

# SLS07 - Front Office Management

## Scheme of Work for

### Academic Year 2001/2

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*This scheme of work is subject to change.*

#### Lecture 1

##### **Introduction - Skills survey - Specialist sources of business**

Having just returned from an International Internship, we will hold a "skills" survey in class to determine which Front Office skills we have individually mastered over the year abroad. In this first introductory lecture we will also discuss specialist sources of business such as timeshare, conferences, incentive, and casino business.

#### Lecture 2

##### **Front Office staffing levels and rotas**

This lecture will discuss the different posts within Front Office and will look into the factors that determine staffing levels, as well as the various shift patterns that may be employed. Reference is made to the EU Working Time Directive and the relevant local Legal Notice on this subject.

##### *Class Assignments:*

- Job description for a Front Desk clerk.
- Staff roster

#### Lecture 3

##### **Establishing room rates**

This lecture will look into methods employed to determine room rates and will explore both cost and market based pricing. Use will be made of Microsoft Excel to show how an electronic spreadsheet can serve as a decision support system.

*A short assignment to be completed at home will be given on this topic.*

#### Lecture 4

##### **Contracting rates**

In this lecture we look in the procedures adopted when setting up group or special one off rates.

##### *Class Assignment:*

- Case study

#### Lecture 5

##### **Occupancy reports and forecasts**

This lecture discusses the various occupancy reports and forecasts produced by a hotel's Front Office department.

Lectures 6&7

### **Yield Management**

These lectures will emphasise the importance of Yield Management for Front Office Managers, although reference will be made to the significance of determining yield for other revenue centres. We will also introduce the five principles of Yield Management: Differential rates, Booking Horizons, Booking Forecasts to maximise yield, Multiple Rates and Displacement.

*Class Assignment:*

- Case study

Lecture 8

### **Data Protection Legislation and the Guest**

This lecture will discuss the various aspects of data protection (informational privacy) and how these affect the storing and analysis of data on guests. Reference is made to which marketing techniques may fall foul of data protection law.

Lecture 9

### **Statutory Requirements and the Front Office Manager**

Having discussed data protection in the previous lecture, we will now look into statutory requirements - mostly of a reporting nature - which may require some input from the Front Office Manager. We look into legal requirements under the Immigration Act and the reports required by the Malta Tourism Authority.

Lecture 10

### **The Night Audit**

In this lecture we look at the various night audit procedures adopted, most of which are nowadays at least semi-automated and considered as a "system update." We examine what is required from a night audit, and what contingency measures can be taken in the event of a system failure.

Lecture 11

### **Evaluating Front Office Operations**

This lecture will look into how a Front Office Manager may evaluate operations by utilising occupancy and operating ratios, and how these will affect short and long term decision making.

*Class assignment:*

- Case study

Lecture 12

### **Staff motivation and empowerment**

The most important resource in a hotel is the human resource. In this lecture we discuss how a Front Office Manager may motivate his staff to perform better, including handling guest complaints more effectively and maximising revenue.

Lecture 13

**Security of guests, staff and the hotel**

This lecture will discuss the role played by the Front Office in protecting guests, staff and the hotel from various dangers and threats. We examine how computer systems may be vulnerable to viruses and hacking unless necessary precautions are taken.

Lecture 14

**Revision Lecture**

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**Assessment**

The final assessment of this module will be based on the following algorithm. You are expected to achieve a minimum pass in all components.

40% on the Project

20% on Class assignments and Assignment on Room rates

40% on the Final Test (A Case study)

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Basic text books

Kasavana M. and Brooks R., Managing Front Office Operations Fourth Edition, Educational Institute, 1995

Abbott P. and Lewry S., Front Office: Procedures, social skills and management Butterworth Heinemann, 1991

Reference will also be made to various journals including *Hospitality* (published by the HCIMA) and the *Caterer & Hotelkeeper*.

Lecture notes will be available in pdf format on the internet:  
<http://www.olivermagro.com>