



Management Organizational Behavior

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1.INTRODUCTION

In this last assignment in regard of Management Organisational Behaviour I have been asked to write a report on a given scenario about a complaint in hospitality industry, thanks to the several topics we have faced during the module I can now examine it and give my personal opinion. Also, an academic research helped me to a better understanding and solving problem skills to avoid and manage these situations.

2.SCENARIO

2.1 SCENARIO INTRODUCTION

Our lecturer suggested to use a scenario we had during our career in hospitality to give a complete overall look at the situation, however I took a slightly different way to write my report. During my researches I found this quite articulate complaint, which gave me the opportunity to write my report in base a present and future changes on the company and being quite similar to something happened to me, as our lecturer advised us, I could give my insight opinion.

2.2 SCENARIO

“Below was my complaint email to the Hotel and they never reply any emails.

I experienced the most super lousy hotel management service.

During the call for the reservation, it has been clearly mentioned that voucher redemption and reservation confirmed and received by hotel staff. However, due to a management changes and a lack of communication with the owner, we have not been accepted to stay in the hotel using the voucher.

I would like to mention that on our previous stay we already encountered bad experience with the staff, a long queue on the check-in and a slow lift service. Unfortunately, another disappointing stay this year, with a bad management change.

[How the staffs being trained to accept the reservation wrongly?]

Firstly, I wrote an email to the hotel asking to book a room, [which was throwing a rock into the sea] with no reply until today, I ask myself there was anyone monitoring the communication by email.

On the 27th of march I then called and I made a reservation for the 7th of April using the “Shore Residence & Hotel” complimentary voucher to redeem the room for one-night stay. I mentioned several times during the call that I was booking to redeem the voucher. the date and room availability has been checked from the staff member on the phone and I have been told that they would accepted my reservation. Before to close the call they released me a reservation number.

I called again the next day on 28th March for a double confirmation and I also mentioned I could not find the paper voucher but have the soft-copy version(snapshot). The staff member told me that that was preferable to have the hard copy of the voucher. I was fine with it and I promise to find the hard copy and at the day of my arrival I will have it with me. And again, I did mention using the “Shore Residence & Hotel” complimentary voucher.

So, it is very important that my point here is I had mentioned clearly using what type of voucher many times. However, at the day of my arrival I have seen my stay being denied because they moved my reservation to the Swiss Garden Hotel (adjacent hotel with the

same owner), being the other hotel fully booked and the Swiss garden not accepting vouchers.

[What are the examinations and improvement have been done over the years? Do you think that you have your staff properly trained to accept clients call and make the correct and valid reservation?]

I was told by the lobby supervisor/reception that both Swiss Garden Hotel and The Shore Hotel & Residences own by the same boss but different management now. In the end the excuse was a bad management communication and I ended up paying for my stay.

[If that so, what are the initiatives taken to "NOT" making any confusion to the clients, and making the right way for your service and for the comfort of your valued clients?]"

2.3 FIRST INSIGHT EXAMINATION

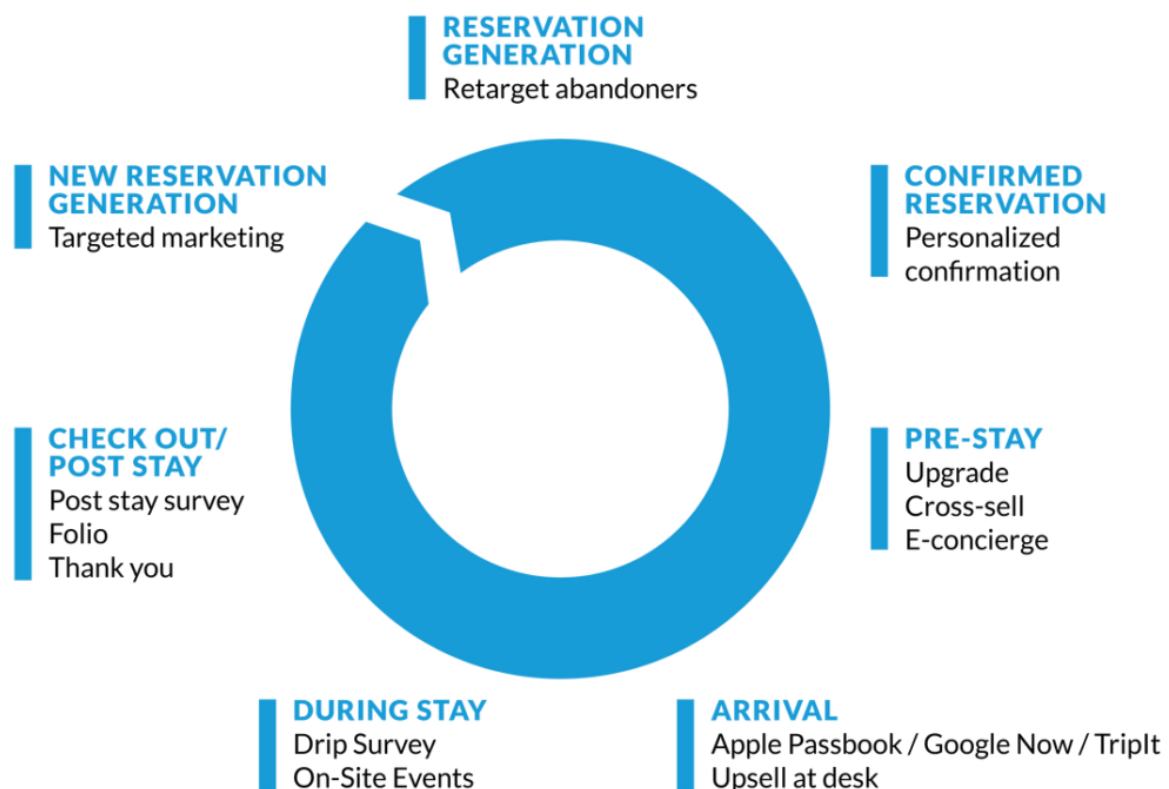
This kind of complaint are a huge negative impact for companies in this industry, as hospitality operators and future managers we need to have skills to avoid and anticipate them, even if I personally think there is no formula, graphic or subject that can teach us how to well handle this events. Something in particular called empathy, an innate skill which can completely change a situation with the help of a good smile.

Every time is different and We need to understand how to behave. "the customer is always right" (Sawyer K, 2019) yes, however is not the owner and not intitled of doing whatever he wants, as a manager we must protect our co-workers, employees and company, leaving the customer happy and satisfied. That does not mean that the answer is always yes, a good manager knows how to react without hurt anyone.

3.COMMUNICATION

Giving a first look to the scenario we can easily see the lack of communication generate an immediate frustration in the customer which led to more misunderstanding with the company. We also found a mistake in their marketing strategy, with a wrong emission of vouchers, for sure good to attract more tourists, however impossible to redeem at the end. According to several articles the discipline of marketing today has laboriously reached a position of pre-eminence in the hotel industry, while communication, which is part of or alongside marketing, does not seem to be yet perceived as a fundamental driver, but is often exclusively traced back to the communicative exchanges that take place between front office and client, therefore to its primordial, basic form, so to speak. Where it is conceived in broader terms, or as an integrated activity aimed at making known and choosing its structure to both an external and internal public, therefore the staff, communication plays a key role especially at national level; communicational events outside the borders of our country represent isolated and uncoordinated cases. This is especially true for independent hotels or hotels belonging to small accommodation groups in the same area. In cases like these, it may happen that some form of international communication exists, but it is implemented without knowledge of the facts or systematicity. There is no denying the need, on the part of the new hospitality industry, to adopt a scientific method to manage its communication, even on an international scale, to respond adequately to the growing globalization of markets and avoid dangerous phenomena of falling back on the sole national clientele. Hotel chains and also many structures that have already been managed for some time in a global perspective, but this approach is no longer proving to be sufficient. (Hotel philosophy, 2013) (TravelClik, 2020)

A telematic communication is fundamental in the companies nowadays, therefore I found this graphic interesting for the hotel in question to implement their relationship with the guest, create a new path of loyalty, never leave them without response and personalize the service. Technology is moving forward and we must move with it.



4.A SET OF GOALS

As I mentioned before, we are the managers of tomorrow and we must know what the best for the company is as for our employees, they need to be stimulated and well trained, therefore it is imperative that the manager invests a large amount of time and energy in meetings with the team and individuals to clarify his expectations. Without a clear definition of the desired goals, management interviews are unlikely to be able to foster individual performance.

In fact, if people do not have clear goals, it becomes difficult to achieve success and even more difficult to discuss performance. Conversely, when the manager is really clear about expectations and expected results, about what is acceptable and what is not, he is able to remove a huge mass of interference, feelings of doubt and anxiety that often accompany poor employee performance.

The manager needs to manage organizational and individual responsibility. To do this, he must make the objectives for his collaborators as clear as possible; at the same time it must make the collaborators themselves the real responsible, in the first person, for the achievement of the agreed objectives. (Eyster J. J., 1997)

Once this crucial phase has been overcome, i.e. with agreed objectives and achievement parameters, the manager invests time and energy to organize individual meetings and interviews to facilitate the performance of collaborators.

At the same time, the manager should provide an example of leadership every day with their actions, to keep the model of values and behaviours that the company desires alive and present in the minds of their resources.

The following are some of the conditions that facilitate the development of an optimal way of working:

- The objectives are clear in every moment of the performance
- Immediate feedback to action is provided
- There is a balance between level of challenge and ability
- Awareness is fostered
- There are no distractions
- There is no fear of failure
- The activity becomes motivating and a source of satisfaction

With these conditions, reaching high levels of performance is certainly easier.

Tracking performance

In the next session of my report I would take in consideration another aspect of a good management organizational behaviour, I decided to call it "tracking of the performance". Knowing to be a good manager is not always enough, we need confirmation, standards and more important maintain them. Thanks to my researches I found some different way to keep track of your team or company performance, however all of them have more or less designated standards or guidelines to follow to know if we are on the right way.

5.QUALITY ASSURANCE

When we speak of quality assurance, we speak of something very strict with rigorous guidelines and standard. During my years spent in the industry I have seen different company take care of this topic, usually external and sometimes internal. For example in large chains like Marriott or Hilton they have a selected sector that study the performance on each hotel making sure they keep the standards of the company, with examiners who travel around the world, evaluating hotel and his employees. (Doyle J. M., 1993)

LQA on the other hand is an external company who does the job for several different hotel with the same standards. I had the opportunity to work several years with standards from this company and as employee I had always felt a guideline to follow on my job.

5.1 LEADING QUALITY ASSURANCE (LQA)

LQA is the worldwide market pioneer in quality confirmation evaluations and benchmarking investigation for the extravagance cordiality industry. LQA gives unrivalled bits of knowledge, methodologies, and significant insight to lodging customers in 131 nations to assist them with checking administration conveyance, lift their visitor's understanding, and improve working execution.

LQA underpins over 70% of the luxury lodging market with its mark hospitality appraisal item. An hotel appraisal is completed over a three-day, two-night mysterious remain by an accomplished cordiality proficient, estimating 800 quantitative and subjective principles with

an emphasis on enthusiastic knowledge. LQA is the main accomplice that gives an in-person discussion between the Expert and property administration promptly following the review to audit primer discoveries and talk about systems for development.

LQA's 50 full-time Advisors speak to 14 nationalities and communicate in 15 dialects to guarantee a worldwide point of view. Headquartered in London UK, LQA serves more than 80 of the world's most recognized extravagance brands from help workplaces in New York, Vancouver, and Singapore. (LinkedIn, 2020)



5.2 TOTAL QUALITY MANAGEMENT

Global competition has forced companies to become even more customer focused.

Consumers want a high-quality product to satisfy their needs most companies have adopted a TQM total quality management approach to their organizational structure and production.

This philosophy means that the company is focused on delivering continuous improvement, quality in production and delivery of product to the consumer. Total quality management is significant to organizational behaviour and that it permeates every area of employee performance, a company that produces a high quality product every time must have every area of the staff working towards the end result, employees must have the ability to respond to customer needs quickly in order to keep improving quality.

For example, hotel nominated in the scenario could adapt quality as part of their overall culture total quality management looks for ways to constantly strive for quality improvements.

There are three factors that should be considered by the organization to see if a change is needed:

- will the change make customer response better overall?
- does the change make results faster for the organization and customer?
- does the idea improve the use of company resources?

if any of these questions are answered with yes then the idea should be implemented to improve overall organizational and product quality.

Following I had imagined the installation of automatic check-in kiosk that could help the hotel subsequent TQM suggestion and my personal ideas.

The hotel could install an automatic check-in kiosk, will the change make customer response better? well yes because customers will be avoiding long queue and personalise their own service automatically.

does the new check in kiosk make results faster for the organization and customer? Yes, both reception and customers will save so much time, in particular the employees will have time to do other duties and be more relaxed on the service.

The check-in kiosk does improve the company's use of resources? Absolutely yes, you will direct the time of the employees in a more useful way and diminution of the front office budget. It looks as if this change in organisation will improve the quality of their service and overall organized quality.

5.3 QUALITY MANAGEMENT SYSTEM

A Quality Organization System (QMS) is portrayed as a formalized structure that documents methods, techniques, and commitments with respect to achieving quality methodologies and goals. A QMS orchestrates and direct an affiliation's activities to meet customer and authoritative requirements and improve its suitability and efficiency reliably. (ASQ,2020)

ISO 9001:2015, the overall standard demonstrating requirements for quality organization structures, is the most perceptible approach to manage quality organization systems. While some usage the articulation "QMS" to portray the ISO 9001 standard or the social affair of records ordering the QMS, it truly insinuates the entirety of the structure. The reports simply serve to delineate the system.

Here in details what the ISO 9001:2015 represent:

- Risk based management systems: the definition of risks and opportunities serves to ensure that the management system can achieve the expected outcomes, prevent or reduce unwanted effects, achieve continuous improvement;
- High Level Structure: today coherence between the rules on management systems is re-established thanks to the common "High Level Structure", the main structure of the rules, with coherent text and terminology, simpler and clearer requirements;
- Objectives: with the new ISO 9001: 2015 integration between management systems is favoured and more attention is paid to the objectives, to the Added Value for the Organization and for the Consumer;
- Opportunity management: the context in which the business operates is systematically determined and monitored, as well as the needs / expectations of the interested parties, placing a broader vision of risk and opportunity management;
- Simplification: the relevance of the documentary aspects decreases. This implies a simplification of the documentation to be processed for the implementation of the Management System;
- Top management: greater emphasis is placed on leadership and the commitment required by top management to assume all responsibilities for the effectiveness of the quality management system.

6.CONCLUSION

Reach this point of my report I would conclude saying that thanks to our stored knowledge we need to see the potentials and the tools available around us, have a well precise plan and keep going to reach the best of our possibility. We will have complaints, probably many of them, there is no rules to avoid them, however we can try to be better and make the best from our resources.

The hotel in the scenario had been troughs a few changes apparently and the staff suffered from those. They will have to find a balance first and later work on an excellent service.

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