guest experience. This was because since a service recovery log was missing the hotel was unable to learn anything about this incident (Saraiva *et al.*, 2025). Today I have learned that the quality of the experience that guests have relies on the department that performs the worst, rather than the best. All the departments should be performing congruently.

Slide 22: Use of Theory Service Quality and Recovery

Use of Theory Service Quality and Recovery

- Identified reliability and tangibles gaps in service delivery (Tseng et al., 2025)
- Applied service recovery principles to explain guest satisfaction
- Used verification and coordination practices to improve accuracy
- Recognized absence of service logs as a systemic gap (Saputra et al., 2025)



The VIP complaint was recognized as a reliability failure and tangibles failure with the assistance of Johnston service quality model. The reason why my upgrade and voucher did not succeed initially but later resulted in guest loyalty was explained in the Tax and Brown service recovery paradox. The Tesone verification principle helped me to ensure that you verify the PMS prior to the relocation of guests (Saputra *et al.*, 2025). The missing service recovery log to Rogers and Wynn-Moylan continuous quality improvement framework led to understanding the gap as a systemic gap. Theory changed my response, making it instinctive as opposed to intentional.

Slide 23: Use of Theory Guest Journey and Expectations

Use of Theory Guest Journey and Expectations

- Guest experience spans entire journey from booking to departure (Giousmpasoglou, 2025)
- VIP guest expectations intensified service failure impact
- Recovery actions transformed dissatisfaction into positive experience
- Service failures can strengthen long-term guest loyalty (Saputra et al., 2025)

7-Stage Guest Journey



The guest experience covers all the interactions in terms of reserving to leaving. A returning customer to the company, the VIP guest came in with high expectations. The malfunctioning of the AC and room odour posed a perception gap at a key contact point. My recovery efforts such as the upgrade, voucher and follow up enabled me to turn a prospective detractor into a happy customer (Sable *et al.*, 2025). This was a learning experience that discovered that service recovery instances are in fact chances to forge a more solid loyalty than error free service would have made.

Slide 24: Conclusion

Conclusion

- Cross-departmental exposure enhanced supervisory competencies (Biswakarma et al., 2025)
- Developed key skills: empathy, prioritisation, and decision-making
- Integrated theoretical knowledge into practical service situations
- Coordinated departmental performance drives guest satisfaction (Souza et al., 2025)



Finally, the cross departmental experience in the area of guest service allowed me to acquire the necessary supervisory skills such as empathy, conflict resolution, prioritisation, and pressure decision making. I also acquired some viable knowledge of operating mechanisms of PMS and service recovery procedures. All decisions were informed by the theories of Johnston, Tax and Brown, Tesone, and Rogers and Wynn-Moylan (Tseng *et al.*, 2025). I have come to learn that the overall performance of the departments will contribute to quality guest experience. This has equipped me well for the future of management in the hospitality industry. Thank you.

Part 6 :

Slide 25: Reference List

Reference List

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