

N5 Applied Management for Hospitality Services

Lecturer's Guide

D Welgemoed & J Wiehahn

© Future Managers 2021

All rights reserved. No part of this book may be reproduced in any form, electronic, mechanical, photocopying or otherwise, without prior permission of the copyright owner.

To copy any part of this publication, you may contact DALRO for information and copyright clearance.
Any unauthorised copying could lead to civil liability and/or criminal sanctions.

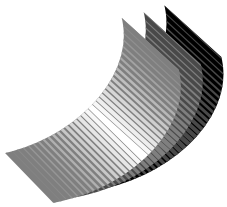
DALRO
DRAMATIC, ARTISTIC and LITERARY RIGHTS ORGANISATION (Pty) LIMITED

ISBN: 978-0-6392-1011-7

Telephone: 086 12 DALRO (from within South Africa); +27 (0)11 712-8000
Telefax: +27 (0)11 403-9094
Postal address: P O Box 31627, Braamfontein, 2017, South Africa
www.dalro.co.za

First published 2021

Every effort has been made to trace the copyright holders. In the event of unintentional omissions or errors, any information that would enable the publisher to make the proper arrangements would be appreciated.



FutureManagers
SIYAFUNDA • SIYAKHULA

Published by
Future Managers (Pty) Ltd
PO Box 13194, Mowbray, 7705
Tel (021) 462 3572
Fax (021) 462 3681
E-mail: info@futuremanagers.com
Website: www.futuremanagers.com

Contents

Module 1: Introduction to the hospitality industry 1

Module 2: Organising and grading 7

Module 3: The Receptionist/Front Desk Clerk 19

Module 4: Reception – Front Office 29

Module 5: Legal Aspects – Front Office 49

Module 6: Ancillary / support services 61

Module 7: Handling money and billing 69

Module 8: Selling and the Front Desk 81

Example Question Paper Memorandum 103

Addendum 111



Module 1

Introduction to the hospitality industry

On completion of this module, students must be able to explain:

- The professional behaviour of staff in a hospitality establishment.
- The different supporting and ancillary services in the hospitality industry

This module will enable students to:

1.1	Define the following terms:	• Interpersonal skills • Rapport • Professional behaviour • Poise • Deportment • Supporting services • Ancillary services • Revenue generating areas/centres • Non-revenue generating areas/centres.	
1.2	Professional behaviour.	1.2.1	Explain the importance of interpersonal skills of a Front Office Manager and Front Office staff when interacting with clients/customers.
		1.2.2	Describe ways to build rapport with clients/ customers.
		1.2.3	Explain the importance of maintaining professional relationships/professional behaviour towards clients/customers.
		1.2.4	Briefly describe how “poise and deportment” can create a professional impression with customers and improve the image of the hospitality establishment.

1.3	Supporting and ancillary services.	1.3.1	Name and describe the different supporting services in the hospitality industry. • Rooms Division (e.g. Front Office services) • Guest services (e.g. Door attendant, Concierge, Valet and transportation services) • Housekeeping services • Security services • Maintenance services.
		1.3.2	Name and describe the different ancillary services in the hospitality industry. • Travel insurance • Car hire • Transfers to hospitality establishments (e.g. hotel/airport transfers) • Currency exchange.
		1.3.3	List the revenue/income generating centres in an accommodation establishment (guest and function rooms, food, beverage, bars and laundry). List the non-revenue generating centres in an accommodation establishment (sales and marketing, Human Resources, finance, maintenance and security).



Practical component

Students can visit a suitable hospitality establishment and complete a report on the types of supporting and ancillary services provided by the establishment. Use the website and brochures of the establishment to write the report. The report format should include:

- Name of the hospitality establishment.
- Background of the type of establishment.
- The supporting and ancillary services provided.
- Conclusion: Do you think the services provided are sufficient and make recommendations of services that could be considered by the hospitality establishment.

NB: The lecturer should compile a checklist and model answers to use as a marking guideline for the report.

Activity 1.1 Professional conduct in business SB page 8 [30]

1. Professional behaviour is to behave in a respectful, and ethical manner. Explain how Zinzi can demonstrate professional behaviour (underlined words) as the manager/owner of her guesthouse. [2 + 2] [4]

- She must be respectful towards staff and guests. She must listen to their needs and use clear communication, e.g. when delegating work to staff or dealing with a complaint.
- She must be a competent manager that is able to plan, organise, lead and control. She must know how to manage business operations and her staff effectively.
- She must be ethical, responsible, honest and demonstrate good moral values in her business and personal conduct.

2. Describe four reasons why Zinzi and her staff must have good interpersonal skills. [4 x 2] [8]

- As the "face" and contact point of the guesthouse they must interact and communicate professionally with guests from arrival to departure.
- They must demonstrate good interpersonal skills to retain customer loyalty and generate sales.
- They must communicate and listen well when dealing with customer reservations, complaints and queries.
- All the staff must work together as a team to ensure the success of the guesthouse.

3. Describe three ways that guesthouse staff can build rapport with guests. [3 x 2] [6]

- Create a strong impression at the first meeting with guests by greeting friendly, using good eye contact, active listening and offering welcoming gifts/drinks.
- Address guests by name and express appreciation for their support as this will make them feel special and promote a sense of belonging.
- Listen to guests' needs and respond quickly to resolve queries and requests.
- Use customer feedback to improve communication and service standards.

4. Give four examples of suitable benefits that Zinzi can include in her loyalty programme for guests. [4]

- 15% discount off best available rate at time of booking.
- Complimentary upgrade to the next category of suite on arrival subject to availability.
- Complimentary airport collection for bookings of 5 days or longer.
- Early check-in and late check-out subject to availability.
- Free cancellation up until 7 days prior to arrival (excl. dates from 15 Dec – 28 Feb).

(Any four)

5. Describe how Zinzi can behave with poise and deportment when dealing with a complaint of a guest. **[4 x 2] [8]**

- Remain composed, respectful while listening patiently to a complaint without getting upset, defensive or interrupting the customer.
- Convey a confident and open body posture e.g. stand upright without crossed arms to show you are receptive to the customer's complaint.
- Remain friendly, calm and keep good eye contact without trying to "stare" down (intimidate) the customer.
- Take responsibility for the problem and provide resolutions to solve the complaint.

Activity 1.2 Supporting, ancillary services and social media

SB page 23 [70]

Describe the following supporting services in Zinzi's guesthouse.

1. Two duties of the Front Desk Clerk/Receptionist at the Front Desk. **[2 + 2] [4]**

- Receptionist deals with sales, guest administration and payments.
- Also deals with reservation requests, changes and cancellations of guests by phone or email and logs it onto the computer system.

2. The main function of Housekeeping services in the guesthouse. **[2]**

Housekeeping ensures the cleanliness of all public areas such as the reception, guest rooms, function rooms and offices.

3. Two functions of laundry services in the guesthouse. **[2 + 2] [4]**

- The laundry is responsible for the washing, ironing and folding of linen/ fabrics which is then stored in the linen room for future use.
- The unforms of staff are cleaned and issued from the laundry area.
- Staff can also wash, dry and iron the guests' clothing on request.

(Any two)

4. Two functions of security services for the guesthouse. **[2 + 2] [4]**

- Responsible for personal safety of guests, employees and staff at the establishment.
- Must protect the property and assets of the establishment and prevent losses due to thefts, accidents or other incidents.

5. List six areas that maintenance must look after at the guesthouse. **[6]**

- Plumbing
- Sanitation
- Lighting
- Ventilation (fans/air cons)
- Groundskeeping
- Parking facilities
- General repairs of items e.g. a broken chair
- Keeping the pool clean

(any six)

6. Define ancillary services. **[3]**

Ancillary services are extra or supplementary services that the hospitality industry sells to customers as a source of extra revenue or income.

7. How can Zinzi offer a guesthouse transfer service to generate extra revenue? **[3]**

She can transport guests from the airport and back at an extra fee.

8. Briefly describe how Zinzi can generate income with her function room. **[2]**

She can rent out the function room for a business event like a meeting or workshop.

9. Describe two ways Zinzi can generate income from food and beverage sales. **[4]**

- She can provide extra meals e.g. lunch and supper in the dining room. She can sell beverages like e.g. soft drinks and wine if she has a liquor licence.
- Room services can also generate income by selling food and beverages.

10. What is the role of the non-revenue generating areas at the guesthouse? **[3]**

The departments that do not generate revenue or provide guest services directly but provide supporting functions to the operations departments of the guesthouse.

11. List five non-revenue generating areas of the guesthouse. **[5]**

- Sales and marketing
- Finance
- Human Resources
- Maintenance
- Security

12. 12.1 Define social media. **[2]**

Social media: Websites and applications that enable users to create, share content and participate in social networking.

12.2 Describe five guidelines for a social media strategy for a hotel. **[5 × 2] [10]**

1. Define goals for a social media presence.

- Increase the number of followers to, for example 100k.
- Increase the lead conversion rate. This means increase the percentage of visitors to the website and linked social media platforms to create more viable sales leads.

2. Determine suitable target market.

The services and location of an establishment will determine the best-suited target market and the related social media platforms to reach them effectively.

FIT travellers: These are individual travellers or small groups (less than 10), not part of a package and travelling with a self-booked itinerary/travel plan.
They may prefer to browse Facebook, Instagram and Tripadvisor platforms to evaluate establishments.

GIT travellers (Group Inclusive Tour): These are groups of travellers of a minimum of ten, usually organised by a travel operator. Travel operators use various social media platforms before they make group bookings to ensure the establishment has credibility.

3. **Interlink social media platforms.**
   Link the different social media platforms to get a balanced audience and visitor traffic. Use the same profile format of the website on the linked social media platforms for consistency. Post new content on a regular basis to grow an online presence and drive website traffic.
4. **Cross-post on social media platforms.**
   Cross-post creative content on the linked platforms to reach different target markets and streamline the social media strategy across platforms. It can help to retain current customers, increase reach and attract new followers.
5. **Take advantage of the paid advertising on the different platforms.**
   There are different paid advertising options that can be valuable to driving sales.

12.3 Explain five benefits of a social media strategy for a hotel. [5 × 2] [10]

- Increase the awareness and exposure of the hospitality establishment in the market.
- Increase reach among a wider target market.
- Drive sales and increase revenue for the establishment.
- Enable interaction and two-way communication with customers.
- Create opportunities to establish relationships with customers and followers.
- An establishment can regularly update their stories, advertise upcoming events and share information about promotions to a wide range of potential customers without spending a lot of time and money on advertisements.

12.4 Explain how a hotel can use the Facebook advertising options in their social media marketing strategy. [4 + 4] [8]

It can use the following Facebook options:

Facebook business page: As a strong marketing tool it can be used to list products/services, and share links, images and posts about the establishment.

Marketplace Ads: The ads can include a headline with copy, images and click-through link to the Facebook page, Facebook app or a website. It can help to target new customers or reach those who have visited the website but have not booked yet.

Facebook Promoted Posts: These allows Facebook page owners to pay a flat rate to have their Facebook posts reach a certain number of users to increase user reach.

Sponsored stories: It shows user interactions such as 'likes' or 'comments' about a promotion or an experience they had, which serves as valuable word-of-mouth marketing.



Module 2
Organising and grading

On completion of this module, students must be able to explain:
- The organisational structures of different hospitality establishments
- The national grading and classification scheme in South Africa.

This module will enable students to:

2.1 Define the following terms:
- Front of House (FOH)
- Back of House (BOH)
- Banqueting
- Organisational structure
- Organisational chart or organogram
- Grading and classification scheme of the Tourism Grading Council of South Africa

2.2 Organisational structures and organisational charts of hospitality establishments.

2.2.1 Compile organisational charts/ organograms of the following hospitality establishments:
- Hotels (small, medium and large)
- Bed and breakfast (B&B)
- Guesthouse
- Game/Nature lodge
- Restaurant
- Resort

2.3	Describe the guest cycle interaction with Front of House department services.	
2.4	List the Front of House departments in a hospitality establishment.	2.4.1 Describe the Front of House positions and duties in departments. 2.4.2 Explain the working hours and shift schedules in a hospitality establishment.
2.5	List the Back of House departments in a hospitality establishment.	2.5.1 Describe the Back of House positions and duties in departments.
2.6	Describe the national grading and classification scheme in South Africa.	2.6.1 Explain the categories of grading of the Tourism Grading Council of South Africa (TGCSA). 2.6.2 Explain the grading process of the TGCSA. 2.6.3 Explain the benefits of TGCSA grading for accommodation establishments. 2.6.4 Explain the Code of conduct for management of graded establishments.
2.7	Briefly describe the role of the important hospitality industry stakeholders. • FEDHASA – Federated Hospitality Association of South Africa. • SAACI – Southern African Association for the Conference Industry. • TBCSA – Tourist Business Council of South Africa • Department of Tourism. • National Accommodation Association of South Africa.	

Activity 2.1 Medium hotel organogram SB page 32 [50]

1. Which manager is on top level management? **[1]**
Hotel Manager

2. Which four managers are on middle level management? **[4]**
- Rooms Division Manager
- F&B Manager
- Housekeeping Manager
- Financial Manager

3. Which two managers are on lower-level management? **[2]**
- Front Office Manager
- Restaurant Manager

4. Why is good service important in the restaurant? **[2]**
To ensure customer loyalty, satisfaction, a good reputation and to prevent complaints

5. Why is it important that the organogram shows the lines of authority? **[4]**
It indicates the chain of command, helps staff to know whom staff they must report to and managers also know their specific area of authority.

6. Why are good security services essential at a hotel? **[3]**
- Ensures personal safety of guests, visitors and staff at the hotel.
- Protects the property and assets of the hotel.
- Prevents losses due to thefts, accidents and other incidents.

7. Why must there be a good financial team in place at any business? **[2]**
To ensure the full accounting function and financial resources are effectively managed.

8. Describe any four duties of the waitrons. **[4 x 2] [8]**
- Welcome the guests, take them to their tables and give them menus.
- Make menu recommendations and take orders.
- Ensure food is served as per order of customers.
- Ensure customers are satisfied with the food and service.
- Provide customers with a bill.
- Clean and set tables for new customers.

(any four)

9. Identify which departments are revenue (R) or non-revenue (NR) centres: **[6]**
9.1 Food & Beverage = **R**
9.2 Maintenance services = **NR**
9.3 Front Office = **R**
9.4 Rooms Division = **R**
9.5 Human Resources = **NR**
9.6 Financial/accounting = **NR**

10. Identify if the below belongs in the FOH or BOH departments: [10]

10.1 Kitchen (food preparation) = **BOH**
10.2 Restaurant = **FOH**
10.3 Housekeeping = **FOH**
10.4 Front Office = **FOH**
10.5 Porter = **FOH**
10.6 Room-service attendants = **FOH**
10.7 Hotel cashier = **FOH**
10.8 HR Officer = **BOH**
10.9 Finance Clerk = **BOH**
10.10 Night Auditor = **FOH** or **BOH** depending in which department he/she is placed in e.g. Front Office **(FOH)** or Finance department **(BOH)**

11. Describe four differences between the organograms of the small and medium hotel. [4 + 4] [8]

Small hotel
- Two departments (combined Rooms Division & Front Office department & F&B) with Housekeeping Manager reporting to the Front Office Manager.
- 4 Managers: General Manager, Front Office Manager, F&B Manager & Housekeeping Manager.
- Has only the Receptionist under the Front Office Manager.
- BOH functions like finances, HR and marketing are done by the General Manager.

Medium hotel:
- Four departments (Rooms Division F&B, Housekeeping and Financial).
- 7 Managers: Hotel Manager, Rooms Division Manager, F&B Manager, Restaurant Manager, Financial Manager, Housekeeping Manager & Front Office Manager.
- Has 4 staff members in the Front Office under the Front Office Manager: Front Desk Clerk, Reservation Clerk, Door attendant/Porter & Night Auditor.



Activity 2.2 SB page 37

Discuss

1. Why are game lodges important to the South African economy?
It draws international visitors that bring in foreign currency and revenue to the country. It also draws local visitors who also spend money on lodge accommodation and services. It creates jobs for people in the area of the game lodge.

2. Why is maintenance important at a game lodge? (e.g. vehicles, facilities, equipment).
It is important to maintain the grounds so the lodge looks neat and attractive for guests. All equipment must be in running order e.g. air cons in the rooms for guest comfort. Generators etc. must be operational in case of need. All kitchen equipment must be in running order to ensure the F&B department can provide food and beverages. The vehicles e.g. game-viewing vehicles must be in good condition and not break down when taking guests on safaris.

3. **Why is marketing important for a game lodge?**
   Marketing is important as a Game Lodge is a business and needs to draw guests throughout the year to be profitable and to survive. Marketing creates awareness of the all the services and facilities of the Game Lodge in the market.

4. **Suggest a few ways that a private game lodge can market itself.**
   They can advertise on their website, social media, in travel magazines and in newspapers. The can also use their current customer base and send them newsletters and information about new packages.

5. **List four important services a game lodge should offer guests.**
   - It can offer game-drives.
   - It can offer walks in the bush with an experienced Field Guide.
   - It should have excellent F&B services. It should cater for indoor and outdoor meals e.g. picnics, braais or events like a wedding.
   - It can offer spa treatments and personal care services.
   - It can offer events services e.g. to host a conference and provide seating and fully-equipped meeting rooms

Students' own answers



Activity 2.3 Restaurant organogram SB page 38 [20]

1. **What is span of control in the restaurant?** **[2]**
   The number of subordinates reporting to a manager or superior

2. **What is the span of control of the Kitchen Manager?** **[2]**
   Five subordinates

3. **What is the span of control of the Floor Manager?** **[2]**
   Four subordinates

4. **What is the main role of the Head Chef in the kitchen?** **[2]**
   Oversees other chefs and coordinates food preparation in the kitchen.

5. **5.1 What type of authority does the external Bookkeeper have: Line or staff?** **[1]**
   Staff authority
   5.2 Motivate your answer. **[2]**
   The Bookkeeper performs financial duties and advises the Restaurant Manager on financial issues. He/she does not have line authority in the restaurant.

6. **Why is a clear chain of command important in the restaurant?** **[2]**
   - It shows the vertical reporting and authority relationships from management to the subordinates in each department.
   - It outlines the manager to whom the subordinates must report e.g. Kitchen Manager and Floor Manager in the separate departments.
   - The chain of command outlines the formal communication channels in the restaurant.

   (any two)

7. Explain the chain of command in the FOH department? **[4]**
The Bussers, Waitrons, Bartender and Cashier report to the Kitchen Manager.

8. Describe methods the Restaurant Manager can use to increase sales at the restaurant. **[3]**
- Advertise in print and online media e.g. newspapers, website, send SMSs to customers.
- Use promotions e.g. offer specials of the day, buy one, get a free beverage etc.
- Personal selling, teach waitrons to ask customers if they e.g. want dessert etc.
- Sponsor events at e.g. schools to create awareness of the restaurant.



Activity 2.4 FOH services in the guest cycle SB page 51 [50]

1. Describe the role of FOH staff. **[3]**
FOH department staff deals directly with guests and provides guest services like Front Office, Housekeeping and F&B services.

2. List the four stages of the guest cycle. **[4]**
- Pre-arrival
- Arrival
- Occupancy/stay
- Departure

3. List any five FOH staff members that guests can interact with at a hotel. **[5]**

Front Office Staff members	F&B staff members
Reservation Clerk	F&B Manager
Front Desk Clerk and Cashier	Restaurant Manager
Door attendant, Valet attendants/ Porter & Concierge	Floor Manager
Night Auditor during night shift	Bar/lounge staff & waitrons
Housekeeping Manager, laundry attendants etc.	Room service attendants

4. List six FOH managers responsible for FOH operations. **[6]**
- RD Manager
- Front Office Manager
- Housekeeping Manager
- F&B Manager
- Restaurant Manager
- Floor Manager

5. Name the department a guest first encounters on his/her arrival. **[2]**
The Front Office department

6. Identify the department and staff position that will deal with the following services:

6.1 Takes customer bookings/reservations **[2]**
Front Office – Reservation Clerk

6.2 Oversees overall security operations at the hotel **[2]**
Security department/ Rooms Division or outsourced security company – Security/Manager in cooperation with the Rooms Division Manager depending on the establishment.

6.3 Performs entrance and exit security checks **[2]**
Security department – Security guard

6.4 Welcomes guests at the front door and takes them to reception **[2]**
Front Office – Doorman

6.5 Parks guests' cars in a safe parking area on the premises **[2]**
Front Office – Parking/valet attendants

6.6 Takes guests' baggage to their rooms after check-in and registration **[2]**
Front Office – Porter

6.7 Plans the night shift schedules for staff **[2]**
Front Office – Front Office Manager

6.8 Organises tickets to a special event for guests **[2]**
Front Office – Concierge

6.9 Monitors food quality and service in a restaurant **[2]**
F&B – Floor Manager

6.10 Delivers food and beverages in guest rooms **[2]**
F&B – Food service attendants

7. Identify the department and staff position that are needed in the following cases:

7.1 A guest needing foreign exchange services **[2]**
Front Office – Cashier or Front Desk Clerk if there is no Cashier in the establishment.

7.2 A guest needing laundry cleaned **[2]**
Housekeeping or the Front Office that can contact the Laundry attendant

7.3 A guest ordering a beverage from the hotel lounge **[2]**
F&B – Lounge waitron

7.4 A guest needing a broken light bulb replaced in the guest room **[2]**
Front Office – Front Office Clerk will report it to maintenance for fixing.

7.5 A guest complaining about poor service in the restaurant **[2]**
F&B – Restaurant Manager or Floor Manager



Activity 2.5 BOH duties staff SB page 54 [20]

1. Why should managers do regular performance evaluations of their staff? **[2]**
To monitor job performance and to identify areas for training, development or weaknesses.
To provide guidance where needed and to identify staff for promotion or disciplining.

2. Identify any three risks in a hotel kitchen and explain which health and safety rules you would apply to prevent these risks. [2 x 3] [6]

- Electric shocks: follow safety guidelines when working with electrical equipment.
- Slippery floors/ sharp objects on floor: Wear protective non -slip shoes.
- Burns: use oven mittens to carry hot containers to prevent burns.
- Fire: know how to extinguish a fire e.g. oil catching fire in a pot.
- Cuts: use knives correctly to prevent cuts and accidents.
- Clothing: Flammable clothing or too loose-fitting clothing can cause accidents.
- Food poisoning: Ensure food is correctly stored and dated. Always wash hands when preparing food to ensure food hygiene.

(any three)

3. Explain why it is important to have healthy labour relations in a hotel. [2]

- Good relations between labour/staff and management can reduce disputes.
- Reduces staff turnover.
- Promotes better communication and reduces conflict.
- Improves productivity and motivation leading to increased revenue and sales.
- Increases staff loyalty.
- Leads to better workplace culture and climate.

(any two)

4. Why must monthly statistics of occupancy% and revenue per room% be compiled? [2]

Gives an indication of how many rooms were sold and the income generated by the rooms.

5. Why must the Financial Manager compile budgets in cooperation with other managers? [2]

Each department manager must compile the budget for his/her department as these budgets are needed to plan the master (overall) budget. The master budget includes all the department budgets e.g. Marketing, HR, F&B budgets etc. The master budget also includes the cash flow forecasts, income statements and balance sheet of the establishment.

6. Why must a monthly cash flow forecast be prepared? [2]

It gives a projection of the future income and expenses. It helps the business to plan how much cash they have need for future expenses.

7. Explain the difference between a Creditors Clerk and Debtors Clerk core duties. [4]

Creditors Clerk: Deals with accounts payable. He/she must pay creditors/supplier invoices.
Debtors Clerk: Deals with accounts receivable. He/she requests debtors to make payments (money owing) to the establishment.

Activity 2.6 FOH and BOH departments SB page 59 [50]

1. Briefly describe the main function of the departments 1–8 in the diagram on page 59 in the Student Book. [8 x 2] [16]

Department	Functions
1. Front Office	As a revenue centre, it deals directly with guest services during the guest cycle from pre-arrival to departure e.g. check-in, check-out, payment etc.
2. Housekeeping	Ensures the cleanliness of the guest rooms, public areas & offices.
3. F&B	Provides food & beverages to guests in dining facilities or rooms.
4. Kitchen & Food preparation	Prepares food for guests in the dining facilities/ restaurants as per orders. Prepare & deliver food for guestrooms. Also do catering for special events.
5. Maintenance	Ensure equipment, systems and facilities are in good working order.
6. Finance/accounts	Manages payments, income, payroll for staff, financial reporting and financial control to avoid errors, fraud and theft.
7. Human Resources	Manage HR functions that include staffing, training and development, performance evaluation, remuneration, health and safety and labour relations.
8. Sales & Marketing	Implement a marketing promotion mix plan to increase sales, generate growth and customers.

2. Describe with examples how the Marketing Manager can use the following marketing promotion mix elements to encourage sales: [5 x 2] [10]

2.1 Advertising: Advertise in print and online media e.g. social media, radio, newspaper, pamphlets and on the website, among others.

2.2 Personal selling: Sales agents can contact individual, group or business customers and sell accommodation services or facility hire to them.

2.3 Direct marketing: Send advertising directly to customers via email or SMS.

2.4 Public Relations: Publish press releases about interesting news or events of the establishment in the media or sponsor certain events to get exposure for the establishment.

2.5 Promotions: Use any of the following methods to draw guests:

- Use social media websites like Facebook, Google+, Twitter, Instagram to create awareness of special events competitions and promotions.
- Create itinerary bundles for guests.
- Have product give-aways if the guest uses the spa.
- Use a customer referral incentive programme. A guest can refers a new customer and get a gift, free meal of accommodation discount for the referral.
- Use customer loyalty programmes.
- Use early bird promotions etc.

3. Describe five functions of the Kitchen Manager in a hotel. [5 x 2] [10]

- Oversee kitchen operations and monitor staff performance.
- Hire, dismiss, discipline and train kitchen staff on food preparation and plating.
- Order food supplies and kitchen equipment as needed.
- Plan work and shift schedules for the kitchen staff.
- Price menu items in coordination with the Restaurant Manager.
- Store food in compliance with safety practices (e.g. in fridges/freezers).
- Keep weekly and monthly cost reports and prepare the department budget.
- Maintain food safety, hygiene and sanitation standards in compliance to Health and Safety regulations.

(any five)

4. Describe four functions of the Head Chef in the kitchen [4 x 2] [8]

- Oversee the other chefs and coordinate food preparation in the kitchen.
- Create new and standardised recipes, create menus e.g. "specials of the day" menus.
- Assist with the preparation and presentation of menu items.
- Order food supplies and kitchen equipment in coordination with the Kitchen Manager.
- Maintain food quality standards in compliance to Health and Safety regulations.

(any four)

5. Describe two functions of the Chef de Partie in the kitchen. [2 x 2] [4]

- Oversee the Commis Chef/Junior Chef who assists other chefs at different stations.
- Prepare, cook and present dishes in a speciality station e.g. pastry, salad, fish etc.
- Monitor portion and waste control to maintain profit margins.
- Adhere to food hygiene, health and safety regulations.
- Serve as an expeditor between the kitchen and serving staff to ensure orders are prepared in a timely manner and served as ordered per table.

(any two)

6. What is the role of room service attendants in the hotel? [2]

They collect food/beverage orders from the kitchen and deliver it to guests' rooms.

Activity 2.7



The grading and classification scheme in South Africa SB page 67 [60]

1. What does the acronym TGCSA stand for? [2]

Tourism Grading Council of South Africa.

2. What type of body is the TGCSA? [4]

The Official internationally recognised quality assurance body for tourism products in South Africa.

3. What is the main function of the TGCSA? [2]

Grading accommodation establishments according to certain categories and criteria by a grading process to obtain a star rating.

4. Describe the seven main categories and sub-categories of grading of the TGCSA. **[7 x 2] [14]**

The TGCSA offers the following seven categories of accommodation grading:

Main category	Sub-categories
1. Hotel Accommodation	Hotel, Small Hotel, Apartment Hotel, Boutique Hotel
2. Guest Accommodation	Country house, Guesthouse, Bed and Breakfast
3. Self-catering Accommodation	Self-catering exclusive & self-catering shared
4. Caravan and Camping Accommodation	Caravan and Camping & campsite facilities
5. Backpackers and Hostel Accommodation	Communal guest facilities
6. Game/Nature Lodge Accommodation	Incl. game lodge (natural & cultural experiences)
7. Venues	Hotel Conference Centre, Conference Centre, Convention and Exhibition Centre, Events Venue, Historical Venue & Function Venue

5. Describe the grading process followed by the TGCSA. **[6 x 2] [12]**

- **Online application process:** Identify category of accommodation (e.g. Guesthouse) and ensure compliance with minimum entry requirements. Each category has its own minimum requirements. Pay invoice for grading application.
- **Assessor responsibilities:** The assessor will contact the client, schedule date of grading visit and conduct the practical grading on agreed date. The assessor will discuss the findings and the recommended grading with the client. Findings are then submitted to the PMA (Provincial Master Assessor) for pre-screening.
- **Pre-screening by PMA:** The grading will be recommended or rejected with reasons. The final decision is made during the Monthly Property Approvals Exco (Executive Committee) meeting.
- **Approval:** After approval by Exco, an automated approval letter is sent to the client.
- **Marketing collateral:** The client receives TGCSA marketing collateral. Marketing collateral is any media material used to promote the products/services of the establishment.
- **Website:** The establishment is then listed on the TGCSA website where national and international customers can search for graded establishments.

6. Describe any five benefits of TGCSA grading for accommodation establishments. **[5 x 2] [10]**

- Gives credibility and improves reputation of the establishment.
- Assures customers about the quality of services and facilities provided.
- Establishments can display the TGCSA plaque on their premises.
- Clients can use the TGCSA logo in their marketing material.
- The establishment is marketed on the TGCSA's website.
- Grading helps the establishment to position itself in the market.
- Grading is a quality control tool with a feedback mechanism for improvement.

(any five)

7. Describe any eight code of conduct requirements that the management of graded establishments must adhere to. [8 x 2] [16]

- Maintain a high standard of courtesy and hospitality to ensure the facilities and services are appropriate to the establishment category.
- Provide accurate descriptions in the marketing material (print and electronic) of the facilities and services offered by the establishment.
- Allow a visitor reasonable opportunity to view the accommodation facilities (e.g. via website) before registration.
- Clearly indicate to visitors what exactly is included in the quoted price for the accommodation and services. For example, provide details of extra charges for additional services, use of facilities and catering, among others.
- Provide a detailed bill and receipt of payment for each visitor.
- Adhere to current prices quoted for the time of the accommodation stay. Visitors must be advised of any price changes prior to registration.
- Deal promptly and courteously with all enquiries, reservations, correspondence and complaints of visitors.
- Ensure within bounds of legal liability the safety of guests and their possessions.
- Ensure that no guest is discriminated against in any manner despite the operator's Right of admission rule.
- Allow a TGCSA representative reasonable access to the establishment to confirm that the establishment is complying with the requirements of the national grading and classification scheme.

(any eight)



Module 3

The Receptionist/Front Desk Clerk

On completion of this module, students must be able to explain:

- The required qualities of a Receptionist or Front Desk Clerk.

This module will enable students to:

3.1	Define the following terms: • Personal qualities/attributes • Skill • Enquiry • Complaint • Complainant/claimant • Confidentiality • Cautious • Communication • Etiquette • Telephone etiquette.	
3.2	Personal qualities of an efficient Receptionist of Front Desk Clerk at a hospitality establishment.	3.2.1 List the main personal qualities of an efficient receptionist.
3.3	Personal appearance of a receptionist.	3.3.1 Discuss the importance of personal appearance and hygiene of a receptionist
3.4	Dealing with enquiries and complaints in the Front Office.	3.4.1 List common enquiries and complaints of guests at the Front Office. 3.4.2 Explain the steps of the complaints handling procedure. 3.4.3 Explain the importance of feedback.

3.5	Communication with guests.	3.5.1 3.5.2 3.5.3	Differentiate between verbal and non-verbal communication. Describe the guidelines for effective verbal and non-verbal communication. Explain the rules for professional telephone etiquette.



Practical component

Students must evaluate a receptionist at a hospitality establishment on the following criteria:

- Personal qualities and appearance.
- Conduct while dealing with complaints and enquiries of guests.
- Verbal, non-verbal communication and listening while dealing with guests.



Activity 3.1 Handling customer complaints in a hotel SB page 82

Use role play to handle the below guest complaint problems in a professional manner:

Complaint 1: "There is no Wi-Fi in my room!"
People are used to Internet connection and expect free Wi-Fi everywhere. This expectation has led to a rapid increase in complaints about Internet services.
How to handle the situation:

- Inform guests about free Wi-Fi available in the restaurant of the establishment.
- Inform guests of Wi-Fi packages they can buy for the duration of their stay.
- If the establishment does provide any Wi-Fi access, provide guests with a list of nearby restaurants or coffee shops that do offer Wi-Fi access to their customers.

Complaint 2: "The attitudes and behaviour of your staff are unacceptable."
Complaints about staff are difficult to handle, especially when there are different opinions about what happened in the specific situation.
How to handle the situation:

- Assess the situation from both parties. Apologize and listen to the customer's complaint. Speak to the staff member to hear what exactly happened.
- Ensure the guest that the complaint will be documented, investigated and that feedback on actions taken to solve the complaint will be given.
- Offer the guest some compensation for the discomfort or inconvenience that he or she may have experienced e.g. a free meal or spa voucher.
- Provide feedback to guest on actions taken.

Complaint 3: "I cancelled my hotel room booking just before I was supposed to check in. Why can I not get my money back?"
The validity of the complaint will depend on the policies of the establishment. Policies regarding booking cancellations should be made readily available to all clients.
How to handle the situation:
The best way to prevent this complaint is to explain cancellation policies when a customer makes the booking. Should the customer insist on being reimbursed for a last-minute cancellation, even if the policies clearly do not allow this, it would be best to negotiate a compromise by offering a discount voucher for his/her next stay.

Complaint 4:" That is not what it says or looks like on the website."
Customer often take the images/photos displayed on websites and brochures as an accurate indication of what they can expect when they arrive at the establishment. An extreme example is where a customer sees a photo on the website of a sunny beachfront surrounding the hotel and become upset when they arrive for their stay and the weather is all cloudy.
How to handle the situation:
Always provide updated information and images on the website about the establishment seasonal weather conditions, facilities, and activities available in the surrounding area.
If the cause of the guest's dissatisfaction is due to a misrepresentation by the establishment, it would be best to make up for the disappointing experience, for example by providing free meal vouchers or by offering a discount on their stay.

Complaint 5: "Why must I pay extra for this? How was I supposed to know about it?"
Extra charges are often added to guests' accounts for items like the drinks they consumed from the bar fridge in their hotel room, phone calls made using the phone in their hotel room or snacks consumed on day trips. In many cases, guests are not aware at the time that they will be charged extra for these items.
How to handle the situation:
Inform all guests upon arrival of the items and services that are included in the price they are paying and clearly explain which are excluded. If you still receive complaints about additional charges, handle the situation in a professional manner, taking into account the amount of money involved.
If the complaint is based on the fact that the extra costs were not made clear up front, you may want to reconsider the manner in which you explained the charges, both in the promotional material and in conversations between staff and guests.

Complaint 6: "My room is too cold!"
Guest comfort is important for any hotel, and temperature is a vital part of that comfort. A guest cannot relax and enjoy themselves while sweating or shivering which is why room temperature is the number one most common guest complaint.
How to handle the situation:
The best way to handle this is to instruct guests on how to adjust the temperature of the AC unit or thermostat in their rooms. Ideally, there should be an easily readable printed instructions on the unit itself. Be prepared to guide guests step-by-step through the process. For guests who insist they do not understand how to operate it, a staff member can help them adjust the thermostat to a preferred temperature or help them to set the thermostat themselves.

Complaint 7: "My room is dirty!"
Hotel rooms are expected to be clean for each new guest, so a dirty room is not acceptable. Guests usually have valid reasons for complaints about room cleanliness.
How to handle the situation:
Room cleanliness issues are usually solved with profuse apologies and a quick rectification. Some guests will be fine with a quick re-cleaning and some will be most upset. Offer to move the guest to a recently inspected clean room. If he/she does not want to move, offer a complimentary meal in the restaurant or spa treatment while staff cleans the room.

Complaint 8: "I have a problem with your hotel service!"
Perhaps the room service meal was late or cold, or they could not book a spa treatment, or the Concierge could not do something for them. Some service complaints are not always based on true facts. However, each complaint must be taken seriously for the sake of guests and solving any real problems when they occur.
How to handle the situation:
Each service-related complaint must be handled with the utmost care and respect. Apologize to the guest and offer the closest thing the hotel can provide to what they expected to receive. If the issue is valid (a rude staff member or a poor meal), conduct an investigation to make sure it does not happen again. Assure the guest that the issue has been taken care of and that the hotel will ensure they have an enjoyable stay.

Complaint 9: "The airline lost my luggage!"
This is an external problem and not the fault of the establishment.

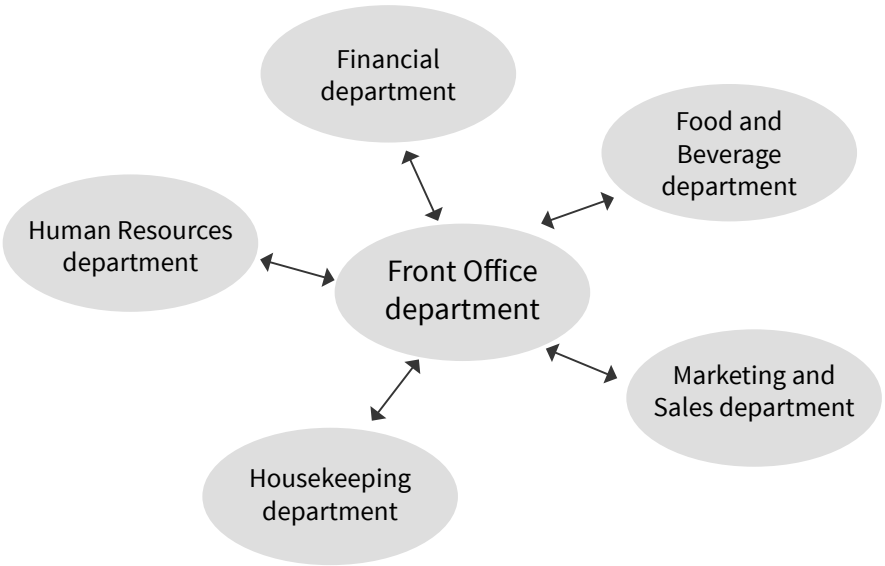
How to handle the situation:
Offer to contact the airline to try and sort out the problem for the guest. He/she will be most pleased with the assistance.

Complaint 10: "The receptionist looks untidy, unfriendly and does not smell great!"
It is uncomfortable to deal with personal complaints about staff, but it has to be done.
How to handle the situation:
Ensure the guest that the complaint will be discussed with the specific staff member. Contact the staff member and explain the complaint. Have a confidential conversation about the policies of the establishment relating to appearance and hygiene without offending the staff member in a personal way.

Complaint 11: "I can hear too much noise in my room."
When people book a hotel room, they expect peace and quiet for a relaxing stay. The city and other guests do not always comply with this situation. It is not always possible to control the source of the noise or add insulation to the walls, but there are a few things staff can do.
How to handle the situation:
If the noise is coming from outside the hotel, offer to move the guest up several floors or across the floor plan to get them away from the noise. If the noise is coming from inside the hotel (other guests or from a service room), try to quieten the noise or move the guest.
If the guest does not want to move or retract their complaint, consider offering them complimentary ear plugs or a discount for a future stay.

Activity 3.2
Communication in a hospitality establishment SB page 88 [80]

The diagram includes the different departments that the Front Office communicates with in a hospitality establishment.



1. **Identify any four examples of written communication (documents) that the Front Office will email to the Financial department.** **[4]**
   - Guest bills
   - Payment receipts of guests
   - Supplier invoices e.g. stationary ordered for the Front Office
   - Night audit report
   - Occupancy reports etc

   (any four)

2. **Identify the staff member that deals with reservation records in the Front Office.** **[1]**
   The Reservation Clerk

3. **Who can the receptionist contact to deal with a dry-cleaning request of a guest?** **[1]**
   The Housekeeping Manager or a Laundry attendant

4. **Explain why clear communication between a waitron, a guest and the kitchen is important in the restaurant.** **[4]**
   The waitron must ensure he/she takes correct orders from guests, must also place clear orders in the kitchen and deliver correct orders to the different tables. If the waitrons' orders are incorrect it will lead to wrong orders being prepared and served as well as guest complaints.

5. **A guest booking a room on-line on the website uses …….. communication.** **[1]**
   Electronic communication

6. **A Manager uses …… and ……. communication while interviewing a new employee.** **[2]**
   Verbal and non-verbal communication

7. **Which department is responsible for training new staff in the establishment?** **[1]**
   Human Resources department

8. **Describe two communication methods the Sales and Marketing Manager can use to best convey information about the marketing promotion plan to the Hotel Manager.** **[2]**
   The two parties should discuss the written marketing promotion plan during a meeting.

9. **Identify the three revenue-generating departments from the diagram.** **[3]**
   Front Office, Housekeeping and F&B departments

10 **Give reasons why the Front Office and F&B department must share information and communicate effectively.** **[5 x 2] [10]**
   - Both departments need to work together to deliver services.
   - To convey special F&B requests from guests e.g. for room services.
   - To keep track of extra purchases of guests at e.g. bar to add to their bills.
   - Booking and planning of special events in coordination with other departments.
   - Informing F&B about event details so it can be planned effectively.

11. Read the below scenario and answer the questions:

The new receptionist is experiencing a demanding morning at the Front Desk. An irate guest charges in and shouts at her in front of other guests that his room is dirty, has no towels and the aircon is not working.

She gives the guest an unfriendly look, walks away from him, tells him in an angry voice to go the Manager and then suddenly she bursts into tears in front of all the guests in the area.

11.1 Identify the types of non-verbal communication cues she used. [4 x 2] [8]

- Her body language shows disrespect for the guest e.g. unfriendly facial expression.
- Lack of eye contact by walking away.
- Angry tone of voice (verbal & non-verbal as her tone conveys her anger).
- Bursting into tears conveys her lack of emotional control and that she is upset.

11.2 Describe how she can rectify her verbal and non-verbal communication mistakes. [4 x 2] [8]

- Facial expression: Always be friendly as this will help calm down the guest.
- Maintain direct eye contact to show the guest you are listening to his complaint.
- It is poor manners and rude to walk away from a guest, this may not happen as it can create a poor impression of the receptionist and the establishment.
- Use a calm and polite tone of voice and the correct words to calm down the guest. The receptionist cannot show anger as it is her job to deliver guest services.
- She should also deal with the guest in privacy so the matter can be discussed calmly.
- Her crying at Reception shows a lack of emotional control and immaturity to deal with a difficult guest. She must be trained on the Complaints Handling procedure.

(any four)

11.3 Explain to her the meaning of emotional intelligence and why it is never an option for a receptionist to cry in public even if a guest is rude. [4]

- Emotional intelligence means to control own emotions effectively in difficult situations to resolve conflict or complaints of guests.
- A personal quality of a receptionist is to be able to control own emotions.
- An outburst of emotions in front of guests can convey a poor image of the hotel.

12. Explain to the receptionist how she must deal with the Complaints handling procedure to solve the guest's complaint. [7 x 3] [21]

Step 1: Listen to the complaint

Greet in a friendly way, listen to the guest's complaint and thank him/her for bringing the matter to your attention. Apologise and accept ownership and do not defer blame or become defensive Remain polite and professional even if the guest is rude. Deal with the complaint in privacy to ensure confidentiality and to prevent other guests from overhearing the conversation.

Step 2: Record details of the complaint

Capture details in the complaints record to identify the exact problem. The notes in the record can be kept as evidence and help to identify any trends or issues.

Step 3: Collect all the facts

Check that you have understood and recorded the details of the complaint correctly. Ask questions to verify the facts and details e.g. explain exactly what and when it happened. Details are important especially if the problem must be referred to other staff or to a higher authority.

Step 4: Offer choices or solutions to the problem
Offer realistic choices and solutions without exceeding your authority. Reach an agreement with the guest for the most suitable solution and the timeline to solve the problem.
Step 5: Solve the problem
Always aim to solve the problem within the agreed timeline to prevent further problems. Certain problems can be solved immediately, whereas others may take 24 hours or more. Examples of possible solutions can include:
- Solve the complaint by having the room cleaned or giving him another clean room.
- Ensure towels are delivered to the guest's room immediately.

Step 6: Follow-up and feedback
Contact the guest to follow up if he/she was satisfied with the solution and that the problem was solved. Inform the guest of actions taken to prevent the problem in the future. Guests can complete guest service questionnaires to provide feedback about e.g. their experiences, the services and if their complaints/enquiries were dealt with professionally.
Step 7: Recordkeeping of complaints
The Complaints handling policy sets out the requirements for the maintenance of complaints documents. The following print and electronic documents must be stored for a set period:
- Complaints/incident report
- Complaint correspondence between the guest and establishment
- Written or online guest survey (questionnaire) to obtain feedback from guests.

13. Write down the words (using 5W's & 1H formula) for the invitation to the 10th Anniversary dance party at the hotel that can be issued to guests. [5 x 2] [10]
The Blue Star hotel invites (who) guests to our (what) special anniversary event on (when: date & time) 21 November …. at 19h00 to be held in the hotel ballroom to celebrate the (why) hotel's 10th anniversary with a formal dance party. Dress code: Black tie/Formal.



Activity 3.3
Dealing with phone messages and confidentiality SB page 91 [20]

The below scenario relates to a guesthouse.

1. Do a *role play* where a guest phones in to speak to the Guesthouse Manager about a complaint. He is not available, and the receptionist needs to take down the message. Answer the phone correctly and write down the exact message the guest wants to relay the manager. [10]
Confidentiality and disclosure are important when dealing with information of guests. Disclosure is the act of making information known to others. Confidentiality is to keep information protected and private.
Guesthouse staff must know which information may be disclosed and which may not.

2. Identify from the below list which information is confidential and may not be disclosed and which information is not confidential and may be disclosed. [10]

Type of information	Confidential	Not confidential
1. Security procedures on the premises		✓
2. Contact details of guests requested by outsiders	×	
3. Room numbers of guests requested by outsiders	×	
4. The type of accommodation/rooms available		✓
5. Pin request for a guest's credit card	×	
6. Personal information of staff members	×	
7. The food and beverage menu offered		✓
8. Information about names of guests staying over	×	
9. Financial records of the guesthouse	×	
10. Complaints of guests	×	



Module 4

Reception – Front Office

On completion of this module, students must be able to explain:

- The importance of the Front of House and the duties performed in this area.

The module will enable students to:

4.1	Define hotel reception terms.	4.1.1	Adjoining room; suite; concierge; tariff; amenities; check-in; check-out; reservation; room service; brochures; walk-ins; back-to-back reservations; guaranteed arrivals; VIP; over booking;
4.2	Illustrate the layout of the reception area with the aid of a simple diagram and explain the duties of staff.	4.2.1	• Greeting area. • Waiting area. • Front desk. • Reservations. • Sales and marketing. • Concierge.
		4.2.2	List the items that should be checked by the staff on reporting for duty in order to keep the reception area immaculate at all times.
		4.2.3	Describe the basic rules of behaviour which are expected from the Front of House staff.
4.3	Explain brochures and tariff structures.	4.3.1	Describe the use of different marketing material in the reception area.
		4.3.2	Define tariff.
		4.3.3	Compare the different marketing material of accommodation establishments in South Africa. • Evaluate the marketing material with specific reference to what sector of the market/target market it is aimed at and the tariff.
4.4	Explain basic reception duties during the various shifts.		Explain the basic reception duties that have to be carried out:
		4.4.1	• On the morning shift (08:00 – 15:00)
		4.4.2	• On the evening shift (15:00 – 23:00)

	Reservations		
4.5	Explain the methods of booking a reservation.	4.5.1	Identify and briefly describe the methods used by guests to book a reservation. • Explain different methods used by hotels to book reservations.
4.6	Recording the reservation.	4.6.1	List the details and information required to process a booking/reservation.
		4.6.2	Identify different software used in hospitality establishments for reservations.
		4.6.3	Briefly state the benefits of the reservation form.
		4.6.4	Explain direct and indirect online reservations.
		4.6.5	Briefly explain the different ways to record or chart a reservation prior to the guest's arrival: • Reservation form. • Advance reservation chart. • Density chart. • Stop-go chart. • Hotel diary.
4.7	Explain other methods of recording reservations.	4.7.1	Identify the different applications used in the hotel industry for bookings and recording reservations.
		4.7.2	Explain the operation of the electronic/online Central Reservation System.
4.8	Confirm reservations.	4.8.1	Identify and briefly describe the various methods which are used to confirm a reservation.
		4.8.2	Draft a suitable reply to confirm a guest's reservation.
		4.8.3	Complete the standard confirmation forms showing reservation details as necessary.
		4.8.4	Give examples of the extra information usually printed on the confirmation slip.
4.9	Explain the status of reservation.	4.9.1	Briefly explain the following: • 6 pm release. • T to P (take or place). • Guaranteed arrival. • VIP's and CIP's. • Room nights. • Commissionable bookings. • Back-to-back reservations. • Airline and travel agents guaranteed reservations.
Explain check-in and out of guests			
4.10	Registration	4.10.1	List the traditional methods of registration of guests.
		4.10.2	Compare the advantages and disadvantages of the different methods of registration.
		4.10.3	Describe the procedure that must be followed when receiving guests, including walk-in guests.
		4.10.4	Describe the characteristics of identity booklets issued to guests on their arrival.
		4.10.5	Complete registration cards with given information and check cards for possible mistakes.

4.11	Clarify room status.	4.11.1	Define the need for a room status system.
		4.11.2	Name and describe the operation of the following room status systems: • Bedroom book. • Bed sheet. • Room board. • Electronic room status boards.
		4.11.3	Apply the concepts studied in 4.11 to job situations in the hospitality industry by means of simulated situations.
4.12	Identify notifications and records.	4.12.1	Identify the lists that are prepared and kept by reception to ensure that the needs of guests and management are satisfied.
		4.12.2	Identify the staff to whom theses lists should be distributed.
		4.12.3	Describe the use and purpose of these lists prepared by reception, including the following: • Arrivals list. • Notification slips. • Change room. • House list (alphabetical guest list). • Departure list. • Function / tour list / ten-day forecast. • Call / papers / EMT. • Guest history. • Daily summary sheets. • Room history record. • Room inventory cards. • Black lists
		4.12.4	Complete the above lists from information given.
4.13	Explain letter and key racks.	4.13.1	Name the functions of the combined letter and key racks.
		4.13.2	List and describe the different types of keys that can be given to guests when they check in.
		4.13.3	Explain how an electronic key system operates and name the advantages.
4.14	Handle valuables and safe-keeping.	4.14.1	Outline the procedure followed when accepting valuables for safe-keeping from guests.
		4.14.2	Outline the procedure followed when the guest wants his/her property back.
		4.14.3	Issues receipts for valuables deposited and withdrawn (complete the records that should be kept).
4.15	Explain checking out/ departures methods.	4.15.1	Explain in detail the method of booking out a guest.

4.16	Clarify room status.	4.16.1	Pricing and selling: • Name the factors which will affect the price quoted for a tour. • Explain what a net rate is. • Explain the term 'package'. • Explain how the tour operator and hotelier reconcile their conflicting aims in handling accommodation sales.
		4.16.2	Booking: • Draw a flow chart of a tour booking. • Explain the term 'cancellation deadline'. • Complete a group/tour booking form from given information. • Name the details of the booking that must be clarified with the agent before the group arrives. • Explain the necessity of the rooming list and name the information necessary for this list.
		4.16.3	Handling and billing: • Explain and evaluate the three methods of handling group registration. • Explain how rooms will be allocated to groups. • Name the duties of the head porter on the arrival of groups. • Compile a list of points to be checked before a package tour finally leaves. • Explain the procedure if a drop is not leaving until the afternoon.



Practical component

The practical component requires the student to visit a hotel's front office and observe front office duties. Students must then evaluate each other in a competition set-up assessment where they will check in and check out guests using the correct methods and terms. Lecturers must supervise the activity/role play and mark it according to a marking grid.

The module must be studied as one unit because the student must be able to explain the procedures from when a guest makes a request/reservation for accommodation until the departure of the guest. This must be done by including how he/she would deal with the request and by processing the reservation from arrival to the final departure of the guest(s) by identifying and completing (in the correct sequence), the necessary records.

Activity 4.1 SB page 101 [20]

You are an experienced hotel receptionist at the Driftwood Hotel. A new, inexperienced receptionist has just been appointed and you are requested to be her mentor.

1. **To enable you to help her, test her knowledge by asking her to explain the following reception terms to you:**
   - **Concierge** [2]
     Hotel employee who greets guests at the entrance door and provide special services to guests, e.g. booking their theatre tickets.
   - **Guaranteed arrivals** [2]
     An arrangement in which a hotel keeps a guest room waiting for a late arriving guest. If the guest fails to turn up, the hotel will charge the guest's credit card for one night's stay.
   - **VIP** [2]
     Very important person.
   - **Back-to-back reservation** [2]
     Number of reservations made sequentially, without a break in between.

2. **Explain to her what she must always check when she reports for duty to ensure that the reception area is immaculate. [6]**
   Items to be checked when reporting for duty:
   - Reception desk must be clean and dust free.
   - Desk must be well-organised, no papers lying around.
   - Pens to be available.
   - Fresh and artificial flowers to be well-cared for.
   - Correct display of date and time.
   - Correct display of accommodation rates.
   - Correct conference and meeting information on correctly placed portable signage.
   - No unpleasant odours.
   - Acceptable sound level of background music.

   (any six)

3. **Explain to your new colleague how she must behave towards hotel guests and what is socially not allowed. [6]**
   Behaviour towards guests:
   - Always treat guests politely and respectfully, even if they are boring or wrong.
   - Listen attentively to their requests/complaints/problems, solve what you can and escalate others. Do not leave a guest in limbo.
   - Do not eat in front of guests.
   - Do not address guests from a seated position.
   - Do not make guests wait while you gossip with colleagues.
   - Do not socialise with guests or visit their rooms.
   - Do not use the hotel bar when off duty.

   (any six)

Activity 4.2 SB page 112 [50]

Form a study group with three of your classmates to prepare for a class quiz in which the winning study group will win a weekend at a sponsoring hotel. Your group will have to study and interpret the sections on reservations and recording reservations well to provide full answers to the following quiz questions:

1. **What is a guest reservation and why is it important that it must be correctly handled and recorded?** **[3]**
   - A reservation is a promise by an accommodation establishment to keep a specific type of room for a particular period for a particular guest.
   - It must be correctly handled to ensure guest satisfaction.
   - It must be correctly recorded to ensure that the reservation promise is kept.

2. **What happens when a reservation is processed?** **[8]**
   - Establishment receives a request for accommodation
   - Determines availability
   - Accepts or denies request
   - Documents the reservation detail
   - Confirms reservation with guest
   - Compiles a reservation record
   - Blocks off the reservation on a reservation chart
   - Compiles a reservation report

3. **What is the most important information which a guest must provide upfront to enable an accommodation establishment to make a reservation?** **[4]**
   - Date of arrival
   - Date of departure
   - Room type
   - Number of rooms

4. **What does it mean to upsell accommodation and why is it done?** **[1]**
   - Offering the guest more than what s/he asks for, e.g. different/more expensive type of room than what is asked for.
   - To make better profit.

5. **Access internet and find at least five upselling tips for hotel Front Desk staff. Add more tips to improve your chances to win the quiz.** **[10]**
   - Know your product.
   - Understand your guests.
   - Reconfirm their choices.
   - Offer incremental rates.
   - Ask good questions.
   - Frame rates within specific context, e.g. special offers.
   - Offer pre-arrival services.
   - Sell an experience.
   - Create a bundle package for the guest.
   - Create a sense of urgency.

6. Create a table in which you compare an advance reservation chart with a density chart. [14]

Chart comparison

Advance reservation chart	Density chart
Displays dates and days for one month	Displays dates and days for one month
Uses room numbers as organising principle	Uses room types as organising principle
Guests' names are used to block off reservations	Marks are used to block off reservations
Specific room is allocated	Room type is allocated
Short stays are difficult to record	Short stays are easy to record
No overbooking can be accommodated	Overbooking can be done
Contains guest information for easy reference	No guest information on chart, has to refer to reservation forms

7. Access at least two hotel booking application in the playstore of a smartphone. From the advertising description of the application, explain how each application can assist with the reservation management of small accommodation establishments. [10]

Reservation applications

- At least 2 applications were named and accessed.
- Description of what each app can do was given.
- Group explained how each app could benefit reservation management.

(Note that the intension of the activity is merely to give the students a view of the electronic booking applications easily available to small accommodation establishments as indicated in 4.7.1 in the Student Book.)

Additional Activity Completion of reservation charts [30]

Additional to Student Book. Copy the blank reservation charts (see Addendum pages 112-114) for each student to complete with the given information.

1. **Insert the following information on the advance reservation chart.**
   - **Mr and Mrs Jacobz will be staying for three nights. They arrive on 6 May and requested a double room with a bath.**
   - **Mr K Bosch requests a single room with wheelchair access for 2 nights, arriving 3 May.**
   - **Mr and Mrs G Blom arrive 5 May and depart 8 May. They requested a suite with a sea view.**
   - **Mrs T Chi will be staying for one night. She arrives on 9 May and requested a studio.**
   - **Mr and Mrs C Sehlake arrive 9 May and depart 12 May. They requested a double room with a shower.**
   - **Mr and Mrs W Baloyi arrive 3 May and depart 6 May. They requested a suite with a mountain view.**
   - **Mr J Petersen will be staying for five nights. He arrives on 4 May and requested a single room with a bathroom.**

2. **Insert the reservations in question 1 on the density chart.**

3. **Insert the following information on the stop-go chart:**
   - **All single rooms are booked for 10 to 12 January.**
   - **All suites are booked for 3 to 5 January.**
   - **There is a conference booking for 16 to 18 February, go slow with reservations.**
   - **A promotion week is planned for 24 to 31 March, refer reservations.**
   - **All double rooms are booked for 1 March.**
   - **Studio is booked for 5 and 6 March.**

Advance Reservation Chart

…… (month)

Room no.	Room type	1 M	2 Tu	3 W	4 Th	5 F	6 Sa	7 Su	8 M	9 Tu	10 W	11 Th	12 F	13 Sa	14 Su
101	Single/ disable			Mr K Bosch ←	→										
102	Single/ bath				Mr Petersen ←				→						
103	Double/ shower									Mr/Ms Sehlake ←		→			
104	Double/ bath						Mr/Ms Jacobsz ←		→						
205	Suite/sea					Mr/Ms Blom ←		→							
318	Suite/ mountain			Mr/Ms Baloyi ←		→									
107	Studio									Ms Chi ←	→				

Density Chart

…… (month)

Room type	Room no.	1 M	2 Tu	3 W	4 Th	5 F	6 Sa	7 Su	8 M	9 Tu	10 W	11 Th	12 F	13 Sa	14 Su
Single	101/disable			X	X										
	203/bath				X	X	X	X	X						
Studio	107									X					
Double	103/shower									X	X	X			
	104/bath						X	X	X						
Suite	205 sea					X	X	X							
	318 mountain			X	X	X									

Stop-go Chart

…… (year)

DATE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
MONTH																															
JAN			➢	➢	➢	▪	➢				●	●	●																		
FEB																❖	❖	❖													
MARCH	■				✧	✧																		❍	❍	❍	❍	❍	❍	❍	❍

● Single
■ Double
➢ Suite
✧ Suite
❖ Go slow
❍ Refer

Activity 4.3 SB page 121 [45]

Copy blank forms from the addendum (pages 115-116) for students to complete.

Mr BK Arendse contacted the Driftwood Hotel and requested a suite to be reserved for himself, his wife and his 5-year old son for the period of 20/11/20.. to 27/11/20...
He provided the following details:

- **Address: 35 Kromwood Road, Doornfontein, 6530.**
- **Contact detail: 072 325 6007; bkarendse@gmail.com**
- **ID number: 5902060087085**
- **Payment: Mastercard; card number 6560017; expiry date 03/25**
- **Pick up at Cape Town International Airport at 15:00**
- **Special request: sea view**

1. **Complete a reservation form with the given detail. Use your own name and appropriate dates for administrative purposes. [20]**

DRIFTWOOD HOTEL RESERVATION FORM							
33 Seaview Road, Gordons Bay, 7531		**Telephone: 021 085 6451**			**E-mail: info@driftwood.co.za**		
Booker Details							
Booked by				**Company name**			
Cell number				**Email address**			
Guest Details							
Guest's name	Mr & Ms BK Arendse						
ID/passport number	5902060087085						
Physical address	35 Kromwood Road, Pinelands, 6530.						
Cell number	072 325 6007			**Email address**	**bkarendse@gmail.com**		
Arrival date	20/11/202			**Arrival time**	**16:00**		
Departure date	27/11/2020			**Departure time**	**10:00**		
Number of rooms	1			**No of occupants**	*10:00*		
Room type	*Single*	*Double*	*Suite ✓*	*Connecting rooms*	*Disabled*	*Chalet*	*Studio*
Pick up required?	**Yes ✓**	**No**	**Pick up details**	CT Airport (15:00)			
Credit card type	Mastercard			**Special Requests**			
Credit card number	6560017			Sea view			
Expiry date	03/25						
Reservation taken by							
Name	Student's name						
Input to PMS by							
Date	Any date before reservation						
Confirmation sent on	Same or date immediately following reservation date						

2. **Compile an email to Mr Arendse to confirm his reservation. The reservation number is RS1460. The daily rate for the suite is R1 100 and his total accommodation cost is R7 700.** **[15]**

Email confirmation reply

Subject: Driftwood Hotel reservation confirmation (Reservation number: RS1460)

Dear Mr BK Arendse

Thank you for choosing the Driftwood Hotel. Your reservation details are as follows:

Reservation confirmation number: RS1460
Date of arrival: 22/11/2020 (check-in after 14:00)
Date of departure: 27/11/2020 (check-out before 10:00)
Airport pickup: 15:00
Room type: Suite with sea view
Total cost: R7 700 (including tourism levy and VAT)
Deposit: 50% of total cost.
Cancellation: 50% deposit will be refunded if cancellation is received 10 days prior to reservation, thereafter no refund will be made.

If you need to make changes to your reservation or need assistance, please call us at 021 085 6451 or e-mail us at info@driftwood.co.za

We look forward to hosting your stay and trust that our service will exceed your expectations.

Your sincerely

(Students name)
(Any reservation designation)
Driftwood Hotel
33 Seaview Road
Gordons Bay
7531

3. You are on duty when Mr Arendse and his family arrive. Assist him to complete a registration card with his personal details and add available administrative detail. His room number is 205. [10]

DRIFTWOOD HOTEL REGISTRATION CARD					
33 Seaview Road, Gordons Bay, 7531	**Telephone: 021 085 6451**			**E-mail: info@driftwood.co.za**	
Date:	27/11/2020				
Reservation number:	RS1460				
Guest name: Mr BK Arendse			**ID number:** 5902060087085		
Address: 35 Kromwood Road, Doornfontein, 6530.					
Mobile number: 072 325 6007			**Email:** bkarendse@gmail.com		
Organisation:	Private				
Room number	205	**Room type** Suite	**Room rate** R1 100	**Number of adults** 2	**children**
Billing instruction	None				
Foreign visitors only					
Arrived from:			**Next destination:**		
Date of arrival:			**Date of departure:**		
Passport details	Date of issue:	Date of expiry:	Place of issue:		
Visa details	Date of issue:	Date of expiry:	Place of issue:	Visa Type:	
Payment					
Payment Option: Cash ❑ Card ☑ Cheque ❑			Card number: 6560017		
Card Type: Visa ❑ Master ❑ Other ❑			Expiry date: 03/25		
Policy					
50% deposit will be refunded if cancellation is received 10 days prior to reservation, thereafter no refund will be made.					
BK Arendse _____ **Guest Signature**			*(Student)* _____ **Front Office Signature**		



Activity 4.4 SB page 125 [30]

You are newly appointed as receptionist at a boutique hotel and as part of your many responsibilities, you have to maintain a bedroom book to indicate each day's room status. The hotel has 8 rooms which comprise 2 singles, 3 doubles and 3 suites. The room numbers run consecutively from singles to doubles to suites. You find it very cumbersome to rewrite all the room details every day and decide to propose a bed sheet system to the owner of the hotel.

1. **Compile an example of a bed sheet for the next day in which you indicate the following detail, using your own date for the bedroom sheet and calculating departure dates from this date:**
   - **Arrival: Mr and Ms Fourie booked for a suite at a rate of R1 200, with departure date 3 days after arrival.**
   - **Arrival: Ms Philander booked for a single room at a rate of R800, with departure date 5 days after arrival.**
   - **Staying: Mr and Ms Phaahla and their 7-year old daughter, accommodated in a suite at a rate of R1 200, with 2 room nights left.**
   - **Staying: Ms Els accommodated in a single room at a rate of R800, with 1 room night left.**
   - **Departure: Mr and Ms Caywood, accommodated in a suite at a rate of R1 200.**
   - **All other accommodation is vacant and ready.**

[25]

Bed sheet

Date: *20 November* **Day:** *Monday*

Room		Arrivals				Staying				Departures			
No.	Type	Name	Sleepers	Rate	Departure	Name	Sleepers	Rate	Departure	Name	Sleepers	Rate	Departure
1	Single	*Philander*	*1*	*R850*	*25/11*								
2	Single					*Els*	*1*	*R800*	*21/11*				
3	Double	*Fourie*	*2*	*R1 200*	*23/11*								
4	Double												
5	Double												
6	Suite									*Caywood*	*2*	*R1 200*	*20/11*
7	Suite					*Phaahla*	*3*	*R1 200*	*23/11*				
8	Suite												

- **5 marks for structure; 20 marks for correct entries.**

2. **Explain to the owner why it would be more advantageous to use a bedroom sheet instead of a bedroom book.** **[5]**

Advantages of using bedroom sheet:
- Can prepare generic structure and information beforehand, no need to restructure and rewrite everything daily.
- Inserting daily information only is less time consuming and burdensome.
- Less room for mistakes.
- More organised information available, can easily see which rooms are available and rooms can be allocated beforehand.
- Wider use than bedroom book because financial information is included.

Activity 4.5 SB page 133

You are a receptionist at a hotel and part of your responsibilities is to maintain daily lists and notifications. During the course of 18 April, you deal with the guest information below and are required to inform other departments in the correct format of this information.

1. **Arrival of Mr and Mrs JP Smith at 16:55. You book them into room 206 because Mr Smith requires disability facilities. The couple will be staying for 4 nights and breakfast is included in their package.**
2. **Mrs Judith Nkobela and her two children will arrive on 19 April. She reserved a suite and asked for a baby cot in the suite. The family will arrive at 18:00 and will stay until 23 April. Mrs Nkobela asked for baby-sitting services from 19:00 to 21:00 each night.**
3. **Departures for 19 April are Ms T Noble from room 304 leaving at 08:00; Mr & Mrs C Coetzee from room 123 leaving at 10:00 and Mr & Mrs FJ February and their son from room 310 leaving at 11:00. Ms Noble requested assistance with her luggage. Room 304 is a single room; room 123 a double room and room 310 is a suite.**
4. **Mr & Mrs JL Houtmann will arrive on 19 April at Cape Town International airport from where they must be picked up at 07:00. They reserved a double room and will be staying until 22 April.**
5. **Mr P Kotze was changed from room 111 (single) to room 301 (double) due to his request for more space. The change happened at 12:15 on 18 April.**
6. **Mrs T Badenhorst will arrive on 19 April at 18:00. Her reservation is for a single room for 5 nights and her package includes breakfast and dinner.**

Note the following:

- **Daily rates: single = R850; double = R1 000; suite = R1 500.**
- **Available rooms: single = 101 and 102; double = 300; suite = 309.**
- **Insert your name where signatures are required.**

Note: See addendum pages 117-118 for blank forms. Mark allocations can be determined by the lecturer based on correct entries.

Room change slip			**No.** 16
Date	*18 April*	**Time**	*12:15*
From room no.	*111*	**To room no.**	*301*
From room rate	*R850*	**To room tariff**	*R1 000*
Guest name	*Mr P Kotze*		
Reason for change	*Guest requested larger room.*		
Change authorised by:	(Student name)		

Arrival notification slip			**No.** 61
Date	*18/04*	**Time**	*16:55*
Guest name	*Mr/Mrs JP Smith*	**Room no.**	*206*
No. of nights	*4*	**Rate**	*R1 350*
No. of sleepers	*2*	**Terms**	*B&B*
Notes *Mr Smith needs wheel chair access.*			
Signature: (Student name)			

Departure list

Date: *19 April*

Room no.	Room type	No. of guests		Guest name	Time of departure	Notes
		Adults	Children			
123	*Double*	*2*	*0*	*Coetzee, Mr & Mrs C*	*10:00*	
304	*Single*	*1*	*0*	*Noble, Ms T*	*08:00*	
310	*Suite*	*2*	*1*	*February, Mr & Mrs FJ*	*11:00*	

Arrivals list

Date: *19 April*

Room no.	Room type	No. of guests		Guest name	No. of nights	Time of arrival	Notes
		Adults	Children				
101	*Single*	*1*	*0*	*Badenhorst, Ms T*	*5*	*18:00*	*Terms: breakfast and dinner.*
300	*Double*	*2*	*0*	*Houtmann, Mr & Mrs*	*3*	*08:00*	*Pick up at 07:00 at CT airport.*
309	*Suite*	*1*	*2*	*Nkobela, Mrs J*	*4*	*18:00*	*Baby cot; baby-sitting 19:00 – 21:00*

Activity 4.6 SB page 138 [25]

Mr and Ms J Oliphant booked into the hotel on 14 June at 18:55. At 20:00, Mr Oliphant came down to reception and requested the use of a safety deposit box. Patricia Alexander was on reception duty and she issued safety deposit box number B21 with key number 2100 to Mr Oliphant. Mr and Ms Oliphant's address is 19 Violet Street, Somerset West, 7600. They planned to stay for five nights at the hotel and they were allocated room number 461. During their stay, Mr Oliphant requested access to his safety deposit box on 16/06 at 17:55 and at 22:00. Bongi Ndlala was on evening shift. Mr Oliphant emptied his safety deposit box at their departure on 19/06 at 10:15 while Patricia was on duty.

1. Complete the safety deposit box registration card with the given information. [25]

Note: See addendum page 119 for blank form.

SAFETY DEPOSIT BOX REGISTRATION CARD **Safety deposit box number:** *B21*			
Key number: *2100*		**Date issued:** *14/06*	**Time of issue:** *20:00*
Guest name: *J Oliphant*	**Permanent address:**		
Room number: *461*	*19 Violet Street, Somerset West, 7600*		
Check in date: *14/06*		**Check out date:** *19/06*	
Indemnity I hereby agree to indemnify the hotel against any cause for loss of or damage to valuables stored in this safety deposit box, as a condition for using the safety deposit box. *Guest key* In case of losing the safety deposit box key issued to me, I hereby agree to pay the replacement cost of R500.			
Guest signature: *J Oliphant*		**Front office:** *P Alexander*	
Date: *14/06*		**Date:** *14/06*	
SAFETY DEPOSIT BOX ACCESS CONTROL			
Date	**Guest signature**	**Time**	**Front office signature**
16/06	*J Oliphant*	*17:55*	*B Ndlala*
16/06	*J Oliphant*	*21:00*	*B Ndlala*
SAFETY DEPOSIT BOX SURRENDER			
Guest signature: *J Oliphant*		**Front office:** P Alexander	
Date: *19/06*		**Time:** *10:15*	



Activity 4.7 SB page 145 [30]

On 15/08, you are the reservation clerk at the Driftwood Hotel doing a group booking for a tour organised by Complete Travel and Tour, a business partner of the hotel. Ms Dorothy Mbali is making the reservation on behalf of the company and provides her contact details as 086 004 0004 and mbali.d@complete.co.za. The company's market code is Travel GIT and its travel industry designator service (TIDS) code is 036-001-2312-07. Ms Mbali informs you that a 'Flower Tour' consisting of 15 guests must be book for arrival on 03/10 and departure on 05/10. The group must be picked up at Cape Town International Airport at 15:00. The group leader's name is Gavin Peters and there are four couples and seven individual adults in the group. The rate code used for all Complete Travel and Tour bookings is QR036 and the rate includes breakfast and dinner. The group will be picked by bus at 09:00 on 05/10. Ms Mbali asks that non-alcoholic drinks and light snacks be served on arrival and that Complete Travel and Tour be billed for all group expenses. The invoice must be emailed to Ms D Bekker at finance@complete.co.za and the reservation is company guaranteed.

1. **Complete the group reservation form with the given information.**
2. **Use your own name and relevant dates for taking the booking, keying it in on the PMS and confirming the reservation with Ms Mbali. (30)**

Note: See addendum page 120 for blank form.

GROUP RESERVATION FORM 33 Seaview Road, Gordons Bay, 7531 Telephone: 021 085 6451 E-mail: info@driftwood.co.za			
Booker Details			
Booked by	*Ms D Mbali*	**Company name**	*Complete Travel and Tours*
Cell number	*086 004 0004*	**Email address**	*Mbali.d@complete.co.za*
TIDS code	*036-001-2312-07*	**Market code**	*Travel GIT*
Invoicing to	*Ms D Bekker*	**Email address**	*Finance@complete.co.za*
GROUP DETAILS			
Group name	*Flower Tour*		
Group leader's name	*Gavin Peters*		
Arrival date	*03/10*	**Arrival time**	*16:00*
Departure date	*05/10*	**Departure time**	*09:00*
Total number of rooms	**11** **Room nights** **22**	**No of pax**	*Adults* *15* *Children* *0*
Room type and number	*Single* *7* *Double* *4* *Suite* *Connecting rooms* *Disabled* *Chalet* *Studio*		
Meal plan	*Breakfast and dinner*		
Reservation status	*Company guaranteed*		
Pick up required?	**Yes** ✓ **No** **Pick up details**	*Cape Town International Airport at 15:00*	
Rate code	*2R036*	**Special Requests**	
Billing instructions	*All bills to company*	*Non-alcoholic beverage and light snack on arrival.*	
Reservation taken by			
Name	Student name		
Date	15/08		
Input to PMS by	Relevant date		
Date	Relevant date		
Confirmation sent on	Relevant date		



Practical component

SB page 149

Students are required to visit a hotel to observe how guests are checked in and out and then role play these processes in class, for marks. You need to issue students with an introduction letter (see Addendum on page 121) from the college requesting the hotel's permission to observe the processes first hand. For health and safety reasons, hotels may not allow access and you will have to find alternative teaching and learning methods, e.g. hotel training videos, class simulations, or knowledgeable guest speakers.

In preparation for the role play, students must:

- **Select a partner in their class.**
- **Write a script in which a receptionist welcomes an arriving guest, checks him/her in, allocates a room and directs him/her to hotel amenities.**
- **Add the check out and greeting procedure for departing guests to their scripts.**
- **Ensure that both partners learn the roles of receptionist and guest as per the script and practice both roles.**

The following marking grid may be used to assess the role play.

GUEST CHECK IN AND OUT PROCESS Role play MARKING GRID

Student name: _____ **Student number:** _____

Date: _____

Criteria	Possible mark	Student mark
Correct and logical scripting of welcome and check in process.	5	
Correct and logical scripting of check out and greeting process.	5	
Correct use of terminology throughout role play.	3	
Clear demonstration of receptionist role.	4	
Clear demonstration of guest's role.	4	
Posture and dress code.	3	
Voice projection and clarity of speech.	3	
Attitude and confidence.	3	
TOTAL	**30**	



Module 5

Legal Aspects – Front Office

On completion of the module, students should be able to explain:

- The importance of understanding the legal aspects of the front office.

This module will enable students to:

5.1	Booking contracts	5.1.1	Explain the various ways in which a booking contract may come into being.
		5.1.2	Name the points to which the express terms normally contained in a contract of booking will relate.
		5.1.3	Explain what significance a guest's contractual capacity to booking a contract is.
		5.1.4	State and explain the three ways in which a contract of booking may end.
		5.1.5	Apply the concepts studied in this theme to situations in the front office by means of a role play or simulated situations.
5.2	Price display	5.2.1	List the information which must be provided in the notice displaying the prices.
		5.2.2	Compile a typical notice displaying the prices in residential establishments.
5.3	Registration of guests	5.3.1	Outline the main points of law concerning the registration of guests, with reference to the Aliens Registration Act. (Repealed by Immigration Act 13/2002.)
		5.3.2	List the information required for aliens.
5.4	Overbooking	5.4.1	Explain the common practice in the hospitality industry of overbooking.
		5.4.2	Evaluate the possible legal outcome of overbooking.

5.5	The rights of the proprietor/ hotelier/ innkeeper	5.5.1	Define the terms hotelier and innkeeper.
		5.5.2	State when service can be refused to a guest and explain ejectment of guests and access to premises.
		5.5.3	Define the Lien of guest's property.
5.6	Liability for guest's property by the innkeeper	5.6.1	Explain the stipulation of the law that sets out the scope of this liability and restrictions to the kind of property to which the liability applies.
		5.6.2	Explain how a hotel can limit its liability for the loss of guest's property by referring to indemnities and notices.
		5.6.3	List the points the guest must prove in order that a proprietor be strictly liable for loss or damage to the property of a guest.
		5.6.4	Identify the common law expectations to liability
5.7	Non-payment by guests	5.7.1	Illustrate defaulting by guests by means of examples.
		5.7.2	Explain how the proprietor can protect him/herself from defaulters.
		5.7.3	Propose what a receptionist should do if he/she believes a guest to be dishonest.
5.8	The hotel premises	5.8.1	Explain the significance of the following with regard to the hospitality industry: • The food laws. • Public liability. • The Workmen's Compensation Act.
		5.8.2	Apply the prescriptions of the acts studied in this theme to situations in the hospitality industry by means of role play or simulated situations.
5.9	The Liquor Act	5.9.1	Identify the different types of operating licences and list all the examples of each type in South Africa.
		5.9.2	Name the general and special conditions for on- and off-consumption premises licences.
		5.9.3	Explain and give examples, where applicable, of the following with regard to liquor laws and regulations in South Africa: • Access to premises/rights of admission. • Bar/restricted part. • Closed days. • Trading hours. • Corkage. • Premises.



Practical component

For the practical component of this module, you must do a practical assignment on any of the above legal aspects. Your lecturer will determine which aspect must be used and the assignment will be assessed using a marking guideline.

Activity 5.1 SB page 155 [20]

1. **A guest made a telephonic reservation. When he arrives to register, his ID document shows that he is 17 years old. Can the guest be registered? Motivate your answer.** [4]
   The guest has limited contractual capacity (1) because of his age. (1) He can be registered if he is assisted by his parents (1) or guardian. (1)

2. **During Covid-19, many accommodation establishments had to close down temporarily or permanently due to national lockdown measures.**
   - **2.1 What could a temporarily closed accommodation establishment have done to keep booked guests from cancelling their contracts?** [3]
     Offer to postpone the booking until lockdown measures were lifted (1); offered discount/extra services/other enticement (1) if postponement was accepted. (1)
   - **2.2 If guests decided to cancel their contracts, in what way would these booking contracts have ended? Explain your answer.** [3]
     By frustration (1) because it was impossible/illegal (1) for the establishment to honour (1) the contracts.
   - **2.3 What would be the consequences of ending the contracts?** [2]
     Advance deposits would have to be paid back. (1) Neither party would have had any further obligations under the contract. (1)

3. **Contracts could also end by means of a force majeure. Access internet or any other information sources to answer the following:**
   - **3.1 Explain what a force majeure is and give examples.** [5]
     Act of God (1) or major disaster (1), e.g. earth quake or any other major natural disaster (1); war (1); rebellion (1), or other major disaster affecting a country/continent/world.
   - **3.2 Is a contract ended by means of force majeure similar to a contract ended by frustration? Motivate your answer.** [3]
     The contracts are similar because both are about unforeseen events (1) that are not the fault of either party (1) and the events could not have been foreseen at the time the contracts came into being. (1)

Activity 5.2 SB page 158 [20]

Compile a neat and displayable price notice for a special offer that your hotel wants to launch. The notice must:

1. **Contain the name of your hotel.**
2. **Explain the special offer on two types of accommodation units, e.g. different types of rooms, chalets, etc. Remember to add descriptions or images to clarify the offer.**
3. **Include the period for the special offer.**
4. **List amenities and services included in the offer.**

5. **Stipulate at least two conditions of the special offer.**
6. **Include notice of a service charge.**
7. **Include information on VAT.**

Mark the price notice with the marking guideline below.

MARKING GUIDELINE FOR PRICE NOTICE		
Criteria	**Possible mark**	**Student's mark**
Name of hotel clearly indicated	1	
Special offer on 2 types of units included		
• Prices	2	
• Descriptions/images. (2 × 2)	4	
Period of special offer	2	
Amenities included	2	
Services included	2	
Conditions included	2	
Service charge included	1	
VAT explained	2	
Notice is well-designed, neat and creative	2	
TOTAL	**20**	



Activity 5.3 SB page 166

To comply with the Foodstuffs, Cosmetics and Disinfectants Act, 1972 (54/1972), the owner of a hotel must have a certificate of acceptability issued by local government. To determine whether such an office will issue a certificate of acceptability, complete the following checklist on any food premises on your campus or food premises allocated to you.

1. **You may work in groups of four members and you must make prior arrangements with the manager of the food premises. Remember to thank the manager in writing after inspecting the facilities.**
2. **After completion of the checklist, write a group report on your findings:**
   - **Introduction – give a brief description of the food premises, e.g. size, where it is situated and for what purpose it is used. Include the names of the person(s) who received and escorted you during the inspection.**
   - **Positive findings – highlight the outstanding positive aspects of your inspection, e.g. cleanliness, etc.**

- **Negative findings – highlight areas which need improvement, e.g. unwashed windows.**
- **Recommendations – give at least three recommendations for improvement.**
- **Conclusion – explain how your group experienced the inspection and what value it added to your understanding of legislation.**

3. **Write a professional thank you letter to the manager of the premises and include your findings and recommendations.**
4. **Hand in your report with the completed checklist.**

Note to lecturer

- Where possible, please make arrangements with food facilities on your campus, e.g. cafeteria, hostels, training kitchens, etc. for the students to visit and complete the checklist. Alternatively, work with your industry partners who support training.
- Ensure that the students understand the purpose of the activity, how to use the checklist and conduct themselves in a non-invasive manner. Remind them to thank the managers afterwards in writing and to include well-worded recommendations where necessary.
- Marks could be allocated to the report and letter, e.g. introduction = 6; positive findings = 6; negative findings = 6; recommendations = 6; conclusion = 6; thank you letter = 10.

FOOD PREMISES INSPECTION CHECKLIST			
Hygiene	**Yes**	**No**	**Comment**
Employees wash their hands with soap and warm water before starting work, immediately after using washroom, any time needed to prevent cross-contamination.			
Employees wear clean outer garments.			
Employees' hair is neatly and properly confined.			
Employees are in good health with no open cuts or sores.			
Employees' clothing and personal effects are neatly and separately stored.			
Sanitary facilities			
Toilet facilities, both public and staff are clean, well-maintained and in proper working order.			
Self-closing doors for toilet and dressing room are working properly.			
Toilet tissue dispensers are full. Sanitary napkin disposal units are available.			
Single service soap and towel dispensers operable and full.			
Ventilation provided and in working order.			
Separate hand-washing basin placed in each area with required supplies.			

FOOD PREMISES INSPECTION CHECKLIST			
Hygiene	**Yes**	**No**	**Comment**
Water and sewage			
All sinks are fully operable with hot and cold water at each faucet.			
All sinks drain properly. Floor drains and sink in good order.			
Plumbing in good repair.			
Floors, walls, ceilings, lighting and ventilation			
Floors clean, well-maintained and in good repair.			
Walls, ceilings and windows clean, well-maintained and in good order.			
Adequate lighting and ventilation throughout facility.			
Light fixtures have approved safety covers.			
Exhaust ventilation filters are clean and well-maintained.			
Equipment and utensils			
Food contact surfaces washed, rinsed and sanitised before use, and every four hours when not in use.			
Non-food contact surfaces visibly clean and in good repair.			
All equipment, i.e. stoves, grillers, refrigerators, tables, sinks clean and well-maintained.			
Inoperable equipment has been repaired, replaced or removed from premises.			
Multi-service utensils are being washed and sanitised by one of the following methods: • Hand washed in a two or three compartment sink (wash-rinse-sanitise). • Dishwashing machine (low temperature rinse water) with chemical sanitiser in solution. • Dishwashing machine (high temperature rinse water) reaches at least 82 °C for 10 seconds.			
Single-service utensils are properly stored and dispensed.			
All multi-service utensils are clean, properly stored, maintained and dispensed.			

FOOD PREMISES INSPECTION CHECKLIST			
Hygiene	**Yes**	**No**	**Comment**
Ware washing			
High-temperature dish washing machines: minimum washing temperature of 66 °C for 10 seconds.			
Low-temperature dish washing machines: minimum wash and rinse temperature of 50-66 °C, with chlorine sanitiser solution at a minimum 100 parts per million (ppm).			
Manual sink ware washing: minimum wash, rinse, sanitising water temperature of 45 °C. Sanitising solution: minimum chlorine 10 ml/litre. Soak for 2 minutes.			
Pocket thermometers and sanitiser kits readily available to verify temperature and concentrations.			
Wiping cloths clean, sanitised, stored and maintained properly.			
Garbage and waste			
Trash containers are lined with insect and vermin-proof plastic bag at all times.			
Plastic bags are tied before being placed in outside trash bin. Bin lids are kept closed.			
Outside premises and refuse areas are clean, sanitised, illuminated by night and well-maintained.			
Frequency of garbage removal adequate to maintain premises in a sanitary condition.			
Pest control			
Adequate protection against the entrance of insects, vermin, rodents, dust and fumes.			
Outside doors and screens are self-closing and closures are in acceptable working order.			
All areas free of debris, moisture and visible soil; and well lit.			
Working with licensed pest control company.			

FOOD PREMISES INSPECTION CHECKLIST			
Hygiene	**Yes**	**No**	**Comment**
Items critical to food safety			
Food is purchased from approved sources ONLY.			
Food is inspected when received and found to be free from contamination, adulteration and spoilage.			
Frozen food is received and stored at -18 °C.			
Refrigerated food is received and stored at 4 °C or colder.			
All food items are stored a minimum of 15 cm off the floor and 5 cm from walls.			
All food is labeled, dated and stored in leak proof packaging or food grade containers.			
All food is protected from dirt, unnecessary handling, over-head leakage and other forms of contamination.			
Prepared and ready to eat food are stored above and away from raw foods.			
A thermometer, accurate to 1 °C, is provided either as an integral part of the refrigerator/freezer (outside dial) or is located inside each unit at its warmest spot, usually at the point of access.			
An accurate thermometer, approved for measuring food temperatures, is readily available and is being used to verify internal food temperature on a daily basis.			
Restrooms are not used for storage of food, equipment or non-washroom supplies.			
All paper products are stored in a manner so as to protect them from contamination.			
Thawing of food using one or more of the following acceptable methods: • In refrigerator. • In cold water. • In microwave.			
Thawed food items are not refrozen. (Cooked or processed foods may be refrozen.)			
Raw foods are separated from ready-to-eat foods during storage and handling.			
Maintain separation of ready-to-eat foods from raw foods during preparation and from surfaces and utensils.			

Food handlers use proper utensils to minimise direct hand contact with raw, cooked or prepared foods.			
FOOD PREMISES INSPECTION CHECKLIST			
Hygiene	**Yes**	**No**	**Comment**
Hands are properly washed before and after handling food.			
Foods are cooked to prescribed minimum internal temperatures.			
Hot foods are held at a minimum of 60 °C and cold foods at a maximum of 5 °C.			
Food is cooled from 60 °C to 20 °C or less in 2 hours and from 20 °C to 4 °C or less in 4 hours for a total of 6 hours.			
Food is reheated to a minimum of 74 °C within 2 hours and held at minimum of 60 °C.			
Unpackaged food which has been served or returned are discarded.			

(Adapted from https://public-library.safetyculture.io/products/tm-haccp-food-safety-checklist)

Please note that the activity that follows is additional to the Student Book and can be used instead of or in addition to Activity 5.3 to practise the application of relevant legislation.



Additional Activity [30]

Read the extract regarding the Compensation Fund and the case study below to answer questions 1 to 11.

Susan is a commis chef at the Driftwood Hotel, where she has been working for the past three years. She recently slipped on spilled oil on the kitchen floor and hurt her shoulder so seriously that she had to have a shoulder operation. Her doctor initially booked her off for six weeks, but extended the period for another three weeks due to complications during the recovery period.

You are the human resource officer who advises Susan on her rights as permanent employee of the Driftwood Hotel under these circumstances. Explain to her:

1. **What the Compensation Fund is, under which legislation it was established and what the purpose of the fund is. [3]**
2. **Why she can claim from the Fund. [3]**
3. **How much time she has to submit a claim. [1]**
4. **What she must do to submit a claim? [3]**
5. **What she can claim for and what not? [3]**
6. **What the Driftwood Hotel's responsibility is from receiving Susan's claim until she is finally back at work. [3]**
7. **The doctor's role in the claim process. [3]**
8. **Who will pay her salary during the recovery process and how it will be done. [3]**
9. **Under what circumstances the Compensation Fund will not approve and pay claims. [4]**
10. **Who decides on whether she will receive compensation and how much she will receive. [1]**
11. **Whether she can appeal against the decision and how this must be done. [3]**

Answers:

1. It is a national fund (1) which was established under the Compensation for Occupational Injuries and Diseases Act (130/1993) (1) to provide financial assistance to employees who are injured at work. (1)
2. She can claim because she is a permanent employee who was injured during work hours (1) at her workplace (1) and she was booked off for more than three days. (1)
3. Twelve months. (1)
4. Inform supervisor verbally or in writing of the accident (1); complete a Notice of Accident and Claim for Compensation (1); add witness statements if possible. (1)
5. Medical costs (1) and temporary disability (1); not for pain and suffering. (1)
6. Report (1) the accident within seven days (1) to the Compensation Fund; submit doctor's reports to the Fund (1); pay Susan for the first three months (1); submit a resumption report. (1)
   (any three)
7. Complete and submit a form within 14 days on the seriousness of the injury (1); send progress reports during the recovery period (1); submit a final report stating that she is fit to go back to work. (1)

8. The Compensation Fund pays Susan's salary during her recovery (1) but the hotel must pay the first three month's salary (1) and the Fund will refund the hotel. (1)

9. Compensation Fund will not pay if claim is submitted after 12 months of accident (1); if she was off for three days or less (1); if the accident was due to own wrong doing (1); if she unreasonably refused to go to a doctor. (1)

10. The Compensation Fund. (1)

11. Yes, she can appeal. (1) Must be done within 90 days (1) directly to the Fund. (1)

COMPENSATION FUND

(Extract adapted from https://www.westerncape.gov.za/service/claiming-compensation-occupational-injuries-or-diseases)

If you're involved in an accident at work or develop an illness caused by your working conditions, you can claim from the Compensation Fund. Here's what you need to know.

You can claim if:
- You were injured or contracted a disease while working (permanent or casual), training or completing an apprenticeship.
- You lost a family member who died on the job.
- You're a domestic worker in a boarding house.
- You're an apprentice or trainee farm worker.
- You're a worker paid by a labour agency.

You can't claim if you are:
- A domestic worker employed at a private home.
- A member of the South African National Defence Force (there is a separate fund explained in the Defence Act 42 of 2002, Chapter 9).
- A member of the South African Police Services (there is a separate fund).
- An outsourced employee.
- A worker who works outside South Africa for more than 12 months at a time.

Claims will only be paid if they are submitted in the correct way and on time. Claims will not be paid if:
- The claim is made more than 12 months after the accident or death, or after the disease is diagnosed.
- You are off work for three days or less.
- The accident resulted from your own wrongdoing (unless you're seriously disabled or die in the accident, the fund will still pay compensation).
- You unreasonably refuse to have medical treatment.

Who pays into the fund?
Employers pay into the Compensation Fund once a month. You do not pay anything towards the fund. Employers can't deduct money from your wages as contributions to the fund.

Which injuries and diseases are covered?
The fund covers occupational diseases and workplace injuries. The working conditions and diseases caused by these conditions that are covered by the Compensation Fund are set out in Schedule 3 of the Compensation for Occupational Injuries and Diseases Act (130/1993) (COID Act). You can claim for other diseases if you can prove using medical evidence and reports, that the disease was caused by conditions at work.

What can you claim?
You can't claim for pain and suffering, only for loss of movement or use of your body. The amount of compensation paid to you, depends on how much you were earning when you got injured or diagnosed. If you've stopped working by the time a disease is diagnosed, the compensation will be worked out according to what you would've been earning.

Types of compensation

Medical costs
All your medical expenses will be paid for up to 2 years, from the date of the accident or the diagnosis of the disease.

Temporary disability
Temporary disability is when you're unable to work or can't do all your work because of an injury or disease, but you will get better.

Permanent disability
A permanent disability is an injury or illness that you will never recover from, for example, losing an eye. The seriousness of the disability will determine whether you'll never be able to work again or whether you'll find work more difficult.

Death benefits
If a family member that earns money to support the family (breadwinner) is killed by an occupational injury or disease, you can claim from the fund.

How do you claim?
- Inform your supervisor or employer as soon as possible (verbally or in writing). Make note of anyone who witnessed the accident. The form that needs to be completed is a Notice of Accident and Claim for Compensation.
- Your employer must then report the accident to the Compensation Commissioner, even if they don't believe your story.
- The employer must report a workplace injury within 7 days or within 14 days of finding out that you have an occupational disease.
- Within 14 days of seeing you, the doctor must fill in a form stating how serious the injury was and how long you are likely to be off work. This is send to the employer who submits it to the Compensation Fund.
- You don't pay for the doctor's fees but if you want a second opinion, you'll have to pay for this.
- If the injury will take a long time to heal, the doctor must send a progress report to the Commissioner every month until the condition is fully stabilised.
- Finally, the doctor must submit a final doctor's report stating either that you're fit to go back to work or that you're permanently disabled.
- When you go back to work, your employer must send a resumption report to the Commissioner stating that you're back to work and how much you were paid in compensation.
- Both you and your employer should keep copies of all the forms.
- When the first doctor's report has been submitted with the accident report, the Compensation Commissioner will consider the claim and make a decision.
- If you disagree with the decision, you can appeal the decision within 90 days by submitting a form to the Commissioner.

Who pays the claim?
- The Compensation Commissioner is appointed to administer the Fund and approves workers' claims. You get money from the Fund and not from the employer.
- BUT the employer has to pay you for the first 3 months after the injury was sustained. The Compensation Fund will pay the employer back.
- If you're off for more than 3 months, the Compensation Commissioner takes over the monthly payments.
- If the employer has insurance against workplace injuries then the insurance company will pay the compensation. In these cases, claims are still made to and decided by the Compensation Commissioner.

NB: Payment of claims can take a long time to process.



Module 6

Ancillary / support services

On completion of the module, students must be able to explain:

- The importance of identifying the different roles played by support services in relation to the hospitality establishment.

This module will enable students to:

6.1	Define hotel reception terms.	6.1.1	Briefly describe the action the receptionist must take regarding the following special requests / requirements made by the guest: • Emergency medical assistance. • Special dietary requirements namely, diabetic, vegetarian, lactose intolerant, allergies. • Extra bed, cot in room. • Pillows, blankets based on allergies, etc. • Car cleaned. • Flowers. • Wedding anniversaries, etc. • Notable dates in the calendar, e.g. Ramadan, Hanukkah, Easter, Christmas and wishing guests for these holidays.
		6.1.2	Name the correct department to pass on to each of the above-mentioned special requests / requirements.
		6.1.3	Apply the concepts studied in this theme to job situations in the Front Office.

6.2	First aid	6.2.1	Explain the importance of identifying emergency situations quickly and correctly.
		6.2.2	Explain why untrained personnel should not administer first aid in an emergency situation.
		6.2.3	Know who the first aider is on site and how to contact the person.
		6.2.4	Explain the steps to take when conducting a primary survey in an emergency situation.
		6.2.5	Identify visible vital signs that indicate the physical condition of a patient.
		6.2.6	Briefly describe the action to be taken in the following circumstances when basic first aid is necessary: • Bleeding. • Burns and scalds. • Shock. • Electric shock. • Artificial respiration/resuscitation. • Fractures. • Nose bleeding. • The coma position. • Choking. • Poisons. • Fainting. • Epilepsy.
		6.2.7	Apply the concepts of first aid studies in this theme (6.2.1) to situations in the hospitality industry by means of simulated situations and render first aid when necessary. • First aid box content and location must be known. • Successfully complete a basic first aid programme and obtain a certificate.
6.3	Security precautions	6.3.1	List possible ways to safeguard guests' property: • Armed response. • Card entry.
		6.3.2	List possible ways to safeguard the premises of different types of accommodation establishments, e.g. guest houses, hotels: • CCTV. • Fingerprint access control. • Guests/staff photos saved to file.
		6.3.3	Describe the methods of dealing with pilfering.
		6.3.4	Apply the concepts studied in theme (6.3.1 and 6.3.2) to job situations by means of simulated situations.

6.4	Organising functions in accommodation, e.g. seminars, workshops, etc.	6.4.1	Define the following terminology: • Conference. • Seminar. • Meeting. • Symposium. • Workshop. • Exhibition.
		6.4.2	Identify the *objectives* of a function to serve as a guide when planning and organising a successful function.
		6.4.3	Prepare a room inventory as well as an inventory of aids for an establishment that wishes to handle conferences.
		6.4.4	Prepare seating layouts and plans for organisers of conferences to make a choice between the various alternatives.
		6.4.5	Explain the *special needs* of the conference organizer and how they can be met.
		6.4.6	Draw up a checklist for conference organisers.



Practical component

For the practical component of this module, you must successfully complete a basic first aid programme and obtain a certificate.

Activity 6.1 SB page 185 [30]

You are newly appointed as the receptionist at the Far View Country Lodge, a 20-bedroom lodge in the bushveld.

1. **During the first week, you realise that you cannot find a list with service numbers to call when the lodge requires external services, e.g. plumbing, medical, etc.**
   Compile an alphabetical list of at least 10 different categories of external services that the lodge may need, including those that could assist with special guest requests and emergencies. **[10]**
   Student should demonstrate understanding of external services required by the lodge by listing categories such as:

Ambulance
Bakery
Builders
Butcher
Dentists
Decorator
Doctors
Electricians
Florists
General stores
Hairdresser, beautician
Hardware stores
Landscapers
Municipality
Music and sound
Plumbers
Police
Security services

   (Any 10 services)

2. **You receive a call from a couple who wants to celebrate their 25th wedding anniversary with a celebratory dinner for their family and friends at the lodge.**
   - **Compile a list of at least five questions you need to ask the couple to help you discuss the proposed function with the Food and Beverage Manager before you can confirm the booking.** **[5]**

   Questions to ask before confirming the anniversary function:
   - Date and time of function
   - Number of persons
   - Type of menu and service, e.g. buffet, plated, etc.
   - Type of space required, e.g. inside, outside.
   - Available budget [5]

3. After the discussion, you contact the couple to confirm the booking and to suggest additional services the lodge can offer to make the event special. List at least four services the lodge can offer using internal staff or external service providers. [4]

- Flowers
- Decoration
- Music
- Printing invitation and place cards
- Bar service

(any four)

4. The couple asks you to help with the décor and to design an invitation card for function.

- **Find out which colour is most suitable for this occasion. [1]**
- **Design the layout of an invitation card to be proposed to the couple. Guest details will be provided once the design is approved. (The card can be designed digitally or by hand.) [10]**

Colour is silver

Design:

- Is celebratory. [1]
- Contains polite invitation wording. [3]
- Decorations are suitable for 25th wedding anniversary. [2]
- Neat and appealing. [2]
- Is functional in terms of shape and size. [2]



Activity 6.2 SB page 192

NB: This activity should be completed once the students have received their certificates of competence for a basic first aid course.

First aid emergency role play

1. Divide the students in groups of six members each.

2. Ask each group to develop a role play in which they demonstrate competence in administering emergency first aid. The requirements for the role play are:

- **Group to create any emergency scene with one patient present.**
- **One group member to do a primary survey of the emergency scene and patient.**
- **A third group member to apply artificial respiration.**
- **A fourth group member to administer first aid for any injury or injuries sustained.**
- **A fifth group member to place the patient in a coma position.**
- **The sixth group member to make a video recording of the emergency scene and first aid activities.**

3. Require the groups to perform their role plays, either in class or in their own time. Ensure that the groups understand that the role play must be recorded and the video recordings must be submitted as evidence of the role play.

4. Screen the video recordings in class and require students to comment on the correctness of the first aid procedures that were applied.

Hint

No marks were allocated for the activity because of its nature. You could consider giving the students guidelines for commenting on the videos, e.g.:

Primary survey

- Did the student check for danger?
- Did the student test responsiveness effectively?
- Was the airway checked correctly?
- Did the student check breathing correctly?
- Was the pulse taken correctly?

Artificial respiration

- Was the patient put in his/her back?
- Did the student check for obstructions in the airway?
- Was the airway opened correctly?
- Was a sterile mouth cover placed over the patient's mouth?
- Was the nose closed correctly and did the student correctly check for breathing?



Activity 6.3 SB page 196 [20]

Read the case study below and answer the questions. You may need to do an internet search to find applicable answers. Wording such as 'do employees have a right to privacy in South African workplaces' and 'bag searches at work' will be helpful in this regard.

When shortages on food ingredients and disappearance of food items got out of hand, the kitchen manager decided to take action. He instructed that all kitchen and restaurant staff members must be searched at the end of each shift. He requested the establishment's security staff to conduct the searches.

1. **Did the kitchen manager make a good decision in ordering all staff to be searched? Motivate your answer.** **[2]**
   No, taking a blanket approach could antagonise staff and lead to poor work performance.

2. **Suggest at least two other security measures that could have assisted with reducing pilfering in the kitchen.** **[2]**
   CCTV surveillance; electronic access cards restricting access to kitchen; identity cards with photos to identify and recognise staff.

3. **Can employers legally search staff's property in South Africa? Motivate your answer.** **[2]**
   Yes, it is legal if the employer has a valid, defendable reason.

4. **Can staff members' property be searched without the establishment having a policy on staff searches? Motivate your answer.** **[2]**
   No, the establishment must have clear policy and procedures for conducting searches and it must be communicated to staff on a regular basis to ensure their buy-in and understanding.

5. **Can staff members' bodies be searched? Motivate your answer.** **[2]**
   No, because it is unreasonably invading the staff member's privacy.

6. **Do staff members have a right to privacy in the workplace? If so, to what does this right apply?** **[4]**
   Yes, staff members have a right to privacy in the workplace. The right applies to the worker's personal items, which include briefcases or handbags, as well as storage lockers and private email accessible only by the employee.

7. **How should a search be conducted to ensure that staff members' privacy and dignity are not disrespected?** **[4]**
   - Search only when necessary according to the establishment's policy and procedure.
   - Searches to be conducted in private area, inaccessible to the public.
   - Females to be searched by female security and males by male security staff.
   - Staff member's body not to be touched and search to be conducted in a respectful, non-confrontational manner.

8. **Can surveillance cameras by put into restrooms?** **[2]**
   No, CCTV surveillance in restrooms is inappropriate and violates employees' privacy and dignity.



Module 7

Handling money and billing

On completion of this module, students must be able to explain:

- The importance of the Front of House and the duties performed in this area.

This module will enable students to:

7.1	VAT, service charges, SATOUR levy	7.1.1	Give an overview of the current VAT system in South Africa and how it operates.
		7.1.2	Briefly outline the type of supply of goods and services by a vendor.
		7.1.3	Identify and discuss the supplies common to the hotel industry by referring to: • Commercial hotel establishments. • Residential rental establishments. • Deposits. • Supply of food and beverage. • The hire of rooms for conference, weddings, etc. • Transportation. • Staff meals/refreshments. • Accommodation to non-residents.
		7.1.4	Explain how and when the service charge is applied in accommodation establishments.
		7.1.5	Give an overview of the SATOUR levy and how it is applied.
7.2	Foreign exchange	7.2.1	Explain on what basis foreign exchange facilities are offered by large hotels to their overseas guests.
		7.2.2	Name the various ways rates are presented to guests.
		7.2.3	Explain why a hotel would require a cashier to complete a foreign exchange slip (receipt) and demonstrate how to do it.
		7.2.4	Convert Rand into foreign currency by using a foreign exchange rate table.
7.3	Visitors paid out (VPOs)	7.3.1	Explain the term in detail with appropriate examples.
		7.3.2	Discuss the correct procedure when posting VPOs.
		7.3.3	Complete a visitors paid out receipt.

7.4	Receipts from other departments	7.4.1	Explain, step by step, the correct procedure that must be followed by the cashier when money is paid in from another cash taking area in the hotel.
Billing			
7.5	Principles of hotel billing	7.5.1	Identify and summarise the requirements any system of recording charges should satisfy.
		7.5.2	Illustrate with aid of a diagram the information process involved in compiling a guest's bill.
		7.5.3	State three types of billing systems available that facilitate the detailed recording of guest charges.
7.6	Tabular ledger (Tab)	7.6.1	Name the two records this method of recording charges in hotels revolves around.
		7.6.2	Define the use and purpose of tab sheets.
		7.6.3	Define the customer's account.
		7.6.4	Name and briefly describe the two forms of layout the tab can take.
		7.6.5	Discuss the application of the tabular ledger in detail by explaining the: • Opening of new bills. • Posting of charges. • Procedure if a charge is incorrectly entered. • Procedure when guest checks out/departs. • Changing of rooms during guest stay. • Recording of cash sales. • Balancing features.
		7.6.6	Apply the concepts studied in this theme by completing horizontal and vertical tabs by recording guest's charges, as well as explain the examples of tabular ledgers.
7.7	Electronic machine billing	7.7.1	Compare the advantages/benefits of electronic machine billing over the tabular ledger. Explain the operation of an electronic billing machine by defining the keyboard of the machine. Compare the differences/similarities of electronic machine billing with the tabular ledger, with reference to: • Opening a bill. • Posting charges. • Adjustments/corrections. • Closing an account. • Balancing.
7.8	Computer billing	7.8.1	Summarise the benefits of computer billing.
7.9	Control procedures	7.9.1	State the basis of control.
		7.9.2	List the two systems in operation to control apartment income revenue.
		7.9.3	Illustrate with the aid of a diagram how apartment income is controlled.

7.10	Night audit	7.10.1	List the tasks of a Night Auditor in a large hotel.
		7.10.2	List the major advantages of a night audit department in a large hotel.
7.11	Potential bad debts	7.11.1	List and briefly describe the two methods used to identify guests who may be potential bad debts.
		7.11.2	State which checks are carried out by the hotel security/assistant manager in the case of a guest who was thought to be a potential bad debt.
		7.11.3	Briefly describe the action that will be taken if the checks taken in 7.11.2 were not satisfactory.
7.12	Methods of payment	7.12.1	Briefly explain how the following can be used to settle the guest's account: • Cash. • Credit card. • Debit card. • Prepaid cards. • EFT payment.
		7.12.2	Give a detailed overview of the impact of the three major factors the hotelier must assess in dealing with each of these methods of payment.
		7.12.3	Explain the procedure when a bill is being settled by means of cash payment (in legal tender) in local as well as foreign currency.
		7.12.4	State where the cashier can obtain the daily currency exchange rate of foreign currency.
		7.12.5	List the instructions of the cashier for payment by foreign exchange.
		7.12.6	Briefly explain how the hotel cashier can quickly establish if a credit/debit card is good for payment.
		7.12.7	Summarise the advantages of using a credit/debit/EFT compared to using cash for payment.
		7.12.8	List the guidelines to the cashier when accepting payment by credit/debit card.
		7.12.9	Set out the procedure the cashier has to follow if there is any doubt about the card payment.
		7.12.10	Point out how proof of identity can be verified.
		7.12.11	Name the major types of credit cards in South Africa.
		7.12.12	Explain the meaning of the terms 'extended payment' and 'floor limit' on credit card transactions.
		7.12.13	Give an overview of the 'authority code' required for ANY credit card transaction for which extended payment is required.

7.12.14 Compare the various CASH METHODS of payments by referring to:
- Most secure method.
- Most financially beneficial method to the hotel.

7.12.15 Point out why many hotels encourage ledger payment facilities (credit).

7.12.16 Explain in detail the procedure for handling travel agent vouchers.



Practical component

For the practical component, you must receive training on at least one electronic billing software, e.g. Micros, and obtain a certificate of competence. You must also demonstrate your competence in operating the system by completing a practical task in this regard.

Activity 7.1 SB page 214 [20]

Answer the following questions on VAT, SATOUR and service levies:

1. **Name and explain the two types of VAT registration companies can apply for with SARS.** **[2 × 2]**
   - Compulsory registration for companies with a more than R1 million expected turnover in any consecutive 12-month period.
   - Voluntary registration for small businesses with a minimum turnover of R50 000 in any consecutive 12-month period.

2. **What is the difference between input and output VAT?** **[2]**
   Input VAT is tax paid by a hotel on supplies purchased (1) and output VAT is tax levied on the hotel's goods and services supplied to guests. (1)

3. **Why is it important for a VAT registered hotel to keep track of its input and output VAT?** **[4]**
   To determine the VAT revenue (1), i.e. output minus input VAT (1), which indicates whether the hotel will receive a refund (1) or whether money is owed to SARS. (1)

4. **Complete the following sentences:** **[5]**
   In terms of VAT, supplies are categorised as taxable (1) and exempt (1) supplies.
   Taxable (1) supplies are further categorised as standard (1) rated and zero (1) rated.

5. **Indicate how VAT will apply in the following cases:**
   - **5.1 A guest staying for 10 days in a waterfront hotel.** **[1]**
     A guest staying for 10 days in a waterfront hotel – standard rate (15%) on all-inclusive charge.
   - **5.2 A resident staying in an old age home.** **[1]**
     A resident living in an old age home – standard rate VAT on 60% of all-inclusive charge.
   - **5.3 A person renting a house to live in.** **[1]**
     A person renting a house to live in – exempt.
   - **5.4 Public transport in taxis.** **[1]**
     Public transport in taxis – exempt.
   - **5.5 Hotel deposits.** **[1]**
     Hotel deposits – exempt until it is used to reduce the full amount payable.
   - **5.6 Tour group from Germany visiting the Kruger National Park for a week.** **[1]**
     Tour group from Germany visiting the Kruger National Park for a week – standard rate (15%) on all-inclusive charge.
   - **5.7 10% service charge levied by hotels.** **[1]**
     10% service charge levied by hotels – attracts standard rate VAT irrespective of whether it is given to staff or kept by the hotel.

6. **What is the SATOUR levy used for and how does it apply to hotel accommodation?** **[3]**
   SATOUR levy is used to globally market SA as a tourist destination (1); hotel register is voluntarily (1) and registered hotels add a 1% charge on the room rate (1) to a guest's bill.

Activity 7.2 SB page 217

Please note that the activity provides a framework only, you must provide the students with dates and times to enable correct, traceable conversion.

Mr D Davies arrived from England on 20 December and after registration at the Driftwood Hotel, he wanted to change his English currency (GBP) to South African Rand (ZAR). The cashier, Janine Plaatjes, assisted him at 15:15 to change £500 to Rand and issued him with receipt number 146. His room number is 406 and his reservation confirmation number RS2100. Mr Davies lives at 3 Batten Road, Lewis, DE 19958. While busy with the transaction, Mr Davis asked Janine to provide him with the total sum of US Dollars should he wish to convert R2 500 to US Dollars on that day.

1. **Use any internet site or mobile app with foreign exchange rate tables to convert the £500 to Rand and issue a foreign exchange receipt to Mr Davis.**

DRIFTWOOD HOTEL			
FOREIGN CURRENCY EXCHANGE RECEIPT			
33 Seaview Road, Gordons Bay, 7531		**Telephone: 021 085 6451**	**E-mail: info@driftwood.co.za**
Guest name	*Mr D Davies*	**Date** *20/12*	**Time** *15:15*
Address	*3 Batten Road* *Lewis* *DE 19958*	**Room number** *406*	**Confirmation number** *RS2100*
		Receipt number	*146*

Date	Description	Amount
20 December	£500 * 19.6252	R9,812.59

D Davies ……. **Guest signature**

J Plaatjes ……. **Cashier signature**

2. **Use the same foreign exchange rate table to convert R2 500 to US Dollars and provide Mr Davies with the exchange rate and the total sum of US Dollars.**
   Conversion of Rands to US Dollars on 20/12: R2 500 × 0.06864 = $171.60

Note: See addendum page 122 for blank form.



Activity 7.3 SB page 218

While staying at the Driftwood Hotel for their holiday, Mr and Mrs J Mashaba's 2-year-old son became ill. Mr Mashaba requested the Front Desk to call a doctor. The doctor diagnosed the problem and prescribed treatment. The Front Desk paid the doctor and procured the medicine from a nearby pharmacy.

1. **Complete a VPO with the following details:**
   - **Mr Mashaba's address is 69 Sunbird Street, Vallieria, Pretoria, 0001.**
   - **The family stayed in room number 502 and their account folio was Inv20/2990.**
   - **They arrived on 27 December and the doctor was called on 29 December at 23:15.**
   - **The doctor's call-out fee was R750.00 and the prescription cost was R450.00.**
   - **The VPO was authorised by the Front Desk Manager, Toby Brown.**
   - **Use your student number as VPO receipt number, and sign the VPO as cashier.**

DRIFTWOOD HOTEL			
33 Seaview Road, Gordons Bay, 7531		**Telephone: 021 085 6451**	**E-mail: info@driftwood.co.za**
VISITOR PAID OUT RECEIPT			
Guest name	*Mr J Mashaba*	**Date** *29/12*	**Time** *23:15*
Address	*69 Sunbird Street Vallieria Pretoria 0001*	**Room number** *502*	**Confirmation number** *Inv20/2990*
		VPO Receipt number	*(Student number)*

Detailed explanation: *Doctor's call-out fee and prescription payment.*

Amount in number: *R1 200.00*

Amount in words: *One thousand two hundred Rand only.*

Authorised by: *T Brown*

(Student's signature) *J Mashaba*

…….. ……..

Cashier signature **Guest signature**

Note: See addendum page 122 for blank form.

Activity 7.4 SB page 224

You are working in a small bed and breakfast hotel which utilises a tabular ledger system to record transactions and make up bills. The hotel has 6 rooms (3 singles and 3 doubles), a bar and a restaurant. You are responsible for making up daily tab sheets and posting charges during your shift. When you arrive for your shift on 23/12, your find the following situation:

- **Room 101 (single) – carried forward debit balance of R1 375.**
- **Room 103 (single) – carried forward debit balance of R2 065.**
- **Room 201 (double) – carried forward debit balance of R2 535.**

1. **Open a tab sheet with the information as given above.**
   During your shift, the following activities take place:
   - **Mr and Mrs K Dawood arrive for a 3-night stay, pay a deposit of R2 500 and are booked into room 202. The room rate is R1 950, this includes bed and breakfast.**
   - **A laundry voucher of R120 for room 103 is delivered.**
   - **Room101's occupant moves to room 102 due to burst water pipe in room 101.**
   - **Lunch vouchers arrive for room 102 (R135); room 201 (R270) and room 202 (R275).**
   - **The occupants of room 201 check out after lunch. They pay their full account with a credit card.**
   - **You incorrectly post a bar voucher for room 203 (R150) to room 103.**
   - **You correct the wrong entry before close of business.**
   - **A honeymoon couple is booked into room 203. They made an advance payment of R3 000.**
   - **A visitor paid out (VPO) of R570 for room 203 is authorised.**
2. **Add the necessary debit and credit entries not provided on your tab sheet.**
3. **Post the deposit/advance payments for room 202 and 203.**
4. **Post the charges incurred during your shift.**
5. **Balance and close room 201's account. Remember to add 15% VAT and 10% service charge.**
6. **Complete the balance column with the:**
   - **total opening balance and debit charges;**
   - **total cash taken;**
   - **total debit carried forward minus credit carried forward.**

The answers to questions 1 to 6 are inserted on the tab sheet on the next page.

TAB SHEET (Date: *20 December*)						
Room number	**102** ~~**101 S**~~	**103 S**	**201 D**	**202 D**	**203 D**	**Balance**
Opening balance	1 374	2 065	2 535	_	_	
Debit entries						
Bed and breakfast	_	_	_	1 950	1 950	
Restaurant	135	_	270	275		
Bar	_	150		150		
Laundry	_	120		_		
VPO	_	_		_	570	
VAT	_	_	420.75	_		
Service charge	_	_	322.58	_		
Total opening + debit charges	1509	2185	3 548.33	2 375	2 520	12 137.33
Credit entries						
Cash deposit / advance payment	_	_	3 548.33	2 500	3 000	9 048.33
Correction voucher	_	150		_	_	
Debit/credit carried forward	1 509	2 185		-125	-480	3 089

7. **Does your total debit charges (amounts owing) equal credit charges (amounts paid or recorded as owing)? Explain your answer.**
   Yes. Forwarded debit charges minus credit charges added to cash equal total opening and debit charges.

8. **Is the debit amount in the carried forward column equal to the total outstanding debts? Explain your answer.**
   Yes. The credit balances were subtracted from debit balances to determine outstanding amount.

9. **Which tab sheet layout format have you used?**
   Vertical layout.

10. **Name another layout format that could be used.**
    Horizontal layout.

11. **Explain the difference between the tab sheet lay out formats.**
    In vertical layout, room numbers are placed across page and charge entries vertically below room numbers. In horizontal layout, charge entries are placed across page and room numbers in rows beneath charge entries.

Note: See addendum page 123 for blank tab sheet.



Activity 7.5 - Practical activity SB page 238

Process POS sales and payments

Now that you have been trained on using a POS system, conduct sales by completing the following actions for:

1. **Cash sale**
   - **Open a point of sale register.**
   - **Log in.**
   - **Set up the system for sales.**
   - **Open a new sales window.**
   - **Select at least four sales items and add to cart.**
   - **Apply a discount to one of the items.**
   - **Remove/clear an incorrectly selected item.**
   - **Total up and select cash payment.**
   - **Process cash payment in which you have to return change to the guest.**
   - **Deposit cash correctly in cash drawer.**
   - **Print receipt and hand over with change to guest.**

2. **Credit card sale**
   - **Open a point of sale register.**
   - **Log in.**
   - **Set up the system for sales.**
   - **Open a new sales window.**
   - **Select at least four sales items.**
   - **Total up and select credit card payment.**
   - **Process credit card payment using a card reader/machine.**
   - **Print receipt and hand over to guest.**

3. **Void credit card sale**
   - **Open a point of sale register.**
   - **Log in.**
   - **Find the recent transactions.**
   - **Select the credit card sale you have performed in question 2.**
   - **Void the sale giving your own reason for the void.**

Please note:
- The activity provides generic instructions only, should you wish to make it specific to your POS system, the instructions should be refined to reflect the functions of your system.
- The marking checklist likewise provides generic marking criteria, and should be refined to match the instructions.

APPLIED MANAGEMENT N5: MARKING CHECKLIST FOR POS TRANSACTIONS			
Student's Name and Surname		Class Group:	
Lecturer's Signature		Date:	
Marking criteria		**Possible Mark**	**Student's Mark**
1. Cash sale – the student successfully:			
Logged into point of sale system.		1	
Set up system by enabling necessary components, e.g. printer, cash drawer, etc.		2	
Followed applicable processes to start new sale.		2	
Selected at least four items and added to cart.		4	
Applied discount to one of the selected items.		2	
Removed/cleared incorrectly selected item.		2	
Totaled up sale and selected cash payment.		2	
Processed payment which resulted in change for the guest.		2	
Received and deposited cash correctly in cash drawer.		2	
Counted out correct change from cash drawer.		2	
Printed receipt.		1	
Handed over receipt.		1	
Verbally counted out change while handing over to guest.		2	
Sub-total		**25**	
2. Credit card sale – the student successfully:			
Logged into point of sale system.		1	
Followed applicable processes to start new sale.		2	
Selected at least three items and added to cart.		3	
Totaled up sale and selected credit card payment.		2	
Ensured card reader is connected and ready.		2	
Entered sale total.		1	
Followed insert/swipe/tap procedure correctly.		2	
Allowed guest to enter PIN following privacy rules		2	
Printed and handed over customer receipt.		2	
Printed hotel receipt.		1	
Stored hotel receipt correctly.		1	
Left card reader ready for new transaction.		1	
Sub-total		**20**	
3. Void credit card sale – student successfully:			
Located recent transactions on screen.		1	
Selected correct credit cart sale.		2	
Correctly selected Void function.		3	
Entered valid reason for void.		2	
Completed void process.		2	
Subtotal		**5**	
Grand Total		**50**	



Module 8

Selling and the Front Desk

On completion of this module, students must be able to explain:

- The importance of reception area as a sales department

This module will enable students to:

Terminology		Define the following terms: • Market segmentation • Market segment • Target market • Marginal cost • Revenue calculation • Break-even point (BEP) • Personal selling • ABC approach • Upselling • Cross-selling • AIDA principle • Hotel product • Product Analysis Technique • Market research • Unique Selling Point (USP) or Unique Value Proposition
8.1	The Front Desk as a sales centre.	8.1.1 Market segments and target markets of a hotel. • Compile a list of the main market segments and target markets of a hotel. 8.1.2 Marketing objectives of a hotel. • State the importance of Front Desk staff awareness of marketing objectives of a hotel. 8.1.3 Guidelines for selling accommodation at the Front Desk. • List guidelines for staff when selling accommodation at the Front Desk. 8.1.4 Front Desk staff knowledge of the establishment. • Discuss the knowledge of the establishment that Front Desk sales staff must have. 8.1.5 Questions to develop sales staff knowledge about products and services. • List questions to develop sales staff knowledge about products and services.

8.2	The purpose of selling.	8.2.1 Purpose of selling in hospitality establishments. 8.2.2 Revenue management strategy of a hotel.
8.3	Selling methods or techniques.	8.3.1 Selling methods or techniques used in hotels. 8.3.2 ABC selling approach. 8.3.3 Types of ABC sales and facilities. 8.3.4 Upselling method. 8.3.5 Cross-selling method. 8.3.6 Selling of hotel benefits. 8.3.7 AIDA principle in sales and marketing. 8.3.8 Strategies to overcome objections during the selling process. 8.3.9 Selling strategies and examples. 8.3.10 Differentiate between the method of selling to a business person and a tourist.
8.4	The need for sales.	8.4.1 Top management sales support. 8.4.2 Main sales leads
8.5	The hotel product.	8.5.1 Overview of the hotel product. 8.5.2 Reasons why guests choose a hotel product. 8.5.3 Application of the Product Analysis Technique to the hotel product.
8.6	Major sales aids in hotels.	8.6.1 Types of sales aids. 8.6.2 Sales promotion campaigns. 8.6.3 Hotel promotion methods.



Practical component

Examples of assignments

1. Design a marketing plan for a hospitality establishment of choice.
   The marketing plan should include the following:
   - Market research (SWOT).
   - Competitor analysis.
   - Target market description.
   - Marketing goals and SMART objectives.
   - Marketing budget.
   - Marketing mix strategy (4P's: Product, Price, Place and Promotion).
   - Methods to measure success.

2. Design a promotional campaign for a hotel or a college training restaurant.

3. Organise a visit to a hospitality establishment and evaluate it on the four aspects of the hotel product: accommodation rooms, guest facilities, F&B facilities and services.

Activity 8.1 Role play – Staff knowledge of hotel SB page 253

Do a role play between a Sales Manager and the receptionist.
Try to answer the above questions by using a brochure or the website of a hotel.
Students' own answers

Activity 8.2 Selling in a hotel SB page 254 [70]

1. **Distinguish between market segmentation and target marketing.** [4]
Market segmentation is the process to divide the market into smaller segments of customers with similar qualities, needs and buying behaviours. This helps to identify the best suited market segment based on the services and/or products of the establishment.
Target marketing is the process to identify the specific target market/s an establishment wants to sell its services and/or products to. A hotel's target market is the specific group of hotel customers that the hotel wants to get business from.

2. **Briefly describe the two main criteria that hotels use to segment their markets.** [4]
   - Reason: It can be a business or a leisure visit.
   - Number of guests: Relates to transient guests or group guests.

3. **List the three main market segments and the specific target markets of a large hotel.** [3 + 3] [6]

Market segments	Specific target markets
1. **Commercial market** (Transient)	**FIT travellers:** E.g. business travellers that travel to attend business events like conferences, trade shows or see clients in various locations.
2. **Leisure market** (Transient)	**Vacation travellers:** E.g. families, couples or tourists that travel for leisure to enjoy recreation.
3. **Meetings and group market** (Business groups & leisure groups)	**Business/corporate groups and associations:** E.g. business groups (10+ people) that travel to attend events like meetings, seminars, trade shows or conferences. Leisure groups E.g. wedding guests, college reunion groups or (GIT) tour groups booked by tour operators.

4. **Briefly describe three needs of a tourist group travelling for leisure.** [3 x 2] [6]
   - Require package deals like discounted room rates.
   - Require different meal options e.g. breakfast included.
   - Require transport e.g. to restaurants or shopping malls.
   - Require tours like food tours, sightseeing tours and adventure or recreational activities.

   (any three)

5. **Why must the Front Desk staff be aware of the marketing objectives of the hotel?** [4]
The Front Desk staff must be aware of the marketing objectives to effectively promote the overall product/services and prices of the hotel to market segments to drive sales.

6. Briefly describe any five marketing objectives of the hotel. [5 x 2] [10]

- Drive revenue and sales by increasing occupancy at the hotel.
- Drive revenue per available room or increase average daily room rate.
- Upsell to encourage guests to buy more expensive products/services e.g. a room upgrade from a double room to a luxury suite with great views and amenities.
- Cross-sell to encourage guests to buy complementary products/services like spa treatments, tickets for sightseeing trips and airport transfers.
- Convert prospects into paying guests e.g. change enquiries into confirmed bookings.
- Rebook guests at check-in or check-out for a next stay.
- Review arrivals list to identify online travel agency guests, business guests with no corporate rate plans and loyalty programme members for marketing offers.
- Improve guest satisfaction to retain guest loyalty for repeat business.
- Grow market share by targeting new customers and market segments.
- Achieve sales growth targets within given period and budget.

(any five)

7. Explain why the receptionist at the Front Desk should have the following skills:

7.1 Strong personal selling skills. [4]

Use personal selling skills during the personal selling process to identify guest needs, offer suitable services/products, handle objections, close the sale and follow-up.

7.2 Strong communication skills. [4]

Build rapport, listen carefully and ask the right questions to identify the needs of guests in order to offer them suitable services and packages.

7.3 Strong selling technique skills. [4]

Selling technique skills: Must be skilful at using selling techniques like upselling and cross-selling to persuade guests to buy e.g. upgrades and complementary services.

8. List ten aspects of the hotel the receptionist should have excellent knowledge of. [10]

- Types of services e.g. housekeeping, concierge, valet, security, transfers etc.
- Types of products e.g. F&B menus and hotel promotional products like branded clothing, gift sets, spa products, stationary sets and souvenirs, among others.
- Types of facilities e.g. events rooms, spa, gym/fitness centre, parking, restaurants, pool/s, bars, coffee shop, gift shop and recreational centres.
- Types and features of guest rooms e.g. double, suite, connecting and disability access rooms designed for disabled guests with roll-in shower and lower vanity features.
- Types of amenities or special features in rooms e.g. stocked mini fridge, HD TV, free Wi-Fi, toiletries, hairdryer and hypoallergic bedding, among others.
- Pricing structure, discount rates and payment methods.
- Reservation, cancellation and other guest-related policies.
- Current specials, promotional packages and marketing campaigns.
- The current website content and useful information about the establishment.
- Visual outlay of hotel facilities and current room status.
- Details of local travel agencies and tour operators.
- Information on local attractions and current special events.

(any ten)

9. Read the following scenarios and make suitable sales recommendations to the guests:

9.1 Suggest four complementary services or products you can cross-sell to a couple with a young child. **[4]**

- Child-care services
- Colouring books and art supplies
- Toys and stuffed animals
- Tokens for games room activities
- Rocking chairs and vehicles with child-safe seats
- Themed kids' room
- Adjoining room next to the parent's room
- Cookie decorating sessions
- Children's Hotel club clothing like a branded t-shirts or caps etc.

(any four)

9.2 Describe what you can upsell to a tired businessperson booking in. **[2]**

- Upsell a larger room with a whirlpool, better view and free Wi-Fi.
- Room-services.
- Provide a stocked mini bar with beverages and snacks.
- Sell the business centre facilities and services.
- Transport services and airport transfers.
- Spa services.

(any two)

9.3 Describe the services and products you can upsell and cross-sell to a FIT business traveller with a reservation for a room on rack rate. **[4]**

- Upsell a larger room with special amenities and a better view.
- Room-services.
- Valet services if travelling by own car.
- Provide a stocked mini bar with beverages and snacks.
- Sell the business centre facilities and services. Include free Wi-Fi as incentive.
- Transport and airport transfers.
- Promote membership to the loyalty programme system of the hotel.

(any four)

10. Describe the services and products you can upsell and cross-sell to a newlywed couple on their honeymoon. **[4]**

- Upsell a larger "honeymoon" suite with special amenities, better view and whirlpool.
- Spa and wellness treatments.
- Room services and stocked mini bar.
- Special packages to include flowers and champagne in the room on arrival.
- Tickets to local events, activities and sightseeing tours.

(any four)



Activity 8.3 Revenue management in a hotel SB page 261 [28]

1. Describe what a revenue management strategy is. **[2]**

A hotel should have a revenue management strategy to increase room revenue and to manage pricing according to customer demand. For a hotel it means: "Selling the Right Room to the Right Customer at the Right Time at the Right Price."

2. Why must a hotel develop different pricing strategies for different market segments? [2]

Develop pricing strategies for different market segments based on their income.
E.g. a hotel can increase revenue by charging higher prices for market segments that can afford luxury rooms and premium services.

3. Can a hotel room be sold more than once? [2]

The same room can **only** be sold twice if the guest leaves before the planned departure date e.g. the room is booked until 5 February but the guest leaves on 2 February, thus the hotel can sell the same room again from 3 to 5 February. Depending on the policy, the guest is required to pay for the booked period even if not staying in the room anymore.

4. What are variable costs? Give six examples of these costs at a hotel. [2 + 6] [8]

Variable or indirect costs
Water and electricity used per guest per room per night
Cleaning supplies used for cleaning the room, linen and towels
Laundry cleaning chemicals
Guest supplies like soap, shampoo, toilet paper etc.
Inclusive free breakfast for guests
Printing and stationary supplies
Commission fees payable to bookers like travel agencies or online travel agents Commission fees payable to third parties like e.g. booking.com etc.

5. Why is rent a fixed cost? Give two more examples of fixed costs. [2 + 2] [4]

Fixed or direct costs
Monthly mortgage (fixed monthly payment and interest to pay off a loan)
Payroll of staff (salaries and wages)
Maintenance of hotel facilities e.g. pool, fitness room, lounge and kitchen
Monthly utility costs for electricity and water that are mostly fixed costs (a small % of utility costs are variable; it will increase per guest per room.)
Insurance costs (to protect a hotel from risks, losses and liabilities)
Income tax
Annual business licence fees
Communication costs (phones, Internet, Wi-Fi etc.)
Subscriptions (newspapers or flowers)

6. Why is it important to know the breakeven point of a hotel? [2]

It is the point at which total costs and total revenue are even with no profits or losses. The hotel can then determine how many sales are needed to make a profit and cover costs. Around the breakeven point e.g. a 1% occupancy increase can lead to a 3% profit increase. To increase the profitability of a hospitality establishment it is important to increase the sales of rooms, services and products.

7. Explain how pricing can be adapted according to supply and demand. [2]

Prices can change based on the supply and demand for accommodation services. In periods of high demand e.g. during the holiday season, prices can be increased and during low demand periods, prices can be reduced to draw guests.

8. Explain the concept of perishability of hospitality services using an example. [2 + 2] [4]

Hospitality services are perishable and has a limited time span, so it cannot be stored for the next day, so if a room is not sold today, the income is lost for that day.

9. Define marginal costs. [2]

Marginal costs: The increase or decrease in the total cost of producing one more unit/ product or serving one more customer.



Pause for thought

The two factors that determine how much revenue a hotel earns from its rooms are occupancy and average room rate. Occupancy is the percentage of rooms sold each night. If a hotel has 125 rooms and sells 93, the occupancy rate is 74.4%.
Average room rate is, for example, when a room sells for a R1 000 per night during high season and R800 in the off-season, it makes a huge difference in revenue.
At a 74.4% occupancy rate at (R600 × 93), rooms generate a revenue of R55 800. Whereas in high season (R1 000 × 93), rooms generate a revenue of R93 000. The difference in revenue is R37 200. It is important to increase occupancy and optimise the average daily rates to maximise profits at a hospitality establishment.



Examples of hotel slogans conveying Unique Selling Points (value) to guests

1. Graceful hospitality in the heart of the city.
2. Your smile, our happiness.
3. Come in as guests. Leave as family.
4. Enjoy family time. Spend more moments together.
5. Modern. Accessible. Affordable.
6. 34 stories, all with happy endings.
7. 5-star sleeping experience at a 1-star price.
8. Clean Sheets, Hot Water, Stiff Drinks.
9. Enhancing life around great food.
10. Fifty Hotels. Twenty-Two Countries. One Philosophy.

11. Friendly. Eco-Friendly.
12. From Seaside to lakeside.
13. Five-star quality in a hotel of four stars.
14. Heavenly bed. Heavenly bath.
15. Luxury service at its best.



Activity 8.4 Meaning of USPs in hotel slogans SB page 267

1. Evaluate each slogan and discuss how it makes you feel.
Students' own answer, e.g. number 8. Clean Sheets, Hot Water, Stiff Drinks – it relates to needs of guests with a sense of humour reference to the Stiff Drinks.

2. Motivate at which five hotels, you would be persuaded to stay as a guest.
Students' own answer. E.g. if you enjoy good food then number 9 "Enhancing life around great food" would be something to please you.

3. What is the core message each slogan wants to convey to the guest?
The below answers are suggestions, each person may see other subjective messages.

Slogan	Message
1. Graceful hospitality in the heart of the city	Elegant/graceful hospitality in city centre
2. Your smile, our happiness	Wants guests to be happy, enjoy the stay and smile
3. Come in as guests. Leave as family	Conveys idea of friendship and relationships
4. Enjoy family time. Spend more moments together	Focuses on the value of spending quality time with the family
5. Modern. Accessible. Affordable	Modern facilities, easy to find & within budget
6. 34 stories, all with happy endings	Clever use of words, referring to the 34 storeys where you can have a happy stay
7. 5-star sleeping experience at a 1-star price	Offer luxury experience with affordable prices
8. Clean Sheets, Hot Water, Stiff Drinks	Conveys a traveller's need to enjoy a good sleep, shower & a strong drink to relax
9. Enhancing life around great food	Promoting that they offer good food to enhance the accommodation experience
10. Fifty Hotels. Twenty-Two Countries. One Philosophy	Conveys they are part of a international 50-hotel chain in 22 countries where you can experience the same consistent service and facilities as per their one overall philosophy (their values)
11. Friendly. Eco-Friendly	Conveys they offer friendly service but also care about their environment
12. From Seaside to lakeside	Conveys they have hotels at the sea and lake locations for guests to choose from

Slogan	Message
13. Five-star quality in a hotel of four stars	Conveys that they offer 5-star quality in the hotel product at the price of a four-star hotel. They tell you that you get more than you pay for, thus good value for money
14. Heavenly bed. Heavenly bath	All guests enjoy these after travelling, refers to satisfying some basic needs by offering something that is "heavenly"
15. Luxury service at its best	Emphasis on luxury & high standard service which is always important to all guests

4. Identity the references to any one or more of the following in each slogan:

Own answers.

4.1 Special hotel feature/s, benefit or amenities offered.

E.g. no. 14 Heavenly bed. Heavenly bath - Great amenities to enjoy that it "out" of this world.

E.g. no. 11 Offering friendly service and being environmentally conscious.

4.2 Human emotion/s used to *personify* the hotel.

1. Graceful hospitality in the heart of the city. Graceful is personal quality of style and elegance.

E.g. no 3. Come in as guests. Leave as family. Wants to convey warmth and friendship.

E.g. no. 6 says: 34 stories, all with happy endings. Like a person telling a story with a happy ending.

4.3 Location of hotels.

E.g. no 10: Fifty Hotels. Twenty-Two Countries. One Philosophy. Indicates number of hotels located in different countries. It is an international hotel chain.

E.g. no 12: From Seaside to lakeside. Focus on the unique location settings of the hotels.

4.4 Pricing.

E.g. no 5: Modern. Accessible. Affordable. Shows it is within budget, not too experience.

E.g. no. 7 it refers to: 5-star sleeping experience at a 1-star price. Focus on affordability.

4.5 Service.

E.g. no 15: Luxury service at its best. Conveys the quality of service offered.

4.6 Environmental consideration.

E.g. no. 11 Offering friendly service and being environmentally conscious.

4.7 A hotel that is part of a hotel chain.

E.g. no 10: Fifty Hotels. Twenty-Two Countries. One Philosophy. Indicates number of hotels located in different countries and shows that it is an international hotel chain.

4.8 List any five strong descriptive words.

- Graceful
- Family time
- More moments
- Modern. Accessible. Affordable
- Happy endings
- 5-star sleeping experience
- Stiff drinks
- Enhancing life
- One philosophy
- Eco-friendly
- Five-star quality
- Heavenly bed. Heavenly bath
- Luxury service

(any five)



Activity 8.5 Role play – AIDA and handling guest objections SB page 271

1. Role play the scenario between the Hotel Manager and the receptionist of a hotel. Manager to receptionist: "How can we use the AIDA principle in our hotel brochure to promote sales?"

Also refer to the Mount Nelson Hotel examples.

AIDA principle	How to use it for online sales
Attention	Use eye-catching content and visuals like headings, slogans and photos/videos.
Interest	Convey useful content and show relevant images to create interest and desire.
Desire	Demonstrate visually how features, facilities, products or services meet needs.
Action	Prompt action by book/buy now buttons, discounts, special prices and offers.

2. Convey in a role play how the receptionist can deal with the following objections:

2.1 Guest with a price objection to the suite offered.

"It is too expensive!" "The price is too high!" or "It is outside the budget!".

First identify why the prospect is concerned about the price. Is it really outside the budget or do they need to hear about the benefits, USP's and value the hotel can offer to solve the problem?

Ask questions first to clarify and to be able to offer the best solution:

- "Why do you feel the price is *too* high?
- "How much is *too* expensive?"
- "*What* would be in the budget?"
- That is interesting, may I ask *why* you say that?

Provide the different options of guest rooms and prices so the guest can select what suits his/her pocket the best. Be persuasive by e.g. offering an inclusive breakfast.

2.2 Corporate business traveller needing a meeting room with a competition objection.
"I need to compare packages of other hotels too." Respond by saying that you understand that he/she wants to do comparisons. The salesperson must have good knowledge about competitor services, facilities and products to be able to make a better offer to the customer.
Emphasise the benefits of using the hotel and present a competitive package deal to consider.
Prompt prospect to review website testimonials of satisfied corporate customers.
Follow up as agreed to confirm if prospect was satisfied with the package to close the deal.

2.3 A couple on holiday wanting to book but has a bad review objection.
"I heard a bad review of the hotel."
Deal with it by saying that the hotel is aware of the review and that the problem was resolved directly with the guest. Offer to put the prospect in touch with the guest to reassure him/her that the problem was dealt with to the satisfaction of the guest.
Inform the prospect how the hotel uses reviews to improve services and prevent similar problems from happening again.

2.4 Tour operator wants to make a group booking but has a price objection.
Ask questions first to clarify and to be able to offer the best solution:
- "Why do you feel the price is too high?
- "How much is too expensive?"
- "What would be in the budget?"
- That is interesting, may I ask why you say that?

Provide the different options of group guest rooms and prices so the tour operator can select what suits his/her pocket the best. Be persuasive by e.g. offering inclusive meal options, special amenities, facilities of the hotel and sightseeing tours.

2.5 Engaged couple needing a wedding venue with objections about the facilities/ services.
"I am not sure about the quality of your facilities for the event."
Convey the star-grading of the hotel and its adherence to quality requirements. Inform the prospect about various major events that were successfully hosted by the hotel.
Guest can view a video of an event and see all the facilities or take them on a personal hotel tour.

Activity 8.6 Revenue management in a hotel SB page 275 [50]

1. Describe the group sales strategy at e.g. the Mount Nelson Hotel. [5 x 2] [10]
- The aim is to sell rooms and business facilities to business groups and leisure groups.
- Benefits of group sales are that it is volume business that can become repeat business.
- Generate good income for revenue centres and can be steered toward low season when business is needed.
- The hotel can sell customised packages suitable to meet group customer needs.
- Market hotel packages to travel agencies, airlines, tour operators and event planners.
- Offer promotion incentives for direct bookings e.g. discounts, meal vouchers or gift cards.

(any five)

2. Describe the direct sales strategy of the hotel. [5 x 2] [10]

- The aim is to sell directly to individuals like tourists, travellers or businesspeople.
- Direct bookings generate the most income as there is no 3rd party commission to be paid.
- Implement an effective website booking system that enables guests to make direct bookings, to upgrade and to add extra services.
- Prospective guests must be able to take a virtual tour of the hotel on the website to encourage direct bookings.
- Offer promotion incentives for direct bookings e.g. discounts, meal vouchers or gift cards.

3. 3.1 Describe how the selling strategy for a businessperson and a tourist will differ. [4]

Businesspeople

This target market generates good revenue, and their accounts are usually paid by their companies. These guests spend more money and entertain their clients using hotel facilities. The sales department must develop good relations with corporate customers to ensure repeat business. The Sales Manager can use personal selling and email marketing techniques to inform corporate customers of new packages and current promotions.

Tourist guests

This target market travels for leisure and not business thus they have different needs. Use personal selling to offer packages that can include hotel accommodation, transport, meals, sightseeing tours, spa treatments and entertainment.

3.2 Describe two services and two products a receptionist can upsell and cross-sell to a businessperson and a tourist at the Mount Nelson Hotel. [2 x 2] [4]

Businessperson: Offer corporate room rates, credit arrangements for bill payments and tailor-made business services. The hotel can also offer special packages to corporate customers for using the hotel for business events like conferences and social events like annual company and departmental functions.

Tourist: Offer packages that can include hotel accommodation, transport, meals, sightseeing tours and spa treatments.

The selling strategy must focus on satisfying personal needs to enjoy entertainment, recreation and special activities that is unique to the area e.g. to enjoy a wine tour and a picnic on a scenic wine farm among the vineyards.

4. Explain with suitable examples how the destination marketing sales strategy can benefit the Mount Nelson Hotel. [3 x 2] [6]

The Mount Nelson Hotel Sales Manager can work together with other businesses to promote Cape Town as great destination for travellers. The Mount Nelson Hotel can team up with local businesses like restaurants, wine farms, travel agencies, tour operators, event organisers and transport companies that can take tourists on bus tours to see tourist attractions in and around Cape Town.

5. Give examples of how the Mount Nelson Hotel can use the cross-promotional sales strategy to increase occupancy during low season. [2 x 2] [4]

The Mount Nelson Hotel Sales Manager can identify large events e.g. concerts, music festivals, conferences and major sport events taking place in the region during the calendar year. The hotel can create special promotional packages for guests to coincide with the event to drive bookings at the hotel.

6. **Why would a tourist pay more for a room in high season?** **[2]**
   There would be a high demand for rooms so there would be less rooms available (low supply of rooms). The tourist would be prepared to pay more just get a room.

7. **How can the hotel's website serve as a "salesperson?"** **[4]**
   An interactive website can function as "salesperson" where a tourist can evaluate various room and service options on the website and then easily upgrade to a more expensive room with better amenities when booking online.

8. **Briefly describe four rewards that the Mount Nelson Hotel can offer to loyal guests.** **[4]**
   - Offer a special discount for a next stay for a frequent and loyal visitor.
   - Reward a direct upgrade purchase by including a meal or amenity voucher.
   - Reward a guest for a referral to friends or family by a gift or meal voucher.
   - Offer double or bonus points for a stay during a seasonal promotion.

9. **What is the benefit of a rewards programme for the hotel?** **[2]**
   A rewards or loyalty sales strategy generates repeat bookings which is profitable for hotels.



Activity 8.7 Sales mix ratio and management support SB page 278 [20]

1. **What is a sales mix ratio of a hotel?** **[2]**
   The sales mix ratio is the acceptable and best suitable percentage of FIT business in relation to group business for the hotel.

2. **Why must a hotel have the right sales mix ratio?** **[3]**
   The right sales mix ratio will obtain the highest room revenue and occupancy throughout the year for the hotel.

3. **A hotel with 200 guest rooms has a sales mix ratio of 70:30. Deducting from the ratio, who is the main target market of the hotel?** **[2]**
   70%: FIT travellers that are individual travellers or small groups (less than 10) not part of a package that travels with a self-booked itinerary/travel plan.
   30%: GIT travellers are tour groups of a minimum of ten people usually organised by a travel operator.

4. **A tour operator requests 100 guest rooms during high season at a hotel. Motivate if the hotel should accept it or not to accept the request.** **[2]**
   The answer will depend on the hotel's accepted sales mix ratio. During high season there is usually a high demand for FIT bookings which is more profitable that GIT bookings. The hotel should not accept the GIT booking if it already has a high rate of FIT bookings for the period.

5. **Describe two benefits of FIT bookings?** **[2]**
   - FIT bookings generate lower room occupancy % but higher room revenue.
   - Less pressure on hotel services as it is easier to serve a small family than a large tour group.
   - Individual travellers may also spend more on amenities e.g. spa treatments etc.

6. Describe three disadvantages of GIT groups. **[3]**

- GIT bookings generate higher room occupancy % but lower average room revenue.
- If the booking was made by a travel agency, a commission (% amount) is paid to the agent for the introduction of the business.
- Groups tours stay on a reduced rate because of the volume of business they provide.
- Group and tour bookings also require more staff services from the Rooms Division, Front Office, Housekeeping and F&B departments.

(any six)

7. Why must management provide support and information to sales teams about the:

7.1 Planned sales goals for the hotel. **[2]**

- To support sales staff to achieve the sales and revenue goals.
- Top management must support all sales teams to ensure a coordinated sales effort.
- Management must ensure that sales teams are well-trained on practical selling skills.
- Must maintain strong relations with major customers and manage their accounts in cooperation with sales staff. They should be kept informed of new packages or events.

(any two)

7.2 Sales mix ratio of the hotel. **[2]**

Sales teams must know to promote FIT and GIT bookings according to the accepted sales mix ratio of the hotel.

7.3 Approved discounts and special rates. **[2]**

The reception staff must know what (management approved) discounts and special rates they can offer to individual guests and groups.



Activity 8.8 Lead generation methods SB page 283 [30]

As the Hotel Sales Manager explain the following to the hotel sales teams:

1. Why would it be beneficial to target event planners as possible leads? **[2]**

Event planners have customers for whom they need to plan and coordinate events from selecting a suitable location, venue, lodging, catering, transport and entertainment for attendees. They are high-value targets to sell venues and services to.

2. How can an event planner generate WOM referrals for the hotel? **[2]**

If the hotel has worked with a few loyal event planners who were satisfied with the hotel's venue facilities, F&B, catering and other services he/she can give positive WOM referrals.

3. Why is it important to reward an event planner for his/her referrals? **[2]**

It is important to show appreciation and keep the loyalty of an event planner by rewarding him/her with a special gift voucher or a discounted stay at the hotel.

4. What type of business can a hotel get from its community members? **[2]**

Community members can be a business owner who needs a venue for a workshop or training session or people that need a venue for a social event such as weddings or special functions.

5. Why must the hotel's services be marketed during a conference at the hotel? [2]
It is a good opportunity to market at a conference where there are many attendees who are businesspeople from various companies that can be potential new leads and business.

6. Why is it important to attend business networking events and sales conferences? [2]
Hotel sales staff or management can meet other business owners with whom they can team up or who can be potential customers to book venues or guest rooms for business. There are also good potential leads at a sales conference and also the opportunity to learn more about effective selling and current trends in the hospitality industry.

7. What type of video can the hotel create to use for content marketing? [2]
A virtual tour video through the hotel rooms, facilities and guest activities can be used as effective marketing material on the website or to share on social media platforms.

8. Describe interesting content that will be suitable for a hotel's blog website page? [6]
- High quality photos of the front exterior of the hotel, reception area, guest rooms, meeting rooms, spa, gym, pool, dining rooms and of events that were held.
- Hotel news e.g. wining a Tripadvisor award for best hotel in the city.
- Local transportation services available in the area.
- Customer reviews and testimonials.
- Local attractions and places of interest to visit close to the hotel.
- A local events calendar.
- A social media video tour of the hotel.
- Interview with a local business owner, like a restaurant owner or a tour operator.
- Travel guide tips for guests.
- F&B recommendations for good restaurants, coffee shops, bakeries, bars etc.
- Best winter, summer or adventure activities in the area.
- Different packages offered by the hotel.

(any six)

9. In which two print media can the hotel advertise to stimulate leads? [2]
Newspapers and magazines.

10. Explain three benefits of an online Google advertisement for the hotel. [3 x 2] [6]
- Online Google advertisements can target users when they type in keywords, it can identify user locations and ads can appear on selected online devices.
- The hotel can control costs as it only pays when users click on the advertisement.
- The hotel can measure results by seeing the number of user clicks, if bookings were made or if users downloaded the hotel app.
- A hotel app is designed for mobile devices and a hotel can use it to communicate promotional messages and other content to potential customers.

(any three)

11. How can the hotel use online Google advertisements to generate leads? [2]
It allows the hotel to directly display its paid advertisements among the search results on various search engines like Google, Bing and Yahoo where interested prospects can respond to the advertisement.

Case study: Sun City Resort - The hotel product SB page 288 [60]

Note: For case study purposes, only limited facilities and services are referred to.
Sun City Resort is located near the Pilanesberg National Park. It enjoys the fine distinction of being the only surf-and-safari destination within a two-hour drive of Johannesburg.

"Whether you are looking for a romantic stay, a fun weekend with friends or a holiday with the whole family, Sun City Resort has it all."

The Sun City Resort includes various accommodation products, the upmarket Palace of the Lost City and the Cascades Hotel that both offer 5-star luxury in elegant African settings.
The Cabanas Hotel is situated at the Sun City Waterworld Lake which is ideal for families and friends that want to relax on the Cabanas Pool Deck in an island setting.

The private Bush Bungalows are located beside the serene Letsatsi bush and the best choice when looking for affordable family-friendly chalets.

The Sun vacation club has self-catering units for time share members.

The recreational facilities include the Valley of the Waves waterpark, a casino, event venues. golf courses, fitness centres and a man-made lake for parasailing or jet skiing.

The shopping facilities include various retail stores that sell diverse products to guests e.g. jewellery, medicine, liquor, golf gear, curios, leather goods and clothing, among others.

The F&B facilities cater for different tastes e.g. restaurants like the upmarket Crystal Court and franchise restaurants like Spur, Wimpy, Casa Bella, Nando's and Ocean Basket, among others. There are themed bars and lounges like the Crocodile Lounge, Treasure Island snack bar, Soho Hotel pool bar and the Harlequin's Cocktail bar, among others.

The resort markets special packages to draw different target markets e.g. a "Midweek golfers package", "10% off for a three night stay" or "book 60 days in advance and save 10%".

Source: *https://www.suninternational.com/*

Questions and answers

1. **What is the major Unique Selling Point of Sun City Resort?** **[2]**
   The fine distinction of being the only surf-and-safari destination within a two-hour drive of Johannesburg.

2. **List the four areas of the hotel product of Sun City Resort.** **[4]**
   Accommodation, facilities, F&B & guest services.

3. Identify five accommodation products of the resort. **[5]**

- The upmarket Palace of the Lost City (5-star).
- The upmarket Cascades Hotel (5-star).
- The Cabanas Hotel is situated at the Sun City Waterworld Lake which is ideal for families and friends that want to relax on the Cabanas Pool Deck in an island setting.
- The Bush Bungalows are located beside the Letsatsi bush and the best choice when looking for affordable chalets.
- The Sun vacation club has self-catering units for time share members.

4. Identify a target market for each of the above accommodation products of the resort. **[5]**

Note: There can be other target markets e.g. FIT travellers booked in hotel for a conference.

- The Palace of the Lost City: Upmarket, affluent guests/tourists looking for 5-star luxury accommodation and services.
- The Cascades Hotel: Upmarket, affluent guests looking for a 5-star luxury stay.
- The Cabanas Hotel: Ideal for families and friends to relax in an island setting.
- The Bush Bungalows: Budget conscious guests looking for affordable chalets.
- The Sun vacation club: Time share (leisure) members staying in self-catering units.

5. Identify three main facilities that guests can use at the Sun City Resort. **[3]**

- **Recreation** facilities that include the Valley of the Waves waterpark, a casino etc.
- **Shopping facilities** that include retail stores.
- **F&B facilities** that cater for different tastes.

6. Identify four types of F&B facilities that cater for different guest preferences. **[4]**

Restaurants, bars, room service and lounges.

7. Why do they offer so many different F&B facilities? **[2]**

To cater for all food preferences of guests from fine dining to take-aways.

8. What are the food preferences of guests that eats at Nando's and Ocean Basket? **[2]**

- **Nando's:** Most chicken dishes to eat at venue or take away.
- **Ocean Basket:** Mostly fish dishes to eat at venue or take away

9. Why do they have themed bars e.g. Harlequin's Cocktail bar at the resort? **[3]**

Guests can enjoy a relaxing experience in a themed bar with unique décor, drinks and snacks.

10. Identify a staff member and related service offered at the following facilities: **[2 x 4] [8]**

10.1 The Casa Bella restaurant.
Any staff e.g. Restaurant Manager managing overall operations and waitrons serving food.

10.2 The health and beauty spa at the resort.
E.g. beauty therapists that do treatments e.g. facials and pedicures.

10.3 The Kids game centre.
E.g. A Game centre manager that oversees the activities and ensure the safety of children.

10.4 The Soho Hotel bar.
E.g. Bartender that serves drinks and snacks at the bar.

11. Identify any six services (not mentioned in case study) that are offered at the resort. **[6]**
Concierge, valet parking, 24-hour reception, free resort shuttle, luggage storage, foreign exchange, room services, free Wi-Fi, Airport shuttle with surcharge, health spa services etc. ***(any six)***

12. Why do they promote the "Book 60 days in advance and save 10%" deal? **[2]**
They want to ensure future bookings, increase occupancy and revenue.

13. Identify the reason for the visit of the following guests:

13.1 A professional golf player taking part in the Nedbank Golf Challenge. **[1]**
Business visit as he/she plays golf as a professional for income.

13.2 A family staying at the Sun vacation club self-catering units. **[1]**
Leisure visit to enjoy their stay as a vacation club member.

14. How can a family on a package deal in the Bush Bungalows justify value for money? **[4]**
Saving money: Package deal at the affordable chalets.
Stay experience: It is private, located beside the serene Letsatsi bush and family friendly.

15. Describe four communication benefits of a hotel app for the resort. **[4]**
- Guests can make online direct bookings.
- Guest can request hotel services.
- Can increase revenue for hotel as it enables easy bookings to restaurant, spa or shows.
- Hotel can communicate new packages to guests via the app.

16. Define your own perception of "quality service." **[2]**
Own personal answer but quality service relates to the following dimensions:
Tangibles: Appearance of physical facilities, staff and communication materials.
Reliability: Ability of staff to provide promised service dependably and accurately.
Responsiveness: Willingness to help guests and provide prompt service.
Assurance: Knowledge and courtesy of staff and their ability to convey trust and confidence.
Empathy: The caring, personalised attention the hotel provides its guests.

17. Explain how you can contribute to be a "green guest" at the resort. [2]

- Recycle, reuse and reduce any wastage. Do not litter & keep the environment clean.
- Use "Save Water" cards during stay to use linens and bedding more than once a day.
- When leaving, switch off lights, electric devices. Use air-cons heaters economically.

(any two)



Case study: Hotel product comparison SB page 293 [50]

Compare two similar hotel types by evaluating their brochures or website content. Must compare e.g. two Airport-, Boutique-, Resort hotels or hotels in the same chain like Holiday Inn to ensure the comparison is valid and realistic.

Compare two hotel products based on the following:

Criteria	Hotel A	Hotel B
1. Hotel type		
2. Hotel size		
3. Types of guest rooms		
4. Rate of similar guest room types		
5. Room features or amenities		
6. Location benefits		
7. Safety and security measures		
8. Types of F&B facilities		
9. Types of recreational facilities		
10. Types of services (no charges)		
11. Types of services (additional charges)		
12. Cancelation policy		
13. Review analysis of guests on website page or other sites		
14. Evaluate website on AIDA principles		
15. Two strengths of each hotel		
16. Two weaknesses of each hotel		
17. Two opportunities for each hotel		
18. Give recommendations for improvement for each hotel relating to the above criteria.		

Answers will be based on the selected hotels.

Activity 8.9 Hotel sales aids SB page 296 [40]

Study the figure of the Hotel Property Management Systems (Figure 8.56) and answer the questions.

1. **Define a sales aid.** [2]
   A sales aid can be a print or electronic resources that sales staff can use during the selling process to market and sell the service/product of the establishment.

2. **Briefly describe a brochure as a sales aid for the receptionist.** [4]
   A hotel brochure includes marketing information about the products/services of the hotel that a new prospect can read. A hotel brochure should be available at reception and can include contact details, rates, services and photos of rooms and facilities.

3. **Define Property Management System (PMS).** [6]
   Property Management Systems is management software that hospitality establishments can use to manage reservations, bookings, payments, sales and reporting in one central place.

4. **What are the benefits of a PMS system for a hotel?** [4]
   The PMS system streamlines operations for Front Office staff and integrates business functions like sales, marketing, finance, housekeeping and banqueting services.

5. **Look at the Sales functions in the PMS figure and explain the following:**
   - **5.1 What does the Banqueting refer to in terms of sales?** [2]
     It would capture all the banqueting, catering and F&B sales of the hotel.
   - **5.2 What can be measured by the Sales call activity?** [2]
     These are sales calls that can be new cold calls, follow-up calls and current customer calls. They can measure how many calls were made by each salesperson and how many calls turned into confirmed sales and bookings.
   - **5.3 Why is the Top 20 account listed under sales?** [2]
     These are the top key customers from which the hotel makes the most sales from. As the best market segment, they must enjoy top priority when new packages are marketed.
   - **5.4 Why is Room the night production report an important sales aid?** [2]
     It is important to know the total of rooms that is occupied each night. If occupancy is low, the sales team must try and increase sales and bookings.

6. **Look at the Reservation functions in the PMS figure and explain the following:**
   - **6.1 What can a guest do with the I-reserve function?** [2]
     A guest can make an online booking or reservation at the hotel. It enables all pre-arrival administration such a document scanning and payments of deposits, among others.
   - **6.2 How can the guest use the Online payment function on the system?** [4]
     Guests can pay for bookings or other purchases by credit card, debit card, PayPal or an EFT (electronic fund transfer) into the hotel's account.

7. **Look at the Check-in functions in the PMS figure and explain the following:**
   Describe any three functions of the Mobile Front Office feature. [3 x 2] [6]
   - The Mobile Front Office is a hotel app that can be used for guest chats about e.g. their enquiries or requests with the Front Office.
   - Can be used as a key card to gain access to the guest room.
   - Can be used to manage room functions e.g. turn on TV, set air-con, request services or wake-up calls.
   - Hotel can communicate new package deals to guests via the app.
   - The app can be used to gain access to all hotel information and activities.
   - It can be used to do an online check-out on departure.

   (any three)

8. **Look at the In-house transaction functions in the PMS figure and explain the following:**
   Give two examples of F&B transactions a guest can perform at a hotel. [2 x 2] [4]
   - Includes in-house guest transactions e.g. a guest having a meal at the restaurant.
   - Transactions relating to room services requested by guests.
   - Any F&B services required when e.g. for a business workshop is held at the hotel.

   (any two)

9. **Look at the Check-out transaction functions in the PMS figure and explain the following:**
   What is the difference between the Guest folio and the Company folio? [2]
   Guest folio includes the charges and payments (cash and credit) from individual guests. Company folio includes the charges and payments (cash and credit) from corporate guests or business guests from companies.



Activity 8.10 Sales promotion SB page 300 [30]

1. **The Sales Manager asks the receptionist to "Increase the sales of the social and business venues of the hotel."**
   Describe how you would apply the following steps of a sales promotion:
   1.1 Change the sales instruction into a SMART objective. [2]
   "Increase the sales of the social and business venues by 10% for the promotion period."
   1.2 Identify two specific target markets that would be suitable to approach. [2]
   - Business customers and large companies/corporates that can book for business events.
   - Events planners that need venues to book for their customer's social events.

   1.3 Describe two suitable promotional offers for each of the target markets. [3 x 2] [6]
   - Target event/wedding planners with e.g. wedding or event package deals that include transport, accommodation, the function venue and catering.
   - Offer corporates a package deal with a discounted rate for booking the business rooms and accommodation.
   - Offer a customised catering menu for business guests.
     Emphasise the type of equipment and size of the event in the meeting rooms.

1.4 Describe two marketing media that can be used to convey the promotional offers to each target market. [2 + 2] [4]

- Use direct email advertising media that includes the individual package deals for the event planner and the other deal for corporate customers.
- Contact the event planner or corporate customer to set up a personal selling meeting.
- Use marketing automation software on the CRM system to send personalised information such as sales letters, brochures and special promotional packages to both event planner and corporate customers.
- Use print and online media to advertise e.g. Business Facebook and LinkedIn.

(any two)

1.5 Describe four ways to measure the success of the promotion. [4]

- Increase in profits in bookings for venues for business and social purposes.
- Increase in sales volumes (bookings and non-room revenue) like services bought during events.
- Level of customer satisfaction. Need to follow up on event planner/s and corporate customers if they were satisfied with the facilities, services and catering.
- Achievement of sales objectives and targets of sales staff for the promotion period.

2. Describe examples of a seasonal and a themed promotion that can be launched to increase the sales of the hotel's social and business venues to target markets.[2 + 2] [4]

Seasonal promotions: Offer discount codes, bonus loyalty points and inclusive spa or meal vouchers to promote "Summer Event Special" or "Business Week Venue Special" packages for social and business venue bookings.

Themed promotions: Offer packages around a theme e.g. honeymoons, anniversaries, adventures or relaxation experiences for social events.

Offer packages around a business event e.g. Conference, Convention, Workshop or Training to stimulate interest. Include meal options and accommodation. Also offer entertainment and recreation activities for attendees to relax in their off time if it is a conference of a few days.

3. Describe two financial and two non-financial incentives the Sales Manager can introduce at the hotel to motivate sales team members. [4 x 2] [8]

Financial incentives:

- Set up a clear commission structure.
- Use cash bonuses to help sales staff focus on specific sales targets e.g. exceeding targets or generating a certain amount of revenue.

Non-financial incentives:

- Offer personal and professional sales training especially for those who did not achieve sales targets and who are eager to improve their sales skills.
- Home deliver gift boxes with personalised products e.g. skincare, gourmet foods, special wines or gift vouchers to high-achieving sales staff members.
- Give recognition by implementing an "Employee of the Month" system.
- Product prizes can be a fun way to motivate sales members. It must be a product they really want e.g. latest iPhone, smartwatch, quality coffee maker or fitness equipment.

(any two)



Question Paper

Example

N5 APPLIED MANAGEMENT
MEMORANDUM FOR EXAMPLE PAPER

SECTION A — TOTAL: 35
QUESTION 1

1.1.1 **Interpersonal skills:** Ability to interact and communicate effectively with people on a personal and business level.
1.1.2 **Professional behaviour:** To behave in a respectful and ethical manner in the workplace.
1.1.3 **Poise:** To behave in a confident, composed and tactful manner even in difficult situations.
1.1.4 **Deportment:** The way a person behaves and physically presents himself/herself (body posture) in public and at the workplace.
1.1.5 **Rapport:** To build relationships with people based on mutual understanding, trust and respect.
1.1.6 **Front of House (FOH):** The FOH department staff deals directly with guests and provides guest services in the establishment.
1.1.7 **Back of House (BOH):** The BOH department staff have limited or no direct contact with guests and performs supporting functions in the establishment.
1.1.8. **Organisational chart:** A chart designed around the positions and titles based on the rganisational structure of an establishment.
1.1.9 **Market segments:** Specific market segments that include the target groups of a business.
1.1.10 **Target market:** Specific group of customers that a business wants to sell its services and/or products to.

[10 x 2] [20]

1.2 Give ONE word for the following descriptions:
1.2.1 Ancillary services.
1.2.2 Concierge.
1.2.3 Front desk or reception.
1.2.4 Unique Selling Point (USP) or Value Proposition.
1.2.5 Break-even point (BEP). [5 x 1] [5]

1.3 Indicate if the following statements are TRUE or FALSE. Write down true or false next to the question number. *If the statement is false, provide the correct answer.*
1.3.1 False: A Package is based on **inclusive** rates.
1.3.2 False: Marginal or variable costs **vary or change** with an increase or decrease in the number of products or services produced or sold.
1.3.3 False: **Group booking** is for more than 10 guest rooms **OR** a transient booking is **for less than 10 guest rooms.**
1.3.4 True: A FIT traveller is an individual traveller or a small group that is not part of a tour package and travels with a self-booked travel plan.
1.3.5 True: ABC selling approach implies Automated, Bettered and Created sales. [5 x 2] [10]

SECTION B TOTAL: 65
QUESTION 2

2.1.1 Identify the revenue generating centres of the hotel. Motivate the answer.[1 + 3] [4]
- The centres that generate revenue from the selling of services and products to customers in the accommodation establishment.
- Rooms Division (Front Office)
- F&B department that serve food to guests in their F&B facilities.
- Laundry services in the Housekeeping department

2.1.2 Describe why Front Office staff must have good interpersonal skills.[3 x 2] [6]
- They must use good people skills to build relationships with customers.
- As the "face" and contact point of the hospitality establishment, staff must interact and communicate professionally with guests from arrival to departure.
- The Front Office generates revenue from selling rooms and services to guests, thus staff must use good interpersonal skills to retain customer loyalty and generate sales.
- Effective communication and listening skills are needed when dealing with customer reservations, complaints and queries.
- Front Office staff e.g. the Front Office Manager, Front Desk Clerk/ Receptionist and Reservations Clerk must work effectively as a team to achieve their department goals.

2.1.3 What does TGCSA stand for? [2]

Tourism Grading Council of South Africa.

(**Note:** Answer must be 100% correct to get 2 marks)

2.1.4 Describe any three benefits for the hotel being graded by the TGCSA. [3 x 2] [6]
- It gives credibility and improves reputation of the establishment.
- It assures customers about the quality of services and facilities provided.
- Establishments can display the TGCSA plaque on their premises.
- Clients can use the TGCSA logo in their marketing material.
- The establishment is marketed on the TGCSA's website.
- It helps the establishment to position itself in the market.
- Grading is a quality control tool with a feedback mechanism for improvement.

2.1.5 Explain the duties of the Front Desk Clerk or the Receptionist at the hotel.[4 x 2] [8]
- Welcome guests on arrival at the Reception/Front Desk.
- Handle guest check-ins, registrations and verifications of payment methods.
- Assign rooms and room keys/cards to guests.
- Deal with guests' requests like room changes, currency exchange or safe deposits.
- Liaise with housekeeping when rooms are vacated and ready for cleaning.
- Liaise with maintenance about faulty equipment and general repairs.
- Manage function room bookings and scheduling of special events.
- Review reservation reports of Reservation Clerk to remain updated about bookings.
- Handle guest check-outs and bill payments on departure of guests.

2.1.6 List any four functions of the Human Resources department. [4]
- Staffing (recruitment)
- Training and development.
- Performance evaluation.
- Remuneration.
- Health and safety.
- Employee and labour relations.

Total: 30

QUESTION 3

3.2 Identify if the below belongs in the FOH or the BOH departments of the hotel:

3.2.1 Kitchen (food preparation). BOH
3.2.2 Restaurant. FOH
3.2.3 Front Office. FOH
3.2.4 Concierge. FOH
3.2.5 Room-service attendants. FOH
3.2.6 Night auditor. FOH
3.2.7 HR Officer. BOH
3.2.8 Finance Clerk. BOH [8 x 1] [8]

3.2 Name the two main areas that a Kitchen Manager must oversee. [2]

- **Menus:** Menu planning, developing standardised recipes and creating new recipes.
- **Kitchen operations:** Ensuring the correct food quality and quantity, purchasing of stock, staff management, cost control, food storage, kitchen safety and sanitation.

Total: 10

QUESTION 4

4.1 Give one word for given descriptions:

4.1.1 Reservation.
4.1.2 Overbooking.
4.1.3 Hotelier.
4.1.4 Lien.
4.1.5 Skipping or bilking.
4.1.6 Blacklist.
4.1.7 Symposium.
4.1.8 Inventory.
4.1.9 Foreign exchange.
4.1.10 Liquidity.

4.2 Multiple choice questions:

4.2.1 D.
4.2.2 C.
4.2.3 A.
4.2.4 D.
4.2.5 C.

4.3 True or False:

4.3.1 True.
4.3.2 True.
4.3.3 False.
4.3.4 True.
4.3.5 False.

4.4 Choose from Column B:

4.4.1 F.
4.4.2 D.
4.4.3 A.
4.4.4 B.
4.4.5 C.

QUESTION 5

5.1 Advantages of using a fit for purpose reservation form:

- It provides a hard copy or electronic record of a reservation. [1]
- It summarises essential information used throughout the reservation process in a standard, user-friendly manner. . [1]
- It serves as a checklist for gathering correct guest information. . [1]
- It provides traceability and accountability throughout the reservation process. . [1]
- It could provide essential information to the guest, e.g. check-in and check-out times. . [1]
- Upselling can be done through adding additional information on other available facilities, special offers, etc.
- Hotel can harvest the guest information and use it for future target market advertising.

[5 × 1] [5]

5.2 Motivation for reservation software and online bookings:

- Can reach wider market to increase bookings. [1]
- Improved guest satisfaction due to easy of use of technology. [1]
- Improved administrative processes and reporting. [1]
- Saves administrative time. [1]
- Faster response time and less errors. [1]

5.3 Reservation confirmation slip as marketing tool:

- Additional information on the following aspects of the hotel can be added:
  - Facilities available at the hotel. [1]
  - Special offers/upgrades. [1]
  - Points of interest near the hotel. [1]

5.4 Completion of bed sheet: Any 12 correct entries [12 × 1] [12]

Bed sheet

Date: *21 September* **Day:** *Sunday*

Room		Arrivals				Staying				Departures			
No.	Type	Name	Sleepers	Rate	Departure	Name	Sleepers	Rate	Departure	Name	Sleepers	Rate	Departure
101	Single												
102	Double									*Mr & Ms K Fourie*	*2*	*R1 200*	*21/09*
103	Suite					*Mr & Ms S Green*	*2*	*R1 500*	*23/09*				
104	Studio	*Mr S Nkisi*	*1*	*R850*	*22/09*								

Bed sheet													
Date: *21 September*									**Day:** *Sunday*				
Room		**Arrivals**				**Staying**				**Departures**			
No.	**Type**	**Name**	**Sleepers**	**Rate**	**Departure**	**Name**	**Sleepers**	**Rate**	**Departure**	**Name**	**Sleepers**	**Rate**	**Departure**
101	Single												
102	Double									*Mr & Ms K Fourie*	*2*	*R1 200*	*21/09*
103	Suite					*Mr & Ms S Green*	*2*	*R 1 500*	*23/09*				
104	Studio	*Mr S Nkosi*	*1*	*R850*	*22/09*								

QUESTION 6

6.1 Points to which express terms in a contract relate:

- The parties to the contract. [1]
- Accommodation and/or services to be provided. [1]
- Date(s) of provision. [1]
- Length of stay. [1]
- Price. [1]
- Payment. [5 × 1] [Any 5]

6.2 Booking contracts:

6.2.1 Contractual capacity is an individual's ability to understand (1) that a contract is being formed, what the basic nature of the contract is (1) and that there are legal consequences to forming the contract. (1)

6.2.2 A child under 7 years of age has no contractual capacity. (1) Between age of 7 – 18, child has limited contractual capacity and can enter into contract with assistance of parents/ guardians. (1) Over the age of 18 person has full contractual capacity. (1)

6.2.2 Conditions are mental illness (1), alcohol (1), drugs. (1)

6.3 Scenario

6.3.1 Liability case:

- An *injury* resulting in damage occurred (1) – the guest sustained physical injuries which resulted in suffering and medical costs. (1)
- The hotel had a *duty to care* (1) in terms of the Consumer Protection Act. (1)
- The conduct of the hotel fell short of the standard of care because of the poor lighting and inappropriateness of the notice, (1) therefore *breaching* (1) the contract between the establishment and guest.
- The hotel could have foreseen injury (1) and did not take steps to prevent it, therefore *causing* (1) the damage.

6.3.2 Receptionist's dealing with the situation:
- Mostly correct. (1)
- Should not have given guest alcohol. (1)
- Correct in calling the doctor. (1)

QUESTION 7

7.1 Service charge:

7.1.1 No (1) it is not a legal requirement in South Africa. Businesses can decide whether they want to apply it or not. [1]

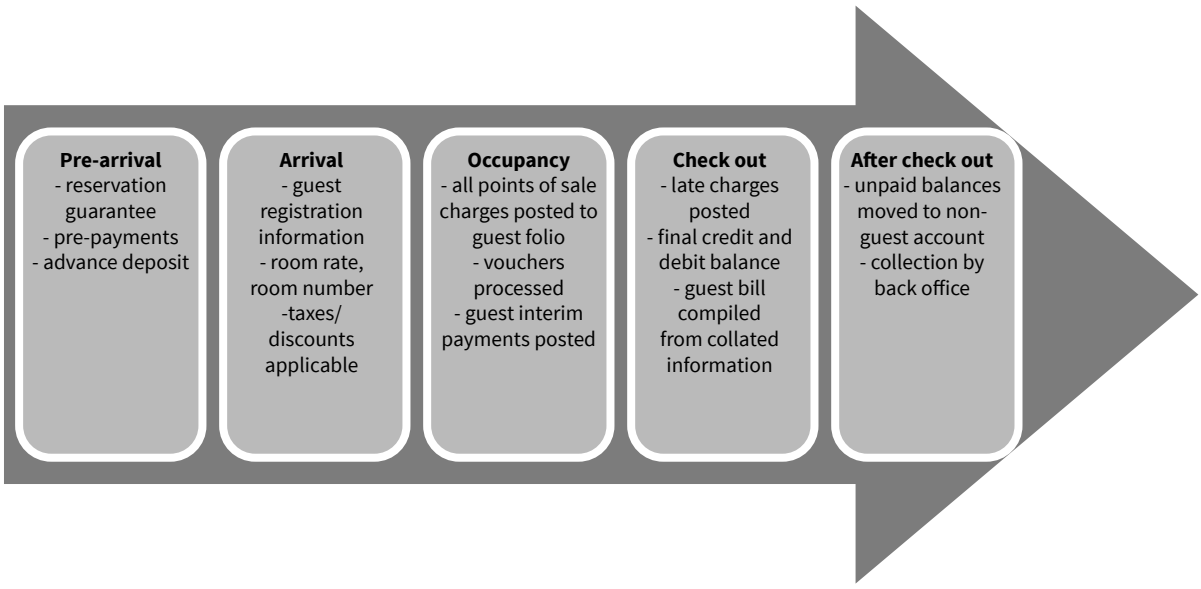
7.1.2 The purpose is to augment employees' salaries. [1]

7.1.3 If a hotel decides to apply a service charge (1), a 10% fee is added to the all-inclusive guest account. [1]

7.2 Financial information flow chart:

7.2.1 Names of stages were inserted as in flow chart below. [5]

7.2.2 One additional process was added to each stage as in flow chart below. [5]



7.3 Suspicious credit card:

7.3.1 Verification – ask for ID, passport or driver's license or request certified signature from guest.

7.3.2 Visually inspect the card for:
- Bank merchant's logo.
- Presence of a microchip.
- Bank hologram logo on either front or back of card.
- Confirm the 16-digit card number and cross-check it with the expiry date and 3-digit CVV number at the back.

7.3.3 Maintaining good guest relations:
- Remain cordial and friendly towards the guest. [1]
- Take the guest to a more private setting and offer refreshment. [1]
- Call the guest relation manager to handle the situation further. [1]

QUESTION 8

8.1 Explain how the Receptionist must deal with a guest complaining about slow room delivery service. [4]

How to handle the situation:

- Apologize and tell the guest that you will find the reason for the service problem.
- Assure the guest the issue will be dealt with and that the hotel will ensure prompt room delivery services for the future.
- Offer the guest a free breakfast voucher to keep goodwill.
- Make sure it does not happen again by speaking to the Kitchen Manager and the Room service attendant responsible.

8.2 Distinguish between upselling and cross-selling and give an example of each. [4 + 2] [6]

Upselling: Sales technique/method encouraging guests to buy more expensive products/services to generate more revenue.

E.g. room upgrades, packages, additional rooms or longer stay specials among others.

Cross-selling: Sales technique/method encouraging guests to buy complementary products/services to generate more revenue.

E.g. F&B specials (reduced meal rates, room extras (flower basket), spa packages or guided tours.

8.3 Define lead generation. [1]

Process to attract prospects into becoming customers by generating leads.

8.3.1 Give four examples of how the hotel can generate leads. [4]

- Advertising in print e.g. in magazines or newspapers.
- Advertising in online media such as social media or use Search-engine advertising.
- Visit trade shows or business networking events.
- Use direct mail sent to current guests and prospective leads.
- Use personal selling where sales staff can e.g. contact companies for events hire.
- Encourage WOM referrals from current guests and customers such as event planners.
- Encourage reviews from customers that can be used on the hotel's website.

8.4 List any eight reasons why guests choose a hotel product. [8]

- Purpose of visit.
- Star grading of the hotel.
- Guest reviews by previous visitors/guests.
- Value for money offered by the hotel.
- Effective communication methods used by the hotel.
- Quality of services offered.
- Comfort and amenities offered.
- Facilities offered.
- Sustainability in terms of the environment.

8.5 Define the Product Analysis Technique. [2]

Analysis of the existing hotel product elements to identify areas of improvement and sales and marketing opportunities.

Total: 25



Addendum

Blank forms for students to complete

- Blank forms for Additional Activity Completion of reservation charts Module 4
- Blank forms for Activity 4.3
- Blank forms for Activity 4.5
- Blank form for Activity 4.6
- Blank form for Activity 4.7
- Example of introduction letter
- Blank form for Activity 7.2
- Blank form for Activity 7.3
- Blank form for Activity 7.4

Blank form for Additional Activity Completion of reservation charts Module 4

Advance Reservation Chart …….. (month)															
Room no.	**Room type**	**1 M**	**2 Tu**	**3 W**	**4 Th**	**5 F**	**6 Sa**	**7 Su**	**8 M**	**9 Tu**	**10 W**	**11 Th**	**12 F**	**13 Sa**	**14 Su**
101	**Single/ disable**														
102	**Single/ bath**														
103	**Double/ shower**														
104	**Double/ bath**														
205	**Suite/sea**														
318	**Suite/ mountain**														
107	**Studio**														

Blank form for Additional Activity Completion of reservation charts Module 4

Density Chart …….…….. (month)															
Room type	Room no.	1 M	2 Tu	3 W	4 Th	5 F	6 Sa	7 Su	8 M	9 Tu	10 W	11 Th	12 F	13 Sa	14 Su
Single	101/disable														
	203/bath														
Studio	107														
Double	103/shower														
	104/bath														
Suite	205 sea														
	318 mountain														

Blank form for Additional Activity Completion of reservation charts Module 4

Stop-go Chart

…… (year)

DATE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
MONTH																															
JAN																															
FEB																															
MARCH																															

● Single	✧ Suite
■ Double	❖ Go slow
➢ Suite	❍ Refer

Blank form for Activity 4.3 SB page 121

DRIFTWOOD HOTEL RESERVATION FORM 33 Seaview Road, Gordons Bay, 7531 Telephone: 021 085 6451 E-mail: info@driftwood.co.za													
Booker Details													
Booked by		**Company name**											
Cell number		**Email address**											
Guest Details													
Guest's name													
ID /passport number													
Physical address													
Cell number		**Email address**											
Arrival date		**Arrival time**											
Departure date		**Departure time**											
Number of rooms		**No of occupants**		*Adults*		*Children*							
Room type	*Single*		*Double*		*Suite*		*Connecting rooms*		*Disabled*		*Chalet*		*Studio*
Pick up required?	**Yes**		**No**		**Pick up details**								
Credit card type		**Special Requests**											
Credit card number													
Expiry date													
Reservation taken by													
Name													
Input to PMS by													
Date													
Confirmation sent on													

Blank form for Activity 4.3 SB page 121

DRIFTWOOD HOTEL REGISTRATION CARD					
33 Seaview Road, Gordons Bay, 7531 Telephone: 021 085 6451 E-mail: info@driftwood.co.za					
Date:					
Reservation number:					
Guest name:			**ID number:**		
Address:					
Mobile number:			**Email:**		
Organisation:	Private				
Room number		**Room type**	**Room rate**	**Number of adults**	**children**
Billing instruction					
Foreign visitors only					
Arrived from:			**Next destination:**		
Date of arrival:			**Date of departure:**		
Passport details	Date of issue:	Date of expiry:	Place of issue:		
Visa details	Date of issue:	Date of expiry:	Place of issue:	Visa Type:	
Payment					
Payment Option: Cash ❑ Card ❑ Cheque ❑			Card number:		
Card Type: Visa ❑ Master ❑ Other ❑			Expiry date:		
Policy					
50% deposit will be refunded if cancellation is received 10 days prior to reservation, thereafter no refund will be made.					
_____ **Guest Signature**			_____ **Front Office Signature**		

Room change slip			No.
Date		Time	
From room no.		To room no.	
From room tariff		To room tariff	
Guest name			
Reason for change			
Change authorised by:			

Arrival notification slip			No.
Date		Time	
Guest name		Room no.	
No. of nights		Rate	
No. of sleepers		Terms	
Notes			
Signature:			

Departure list **Date:**						
Room no.	**Room type**	**No. of guests**		**Guest name**	**Time of departure**	**Notes**
		Adults	**Children**			

Arrivals list **Date:**							
Room no.	**Room type**	**No. of guests**		**Guest name**	**No. of nights**	**Time of arrival**	**Notes**
		Adults	**Children**				

Blank form for Activity 4.6 SB page 138

<table>
<tr><th colspan="4">SAFETY DEPOSIT BOX REGISTRATION CARD

Safety deposit box number: _____</th></tr>
<tr><td colspan="2">Key number:</td><td>Date issued:</td><td>Time of issue:</td></tr>
<tr><td>Guest name:</td><td colspan="3" rowspan="2">Permanent address:</td></tr>
<tr><td>Room number:</td></tr>
<tr><td colspan="2">Check in date:</td><td colspan="2">Check out date:</td></tr>
<tr><td colspan="4">Indemnity
I hereby agree to indemnify the hotel against any cause for loss of or damage to valuables stored in this safety deposit box, as a condition for using the safety deposit box.

Guest key
In case of losing the safety deposit box key issued to me, I hereby agree to pay the replacement cost of R500.</td></tr>
<tr><td colspan="2">Guest signature:</td><td colspan="2">Front office:</td></tr>
<tr><td colspan="2">Date:</td><td colspan="2">Date:</td></tr>
<tr><th colspan="4">SAFETY DEPOSIT BOX ACCESS CONTROL</th></tr>
<tr><td>Date</td><td>Guest signature</td><td>Time</td><td>Front office signature</td></tr>
<tr><td></td><td></td><td></td><td></td></tr>
<tr><td></td><td></td><td></td><td></td></tr>
<tr><td></td><td></td><td></td><td></td></tr>
<tr><th colspan="4">SAFETY DEPOSIT BOX SURRENDER</th></tr>
<tr><td colspan="2">Guest signature:</td><td colspan="2">Front office:</td></tr>
<tr><td colspan="2">Date:</td><td colspan="2">Time:</td></tr>
</table>

Blank form for Activity 4.7 SB page 145

GROUP RESERVATION FORM 33 Seaview Road, Gordons Bay, 7531 Telephone: 021 085 6451 E-mail: info@driftwood.co.za			
Booker Details			
Booked by		**Company name**	
Cell number		**Email address**	
TIDS code		**Market code**	
Invoicing to		**Email address**	
GROUP DETAILS			
Group name			
Group leader's name			
Arrival date		**Arrival time**	
Departure date		**Departure time**	
Total number of rooms	**Room nights**	**No of pax**	*Adults* / *Children*
Room type and number	*Single* / *Double* / *Suite* / *Connecting rooms* / *Disabled* / *Chalet* / *Studio*		
Meal plan			
Reservation status			
Pick up required?	**Yes** / **No**	**Pick up details**	
Rate code		**Special Requests**	
Billing instructions			
Reservation taken by			
Name			
Date			
Input to PMS by			
Date			
Confirmation sent on			

Practical component **SB page 149**

Example of introduction letter

College logo or letterhead

Date

Dear Owner/Manager

LETTER OF INTRODUCTION

Mr/Ms ..... (student's name) is a student at ..... (College name) in the N5 Hospitality programme.

As part of his/her studies, s/he must visit the reception area of a hotel to observe guest check in and out procedures.

You are kindly requested to grant the student permission to observe the interaction between guests and reception staff during check in and check out processes in your hotel.

Your willingness to participate in our student's learning process will be highly appreciated.

Yours sincerely

.....
Programme Manager/Lecturer

Blank form for Activity 5.3 SB page 166

FOOD PREMISES INSPECTION CHECKLIST			
Hygiene	**Yes**	**No**	**Comment**
Employees wash their hands with soap and warm water before starting work, immediately after using washroom, any time needed to prevent cross-contamination.			
Employees wear clean outer garments.			
Employees' hair is neatly and properly confined.			
Employees are in good health with no open cuts or sores.			
Employees' clothing and personal effects are neatly and separately stored.			
Sanitary facilities			
Toilet facilities, both public and staff are clean, well-maintained and in proper working order.			
Self-closing doors for toilet and dressing room are working properly.			
Toilet tissue dispensers are full. Sanitary napkin disposal units are available.			
Single service soap and towel dispensers operable and full.			
Ventilation provided and in working order.			
Separate hand-washing basin placed in each area with required supplies.			
Hygiene	**Yes**	**No**	**Comment**
Water and sewage			
All sinks are fully operable with hot and cold water at each faucet.			
All sinks drain properly. Floor drains and sink in good order.			
Plumbing in good repair.			

FOOD PREMISES INSPECTION CHECKLIST			
Floors, walls, ceilings, lighting and ventilation			
Floors clean, well-maintained and in good repair.			
Walls, ceilings and windows clean, well-maintained and in good order.			
Adequate lighting and ventilation throughout facility.			
Light fixtures have approved safety covers.			
Exhaust ventilation filters are clean and well-maintained.			
Equipment and utensils			
Food contact surfaces washed, rinsed and sanitised before use, and every four hours when not in use.			
Non-food contact surfaces visibly clean and in good repair.			
All equipment, i.e. stoves, grillers, refrigerators, tables, sinks clean and well-maintained.			
Inoperable equipment has been repaired, replaced or removed from premises.			
Multi-service utensils are being washed and sanitised by one of the following methods: • Hand washed in a two or three compartment sink (wash-rinse-sanitise). • Dishwashing machine (low temperature rinse water) with chemical sanitiser in solution. • Dishwashing machine (high temperature rinse water) reaches at least 82 °C for 10 seconds.			
Single-service utensils are properly stored and dispensed.			
All multi-service utensils are clean, properly stored, maintained and dispensed.			

FOOD PREMISES INSPECTION CHECKLIST			
Hygiene	**Yes**	**No**	**Comment**
Ware washing			
High-temperature dish washing machines: minimum washing temperature of 66 °C for 10 seconds.			
Low-temperature dish washing machines: minimum wash and rinse temperature of 50-66 °C, with chlorine sanitiser solution at a minimum 100 parts per million (ppm).			
Manual sink ware washing: minimum wash, rinse, sanitising water temperature of 45 °C. Sanitising solution: minimum chlorine 10 ml/litre. Soak for 2 minutes.			
Pocket thermometers and sanitiser kits readily available to verify temperature and concentrations.			
Wiping cloths clean, sanitised, stored and maintained properly.			
Garbage and waste			
Trash containers are lined with insect and vermin-proof plastic bag at all times.			
Plastic bags are tied before being placed in outside trash bin. Bin lids are kept closed.			
Outside premises and refuse areas are clean, sanitised, illuminated by night and well-maintained.			
Frequency of garbage removal adequate to maintain premises in a sanitary condition.			
Pest control			
Adequate protection against the entrance of insects, vermin, rodents, dust and fumes.			
Outside doors and screens are self-closing and closures are in acceptable working order.			
All areas free of debris, moisture and visible soil; and well lit.			
Working with licensed pest control company.			

FOOD PREMISES INSPECTION CHECKLIST			
Hygiene	**Yes**	**No**	**Comment**
Items critical to food safety			
Food is purchased from approved sources ONLY.			
Food is inspected when received and found to be free from contamination, adulteration and spoilage.			
Frozen food is received and stored at -18 °C.			
Refrigerated food is received and stored at 4 °C or colder.			
All food items are stored a minimum of 15 cm off the floor and 5 cm from walls.			
All food is labeled, dated and stored in leak proof packaging or food grade containers.			
All food is protected from dirt, unnecessary handling, over-head leakage and other forms of contamination.			
Prepared and ready to eat food are stored above and away from raw foods.			
A thermometer, accurate to 1 °C, is provided either as an integral part of the refrigerator/freezer (outside dial) or is located inside each unit at its warmest spot, usually at the point of access.			
An accurate thermometer, approved for measuring food temperatures, is readily available and is being used to verify internal food temperature on a daily basis.			
Restrooms are not used for storage of food, equipment or non-washroom supplies.			
All paper products are stored in a manner so as to protect them from contamination.			
Thawing of food using one or more of the following acceptable methods: • In refrigerator. • In cold water. • In microwave.			
Thawed food items are not refrozen. (Cooked or processed foods may be refrozen.)			
Raw foods are separated from ready-to-eat foods during storage and handling.			
Maintain separation of ready-to-eat foods from raw foods during preparation and from surfaces and utensils.			
Food handlers use proper utensils to minimise direct hand contact with raw, cooked or prepared foods.			

FOOD PREMISES INSPECTION CHECKLIST			
Hygiene	**Yes**	**No**	**Comment**
Hands are properly washed before and after handling food.			
Foods are cooked to prescribed minimum internal temperatures.			
Hot foods are held at a minimum of 60 °C and cold foods at a maximum of 5 °C.			
Food is cooled from 60 °C to 20 °C or less in 2 hours and from 20 °C to 4 °C or less in 4 hours for a total of 6 hours.			
Food is reheated to a minimum of 74 °C within 2 hours and held at minimum of 60 °C.			
Unpackaged food which has been served or returned are discarded.			

Blank form for Activity 7.2 – Foreign currency exchange receipt SB page 217

DRIFTWOOD HOTEL					
FOREIGN CURRENCY EXCHANGE RECEIPT					
33 Seaview Road, Gordons Bay, 7531		Telephone: 021 085 6451 E-mail: info@driftwood.co.za			
Guest name		Date		Time	
Address		Room number		Confirmation number	
		Receipt number			

Date	Description	Amount

…….
Guest signature

…….
Cashier signature

Blank form for Activity 7.3 SB page 218

DRIFTWOOD HOTEL			
33 Seaview Road, Gordons Bay, 7531		Telephone: 021 085 6451 E-mail: info@driftwood.co.za	
VISITOR PAID OUT RECEIPT			
Guest name		Date	Time
Address		Room number	Confirmation number
		VPO Receipt number	

Detailed explanation:

Amount in number:

Amount in words:

Authorised by:

…….
Cashier signature

…….
Guest signature

Blank form for Activity 7.4 SB page 224

TAB SHEET (Date: *20 December*)						
Room number						**Balance**
Opening balance						
Debit entries						
Bed and breakfast						
Restaurant						
Bar						
Laundry						
VPO						
VAT						
Service charge						
Total opening + debit charges						
Credit entries						
Cash deposit / advance payment						
Correction voucher						
Debit/credit carried forward						