

The Rooms Division plays an important role in the working process of a hotel. This is the first point of contact that hotel staff have with guests, and it contributes significantly to the profit and revenue of the hotel. This essay will focus on the position of Mary O'Flaherty, Rooms Division Manager in the case study of the Ramsden Hotel. It will point out the essential qualities of a modern Executive Rooms Manager, as compared and contrasted to Mary. It will analyse her effectiveness as a manager and explain the crucial role of her department to the overall success of the Ramsden.

Mary is the Rooms Division Manager and her competencies and skills are both similar to and different from those required of an effective Rooms Division Manager. According to Rutherford (2007, p. 176), the Rooms Department is a combination of front desk and housekeeping. Hence, the essential skills required of the Rooms Division Manager must be a combination of those required of the managers from both these areas. Communication is one of the most important skills for a manager in every function and department. However, Mary does not appear to possess this competency. Based on the Personal Note, Mary does not discuss with the photographer the issue of making a deal with the valet at the door (Ramsden CD, 2007). She simply passed to Kate Chan but not to change. As a manager, Mary should have had a discussion with the staff to reach an agreement. Moreover, Mary believes the Executive Housekeeper is frosty and terribly defensive. It appears that she does not know how to communicate effectively with her staff. Another important role that a manager must play is to follow up plans when they are being carried out. However, Mary cannot balance her own life and work responsibilities. When the photo shoot is taking place, she does not attend and this has significant consequences.

The next aspect in the list of necessary characteristics that a Rooms Division Manager must possess is training. Albona (2008) stated that 'training of staff in the workplace is vital' and it should be central in developing the operation of an organisation. Mary is willing to undergo training. Mary goes through others' ideas to make a training plan. She works with a great deal of responsibility and always tries to think of the best way to

improve the quality of service. Clearly, Mary has the similarities and differences as well in her role with a modern Executive Rooms Manager.

Next, the Rooms Division Manager has negative and positive effects on the Ramsden. When she presents the latest figures on guest satisfaction with room cleanliness, there is a drop from 92 per cent to 89 per cent. This demonstrates a decline of service quality in the Rooms Division Department. In addition, although Mary aims to improve the skills of the staff through training, she cannot create an appropriate plan to fix the current problems of the Ramsden. She receives the feedback from the survey and confuses her staff with unclear ideas. Conversely, Mary always finds the best way to cut down costs. She recognises the importance of controlling costs and refuses to change the brands of products. She is able to attend meetings, share information with others and help the front office staff during the busy check-out period. Mary seems to be successful in 'friendly service face to face' when working to ensure guest satisfaction. In general, as a Rooms Division Manager, Mary has effects that are both negative and positive on the Ramsden.

Finally, there are crucial elements that Mary contributes to the overall success of the Ramsden. Rutherford (2007, p. 168) pointed out that controlling costs was one of the four major areas of responsibility for a Rooms Division Manager. It affects the revenue directly and indicates the effectiveness of the operation. Clearly, Mary always focuses on cutting costs. Moreover, she works with the Marketing Department to develop the marketing strategy through the Face Campaign to build the prestige of the Ramsden. Further, guest satisfaction shows the success of the organisation. Hence, Mary aims to improve the quality of service by providing further training to staff. Training staff is her main method to achieve her goals in the long-term. With all the competencies that she has, Mary tries her best to achieve success for the Ramsden.

The Rooms Department is very important in the promotion plans of hotel. It affects the overall profit and requires an appropriate strategy for the successful operation of the hotel. Therefore, the manager must have the necessary skills to overcome the current problems in the hotel and be flexible in problem solving. In terms of the required role of a

Rooms Division Manager, Mary does not demonstrate that she possesses all the necessary skills. However, in some cases, her main practices are responsible for the aspects of the Ramsden that are the most successful.

References

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