

The best manager and the worst manager tourism essay

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Introduction

The objective for this assignment is to understand the significance of the management practice and the issues and problems in hospitality organisation. Hotels between Shangri-La's Rasa Sayang Resort and Spa and Impiana Hotel are compared and contrast to recognize the best manager and the worst manager and suggestion to become a successful manager. Next, based on the organization chart that has been chosen, the roles of all levels managers have to compare and contrast. The functional of the manager have to discover. Other than that, the challenges and problems confront by managers and the solutions have to be discussed in this assignment.

The best manager and the worst manager in the hospitality industry.

The best manager that the team met is Director of Food and Beverage of Impiana Hotel. She is a good motivator. She always motivates employees instead of scolding them since she know that scolding is not the best choice as it may deteriorate the situation. Besides that, she also willing to work with employees and provide feedback whenever employees asked within the task given. This will lead the employees to speak out the problems bravely during the operation time. She is also a good listener. It is important as a good manager should able to know the situation that employees encounter. For example, my manager was listened my hardship that I encountered and gave me some suggestions to solve it since I'm still a newbie in a hotel. She knows her strategy well. This is clearly shown during our briefing before start work. She able to deliver the ideas to us clearly so that we will able to follow accordingly and during questions and answer section she was able to answer

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all the questions and also gave us example for better understanding.

However, we also figured out some of the bad managers. The worst manager that we met is general manager of Shangri-La's Rasa Sayang Resort and Spa. For example, she was lack of communication skills. She did not communicate well with employees. Her expression towards the tasks given is also weak as we barely understand the information that she delivered. Therefore, we have to ask her several times to make sure that we were doing the tasks correctly. Apart from this, she has a lower morale towards the department. Bad treatment to the employees will cause a low morale among the department. She also lack of listening skills. It is important to show that the employees' opinion is being concerned. However, she is not concern about the employees but concern about the productivity of the employees. Moreover, she is not being polite to the employees. When the employees greet him, she does not give any respond and just step away.

Responsibility of a successful manager.

The characteristics that managers have will affect the business of the hotel and also the effectiveness of the employees. Therefore, it is important to ensure that every manager have the good morale during operation time. The first and the foremost thing for a successful manager should able to ensure that the business meet the needs and the expectation of the guests. If the business meets the expectation of the guests, the bigger opportunity the hotel will have the return guests. Besides that, know all the employees and their abilities within the department is part of the responsibilities of a successful manager. This was due to the manager able to delegate the job easily according to their strength and weakness. This will also lead the

operations more effectively. Besides that, managers should always available themselves at any times. This is important since employees will able to approach to the managers in case there is emergency incident happened. Guests will also feel pleasant if the managers are always around the surrounding and ask for the comment from the guests. Good work that done by the employees should be praised as employees needed to motivate and feels that they are giving contribution for the organization. (hmg Hotel Managers Group, 2012)

Compare and contrast the roles of all levels of managers with diagram of an organization chart.

Organization chart that in Diagram 1 consists of three level manager that are top-level manager, middle-level manager and frontline manager. Managers have their own responsibilities and their tasks are varying from each of the levels. Top-level managers are located at the top of the organization chart. They also called as decision manager as their duties are more on the decision making. Middle-level managers are located at the middle organization chart. They motivate and guide the frontline manager to accomplish the goal that set by the top-level manager. They also have to report all the activities to the top-level manager. Frontline managers are located at the bottom of the organization chart. Daily management of the staffs is the responsibilities of frontline managers (Bateman, T. S and Snell, S. A. , 2011). To achieve the organization's objectives, each level of the managers will have varied of managerial roles. In top-level managers, decisional role and informational role are the managerial roles they needed. Top-level managers are responsible to plan the objectives or goals.

Decisional role included entrepreneur, disturbance handler, resource allocator and negotiator. Managers have to seek for the new business opportunities for the growth of the business. Disturbance handler is taking corrective actions toward the problems that faced by the organization. Managers have to deal with the problems every day and seek for the solution as soon as possible so that the problems will not interrupt the daily operation. Managers are also responsible as resource allocator to providing funds and resources needed by the units or people. Top-level managers are usually involve in the overall budget decisions. Managers have to involve themselves in negotiations with the people out of the organization as well as within the organization. For example, general manager approved the event that organized by event manager during the New Year eve on 31 December 2012. Informational role consists of monitor, disseminator and spokesperson. Managers have to assess the performance of the employees and corrective action will be done for improvement. Moreover, information will be disseminated by managers to their assistance. Managers also act as spokesperson to represent the organization to speak. Each manager has to submit a copy of employees' evaluation to resident manager so that he able to know the improvement of the employees. Middle-level managers require all the managerial roles that are interpersonal role, informational role and decisional role. Interpersonal role consists of leader, liaison and figurehead. As managers, they have to able to lead people to achieve the goal. Managers should also have the ability to maintain a network out of the organization that provides information and favors. Figurehead is typically done by middle-level managers as they performing symbolic duties. Middle-level managers

responsible in execute the instruction from the top-level manager to the frontline manager. For example, event manager will execute the instruction regarding the New Year eve party from general manager to the employees. Any progress or changes on the party will be reported to general manager. Event manager also has to collect the information out of the organization so that he will able to know the needs to organize party. For the frontline managers, their management role is interpersonal role. They are the managers that assign the daily duties to the employees within the organization. Their relationships between customers are closer and they know about the preference of the customers since they are dealing with the customers every day. For example, assistance event manager will take responsive action towards the instruction that given by event manager. He spread the news to the public so that public knew about the event that organized by the hotel. He also assigned the job to his assistance and staffs based on their abilities so that the party will be ready on time (Management Levels, 2013).

The performances of a manager in the hospitality organisation

The performances of managers consist of planning, organizing, leading and controlling. Planning can defined as the actions of determining the objectives and the solution to complete the objectives. Objectives are the foremost for an organization because it is the goals that have to be achieved. Prediction for the future, the resources (such as man power, facilities, equipments) and creating strategies are some of the planning activities that are required.

Planning will enable the stabilization of the management and the

organization can be managed in sequence without messy. The organization will also able to operate with effectively and efficiently (Business Dictionary, 2013). The inner management team of Shangri-La's Rasa Sayang Resort and Spa bring out the attractive package of food and beverage. For example Buy one Get one free for International Buffet, Romantic In-Room Balcony dinner set and much more to attract the guest for achieving the hotel goals.

Organizing is using the resources that needed to make sure that the efficiency is at the highest point to meet the goal that has been set in planning activity. All the resources are important to get result. Organizing is a function which the concern to define the position, job responsibility and authority, independent unit and work group. Manager always seek for more valuable resources to build a dynamic organization. The organization will be flexible and adaptive in response to competitive threats and customer needs (Organizing Function of Management, 2013). For instance in Shangri-La's Rasa Sayang Resort and Spa the restaurant manager will create a work diagram to allocate the task for staff on which section before the seasonal day so that we can know where we suppose to work at on those particular days to maintain the restaurant services always the best and without mistake during operation. Leading is communicate and giving guidance to the employees to accomplish or to achieve the goal that has been set in the first stage. Leading can build relationship and teamwork among the group as it requires communication skill and toleration between group members. There are three major components that forms leading that are motivating employees, influencing employees and forming effective group (Jack E. Miller, 2007). Before work start, housekeeping department always has a

morning briefing. During the briefing, the manager will guide us the proper and faster ways for making a room and also sharing the information. For the specific guess, manager will giving knowledge and teach us some different ways to service the guest. The last stage of the management is controlling. Based on the Richard Draft, he stated that controlling can be defined as monitoring employees' activities, determining whether the organization is on target toward its goals, and the corrective actions will be done if necessary. Controlling is monitoring the performance of employees and correcting them to ensure that goal is met. Controlling is also fully utilizing the resources of the organization to get the desired result. Successful organizations always pay close attention to controlling functions (Barnat, 2007). For the head of department, monthly stock purchasing report must be clearly listed out. This can be avoiding from profit losing, stock can be fully prepare to bring out for operation and easily to achieve the goal that set by the management.

The challenges and problems encounter by managers and the solutions of the problems.

Everyday managers have to deal the problems and the challenges in the organization. First and the foremost is the dissatisfaction of the guests. There are not every guests satisfied the service that delivered by the employees since the expectation is vary. For example, the Front Office manager has to deal with the guests when they are not satisfied with the service since their room is not ready for check in although the check out time for the previous guests was over. To reduce the dissatisfaction of the guests, manager can upgrade the room for the guests with the minimum extra payment. One of the responsibilities of the managers is to make profit

to the hotel and it is the most challenge area for the managers as the economic is not stable and the people are not willing to spend. For example, the Food and Beverage manager has to plan to attract the guests dining in the hotel restaurant as if the food are not being sold, food spoilage may occurred and it may lead to loss. To overcome the problem, manager should give the briefing on how to push the food and beverage to the guests and upgrade the menu knowledge of the servers so that they able to push or recommend the food to the guests. Manager can also control the inventory of the food and beverage so that spoilage of the food can be reduced. Guests may eat the dirty food from the hotel restaurant and caused food poisoning or guests having sensitivity after having meal in the restaurant. It is the serious incident that confront by the manager as it may affect the reputation of the hotel. Therefore, human resource manager should give the necessary compensation to the guests and the medical expenses of the guests. Besides that, food and beverage manager has to implement sanitation programmed toward the kitchen to ensure that the food is safe to be served. Every hotel is lack of employees since the turnover rate of the employees is high. During seasonal period, many employees are using the opportunity to take leave for vacation. Therefore, understaffed may occurred and caused the manager has to hire the part timers to cover the operations. This may lower the quality of the service as the part timers do not have experience during the operation. To deal with this problem, manager can inform the employees earlier that all the leaves of the employees will not be approved until the end of the seasonal period. Besides that, manager can hire specific part timers that are familiar with the operation for backup. During the operations in the

hotel, every department is communicate with each other to ensure that the operations are smooth and minimizes the error. For instance, the front desk is dealing with the guests about the room. To ensure that the rooms are ready to be sold, front desk staffs have to deal with the housekeeping department for the room status. However, if the communication skill between these two departments is not well trained, it may slow down the operation and the guests' complaints may occur. Therefore, the front office manager and the housekeeping manager have the responsibility to give the training to the employees and check the room status time by time. Housekeeping manager should always remind the housekeeper to update the latest room status to front desk so that front desk staffs will able to sell the rooms.

Conclusion

Throughout this assignment, we found out that the criteria of being a good manager and to avoid some of the characteristics that shouldn't have by a manager. Besides that, we also discovered that the responsibilities and the functions as a manager of each level of the organization chart. Last, we are able to understand the challenges and problems that may be occurred and have to be solved by the managers.