



# **RQF LEVEL 3**

0

## GENCC302 FOOD AND BEVERAGE OPERATIONS

**Customer Care** 

**TRAINEE MANUAL** 



# **CUSTOMER CARE**



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#### **KIGALI-RWANDA**

Original published version: February 2023.

i

### FOREWORD

Welcome to the world of Technical and Vocational Education and Training (TVET) in the hospitality and tourism sector. In an era of constant evolution and growing demand for skilled professionals, the importance of specialized training cannot be overstated. As the global hospitality and tourism industry continues to flourish, the need for competent individuals equipped with relevant knowledge and practical skills has become crucial. This collection of TVET training manuals serves as a comprehensive resource for those seeking to embark on a fulfilling career or further their expertise within the hospitality and tourism sector. Developed with meticulous attention to detail and in collaboration with industry experts, these manuals offer a wealth of knowledge, practical insights, and hands-on training exercises.

The manuals cover a wide range of topics, ranging from essential foundational concepts to specialized areas within the industry. Whether you are interested in hotel management, culinary arts, event planning, travel and tourism, or any other facet of this vibrant sector, you will find invaluable guidance within these pages. At the heart of the TVET approach is the belief that learning should be both practical and relevant. These manuals have been carefully crafted to ensure that they reflect the real-world challenges and requirements of the hospitality and tourism industry. They are designed to empower learners with the skills, competencies, and confidence needed to excel in their chosen field.

Furthermore, the manuals adopt a learner-centered approach, encouraging active participation, critical thinking, and problem-solving. Throughout each module, learners are encouraged to engage in practical exercises, case studies, and interactive activities that simulate real-world scenarios. This hands-on approach allows learners to apply theoretical concepts and develop the necessary skills that are highly sought after in the industry.

We understand that education is a lifelong journey, and these manuals have been designed to cater to learners at various stages of their professional development. Whether you are a student taking your first steps in the industry, a working professional seeking to enhance your skills, or an instructor guiding aspiring individuals, you will find the manuals to be a valuable asset.

ii

I would like to express my sincere appreciation to the authors, industry experts, and educators who have contributed to the creation of these TVET training manuals. Their dedication and expertise have ensured that the manuals are of the highest quality and relevance.

I encourage you to embrace the opportunities presented within these pages, to explore the dynamic world of hospitality and tourism, and to unlock your potential in this exciting industry. By investing in your education and acquiring the skills offered in these manuals, you are taking a significant step towards a rewarding and successful career.

Best wishes on your journey of discovery and growth in the hospitality and tourism sector.

Dipl.-Ing. Paul UMUKUNZI

**Director General/ RTB** 

Rwanda TVET Board (RTB) would like to recognize all parties who contributed actively to the preparation of the Trainer's and Trainee's manuals for this Hospitality and Tourism Level 3 TVET Curriculum.

We wish to extend our thanks to various organizations such as the European Union through UBUKERARUGENDO IMBERE Project for the valuable financial and technical support throughout the project. We would also wish to acknowledge the Food and Beverage Operations experts for their huge contribution in this project, as well as French Press Ltd and its entire production team that technically conducted the whole assignment.



Under European Union funding

Under UBUKERARUGENDO IMBERE supervision and involvement



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## TABLE OF CONTENT

Author's Note Page (Copyright)	i
Foreword	ii
ACKNOWLEDGEMENTS	iv
TABLE OF CONTENT	vi
ACRONYMS	vii
INTRODUCTION	1
UNIT 1: EXPLAIN THE ROLE OF CUSTOMER CARE IN THE SERVICE	
Topic 1.1: Description of guest profile	8
Topic 1.2: Explanation of the role of service personnel	12
Topic 1.3: Differentiation of types and levels of service	17
UNIT 2: DEMONSTRATE PROFESSIONAL BEHAVIOR AND ATTITUDE	
Topic 2.1: Explanation of elements of professional behavior	30
Topic 2.2: Description of types of attitudes	44
Topic 2.3: Recognize professional positive attitudes	46
UNIT 3: EXHIBIT HOTEL PROFESSION ETIQUETTE	
Topic 3.1: Demonstration of table etiquette	57
Topic 3.2: Display of business etiquette	66
Topic 3.3: Respect of telephone etiquette	72
UNIT 4: HANDLE GUEST COMPLAINTS	
Topic 4.1: Handle guest complaints as per standards	83
Topic 4.2: Explanation of reasons of guest complaints	85
Topic 4.3: Description of procedures of handling guest complaints	88
References:	94

## ACRONYMS

**TVET:** Technical and Vocational Education and Training

L.U: Learning Unit

L.O: Learning outcome

**CCM:** Cross Cutting Modules

**RTB**: Rwanda TVET Board

Welcome to the training manual for the hospitality and tourism sector, specifically focused on the trade of food and beverage operations. This manual, titled "customer care," is designed to provide comprehensive training for individuals seeking to enter or improve their skills in the industry.

The manual is structured into four units, each of which covers a critical aspect of customer care in food and beverage operations. These units include explain the role of customer care in service, demonstrate professional behavior and attitude, exhibit hotel professional etiquette and handle guest complaints.

The manual provides an interactive learning experience consisting of discovery activities that allow trainee to discover and explore concepts, problem-solving activities that challenge trainee to think critically and find solutions, guided practice activities that offer step-by-step instructions, and application activities that motivate learners to apply their newly acquired knowledge in real-world situations.

Additionally, the manual includes assessment activities after each unit, which provide trainee with feedback on their progress and help them identify areas where they need to improve.

By the end of this manual, trainee will have gained a comprehensive understanding of customer care provision in food and beverage operations, and be equipped with the necessary skills to provide excellent customer service in any hospitality setting.

## Units:

- Unit 1: Explain the role of customer care in service
- Unit 2: Demonstrate professional behavior and attitude
- Unit 3: Exhibit hotel professional etiquette
- Unit 4: Handle guest complaints

## **UNIT 1: EXPLAIN THE ROLE OF CUSTOMER CARE IN THE SERVICE**



Figure 1: Customer care in hospitality and tourism

## Unit summary:

This unit describes knowledge skills and attitude required to the student to describe guest profiles, explain, the role of service personnel and differentiate types and levels of service.

## Self-Assessment: Unit 1

- 1. Study the picture/figure above and answer the following questions:
  - a) What do you see in the figure?
  - b) What do you think is happening in the figure?
  - c) How does the figure relate to the unit?
  - d) What topics do you think will be covered under this unit?
- 2. Fill in and complete the self-assessment table below to assess your level of knowledge, skills and attitudes under this unit.
  - a) There is no right or wrong ways to answer this assessment. It is for your own reference and self-reflection on the knowledge, skills and attitudes acquisition during the learning process.
  - b) Think about yourself: do you think you have the knowledge, skills or attitudes to do this? How well?
  - c) Read the statements across the top. Put a check in column that best represents your level of knowledge, skills or attitudes.

My experience Knowledge, skills and attitudes	I don't have any experience doing this.	I know a little about this.	I have some experience doing this.	l have a lot of experience with this.	I am confident in my ability to do this.
Difference between customer care and customer service Describe of guest profile					

d) At the end of this unit, you will assess yourself again.

My experience Knowledge, skills and attitudes	I don't have any experience doing this.	I know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Describe Personal identification of the guest					
Explain guest status of guest in hotel industry					
Describe types of guests Define hospitality service					
Explain the Characteristics of service					
Explain ways and techniques of providing service					
Differentiate types and levels of service					
Explain indicator of a service level					
Describe the guest evaluation of service					
Describe the key steps to elevate hotel guest evaluation.					

## **Key Competencies:**

	Knowledge		Skills		Attitudes
1.	Describe customer	1.	Analysis of customer	•	Be analyst
	profile		information		
2.	Explain guest status	2.	Apply the ways and	•	Good communicator
			techniques of		
			providing service		
3.	Describe types of	3.	Apply	•	Details oriented
	hotel's guest		communication skills		
4.	Describe the	4.	Deal with customers	•	Exhibit the role of
	meaning of service in				service personnel in
	hospitality industry				provision of service
5.	Identify	5.	Apply	•	Be humble
	characteristics of		communication skills		
	service				
6.	Describe the role of	6.	Differentiate level of	•	Be patient
	service personnel in		service		
	provision of service				
7.	Describe the ways	7.	Evaluate Guest's	•	Be a good
	and techniques of		service		communicator
	providing service				
8.	Analyze indicator of	8.	Evaluate Guest's	•	Exhibit the role of
	a service level		service		service personnel in
					provision of service
9.	Describe key steps to	9.	Set goal	•	Be analyst
	elevate your hotel's				
	guest evaluation				

## **Discovery Activity**

1. Think about the proverb below

"Ijambo ryiza ni mugenzi w' Imana": the way to talk with guest is the basic factor to the guest satisfaction

- a) What does it mean?
- b) How does it relate to customer care?
- c) Give any other proverbs that related to providing customer care.
- d) Which information do you need to know about guest that will help you to care her/him

## **Topic 1.1: Description of guest profile**



# Activity 1: Problem Solving

Figure 2: Recording guest information



Study the picture,

- 1. Which place is shown in this picture?
- 2. What do you think should be happening in this figure?
- 3. What information is needed to record the customer?

### Key Facts 1.1

## • Description of guest profile

#### ✓ Difference between customer care and customer service<sup>1</sup>

**Customer care:** is the process of building an emotional connection with your customers Customer service is simply the advice or assistance your business provides to the customers.

In our workplace we refer customers as clients, patients, patrons, residents or even colleagues. Now through this module we call these people **"guest".** Providing customer care is recognizing the person you are working with for who they are so that you customize and deliver service in a way that works for them.

A guest profile is a record of the guests who stayed at your property and usually consists of important information like: name, email, address, contact details, historical transaction, guest actions, preferences and more information.

- Personal identification: This includes personal important information
  - ✓ Name and Salutation
  - ✓ Address
  - ✓ Nationality
  - ✓ Communication details (Email, phone, mobile)
  - ✓ Social media details (Twitter, Facebook, Instagram)
  - ✓ Passport, Visa or Government ID
  - ✓ Travel documents
  - ✓ Preferences, likes and dislikes

#### • Guest status<sup>2</sup>

Guest status are used to create different categories of guest which are then displayed in both the guest section and any reservations involving the customer in your system.

**VIP (Very Important Person):** These include decision maker of company, Travel Agents, Honeymoon couples, a guest who dad a bad experience on his/her last visit, journalists, event planners, General manager or head of company.

**VVIP (Very Very Important Person):** These include Board of Directors, owners, Partners, celebrities, Loyalty members, heads of states or countries, senior government officials.

## • Types of guests<sup>3</sup>

- Business traveler: are guests on a mission and they are in town for one purpose which is work.
- Event attendees: Are guest who are looking to network with others and will seek entertainment after conclusion of the day's events.
- ✓ Boomers: boomers' generation is of or nearing retirement age and they often have a higher travel budget than other types of guests
- Millennials: are guest who take shorter vacations because they can better fir into their work focused lifestyles.
- Generation Z: Generation Z are born after 1995. They need immersive and crave experiential travel. They search something new and more authentic. Generation z is budget conscious but will spend more if it means they can experience like a local.
- Families: These are parents and as experienced travelers; they want to share the same adventures with their kids.

<sup>&</sup>lt;sup>2</sup> https://setupmyhotel.com/train-my-hotel-staff/front-office-training/306-vip-and-vvip.html

<sup>&</sup>lt;sup>3</sup> https://www.cvent.com/en/blog/hospitality/types-of-hotel-guests

 Health and wellness travelers: These guests are interested in relaxation, detoxing and practicing healthy habit during their trip like physical wellbeing mental wellbeing.





With trainer guidance answer to the following scenario

Hotel in Musanze received a guest from Kigali who want to stay the whole weekend with his family.

- a. Write down the information hotel need from guest to create his guest profile
- b. What is the guest's type?





Your nearest hotel knows that you have learned about customer care. The hotel manager approaches you, requesting you to create a template for the guest profile where they will be recording guest information.

Design a template inlcuding all information needed

## Topic 1.2: Explanation of the role of service personnel

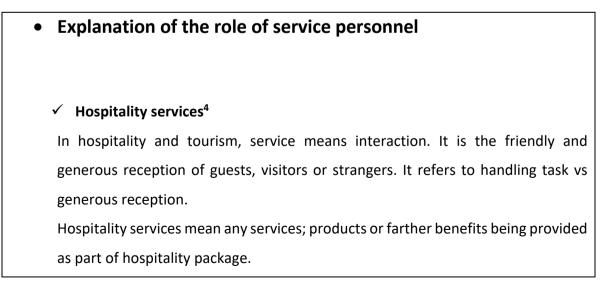


Figure 3:Role of service personnel

(Ê	
¥=	Task:

- 1. Which place is shown in this picture?
- 2. What do you think should be happening in this figure?
- 3. What do you think should be the role of service personnel?

## Key Facts 1.2



<sup>&</sup>lt;sup>4</sup> Paul.B.2021, Guest service in the hospitality industry, Kendall Hunt publishing company

12

### • Characteristics of service<sup>5</sup>

- ✓ **Intangibility:** Service is more complex
- Inseparability: service is produced and consumed simultaneously. It not easy to separate the two action.
- ✓ Variability: It is difficult to be controlled, because it greatly relies on the service's provider, when, where and how it is provided.
- ✓ **Perishability:** it cannot be stored for later use or sale

### • Role of service personnel in provision of service<sup>6</sup>

In hotel or restaurant, service personnel are the staff that care for the guests directly e.g. maids, waiter/waitress and cooks.

#### ✓ Food service/ Waiter/waitress

- Greeting customers,
- Assign guests to tables
- Taking food orders,
- Informing patrons of specials,
- Communicating special requests to the kitchen,
- Serving meals
- Clearing tables
- Taking customer payments.
- Deliver food as part of the hotel's room service

### ✓ Executive chef (Hotel kitchen)

- S/He is in charge of all food operations in a hotel kitchen.
- Supervise kitchen staff
- Order ingredients

 <sup>&</sup>lt;sup>5</sup> <u>Chowdhary</u>, <u>Prakash</u>, (2007) "Prioritizing service quality dimensions", Managing Service Quality: An International Journal, Vol. 17 Issue: 5, pp.493-509, <u>https://doi.org/10.1108/09604520710817325</u>
 <sup>6</sup> Indeed Editorial team Hotel staff: employment options and description, March 2021 https://www.indeed.com/career-advice/career-development/employees-of-hotel

- o Plan menus
- Prepare food.
- Prepares room service meals and Food for special events

Cleaning dishes used by customers.

- Ways and techniques of providing service<sup>7</sup>
- Personalize your service: No hotel or restaurant guest wants to feel like they are just a cog in your corporate machine. Taking tie to personalize guest experiences. You can do this by remembering their names or their favorite drink when they visit your business. You can store their preferences in your database so that you will be able to give them a favorite table, server or room without having to ask.
- Be proactively helpful: Do things for guest without having to be asked is a crucial element to good customer service. For example, giving guest a list of nearby restaurants when they check-in
- Listen: When guest have feedback, it is easy to become defensive and start talking immediately, especially regarding complaints. The best course of action is to listen rather than speak. By listening to your customer, you can improve their experience and make them feel heard.
- Use the feedback you receive: No one can be perfect all the time nor anticipate every guest's need. Make sure that you go over feedback both positive and negative.
- ✓ Anticipate your guest's needs: Anticipating needs means thinking ahead, considering outcomes to possible situations that might unfold, and getting ahead of problems before they come up. Providing a high customer quality service is actively thinking about what your guest needs and expects from you, and taking positive steps to meet those needs.
- Maintain a positive attitude: We all have bad days, but it is important to maintain a positive attitude in the hospitality industry. To improve customer service, service personnel have to smile and react positively in all their interactions with guests.

14

<sup>&</sup>lt;sup>7</sup> https://online.jwu.edu/blog/10-keys-superior-customer-service-hospitality

- Respond quickly to all guest requests and questions: Respond the guest either inperson requests, phone requests and even social media questions. It is important to respond even if the answer is that you are still working on a problem or you will not have answer until morning.
- Solve problems quickly and turn complainers into advocates: A guest complains does not mean that you have lost them as customer forever. Guests who complain can be turned into some of your advocates if their complaint is addressed quickly and efficiently.
- Creatively problem solving: The last thing you want to tell your guest is that what they want cannot be done. One key is that staff must be empowered to make decision that affect the guest experience to make things happen quickly without having to find a manager or owner to okey their request.
- Exceed expectations: Exceeding guest's expectations makes it much more likely that they will become advocate of your hotel or restaurant and promote it to their family, friends and social media contact.





With trainer guidance answer to the following scenario

Your cousin is operating a small restaurant, but she has never gone to school to learn about customer care. She is seeking advice from you on what she can do as a small restaurant owner and waiter.

- List down what you will tell them in temr of:
  - a. Responsibilities of service personnel
  - b. Ways and techniques of providing service





Your cousin is operating a small restaurant, but she has never gone to school to learn about customer care. She is seeking advice from you on setting guidelines to provide customer care.

She wants to establish the responsibilities of the waiter/waitress and cook, as well as strategies to be implemented to provide customer care

Develop documents to provide your cousin with a response addressing her needs

## **Topic 1.3: Differentiation of types and levels of service**

Activity 1: Problem Solving



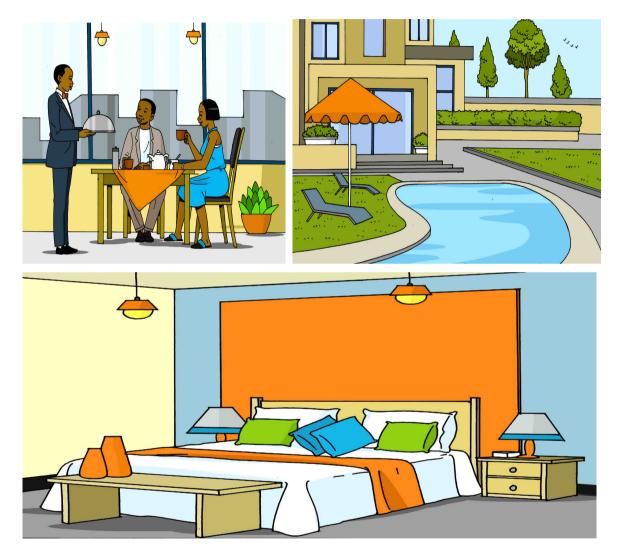


Figure 4: Service in hospitality industry



- 1. Which place is shown in this picture?
- 2. In which company do we find these places?
- 3. How many services should a hotel provide?

## Key Facts 1.3

## • Differentiation of types and levels of service

#### ✓ Level of service<sup>8</sup>

Service level is determined by amenities available to the guests on-property

- Full service: It describes hotels with a variety of on-property amenities. These often include a signature restaurant, bar, function space, spa, fitness center, business center and sundries shop
- Resort: Describes hotels with variety of on-property amenities designed to appeal to primarily leisure guests. These include multiple food and beverage outlets, function space, spa, fitness center, business center and gift shop.
- Select service: describes hotels with basic room accommodations and minimal amenities on-property. Amenities often include a small food and beverage outlet, limited meeting space, fitness center, business center, and sundries shop.
- Limited service: describes hotels with basic room accommodations and minimal amenities on-property. Amenities often include complimentary breakfast, a fitness center, and business center.
- Extended stay: describes hotels with room accommodations and amenities designed like an apartment for long occupancy periods. These often include large rooms with kitchenettes, limited food and beverage, fitness center, business center, and sundries shop.

<sup>&</sup>lt;sup>8</sup> https://hotelinvestortoolbox.com/glossary/service-level/

#### ✓ Indicator of a service level<sup>9</sup>

A service level indicator I a metric that indicates what measure of performance a customer is receiving at a given time.

These includes:

- Average daily rate (ADR): examines the average amount of revenue collected daily for all of your rooms that are occupied.
- Revenue per available room (RevPAR): analyzes the average revenue for a certain period of time, based on your income across all bookings.
- Average length of stay (ALOS): determine the occupant's length of stay by dividing the total number of occupied rooms by the number of bookings.
- Occupancy rate: identifies the total number of rooms, the empty rooms, and the booked ones.
- Online review: Star ratings being left by clients can indicate how efficiently the hotel is operating and which areas improvements can be made.
- Revenue par room type index: analyzes which room types are the most profitable, and assess whether promotions like free room upgrade can help or hinder a hotel.
- Market penetration index (MPI): shows your hotel performance with respect to your competitors in terms of industry.

## • Guest evaluation of service

Guest evaluation of service is the outcome of all the interactions and emotions a guest experiences in the hotel from the time they check in until they check out.

- 4 key steps to elevate your hotel's guest evaluation.<sup>10</sup>
  - ✓ Front desk: the kindness language that hotel guests want to speak. Kindness is language that the deaf can hear and bling can see.
  - Communication and concierge chat: Through concierge apps and chats, you can keep all lines of communication open throughout your guests' stay and

<sup>&</sup>lt;sup>9</sup> Tom Brwon, 2021, the most 7 important KPIs for hotel Industry. https://www.mews.com/en/blog/hotelindustry-kpis

<sup>&</sup>lt;sup>10</sup> https://www.stay-app.com/blog/hotel-guest-

evaluation#:~:text=Experts%20define%20it%20as%20%22the,increasingly%20important%20in%20our%20lives

communicate with the guests from anywhere at any time. This will track all your guests do, feel and need and be able to if there is something you can improve.

- ✓ Mobile devices, service offerings/hotel/social trends: Make your guests' life easier by providing information about all your services on a single screen.
- Active listening and live hotel surveys: live surveys give you total control over the situation. Especially when it comes to turning a negative experience into a positive one. Measure your guests' satisfaction and analyze their comments in detail and in real time to identify pain points. Respond immediately as well.
- ✓ Data analytics: The hotel staff and management will soon be able to visualize customer data and get detailed reports on hotel guest's activity in real-time





Xht hotel provides full service.

a. Describe all the services they provide.

b. Advise them on the indicators of service they can use for each service.

c. Advise them on the techniques they should use to elevate hotel guest evaluations.

If you face any challenge, ask trainer for guidance





Visit nearest hotel and come up with the following information:

Service level and why

Indicator of their service level



Answer by True (T) if the assertion is and by False (F) if the assertion is wrong

Customer care refers to the process of building an emotional connection with your customers

A guest profile is a record of the guests who stayed at your property and usually consists of important information

Choose the letter corresponding to the right answer

The following are types of guest except:

**Event attendees** 

**VIP** person

Boomers

Describe the characteristics of service

Describe the ways and techniques of providing service



- It is advisable to hotel, restaurant to create guest profile. This help them to satisfy their customers.
- Application of different ways and techniques of providing service enhance the level of service delivery



1) Re-take the self-assessment you did at the beginning of the unit.

My experience Knowledge, skills and attitudes	I don't have any experience doing this.	l know a little about this.	I have some experience doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Difference between customer care and customer service Describe of guest profile Describe Personal identification of the guest					
Explain guest status of guest in hotel industry Describe types of guests Define hospitality service					

My experience Knowledge, skills and attitudes	I don't have any experience doing this.	l know a little about this.	l have some experience doing this.	l have a lot of experience with this.	I am confident in my ability to do this.
Explain the Characteristics of service					
Explain ways and techniques of providing service					
Differentiate types and levels of service					
Explain indicator of a service level					
Describe the guest evaluation of service					
Describe the key steps to elevate hotel guest evaluation.					

Areas of strength	Areas for improvement	Actions to be taken to improve
1.	1.	1.
2.	2.	2.

2) Fill in the table below and share results with the trainer for further guidance.

## **UNIT 2: DEMONSTRATE PROFESSIONAL BEHAVIOR AND ATTITUDE**



Figure 5: professional behavior and ethics

## Unit summary:

This unit describes knowledge skills and attitude required to the student to explain elements of professional behavior, describe types of attitudes

and recognize professional positive attitudes

## Self-Assessment: Unit 2

- 3. Study the picture/figure..... above and answer the following questions:
  - a) What do you see in the figure?
  - b) What do you think is happening in the figure?
  - c) How does the figure relate to the unit?
  - d) What topics do you think will be covered under this unit?
- 4. Fill in and complete the self-assessment table below to assess your level of knowledge, skills and attitudes under this unit.
  - a) There is no right or wrong ways to answer this assessment. It is for your own reference and self-reflection on the knowledge, skills and attitudes acquisition during the learning process.
  - b) Think about yourself: do you think you have the knowledge, skills or attitudes to do this? How well?
  - c) Read the statements across the top. Put a check in column that best represents your level of knowledge, skills or attitudes.

My experience	l don't	I know	I have	I have a	l am
Knowledge, skills and attitudes	have any experience doing this.	a little about this.	some experience doing this.	lot of experience with this.	confident in my ability to do this.
Explain elements of professional behavior Describe types of attitudes					

d) At the end of this unit, you will assess yourself again.

My experience Knowledge, skills and attitudes	I don't have any experience doing this.	l know a little about this.	I have some experience doing this.	l have a lot of experience with this.	I am confident in my ability to do this.
Recognize professional positive attitudes towards					
the customer					
Recognize professional					
positive attitudes towards visual appearance					
Recognize professional					
positive attitudes towards uniform					
Recognize professional					
positive attitudes towards personal hygiene					
Recognize professional					
positive attitudes towards					
a certain type of customer (Aggressive, arrogant,					
undecided and reserved)					

# **Key Competencies:**

	Knowledge		Skills		Attitude
1.	Define a professional behavior	1.	Apply professional behavior	1.	Exhibit professional behaviors
2.	Describe professional behaviour	2.	Apply professional positive attitude towards cutomers	2.	Be detail oriented
3.	Define the term attitude	3.	Maintain professional visual appearance	3.	Be a critical thinker
4.	Differentiate types of attitudes	4.	Apply professional attitude towards uniform	4.	Recognize professional positive attitude
5.	Give example for each type of attitude	5.	Apply professional attitude personal hygiene	5.	Be organized
6.	Describe different professional positive attitudes	6.	Apply professional attitude toward a certain types of customer (Aggressive, Arrogant, Undecided and Reserved)	6.	Be goal oriented
7.	Describe professional visual appearance			7.	Be problem solver
8.	Describe professional attitude towards uniform			8.	Be engaged
9.	attitude personal hygiene				
10	. Identify professional attitude toward a certain types of customer (Aggressive, Arrogant, Undecided and Reserved)				

# Discovery Activity

1. Think about a hotel, restaurant, or any other organization you have visited

2. Think about the people you observed working there and describe them in terms of their behavior and clothing.

3. Share with your classmate

# Topic 2.1: Explanation of elements of professional behavior



Figure 6: Code of conduct of food and beverage service provider





Examine the picture above

What do you think everyone is doing in this picture?

### Key Facts 2.1

# Explanation of elements of professional behavior<sup>11</sup>

**A professional behavior:** is a combination of attitude, appearance and manners. It includes ways you speak, look, act and make decision.

In hospitality industry professional behavior goes with the way you perform your duties.



Each professional behavior describes how you behave towards **yourself**, **others** and **organization**. It describes also **behaviors that need further improvement** 

- Professional behavior
- ✓ Managing self and personal skills: refers to:

4 The willing and able to assess and apply own skills, abilities and experience

Being aware of own behavior and how it impacts on others.

<sup>&</sup>lt;sup>11</sup> http://www.bristol.ac.uk/staffdevelopment/professional-services/professional-behaviours/

### Self

- Managing workload and making effective use of time
- Being well prepared for meetings and presentations
- o Demonstrating an awareness of own values, motivations & emotions
- o Keeping up to date with what is happening in professional area
- Having an enthusiastic and positive 'can-do' approach
- Maintaining a healthy life balance
- Speaking and writing by using clear language
- Showing consistency between words and actions
- Being self-motivated
- Accepting and demonstrating personal responsibility for health and safety, data protection and other compliance areas

### Others

- Giving and receiving constructive feedback as part of normal day-to-day work activity
- Developing and maintaining personal networks of contacts
- Ensuring own behavior, words and actions support a commitment to equality of opportunity and diversity
- Chairing meetings effectively, ensuring everyone has an opportunity to contribute
- o Getting the best from others through effective communication
- Managing own response when faced with challenging situations

### Organisation

- Taking an active interest in what is happening more widely in the organisation
- $\circ$   $\;$  Keeping up to date with what is happening in wider environment  $\;$

### Behaviours indicating further development needs

- Talking or writing at inappropriate length
- o Focusing almost exclusively on own job or own department
- Being consistently late for meetings

32

- Missing deadlines
- o Reacting defensively to constructive criticism
- ✓ **Delivering excellent service**: this refers to:
- Providing the best quality service to external and internal clients
- Building genuine and open long-term relationships in order to drive up service standards

### Self

- Resolving problems quickly in a friendly manner
- Ensuring systems and processes are kept up to date
- Delivering what you promise
- o Setting appropriate boundaries and managing expectations
- Being clear about where you can be flexible and where you cannot and why
- o Being up to date with best client service practice in the sector
- Engaging positively with quality assessment processes

### Others

- Seeing things from your clients' viewpoint
- Listening, questioning and clarifying in order to understand your clients' needs
- o Using client feedback to drive improvements
- Tailoring communication to meet clients' needs
- Fostering a continuous improvement philosophy
- Delivering consistent service standards

### Organization

- Defining excellent service
- Interpreting rules and regulations flexibly to balance client and organizational needs

33

o Consistently giving positive messages about the organization

### Behaviors indicating further development needs

- Using too much organizational jargon
- Adopting a 'one size fits all' approach
- Hiding behind rules and regulations
- Providing anonymous service by withholding name or contact details
- ✓ Finding innovative solutions: This refers to:
- Taking a holistic view and working enthusiastically and with creativity to analyse problems and develop innovative and workable solutions
- Identifying opportunities for innovation

### Self

- Taking time to understand and diagnose problems by considering the whole picture
- Recognizing the need to go for the less-than-perfect solution at times in order to achieve objectives
- o Spotting an opportunity and taking action to do something about it
- o Identifying novel ways of resolving issues using own initiative
- Suggesting and trying out new approaches
- o Identifying risks and considering consequences of failure in advance
- $\circ$   $\;$  Balancing new ideas with tried and tested solutions  $\;$
- Working proactively and taking initiatives
- o Making decisions and taking responsibility for them

- o Supporting others to find their own solutions rather than giving all the answers
- Fostering a culture which encourages people to take acceptable risks in pursuing innovation
- Coaching and guiding others in developing and implementing innovative solutions
- o Sharing learning and experience to facilitate others' decision making

- Seeking input from others to develop team solutions
- Championing business cases and plans for ideas submitted by members of the team
- Encouraging and developing the creativity of others and recruiting and selecting creative people
- Giving people the space and freedom to be creative

### Organization

- Being open to and applying good practice and fresh ideas from inside and outside the organization
- Exercising judgement in line with organizational strategy and priorities
- o Actively seeking new ideas and approaches from outside the organization
- Identifying and pursuing opportunities to work in partnership with external organizations to generate and develop ideas

### Behaviors indicating further development needs

- Resigning responsibility for resolving issues
- Doing things, the way they have always been done without reviewing them
- Going for the 'easy' solution
- $\circ$   $\;$  Overlooking the potential repercussions of setting precedents
- Putting obstacles in the way of innovation
- ✓ Embracing change: This refers to:
- Adjusting to unfamiliar situations, demands and changing roles
- Seeing change as an opportunity and being receptive to new ideas

35

### Self

- Accepting that change is an integral part of life
- o Displaying open mindedness to new ideas and proposals
- Demonstrating a willingness to do things differently
- Making suggestions for improvement

- Taking a creative approach to change which challenges assumptions and is not based purely on enhancing existing practice
- Viewing change situations as opportunities for improving and developing work
- Remaining positive about moving forward despite being realistic about the difficulty of change
- Demonstrating that 'the way things are done here' does not restrict you
- Challenging the status quo in a constructive way

### Others

- Seeking a diversity of perceptions
- Encouraging others to initiate and embrace change
- o Encouraging experimentation and new ways of working
- Providing ongoing support and encouragement to others who are developing and testing ideas
- Articulating the purpose of change and the context within which change is happening
- Adapting approach to respond to changes outside of the organization
- o Communicating change in a positive manner through influencing and persuasion

### Organization

- o Creating a climate that encourages innovation and receptivity to change
- Leading by example in supporting the organization to break with traditional methods
- Communicating upwards to influence policy formulation
- Embracing new technologies, techniques and working methods
- Scanning the wider environment to seek opportunities to develop the organization
- Modifying departmental/organizational strategy to adapt to changes in the wider environment

### Behaviours indicating further development needs

- Unable to move beyond negative reaction to uncertainty
- Complaining instead of doing something about it
- Consistently blocking change and failing to build on others' ideas for change
- o Generating numerous ideas but not following any of them through

### ✓ Using resources: this refers to

Making effective use of available resources including people, information, networks and budgets

Heing aware of the financial and commercial aspects of the organization

### Self

- Using resources in ways that are efficient and minimize any adverse impact on the environment
- Using informal systems and channels of communication to inform and support objectives
- Influencing outcomes when bidding or negotiating for resources
- Aggregating, utilizing and interpreting management information
- o Considering cost benefit analysis implications of decisions
- Making use of information and resources gained through personal networks
- Recognizing that time is cost and adjusting behavior accordingly.

- Liaising with external bodies, suppliers and other HE bodies
- o Identifying the information and knowledge people need and why they need it
- o Drawing on others' knowledge, skills and experience
- Liaising outside of immediate work area to maximize use of resources within the organization
- Deploying human resources efficiently, at the right levels and in appropriate ways
- Delegating appropriately

• Considering costs as part of the equation when planning a development.

### Organization

- Sharing good practice with other parts of the organization
- Being mindful of responsibility to organization and funders in using resources
- Developing cross-service collaboration and being willing to share resources
- Identifying ways in which resources can be used flexibly and imaginatively for the benefit of the whole organization.

### Behaviors indicating further development needs

- Always going for the highest quality solution regardless of cost implications
- Re-inventing the wheel
- Assuming staff time is free

### Providing direction

- Seeing the work that you do in the context of the bigger picture and taking a longterm view
- o Communicating vision clearly and enthusiastically to inspire and motivate others

### Self

- Creating and articulating a vision for own area of responsibility
- o Standing by considered decisions even if they prove unpopular
- Understanding the bigger picture and being clear about how own role fits in

- Making links between individual, team, department and organizational objectives clear for others
- Giving team members support and advice when they need it, especially during periods of setback and change
- Empowering others to take personal responsibility
- Providing clarity about responsibilities and accountabilities

o Creating momentum and enthusiasm about what needs to be done

### Organization

- Ensuring plans are consistent with the objectives of the organization
- Not losing sight of the vision in dealing with day-to-day pressures
- o Breaking down 'silo' thinking and encouraging an organization-wide perspective

### Behaviours indicating further development needs

- Getting bogged down in detail unable to see the wood for the trees
- Being too internally focused
- Focusing on the short-term view
- o Dictatorial or controlling
- ✓ Developing self and others

### Description

- Showing commitment to own development
- Supporting and encouraging others to develop their knowledge, skills and behaviors to enable them to reach their full potential for the wider benefit of the organization

### Self

- Using all situations as potential learning opportunities
- Being a role model by devoting time to own development
- o Engaging in formal and informal learning and development activities
- Updating professional/ specialist skills
- Engaging positively with appraisal processes
- o Seeking, accepting and acting upon feedback, and learning from it

- Giving praise for work well done
- Making time to think about the development of colleagues
- Providing constructive feedback to colleagues at all levels
- Ensuring equal access to development opportunities for all

- Using delegation as an opportunity to develop others
- Empowering others by locating decision making at the lowest possible appropriate level
- Providing creative work opportunities to stretch and develop colleagues
- Encouraging others to learn from mistakes without blame
- Encouraging colleagues to take calculated risks
- Coaching and mentoring others

### Organisation

- Supporting succession planning by identifying and developing colleagues with high potential
- o Supporting others to undertake alternative duties,
- Encouraging others to contribute to institutional-level activity
- Identifying the changing needs of the organization and incorporating these into own and others' development plans

### Behaviours indicating further development needs

- Blocking the progress of high potential colleagues
- Believing that 'development' equals 'training' and not engaging with informal development methods
- Being intolerant of mistakes and apportioning blame
- Focusing on others' weaknesses rather than their strengths

### ✓ Working with people

### Description

- Working co-operatively with others in order to achieve objectives
- Demonstrating a commitment to diversity and applying a wide range of interpersonal skills

### Self

- Demonstrating that you value differences
- Monitoring and reviewing the effectiveness of working relationships
- Having a good grasp of where your responsibility ends and that of others begins

- Presenting own opinions and the interests of those you are representing at meetings in a convincing way
- Establishing rapport

### Others

- Co-operating willingly to support the achievement of team goals
- Using understanding of other people's perspectives to help reach agreement
- Sharing information and keeping others informed
- Recognising and respecting the roles, responsibilities, interests and concerns of colleagues and stakeholders
- Proposing and negotiating win-win solutions
- Giving constructive feedback
- o Surfacing conflicts early so that they may be addressed
- Ensuring that working arrangements, resources and processes respond to different needs, abilities, values and ways of working

### Organisation

- Working across boundaries to develop relationships with other teams
- Challenging inappropriate or exclusive practices/ behaviour
- o Reflecting organisational values in dealing with people and conducting business

### Behaviours indicating further development needs

- Interrupting when others are speaking
- 'Guarding' information
- Discouraging debate
- Giving priority to own personal goals
- Presenting other people's ideas as your own
- ✓ Achieving results

### Description

- Planning and organising workloads to ensure that deadlines are met within resource constraints
- Consistently meeting objectives and success criteria

### Self

- Taking personal responsibility for getting things done
- Maintaining a high standard of work even when under pressure
- Incorporating flexibility into plans and adjusting them in light of developments
- Keeping track of a number of projects running simultaneously
- Distinguishing between important and urgent tasks and prioritising effectively, even from apparently equal demands
- o Meeting deadlines
- o Being knowledgeable about key players who will influence the work you do

### Others

- Taking time to celebrate successes
- Winning support of key colleagues and other stakeholders
- Sharing the credit with others
- Being effective in gaining buy-in without having any direct authority
- o Monitoring progress and providing regular updates
- Recognising others' contribution to the achievement of objectives

### Organisation

- Saying 'no' to activities that are less important or do not fit with organisational priorities
- o Evaluating the success of projects and disseminating lessons that can be learned

### Behaviours indicating further development needs

- o Believing that talking about things is the same as action
- Being disorganised

• Failing to see things through

• Over-committing and not delivering





With trainer guidance answer the following question

Write down professional behaviors associated with the positions of Waiter/Waitress, Hosts, and Commis Chef.





- 1. Visit the nearest restaurant or hotel and observe the employees. Talk with them.
- 2. After the visit, write down all the professional behaviors you think they possess and explain why

# **Topic 2.2: Description of types of attitudes**









Figure 7: Positive attitude at workplace



Study the 2 figures?

- 1. What is happening in figure 1?
- 2. What is happening in figure 2?
- 3. Which figure scenario do you think is ideal in hospitality industry? And why?

### Key Facts 2.2

# ✓ Attitude: is a way of thinking, and they shape how we relate to the world both in work and outside of work. ✓ Positive attitude: This refers to keeping positive mindset and thinking about the greater goods no matter whatever the circumstances. Example: confidence, happiness, sincerity, determination ✓ Negative attitude: something that everyone should avoid. This refers to ignoring things in life and only think about whatever they will fail. Example: doubt, Frustration,





With trainer guidance answer the following question

Provide examples of positive behavior that waiters/waitresses, hosts, and commis chefs should exhibit in the workplace





Your friend Anny is operating a restaurant, and she wants you to design an ethics document for her restaurant employees. One of the content areas will focus on employee attitudes in the workplace. Provide a document detailing the positive behaviors that restaurant employees should exhibit and what they should avoid in the workplace, including the commis chef

45

<sup>&</sup>lt;sup>12</sup> https://stylesatlife.com/articles/types-of-attitudes/

# **Topic 2.3: Recognize professional positive attitudes**







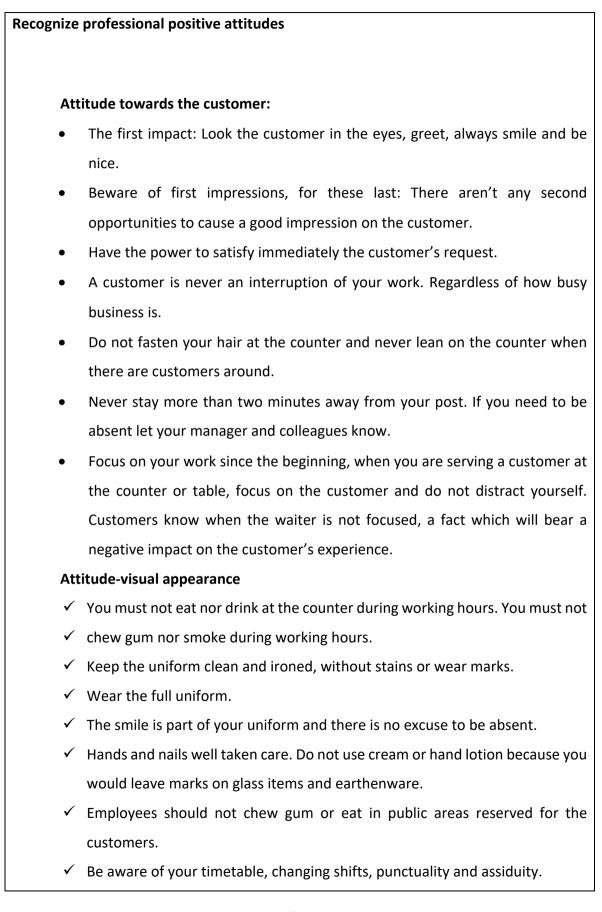
Figure 8: Professional dressing as service provider in Hospitality sector



Study the picture above:

- 1. What do you see in the picture?
- 2. In which company do we find employees dressed this way?
- 3. What qualities should service personnel possess?

### Key Facts 2.3



47

- Clean and combed hair is a must. Ladies should have their hair fastened.
   Gentlemen should have their hair short and shave every day.
- ✓ Take care of your nails and wash your hands regularly.
- ✓ Simple makeup and minimal jewelry
- ✓ Only transparent and nude color nail polish are allowed

### Attitude-Uniform





### Attitude: Personal hygiene

- Black shoes with non-slippery soles that allow you to walk safely on wet or slippery floor. Shoes must be clean.
- ✓ Socks must be dark, preferably black. Shoes are discrete.
- Trousers and belt. Trousers must be long enough to touch the top of your shoes and black.
- ✓ Dark color belt.
- ✓ Shirts must be in good condition, without stains or dirt. These must be uniform





Take a bath twice a day

Shave everyday



Brush your teeth twice a day



Using deodorants

### Attitude toward a certain type of customer

- Aggressive customers
- Be calm and flexible
- Do not oppose or pressure
- Present product very gently
- Repeat the request with assertiveness



### • Arrogant customers

- Be precise in the presentation of the products
- Do not oppose the customer
- Respect the request so that there will not be any error in the request sheet
- Undecided customer
- Make the customer enthusiastic about special offers
- Be concrete in the presentation and quality of products
- Help the customers to decide, with true suggestions
- Reserved customers
- Be calm and patient
- Present products in a simple and logical way

Figure 9: Personal hygiene





With trainer guidance answer to the following question

Fill in the table below with examples of how you can handle the following customers professionally

- 1. What are proffesional positive attitudes for a food and beverage profession?
- 2. Fill in the table below

Types of customer	Required professional behavior
Aggressive	
Arrogant	
Undecided	
Reserved	









You have been hired as a waiter/waitress in a 3-star hotel. Since you are new and the hotel tailor is still making your uniform, the manager has asked you to come in your own clothes. Describe how you will dress during your working days.



### 1. Match element of column A with element of column B

Attitude	Attitude	Attitude-	Attitude:	Attitude-
	towards	visual	Personal	Uniform
	the	appearance	hygiene	
	customer			
Do not fasten your hair at the				
counter and never lean on the				
counter when there are				
customers around.				
Hands and nails well taken care				
Dark color belt.				
Brush your teeth twice a day				
smile				
Black shoes with non-slippery				
soles that allow you to walk safely				
on wet or slippery floor				
Never stay more than two				
minutes away from your post				

- a. Describe positive attitude toward:
  - i. Aggressive customers
  - ii. Arrogant customers
  - iii. Undecided customer
  - iv. Reserved customers



To be a professional service provider. The physical appearance is the most important thing, you need also to be able to treat each and every customer accordingly.



My experience Knowledge, skills and attitudes	I don't have any experience doing this.	l know a little about this.	I have some experience doing this.	l have a lot of experience with this.	I am confident in my ability to do this.
Explain elements of professional behavior Describe types of attitudes					
Recognize professional positive attitudes towards the customer					

1. Re-take the self-assessment you did at the beginning of the unit.

My experience Knowledge, skills and attitudes	I don't have any experience doing this.	l know a little about this.	I have some experience doing this.	l have a lot of experience with this.	I am confident in my ability to do this.
Recognize professional positive attitudes towards visual appearance					
Recognize professional positive attitudes towards uniform					
Recognize professional positive attitudes towards personal hygiene					
Recognize professional positive attitudes towards a certain types of customer (Aggressive, arrogant, undecided and reserved)					

# 2. Fill in the table below and share results with the trainer for further guidance.

Areas of strength	Areas for improvement	Actions to be taken to
		improve
1.	1.	1.
2.	2.	2.

### **UNIT 3: EXHIBIT HOTEL PROFESSION ETIQUETTE**



Figure 10: Professional etiquette

https://empoweredladiessite.wordpress.com/2017/08/01/table-setting-dining-like-an-aristocrat/

https://www.boyden.com/media/be-ready-for-the-digital-workplace-16054476/index.html https://study.com/academy/lesson/hospitality-industry-products-characteristics.html

### Unit summary:

This unit describes knowledge skills and attitude required to the student to demonstration of table etiquette, display business etiquette and respect telephone etiquette.

### Self-Assessment: Unit 3

- **1.** Look at the illustration.
- 2. What is happening?
- 3. What do you think this learning outcome will be about?
- **4.** Fill in the self-assessment below.

There are no right or wrong ways to answer this survey. It is for your own use during this course. Think about yourself: do you think you can do this? How well? Read the statements across the top. Put a check in column that best represents your situation. At the end of this learning outcome, we'll take this survey again.

My experience Knowledge, skills and attitudes	I don't have any experience doing this.	l know a little about this.	I have some experien ce doing this.	I have a lot of experience with this.	l am confident in my ability to do this.
Demonstrate table rules while setting, serving and eating					

My experience Knowledge, skills and attitudes	I don't have any experience doing this.	l know a little about this.	I have some experien ce doing this.	I have a lot of experience with this.	I am confident in my ability to do this.
Display business etiquette					
Types of business etiquette					
Respect telephone etiquette					
Ways and techniques to use a telephone					
Why telephone etiquette matters in hotel industry					
Why telephone etiquette matters in hotel industry					

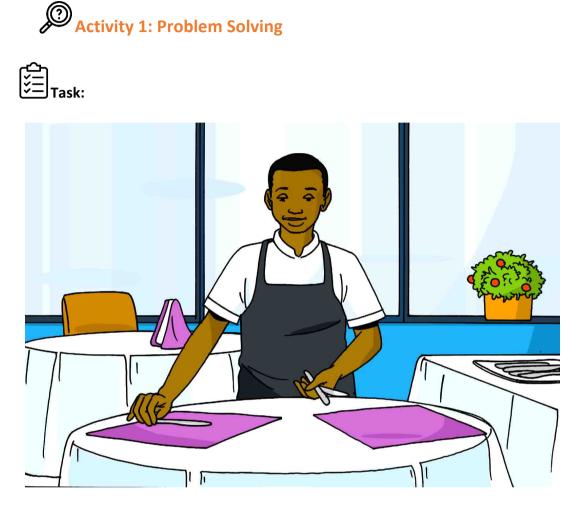
## **Key Competencies:**

Knowledge	Skills	Attitudes
Define the term attitude		Be detail oriented
Differentiate types of attitudes		Be a critical thinker
Give example for each type of attitude		



- 1. Think about the restaurant or family you visited and where you had a meal."
- 2. Think about how the table was arranged, how you were served, and how you ate
- 3. Share with your classmates

# **Topic 3.1: Demonstration of table etiquette**

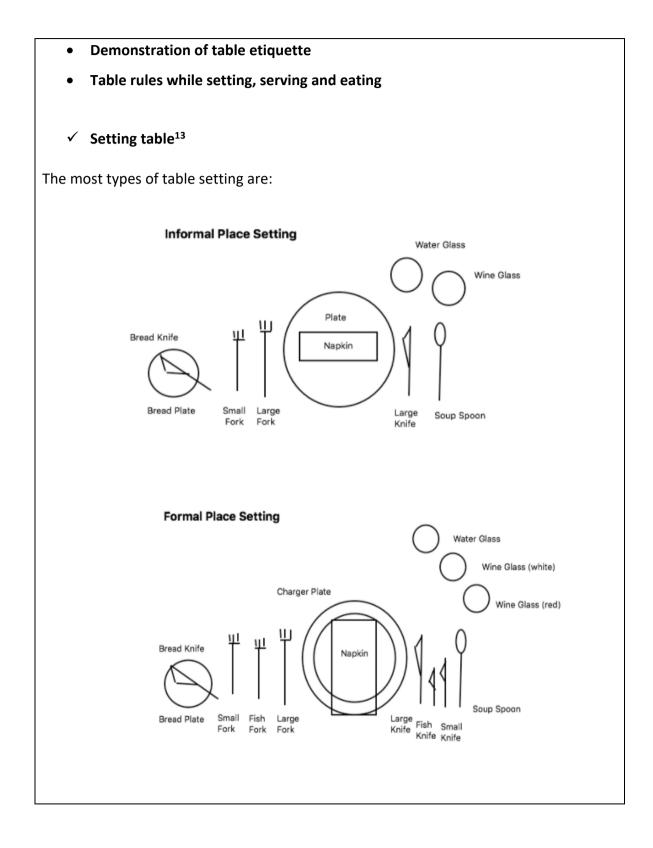


### Figure 11:Table etiquette

Study the picture above:

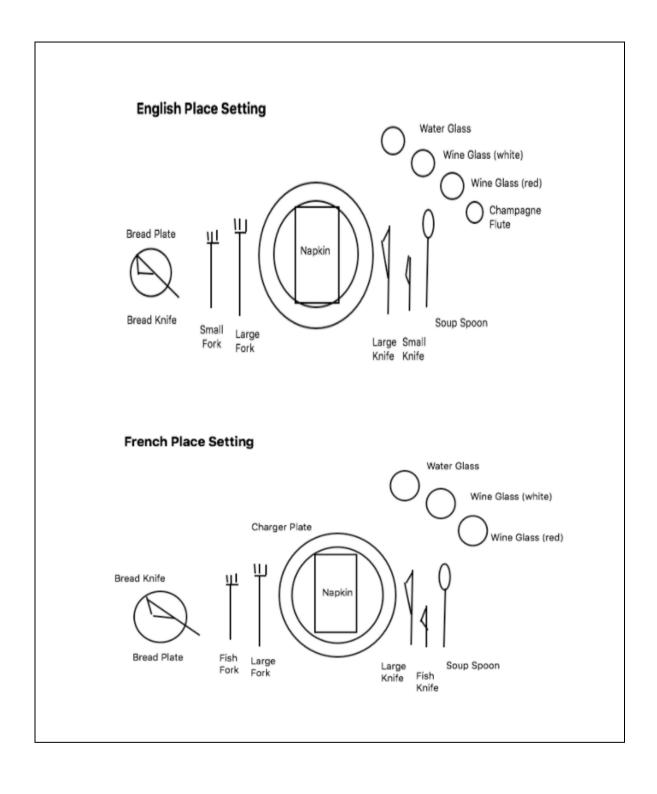
- a. What do you see in the picture?
- b. What do you think is happening?
- c. What are the proper ways to demonstrate table etiquette?

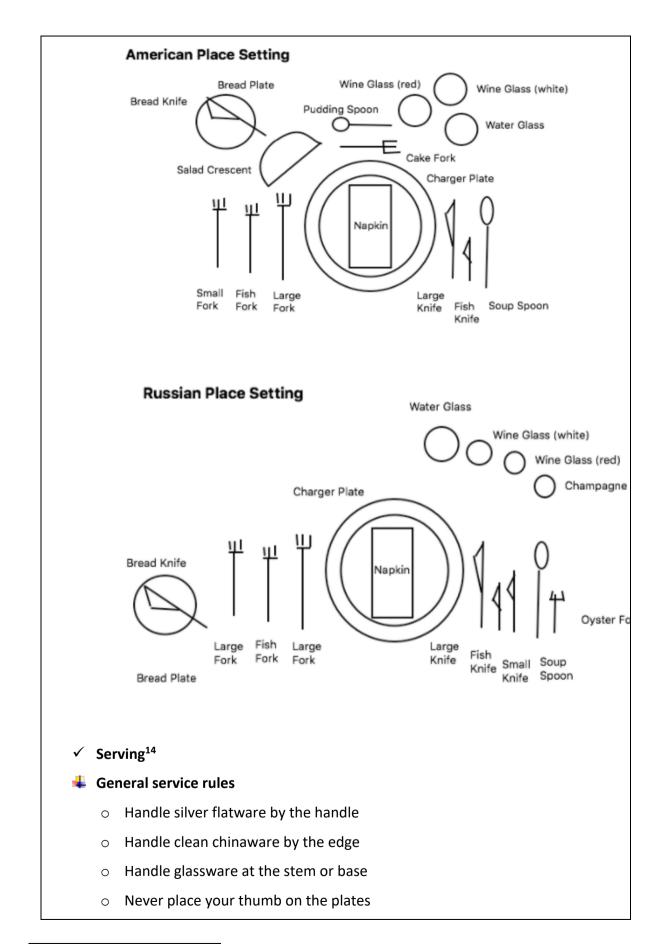
### Key Facts 1.1



<sup>&</sup>lt;sup>13</sup> https://poloandtweed.com/blog/types-of-service-and-table-settings-in-waiter-and-waitress-training

58





<sup>&</sup>lt;sup>14</sup> https://www.hospitality-school.com/must-follow-food-beverage-service-rules/

- Always carry silverware, chinaware, linen, glassware on a clean tray for approaching guest table
- Dishes should not be stacked too high on the trays.

### Meal service rules

- o Always serve the ladies first
- $\circ$   $\;$  Always sere guests from the right and clear tables from the left side
- Before each course is served remove soiled chinaware and replace with clean chinaware
- Complementary starter (if available) is to be served to all guests after the food order is taken
- Chinaware and towels are to be changed throughout the meal
- $\circ$   $\;$  Always change ashtrays when one cigarette stub is in it

### Beverage service rules

- o Always open wine bottles in front of the guest
- o Leave the bottle (if white wine or champagne) in the ice bucket while opening
- Always display the label and repeat the name of the wine when presenting to guest.
- All alcoholic drinks must be served with mixers and ice on the side
- When serving alcoholic drinks, request the guest to advise how much ice and mixer they would like

### Rules after having main course

- Crumbs are to be swept away using a folded napkin on to a clean plate before dessert is offered.
- $\circ$   $\,$  Coffee and varieties of tea are to be offered when taking the dessert order  $\,$
- Cream and sugar are to be served on silver tray and placed on the table before coffee or tea is served.
- Coffee or tea must only be served in silver pots

- Tray with dirty dishes to be removed immediately from the public area to the kitchen
- Dirty dishes are to be cleared only after everyone at the table has finished that course
- Checks are always to be presented in the check folder
- Checks are to be presented to guests on demand only
- Tables are to be reset as per table top specification as soon as the guest departs
- Complimentary meal-end items 9if available) are to be offered when presenting the guest check.

✓ Eating<sup>15</sup>

### ARRIVAL/SITTING DOWN

- Arrive on time and call ahead if you know you will be late.
- Do not place any bags, purses, sunglasses, cell phones, or briefcases on the table.
- Have proper posture and keep elbows off the table.
- Wait 15 minutes before calling to check on the arrival status of your dinner partners.

### TABLE SETTING

- When presented with a variety of eating utensils, remember the guideline to "start at the outside and work your way in". For example, if you have two forks, begin with the fork on the outside.
- Do not talk with your utensils and never hold a utensil in a fist.
- Set the utensils on your plate, not the table, when you are not using them.

<sup>&</sup>lt;sup>15</sup> https://www.kent.edu/career/dining-etiquette

### NAPKIN

- Typically, you want to put your napkin on your lap soon after sitting down at the table, but follow your host's lead.
- The napkin should remain on your lap throughout the entire meal. Place your napkin on your chair, or to the left of your plate, if you leave the table as a signal to the server that you will be returning.
- When the host places their napkin on the table, this signifies the end of the meal. You should then place your napkin on the table as well.

### ORDERING AND BEING SERVED

- Do not order the most expensive item from the menu, appetizers, or dessert, unless your host encourages you to do so. While it is best not to order alcohol even if the interviewer does, alcohol, if consumed, should be in moderation.
- Avoid ordering items that are messy or difficult to eat
- Wait for everyone to be served before beginning to eat, unless the individual who has not been served encourages you to begin eating.

### **DURING THE MEAL**

- Eat slowly and cut only a few small bites of your meal at a time.
- Chew with your mouth closed and do not talk with food in your mouth.
- Pass food items to the right (i.e. bread, salad dressings). If you are the individual starting the passing of the bread basket, first offer some to the person on your left, then take some for yourself, then pass to the right.
- Pass salt and pepper together, one in each hand. If someone has asked you to pass these items, you should not pause to use them.
- Taste your food before seasoning it.
- Do not use excessive amounts of sweeteners no more than two packets per meal is the rule of thumb.
- Bread should be eaten by tearing it into small pieces, buttering only a few bites at a time. Do not cut bread with a knife or eat whole.

63

- Gently stir your soup to cool it instead of blowing on it. Spoon your soup away from you.
- You do not have to clean your plate. It is polite to leave some food on your plate.

# **BE AWARE OF DIFFERENT EATING STYLES**

- Continental or European Style: Cutting the food with the right hand and using the left hand to hold the food while cutting and when eating.
- American Style: Cutting the food with the right hand and holding the food with the left, then switching hands to eat with the right hand.

# WHEN YOU HAVE FINISHED

- When you are finished, leave your plates in the same position, do not push your plates aside or stack them.
- Lay you fork and knife diagonally across the plate, side by side, pointing at 10:00 and 4:00 on a clock face. This signifies to the wait staff that you have finished.
- The person who initiates the meal generally pays and tips appropriately
- Always remember to thank your host.





With trainer guidance answer to the following question

Your friend has passed the exam to be a waiter in a 5-star hotel that has guests from all over the world. Assist him by:

- a. Demonstrating and explaining different types of table set up
- b. Describing general tables rules while serving and eating





Visit a 3 stars hotel and observe how they set table.

Write down types of table set up they use and explain why

# Topic 3.2: Display of business etiquette





You have been employed in a large restaurant, and you are expected to participate in all activities of the restaurant, including communication and working with others.

Describe how you should behave to perform well.

### Key Facts 3.2

## Display business etiquette

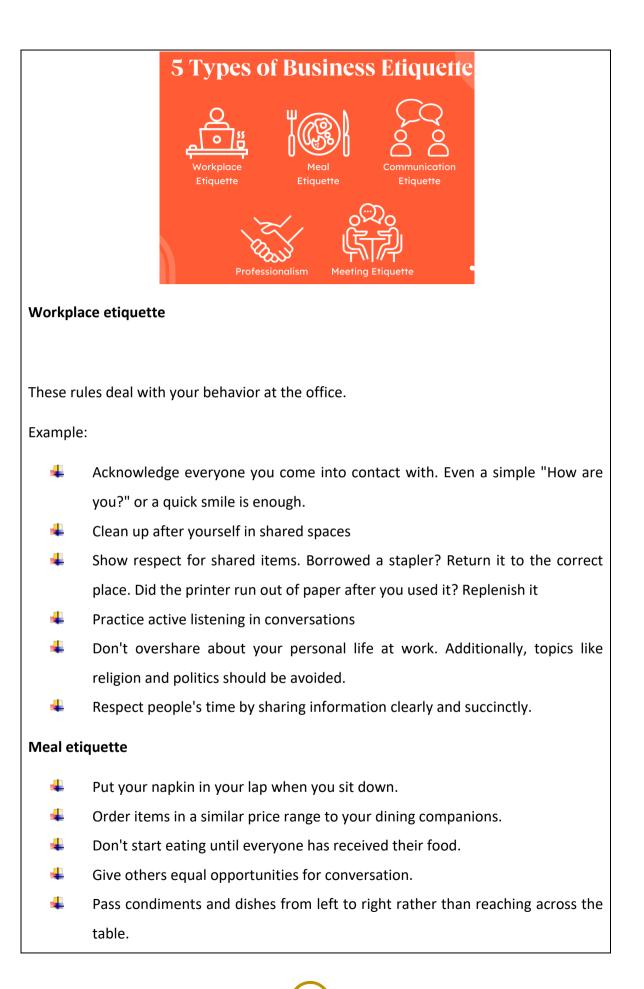
• Types of business etiquette<sup>16</sup>

Business etiquette is the way we conduct ourselves while doing business.

Business etiquette is concerned with acceptable behavior at the workplace. It includes:

- ✓ Dealing with customers, clients, co-workers, strangers
- ✓ Attending business meeting, meal time behavior, social gathering
- ✓ Telephone and email communication
- ✓ Personal grooming

<sup>&</sup>lt;sup>16</sup> https://blog.hubspot.com/sales/types-business-etiquette#2



- 4 Chew with your mouth closed. Don't snap your fingers at your server.
- Don't blow your nose at the dinner table. Instead, excuse yourself to visit the restroom.
- After the meal is over, partially fold your napkin and put it to the left of your plate

#### Professionalism

- Keep your word
- 🖶 🛛 Being punctual
- 🗍 🛛 Remain calm
- Acting flexible
- Using diplomacy. Be kind and amiable to people you like and don't like
- Accept constructive criticism
- Follow dress code and always practice good hygiene

#### **Communication etiquette**

Phone Etiquette:

- Don't speak too loudly or too softly.
- Never interact with your phone while you're with someone else.
- If you're on a conference call and you're not speaking, mute yourself so the others are not distracted by the outside noise.

In-Person Etiquette:

- Steer clear of complimenting someone's appearance, since this can make people feel uncomfortable.
- Maintain eye contact 60% to 70% of the time.
- Match their speaking volume.
- Show interest in what they're saying.

Email Etiquette:

- Aim to answer internal emails within one day and external emails within three days.
- Avoid overusing exclamation marks and smiley faces.
- Default to "Reply" over "reply all."
- Check with each party before you make an introduction.
- Check for grammar and spelling before hitting "send."
- Don't send anything that you wouldn't say in-person.

#### **Meeting etiquette**

- Send a meeting agenda around when you invite people to attend so they can prepare for the discussion in advance.
- Be mindful of time zones and the daily schedules of the people you're inviting when setting a time so nobody has to attend a meeting too early or too late in the day.
- Cater lunch or ask people to bring lunch if your meeting is scheduled during a typical lunch hour.
- Introduce new team members or first-time attendees to the larger group.

### Virtual meeting:

- Look at the camera
- Shut the door and make sure you're not interrupted by your pets, children, roommates
- Before your meeting, check the area in camera range for inappropriate or overly personal items.
- Provide non-verbal acknowledgement, like nodding and smiling.
- Follow the dress code

69

If you're the meeting facilitator, make sure all participants have the chance to speak or present ideas,

### In-Person Meetings Etiquette:

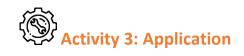
- Test your equipment beforehand to ensure a smooth meeting.
- Give attendees up to five minutes to settle in before diving into the agenda.
- Follow or set a clear agenda so people have time to think about contributions and ideas before presenting.
- Ask questions at an appropriate time. Avoid interrupting someone while they're speaking.
- Call on everyone who wants to participate in the discussion, or go around in a circle so everyone can speak.
- Don't speak too loudly so as not to disturb people working around you.
- Observe your body language; watch out for fidgeting, foot tapping, and swiveling your chair side to side.





With trainer guidance answer to the following scenario

Your friend has applied to work in a hotel. Advise him/her on how to behave in accordance with hotel etiquette





You have a family hotel with 3 stars, and since you have learned about customer care, your father has asked you to help design the hotel etiquette to be followed by the employees. Develop a document detailing the business etiquette for your father's hotel.

# **Topic 3.3: Respect of telephone etiquette**

Activity 1: Problem Solving





### Figure 12:Telephone etiquette

https://epgp.inflibnet.ac.in/epgpdata/uploads/epgp\_content/S001827/P001829/M029327/ET/1524 2153157.19\_Q1.pdf

- 1. Have you ever experienced someone's bad behavior on the call?
- 2. Did you feel anger?
- 3. If it was inquiry call to hotel, then would you ever prefer to visit that place?

#### **Respect telephone etiquette**

**Telephone etiquette:** means the manners of telephone communication. This include the way of greeting the caller, the tone of voice, the words you are choosing to speak, how attentively you are listening and the way of ending the call.

#### ✓ Ways and techniques to use a telephone

- Answer the call within three rings.
- Immediately introduce yourself.
- Speak clearly.
- Only use speakerphone when necessary.
- Actively listen and take notes.
- 🕌 🔰 Use proper language.
- Remain cheerful.
- Ask before putting someone on hold or transferring a call.

✓ Why telephone etiquette matters in hotel industry?<sup>17</sup>

- It shows professionalism: The first impression matters while speaking on the phone
- Build loyalty and trust: This comes when you speak with the guest politely and respectfully
- Leave a good impression: The way you treat guest on the call will motivate the guest to visit the hotel;
- Increase guest satisfaction: the guest must be properly satisfied on the call so that the guest decides to visit the place.

<sup>&</sup>lt;sup>17</sup> https://www.nfcihospitality.com/why-telephone-etiquette-matters-in-the-hotel-industry/

- $\checkmark$  Do's of telephone etiquette in the hotel industry
  - Answer the call quickly
  - Always have a pen and paper: This will help you to write details of the guest
  - Introduce yourself: use hotel's name
  - Listen carefully: don't harry
  - Give proper attention: no single piece of information should be skipped by your side.
  - **Take permission:** from the guest if you are going to transfer the call to another concerned person
  - Quick follow back: always give a call back if you have told the guest to call back
  - Politely ask if any doubt: ask the guest if have any doubt
  - Confirm the details: cross-check the details with the guest so that there will be no chance of confusion.
  - Politely close the conversation: close with a wish to the guest. For example, "have a nice day"
  - Satisfy your guest: at the end of the conversation the guest must always be satisfied.
  - Let the guest hang up first: if you cut the call before the guest t will look like you are only hurry to cut the call.

### Don't to telephone etiquette in the hotel industry

- Let call ring for long: not answering the call within 2 or 3 rings shows the guest that you are not serious about the business
- Not greeting properly: this shows that the guest's call is like headache for you and you don't have basic etiquette of greeting others.

74

4	Answer the call rudely: don't answer the call in a rude voice. It will leave a
	negative impression on the guest.
4	Start reaching for pen and paper: the waiting time to hold guest call search
	pen and paper make guest irritate.
4	No writing the details: no matter how strong your memory is; never skip
	ant detail of the guest because asking again for details will leave a negative
	impression.
4	Unnecessary put the call on hold: if it is important always take the
	permission from the guest
4	Transfer call without permission: never transfer call without taking the
	permission from the guest
4	Eating something while talking: it sounds weird
4	Show disinterest to talk: your voice should always be powerful and
	cheerful
4	Talking to another person while attending a call: your complete focus
	should be on the guest who is on the call at that time
4	Hang up without thanking: Thank you is a must as the greeting is while
	picking up the call.
4	Lose your temper: when you pick up the call you never knew how other
	person will talk or behave., it is your responsibility to stay calm and try to
	manage no matter how badly the guest talks.



With trainer guidance answer to the following scenario

Imagine you are working in a hotel, and while receiving a guest call, your nearest guest star asks some questions and you realize the guest's situation requires a quick reaction. How will you behave with the guest on the call?





Your friend Umutoni has been employed at a hotel, and her position requires her to interact with customers, including handling guest calls. Her boss has asked her to submit a sheet describing how she will handle guest calls before starting the job.

Assist her to develop that sheet. Which content should be included in?



1. The following are ways and techniques to use a telephone. Yes or Not

Ways and techniques to use a telephone	
Answer the call within three rings.	
Immediately introduce yourself.	
Speak clearly.	

Use easier language	
Actively listen and take notes.	
Putting someone on hold when you get new customer	
Remain cheerful.	

- 2. State ad explain do's of telephone etiquette in the industry
- 3. State and explain do't to telephone etiquette in the hotel industry



In hospitality industry especially food and beverage operations, customers are attracted by the way table are set and how the service personnel talk to them either face-to- face ot via phone call.

# Learning unit 3 post assessment

- Look at the illustration. What is happening? What do you think this learning outcome will be about?
- **2.** Fill in the self-assessment below.

There are no right or wrong ways to answer this survey. It is for your own use during this course. Think about yourself: do you think you can do this? How well? Read the statements across the top. Put a check in column that best represents your situation. At the end of this learning outcome, we'll take this survey again.

My experience Knowledge, skills and attitudes	I don't have any experience doing this.	l know a little about this.	I have some experience doing this.	l have a lot of experience with this.	l am confident in my ability to do this.
Demonstrate table rules while setting, serving and eating					
Display business etiquette Types of business etiquette					
Respect telephone etiquette					
Ways and techniques to use a telephone					
Why telephone etiquette matters in hotel industry					
Why telephone etiquette matters in hotel industry					



- 1. Re-take the self-assessment they did at the beginning of the unit.
- 2. Fill in the table above and share results with the trainer for further guidance.

Areas of strength	Areas for improvement	Actions to be taken to improve
1.	1.	1.
		2
2.	2.	2.

# **UNIT 4: HANDLE GUEST COMPLAINTS**



Figure 13: Guest complaints

# Unit summary:

This unit describes the knowledge, skills and attitude required to the students to handle guest complaints, explain the reasons of guest complaints and describe procedures of handling guest complaints.

# Self-Assessment: Unit 4

- 1. Look at the illustration. What is happening? What do you think this learning outcome will be about?
- 1. Fill in the self-assessment below.

There are no right or wrong ways to answer this survey. It is for your own use during this course. Think about yourself: do you think you can do this? How well? Read the statements across the top. Put a check in column that best represents your situation. At the end of this learning outcome, we'll take this survey again.

My experience Knowledge, skills and attitudes	I don't have any experience doing this.	l know a little about this.	I have some experience doing this.	l have a lot of experience with this.	l am confident in my ability to do this.
Handle guest complaints					
The following are reasons guest should complain:					
Description of Procedure of handling guest complaints					

# **Key Competencies:**

Knowledge			Skills		Attitudes	
1.	Describe types of guests complaints	1.	Handle guest complaints	•	Exhibit professional positive attitudes	
2.	Explain of reasons of guest complaints			►	Showing empathy	
3.	Describe procedure of handling guest complaints			•	Be focused	
				•	Be details oriented	

# Discovery Activity

Think about a bad service you have ever experienced.

- 1. How you felt and what did they do to get good service
- 2. Share with class
- 3. Think now if you were a service provider, what you would do to the customer to correct the mistake done

# **Topic 4.1: Handle guest complaints as per standards**



Think the situation where you were not satisfied by the service

- a. How did you feel?
- b. What did you do to get your right as customer?

#### Key Facts 4.1

- Handle guest complaints
  - Types of guests complaints
    - ✓ Aggressive complainer

**The aggressive complainer** is an extrovert who is controlling, practical and decisive. Aggressive complainers are most difficult to please and are often more concerned with displaying their emotion than actually achieving a solution. Give them options so they feel they're staying in control.

✓ Expressive complainer

The **expressive complainer** is also an extrovert but they are also more sociable and impulsive. They will respond to an enthusiastic presentation style and need time to talk. Go for the big picture and avoid too much detail if you want to win over an expressive customer.

#### ✓ Passive complainer

The **passive complainer** is an introvert. They are friendly but can be totally indecisive. You cannot hurry this type of customer. They hate sales pressure and need reassurance

#### ✓ Constructive complainer

The **constructive complainer** is organized and critical. Constructive complainers are most beneficial to a business since they are analytical and address their problem to the business in a calm, rational and detailed manner





With trainer guidance answer to the following scenario

A hotel guest ordered breakfast, and the waiter promised to bring it in 30 minutes. However, due to the hotel being overloaded, the breakfast was ready after 45 minutes. The guest became hungry and expressed their dissatisfaction to the operations manager, stating that they would never return to the hotel. The operations manager attempted to approach the guest, but the guest refused. He/she even called his/her friends directly, advising them not to visit the hotel due to its poor service."

Question: which type of guest complaint is?





Visit your nearest hotel, and observe customers and write down the types of guest complaints you observed.

# **Topic 4.2: Explanation of reasons of guest complaints**



Figure 14:Undersatnding guest complaints



#### Study the illustration above:

- a. What are the categories of people in this illustration?
- b. What do you think is happening?
- c. Have you ever been in a situation where you were not satisfied with the service and had to make a complaint?

85

- d. What were the causes of your dissatisfaction?
- e. What are the possible causes of customer complaints?

### Explanation of reasons of guest complaints<sup>18</sup>

Hotel guests may make complaint because of many reasons like physical concerns such as cleanliness of maintenance problems or guests experience about service they received at your property. Complaint happens when hotel fail to meet the guests' expectations or unable to deliver the service that promised.

- The following are reasons guest should complain:
  - ✓ In-room cleanliness concerns.
  - ✓ Unpleasant odors (e.g., smoke, pets)
  - ✓ Problems with the temperature (too hot or too cold)
  - ✓ Trouble with the Wi-Fi.
  - ✓ A lack of free services or amenities.
  - ✓ The hotel is too noisy.
  - ✓ Too much traffic near guest rooms.
  - ✓ Lack of customer service

# Activity 2: Guided Practice



With trainer guidance, Study the scenario and answer to the question

A hotel guest ordered breakfast, and the waiter promised to bring it in 30 minutes. However, due to the hotel being overloaded, the breakfast was ready after 45 minutes. Unfortunately, the waiter failed to inform the guest about the delay and the change in the

<sup>&</sup>lt;sup>18</sup> https://www.kapturecrm.com/blog/21-common-customer-complaints-in-hospitality-avoid-them/

promised time. As a result, the guest became hungry and expressed their dissatisfaction to the operation manager, stating that they would never return to the hotel. The operation manager attempted to approach the guest to address the issue, but the guest refused. In fact, the guest went as far as calling their friend who had plans to visit the hotel, advising them not to do so due to the perceived poor service.

What are the causes of this guest complaints?





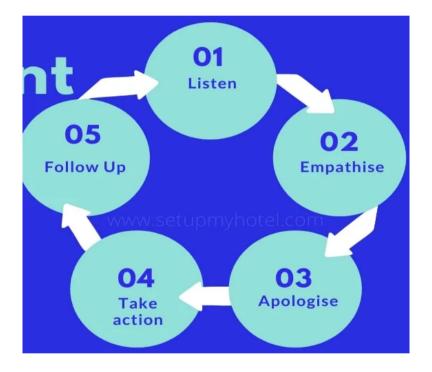
Visit your nearest hotel or restaurant and ask the service personnel about the different causes of guest complaints in their establishment. Write down the given answers

# **Topic 4.3: Description of procedures of handling guest complaints**





Study the diagramm and answer to the following questions



- a. According to the steps on diagram, relate them with guest complaints
- **b.** How those steps should serve in relation to guest complaints?

# Key Facts 4.3

Des	scription of Procedure of handling guest complaints					
0	Step 1: Listen					
	<ul> <li>Listen until the customer finishes without interruption</li> </ul>					
	<ul> <li>Do not excuse yourself or others</li> </ul>					
	$\checkmark$ Wait for a pause that indicates the customer is calmer, to begin t					
	speak					
	<ul> <li>Use empathy and show understanding</li> </ul>					
0	Step 2: Reformulate					
	<ul> <li>Transmit your concern and good will</li> </ul>					
	$\checkmark$ Confirm that you understand the question put forward by the					
	customer					
0	Step 3: Solve					
	<ul> <li>Address the customer and present solution options to the customer</li> </ul>					
	<ul> <li>Give a final answer and ensure that customer is satisfied</li> </ul>					
	$\checkmark$ When handling guest complaint do not make promises that exceed					
	your authority.					
	$\checkmark$ If a problem cannot be solved, staff should admit this to the gue					
	early on.					



Task:

With trainer guidance answer to the following scenario

A hotel guest ordered breakfast, and the waiter promised to bring it within 30 minutes. However, due to the hotel being overloaded, the breakfast was ready after 45 minutes, and the waiter failed to inform the guest about the delay. As a result, the guest became hungry and expressed their dissatisfaction to the operation manager, stating that they would never return to the hotel. Despite the operation manager's attempts to approach the guest, they refused to engage and even warned their friend not to visit the hotel due to the perceived poor service

Suppose you are service personnel; describe how you will handle this guest's complaint.





Visit nearest hotel or restaurant and discuss with service personnel on the procedures they follow to handle guest complaints. Nots down answers for your reference.



a. Identify possible reasons of guest complaints

b. Match the elements of column A with the element of column B

Answer	А	В
	1.Expressive complainer	<b>a.</b> They are friendly but can be totally
		indecisive. You cannot hurry this type
		of customer. They hate sales pressure
		and need reassurance.
	2.Passive complainer	<b>b.</b> An extrovert but they are also more
		sociable and impulsive.
	3.Difficult to please and are often	c.Constructive complainer
	more concerned with displaying	
	their emotion than actually	
	achieving a solution	
	4. Constructive complainers are	d.Aggressive complainer
	most beneficial to a business since	
	they are analytical and address	
	their problem to the business in a	
	calm, rational and detailed manner	

c. Description of Procedure of handling guest complaints



In service provision, it is not possible to avoid guest complaints. The importance if how you respond to the guest complaints.

It is important to handle guest complaint professionally because it exceed guest expectations and show to guest how profession you are

# **Self-Reflection**

**1.** Re-take the self-assessment you did at the beginning of the unit.

My experience Knowledge, skills and attitudes	I don't have any experience doing this.	l know a little about this.	I have some experience doing this.	l have a lot of experience with this.	I am confident in my ability to do this.
Handle guest complaints					
The following are reasons guest should complain:					
Description of Procedure of handling guest complaints					

# 2. Fill in the table below and share results with the trainer for further guidance.

Areas of strength	Areas for improvement	Actions to be taken to improve
1.	1.	1.
2.	2.	2.

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94



February, 2023