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Hospitality Management

Case Study Assignments

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Note: The names and addresses of all the people and businesses in this book are invented, and any resemblance to any actual person or business is entirely coincidental.

This book is dedicated to our parents

Introduction

How to Approach the Case Studies

The case studies have been designed to assist you in applying management theories and concepts to real-life situations. They aim to develop your competence in analytical and problem-solving skills. Each case integrates different management issues and draws on your knowledge of:

Food and Beverage Management
Front Office and Accommodation Management
Human Resource Management
Marketing Management
Financial Management
Operations Management

Method of Approach

A logical and sequential approach should be adopted when dealing with case studies. The flow chart overleaf illustrates the steps that should be taken and the process that should be followed.

10 Key points

Hospitality Management

Case Study Assignments

Tutor's Guide

Hospitality Management

Case Study Assignments

TUTOR'S GUIDE

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Educational Rationale

The case studies have been designed to provide students with the opportunity to apply the management concepts they have learnt in a theoretical context to 'real life' situations. The thirty cases cover the five major areas of hospitality management:

- Food and Beverage Management
- Front Office and Accommodation Management
- Human Resources Management
- Marketing Management
- Financial Management
- Operations Management

Within each section, the cases have been presented in order of complexity – thereby providing students with the opportunity to develop their competence in approaching case studies.

The cases have been kept relatively short so that they can be used in tutorials and seminars either on a group or individual basis. Some tutors may wish to add additional questions to our cases and/or extend them by including, for example, a role play exercise.

This tutor's guide provides suggested answers to all the cases. The aim has been to supply as much useful information as possible without dictating the tutor's style of presentation. As a result no answers have been provided where the questions are subjective.

The answers may be reproduced for students although the cases themselves may not be copied without the prior consent of the publishers as the case study book has been produced specifically for students.

Case Study Matrix

Number Title

Context

Part I FOOD AND BEVERAGE

1	On-line	A computer software house employing contract caterers and experiencing operational problems
2	The Do Drop Inn	A public house wishing to move into the catering market
3	Bridley City General Hospital	A city centre hospital kitchen establishing hygiene and safety standards
4	Newland Town Hall	A Town Hall catering service
5	The String of Pearls	A nightclub situated in the centre of Manchester, experiencing stock control problems

Part II FRONT OFFICE AND

6	Hamilton College of Further Education	A college in Colchester developing student accommodation
7	Countrywide Manors	A group of country estates establishing a central advance reservations sales team
8	Clevden Residential Management Centre	Choosing a location for a company training centre

Focus of Questions

Outputs Required

MANAGEMENT

Producing a short-term and long-term strategy for the overall improvement of the catering service

A report

Providing advice on conducting a market feasibility study and a business plan

An article aimed at individuals operating public houses

Establishing and maintaining health, safety and hygiene standards in the food preparation areas

A one-day training programme

Producing a tender as an in-house team to provide a staff catering service

Producing a tender proposal

Identifying problems with the stock control system and putting forward suggestions for improvement

A report

ACCOMMODATION MANAGEMENT

Design criteria that need to be considered; factors relating to the needs of the physically disabled and interior decoration recommendations

A report

Motivation of staff related to job design and productivity issues

A report

Factors to consider when selecting a location; the arguments for and against building a new centre or converting an existing building; interior decoration considerations

A presentation

x Case Study Matrix

Number	Title	Context
9	The Lord Dubarry	A group of hotels with a Head Office in Slough responsible for troubleshooting
10	The Dunadry	Computerising the front office area of a hotel

Part III HUMAN RESOURCES

11	The Grand Hotel	A five-star luxury hotel in Paris, recruiting a Front of House Manager
12	The Carlton Hotel	A Birmingham Hotel introducing an employee appraisal system
13	Inn on the Lake	A restaurant experiencing staff problems
14	The Valley View Hotel	A 50-bedroom hotel introducing a new sales plan
15	Kirby Lodge	A country hotel in Somerset experiencing problems with product quality and service

Part IV MARKETING

16	Travel Pal	A hotel chain moving into the budget accommodation market
17	Blaen Wern	An independent hotel in Wales moving into the conference market
18	Crown Hotels	An international hotel group experiencing bad publicity on quality of service

Focus of Questions	Outputs Required
Analysing communication problems and suggesting how they can be remedied	A report
The possible application of computers and the benefits to the front office area.	A presentation

MANAGEMENT

The role of employment consultants, structure of job advertisements, analysis of CVs and choice of selection methods	A presentation/report
Training staff to carry out appraisals, approaching individual interviews and establishing goals and support required for staff	A presentation/report
Understanding stress and how it should be managed; causes of labour turnover	A presentation/report
Introducing organisational change and developing a change strategy	A change strategy; key points on managing change
The introduction of quality circles – the benefits, how they work and how they can be implemented	A report

Factors that need to be taken into consideration when developing a new product and developing a marketing plan	A marketing plan
Producing a market research questionnaire, designing a promotional brochure and developing promotional ideas	A report; a questionnaire; a brochure
Designing a customer care programme, applying the marketing concept and maintaining a quality service	A presentation

Number	Title	Context
19	The Cedar Tree Hotel	A hotel in Northumberland that specialises in providing holidays for single parent families
20	Truffles	A UK patisserie and confectionery restaurant chain considering expansion through franchising

Part V FINANCIAL MANAGEMENT

21	The Riverside Inn	A public house in Worcester requiring a bank loan for a refurbishment programme
22	Falmer School	A school, having contracted out its catering service, experiencing financial problems
23	Griffin Hotel and Leisure Group	A large hotel and leisure group considering re-organisation
24	Bhalgairean and Kinglass Hotels	The sale of two hotels in Scotland
25	The Catering Hire Company	An equipment hire company considering capital expenditure

Part IV OPERATIONS MANAGEMENT

26	City of Lights Hotel	A hotel near Heathrow Airport considering the addition of a banqueting suite
27	The Salad Bowl	An 'eat in' and 'take away' restaurant in Covent Garden facing staffing level problems
28	Fit for Living Leisure Centre	A leisure centre in Rochdale considering the establishment of a fast-food restaurant

Focus of Questions	Outputs Required
The marketing mix and target marketing	A report
The franchise concept – its advantages and disadvantages to the parties involved	A report
A cash flow forecast; a source and application of funds statement and calculating return on investment and break-even point	Producing financial statements
Calculating contribution and assessing the break-even concept	A report
Assessing the financial position of the hotel; the risks of being highly geared and implementation of financial control procedures	A report
Assessing the financial results of each hotel, deciding the prices that should be offered for each and the factors that should be taken into consideration before investing	A report
Using different methods of investment appraisal and providing advice	A report
Production of a node network chart, critical path analysis and factors to be considered	Production of charts and a report
Analysis and interpretation of statistics and application of time-series analysis	A report
Linear regression and evaluation of proposal	A memo

xiv Case Study Matrix

Number Title		Context
29	The Seven Bridges	An independent brewery chain owning 7 public houses in London calculating staff wage rates
30	The Rice House	A chain of restaurants estimating sales levels

Focus of Questions	Outputs Required
Calculating averages (modal, median and arithmetic mean)	A report
Calculating absolute errors, mean and standard deviations	Calculations