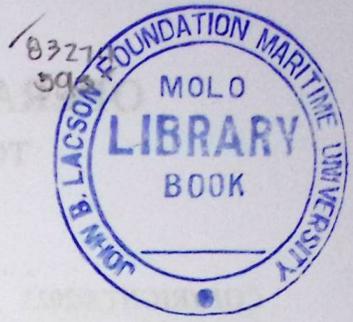


# OPERATION MANAGEMENT TOURISM AND HO

JOHN PAUL GUEVARRA BUENAVENTURA, DBA Can  
LIBERTY BUENAVENTURA-GUTIERREZ, MBA



# OPERATIONS MANAGEMENT IN TOURISM AND HOSPITALITY

**John Paul Buenaventura, MBA**  
**Liberty Buenaventura-Gutierrez, MBA**

# TABLE OF CONTENTS

<b>Preface</b>	<b>iii</b>
<b>Acknowledgments</b>	<b>v</b>
<b>Lesson 1</b>	
<b>OPERATIONS MANAGEMENT IN HOSPITALITY</b>	
Operations Management	1
Functions of Management	2
Five Management Functions	3
Different Approaches in Operations Management	6
Who is Operations Manager?	7
Functions of Operations Manager	8
Ideal Skills of an Operations Manager	9
Assessment	11
Discussion Questions	13
<b>Lesson 2</b>	
<b>QUALITY SERVICE OPERATIONS IN TOURISM AND HOSPITALITY</b>	<b>15</b>
Quality Service Operation in Hospitality	15
Characteristics of Service	16
Service Matrix	17
Five Stars of Service Quality	20
Quality Management Approach	21
Dimensions of Service Quality	22
Service Gaps	25
Assessment	29
Discussion Questions	31
<b>Lesson 3</b>	
<b>RECRUITMENT IN HOSPITALITY INDUSTRY</b>	<b>33</b>
Recruitment in Hospitality	34
Human Resource Management	34
Functions of Human Resources	34
Human Resource Planning	35
Recruitment and Selection	36
Assessment	41
Discussion Questions	43

*Lesson 4*

**TRAINING & DEVELOPING EMPLOYEES IN HOSPITALITY INDUSTRY** 45

Training and Developing Employees in Hospitality Industry	45
Benefits of Training Program	46
Different Methods of Training Program	47
Challenges of Training	52
Assessment	55
Discussion Questions	57

*Lesson 5*

**EMPLOYEE DISCIPLINE** 59

Employee Discipline	59
Establishing Workplace Code of Conduct	60
Types of Discipline used in the Workplace	61
Purpose of Disciplinary Action	62
Assessment	63
Discussion Questions	65

*Lesson 6*

**OPERATIONS STRATEGY IN TOURISM AND HOSPITALITY INDUSTRY** 67

Internal and External Assessment	68
Flexibility	68
Competitive Operations Strategy	74
Implementing Strategy	75
Organization Level	76
Corporate Level Strategies	80
Assessment	81
Discussion Questions	83

*Lesson 7*

**QUALITY MANAGEMENT AND CONTROL** 85

Quality Management Definition	85
Quality Management Principles	86
PDCA Cycle	90
Quality Management Function	91
Inspection	92
Zero Defect Concept	93
Assessment	95
Discussion Questions	97

<b>Lesson 8</b>	
<b>BUDGET</b>	<b>99</b>
Understanding Budgeting	99
Budgeting in Business	100
Six Aims of Budgeting	101
Budgeting and Business Strategy	102
Business Planning and Control Process	102
Assessment	105
Discussion Questions	107
<b>Lesson 9</b>	
<b>PRODUCTIVITY</b>	<b>109</b>
Productivity	109
Various Kinds of Productivity Measures	111
Productivity and Production	114
Productivity Tree	114
Assessment	125
Discussion Questions	127
<b>Lesson 10</b>	
<b>EFFICIENCY AND EFFECTIVENESS</b>	<b>129</b>
Efficiency and Effectiveness	129
Business Process Reengineering	130
Benchmarking	131
Types of Benchmarking	132
Assessment	135
Discussion Questions	137
<b>Lesson 11</b>	
<b>SUPPLY CHAIN OPERATIONS</b>	<b>139</b>
Supply Chain	140
Restaurant Supply Chain	140
Materials Management and Supply Chain	142
Seven Components of Supply Chain	142
Purchasing	146
Developing Criteria for Supplier Selection	148
Evaluating the Make or Buy Decision	149
Assessment	151
Discussion Questions	153

**Lesson 12**

**SALES PERFORMANCE MONITORING AND  
LABOR COST**

- Sales Performance Terminologies
- Salary Deduction

155

156

157

**REFERENCES**

163