

Front Office Operations

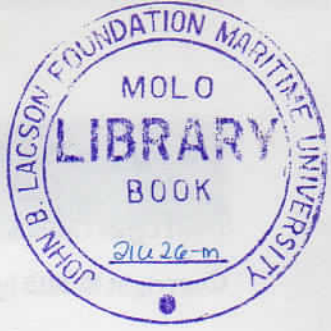


Printable Workbook included in the DVD



3G eLEARNING

Ref
647.94068
F 905
2015
+
CSM



FRONT OFFICE OPERATIONS



3G @LEARNING

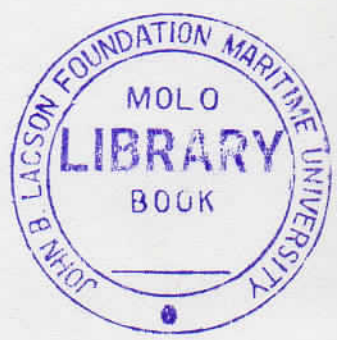


TABLE OF CONTENTS

1. Managing Front Office Operations	
1.1 Front Office Functions.....	4
1.1.1 Front-of-the-House Operations....	6
1.1.2 Back-of-the House Operations	7
1.2 Front Office: Organizational Structure.....	8
1.2.1 Typical Front Office Organization.....	9
1.2.2 Limited-Service Hotel Front Office Organization	11
1.2.3 Function of the Front Office Manager.....	12
1.3 The Reservation Office	16
1.3.1 Types of Reservation System.....	17
1.3.2 Accepting or Denying Reservation	19
1.3.3 Generating Reservation Reports.....	20
1.3.4 Managing Reservations	21
1.4 Check-in Process.....	21
1.4.1 Check-Out Process.....	23
1.5 Front Office Accounting	25
1.5.1 Accounting Fundamentals	26
1.5.2 Documents Generated in Guest Accounting.....	28
1.6 The Electronic Front Office (EFO)..	34
2. Front Office Manager in Hotel Organization	
2.1 Organizational Lodging Properties..	44
2.2 Job Responsibilities of Department Managers.....	48
2.2.1 General Manager.....	48
2.2.2 Assistant General Manager	50
2.2.3 Food and Beverage Director.....	51
2.2.4 Physical Plant Engineer	52
2.2.5 Human Resources Manager.....	54
2.2.6 Front Office Manager.....	56
2.2.7 Parking Garage Manager	59
2.3 Typical Front Office Organization ...	59
2.4 Hotel Front Office Limited-Service .	63
2.4.1 Function of the Front Office Manager	64
2.4.2 Job Analysis and Job Description	65
2.4.3 The Art of Supervising.....	66
2.5 The Front Office Staffing.....	69
3. Reservations and Registration	
3.1 Concept of Reservations.....	77
3.1.1 Importance of a Reservation System.....	78
3.1.2 Overview of the Reservation System.....	79
3.2 Types of Reservation Systems	84
3.3 Sources of Reservations.....	86
3.3.1 Corporate Clients.....	86
3.3.2 Social/Military/Educational/Religious/Fraternal (SMERF).....	88
3.3.3 Group Travelers.....	88
3.3.4 Current Guests.....	90
3.4 Overbooking (Occupancy Management)	90
3.4.1 Revenue Management.....	93
3.5 Processing Guest Reservations	94
3.5.1 Outsourcing Reservations	94

3.5.2	Types of Reservations.....	95	4.7.1	Filing Documents	145
3.6	Importance of the First Guest Contact.....	96	4.8	Relaying Guest Departures to Other Departments	145
3.6.1	Components of the Registration Process	97	4.8.1	Removing Guest Information from the System.....	146
3.6.2	Guest Registration Procedure.....	99	4.8.2	Checkout Reports Available with a Property Management System.....	146
3.7	Guest Hospitality	99	4.8.3	Guest Histories	147
3.7.1	Review Completeness of Registration Card	101	4.8.4	ZIP Code or Postal Code.....	147
3.8	Extension of Guest Credit	101	4.8.5	Developing Conventions and Conferences.....	148
3.9	Room Inventory	107	4.8.6	FAM Tours.....	148
3.9.1	Room Rates	109	4.8.7	Origination of Reservation	149
3.9.2	Types of Room Rent.....	111	4.8.8	Types of Room Requested.....	149
3.9.3	Maximizing Room Rates.....	115	4.8.9	Last Impressions of the Hotel ..	150
3.10	Sales Opportunities.....	116			
3.10.1	Assigning Room Keys.....	117			
4.	Guest Checkout		5.	Managing and Training Hospitality	
4.1	Organizing Late Charges to Ensure Accuracy	130	5.1	Importance of Hospitality.....	155
4.2	Guest Checkout Procedure	131	5.1.1	Managing the Delivery of Hospitality.....	156
4.3	Inquiring about Quality of Products and Services	132	5.1.2	Role of Management	157
4.3.1	Retrieving the Room Key.....	132	5.1.3	Service Strategy Statement.....	159
4.4	Retrieving and Reviewing the Folio	133	5.2	Applications of Total Quality Management	162
4.4.1	In-Room Guest Checkout.....	134	5.2.1	Developing a Service Management Program.....	163
4.5	Determining Method of Payment and Collection	135	5.2.2	Guest Cycle.....	164
4.5.1	Credit Cards.....	136	5.2.3	Moments of Truth in Hotel Service Management	165
4.5.2	Bill-to-Account (Direct Billing) ..	137	5.2.4	Employee Buy-in Concept.....	166
4.5.3	Cash and Personal Checks.....	138	5.2.5	Screening Employees Who Deliver Hospitality.....	167
4.5.4	Traveler's Checks.....	140	5.2.6	Empowerment	168
4.5.5	Debit Cards.....	140	5.3	Training for Hospitality Management	170
4.6	Assisting the Guest with Method of Payment	141	5.3.1	Evaluating the Service Management Program.....	172
4.6.1	Money Wire	141	5.3.2	Interfacing with Other Departments in Delivering Hospitality.....	174
4.6.2	Travelers Aid Society.....	142	5.3.3	Customer Relationship Management	176
4.6.3	Auto Clubs.....	142			
4.6.4	International Currency Exchange.....	142			
4.7	Obtaining Future Reservations	144			

5.4	Determining Employee Hospitality Qualities.....	178	6.1.1	Effective Interdepartmental Communications.....	211
5.4.1	Job Analysis and Job Descriptions.....	178	6.2	Front Office Interaction with other Departments in the Hotel.....	213
5.4.2	Positive Hospitality Character Traits.....	179	6.2.1	Sales Department and Marketing Department	213
5.4.3	Practicing Promotional Skills.....	179	6.2.2	Department of Housekeeping	215
5.4.4	Screening for Hospitality Qualities	180	6.2.3	Inter-Relationship between Housekeeping and Front Office Department.....	217
5.5	Developing an Orientation Program.....	182	6.2.4	Food and Beverage Department in Hotel.....	218
5.5.1	Economic Position of the Property in the Community	183	6.2.5	Banquet Department.....	220
5.5.2	Overview of the Lodging Establishment.....	183	6.3	Controller	221
5.5.3	Employee Handbook.....	185	6.3.1	Maintenance or Engineering Department	222
5.6	Policy and Procedure Manual.....	185	6.3.2	Security Department	222
5.6.1	Front Office Staff.....	186	6.3.3	Human Resources Management Department	223
5.6.2	Equipment Overview.....	186	6.4	Role of Total Quality Management in Effective Communication	224
5.6.3	Interdepartmental Cooperation.....	187	6.4.1	An Example of Total Quality Management in a Hotel	226
5.6.4	Administering the Orientation Program.....	188	6.4.2	Solution to Opening Dilemma	227
5.6.5	Developing a Training Program.....	188	6.5	Physical Structure and Positioning of the Front Desk.....	227
5.6.6	Preparing Step-by-Step Procedures	190	6.5.1	Guest First Impression.....	228
5.6.7	Management Concepts	191	6.5.2	Creating a Balance between Guest Flow and Employee Work	228
5.7	Steps in the Training Process	192	6.6	Selecting a Property Management System	229
5.7.1	Preparation: Get Ready.....	192	6.6.1	Importance of a Needs Analysis.....	230
5.7.2	Delivery: Show Me	194	6.6.2	Procedure for Performing a Needs Analysis	231
5.7.3	Role-Playing.....	196	6.7	Financial Considerations	235
5.7.4	Administering a Training Program.....	198	6.7.1	PMS Applications.....	236
5.7.5	Cross-training.....	199			
5.7.6	Job Knowledge.....	199			
5.8	Training for Empowerment.....	200			
5.8.1	Americans with Disabilities Act 201				
6.	Interdepartmental Communications and Property Management Systems		7.	In-house Sales Promotion	
6.1	The Role of Front Office in Interdepartmental Communications.....	210	7.1	Role of the Front Office in Marketing and Sales.....	247
			7.2	Planning a Point-of-sale Front Office	249

7.2.1	Brainstorm Areas for Promotion.....	251	7.4	Applying Motivation Theories.....	261
7.2.2	Devise Incentive Programs.....	254	7.5	Training Programs for a Point-of-sale Front Office	262
7.3	Theories of Motivation	257	7.6	Budgeting for a Point-of-sale Front Office	266