

course syllabi



241.5 MANAGEMENT OF FOOD AND BEVERAGE OPERATIONS

Prerequisites: None

Course Description: This course will give students a basic understanding of the management process in food and beverage operations. All aspects of food and beverage operations are covered, including organization, marketing, menus, costs and pricing, production, service, safety, and finances.

Objectives: At the completion of this course, students should be able to:

1. Explain the difference between commercial and noncommercial food service operations, and describe examples of each.
2. Describe the three levels of management and identify the various production and service positions in a food and beverage operation.
3. Explain organization charts and the various organizational structures of food and beverage operations.
4. Describe the steps involved in the management process, and describe the manager's responsibilities to the primary and secondary groups of people with whom he or she typically interacts.
5. Explain marketing in terms of providing guest-pleasing service, and discuss the elements and importance of feasibility studies, marketing research, and marketing plans.
6. Discuss nutrition and special dietary concerns as they relate to the food service industry, and contrast the nutritional concerns and obligations of commercial and noncommercial operations.
7. Describe menu pricing styles, menu schedules, menu types, and the menu planning process.
8. Explain how the menu dictates operations in a food and beverage establishment, and describe its importance as a marketing tool.
9. Explain how to create and use standard recipes.
10. Determine standard food and beverage costs, and describe the main subjective and objective pricing methods.
11. Describe the roles purchasing, receiving, storing, and issuing play in food and beverage service, and describe the role of technology in these processes.
12. Explain how technology is affecting food and beverage advertising and changing the way guests place food and beverage orders.
13. Identify the major functions and basic principles of food production.
14. Describe the uses of and major production methods for various food products used in food service operations.
15. Identify and describe the types of service that food and beverage operations can provide, and explain how to provide excellent guest service.

241.5 MANAGEMENT OF FOOD AND BEVERAGE OPERATIONS (continued)

16. Identify environmental construction and production strategies that will help food and beverage operations address sustainability concerns.
17. Describe procedures for serving alcoholic beverages with care.
18. Identify causes of and ways to prevent accidents and foodborne illnesses in food service operations.
19. Describe the factors involved in facility design and equipment selection for a food and beverage operation.
20. Explain and describe the various financial statements and ratios used in food and beverage operations.
21. Describe the types of financial management software that are available to food service managers.

Group Teaching Guidelines: This course is designed with 13 chapter sessions that can be combined or broken down to meet a variety of scheduling needs. Class activities are included in the Instructor's Guide.

Evaluation: The student must complete a comprehensive final examination covering all 13 chapters.

Learning Resource: *Management of Food and Beverage Operations*, Fifth Edition, by Jack D. Ninemeier

346.2 MANAGING BEVERAGE OPERATIONS

Prerequisites: None

Course Description: This course lays the groundwork for a basic understanding of beverage operations by explaining the beverage service process, describing the types of positions commonly found in beverage operations, and focusing on such beverages as beer, spirits, and wine. Included in the course are instructions on responsible alcohol service, supervisory techniques, and procedures for entry-level beverage service positions.

Objectives: At the completion of this course, students should be able to:

1. Describe food and beverage trends affecting bars.
2. Outline the process involved in beverage service.
3. List types of beverage establishments and discuss the major types of beverages they serve.
4. Describe the major beverage staff positions.
5. Describe the duties of a beverage server and explain the role that a bartender plays in a bar.
6. Identify the rituals and procedures associated with the service of coffee, tea, beer, wine, and champagne.
7. Discuss legal restrictions and liability issues affecting the service of alcoholic beverages.
8. Identify signs of intoxication and explain how a “traffic light” system is used to monitor and control guests’ alcohol consumption.
9. List ten leadership practices helpful for managers and others who want to grow as leaders, and discuss skills essential to being an effective leader.
10. Outline the seven control points of a bar operation.
11. Explain how beer, wine, and spirits are marketed and sold in bars.
12. Explain the stages in the process of making beer, and identify storing and handling concerns in relation to beer.
13. Summarize mixology basics, including standard recipes and methods of mixing drinks.
14. Distinguish the various types of wines and explain the wine-making process, from the pressing of grapes to the storage of bottled wine.
15. Describe procedures for tasting and judging wines.
16. Explain the classification and labeling systems for wine in such countries as France, Italy, Germany, Spain, Portugal, and the United States.

346.2 MANAGING BEVERAGE OPERATIONS *(continued)*

17. Identify the major wine-producing areas of such countries as France, Italy, Germany, Spain, Portugal, and the United States.
18. Identify basic characteristics of wines from such countries as Argentina, Australia, Austria, Bulgaria, Canada, Chile, Cyprus, Greece, Hungary, India, New Zealand, Romania, Russia, and South Africa.

Group Teaching Guidelines: This course is designed with sixteen chapter sessions that can be combined or broken down to meet a variety of scheduling needs. Class activities are included in the Instructor's Guide.

Evaluation: The student must complete a comprehensive final examination.

Learning Resource: *Managing Beverage Operations*, Second Edition, by Ronald F. Cichy and Lendal H. Kotschevar.

260.3 HOSPITALITY INDUSTRY FINANCIAL ACCOUNTING

Prerequisites: None

Course Description: This course presents basic financial accounting concepts and explains how they apply to the hospitality industry.

Objectives: At the completion of this course, students should be able to:

1. Describe the accounting process and the roles that accountants play in collecting and presenting financial information.
2. Define the major classifications of accounts (assets, liabilities, equity, revenue, and expenses) and describe specific accounts found within each classification.
3. Understand the correct application of debits and credits in analyzing business transactions for a variety of accounting situations.
4. Discuss the basis of the double-entry accounting system and identify the normal balances of the various types of accounts.
5. Describe the posting, journalizing, and closing processes.
6. Identify the purposes and characteristics of specialized journals and subsidiary ledgers.
7. Discuss the advantages and disadvantages of the sole proprietorship, the partnership, the limited liability company, the corporation, and the S corporation, and describe and compare accounting procedures for each.
8. Discuss generally accepted accounting principles and explain the usefulness of each.
9. Distinguish between cash basis accounting and accrual accounting.
10. List procedures that help ensure internal control of a firm's cash.
11. Discuss how hospitality firms account for bad debt losses.
12. Describe accounting procedures involved in notes receivable and notes payable.
13. Discuss methods of controlling and accounting for inventory.
14. Identify and define the major classifications of adjusting entries and reversing entries.
15. Define ten steps of the accounting cycle.
16. Describe the balance sheet, the income statement, the statement of owners' equity, the statement of retained earnings, and the statement of cash flows, and discuss the purposes of each.

260.3 HOSPITALITY INDUSTRY FINANCIAL ACCOUNTING *(continued)*

17. Identify the uniform systems of accounts relevant to the hospitality industry.
18. Explain the purposes of footnotes to financial statements.
19. Identify and describe commonly used depreciation methods.
20. Describe accounting procedures used for property, equipment, intangible assets, and other assets.
21. Describe procedures used to account for current liabilities and payroll.
22. Describe procedures used to account for bonds, leases, and mortgages payable.
23. Explain why hospitality firms invest in the securities of other companies, and discuss accounting for investments.
24. Identify the kinds of information obtained through vertical and horizontal analyses of comparative balance sheets and comparative income statements.
25. Explain ratio analysis and the purposes that it serves for managers, creditors, and investors.
26. Identify and define five classes of ratios and explain their significance.

Group Teaching Guidelines: This course has 18 chapter sessions that can be combined or broken down to meet a variety of scheduling needs.

Evaluation: The student must complete a comprehensive final examination.

Learning Resources: *Hospitality Industry Financial Accounting*, Third Edition, by Raymond S. Schmidgall and James W. Damitio.

270.5 MARKETING IN THE HOSPITALITY INDUSTRY

Prerequisites: None

Course Description: This course takes a practical perspective in introducing students to the marketing of hotels and restaurants. The text consists of chapters on market segmentation, marketing research, sales, advertising, public relations, product and service promotions, database marketing and direct mail, electronic marketing, rates and fares, travel packages, guest/customer service, pricing strategies, revenue maximization, marketing budget preparation, the marketing plan, laws affecting marketing, reservations systems, property management systems, marketing information systems, travel purchasing systems, and the future of hospitality marketing.

Objectives: At the completion of this course, students should be able to:

1. Explain how marketing activities in the hospitality industry address the needs of many different types of buyers.
2. Explain the value of various types of market segmentation in the hospitality industry.
3. Describe and differentiate the characteristics of business and pleasure travel market segments in the hospitality industries.
4. Describe channels of distribution within the hospitality industry.
5. Describe vertical, horizontal, backward, and forward integration in the hospitality industry.
6. Explain why hospitality companies need flexible marketing strategies.
7. Describe how marketing efforts benefit from a zero-base budgeting process.
8. Explain the purpose of marketing research, and describe various types of marketing research, techniques, and tools.
9. Describe hotel sales tools and procedures, and explain how changes in technology and economics have reshaped the sales function.
10. Describe the role of customer service in marketing, as well as a vital ten-step procedure for identifying and addressing customer service problems.
11. Describe how the operations team can meet guest expectations, and explain ways to handle guest complaints.
12. Describe advertising guidelines and a six-step process that can help marketers develop a successful advertising campaign.
13. Describe public relations and how to apply it, and discuss tips and strategies for successful internal and direct-contact public relations and interactions with the press.

270.5 MARKETING IN THE HOSPITALITY INDUSTRY (*continued*)

14. Explain various types of promotions and how to implement them successfully.
15. Describe database marketing, summarize key elements of database systems, and explain how to ensure successful database marketing.
16. Describe types of electronic marketing and how to use them in the hospitality industry.
17. Define hospitality industry *packaging*, explain its benefits to consumers and hospitality firms, and describe common types of travel packages.
18. Describe several types of collateral materials used in the hospitality industry.
19. Describe pricing techniques, and explain the importance of offering customers price ranges and choices in hospitality products and services.
20. Explain how market mix, pricing strategies, and yield management are used to maximize revenue, and identify objectives and key tactics of revenue maximization.
21. Discuss the major components of a marketing budget, and explain how to prepare one.
22. Describe the elements and structure of a marketing plan, and explain how to put one together.
23. Describe major federal laws that directly bear on marketing.
24. Describe technological applications and trends affecting the hospitality industry and consumers.
25. Identify the purposes of rate strategies set by hotels, air carriers, and rental car firms, describe hotel room rate ranges, and provide examples of rate strategies based on the grid-positioning concept.
26. Describe practical ways to increase revenue and profits that capitalize on and market what already exists within a hotel, restaurant, or customer base.

Group Teaching Guidelines: This course is designed with 26 chapter sessions that can be combined or broken down to meet a variety of scheduling needs. Class activities are included in the Instructor's Guide.

Evaluation: The student must complete a comprehensive final examination. The final examination will not cover Chapter 26, which speculates about the future.

Learning Resource: *Marketing in the Hospitality Industry*, Fifth Edition, by Ronald A. Nykiel.

333.9 MANAGING FRONT OFFICE OPERATIONS

Includes the "Certified Guest Service Professional" credential for successful completion of the FOO course & the Guest Service Gold program and exam.

Prerequisites: None

Course Description: This course presents a systematic approach to front office procedures by detailing the flow of business through a hotel, from the reservations process to check-out and account settlement. The course also examines the various elements of effective front office management, paying particular attention to the planning and evaluation of front office operations and to human resources management. Front office procedures and management are placed within the context of the overall operation of a hotel.

Objectives: At the completion of this course, students should be able to:

1. Classify hotels in terms of their ownership, affiliation, and levels of service.
2. Describe how hotels are organized and explain how functional areas within hotels are classified.
3. Summarize front office operations during the four stages of the guest cycle.
4. Discuss the sales dimension of the reservations process and identify the tools managers use to track and control reservations.
5. List the seven steps of the registration process and discuss creative registration options.
6. Identify typical service requests that guests make at the front desk.
7. Explain important issues in developing and managing a security program.
8. Describe the process of creating and maintaining front office accounts.
9. Identify functions and procedures related to the check-out and account settlement process.
10. Discuss typical cleaning responsibilities of the housekeeping department.
11. Summarize the steps in the front office audit process.
12. Apply the ratios and formulas managers use to forecast room availability.
13. Explain the concept of revenue management and discuss how managers can maximize revenue by using forecast information in capacity management, discount allocation, and duration control.
14. Identify the steps in effective hiring and orientation.

Group Teaching Guidelines: This course is designed with fourteen chapter sessions that can be combined or broken down to meet a variety of scheduling needs. Class activities are included in the Instructor's Guide.

Evaluation: The student must complete a comprehensive final examination.

Learning Resource: *Managing Front Office Operations*, Ninth Edition, by Michael L. Kasavana, Ph.D.

462.7 HOSPITALITY INDUSTRY MANAGERIAL ACCOUNTING

Prerequisites: Students should already be familiar with basic accounting concepts and procedures, or have taken an introductory course in basic accounting.

Course Description: This course presents managerial accounting concepts and explains how they apply to specific operations within the hospitality industry.

Objectives: At the completion of this course, students should be able to:

1. State the purposes, contents, and limitations of the balance sheet, and analyze balance sheets using both horizontal and vertical analysis.
2. State the purposes, contents, and limitations of the income statement, and analyze income statements using both horizontal and vertical analysis.
3. Understand and use the most current version of the uniform system of accounts applicable to the lodging industry.
4. State the purposes, contents, and limitations of the statement of cash flows (SCF), and prepare an SCF.
5. Use ratio analysis to interpret information reported on financial statements and reports, as well as understand how the interpretation of ratio results varies among owners, creditors, and managers.
6. Understand basic cost concepts such as fixed, variable, and mixed costs, as well as calculate the fixed and variable elements of mixed costs.
7. Perform a breakeven analysis and use cost-volume-profit analysis to determine the revenue required at any desired profit level.
8. Use cost approaches to pricing both rooms and food and beverage items.
9. Forecast activity levels by using both qualitative and quantitative forecasting methods.
10. Prepare an operations budget and analyze variances of actual results from budgeted plans.
11. Manage a hospitality operation's cash balances, cash flow, and short-term investments in securities, as well as manage an operation's working capital.
12. Implement basic internal control techniques for various accounting functions such as cash receipts, cash disbursements, accounts receivable, accounts payable, payroll, inventories, fixed assets, and marketable securities.
13. Use various capital budgeting models such as the accounting rate of return model, payback model, net present value model, and the internal rate of return model.

Group Teaching Guidelines: This course has 15 chapter sessions. (Note, however, that the Final Exam covers only the first 13 chapters.) Alternative course designs are quite feasible given

462.7 HOSPITALITY INDUSTRY MANAGERIAL ACCOUNTING

(continued)

that each session is a self-contained unit which can easily be broken down into subsections. Because the course emphasizes a practical approach to managerial accounting, much of the class time is taken up with exercises and problems relating to specific operations in the hospitality industry. Solutions to all problems that appear at the end of each chapter of the textbook are found at the back of the Instructor's Guide for the course.

Evaluation: The student must a comprehensive final examination covering chapters 1–13.

Learning Resource: *Hospitality Industry Managerial Accounting*, Seventh Edition, by Raymond S. Schmidgall, Ph.D., CPA.

374.1 REVENUE MANAGEMENT: MAXIMIZING REVENUE IN HOSPITALITY OPERATIONS

Prerequisites: None

Course Description: This course will give students a basic understanding of the revenue management process. It addresses the proper use and importance of revenue management in hospitality operations and describes the wide range of elements that must be considered in order to use revenue management effectively.

Objectives: At the completion of this course, students should be able to:

1. Explain the concept of revenue management and the history of its development.
2. Identify the business traits that create the environment appropriate for the use of revenue management.
3. Distinguish between strategic and tactical revenue management and explain why this distinction is important.
4. Identify internal and external measures that can be used to judge a property's performance.
5. Discuss the challenges that managers have in determining the effectiveness of revenue management tactics and strategies.
6. Explain how forecasting demand and room availability drives tactical revenue management.
7. Identify ways to implement tactical rate management and stay controls to maximize hospitality revenue.
8. Define capacity management and how to use it for revenue management.
9. Perform and use displacement analysis.
10. Explain how revenue management plays a role in generating demand and creating marketing strategies for a hospitality property.
11. Explain how strategic pricing and revenue streams management contribute to revenue management efforts at the strategic level.
12. Identify opportunities for strategic packaging and ways to manage distribution channels for the greatest effect.
13. Describe the capabilities of automated revenue management systems.

374.1 REVENUE MANAGEMENT: MAXIMIZING REVENUE IN HOSPITALITY OPERATIONS *(continued)*

Group Teaching Guidelines: This course is designed with 5 chapter sessions that can be combined or broken down to meet a variety of scheduling needs. Class activities are included in the Instructor's Guide.

Evaluation: The student must complete a comprehensive final examination covering all 5 chapters.

Learning Resource: *Revenue Management: Maximizing Revenue in Hospitality Operations*, by Gabor Forgacs.

468.6 MANAGING TECHNOLOGY IN THE HOSPITALITY INDUSTRY

Prerequisites: None

Course Description: Provides an overview of the information needs of lodging properties and food service establishments; addresses essential aspects of computer systems, such as hardware, software, and generic applications; focuses on computer-based property management systems for both front office and back office functions; examines features of computerized restaurant management systems; describes hotel sales computer applications, revenue management strategies, and accounting applications; addresses the selection and implementation of computer systems; focuses on managing information systems; and examines the impact of the Internet and private intranets on the hospitality industry.

Objectives: At the completion of this course, students should be able to:

1. Describe the criteria used to evaluate hospitality technology applications.
2. Identify common technology systems used in hospitality operations.
3. Identify and describe features of the three major components necessary for a complete computer system—input/output devices, a central processing unit, and external storage devices.
4. Describe the various ways in which hospitality businesses use technology to gain and process reservations.
5. Identify and describe the elements of a rooms management module.
6. Identify and describe the elements of a guest accounting module.
7. Identify and explain the function of common PMS interfaces, which include point-of-sale systems, call accounting systems, energy management systems, electronic locking systems, and guest-operated devices.
8. Describe common hardware configurations of POS systems used by food service operations.
9. Identify PCI DSS objectives and requirements.
10. Explain the functions and use of food and beverage management applications, including those concerning recipe and menu management, sales analysis, and pre/postcosting.
11. Identify the elements of an automated sales office.
12. Describe and apply revenue management principles.
13. Explain the use of catering software.
14. Identify and describe the numerous accounting applications that are available to hospitality businesses.

468.6 MANAGING TECHNOLOGY IN THE HOSPITALITY INDUSTRY *(continued)*

15. Outline the components of information management, with special attention to data processing and database management.
16. Select and implement technology systems in hospitality settings.
17. Identify the various threats to technology systems and the security precautions that should be taken to keep those systems safe.
18. Describe the elements of technology system maintenance.

Group Teaching Guidelines: This course is designed with 12 chapter sessions that can be combined or broken down to meet a variety of scheduling needs. Class activities are included in the Instructor 's Guide.

Evaluation: The student must complete a comprehensive final examination.

Learning Resource: *Managing Technology in the Hospitality Industry*, Sixth Edition, by Michael L. Kasavana, Ph.D., CHTP, NCE5.

472.6 HOSPITALITY SALES AND MARKETING

Prerequisites: None

Course Description: This course is designed to provide students with a solid background in hospitality sales and marketing. The textbook's main focus is on practical sales techniques for selling to targeted markets.

Objectives: At the completion of this course, students should be able to:

1. Distinguish marketing from sales and identify trends that affect marketing and sales in the hospitality industry.
2. Identify and describe the key steps of a marketing plan.
3. Summarize the duties and responsibilities of positions typically found in a hotel marketing and sales office.
4. Describe the five steps of a presentation sales call.
5. Explain the basics of effective telephone communication and describe various types of outgoing and incoming telephone calls related to the marketing and sales function.
6. Describe internal marketing and sales.
7. Explain the role of advertising, public relations, and publicity in reaching prospective guests.
8. Summarize how hospitality properties are meeting the needs of business travelers.
9. Explain how hospitality properties are meeting the needs of leisure travelers.
10. Describe travel agencies and the travelers they serve.
11. Summarize how hotels market and sell to meeting planners.
12. Identify considerations for marketing hospitality products and services to international travelers and other special segments such as honeymooners, sports teams, and government travelers.
13. Summarize trends affecting the food and beverage industry, and describe positioning strategies and techniques for restaurants and lounges.
14. Explain how hotels market and sell catered events and meeting rooms.

Group Teaching Guidelines: This course is designed with fourteen chapter sessions that can be combined or broken down to meet a variety of scheduling needs. Many class activities are included in the Instructor's Guide.

Evaluation: The student must complete a comprehensive final examination.

Learning Resource: *Hospitality Sales and Marketing*, Sixth Edition, by James R. Abbey, Ph.D., CHA.

478.8 CONVENTION MANAGEMENT AND SERVICE

Prerequisites: None

Course Description: Defines the scope and segmentation of the convention and group business market, describes marketing and sales strategies to attract markets with specific needs, and explains techniques to meet those needs as part of meeting and convention service.

Objectives: At the completion of this course, students should be able to:

1. Describe the scope of the convention, meetings, and trade show industry in terms of types of meetings, who holds meetings, and emerging types of meeting facilities.
2. Explain the steps in developing a marketing plan.
3. Describe considerations in the organizational design of a sales department, and outline how a sales office interfaces with other departments.
4. Identify characteristics of association meetings that are important for selling to the association market.
5. Identify characteristics of corporate meetings that are important for selling to the corporate market.
6. Describe SMERF groups and explain how to approach selling meeting services and products to them.
7. List and describe the steps in making a personal sales call.
8. Summarize the process of planning an advertising strategy and describe how public relations and publicity can help a property reach meeting planners.
9. Describe the elements of a contract or letter of agreement.
10. Describe considerations in determining who should coordinate hotel service to groups, and describe the duties and organizational relationships associated with the position of convention service manager.
11. Summarize factors that hotel staff must take into consideration when assigning guestrooms to meeting attendees.
12. Describe the format and uses of the resume prepared by the convention service manager.
13. Describe typical function room furniture, meeting setups, and time and usage considerations for function rooms.
14. Identify different types of food functions and types of food service, and describe beverage service issues.

478.8 CONVENTION MANAGEMENT AND SERVICE (continued)

15. Summarize factors in the decision about which audiovisual requirements to service in-house and which to outsource, and describe types of audiovisual equipment and their uses.
16. Describe programs that hospitality properties offer the guests and children of meeting attendees and the role of such programs in a successful meeting.
17. Describe the functions of key trade show personnel and describe the elements of exhibit planning.
18. Describe typical procedures for billing groups and for conducting a postconvention review.

Group Teaching Guidelines: This course is designed with 18 chapter sessions that can be combined or broken down to meet a variety of scheduling needs. Class activities are included in the Instructor's Guide.

Evaluation: The student must complete a comprehensive final examination.

Learning Resource: *Convention Management and Service*, Eighth Edition, by Milton T. Astroff and James R. Abbey.

Hotel Concierge

The hospitality industry is acknowledging the value of concierge services more than ever, with increasing demand for qualified concierges. LHA's concierge course is a combination of book, in-house & online learning. Upon completion of the course, the successful student will receive the Certified Hotel Concierge credential created by AHLEI, Les Clefs d'Or USA, and The International School of Hospitality (TISOH, a baseline global professional standard for hotel concierges).

The certification preparation takes into account key trends shaping the profession, from the use of technology and the Internet to growing demand for personalized service, expectations of global and cultural awareness, and the need for diversity and multilingual talent. It also sets standards for ethics and risk management.

LHA's course includes the CHC print materials, self-paced online workshop, exam, and certificate upon successful completion of the exam. In addition, LHA adds the textbook, below, which will be the student's to keep, and classroom discussions with a hospitality concierge professional.

Textbook: The Art and Science of the Hotel Concierge

About the Author: Holly Stiel is a trailblazing service philosopher who innovated a method of training based on the practices and principles of the world-class concierge. Her clients include: Disney, Nordstrom, AVEDA, American Express, Auberge Resorts, Singapore Airlines, Hilton and Hyatt hotels. In 1976, Stiel became the first female concierge in the country when she created the desk at the Grand Hyatt Union Square in San Francisco. Two years later she was the first American woman to be admitted to the exclusive Les Clefs d Or Association for concierges. She is the author of four books including The Art and Science Of The Hotel Concierge, Ultimate Service, The Complete Handbook to the World of the Concierge, Thank You Very Much A Book for Anyone Who Has Ever Said, May I Help you? and The Neon Signs of Service. --This text refers to an alternate Paperback edition.

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Customer Reviews

Thoughtfully written book by a true professional...

By Carrie Pritchard on April 20, 2015

Format: Paperback Verified Purchase

Thoughtfully written book by a true professional for those in the hospitality industry and others. Holly's experience and expertise is invaluable and should be read by all in the field (and those considering entering it).

It's about Time!

By Maria Elena Castillo on November 20, 2012

Format: Paperback Verified Purchase

Love the quick wit and detail in this second book, It's truly a breath of fresh air to all those in the service industry. Has Total Protocol written all over it!

Excellent book

By L. Horowitz on September 5, 2015

Format: Paperback Verified Purchase

Excellent book. Reinforced many of the ways I approach being a Concierge. I'm self trained so it was good to see I was doing things correctly. Also picked up some good ideas. Loved the anecdotes. I also use many of the ideas and values expressed in the book in training new Concierges. Well worth reading for anyone who works as a Concierge or even any customer service position.