

Challenges in Hotel and Resort Management

(A Problem Based Learning Approach)

1st Edition

By Doug Campbell

Management's Challenges

Problem Solving and Decision Making

Leadership & Supervision

Finances and Revenue Management

Housekeeping and Maintenance

Marketing

*

Security, Loss Prevention and Risk Management Operations

*

Creating a Motivational Work Environment

*

Strategy and External Environment Business Issues

*Published and Distributed by IDC Services "Information for the Modern World
Original Copyrighted Material*

*Published and Distributed
by
IDC Services
“Information for a Modern World”*

Professional Publishing and Internet Sales
Website Development
Website Management

Reno, NV 89503
Email: CEO@IDCservices.biz
Website: www.IDCservices.biz

Challenges in Hotel and Resort Management. 1st Edition
By Doug Campbell

All rights reserved
Original Copyrighted Material – 2003
ISBN 0-9773692-2-6

Printed in the United States of America

**Orders for textbooks and workbooks should be directed to
Sales@IDCservices.biz**

No part of this book may be used or reproduced in any manner whatsoever without written permission. All requests to use or reproduce any part of this publication must be directed to IDC Services.

All of the characters in this textbook/workbook are fictitious. Any resemblance that the characters, events or situations that are portrayed in this publication have to real people or actual events or situations, is purely coincidental.

IDC Services is a licensed corporation in the state of Nevada, USA, since 2003.

Table of Contents

	Page
Introduction	1
Part 1 Decision Making and Problem Solving	
The Problem Solving Methodology.	3
Problem # 1 – The Missed Breakfast.	7
Problem # 2 – The Long Weekend.	9
Problem # 3 – Between a Rock and a Hard Place.	12
Research Assignment – Best Practices, Benchmarking & Metrics.	15
Problem # 4 – The Guest Comment Cards.	16
Problem # 5 – Sex, Politics, Rumors and Bad Blood.	20
Problem # 6 – Overbooked and in Trouble.	24
Problem # 7 – A Painful Experience.	28
Problem # 8 - Did he or didn't he? (Exam)	30
Part 2 Hotel and Resort Security, Loss Prevention and Risk Management	
Operations	
Overview	33
Your Reputation as an Asset	33
Management's Role	34
The Threat	34
The Goal	35
A Cost Center	35
Physical Security	36
Feasibility Studies	36
Construction Planning Factors	37
Individual Assignment – Ethical or Financial Question	38
Loss Prevention.	39
Investigations	40
Purchasing, Receiving, Storing, Disposing and Moving Assets	40
Asset Accountability	41
Risk Management.	41
Planning and Preparing for Emergencies and Disasters.	42
Terrorism	45
International Operations.	47
Problem # 9 – Eye in the Sky	49
Problem # 10 – Casino in the Dark	51
Problem # 11 – Murder! Who is to Blame?	53
Problem # 12 - Privacy Issues of Employee and Guest Information.	55
Problem # 13 - Crime and Punishment? (Graded Group Presentation)	57
Graded Group Presentation Assignment	58
Part 3 Creating A Motivational Work Environment	
How to Create A Motivational Work Environment	60
Problem # 14 - A Bad Taste.	65
Problem # 15 – The Conspiracy!	67

Continued on the next page

Part 4	Strategy and External Issues	
	Problem # 16 - The Interview	70
	Problem # 17 - But We Are Doing Everything Right!	73
	Looking at the Big Picture	75
	▪ Internal Focus	75
	▪ External Focus	75
	▪ Strategic Planning	75
	▪ Tactical Planning	75
	▪ A Risk Situation	75
	Final Exam Study Guide.	76
	Appendices	
	A - 20 Ways to be a Successful Manager of a Quality Hotel or Resort	80
	B - A Quick Guide to Hotel and Resort Marketing	82
	C - Basic Marketing Plan Format for a Hospitality Business	84
	D - Utilizing Creativity to be Successful.	85
	E - Hotel Business Plan Format	86
	Final Words of Advice	87

Original Copyrighted Material