



**18. ORGANIZATION OF
INTERACTION IN
HOSPITALITY MANAGEMENT
ENTERPRISE**

18.1. NATURE AND OBJECTIVES OF THE ENTERPRISES INTERACTION

ORGANIZATION OF INTERACTION— is type of management that reflects the process of creating a management structure.

KEY ASPECTS OF INTERACTION:

division into sub-organizations in accordance with the objectives and strategies;

establishing relations of authority that bind higher levels with lower, allowing the division and coordination of tasks.

DELEGATION is the transfer of tasks and responsibilities to a person who takes responsibility for their implementation. Delegation of authority is the main process by which management sets the formal relationship between people (employees) in an organization.

DELEGATION is a way to get performing of job from others (management classic Mary Parker Follett). DELEGATION is an act that renders a person a leader.

POWERS is a limited right to use the company's resources and aim subordinate employees to perform certain tasks. The powers are delegated by the post, not the person.

RESPONSIBILITY is a duty to perform their tasks and provide them with a satisfactory solution. Responsibility can not be delegated.

Process of management and labor in the hotel industry is within the organizational structure of the hotel.

STRUCTURE is a model of the relationship between the positions in the hotel enterprise and among its employees.

The structure defines the scheme of resolutions and orders by which the company activities are planned, organized, directed and controlled.

GOALS OF STRUCTURE :

- 1) division of work;
- 2) definition of tasks and responsibilities;
- 3) definition of the roles and relationships;
- 4) definition of relationship channels.

18.2. CHARACTERISTICS OF THE MAIN TYPES OF ORGANIZATIONAL STRUCTURES OF HOTEL MANAGEMENT ENTERPRISES

MAIN TYPES OF ORGANIZATIONAL STRUCTURES :

LINEAR (linear relationships in hotel reflects the movement of management decisions and the information coming from the line manager).

FUNCTIONAL (control is made by a certain amount of departments that specialize in specific types of work required to make decisions in line management system).

LINEAR-FUNCTIONAL (all power is assumed by line managers, who heads the relevant staff. In developing specific issues and preparing decisions, programs and plans he is helped by special unit, which consists of functional department).

Enterprise Manager

line manager A

line manager B

employers

employers

LINEAR MANAGEMENT STRUCTURE

Enterprise manager

Functional manager
A: planning function.
Planning department.

Functional manager B:
organizational function.
Organizational
department.

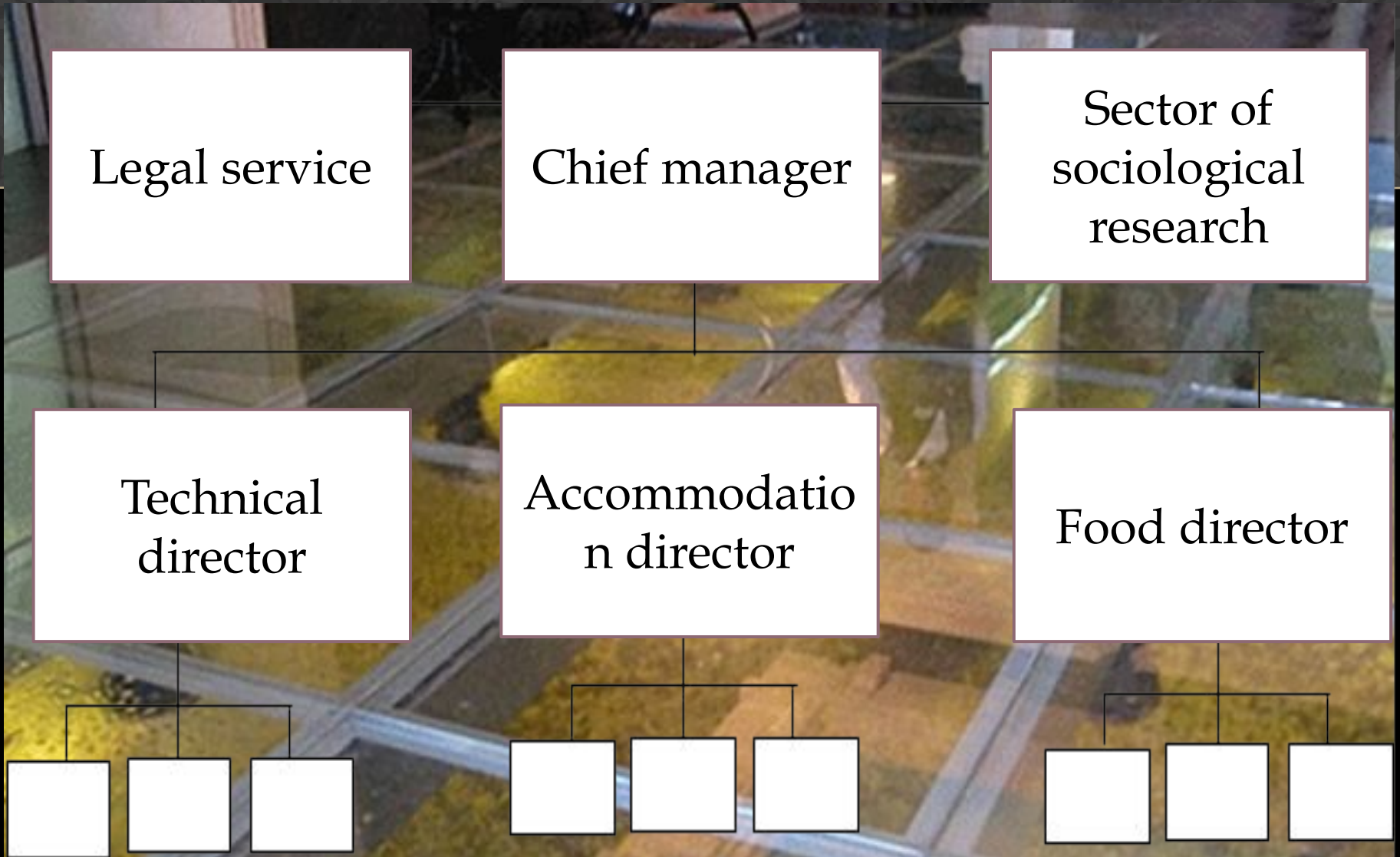
etc.

employers

employers

employers

FUNCTIONAL MANAGEMENT STRUCTURE



LINEAR-FUNCTIONAL MANAGEMENT STRUCTURE

Chief executive officer.

executive director

office room stock

HR service

accounting

department of marketing and sales

engineering service

supply department

service of food and beverage

Maids

Porter

Security

Phone service

Booking

Event catering

Food production (chef)

Restaurants

Bars

Banquets

Room service

Typical hotel management structure

Institution
level

Owner
Chief execution officer

High level
management

Management
level

Head of departments
Managers
Shifts head, head maid

Middle
level
management

Technical
level

Senior waiters, headwaiter,
senior porter

Low level
management

Typical pyramidal hotel management structure

18.3. DESIGNING OF MENAGEMENT ORGANISATIONAL STRUCTURES

When developing organizational structure, experts start from the objective functions and functional elements of the organization.

OBJECTIVE FUNCTIONS are basic organization functions, which provide production process aimed at the final product, including the process of creating a product, product offer, marketing and finance of organization. FUNCTIONAL ELEMENTS are functions and actions, which do not focus on the end product, and support the objective functions and include: administrative support, planning, quality control and others.

In the hotel industry objective functions include the reception and accommodation, food and beverage production, marketing, sales rooms, conferences and meetings, and others. And functional elements include safety, engineering, accounting, administrative activities.

Development of organizational structure is implemented in 5 directions:

- 1) work specialization (division of tasks between the company employees.);
- 2) division into departments (groups together certain types of work to coordinate the activities of various employees);
- 3) determining authority (consideration personal qualities of employees, professional training, the environment in which they work, management style)
- 4) the amount of control functions (disputes between line managers and functional specialists);
- 5) methods of coordination (ensuring close relations between the involved agencies and joint decision-making).

The organizational structure is depicted using organizational charts (organigrams), which depicts a block diagram of the company. organizational structure is built using the following:

1. Departments.
2. Management levels.
3. Connections, horizontal and vertical.

Chief executive officer

Deputy CEO

HR
manager

HR
manager
assistant

Room stock
service
manager

Assistant

Food and
beverages
manager

Assistant

Accountant

Salary
manager

Engineerin
g service
manager

Engineerin
g staff

Head of
accommodatio
n service

Head of
doormen

Head of maids

Restaurant

Banquet room

Kitchen

Head of the
telephone billing
service

Head of the
storing room

Head of booking
service

Storing
room

Bar

Wine cellar

Organizational structure of typical four-star hotel(500 rooms)

18.4. FUNCTIONAL CHARACTERIZATION OF BASIC HOTEL SERVICES

In the hotel industry departments and services are established in accordance with the requirements of the guest services cycle. To provide a complete service cycle , appropriate services should be created, the minimum set which includes: booking service, maintenance service, administration and billing service, room stock service.



The technological cycle of guest service

Основні служби готелю

Гість

Гість

Служба
бронювання

Служба
обслугову-
вання

Служба
прийому та
розрахункова

Служба
експлуатації
номерного

Інженерно-
експлуатаційна
служба

Фінансово-
бухгалтерська служба

Комерційна
служба

Основні служби готелю

Hotel service depending on the contact with the guest are located on two levels:

I level - service staff is in direct contact with the guest (contact service);

II level - service staff has almost no contact with the guest (proximity services).

In the hotel industry this division is very important because that affects the staff requirements.

Requirements for contact staff:

- neat and pleasant appearance (corresponding haircut, manicure, makeup, clothes, jewelry, etc.);
impeccable demeanor;
communication skills;
knowledge of foreign languages;
age restrictions (eg for porter on reception age - 30 years).

The most important requirement for contact staff groups are special education and experience in this area.

Experts in the field of hotel and restaurant usually classify contact staff as follows:

- 1) "FROZEN" - staff slowly respond and address guests' request, does not show any personal initiative to help guests, rarely smiles;
- 2) "GASTROFACTORY" - staff who organizes the service type on the conveyor when visitors view does not take into account;
- 3) "FRIENDLY CHAOS" - does nothing in nature, but also kind and smiling staff;
- 4) staff with a high quality service.

HOMEWORK

(individually)

- 1. Build the organizational management structure of your own accommodation institution.**
- 2. Make functional characterization of basic services placing your institution.**
- 3. Prepare the public defense of your project management organizational structure.**