

Unit 6: Rooms Division Operations Management

Unit code: R/601/1792

QCF level: 4

Credit value: 15

- **Aim**

This unit will provide learners with a comprehensive understanding of contemporary rooms' division operations management and the importance of revenue management to operations.

- **Unit abstract**

The unit examines the role of the rooms division within the management of a hospitality operation, the operational elements that comprise the rooms division and how these are deployed by management to maximise both occupancy and rooms revenue. Learners will gain understanding of the role of the front office as the 'nerve centre' of customer activity with network communication links within and to other departments. They will also gain understanding of the management of housekeeping services.

Learners will be able to identify trends and technologies which impact on rooms division operations and effectively utilise a computerised operating system within the rooms division.

- **Learning outcomes**

On successful completion of this unit a learner will:

- 1 Understand services provided by the rooms division in diverse contexts
- 2 Understand the impact of contemporary management issues on the effective management and business performance in the front of house area
- 3 Understand factors that contribute to effective management and business performance in the accommodation service function
- 4 Be able to apply techniques to maximise and measure occupancy and rooms revenue.

Unit content

1 Understand services provided by the rooms division in diverse contexts

Accommodation services: roles and responsibilities; housekeeping; maintenance; working procedures; control mechanisms; decoration and furnishings; refurbishment; accommodation environment and occupancy; guest services and supplies; linen services and laundry; cleaning services; environmental issues; health, safety and security; documentation and records

Front office services: roles and responsibilities; reception; advanced reservations; concierge; administration; working procedures; control mechanisms; interior design; first impressions; guest records; the guest cycle; occupancy rates and monitoring; selling and promotion; tariffs and discounting; billing; point of sale (POS); payment procedures; cash control and reconciliation; security

Legal and statutory requirements: health and safety; hazardous substances; protective clothing; consumer law; price tariff and display; data protection; immigration (hotel records); diplomatic privileges

Diverse contexts: hospitality businesses; at least three examples eg hotel, restaurant with rooms, university campus

2 Understand the impact of contemporary management issues on the effective management and business performance in the front of house area

Planning and managing: business/departmental plans; operations; procedures; POS management; security; night audit; use of technology; operational constraints; evaluating; controlling and updating front-of-house services; health and safety; consumer and data protection; pricing

Front-of-house area: visual impact; first impressions; design and layout; zoning; ambience; colour; flowers/plants; heating; lighting; airflow; cleaning and maintenance; security

Services: examples eg rooms related, concierge, information, sales, administration

Operational issues: financial; marketing; sales; human resources; quality; customer

3 Understand factors that contribute to effective management and business performance in the accommodation service function

Planning and managing: business/departmental plans; operations; procedures

Property interiors and design: use; function; visual impact; ambience; ratings; cost; durability; access to and mobility within interior; suitability of fabrics/furnishings/fittings; efficient use of space; heating; lighting; airflow; effect of colour; design; smell; flowers; plants

Services: to include rooms (bedrooms, functions, meeting, staff, public), linen and laundry, cleaning, leisure areas, maintenance and self-catering equipment, environmental services, waste management, use of technology, operational constraints, health and safety, consumer and building regulations, evaluating, controlling and updating rooms services

Operational issues: financial; marketing; human resources; quality; customer

4 **Be able to apply techniques to maximise and measure occupancy and rooms revenue**

Revenue/yield management (RM/YM): forecast methodology; demand; perishability; cyclicity; distribution channels; price discrimination using differential rates and tariff structures to maximise occupancy; inventory management including the use of booking horizons and booking forecasts to maximise yield; hotel internet marketing including viral marketing; ethical issues; price fencing and lead-time pricing; advantages and limitations of revenue/yield management systems

Sales techniques: tariff structures; market-based pricing; negotiated rates (delegate, seasonal corporate packages); the use of overbooking (policy on no-shows, cancellations); sales leads; referrals; selling other services; upselling; correspondence research; repeat business; customer loyalty schemes; sources of bookings; central reservations; agents; airlines; referrals

Forecasting and statistical data: comparisons of actual performance against projected performance; formulation of the marketing and pricing policy; compilation of operational and financial reports; front office performance indicators (room occupancy percentage, sleeper occupancy percentage, double/twin occupancy percentage, average room rate, average sleeper rate)

Learning outcomes and assessment criteria

| Learning outcomes On successful completion of this unit a learner will: | Assessment criteria for pass The learner can: |
|---|---|
| LO1 Understand services provided by the rooms division in diverse contexts | 1.1 discuss accommodation and front office services for different organisations 1.2 analyse the roles and responsibilities of a range of accommodation and reception services staff 1.3 discuss legal and statutory requirements that apply to rooms division operations 1.4 evaluate services provided by the rooms division in a range of hospitality businesses |
| LO2 Understand the impact of contemporary management issues on the effective management and business performance in the front of house area | 2.1 assess the importance of the front of house area to effective management 2.2 discuss the key aspects of planning and management of the front of house area for a given hospitality operation 2.3 critically discuss the key operational issues affecting the effective management and business performance of the front office area for a given operation |
| LO3 Understand factors that contribute to effective management and business performance in the accommodation service function | 3.1 assess the importance of property interiors and design to effective management 3.2 discuss the critical aspects of planning and management of the accommodation service function for a given hospitality operation 3.3 analyse the key operational issues affecting the effective management and business performance of the accommodation service function for a given operation |
| LO4 Be able to apply techniques to maximise and measure occupancy and rooms revenue | 4.1 perform revenue/yield management activities to maximise occupancy and rooms revenue 4.2 discuss sales techniques that rooms division staff can use to promote and maximise revenue 4.3 discuss the purpose and use of forecasting and statistical data within the rooms division 4.4 calculate rooms division performance indicators to measure the success of accommodation sales |

Guidance

Links

This unit can be linked successfully with *Unit 10: Work-based Experience*, as a period of work experience in a rooms division environment, prior to delivery and assessment it will help learners who have no front office or operational accommodation experience.

This unit links to the following Management NVQ units:

- B3: Develop a strategic business plan for your organisation
- B10: Manage risk
- E1: Manage a budget
- E2: Manage finance for your area of responsibility.

Essential requirements

Appropriate front office reservation/customer billing software packages such as *Fidelio*, must be used to enable learners to appreciate the impact of technology on the front office.

Further resources, such as articles on revenue/yield management, must be accessed via the internet.

Employer engagement and vocational contexts

The quality and relevance of the learning experience can be greatly enhanced by the involvement of current practitioners of this unit, especially by the hosting of learners for at least one of their assignments. Current practitioners will help learners appreciate better the nature of the competitive business environment.

Case study materials will also help to highlight specific issues.