



Level 6

BMIH6001 Contemporary Themes in the Hotel and Hospitality Sector

Before we start....

As there are quite a few of us here, please ensure that your microphone is muted during all teaching until you are asked

a question or there is a group discussion to prevent background noise.

You should attend every class and have a private space to work so that you can concentrate fully on the lesson.

You should not be at work, shopping, driving or caring for children.

Your camera must be always on during lectures please -Use the Teams university background to protect your privacy.

YOU must join via a laptop or PC/MAC —No attendance permitted on phones or tablets

You will be removed from the session and logged as absent if you fail to adhere to these criteria.

This and all sessions will be recorded so that you can watch it again

Why is this important?

This is a Full Time University course and as such the University definitions of engagement and decorum apply as they would in a physical classroom.

-Your Cameras must remain 'On' for the duration of the session in order to ensure equal engagement and for your lecturers to observe your full attendance of the session which is a condition for student loans/maintenance to be authorised.

-You should be using a desktop or laptop device with a camera, speakers and a microphone so that you will be able to engage in the session on equal footing with your classmates.

-You will be asked to share your screen and “present” your work, access documents, engage in writing activities use websites and create presentations which are either difficult or impossible on a phone.



Register



Recap....



Staff shortages and labour challenges

The hotel and hospitality sector face significant challenges in recruiting and retaining skilled staff



Staff shortages and labour challenges

Read through the article: **Staffing issues among small hospitality businesses** and in your groups discuss an answer to your allocated question to share with the group.



Staffing issues among small hospitality businesses: A college town case

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College town
Challenges

ABSTRACT

Many studies have reported on the operational challenges that hospitality businesses face, including shortage of skilled labor and high turnover. To date, however, little attention has been paid to whether these challenges differ for small hospitality enterprises (SHEs). In particular, little is known about SHEs located in college towns, where plentiful labor supply of job-ready applicants is available on a constant basis. The present study explores labor issues with 21 small and medium hospitality owners and managers. The findings not only demonstrate that attracting labor is a daunting undertaking among participating businesses, but also that both turnover and other staffing related problems are on top of their list of challenges. These problems are of such nature that other issues, including getting the word out about their businesses or facing competition appear to be rather minor in comparison. Furthermore, only the least participants seem to understand the value of keeping staff for as long as possible; accordingly, these few operators have developed basic yet critical initiatives to promote employee retention. The importance of retaining valuable employees becomes paramount as it may reflect on several areas of the operation, including consistency and quality of service. However, despite its importance, the employee retention component appears to be missing.

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1. Introduction

In college towns across the United States, large numbers of students come and go on a continuous basis creating a sense of seasonality that hospitality businesses (restaurants, bars, cafes) may use to their advantage, both to cater to and employ students. These situations also provide local restaurateurs with opportunities to rejuvenate and re-flourish amidst the potential arrival of new talent. At the other end, seasonality and constant student transience may also create openings that may otherwise remain unfilled and lead to negative impacts, including lack of a consistent service culture, or even in terms of quality food/beverage provision.

Contemporary hospitality research has extensively addressed many of the problems hospitality businesses face, including food providers such as restaurants that live in a constant state of uncertainty due to labor costs (Nelson, 2001), low profit margins (Standard and Poors, 1998, in Nelson, 2001), competition, rising food costs and economic downturn. To add to their woes, restaurateurs also have to deal with the problem of high turnover

(Sunley, 2006), due to a failure by operators to recognize the importance of investing in their most valued employees (Enz, 2004).

While there is an extensive body of literature pertaining to the many problems hospitality businesses face, very few studies have addressed these issues among small hospitality operations in college towns and in particular among owner operated restaurants. Against this background, this paper seeks to answer the following questions:

- To what extent, if any, is shortage of labor an issue?
- To what extent, if any, is employee turnover an issue?
- What are additional challenges small restaurant operators face in a college town?

The limited extant literature surrounding these questions has implications not only for the research community, but also the hospitality industry itself and its many stakeholders; not least owner-operators. For example, while a number of challenges

Staff shortages and labour challenges



1. After reading the article, can you identify and discuss the unique labour challenges faced by small hospitality businesses in college towns?
2. How does the article suggest that high turnover rates in the hospitality sector affect service quality and overall business operations?
3. Based on the article, what strategies or initiatives could be implemented by these businesses to improve employee retention and mitigate labour challenges?
4. Are the unique challenges identified as unique as the article states?

Week Three

BMIH6001 Contemporary Themes in the Hotel and Hospitality Sector

Aims For Today

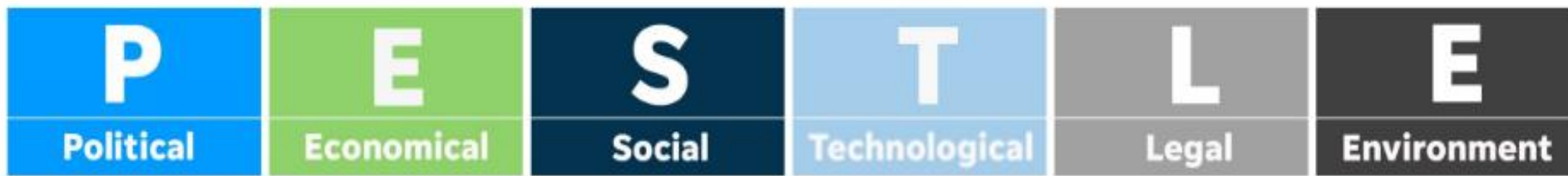
- To apply PESTLE to our contemporary theme
- To investigate Policy vs Practice



Section Three

Application to the hotel and hospitality sector

Word count guide 1000 words



P

Political

Political and
government
stability

Political
orientation

Local and
National
elections

Taxation (current
& future)

Trade Unions

Wars (both home
and international)

Pandemic
policies

Grants, and other
funding

Pressure groups



E

Economical

National debt

Consumer spending

Government Spending (current & future)

Inflation

Unemployment levels

Taxation

Exchange rate

Supply chain volatility

Overall economic situation



S

Social

Demographics

Customer attitudes and buying patterns

Media

Influencers and role models

Brand image

Ethical issues

Consumer spend

Post pandemic lifestyle changes

Cultural shifts



T

Technological

Technology demand

Technology development (current & future)

Levels of research and development funding

Intellectual property rights & copyright

Lifecycle of a product

Government investment in technology

Internet connectivity



L

Legal

Legislation in areas such as competition, Health & Safety and employment laws

Environmental legislation

Changes and effects of EU law and Brexit

Pandemic law changes

Regulatory bodies



E

Environment

Global warming

Pollution levels

Plastic waste

Attitude of
customers,
media,
protestors, and
law makers on
the environment

Renewable
energy

Deforestation

Green issues

Sustainability

Environmental
protection





Section Four

Evaluate future policy and management options for the chosen theme (500 words)

Section Four

Evaluate future policy and management options for your chosen theme.



Vs



What is policy?

“A set of ideas or a plan of what to do in particular situations that has been agreed to officially by a group of people, a business organization, a government, or a political party” (Cambridge Dictionary)

What is practice?

Practice = Action rather than thought or ideas



Let's play policy vs Practice!



Policy Verse Practice Answers

1. **Policy:** All employees must adhere to strict grooming standards. **Practice:** Some employees are occasionally seen not following the grooming standards, such as not wearing the required uniform or not maintaining personal hygiene.
2. **Policy:** Rooms should be thoroughly cleaned and inspected before guest check-in. **Practice:** Due to time constraints, some rooms may receive a quick clean without proper inspection, leading to overlooked cleanliness issues.
3. **Policy:** Guests should always receive a warm and friendly welcome upon arrival. **Practice:** Occasionally, front desk staff may appear disinterested or fail to provide a warm welcome, leading to a negative first impression.
4. **Policy:** Reservation cancellations must be processed within 24 hours. **Practice:** In some cases, reservation cancellations may not be processed promptly, resulting in inconvenience for guests and potential charges.
5. **Policy:** All staff should receive regular training on safety procedures and emergency protocols. **Practice:** Training sessions may be infrequent or not comprehensive enough, leading to potential gaps in staff knowledge and preparedness.
6. **Policy:** Food and beverage items should be prepared and served according to established quality standards. **Practice:** Occasionally, items may be served that do not meet the expected quality standards, such as meals being overcooked or drinks being improperly mixed.
7. **Policy:** Housekeeping should promptly respond to guest requests for extra amenities or room service. **Practice:** Guests may experience delays in receiving requested amenities or room service due to understaffing or poor communication.
8. **Policy:** All guest complaints should be addressed and resolved in a timely manner. **Practice:** Some guest complaints may be overlooked or not given the appropriate attention, leading to dissatisfaction and potential negative reviews.
9. **Policy:** Front desk staff should provide accurate and up-to-date information about hotel amenities and services. **Practice:** In some cases, front desk staff may not have the necessary knowledge or may provide incorrect information, leading to confusion and frustration for guests.
10. **Policy:** All staff should adhere to ethical guidelines when dealing with guests and colleagues. **Practice:** Instances of unprofessional behaviour or unethical conduct may occur, tarnishing the reputation of the establishment and creating a negative work environment.

Individual Task - Choose any company and look at its website, find a policy statement that relates to your chosen theme and make notes to help you with your research paper...

- What kind of issues do companies publish their written policies?
- What does this policy mean for employees and managers?
- What impact might it have on customers?



Any Questions?



Next Week!

Assignment support

Things to do by next week..

Book a 1:1 for assignment support
and guidance

