

Margaret Allas
Hotel Operations
Prof. Crumb
October 6, 2004

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RIT Inn Visit 2 Critique

Last Wednesday, our Hotel Operations class was warmly welcomed back to the RIT Inn for the second time. We met in Charades, the Inn's lavish lounge and cocktail room for various banquets. The class was introduced to two of the hotel's human resources personnel. We separated into our respective groups and were given case studies to work on. There were four different types of case studies and eight groups; this meant two groups would present the same case. Some, for example, dealt with sexual harassment and dress code. While preparing the presentations, students were allowed to walk around the property and observe or even ask advice from the Inn employees. My group, Group 2, received the case study called 'Overcoming Resistance to Change'. It dealt with hotel policy, image, dress codes, and employee opinions. Our group decided that employees should be allowed to have some say in company policy because their performance levels may be affected. Also, communication between management and associates is integral to any successful organization. After our presentation, one of the HR representatives surprised the class by telling us that the so called 'case study' was an actual situation that they were presently working on at the hotel. The HR representatives made helpful comments and gave real world advice after everyone's presentations.

This was an interesting class because it allowed us to get out of the classroom and be in an industry environment. It was also very helpful having the HR people there to tell us what they do, would do, or have done in our case study situations. The best part of the visit was when they revealed that the 'Overcoming Resistance to Change' case study was something that they were working on. They informed us that they mostly had the situation under control and were

working out the minor problems. They allowed the employees to choose their uniforms, so there was no problem in that area. They were having trouble creating a policy that satisfied everyone's needs in the area of male facial hair and earrings. The Inn wanted the students input and opinions. Even though HR thought it was better to enforce corporate image and professionalism, meaning no male earrings or facial hair, they felt it was good to get an objective opinion from our group. Again, communication is the key to success.

Seung Hee Baek
Professor Crumb
Hotel Operations
October 4, 2004

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Critique 2

We had the second R.I.T Inn & Conference Center visit. At first, we met an Operation Manager, a Human Resource Manager, and a General Manager. We listened their welcome notes and brief comments about their jobs. After we were divided teams, we received a Case Study about problems caused in a hotel. For example, there are sexual harassment, policy change, and quarrel in a front desk. My team's case study was overcoming resistance change.

The case study was that when a new management firm is in a hotel, associates want to update the hotel's regulations. They request that the hotel have to allow men's earrings, neat facial hair, and flexibility of uniform. Through my experience in a Holiday Inn, I thought that all request couldn't be acceptable. The reason is that a hotel considers its neat image, so it does not allow unattractive grooming of employees. Neat grooming of employees helps to build the hotel's good image. However, my teams concluded that men's earrings and long hair can be permitted, because if the hotel can make specific standards like not flashing earrings and no big earrings, the hotel will satisfy employee's request and its image. The employee's happiness in their work's environment is a key to provide good service to customers. In contrast, we disagree about desire for a uniform flexibility, because uniforms are standards of the company. Therefore, it cannot be changed at all.

I think it is not easy to find a way to meet employee's request and a hotel's image. The hotel must fulfill their workers' happiness and firm rule for hotel. If the hotel must force their strict rule, it can give other rewards for working people. In contrary, if the hotel takes employees' asking, they must follow its specific regulations.

Hotel Ops
Prof. Crumb

Jason Duprat
October 13, 2004

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RIT Inn critique #2

The collaboration between the RIT Inn and the hospitality program at RIT is a tool that will allow students to acquire first hand knowledge on the hotel industry. The first meeting with the executives of the RIT Inn was very informative.

During trip number two to the RIT Inn we were able to review some Human Resource situations that had actually taken place. The two that stuck out most in my mind were the cases regarding the dress code and the case regarding sexual harassment in the kitchen. Both of these cases are important issues that managers at any hotel might have to face. Students felt that they would be willing to allow the employees to participate in uniform selection and also give them a shot to voice their opinions regarding the grooming standards. The big issue in this case was whether males should be permitted to wear earrings or have a beard. The students felt that strict guidelines were needed if any changes were made to the policy, they felt that a male wearing an earring or having a neat beard was not extreme in day's society. Management at the Inn informed the students that when considering what to do they first should look at the image they want the hotel to portray and in their case they felt they needed to display themselves as being conservative. The second issue dealt with some shoving that had gone on in the kitchen. An employee had shoved another, who had taken offense to the gesture and filed a complaint. We learned that the managers had suspended the accused and then conducted an interview with the victim and obtained a written description of what took place. This was then presented to the accused, which then confessed. The

managers felt that this was an isolated incident and deemed that a write-up and separation of the two would be a sufficient way to solve the problem.

I felt that this visit to the Inn was very valuable to me. I was able to hear from the managers that had to deal with these situations and learn what their thinking process involved. This is a great way for me to gain some knowledge in the area of HR and I think that I will be able to retain what I learned through our discussion very a long time.

PORCHA GILLESPIE
10-10-04

PROF. CRUMB
HOTEL OPERATIONS

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Case Study # 2: R.I.T. Inn

The R.I.T. INN is the perfect place for hospitality students to learn all the ins and outs of the hotel business. Some of my associate students and me had the chance to visit the R.I.T. INN last Wed. Oct. 6, for another case study.

This time we were able to meet to of the ladies that were responsible for the hotels operation. We got to meet Debbie A. and Eileen who were able to help us in our case study. We were each assigned different situations that could happen within a workplace and we had to decide what would be the best thing to do in the case. My situation was one where we were in the hotel situation and a dress code was in effect for employees already including: no earrings for male associates and elimination of certain facial hairs, and the new uniforms were to be worn regardless.

The associates had complaints with every one of these codes that were trying to be enforced because they felt that small earrings should be allowed, hair should be allowed as long as it is trimmed, and they also felt they should be able to be comfortable in their uniforms. We had to decide if the associates should be able to have a say in the uniforms that they had to wear and other hotel policies. Our group at first did not agree but we ended up deciding that the employees should have a say because they are the ones that are in direct contact with the guests and they should be made to feel important. Sometimes change is for the better and that is a decision that is to be made by the General Manager, but the employees should at

least me included in the decisions. Like I always say, the hotel is only as strong as its employees.

Porcha Collespie

Fang Ling Huang
Professor Crumbs
Hotel Operations
October 7, 2004

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Critique of visit to RIT Inn (2nd Visit)

In our second visit to the inn, we had to solve cases in our individual teams. During this visit, we had to solve cases of the Human Resource department. Different groups got assigned different issues and cases, although some of the groups did get the same case. We also met with Ilene, the Human Resource Manager and Debbie of Hotel Operations and they helped us out in many ways. Ilene was especially helpful to us in our case study.

For my group, we were assigned to a sexual harassment case of the same gender. A woman employee who has worked for several years gets sexual harassed by a new woman employee. The husband of the old employee was outraged and called to demand that the inn do something about it. We came to the decision of first investigating the case a little further by talking to their coworkers to see if any of them had witness the happenings. We also decided to talk to the new employee and ask her if she had sexual harassed the old employee. If all the evident does suggests that she did sexually harassed the other employee, regardless of the gender, we will have to fire her. Furthermore, we do want to keep the old employee and it is easy to fire a new employee.

I learned a lot about the different issues that can occur within the Human Resource department. Some of them are easy to handle and some are not that easy to handle. But this trip really made me realize the brains it takes to handle the Human Resource department.

Ola John-Ukegbu
Sept.29, 2004

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Second Visit to the R.I.T. Inn and Conference Center

On Sept.29, 2004, my hotel operations class had our second visit to the R.I.T. Inn and conference center. We sat in a bar/lounge style sitting area where our 'lessons' began at 10am.

The visit commenced by us being introduced to some members of the Human Resources department. We were divided into our teams and given cases studies to analyze and present our solutions.

The members of the HR department present listened to the solutions that each team presented for their case study and commented on them with reference to the solutions that they had implemented in a comparable situation within the course of their work, or solutions that they would have implemented if confronted by a similar situation.

After the presentations and general discussion about related issues and scenarios with some of the members of the HR department, our visit was concluded. It was very informative.

Overall, I will say that it was a good experience and resourceful visit in which once again, I learnt valuable new things about the hotel industry, including how to manage employees from a the human resources department point of view and legal matters concerning employees.

Joseph Kim

Hotel Operations

Professor Crumb

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RIT Inn Visit 2

The topic for today is human resource. Two people are in charge of human resource at the inn, they are Debbie and Eileen Preston. Their job is to oversee everything that goes on, which includes front desk, house keeping, catering, and anything that involves people at the hotel.

The human resource department is about the employees at the hotel. They keep track of the people that work there and people who wants to work there. If any employee has a problem they would go and talk to this department.

Another thing we did today was to go over case study. The case study my group was over was about sexual harassment. One employee was being harassed by another employee. We said that the employee who was being harassed must fill out a complaint. The human resource department then watches the activities of the other employee and then confront that person about it. To avoid problems we can keep them separated by giving them different shifts. If the employee that is harassing the other employee is a newly hired person, you can see if that person had a pervious record at another place.

The ideas we came up with were the same as what the human resource department came up with it. You have to see how the employee interacts and investage. You have to hear both sides of the story and then make decisions based on the facts you come up with

The human resource department is an important part of the Inn and any company. If you didn't have a good staff then you wouldn't have a good business. The RIT inn hires the right people for there operation. They all had experience and if they didn't they would be trained. Human resource is a key department at the Inn.

Chirsan Lichtenstein
Hotel operations
Critique 2

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The second trip to the inn was much more informative. I found that using situations from the inn's actual history was very valuable in learning management decision-making. Studying from real life situations definitely made for not only interesting, but also more in depth learning. Being able to make our own decisions on what our problem solving techniques we would use, and then hearing what really happened, helped to shape the whole decision making process. It gave students an opportunity to use what talents they might posses, and then take those and incorporate them with actual hotel manager's solutions.

Specifically, the case study my group looked at talked about a very important issue facing all companies today. The specific topic we dealt with was sexual harassment. This was a great topic to explore, because it is an issue all companies, no matter what the business, deals with at some time. The managers at the inn gave great insight to a real life application of what we learn in class. It gave credibility, to topics that we study, actually being implemented in the workplace outside the books.

Again I really enjoyed the visit to the inn, and felt like it was a great learning experience. Please pass along thanks to the managers and people who put in their time to share some management experiences with our class.

At the RIT Inn and conference center, we talked about HR situations within the RIT Inn and in what way the HR department could go about fixing the relation problems between individuals or departments. Each group came up with a solution to one of the situations presented by the RIT HR staff.

Ms. Janis Jameson being the person who presented the situations to the class was an oddity to me as she has been with the hotel for only 3 years while Diane has been with the hotel for 17 years. I believe this is due to the fact Janis had a larger background than Diane; Janis has worked in the construction field with a very intensive interdetrimental relations. Janis seems to know more about relations than Diane where Diane seems to have more of the HR office background than Janis. This works well as you need a person who is capable of working well within the departments and one who is proficient with the office work.

For our part in the situations presented to the class, we had to analyze what management should do when the staff does not like the dress code imposed on them by a new management team. The HR department needs to be sympathetic to the needs of the staff as well as show management they have some muscle and are a capable department.

With students coming up with their own solutions to the situations, we were able to apply what we learned in the class room. It is a form of check and balance for our own reference in order to find our weak spots in our creativity. It takes open minded people who work well with people from all walks of life to make an HR department work well and to get other departments to work together as flawlessly as possible.

Katelyn McKeown
Due: November 10th


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Hotel Operations
Professor Crumb

Critique #2

The trip to the RIT Inn was very interesting and informative. We met in Charades, the bar off to the left when entering the Inn. We did a case study and I found that the one my group did, along with the other ones to be very beneficial to talk and learn about. We all did a good job at analyzing and coming up with good explanations of the problems and how to solve them. We all agreed on most of the reasoning to deduce the method the hotel used to solve the problems. It was beneficial learning experience about situations that really occurred in the hotel and how they were dealt with. I found it especially interesting to hear what the hotel had to say about what they did to solve the problem, based on things taken into consideration that none of the other groups came up with.

I never realize the entire amount of work that goes into being a conference center. It really captured my interest to hear of all the different facilities the Inn had to offer to accommodate all sorts of groups. Even though we took a tour of the hotel the first trip, I seemed to find out something new about the hotel every time I went.

For example, they could possibly have 10 different rooms to have functions in. One of the rooms even is accessible to cars if there is a showing of a vehicle. The Inn has so many possibilities for conferences as well as being a hotel accommodating many other different gatherings. I learned a lot more about my field of work and the hotel itself then I thought I would.

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Second Visit to RIT INN

As planned, on our second visit we went to RIT INN to work on some case studies of problems that the hotel has had problems in the past. As we have been working with human resources department lately in class, now it is our job to look at some problems, and come up with some solution as managers. In this visit we met two ladies; Karen Marsh and Eileen Preston. Both ladies work for the HR department.

The case study given to my group was called "Violence in the Workplace". So a problem was given to us and we were supposed to give solutions to the problem. These case studies were selected from problems the hotel has previously had so it makes it easier for us, future managers to start getting familiar with this. When all of the groups came up with their solutions, we found out that most of us have a really good idea of how to solve problems.

After we gave our solution one of the ladies of HR, would tell us if that is what they would have done, and explain everything they said in detail giving a why they would do this and not that. Talking and being around managers makes us think like one. This means that we should start thinking like managers as Riley once said. This meeting was extremely successful at least to me because the being around the hotel environment and its representatives starts making us feel more familiar with the field.

Andrew Penfold
Hotel Operations
Crumb
Oct. 4, 2004
Critique #2

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At our second visit to the Inn we had a case study exercise. Each group had different cases that they had to read and discuss. Then each group had to make a short presentation on their case and what they would do to resolve the problem. Once the group gave their answer to the hotels managers, they responded with how they really responded in the situation. Our particular case study had to deal with employee conflict at the front desk, where one employee thought the other was slow while the other thought it was ok to talk to customers for an extended period to make them feel comfortable and welcome even during busy periods.

My group thought that it would have been better for the employees to address their qualms behind the scene and not out at the front desk. We then decided that one possible course of action would to mediate a conversation between the two to see if they can come to an agreement on how to handle things. But if no such agreement can be reached then a possible switch of shifts to put one another with different co-workers might work. Finally, if arrangements can't be made to re-assign their hours then one of the employees needs to be let go since they can't function in a team environment.

This case and the things we discussed at the RIT Inn relate to class discussion. Employee differences are a common occurrence that needs to be worked through when ever the problem arises. We also discuss many everyday problems that the hotels management can run into. Discussing how all these problems can be resolved is a valuable learning tool that managers on any level can find use for.

LaKeisha Perez
Hotel Operations

Trip #2: RIT Inn
Critique

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I obtained a lot of valuable insight from this visit. I found the solutions of the Director of Human Resources, Debbie Altrueth, and the Director of Operations, Eileen Preston, to be very helpful. First, they gave the actual actions taken in solving our case studies. What I found to be the most helpful though was not the actual solutions, but the manner in which they went about solving the problems. They did not jump to conclusions, they acted rationally, and they also got input from the employees that were involved in most cases. These tactics not only would work in a hotel, but also in everyday life. Also, there were very good solutions that each group came up with. Their solutions were good even though they weren't the ones that were used.

Aside from the actual case studies, and the input from the managers, I find the trips to be very helpful in that we do exercises that involve us working in cooperative teams. Good team work is a good skill to have because no matter what field you are in you will at some point have to work with other people. I am finding the trips to be helpful in that you receive opinions and solutions from the employees, and I am getting the chance to work on my group skills.

Dana Pierce

Hotel Operations

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Joe Brief

2nd RIT Inn Visit Summary

On September 29th, Hotel Operations went to the RIT Inn for its second time. During this visit, we had a case study. We were able to listen to different groups' conflicts and the different views on how each handled it.

My team had a case study on two employees having a difficult time working together. One wanted more of a fast pace, while the other wanted more of guest satisfaction and friendliness. Our solution was being respectful of each others values and how they compliment each other. Our last resort, if none of this worked, was to assign them opposite shifts or tell them one of them has to go.

These case studies are very helpful. It gets each one of us to think of different situations that we may face in our future careers. Also, it is great to have the feedback and the solution of what each manager took to solve the case.

Ann St. Peter
October 7, 2004
Hotel Operations
Trip to the RIT Inn
Critique #2

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The second trip to the RIT Inn, for me, was even more interesting than the first. When we arrived at the Inn, we immediately divided up into our groups and sat together. There were two additional people there to introduce themselves to the class, tell how they got to where they are, and also tell what their job entails. After their introductions, our case studies were handed out. Each group had a different case, but sometimes two teams had the same case. My group's case was trying to decide what to do in a situation where there are allegations against one employee stating that he violently pushed another. As a team we had to figure out, if we were the manager, what steps we would take to settle this dilemma. We decided to suspend him indefinitely (with pay), until we had interviewed others and decided the extent of his wrongdoing. After each group presented their analysis of each of their case studies, one of the two women who worked at the hotel would tell what they decided to do in the situation.

I thought it was very educational how we were able to compare what we would do in a situation to what the actual managers decided to do in the same situation. It was a great feeling to see that they decided to take actions similar to what we had decided we would take. Charades was also a nice location as far as working in groups at the tables and then having a good place to present to the rest of the class.

To relate this to class content, the case studies did go hand in hand with what we have discussed in class. How to handle difficult decisions while making the right choices is not always very easy. For example, it is imperative to avoid any lawsuits or unnecessary legal issues if it is possible. In our case, for example, you would not want to suspend anyone without paying him or her and without due process. That could quickly turn into a legal matter. Also, it is always best to avoid causing a scene in a public sector of the hotel, because it may disturb other people, so isolating an angry employee is always a good choice.

Courtney Sanford

Professor Crumb

Property and Facilities Management

September 27, 2004

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Rochester Hotel Association Meeting

A general membership meeting for the Rochester Hotel Association was held September 23, 2004 in Henry's here on campus of RIT. Time was passed by meeting many managers of the Rochester area while we waited for the meeting to begin. It was a great networking experience for both students as well as GM's to meet one another and businesses in the area. I had the pleasure myself of meeting Tim Elie the President of the Association as well as the general manager of the Holidome Holiday Inn that I was to visit later in the day.

Unfortunately I had class at 9am so was only able to stay at the meeting for a short while. However, I was there for all the introductions of the managers and the students and the guest speaker. Monroe County Executive, Maggie Brooks, was the guest speaker for the morning. She spoke of the fast ferry and where the city and bankers stand on the situation. She explained that as of now there is no talk of taking it out of Rochester but rather making changes to the existing service. There has been a commitment by Toronto to have a port build by early next year for passengers. Ms. Brooks also went on to say that Rochester has many other things to offer travelers such as sports teams, downtown area, access to Canada and Buffalo and Syracuse, and much more.

I was very glad that I was able to make it to this meeting. If even for a short while, I still was able to learn about the Rochester area and hear about issues being tended to. I am not familiar with the events and attractions of the area that lure travelers here. I was especially pleased to have met Mr. Tim Elie as he is the president of the Association and the general manager of a hotel I am studying for class. All of the connections and experience add up for great knowledge so I found the meeting to be a great opportunity for us students.

Courtney Sanford

Hotel Operations

Professor Crumb

October 6, 2004

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RIT Inn Visit

The second visit to the RIT Inn and Conference Center was our first case study. After splitting up into our standard teams, the class listened to introductions of the individuals who would be assisting with our case study. There were two groups assigned to each case study, but each group worked individually on it. After time was allowed for the groups to come up with solutions as well as questions they had about the situations, all of the groups presented.

The topics ranged from a new employee sexual harassing another employee in the housekeeping department, to Human Resources dealing with an employee on suspension due to a fight the prior weekend. Each group did a great job of resolving the problems in a very professional manor; each coming up with solutions similar to those used by the Inn. After sharing the final solution with the rest of the class, the RIT management team shared all of their feedback, suggestions, and finally solutions.

It was a very great class experience for students to hear real life scenarios, try to work them out themselves, then to hear the solutions used. It is important for students to have the opportunity to apply skills discussed in class to real life situations. All groups spent time questioning and analyzing the cases and then were able to hear the feed back from actual managers who dealt with the exact dilemmas. Overall I felt the first experience was a success and look forward to more opportunities of study at the RIT Inn.

Breana Sniezek

Crumb

Hotel Operations

October 6, 2004

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Summary of 2nd RIT Inn Visit

For the second visit to the RIT Inn we broke into groups and preformed case studies. Two groups were given the same case study and came up with solutions to the problems. Afterwards, the actual staff of the hotel would explain to the class what they actually did in each situation.

This activity allowed each group to use their critical thinking skills to come up with the best possible solution for their problem. I felt that this activity was worthwhile and gave the class and myself insight into the everyday problems hotel managers face. Activities such as this one help to develop critical thinking skills and build teamwork.

Overall, I felt that this visit to the RIT Inn was worthwhile and educational for the students involved. Learning how to solve problems that every student will face once they enter the hospitality industry will be helpful to them in their careers. It is vital that students are able to solve these problems now, so that they can be easily solved once they are faced with them in a real working environment.

Christine Terrio
Hotel Operations
September 29, 2004

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RIT Inn Critique #2

Over at the RIT Inn, our class met with some of the members of the executive board, including Bill Gunther the Managing Director. And two ladies from the Human Resource Department that were not at the first meeting. So, they introduced themselves and talked about how they go to where they are today. We then broke up into our groups to work on case studies and shared them with the class. Then the HR department managers had revealed what they did in the situation with us.

It was interesting to hear what the groups thought should be done and what the HR department actually did. Our case study was about violence in the workplace. One of the weekend cooks got suspended for pushing another cook in the customer's viewing. The suspended cook came into work Monday ranting and raving. And the HR department had to figure out what happened and figure out what to do about the situation. There were many questions needed to be answered before making an actual decision. But what our group came up with was pretty close to what the HR manager had done. Investigating the situation and finding out why it happened was going to bring a solution.

The visit to the RIT Inn relates to HR department. With all the case studies of events that had happened at the hotel and what needed to be done to fix it, we were able to get a better understanding of the HR position. Comparing everyone's ideas and suggestions helped show how people think differently and how different decisions could be made in solving the problem.