

BMIH6003

Hotel Placement – Managing Guest Service Operations

Learning Log

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Novotel Wembley

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Introduction

I got the opportunity to work within the **housekeeping department** at **Novotel Wembley**; the hotel is a 10 storeyed property with a stunning view of the Wembley Stadium (All.accor.com, 2025). The **offerings of the department** are crucial for guest service as the department makes sure the guests experience comfort, cleanliness and standards in relation to the brand. The housekeeping department at Novotel Wembley serviced more than 150 rooms on a daily basis while adhering to strict schedules for cleaning. Imperative to say, the role of housekeeping within hotel operations is crucial to ensure hygiene and cleanliness (Jayanti, 2023); the housekeeping services add to the positive experiences of the guests and contribute towards the smooth functioning of the property. While working for the department, the three objectives I aspired to achieve include the following:

- To conduct an analysis of the impact that management styles have on the experiences of the guests
- To hone my skills related to teamwork and time management within the scope of guest services
- To provide a proposal offering a practical solution for improvement of housekeeping service quality.

Section 1: Role Reflection

To understand **the role I held during placement**, the Kolb's Reflective Model has been applied; this is also referred to as the experiential learning cycle wherein the framework describes how an individual is able to learn through an experience (Menter and Philpott, 2025). Elaborating on the concrete experience, I was involved in checking the minibar, resetting the room and handling inventory for linen. My role also involved maintaining the log for service requests. Detailing the reflective observation, I observed a strong and collaborative team effort among the room attendants, however, the delays that occurred due to lack of clarity in communication with the supervisors could not be avoided (Hsieh, Hirudayaraj and Hsieh, 2025). In relation to the abstract conceptualisation, it was my observation that leadership, motivation and delegation had a strong role to play in terms of daily operations. To meet the suggestions for active experimentation, I was of the opinion that a system with a checklist would be beneficial for logging the room status and also make the shift handover easier (Hoteltechreport.com, 2025). This was shared with my supervisor and was implemented on a trial basis.

The **key skills required for a manager in the housekeeping department** include guest interaction, detail orientation and the eagerness for providing support to the team. A successful manager within the housekeeping department is required to blend organisational skills, leadership and communication with knowledge of the techniques of cleanliness as well as safety regulations. Furthermore a manager is required to manage the budget and team with effectiveness to ensure both hygiene and cleanliness maintains high standards (Brinkman-Staneva, 2013). However, factors such as regular guest complaints and peak check-in hours might delay execution of such skills.

In view of the role reflection, **two real examples experiences** I had would pertain to the following:

Experience 1: The rigidity enforced by the supervisor while allocating room service time often resulted in delayed or incomplete work completion especially during the peak season for check-in which resulted in complaints being raised from the guests. While the deadlines were stringent, the over flow of work often deterred achievement of tasks allocated within the time frame; this not only irked the guests but added towards work discord.

Experience 2: The team leader ensured the staff was empowered with the ability of adjusting schedules as per the preferences of the guests which resulted in higher guest satisfaction and improved team morale. When the team leader has trust in his teams and his work and actions affirm the same, the job environment is motivating and the team work extra well to ensure smooth operations all through.

The action plan for professional development includes the following:

- Engage in practice sessions with the peers for situation based problem solving
- Attend a workshop for honing team leadership
- Track the level of improvement using feedback every week

Section 2: Management Performance and Guest Service Analysis

In the housekeeping department of a hotel, there are different styles of management that are effective such as situational leadership, democratic style, servant style and transformational leadership. Such styles are effective for improvement of the team morale, guest satisfaction and also productivity (Sornsaruht, 2024). The democratic style involves the team members within the process of decision making thereby fostering the sense of collaboration and ownership. In transformational style, the team members are motivated and inspired for exceeding expectation and adapting to the ever changing needs of the guests. In the servant style, the empowerment and well-being of the team members are prioritised thereby ensuring the work environment is supportive and positive (Verma, 2025). In situational leadership, leadership adapts as per the confidence and experience of the team for a given situation.

Analysing the **management style** at the workplace, it was observed that the housekeeping manager demonstrated the participative style of management wherein inputs were encouraged during staff meetings with the motivation level improving in alignment with the theory of transformational leadership. In order to ensure **health and safety compliance**, risk assessment was practiced, Personal Protective Equipment (PPE) kits were used and the guidelines of Control of substance Hazardous to Health (COSHH) were adhered to in alignment with the Health and Safety Standards applicable in the UK (Hse.gov.uk, 2025).

Novotel Wembley demonstrated **culture and teamwork** that was inclusive and encouraged the people to have mutual respect. This was in alignment with the Theories for Personnel

Resourcing and Development for promotion of employee retention. **Marketing and guest experience** at the hotel helped boost visibility, brand awareness and also employee morale (Mohammed Shobri and Putit, 2015). Cleanliness was the prime focus when guest reviews were collected with one such review highlighting the rooms to be impeccably clean thereby affirming that the role of housekeeping at the hotel was included within the image of the brand.

Section 3: Guest Service Improvement Plan

One key issue identified at Novotel Wembley was the level of inconsistency observed in restocking of the minibar. The issue was **justified** as being a significant problem when more often the guests complained that drinks were missing and often there was a level of confusion when room turnover was conducted.

To improve the trust of guests and improve the service provided, it is essential to ensure process control and provide training for the housekeeping staff (Olorunsola et al., 2022). In order to mitigate the identified issue, there are **three realistic steps for improvement**; firstly, **maintenance of weekly stock audit** would reduce any discrepancy and ensure there is a substantial level of accountability being maintained. Secondly, it is essential to **maintain a digital inventory sheet** for the staff to log the items in real time using gadgets such as a tablet so that one comprehensive inventory sheet can be accessed by all involved individuals (Kitija, 2025). Lastly, **double checking** would be beneficial for the hotel and the department where in one staff member takes stock and the same is verified by another to ensure there are no loopholes present.

Conclusion

The role I had within the housekeeping department helped in enhancing my level of awareness of the significance of communication, the impact that correct supervision has and thereby develop an improvement proposal that is realistic and achievable. I am confident that the desired objectives were met successfully and now I do not shy from addressing the service challenges in terms of the guests and confidently put forth my own input wherein the staff are asked to share their own input.

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