



BRENTWOOD
OPEN LEARNING COLLEGE

Assignment Cover Sheet

Student Name:	Ranganarth Sanjeewa Weerasinghe
Student Number:	31347
Course:	Diploma in Hotel Management Level 4
Assignment NO:	05-Training and Development

Marking Criteria:

We expect the learners to write minimum one well expressed point in three lines against each allocated mark. This means one needs to write 15 lines with 5 well expressed points to get high grades for a 5 marks question.

For high grades use examples and illustrations where appropriate.

1. Give short answers for the following questions: (20)

i. Outline the benefits of training, particularly in the context of business performance.

Although Training is linked to human resources than direct business performance, the individual behavioral change would lead directly to business's progress

- Improvements in productivity
- Improved sales per transaction
- Reduced wastage on trial and error
- Lower levels of staff turnover leading to cost savings on new recruitment
- Improved service quality
- Improved customer satisfaction that would improve the image of the establishment leading to new business
- Reduction in staff accident causing less expenses on medical and medical leave
- Increased employee flexibility that would enable them to work in multiple roles reducing the cost for a new recruitment

ii. How should a manager identify the training needs of the staff?

From Staff appraisal process by assessing knowledge, work skills and social skills a worker has to perform both current and future jobs.

Also,

- When individual performance is not up to the required organization standard
- When business goals such as productivity, customer satisfaction levels are difficult to achieve
- After new staff recruitment
- Planned changes for business need new skills e.g. operate new equipment's or offer new services
- When individuals or teams will be changing jobs in future

iii. What could be the aims of training programs in hospitality?

Training programs are a vital part of management function and are needed to develop and guaranteed quality and performance.

- Improve service quality
- Enhance customer satisfaction
- Reduce wastage and trial and error attempts
- Improve employee knowledge, work skills, social skills and can do attitude
- Increase employee flexibility
- Improve employee satisfaction
- Lower staff turnover

iv. How is a training programs evaluated?

- Checking if the training program completed as planned
- Looking at problems encountered during program
- Steps taken to eliminate problems in future programs
- Look at the points that worked best and worst. What was learned
- Go through the program in detail and identify which techniques were successful and which were not so
- Identify priorities and whether they should be established for future trainings
- Identify the points that could not be included before can be included in future
- Looking at the objectives of the training, check if these brought any benefit to the business

v. Outline the steps to conduct a training programs, which could be of maximum benefit for the hotel.

- Preparation – Trainer has to plan all element so of the training
- Delivery – When showing skills, trainer has to do it keeping the trainer in mind
- Methods of present - What methodologies are used to present a specific part/ topic of the presentation
- Skill demonstration - The trainer will carry out the skill in an orderly way and then, allow the trainee to practice, with the advantage of the trainer's presence to provide constructive feedback on the spot
- On-the- Job Training – Allow employee gets to see and practice a task while carrying out their job
- Role-Playing - allows the trainee a chance to practice customer service situation by acting the part prior to doing the job in reality
- Commercial Videos - allowing new workers to see how different customer relations are handled by other front office workers

Activity

Prepare a training session plan for six new employees, who have just joined your customer service team. Your aim is to train them in 'handling customer complaints effectively.' (10)

- Make an introduction to the new staff what your establishment sells. Is it services or products?
- If service oriented, what services are provided and if product oriented what kind of products are sold. If both then as is
- What is monetary value of each service and how customers are categorized for E.g. VIP/Special/Ordinary
- What are the service level agreement with customer and establishment and what are the time period given to solve the complaint?
- Make them aware what are the modes of communications customer can make a complaint with e.g. Telephone call/Email/Fax/By person
- Stay calm. When a customer presents you with a complaint, keep in mind that the issue is not personal. person who remains in control of his or her emotions deals from a position of strength. While it is perfectly natural to get defensive when attacked, choose to be the "professional" and keep your cool.
- Listen to the customer. Let the customer express his anger. Respond with phrases such as, "Hmm," "I see," and "Tell me more." Do not interrupt. As the customer vents and sees you are not reacting, he or she will begin to calm down. The customer needs to get into a calm frame of mind before he or she can hear your solution—or anything you say, for that matter
- Let the customer know you hear / listen what he or she is saying. If you or your company made a mistake, admit it. If you did not make a mistake and it is a misunderstanding, simply explain it to the customer
- Get to the exact problem. After listening, take the initiative in the conversation. Now that the customer has calmed down and feels you have

heard his or her side, begin asking questions. To help you understand the situation, get as many details as possible.

- Empathize and apologize for the situation
- Offer the solution or agree with him/her on a time frame if a solution is not present at the time. One thing to keep in mind: Know what you can and cannot do within your company's guidelines. Do not make promises you cannot commit. Remember, when offering a solution, be courteous and respectful.
- Follow-up and thank your customer for their business
- Ask customer to take up the evaluation program and give points based on the satisfaction of your service

Student Statement:

By submitting this assignment, I confirm that this is my own work.

Student Signature	RS Weerasinghe	Date	13/09/2019
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For Tutor / Assessor Use Only

Total Marks	
Marks Obtained	
Percentage / Grade	