

COMPREHENSIVE TEACHING AND LEARNING PACKAGE

Instructor Resources

The Instructor Resources CD to accompany this text includes the Instructor's Guide, PowerPoint® lecture slides, and an ExamView® computerized test bank. The Instructor's Guide provides answers to the end-of-chapter review questions, answers to the discussion questions following the chapter cases, discussion points regarding the "Ethics in Business" scenarios, true-false and multiple-choice quizzes, and additional material to assist the instructor in preparing course outlines and lesson plans.

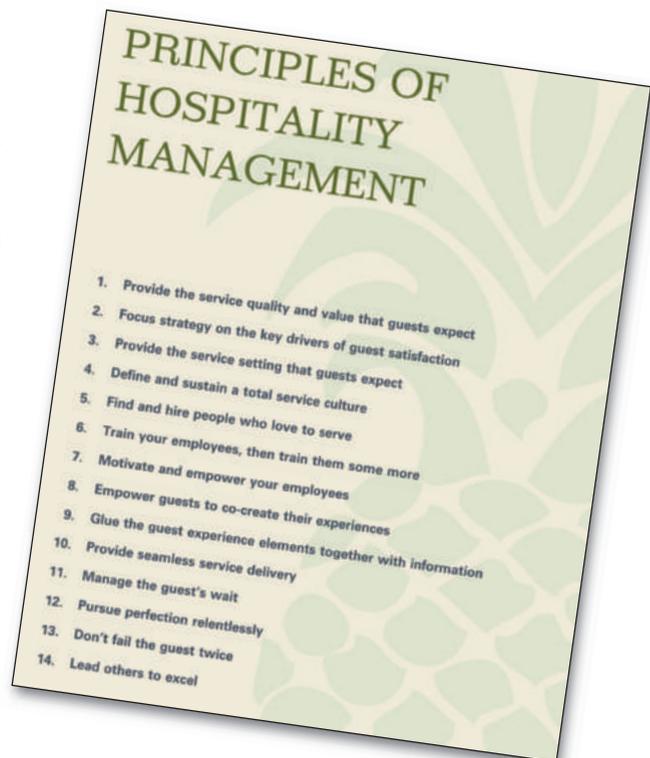
Student Online Companion

Visit www.cengagebrain.com for the student online companion to accompany this text. The student online companion includes learning objectives and key terms with definitions.

Special Features

The Hospitality Principles

A proven principle of hospitality management keys each chapter of this book. Leading hospitality organizations have found these principles to be important, workable, and useful. They represent the key points to keep in mind when putting the book's material into practice.



ETHICS IN BUSINESS

As part of its screening process, after candidates fill out an application, the Family-Happy Hotel and Restaurant scours the Internet looking for blogs and Facebook entries for these prospective employees. Often, it discovers a job candidate looking drunk in a Facebook photo or acting in a way that would be embarrassing if a customer saw that person once employed. Typically, these photos aren't on the candidate's social networking site but are posted on various sites of his or her friends and acquaintances. Family-Happy's management has decided that these behaviors are not consistent with the image they want to project of the organization, and so they remove from consideration any individuals for whom they discover such images. Besides, there are enough people looking for jobs that they can be picky when hiring, and in any case they need some way to narrow down the pool of applicants.

Do you feel the company's policy is ethically defensible?

Case Studies

Case studies provide an opportunity to discuss hospitality concepts and principles in terms of real (if disguised) and hypothetical hotels, restaurants, and other business types found in the hospitality industry.

Pedagogical Features

Learning Objectives

Every chapter opens with a comprehensive set of learning objectives addressing the chapter's main points.

LEARNING OBJECTIVES

After reading this chapter, you should understand:

- Important differences between making products and serving guests.
- The importance of meeting the hospitality guest's expectations.
- The importance of the guest experience.
- The components of the guest experience.
- The definition of service quality and service value in the hospitality field.
- The reasons why "it all starts with the guest."

Ethical Scenarios

Ethical practices in business are a growing concern. Even when not dealing with blatantly illegal activities, employees and managers are often faced with tough decisions that require uncomfortable choices. The **new** "Ethics in Business" section at the end of each chapter encourages students to think about and discuss issues that they may need to wrestle with in the hospitality industry.

Chapter 6 Training and Developing Employees to Serve 225

CASE STUDIES

The Beef and Reef Mystery Guest

Sally Salkind has worked for two years as a server at the Beef and Reef Restaurant while getting her degree in hospitality management. As a national restaurant chain, the Beef and Reef has specific written standards about how guest service should be provided and posts those standards in the kitchen, where all employees can see them. The chain also allows local managers considerable latitude in training employees and providing service, so long as unit financial results are satisfactory. Most of that the company knows best and that they can't go wrong by following company standards. But Sally has developed her own very successful way of opening the service encounter and delivering service thereafter. Since manager Bill Gordy has had nothing but good things to say about her performance, she has continued to serve guests in her own style. Apparently the guests like it; her tips are among the highest and her average check is the highest in the restaurant.

Early one evening, the manager, Bill Gordy, informed the servers of a rumor he had heard at a national meeting: corporate headquarters intended to use more mystery shoppers in the following month. He said, "I know you all do the best job possible, and I appreciate it, but next month, let's all lift our service to a new level." About two weeks later, as Sally Salkind started to walk to greet a couple who had just been seated, Bill Gordy whispered to her, "Mystery shoppers. I can tell them a mile away. Do it by the book, Sally, and you'll be fine."

Sally tried to do it by the book: "Good evening. I'm Sally and I'm going to be your server tonight." But then she got tongue-tied. She couldn't remember the procedure called for her to solicit a beverage order, recite the specials, or encourage the party to choose an appetizer. The rest of the meal went the same way. The party of two had to ask for information that Sally usually related in her comfortable, natural way. But when called upon to do it by the numbers, she couldn't remember what the numbers were. She had never been so happy to see two people leave.

Several days later, Bill Gordy called Sally into his office and reprimanded her for not following standard serving procedures at the very time when following procedures was most important.

"Sally, I had been considering promoting you to head server, but I can't promote somebody who can't follow simple instructions."

Sally went quickly from surprise, to shock, to anger. She asked Bill Gordy why, if the procedures posted on the kitchen wall were so important, he had never said anything about them in her two years with the restaurant.

"I'm not dumb, Bill. I can learn as well as anyone. But you never told me that I had to learn that stuff, water, and, fortunately, I could swim. I did darn well on my own, using my own talents plus some things I learned in my hospitality courses. How can you expect me to change my whole way of doing things with 20 seconds notice?"

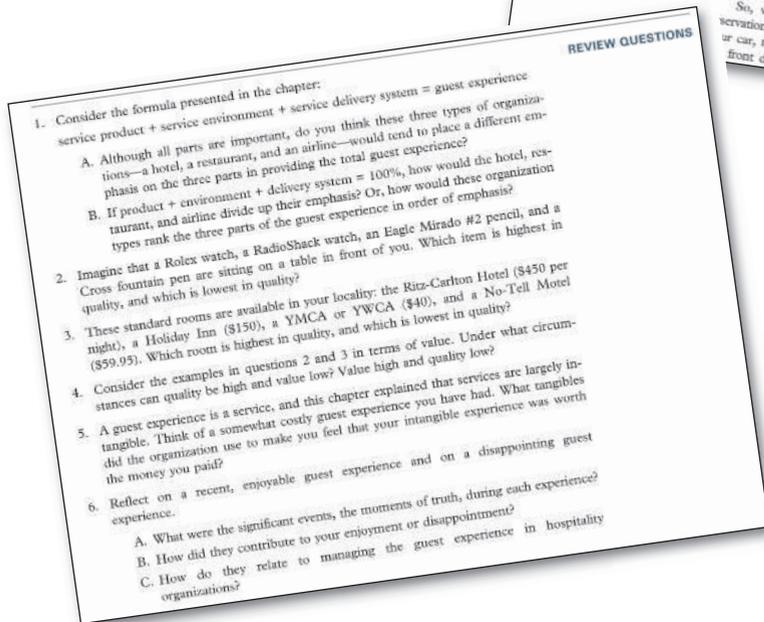
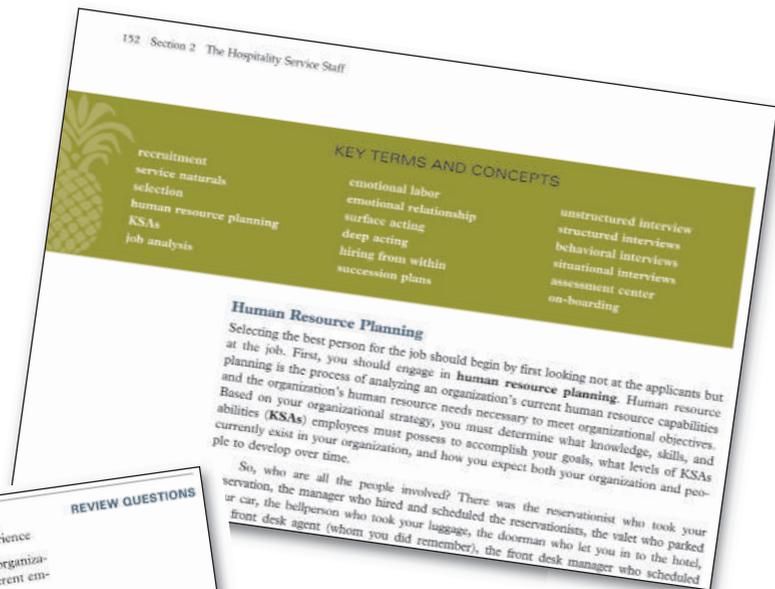
Bill Gordy didn't have an answer for Sally's question. He simply reiterated his criticism, told her that she had embarrassed him and the restaurant in front of "a big station," and sent her back to her station.

Sally had been thinking of trying to get a permanent position with the Beef and Reef organization after she finished her studies, but she decided that she didn't want to work for an outfit that gave her little training in how to do the job, complimented her for the way she did it, then criticized her because she didn't follow formal procedures and memorize the silly little phrases. She would stick around for now because the tip income was good, but she would be looking.

1. What went wrong? Who was at fault?
2. Discuss the pros and cons of a strict set of serving standards for everybody.

Key Terms

The list of key terms and concepts serves as a brief preview of the subjects and ideas in the chapter to come. These terms and concepts are boldfaced the first time they appear in the chapter.

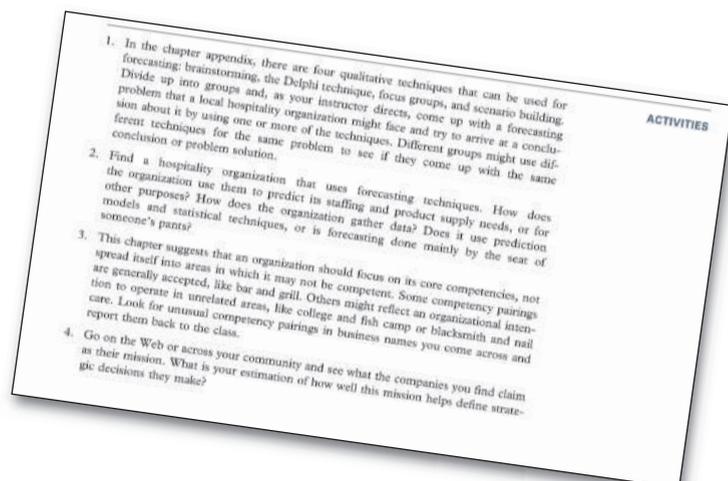


Review Questions

The review questions at each chapter's end are designed to provoke thought and classroom interaction about chapter content and to enable students to make self-assessments of how well they have understood the material.

Activities

Each chapter includes at least one hospitality activity to encourage students to visit local hospitality organizations and study them from the perspective of the book's ideas. Some activities suggest that students talk with guests, employees, and managers to obtain a variety of perspectives on the guest experience. Other activities suggest exploration of the Internet to visit sites established by hospitality organizations and to acquire further information on the book's concepts and ideas.



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