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ORGANIZATION OF SERVICES IN HOTELS AND TOURIST COMPLEXES

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Disclaimer

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Learning Outcome 1: Introduction to the Hospitality Industry

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After completing these learning outcomes, students will be able to:



...know:

- The main stages of tourism development over time;
- Basic terminology used in the hotel business (check-in, check-out, classification, category, certificate, etc.);
- The main normative acts regulating the hotel activity;
- Classification criteria and star categories assigned to hotel structures;
- The main stages of the management planning process in the hotel.



...understand:

- The importance of the correct application of the terms for the proper functioning of the hotel services;
- The link between social, economic progress and the development of the tourism phenomenon;
- The role of legislation in ensuring the quality and safety of tourism services;
- The importance of classification in determining the standard and image of the hotel;
- The link between planning, organization and quality of services provided to guests.



...may:

- Properly use specific notions in professional communication with guests and colleagues;
- Recognises the types of accommodation and their level of classification;
- Develop and implement an effective hotel activity plan;
- Complete and use internal documents correctly according to rules and standards.

1.1 Brief history of the evolution of the tourism phenomenon

Before analyzing the history of the hotel industry, it is important to recognize what a hotel is. A hotel is a place where someone can sleep away from their home. This can be for a holiday or for business purposes or for convenience when traveling for any other reason, such as an appointment at the hospital in a different area. There are short-term rentals, from one night to a few weeks.

The totality of accommodation units of different types forms the hotel industry. Its purpose is to procure the goods and provide the services that tourists need on their travels. The hotel industry is at the heart of the tourist movement. It is one of the essential parts of the tourism base.

The tourism industry comprises a wide variety of businesses that pursue a single purpose in common, namely: provision of goods and services necessary or desired by travellers. This industry is one of the largest industries in the world.

Historical background

Viewed in its historical context, the evolution of the hotel industry can be divided into four periods, corresponding to the development of humanity, namely:

- antiquity
- the Middle Ages
- the New World
- the Contemporary Period

Antiquity



The Lascaux Caves that are part of the UNESCO World Cultural Heritage are considered to be the first shelter where it can prove both an artistic cultural background and the accommodation of people from another tribe. The exact date of the caves is disputed, but it is said to be from 38,000 to 15,000 BC.

Ancient Greece (18-13 BC)

The Greek (Greek) civilization was the first of the European ones, which brought the absolute novelty of the organization of the life of the ancient Greeks to a hitherto untouched level. The Greeks loved communication of any kind, especially in discussions at their famous symposiums, in which they functioned as an obligation but also as a joy, the law of hospitality. The rights of guests and guests were conceived, recognized and respected from this period. Moreover, they were carefully defended, the punishments for their non-compliance and violation being among the harshest

Ancient Rome (8th-5th century BC)

With Roman civilization, the face of the ancient world changes from the ground up. At its height, the Roman Empire stretched from the borders of Scotland to the Euphrates and from the German lands to the north coast of Africa, the road network totaling over 400,000 km, of which over 80,000 were cobbled. Hundreds of thousands of tons of food and materials of all kinds crossed the Empire in a few weeks, the center of reception and redistribution being, of course, Rome. The couriers, official or not, were speedily crossing the empire, most of them for considerable distances, which imposed since the consolidation of the republic, the appearance of night stops, a real institution, which imposed, in turn, a set of precise rules.



It was not until the last century of the Republic that pleasure travels appeared, short distances at first, around Rome and the great cities, between properties. Then, like circles on the surface of the water, the circles widened, the distances increased in arithmetic proportion, until everything became fashionable. Tourism was born in parallel with the roads, the Romans managed to develop another network, that of the thermals, that is, of the Roman baths, managing to carry the happy combination of cleanliness, physical maintenance and conversation at the art level.

Baule Roman

Hospitality in the Middle Ages

Particularly important in the development of the accommodation units of this period in the European part was the Christian church, which obliges the monasteries to shelter the pilgrims on their way to the holy places.

From the documents we learn that farther away, in China and Mongolia, the stops provided shelter for imperial soldiers and couriers. In Japan, at the beginning of the 19th century, the first two certified hotels in history were built. They were called *ryokans* and were actually guest houses of respectable size. It was also during this period that the first hotel in the world was built whose name is known: Hotel Koshu Nishiyama, which still welcomes guests today, has been managed by the same family for several generations.



Ryokans in Japan

In medieval England, the preferred transport was the postcart. Along the way, the postal carrier made a few stops in the premises, offering rest and food to the travelers. This is the source of the denunciation of the respective post office unit.



Nantes Hotel

One of the first hotels in Europe, Hotel Henrik the 4th, was built in the city of Nant in 1788, the cost of construction being 17500 USD, a fabulous amount for those times. The hotel had 60 beds and was qualified as the most sophisticated in Europe.

Progressively, mention may be made of the emergence during the Middle Ages of the first professional societies. In 1282 Italian pubs formed the pub business.

The New World (XVI-XX)

Towards the sixteenth century, there appeared in Europe units that differed radically from those existing previously - cafes, and in Russia teahouses. In Paris, the first café was opened in 1672 on the Saint Germain market, and a little later cabarets appear.

Also in Paris, the first restaurant 'Tour d'Argent' was opened in 1553, the only establishment offering culinary dishes to customers. The term 'restaurant' appeared later and is related to the French chef Boulanger (from sheep soup to wine, which he offered to his visitors in the pub with the inscription 'Restaurant').

In 1571 in France, the first menu was drawn up, representing the list of culinary dishes, offered at a celebration in the royal palace of Karol IX. However, being a unitary event, the menu did not come into use.



The Ritz of Madrid



Savoy from London



Metropolises in Brussels

New luxury hotels have quickly emerged: The Ritz in Madrid, the Savoy in London, the Beau Rivage Palais in Lausanne, the Plaza in New York, **the Metropolis in Brussels**, the Plaza-Athenee in Paris, the Taj Mahal in Bombay were just a few. This is considered the first big boom in the history of hospitality.

Contemporary period

Among hotel specialists it was considered that the commissioning of Tremont House Hotel (1829, Boston) laid the foundation of the contemporary hotel industry, and the way of conducting the activity was taken as a model by other hoteliers, the hotel building being the largest and most expensive at that time in the world.



The tourism industry quickly took advantage of the advent of the Internet, (1993) giving guests the opportunity to compare, book and review their hotel order directly from their personal computer. Software companies have begun to develop new implementation tools in the hotel industry that are still booming, including guest database and reservation systems, room and housekeeping management, guest preferences, loyalty programs, and more.

In 2008 the AirBnB platform is launched, challenging the hotel industry by attracting tourists and taking over market share. Hotels respond with **marketing** approaches¹, including social media campaigns and personalised guest experiences created through smart devices. **The 4 Ps (Four Ps) are a fundamental model in marketing:** product, price, promotion, placement.



Answer the following questions:

1. Why is the Lascaux Caves considered a prime example of "accommodation"?
2. What did the ancient Greeks and Romans bring to the development of tourism and hospitality?
3. What was the role of the church and monasteries in the Middle Ages?
4. What invention fundamentally changed the tourism industry at the end of the 20th century and why?

1.2. Basic notions used in the hotel industry

The tourism and hospitality industry is a complex field that uses a rich and diverse vocabulary. From check-in procedures, to accommodation types and transport terminology, each notion has a well-defined role in ensuring a smooth and enjoyable travel experience for customers. Knowing these terms is fundamental for any professional working in this industry, allowing them to communicate effectively and meet the varied needs of guests.

The World Tourism Organisation (WTO) uses **the notion of 'hotel'** as an accommodation unit, representing buildings (establishments), which offers travellers, on a regular or episodic basis, the possibility to stay, 'hotel' in this case, as the basic, traditional, classical unit.

In the Government Decision of the Republic of Moldova No 643 of 27 May 2003, **the hotel** - tourist accommodation facility, intended for the accommodation of tourists in buildings or buildings, which provides the tourists with suitably equipped rooms or apartments, provides specific services and has reception and dining areas on the premises.



Classification	a procedure whereby a third party (an organisation, independent of the supplier and the consumer) gives written assurance that a product, in the
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¹ Marketing is a set of activities aimed at creating, communicating and delivering value to customers in order to meet their needs and desires through exchange. Basically, marketing deals with identifying, anticipating and satisfying customer requirements in a profitable way for the organization. In the first instance, marketing is the effective communication about the proposed services. The term 'marketing' comes from the Latin word 'mercatus', meaning market or merchant. Originally, in the 16th century, 'marketing' referred in English dictionaries to buying and selling activities taking place in a market.

	given case a tourist accommodation structure, meets a set level of specific criteria.
Category of classification	a set level of specific criteria attributed to a tourist reception facility as a result of its classification.
Star	the representation of the classification category.
Declassification	procedure for lowering the assigned classification category by one or more stars;
Classification certificate	document issued on the basis of the classification, containing series, number, classification category, period of validity, date of issue, date of reconfirmation, name and address of the classified structure, as well as registration data of the economic operator
Reconfirmation	procedure confirming, after a set period of time, the classification category assigned to the tourist reception structure.
Tourism industry	a set of economic and commercial activities for the production of tourist services, corresponding to the classification standards, carried out by accommodation and food establishments, leisure and spa facilities, transport services, the organisation of congresses and conferences, with a sports destination, tourist information offices, tour operators and travel agencies.
Tourism infrastructure	set of constructions necessary for a touristic area for the reception and service of tourists (accommodation, food, leisure and spa facilities, provision of transport services, organisation of congresses and conferences, sports venues, tourist information offices, craft/marketing centres, car parks, etc.)
Tourist services	services provided by economic agents in the tourism industry, including accommodation, meals and transport of tourists, leisure services, spa treatment, tourist assistance and other complementary services.

Key concepts and guest stay cycle

The hotel industry is a vast and complex field, characterized by a specific language and a series of standardized procedures, essential to ensure a quality customer experience. Before exploring the different types of services and staff, it is crucial to understand a guest's stay cycle, from arrival to departure. It is governed by two fundamental notions: **Check-in and Check-out.**

Check-in is the formal process by which a guest is registered at a hotel. This usually takes place at the reception and includes verifying the identity of the guest (based on an identity document), confirming the reservation, filling in an accommodation card and finally allocating a room and handing over the key or access card. This moment is the first direct and meaningful interaction of the guest with the hotel staff and sets the tone for his entire stay. An efficient and friendly check-in helps create a positive first impression, essential in the hospitality industry.

Check-out is the reverse process, which marks the end of the guest's stay. Upon check-out, the guest returns the room key, pays any additional costs (minibar consumption, laundry services, phone calls, etc.) and receives a final invoice. This process is just as important as check-in, as it is the last interaction with the customer. A quick and correct check-out procedure avoids any potential frustration and leaves the guest with one last positive impression, encouraging him to return. Often, during the check-out, feedback from the customer can be requested, a valuable practice for continuous improvement of the services.

Those two concepts, Check-in and Check-out, basically define the ‘time frame’ of the physical presence of a guest in the hotel and are the pillars of any accommodation operation. They are directly related to the notion of **occupancy**, a crucial performance indicator for any accommodation unit.



Answer the following questions:

1. What is the role of knowledge of fundamental notions in the work of an industry professional
2. Tourism and Hospitality?
3. How is the hotel defined according to the Government Decision of the Republic of Moldova no. 643 of May 27, 2003?
4. What is the classification and what is the purpose of the reconfirmation procedure in the tourist reception structures?
5. What are the main components of tourism infrastructure?
6. What are **check-in** and **check-out** processes and why are they essential for the guest experience?

1.3. The legislative framework for the hotel industry

Hospitality Laws of the Republic of Moldova

In order to function properly, the hotel industry relies on a set of rules and laws. In the Republic of Moldova, the main legislative framework is the Law No. 352-XVI of 24 November 2006, which regulates tourism activity.

This law sets out the basic rules, such as:

- How to develop state policy in tourism
- How to organize tourism activities and businesses in this sector
- How to ensure the quality of services and the safety of tourists
- What principles apply when working with other countries





- **Cross-border issues** (travel documents, visas)
- **Protection of heritage and the environment** (protected areas, monuments)

The Republic of Moldova has a rather well-structured legislative framework on tourism, covering:

- **Legal functioning** (authorisations, classifications, records, consumer protection)
- **Institutional infrastructure** (National Tourism Office, Tourism Register)
- **Strategic promotion and development** (national strategy, integration into European cultural networks)

The legislative framework of the hospitality industry

Legislative/normative act

Detailed explanation

Law No 352/2006 on the organisation and conduct of tourism activities

It is **the framework law of tourism** in the Republic of Moldova. Defines essential notions (travel agency, guide, destination, tourist package), establishes **the rights and obligations** of tour operators, the licensing and classification regime of accommodation structures, the responsibilities of agencies towards tourists, as well as the regime of **administrative sanctions** for non-compliance with the rules. The law is being **modernised** to bring it into line with EU standards and to introduce modern tools such as tourist information centres and route guides.

Government Decision No 643/2003 approving the Methodological Norms and the criteria for classifying tourist reception facilities

Regulates the **classification of accommodation units** (hotels, motels, agrotourism hostels, tourist villas, campsites, etc.) and food facilities (restaurants, bars). Provides clear criteria for awarding 'stars' or 'markers', including minimum comfort conditions, mandatory amenities (hot water, furniture, security), quality of service, safety of tourists. It is the act that

Law 23/2023 for accession to the Enlarged Partial Agreement on Cultural Routes of the Council of Europe



Law No 160/2011 on the regulation by authorisation of entrepreneurial activity

Law No 131/2012 on State Control of Entrepreneurship

Law No 105/2003 on consumer protection

Government Decision No 559/2015 approving the concept of the Automated Information System 'Tourism Register'

Government Decision No 570/2023 on the establishment of the National Tourism Office

guarantees the standardisation and transparency of the services offered in tourism.

It allows the Republic of Moldova to participate in the **Cultural Routes of the Council of Europe programme**. It opens access to the international network of thematic **tourist routes** (e.g. Wine Route, Romanity Route, Jewish Route), which promote cultural, historical and natural heritage. The law supports **the internationalization of Moldovan tourism** and the development of competitive tourism products.

It establishes the general framework for obtaining **the necessary licences and authorisations** in various economic areas, including tourism. Provides who can apply for licences for tourist activities (agencies, operators, guides), the conditions for issuing, suspending and withdrawing them. The aim is **to simplify administrative procedures** and reduce red tape for tour operators.

Provides for the way in which the State carries out **checks on economic operators**, including in tourism. The law aims to **make controls more transparent**, reduce administrative pressure on agents and establish clear rules for inspections. It is important for tour operators as it sets the limits within which they can be checked and protects against abuse.

It also applies to tourism, protecting **the rights of tourists as recipients of services**. Provides the right to accurate information, quality services, compensation in case of damage or non-compliant service. It is an important tool for the confidence of foreign and local tourists in the services offered.

Creates **the Tourism Register** – an electronic database where tour operators, accommodation facilities and guides are registered. The register allows the state to better monitor the sector, collect statistics, and tourists to check whether an agency or hotel is authorised.

It creates a **specialised institution for tourism subordinated to the Ministry of Culture**. The Office is responsible for **promoting tourist destinations**, developing the national tourism brand, implementing government policies and coordinating with international partners. It is the first body dedicated exclusively to tourism after several institutional reorganizations.

Government Decision No 338/2014 approving the Tourism 2020 Development Strategy and the Action Plan (2014–2016)

Strategic document that outlined the directions of tourism development: **infrastructure, international promotion, diversification of the tourism product (wine, rural, ecological, cultural), training of the workforce.** Although its period of application is over, its principles underpin current policies.

Government Decision No 784/2000 approving the Framework Regulations for protected natural areas and monuments

Determines the organisation and protection of **nature reserves, national parks, historical and architectural monuments.** It is essential for ecological and cultural tourism, as it defines **the rules for access to and use of** natural and built heritage.

Apart from laws that are directly related to the tourism industry, there are several important pieces of legislation

Rules and regulations for accommodation and food establishments

Accommodation and food establishments must operate according to clear rules laid down by national law. Hotels, guesthouses or restaurants are subject to the classification process, based on which they receive stars or daisies, which reflect the level of comfort and quality of service. In addition, they are obliged to ensure compliance with food hygiene rules and fire safety rules. Minimum facilities such as hot water, ventilation, safety equipment and suitable furniture are mandatory requirements. Compliance with these rules guarantees both transparency for customers and a standardised level of hospitality services.

Labour Code and Occupational Safety and Health Law No 186/2008

Staff in hotels and restaurants are protected by the regulations of the Labour Code and **the Occupational Safety and Health Law No 186/2008.** These acts lay down the conditions of employment, working hours, overtime pay and protection against exploitation. Employers are required to provide a safe working environment, protective equipment and regular training of staff. In the field of hospitality, where employees often work with electrical equipment, cleaning substances or food handling, these rules are of particular importance. Their correct application helps prevent accidents and maintain a motivated and efficient team.

Law on Internal Trade no. 231/2010

This law regulates the activity of domestic trade units, including restaurants, cafes and bars. It lays down the rules for the sale of products and services, compliance with operating conditions and the obligation to correctly inform the consumer. The law includes rules on the display of prices, the issuance of tax receipts and compliance with authorised working hours. For restaurants and cafés, compliance with this law is essential to ensure transparency towards customers and avoid sanctions. In addition, the correct application of the provisions of the law supports the development of a fair competitive climate in the hospitality sector.

Health Regulations (ANSP) - food safety and health of tourists

Food safety is governed by the rules and instructions developed by the National Agency for Public Health (ANSP). All catering establishments must comply with hygiene rules when preparing, storing and serving food. Temperature control, sanitization of utensils and compliance with shelf life are mandatory requirements. In addition, staff must hold medical certificates and be regularly trained in hygiene. Compliance with these rules protects the health of tourists and prevents incidents of food poisoning, which can seriously damage the image of a tourist establishment.



Answer the following questions:

1. Which law regulates tourism activity in the Republic of Moldova and why is it important?
2. Why is standardization essential in the hotel industry?
3. Why is the Tourism Register important for the transparency and safety of the sector?
4. How does Moldova's participation in the European Cultural Routes network contribute to the development of the hospitality industry?
5. Explain the difference between the authorization and control regulations of the tourist activity.

1.4 Classification of accommodation units

The classification of hotels is a vital tool for both consumers and operators. Its purpose is to help tourists choose the right accommodation unit by providing them with clear information about the level of services and facilities.

Classification is a powerful marketing tool because it communicates quickly and efficiently the value and positioning of an accommodation unit. It is not just an administrative formality, but a key element in the promotion strategy.

- ***Differentiation and positioning:*** Stars or daisies differentiate one accommodation unit from the others. A 4-star unit positions itself as a top-quality option, addressing an audience seeking comfort and extensive service. This clear positioning helps to attract the right target audience.
- ***Basis for advertising:*** The classification provides a concrete element that can be used in advertisements, on websites and on booking platforms. "4-star hotel with sea view" is a much more convincing description than "Hotel with good service". The number of stars becomes an essential selling feature.
- ***Create expectations and reduce perceived risk:*** By publicly displaying the classification, the accommodation manages the expectations of tourists. A tourist knows what to expect from a 3-star hotel, and this predictability reduces the perceived risk of a wrong choice, making the decision-making process easier and faster.

Basically, classification turns the complex features of an accommodation unit into a simple and recognizable symbol, helping the unit to convey its value and attract customers in an efficient way.

International classification

There is a lack of uniformity in classification systems worldwide. Some countries, such as Norway or the US, do not have an official system based on market freedom. Others, such as Denmark and Switzerland, have an unofficial system, recognised by the public. Countries that have not implemented any classification system include Nordic nations such as Norway and Finland, the United States, as well as states with an Anglo-Saxon legal tradition, including Australia, New Zealand, Hong Kong, Kenya and Singapore, along with Israel and Colombia. In most of these countries, the reluctance to adopt a classification system is based on the principle of market freedom, which rejects any form of intervention and control. There are also countries with their own, very detailed systems, such as France and India.

In contrast, other countries have adopted their own classification systems, varying in detail and complexity, such as Italy, Ireland, the Netherlands, Greece and Luxembourg. Of these, the classification systems in France and India are recognised for their outstanding complexity and detail.

7.3. Clasificarea hotelurilor

Reprezinta o forma de prezentare sintetica a nivelului de confort si a calitatii serviciilor oferite.



In 2009, several European countries created **the Hotelstars Union** with the aim of harmonising the classification system.

The main objectives of the Classification System for Hotels and Other Accommodations are:

- Ensuring the stability of the quality of the services in the accommodation units;
- Harmonisation of the criteria for the classification of placement facilities with the recommendations of the World Tourism Organisation (WTO) and taking into account existing external practices;
- Differentiation of accommodation facilities according to the range and quality of services provided;
- Assisting the consumer in a competent choice of accommodation services;
- Providing the consumer with reliable information that the category of accommodation is confirmed by the results of the classification and corresponds to that set out in the regulatory documents adopted in the system;
- Increasing the competitiveness of hotels and other accommodation;
- Promoting the development of inbound and outbound tourism by strengthening the confidence of domestic and foreign consumers in the results of the classification of accommodation facilities and consequently increasing the revenue side of the country's budget.

Classification in the Republic of Moldova In the Republic of Moldova, classification is made in accordance with **Government Decision No 643**. It obliges all accommodation establishments to obtain a **star rating certificate**. All tourist reception facilities are required to obtain the classification certificate.

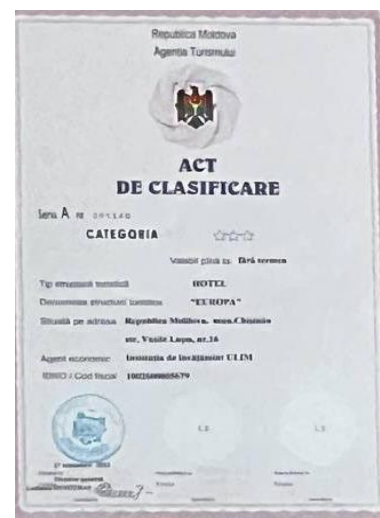


The classification criteria shall take into account:

- **General condition of the building and facilities:** reception hall, hallways and floor corridors; installations; accommodation; sanitary facilities; food spaces; other facilities; minimum services offered to tourists, which may be included in the tariff or for a separate payment
- **Dimensions of rooms and bathrooms.**
- **Services offered** (included in the price or paid separately).
- **The additional assessment criteria** relate to: types of construction-installations and facilities; additional services; leisure and sport areas; possibilities for organising receptions, conferences, banquets, business centres - set out in a separate list. A number of points is set for each of them, provided that, depending on the category, hotels and hotel-apartments meet a minimum score
- The property will ensure **the personal security of guests and** will handle the safe storage of their goods and values. Accommodation shall be provided with functioning fire-extinguishing facilities and the fire escape plan shall be displayed. The hotel should provide the necessary privacy and peace of mind during the night. To display the meal schedule as well as the possibility to dine. Lighting should be provided mainly in the rooms, in the corridor and in front of the stairs.

The classification certificate shall be valid for three years and shall be reconfirmed annually. If the rules are not complied with, the unit may be declassified.

In order to confirm the classification category granted by the Tourism Development Department, the classification document and the label with the classification category attesting the type of unit and the classification category, expressed by a number of stars, are issued. The term of validity of the classification act is three years, with two annual reconfirmations in order to comply with the criteria underlying the classification of the structure. In case of non-compliance with the criteria concerned, the procedure of declassification, lifting or cancellation of the classification act shall apply.



Classification of hotel companies by comfort level

This classification plays a huge role in solving the problems of quality management of hotel services. The level of comfort is a complex criterion, the components of which are:

- The status of the number of rooms - the area of the rooms (sqm), the share of single rooms, multi-room rooms, apartments, the availability of common facilities, etc.;
- Condition of furniture, inventory, sanitary and hygienic products, etc.;
- Availability and condition of catering establishments - restaurants, cafes, bars, etc.;
- The state of the building, the access ways, the planning of the adjacent territory;
- Information and technical assistance, including the availability of telephones, satellite communications, televisions, refrigerators, minibars, mini-safes, etc.;
- Provision of a number of additional services.

The most common classification systems are as follows:

1. *The star system* is a European classification system based on the French national classification system, which is based on the division of hotels into categories from one to five stars. This system is used in France, Austria, Hungary, Egypt, China, Russia, Brazil (with some overestimation of stars in independent hotels) and other countries. In Italy, the prefix 'luxury' has been introduced for the highest quality five-star hotels.

A higher star rating of a hotel corresponds to a wider range of services it can offer to its customers. Thus, guests are offered services of beauty salons, massage room, car transport services (carriage of customers to the airport or train station), catering services.

Comparative table – star rating criteria

Level	Hotels (stars)	Bed and Breakfast / Bed and Breakfast (Margaret)
??	Simple rooms, basic furniture, shared bathroom; cold/hot water; minimum cleaning services.	Accommodation in simple conditions; functional furniture; access to shared bathroom; drinking water and heating.
??	Rooms with private bathroom for most; standard furniture; TV or radio; Breakfast offered.	Rooms with private bathroom; comfortable furniture; possibility of serving breakfast; Common spaces of socialization.
??	All rooms with private bathroom; functional reception; TV, telephone; on-site restaurant; additional services (laundry).	Rooms with private bathroom required; modern furniture; internet; space for serving meals with local products; traditional activities.
??	Spacious rooms with modern amenities (minibar, safe, internet); quality restaurant; conference room; Qualified staff permanently available.	Comfortable rooms with modern amenities; quality traditional cuisine; leisure services (equestrian, hiking); Trained staff in tourism.
??	Luxury services: apartments, several restaurants, spa, swimming pools, personalized services; international standards of comfort and security.	Premium services: themed rooms, top traditional gastronomy, organized tourist activities; maximum comfort and authentic experience.

The classification of accommodation establishments, such as hotels, guesthouses or villas, by assigning **stars or daisies**, has a major impact on **tourist confidence and competitiveness in the tourist market**

. Here's how:

- **Confidence of tourists:** For tourists, the classification serves as a standardized indicator of the quality and services offered. A 5-star accommodation, for example, guarantees a certain level of comfort, facilities and services, while a 2-star one usually offers simpler and essential services. This standardisation helps tourists to trust that they will get what they expect and that the price paid corresponds to the quality received, eliminating uncertainty.
- **Competitiveness in the market:** For accommodation establishments, classification is a crucial **market positioning** tool . A higher ranking allows the unit to differentiate itself from the competition and justify higher prices. It also **attracts a specific clientele** (e.g. luxury tourists for a 5-star hotel) and can stimulate investment in improving the quality of services and infrastructure to reach a higher level of classification and become more competitive. Low or no ranking can reduce credibility and the chances of attracting customers.

2. *The letter system* is a system used in Greece, according to which all hotels are divided into four categories, denoted by the letters A, B, C, D. The highest hotel quality category is denoted by the approximate conformity of the quality category in the five-star system and is as follows: luxe corresponds to five-star level, category A - to four-star level, category B - to three-star level, category C - to two-star level, category D - to one-star hotel level. Currently, along with the letters on the facades of the hotel, you can also see the usual stars;

- a. *The wreath or key system* is common in the UK. To switch to ordinary stars, you need to subtract one of the total number of crowns, that is, compared to the European star, the crown is one unit higher.
- b. *The Indian points system*, which is based on the evaluation of the hotel by a panel of experts. Thus, each country has its own classification of companies in the hospitality industry. Therefore, hotels belonging to the same category, but located in different countries, can have quite significant differences.



Answer the following questions:

1. What is the main purpose of the classification of accommodation units in tourism?
2. What are the differences between the star rating system (hotels) and the daisy rating system (pensions/agro-pensions)?
3. What are the minimum mandatory criteria for obtaining a 3-star rating in hotels?
4. How does the classification of accommodation units influence tourists' confidence and competitiveness in the tourist market?
5. Why is the classification of accommodation units considered a marketing tool in the tourism industry?

1.5 Planning the hotel management system

One can think of a hotel as a living organism. Every department – from reception and cleaning, to restaurant and marketing – is a vital organ. Without perfect coordination, the entire body cannot function at full capacity. In the past, this coordination was carried out by rudimentary means: paper agendas, handwritten accommodation sheets, endless phone calls and human error headaches. Today, in the digital age, the heart that pumps information and ensures operational harmony is **the Hotel Management System (HMS)**.

This chapter will focus on deepening the planning process of the hotel management system, an essential strategic stage that transforms a hotel from a mosaic of disparate activities into a well-oiled machine, ready to offer an impeccable experience to guests.

An HMS is not just software, but a complex architecture of procedures and technologies designed to

manage every aspect of operations. Its strategic planning is as important as building the hotel itself, because it depends on the fluidity of processes, the efficiency of staff and, ultimately, the profitability of the business. Rigorous planning makes it possible to anticipate problems, optimise resources and create a more orderly and productive work environment.

Without proper planning, the risks are significant: booking errors resulting in overbooking, operational inefficiency resulting in long waiting times for customers and frustration for employees, financial losses caused by an unsuitable pricing policy or difficulties in tracking revenue and expenditure. Finally, a poorly planned system leads to a negative customer experience, a disaster in the hospitality industry, where reputation is everything.

Essentially, it is about *strategic planning of how a hotel will manage*:

1. Day-to-day activities:

- **Reservations and availability:** Manage available rooms, online and offline bookings, cancellations and changes.
- **Check-in/Check-out:** Automation of the process of registration and departure of guests.
- **Allocation of rooms:** Automatic or manual assignment of rooms, taking into account customer preferences and room types.

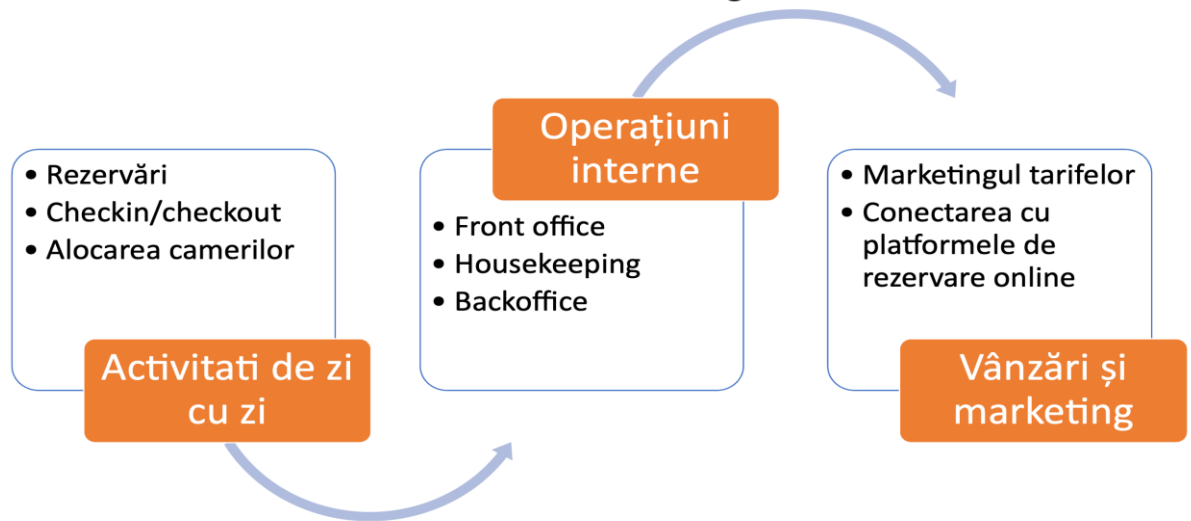
2. Internal operations:

- **Front office:** Reception, payment and invoice management.
- **Housekeeping:** Planning and monitoring of room cleanliness, occupancy status (clean, dirty, inspected, etc.). The cleaning staff receives tasks directly on a mobile device, and the status of the rooms is updated in real time in the system (from "busy" to "cleaned" and "inspected"). This ensures smooth communication with the reception and reduces waiting times for new guests.
- **Back office:** Management of inventories, inventory, human resources and accounting.

3. Sales and marketing:

- **Tariff Management (Revenue Management):** One of the most sophisticated modules of an HMS is the ability to optimize room prices. The system analyzes historical data, current demand, season, events in the city and competition rates to suggest the ideal price at a time. This automation allows the hotel to maximize its revenue by selling rooms at the optimal price, whether it is a peak period (where prices are higher) or a period of low demand (where prices are adjusted to attract customers).
- **Integration with distribution channels (Channel Manager):** Each modern hotel sells rooms on a multitude of online platforms (Booking.com, Expedia, Airbnb) and on its own website. Without a centralized system, updating the availability on all these channels would be a nightmare. A Channel Manager, integrated into HMS, automatically updates the number of rooms available on all platforms when a reservation is made. This instant synchronization eliminates the risk of overbooking and ensures a consistent online presence.

Planificarea sistemului de management hotelier



Why is it important to plan this system?

Rigorous planning is crucial, because it depends on the fluidity of operations and the profitability of the business. Poor planning can lead to:

- Errors in bookings (overbooking, no-show management flawed).
- Operational inefficiency (staff waste time on manual tasks).
- Financial losses (unoptimised tariffs, difficulties in monitoring expenditure).
- Negative customer experience (slow check-in, billing errors).

Stages of planning:

Etapele planificării managementului sistemului hotelier

Analiza nevoilor: Identificarea cerințelor specifice ale hotelului

1

Alegerea sistemului: Selecționarea software-ului potrivit, fie că este un sistem on-premise (instalat pe serverele hotelului) sau unul bazat pe cloud (accesibil online).

2

Implementarea: Configurare, instalare și integrare cu alte sisteme (de plată, POS-uri din restaurant, sistemul de chei magnetice etc.).

3

Instruirea personalului: Asigurarea că angajații știu să utilizeze corect sistemul.

4

Testare și optimizare: Verificarea funcționalității sistemului înainte de lansare și ajustarea continuă

1. **Needs analysis:** Identification of the specific requirements of the hotel (number of rooms, type of services, budget available).
2. **Choice of system:** Selecting the right software, whether it is an on-premise system (installed on the hotel servers) or a cloud-based system (accessible online). This is a major decision that determines the occupancy rate of the tourist entity.
3. **Implementation:** Configuration, installation and integration with other systems (payment, restaurant POS, magnetic key system, etc.).
4. **Staff training:** Ensuring that employees know how to use the system correctly.
5. **Testing and optimization:** Checking system functionality before launch and continuously adjusting settings to maximize performance.

In other words, hotel management system planning is a strategic and technical process by which a hotel ensures that it has all the necessary digital tools to operate efficiently, maximize its revenues and provide an impeccable experience to its customers.



Answer the following questions:

1. What is a Hotel Management System (HMS) and why is it considered the "backbone" of a modern hotel?
2. What are the main risks of poor HMS planning? List at least three examples.
3. Explain the role of the module "Integration with distribution channels /Channel Manager" in an HMS system. What major problem helps to solve this module?
4. Identify the fundamental difference between an HMS system based on the "on-premise" concept and one based on the "cloud".
5. What does "Tariff Management /Revenue Management" mean and how does an HMS system contribute to the optimization of a hotel's revenues?
6. Briefly describe the five main stages of the planning process of a hotel management system.

1.6 Documents for the internal regulation of hotel activities

In a hotel, every activity, from receiving a guest to resolving a complaint, must be carried out according to clear and well-established rules. These rules are not mere recommendations, but a formal, documented framework that ensures consistency, quality and legality of the services offered. This framework consists of internal regulatory documents.

Unlike national laws or international standards, which are mandatory for all accommodations, internal documents are created by each hotel to define its own operating standards. They serve as a guide for employees, ensure compliance with quality standards and prevent errors.

Without a clear set of written procedures, a hotel would face operational chaos. Every employee would do things "as they see fit", the quality of service would be inconsistent, and problem-solving would become a challenge. Therefore, understanding the importance and content of these documents is fundamental for any tourism professional. They are not just a formality, but an investment in the efficiency, reputation and safety of the business.

We can classify these documents according to their main purpose:

- **Standard Operating Procedures (SOPs):** They describe step by step how daily tasks should be performed.
- **Management and Internal Policy Documents:** They establish the general rules of behavior and operation of the hotel.
- **Safety and Security Documents:** These concern emergency procedures and the protection of guests and staff.

Tipul de documente de reglementare internă a activității hoteliere

Documente de Procedură Operațională (SOP - Standard Operating Procedures):	• Acestea descriu pas cu pas cum trebuie realizate sarcinile zilnice.
Documente de Management și Politică Internă:	• Acestea stabilesc regulile generale de comportament și de funcționare a hotelului.
Documente de Siguranță și Securitate:	• Acestea se referă la procedurile de urgență și la protecția oaspeților și a personalului.

Standard Operational Procedure (SOP) documents

Operational Procedure Documents (OPS) are the most important working guides for staff at the operational level. They transform a complex process into a series of simple and logical steps, ensuring that each team member acts the same, regardless of the situation.

1. **Job Description:** This document is essential for every employee. He describes in detail the responsibilities, tasks, authority and subordinate relationships of each function in the hotel. A clear job description avoids confusion and ensures that each team member knows exactly what is expected of them.
2. **Check-in and Check-out procedures:** These are probably the most used procedures. They detail every step of the interaction with the guest on arrival and departure, from greeting, to verifying identity documents, to collecting the payment and handing over the key. A well-established procedure ensures a fast and professional process that leaves a positive impression.
3. **Housekeeping procedures:** They describe how to clean a room, what products are used, how to arrange towels and how to check every detail. They guarantee a consistent quality of cleaning, an essential aspect for customer satisfaction.

YOUR LOGO Hotel Check-in Confirmation Form

Reservation Name
First Last

Reservation Email

Phone Number
###

Check-in Date Check-out Date
MM/DD/YYYY MM/DD/YYYY

Arriving Time
HH:MM AM

Number of Guests Number of Rooms

Verification*
☐ I'm not a robot

4. **Room Service and Restaurant Procedures:** These documents guide the staff in the restaurant and room service. They determine how to take orders, serve meals, manage payments and resolve complaints. They may also contain instructions on the preparation of certain drinks or recommendations for certain dishes.

Management and Safety Documents

In addition to the procedures specific to each department, there are also documents that regulate the overall functioning of the hotel and ensure a safe environment for all.

1. **Rules of Procedure (ROI):** This document is the "supreme law" of the hotel. It sets out employees' rights and obligations, working hours, rules of conduct, pay policy, benefits, disciplinary sanctions and other issues related to the employee-employer relationship. ROI is a vital tool for maintaining order, discipline and a correct working environment.
2. **Manual of Service Quality Standards:** This manual is a compilation of the standards of excellence that the hotel has adopted. For example, he may specify that "every guest should be greeted within 30 seconds of entering the hallway" or that "towels are changed daily, regardless of the type of accommodation." This document serves as a performance benchmark for each employee.
3. **Emergency Evacuation Plan:** Safety is an absolute priority. This document, often displayed in visible places, details emergency procedures in case of fire, earthquake or other critical situations. It specifies escape routes, assembly points, the role of each employee and emergency contact numbers.
4. **Privacy and Data Protection Policy (GDPR):** Since hotels collect a lot of customers' personal data (names, addresses, passport numbers), a document regulating how to store, process and protect this information is essential. This policy ensures compliance with applicable law and protects the hotel from legal risks.

As a future tourism professional, it is vital to understand that these documents are not just formalities. They are working tools that will guide you every day and help you provide the highest quality services. Compliance with internal procedures is a proof of professionalism, and their knowledge will help you quickly integrate into the hotel team.

During internships or at your future job, you will notice that a well-organized hotel is a hotel where regulatory documents are updated, respected and easily accessible to all employees. They transform a dynamic and unpredictable environment into a controlled, safe and efficient one, guaranteeing that the guest's experience is impeccable, every time.



Answer the following questions:

1. Explain what is the main role of internal regulatory documents in the hotel business.
2. What is the fundamental difference between an "Operational Procedure Document (OPD)" and a "Management and Internal Policy Document"?
3. Mention at least three pieces of information that you can find in a "Position Sheet".
4. Why is it essential for every hotel to have a "Manual of Service Quality Standards"?
5. Explain why the "Rules of Internal Order" are considered the "supreme law" of a hotel.
6. What type of document regulates emergency safety and why is it vital?

7. Why is a "Privacy Policy" important for a modern hotel?

Learning Outcome 2: Services in the Hospitality Industry

Content

2.1 Hotel services - the form of materialization of the activities carried out within a hotel unit.....	25
2.2 Classification of hotel services by nature of financial commitment.....	27
2.3 Typology of additional services	31
2.4 Features of hotel services	34
2.5 Main activities carried out within an accommodation unit	37

After completing these learning outcomes , students will be able to:



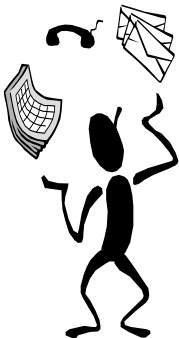
... to know:

- *What are the specific activities carried out within the accommodation structures;*
- *What are the additional services that can be provided at the floor and lobby level;*
- *Classification of hotel services according to the nature of the financial commitment;*
- *Typology of additional services;*
- *Main characteristics of hotel services;*
- *Main activities carried out within an accommodation unit.*



... to understand:

- *The need to provide additional services in compliance with quality and safety conditions;*
- *The importance of differentiating hotel services according to the nature of the financial commitment;*
- *The role of hotel service features in customer satisfaction;*
- *The meaning of the type of additional services according to the needs of customers.*



... Can:

- *To analyze the sources of information specific to the tourism industry;*
- *To provide various additional services requested by the hotel's customers*
- *Identify and describe the different types of hotel services according to the financial classification;*
- *Apply knowledge about the characteristics of hotel services in practice;*
- *To organize the main activities within an accommodation unit according to the quality requirements.*

2.1 Hotel services - the form of materialization of the activities carried out within a hotel unit



Have you wondered....?

- *What are hotel services?*
- *What are the services that an accommodation unit can offer?*
- *How could you classify the services offered by an accommodation unit?*



Hotel services – are represented by the range of services offered in hotel spaces in relation to the reception, stay and departure of tourists.

These services have a varied structure, correlated with the type of accommodation units, food and their comfort category.

Good to know

With the increase in the complexity of the unit and the comfort category, the range of services offered by a hotel unit is wider.

Depending on **their importance to the customer**, hotel services are grouped into: **basic services** and **additional services**.

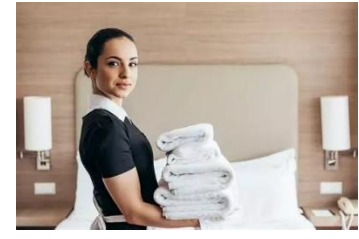
Basic services – are defining components of hospitality, which meet the primary needs of the tourist and include:

- accommodation;
- Food;
- services that respond to the basic motivation of the trip (derives from the type of hotel), such as, for example, leisure and animation in the case of the holiday hotel, services for business people in business hotels, etc.

Additional services – complements the basic ones by answering:

- accommodation needs: wake-up calls, luggage transport and storage, valuables storage, telecommunications services;
- preferences, habits and desires specific to each client: room service, swimming pool, gym, beauty salon, various rentals.

The evolution of the hotel industry in recent decades has led to the **diversification of additional hotel services**, which can be **classified according to several criteria**.



Depending on their nature, additional hotel services are grouped into:

Category	Examples of services
Information services	Visitors to a wide range of information offers: guides, leaflets, brochures, etc.
Special services	They involve the involvement of other specialized providers: reservation services, special services for important guests.
Cultural and artistic services	Organization and/or security of access to cultural events: shows, exhibitions.
Sports Services	Providing the necessary facilities for the practice of various sports.
Financial Services	It involves financial operations: card rental, currency exchange.
Warehouse & Telecommunications Services	Telephone calls, internet access, fax, satellite dish, TV/video program.
Commercial Services	Selling luxury items (boutiques).
Personal Services	Barbershop, hairdressing, cosmetics, massage, maintenance gymnastics, exercise.



The methodological norms regarding the classification of reception structures with tourist function according to OMT² no. 1051/2011 impose a minimum number of services to be offered by hotels classified in a certain category:

- at least 15 services – at 4 and 5 star units;
- at least 12 services – at 3-star units;
- at least 8 services – at 2-star units;
- At least 5 services – at 1-star units (*telephone, shoe cleaning, sales of strict necessity, tourist information, storage of valuables, first aid in emergencies, waking up customers on request, receiving and transmitting messages, correspondence, transport information*).

Depending on the classification category, we have:

- **Services that are found at all hotels**, regardless of the classification category.
- **Services that are associated with the classification category**, what differentiates being, in fact, the diversity and quality of services.

² UNWTO - World Tourism Organization

As for the additional services offered by the different hotel units, the differentiation according to the classification category emphasizes more on their quality and novelty.

In a 4-star hotel, additional services are provided: Room service, usually 14 hours a day, and fast delivery sometimes and at night, but cold food, fast laundry-laundry services (delivery within an hour), internet access, although it is often not included in the room rate, while **in a 5-star hotel** It provides: Room service 24 hours a day, hot kitchen, concierge services that can offer almost any service, from booking tickets to hard-to-reach shows, reservations at famous restaurants where reservations are made well in advance, limousine transportation, from the airport, but in the city, also spa at the special center or treatments in the room/apartment.

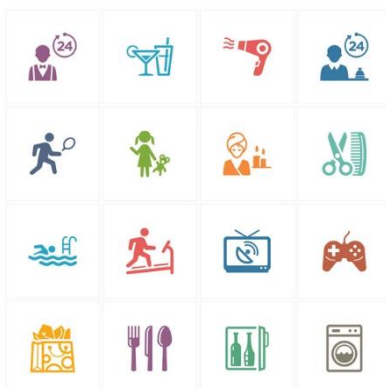
QUESTIONS AND SITUATIONS:

1. What are the two main types of hotel services?
2. Can a 5-star hotel have less than 15 services?
3. What are some examples of additional services that customers could use?
4. How do the services in a 4-star hotel differ from those in a 5-star hotel?

2.2 Classification of hotel services by nature of financial commitment

Depending on the nature of the financial commitment:

Additional services with payment



- washing, ironing, cleaning, repairing tourists' objects, clothing, linen;
- room-service;
- cleaning shoes;
- telephone conversations (local, national, international);
- the sale of goods;
- hairdressing, hairdressing, cosmetics, manicure, pedicure, exercise maintenance (weight loss room, gymnastics, fitness);
- massage;
- hotel – airport transport;
- hotel – city transport;
- car rental;
- swimming pool, sauna.



Additional services free of charge



Depending on the category and policy of the accommodation, some of these services may be included in the rate, being apparently free.

The main free/free services that can be offered by a hotel are:

- miscellaneous information: tourists, provision of services, means of transport, shows, weather (1-5 stars);
- waking up customers at the requested time (1-5 stars);
- keeping valuables (1-5 stars);
- message transmission (1-5 stars);
- taking over customer correspondence (1-5 stars);
- sending customer correspondence;
- the provision of newspapers, magazines in the hallways;
- providing medicines and sanitary materials as part of first aid in case of accidents (1-5 stars);
- keeping forgotten items and notifying customers (1-5 stars);
- luggage storage;
- orders for taximeters;
- sending letters received after the departure of customers by "return" to their homes;
- facilitating the accommodation of passengers in other accommodation spaces in the locality;
- providing promotional and tourist information material;
- parking and parking services;
- loading, unloading and transporting luggage (3-5 stars);
- courier-commission.



In summary, the basic and additional services offered by an accommodation unit are presented as follows:

Services offered during the stay occasioned by: reception; Stay; Departure of tourists

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THE ACCOMMODATION ITSELF

- aims to create the conditions for satisfying the needs: - rest; - hygiene; - on the establishment of social relations.
- Example of accommodation services: renting/selling different types of accommodation: single rooms, double rooms, apartments, etc.



COMPLEMENTARY SERVICES TO ACCOMMODATION

- receiving and distributing correspondence;
- receiving and transmitting messages;
- preservation of valuables;
- washing and ironing linen;
- cleaning clothes and shoes;
- baggage transport;
- ensuring the parking of the car;
- foreign exchange;
- equipping the rooms at the request of tourists with additional inventory (blankets, TV, refrigerator, extra bed, etc.).



FOOD

- English or American, European-Swedish buffet breakfast services;
- serving breakfast, dinner à la carte;
- Serving breakfast, dinner in the guesthouse system.



COMPLEMENTARY SERVICES TO FOOD

- organizing festive dinners;
- providing diet menus, lacto-vegetarian, on request;
- providing cold food packages;
- room-service;
- serving snacks: in the morning between 10 a.m. and 12 p.m.; at 5 a.m.;
- organizing festive meals (banquets, dinners, cocktails);
- cold food;
- dietary, lacto-vegetarian menus, specific to the form of tourism practiced;
- for families with children, designing varied menus at fixed prices (possibly based on pre-order) and junior menus (with half portions and surprises for children).



OTHER SERVICES

- information on the possibilities of spending free time, the schedules of different service providers, other useful information;
- intermediation (rentals, reservations, repairs);
- of a special nature: organization of congresses, symposiums, exhibitions, festivals, supervision of children;
- cultural-artistic and leisure;

		▪ sports: swimming, skiing, golf, gymnastics, organizing trips, etc.; ▪ various insurances, simultaneous translations; Commercial, etc.
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QUESTIONS AND SITUATIONS:

1. Give an example of an **additional paid service** and an example of an **additional service without payment**, according to the lists in the text.
2. What free services should a 1 to 5 star hotel offer, according to the text? Name at least two.
3. Is the **room-service** paid or free?
4. What category of services do **transport services fall under** (from hotel to airport or in the city)?

2.3 Typology of additional services



Additional services are services that meet the needs (desires, tastes, preferences) of tourists and that can eventually complement the provision of basic services: accommodation and food.

ACCORDING TO THEIR NATURE



INFORMATION SERVICES

The category of information generally provided requested by the client of the hospital unit are:

- information about the hotel: about the classification category, about the accommodation capacity, about the location of the hotel, about the history of the hotel, etc.;
- information about hotel services: structure of accommodation spaces, existing facilities in the accommodation space, structure of service spaces, etc.;
- information about rates, taxes, prices: accommodation rates, situations in which discounts are granted, those in which increases are charged, the value of the services included in the accommodation rate (breakfast); scales for half board or full board, fees for certain additional services;
- information on means of transport: routes to accommodation units, disembarkation stations, etc.;
- information about commercial units: stores in the hotel, those in the immediate vicinity of the hotel, stores with possible products or items representative of the industry or the specifics of the area.
- information on access routes: to different economic agents located in the locality, county or country, accommodation units, restaurant units, travel agencies, etc.;
- information about tourist establishments: located in the locality: treatment bases, etc.;

- information about the addresses of different institutions: (ministries, local authorities, consulates, embassies, organizations, associations, etc.

BROKERAGE SERVICES

Various reservations for hotel guests:

- accommodation reservations;
- reservations of tickets for means of transport;
- restaurant meal reservations;
- ticket reservations for various cultural-artistic, sports events

SPECIAL SERVICES

Keeping valuables and amounts of money belonging to the customer

The ways of providing the service are:

- individual safe in the room;
- individual safe at the reception;
- Shared safe at reception.

Support Services:

- assistance to the elderly;
- assistance to people with disabilities;
- Healthcare;
- dog care;

Train Station/Airport – Hotel Transfer and vice versa.

CULTURAL-ARTISTIC SERVICES

- Organizing balls, carnivals, theme nights, shows, etc.
- Animation.

SPORTS SERVICES

- Pool, fitness, horseback riding, tennis, mini golf, dart, etc.

FINANCIAL SERVICES

Exchange

MISCELLANEOUS SERVICES

Receiving and Transmitting Messages

Depending on the method of formulation and transmission, the messages can be:

- addressed directly to the reception;

Courier-commissioning

It is a service provided by the courier-baggage handler and may involve:

- buying flowers, magazines, cigarettes;
- bringing or handing over packages;
- intermediation of repairs.



- received/transmitted by telephone;
- received/faxed.

Receiving and transmitting correspondence

The following categories of mail can arrive at the hotel's address: registered mail, telegrams, postal orders, faxes, parcels, intended for both tourists and staff.

Rental Services

Hotels offer different categories of rentals as additional services, depending on their type and category:

- *Rentals through reception*: televisions, refrigerators, hair dryers, irons, umbrellas, games (backgammon, remy, chess, playing cards, etc.), sports materials and equipment (skis, bicycles, balls, etc.).
- *Room rentals* (for congresses, conferences, banquets, etc.) – it is done through the marketing-sales department, the banquet or catering department.
- *Rentals through different service providers in the hotel* – are carried out by their specialized staff: swimming pool, sauna, fitness center, treatment base, game room, library, rent-a-car office.

Communication-related services

- local, long-distance and international telephone calls;
- fax, by reception or through a business center;
- e-mail, through reception or through a business center;
- connection to the computer network;
- Internet.

Merchandise trading

- postcards, illustrated, stamps;
- newspapers and magazines;
- advertising materials: tourist guides, hotel guides, tourist albums, slides,
- tourist CDs, etc.;
- toiletries and cosmetics-perfumery items;
- soft drinks, packaged sweets;
- gifts, souvenirs.

Care and beauty services

Barbershop, hairdressing, manicure, pedicure, cosmetics, geriatric treatments, etc.

Parking, Garage

Wake up at the requested time

It can be provided by the reception by sending the luggage handler, respectively the maid, by the telephone exchange or by using an automatic wake-up system.

Luggage storage

The provision of this service implies the existence in the back-office (behind the reception) of a specially arranged space (cleanly arranged, equipped with shelves).

Keeping forgotten items

Luggage transport

FLOOR-SPECIFIC SERVICES

- Washing and ironing of the customer's linen (on request);
- Cleaning and ironing of the client's clothing;
- Repairing the client's linen and clothing;
- Cleaning and polishing of the customer's shoes.



QUESTIONS AND SITUATIONS:

1. Give three examples of information that a hotel can provide to its customers through information services.
2. What is the difference between brokerage and courier-commission services? Provide an example for each, based on the text.
3. A customer wants to leave his valuables at the hotel. What three ways of preservation can you offer him, according to the information in the text?
4. What category of services does renting a room for a conference fall under and who usually takes care of this service within the hotel?
5. Imagine that a customer of your hotel needs help with a minor health problem. What type of special service does this need fall under and who takes care of it in general?

2.4 Features of hotel services

In order to carry out a hotel activity at appropriate standards, it is necessary, among other things, to know the characteristics of the services that are part of the offer of a hotel. A correct analysis of the particularities of hotel activities must start from their classification in the group of services.

Features of hotel services	
Intangibility	they cannot be tasted, seen, tasted, tried at the time of purchase (generates distrust in their quality)
Variability	The quality of hotel services depends on who, where, when and how they provide services
Inseparability	cannot be separated from service providers, the customer-hotel staff contact is a part of hotel services
Perish	cannot be stored for future sale
Subjectivity	are perceived differently from one customer to another (depending on expectations)

Intangibility. Intangibility is a basic characteristic of services, in general, and of accommodation and food services, in particular. Some of the elements related to the hotel activity are tangible elements related to the provision of food, beverages and accommodation, in relation to which we can ask ourselves questions such as:



**How big is the portion?
What equipment does the room have?**

At the same time, however, we must also take into account those intangible elements related to this activity: the quality of the service provided, the fulfillment of the promises made when booking, the comfort and safety of the customer, the time of placing an order, etc. The client assumes a series of risks when he decides to book a room in a hotel, to have a meal in a restaurant or to leave for a destination hundreds of kilometers away, the cause being represented by the sum of these intangible elements that are difficult to evaluate, which do not have a clear delimitation in space, size, color, smell, label, etc.



Under these conditions, the question naturally arises: how do we reduce this perception of risk?

The paths we can follow in this direction are:

Informing the customer – in several forms:

- verbal – the agent explains and presents to the client the tourist destination, the facilities offered, details about some of the
- particular elements and answers his questions;
- visually-passive through posters, posters, brochures and advertising leaflets;
- visually animated by presenting films or advertising clips.

reputation, notoriety of the hotel company – gives a certain degree of confidence to the customer in the requested service, hence the permanent effort of hoteliers to make themselves known through name, brand, offer and quality of services, particularities of their offer, etc. These elements allow, first of all, the differentiation from the competition and, thus, the ability to be selected much more easily by the customer.

communication "by word of mouth". It should not be forgotten that a satisfied customer will order a quality service from others and that potential customers often turn to acquaintances, relatives, friends, opinion leaders in making their choices. Under these conditions, the success of the hotelier depends on the quality of the service he provides.

Provision of insured guarantees:

- through a certain classification of the hotel, which can induce an additional sense of
- safety by the fact that it has been carried out by a recognized specialized institution;
- through the information provided by the travel agent;
- by concluding the contract between the provider and the client, which is the best guarantee that the promises made by the hotelier will be respected.

Variability The performance in the provision of a service fluctuates over time, making it impossible to repeat a service in the same way. Hotel activities have a very high degree of variability, depending on who provides them, when and where they are provided. On the other hand, the customer expects a certain consistency of service, constant and identical content and quality both over time and in any of the hotels belonging to the same chain.

Although a series of mandatory steps are taken in the service process, in the content of the same service, at different times, changes may occur (absence of certain operations in the service process or non-compliance with the order of operations) depending on the employee's condition, attitude and momentary inspiration or adaptation to certain specific requirements of the client. The consequences of these changes can be positive (personalization of services) or negative, but it is clear that, in this case, the quality of the service is more difficult to control. The ability to adapt to the customer's requirements is not only a simple advantage but also the solution of providing a quality service.

The heterogeneity of hotel activities also intervenes in the field of costing and in the exact sizing of the number of workers. As far as the number of workers is concerned, ensuring the quality of services requires a significantly increased number of employees whose work is appropriately dimensioned.

Based on the heterogeneity of hotel services, one can go for personalization rather than standardization of services, although this requires financial sacrifices on the part of the owner or manager of the business.

Inseparability from the person of the provider and the consumer. Production and consumption in the hotel sector take place only when a request from the customer arises, starting from the resources that already exist. The service only appears when its actual provision and consumption take place. It is characteristic of accommodation and food services that their production and consumption take place simultaneously. As the service is provided by a person, the provider becomes a component part of that service. Since the customer is also present at the time of providing the service, the relationship between the provider and the consumer is constituted as a particularity of the accommodation and food service, so that both the provider and the buyer influence the results of the provision of the service.

One of the consequences of the inseparability of services from the person of the provider and the consumer is that accommodation and food services cannot be evaluated or analyzed before being sold or provided to the consumer.

Beyond the more passive contribution of the customer to the services provided, there are also situations in which without an increased involvement of the customer, the service itself cannot be provided.

Perish. One of the consequences of the perishability of accommodation and food services is that they cannot be stored, being perishable. A free seat at the table, a certain time slot in a restaurant or a free room in a hotel for one or more nights means losses that cannot be recovered.

Tourism is a fascinating field, which offers you the opportunity to carry out your activity in different sectors: transport, hotels and restaurants, animation and leisure centers, travel agencies or tour operators, tourist information centers, ministries or bodies and organizations involved in the organization of tourist activity, etc.

Whether you are going to work in a hotel, a travel agency or a tourist information center, it is important to know the activities carried out in a hotel unit.

QUESTIONS AND SITUATIONS:

1. **What does the "intangibility" of hotel services mean?** Explain why this feature can generate distrust among customers and how the perception of risk can be reduced.
2. **How does "variability" manifest itself in hotel services?** Provide an example to illustrate how an employee's mood can influence the quality of service.
3. **What does the "inseparability" of hotel services from the person of the provider imply?** Why can't these services be evaluated before they are provided?

4. Briefly explain the concept of "perishability" of hotel services. Why is a free room or a free seat at the table considered an irrecoverable loss for the hotel?

2.5 Main activities carried out within an accommodation unit

Tourism is a fascinating field, which offers you the opportunity to carry out your activity in different sectors: transport, hotels and restaurants, animation and leisure centers, travel agencies or tour operators, tourist information centers, ministries or bodies and organizations involved in the organization of tourist activity, etc.

Whether you are going to work in a hotel, a travel agency or a tourist information center, it is important to know the activities carried out in a hotel unit.

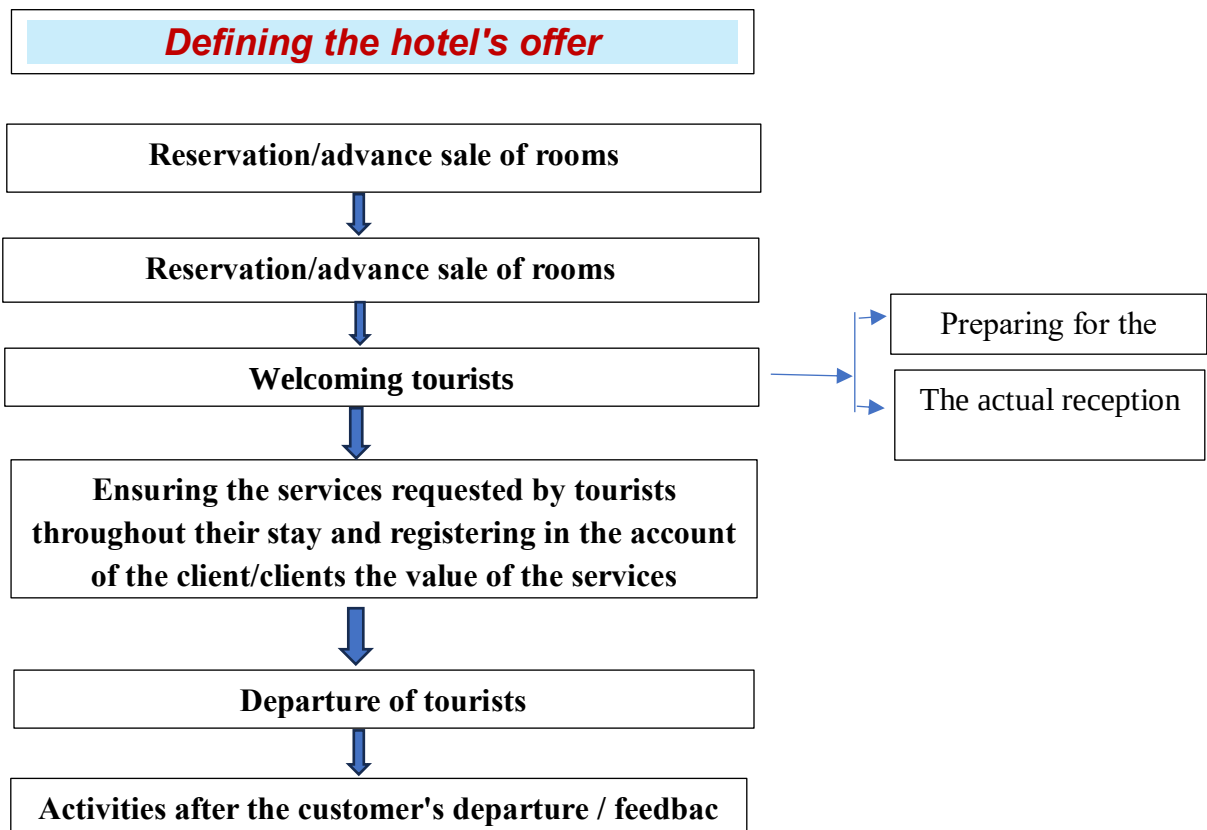


Have you wondered...?

What are the main activities that take place within an accommodation unit?

What is the specific production process for each of them?

Which is the most important of them?



A brief presentation of their activities:

Stage	Activities
-------	------------

Booking accommodation	- Receipt and processing of reservation orders- Reservation management- Preparation and dispatch of the response
Preparing for the reception	- Carrying out operations in common and outdoor spaces- Maintenance and preparation of accommodation spaces- Checking the list of arrivals, the situation of the rooms, special requirements - Announcing arrivals- Informing those in charge of taking over the rooms
The actual reception	- Greeting customers at the platform- Transporting luggage- Presentation of the offer- Assigning the room to the tourist- Drawing up the accommodation formalities- Driving the tourist to the room
Stay	- Phone calls- Correspondence, messages- Wake-ups- Providing information- Key management- Keeping valuables- Opening and managing accounts
Departure	- Preparation of the payment note or invoice- Verification of the means of payment- Transport of luggage- Payment of the payment bill
After departure	- Sending forgotten objects in the room- Sending mail arrived after the departure of customers- Satisfaction questionnaires- Resolving complaints- Letters/congratulations sent on different occasions

QUESTIONS AND SITUATIONS:

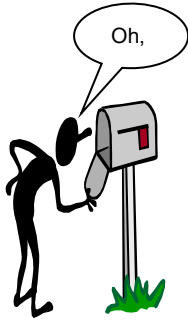
1. During which stage of a customer's stay are accounts managed and information provided?
2. What activities are included in the "Preparing to Welcome" stage of a customer, before they arrive at the hotel? Name at least two.
3. What are the activities carried out at the time of a customer's "Departure"? Mention at least three.
4. What happens after a customer leaves the accommodation, according to the text? Give two examples of actions taken by the hotel in this last stage.
5. At what stage does the assignment of a room to a tourist take place and what other activities are included in this process?

Learning Outcome 3: Organizational and managerial structure of hotel complexes

Contents

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3.5. Hotel equipment.....	57

After completing these learning outcomes, students will be able to:



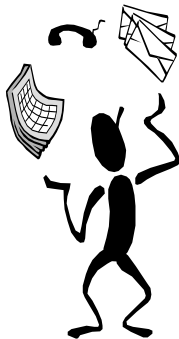
...know:

- define and explain the different hotel business models (e.g. hotel chains, independent hotels, franchises).
- criteria for classification of accommodation facilities (star count, function, ownership regime).
- identify the main types of accommodation (Hotel, Motel, Pension, Hostel, etc.) and their specific characteristics.
- key hotel spaces (lobby, reception, rooms, restaurant, spa, conference rooms) and their respective roles.
- list and describe the hotel equipment required to operate an accommodation unit



...understand:

- **the cause-and-effect relationship** between the organisation model of a hotel and the quality of the services provided.
- **the importance of each classification criterion** in the customer's perception of an accommodation.
- **the role of each type of accommodation** in the market and the target audience to which it is addressed.
- **how the hotel premises and equipment contribute to the overall guest experience.**
- **the logic and importance of hygiene and operating standards** related to hotel equipment.



...may:

- **analyse a hotel business model and** identify its strengths and weaknesses.
- **classify an accommodation unit** on the basis of given criteria, justifying the decision.
- **compare and contrast two** different types of accommodation, highlighting differences in services and facilities.
- **describes a customer circuit** within the hotel premises, from check-in to check-out.
- **associate specific equipment with** the functionality of a specific hotel space (e.g. electronic key systems for rooms).

3.1 Models of hotel business organisation and types of hotels

Independent hotels- is an accommodation unit that is not affiliated with a hotel chain, franchise or international network. It is owned and operated individually, usually by an individual or a local company. They are legally and financially self-sufficient. Some of them have several units that they eventually entrust to the management or the directorate.

Voluntary integrated hotels- are independent hotels that choose to join a network, group without losing autonomy, in order to benefit from common advantages – such as promotion, reservations, standards or training. Each hotelier remains the owner of his hotel and he retains his personal character, his brand.

The hotel owner bears the membership or adherent title for an entrance fee.

Collective actions are of different types, initially limited to:

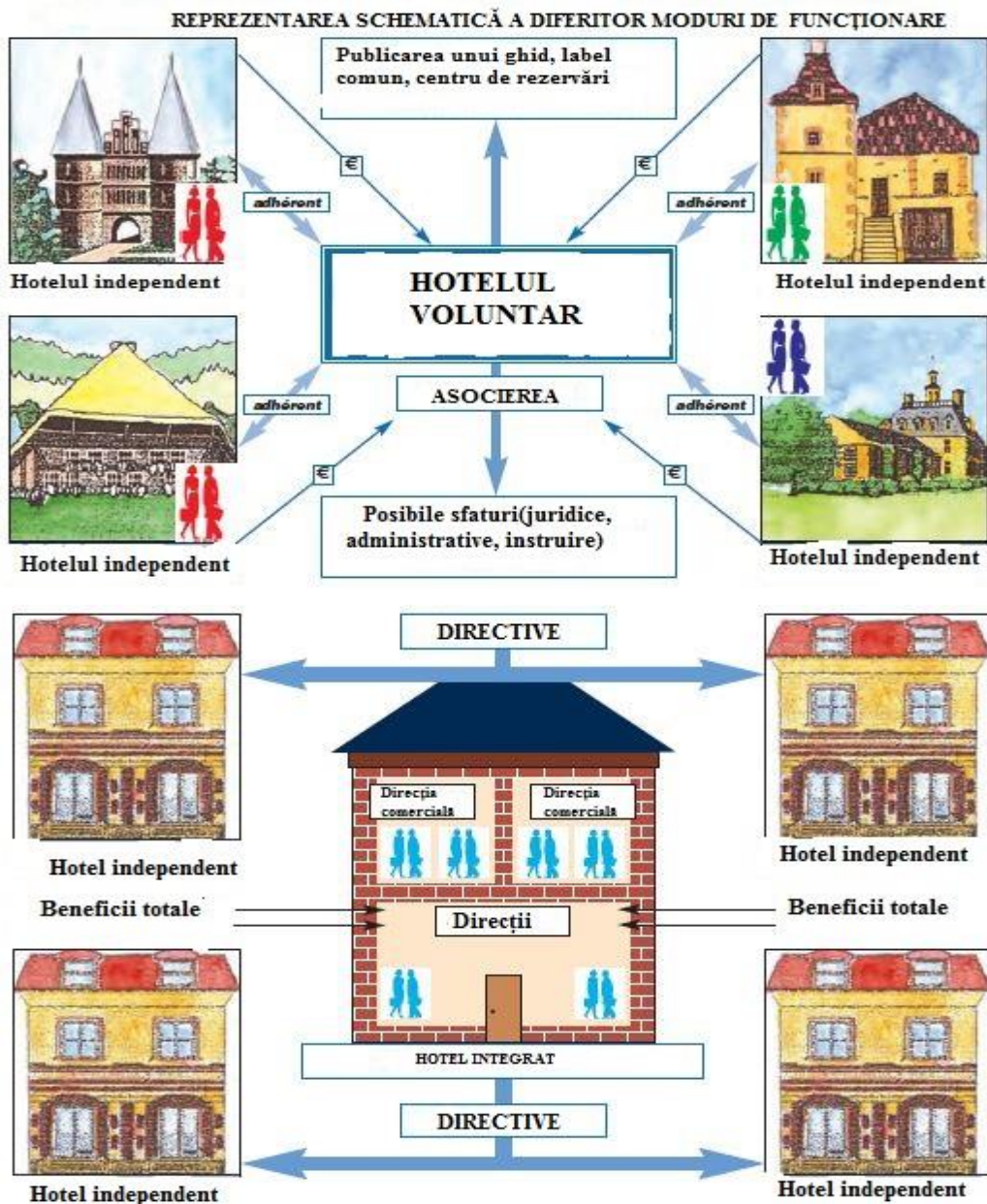
- Publication of a national or international guide;
- A common label ('Best Western', 'Inter-Hotel', 'Relais & Châteaux', etc.);
- Advertising around the label;
- A reservation center.

Due to market constraints, they have evolved in other areas, such as:

- Legal advice (criminal law, human resources, etc.);
- Advice on managing operations (legislation, management audit, etc.);
- Procurement centre;
- Staff training.

Most voluntary channels are associations run by elected members.

Integrated hotels- are hotels with a unique and common business name, which are part of an organised association or network, with a certain degree of coordination and cooperation between them: *part of a hotel chain* (formal, standardised integration) or *part of a voluntary network* (voluntary integration with partial autonomy). There is centralization of management, financial decisions, human resources and others (purchases, training, advertising, marketing and sales, booking, etc.) to the chain headquarters under the control of the central departments for each hotel included in the chain. Integrated hotels are a company, in the legal sense as a term. It has a centralized structure for all units bearing the title of subsidiary, or franchise depending on the case. Subsidiaries belong to the head office and financial resources they are fully donated.



Hotel franchise is a contract under which an independent hotel (the franchisee) receives the right to use the brand, name and know-how of a known hotel brand (the franchiser) in return for payment (franchise fees and/or royalties). The franchisee invests its own capital, assumes its own risks, operates and pays the entrance fee, fixed or variable remuneration depending on the number of business. In the hotel industry, the franchise is represented by an integrated and independent hotel.

The franchise concept, developed by the franchisor, consists of 3 elements:

- Ownership or right of use and customer rally signs (sign, marks, symbols, etc.).
- Use of experience (focus on know-how);
- A collection of products and served or technologies.

Franchise is one of the alternatives to implementing a strategy. It may correspond to a strategy of development, diversification or consolidation. There are 4 parts to the franchise:

Franchisor:

- Holds the sign;
- Provides a set of products or services;

- He has developed a skill that he has from the experience he has successfully acquired and to which he transmits it.
- the franchisee so that he can operate;
- Ensures the development and sustainability of the concept by dedicating financial and human means;

Franchisee :

- He is driven by the desire to do something and wants to cooperate loyally with the franchisor to operate a concept.
- He has the financial means to commit himself personally.
- Adhere to the spirit of the franchise by joining a network and collaborate on its homogeneity.

Franchise network :

- It consists of the franchisor, subsidiaries and all franchisees. Through the operation of a common brand, the uniformity of methods and the exploitation of the franchise concept, the network has an identity and reputation that will be known to the consumer.

The consumer shall:

He is attached to the brand and its image. For the consumer, the guarantee of the quality of the service offered is an essential key moment.

Management Mandate- is the management of a unit through an integrated channel for the account.

The independent hotel is run by a manager sent by a large hotel chain. The owner of the hotel leaves the management in the hands of this manager (director), who works for the hotel chain. The director follows the rules and orders given by the head office of the chain. The hotel must always keep in touch and report to headquarters.

QUESTIONS AND SITUATIONS:

1. What defining features does an independent hotel have and what does its autonomy consist of?
2. What are the advantages for an independent hotel that chooses to integrate into a voluntary network?
3. How does an integrated hotel differ from an independent hotel in terms of organisation and management?
4. What roles does the franchisor and franchisee play in a hotel franchise agreement?
5. What is the management mandate and how does it influence the organisation of an independent hotel?

3.2 Criteria for classification of accommodation structures with tourist functions

The hotel industry is a rapidly growing business in many countries of the world, especially in those areas where tourism has recently developed.

The rapid growth of this industry can be attributed to the following factors:

- expanding the internationalisation of business, which has led to increased travel;
- increasing economic prosperity, which means additional income and, consequently, the possibility to spend more on travel;
- improving transport services, in particular with regard to air travel.
- development and modernisation of the media, etc.

Currently, more than half, or 59%, of hotels are located on the American continent. Europe ranks 2nd with 21.66% and Asia 3rd with 16%. Smaller shares hold the continents of Africa and Australia. The use of the human factor greatly influences the execution of works, leads to the impossibility of standardizing some operations and presents a problem in the activity of hotel companies. That's why, lately, more and more hotels are going on the way of standardizing services. The standard establishes criteria, based on which it is estimated the level of customer service and the overall activity of the staff involved in providing services.

At the same time, hotel companies focus on attracting, retaining customers using various loyalty programmes and offering a wide range of quality services to meet customers' preferences. The more the hotel has a favorable location, its facade being pleasant, the order, hygiene, security, courtesy respected, the quality of the services provided, the more it is appreciated and requested. Thus, the client having the smallest details regarding the analyzed hotel (for example, the comfort level), knows in advance what can be expected since he uses its services.

Classification is a coded form of summary presentation of comfort levels and service offerings.

The objectives of adopting an official classification system are:

- informing the customer,
- the possibility of differentiating hotels in order to apply differentiated policies,
- the possibility of increased fiscal pressure on luxury products (hotels), as a particular case of the previous objective,
- the possibility of adjusting the tariff system,
- "education" of hoteliers, in the sense of guiding the direction of hotel modernisation,
- facilitating the communication, conclusion of contracts and monitoring of compliance with their provisions by the operating tour agencies.

The main types of hotel, encountered in the practice of the hotel industry, would be the following:

1. *Business hotels* are hotels for tourists, whose main purpose and reason for travel is professional activity (business, trade, meetings, symposiums, conferences, congresses, exchange of experience, training, professional exhibitions, product presentations, etc.). This category includes business hotels (commercial hotels), congress hotels, congress centres, professional club hotels and departmental hotels;

2. *Recreational* hotels are hotels for tourists, whose main purpose and reason for travel are recreation (passive, active, combined) and treatment (preventive, restorative). This category includes: resort hotels, guesthouses and rest houses (for stationary passive recreation), excursion hotels (tourist complexes), tourist and sports hotels (tourist complexes), casino hotels (hotels for gambling enthusiasts), specialized (with maintenance system) personal vehicles of tourists, mobile, self-service);
3. *Transit hotels* offering services to tourists under short-term stopover conditions. Such hotel companies are located on air routes (hotels at airports), motorways (motels), railway routes (near ports), maritime routes (hotels near ports);
4. *Hotels for permanent residence*
Below are some other types of classifications according to different criteria:
5. *Suit-hotel* - the client is offered a small kitchen equipped with refrigerator and mini-bar, the possibility to order dishes at the central restaurant; clientele: People who are constantly changing their lives.
6. *Economy class hotel* - small or medium capacity (up to 150 seats); located along the transport lines; the service is simplified and fast; additional services.

Among the possible criteria for the classification of establishments with a hotel activity, the World Tourism Organization (WTO) takes into account the following, identifying specific categories:

Classification of hotels by location:

1. *Hotels located in the city* (centre, on the outskirts). Almost all business hotels, luxury hotels, middle class hotels are located in cities;
2. *Hotels located on the sea coast*. In this case, the distance to the sea (50, 100, 150, 200, 250, 300 m) is very important;
3. *Hotels in the mountains*. Usually these are small hotels in a picturesque mountain area on a tourist route to the most convenient place to rest. A mountain hotel, as a rule, has the necessary equipment for summer and winter recreation of its guests, for example, climbing and skiing equipment, access to ski lifts.

Classification of hotels by ownership:

1. *The condominiums*. Hotel complexes, spaces and rooms where they are sold to individual owners, living or renting these spaces to tourists;
2. *Multi-ownership*. The difference between timeshare hotels is that it is not the number of rooms that is purchased, but the long-term right to rest in a hotel or a chain of hotels.

Classification of hotels by duration of operation: 1. It activates throughout the year; 2. Activate for two seasons; 3. Activate for one season.	Catering of hotels: 1. Hotels offering full board (accommodation + three meals per day); 2. Hotels offering bed and breakfasts.
Classification of hotels according to the length of stay of guests:	Classification of hotels according to room prices:

1. For long stays of customers; 2. For short stays.	1. Budgeting; 2. Saving; 3. Mediums; 4. Premium; 5. Apartments; 6. Lux
By comfort level: 1. Luxury (4* and 5*); 2. Medium level(3*); 3. Moderate (1*-2*);	By form of operation: 1. Ex-individualplowing; 2. Association (hotel chains voluntary); 3. Companies or groups (chains integrated hotels).
By accommodation capacity: 1. Small hotels (up to 150 places); 2. Medium hotels (151 -400 places); 3. Small hotels (over 400 seats).	By service standards and facilities offered: 1. Full-service hotels; 2. Economic hotels; 3. Self-catering hotels.

Similarly to the UNWTO, it involves grouping accommodation units into categories and types according to:

- material and technical equipment used in the provision of the hotel product;
- set of services provided to guests.

One of the basic classification criteria is the level of comfort, - a complex criterion, composed of parameters as follows:

- the status of the number pool: the area of the accommodation rooms (m2), the share of single and multi-bed rooms, multi-room accommodation numbers, the presence of communal services;
- condition of furniture, inventory, sanitary ware;
- presence and condition of food establishments;
- the state of buildings, access routes, outdoor fittings;
- technical and informational provision, including the presence of telephone and satellite links, of televisions, refrigerators, mini-bars, mini-safes;
- the possibility of providing additional services.

These parameters are highlighted in all currently existing classification systems. Requirements for service staff are also stipulated.

QUESTIONS AND SITUATIONS:

1. What are the main factors that have contributed to the rapid development of the hotel industry in recent decades?
2. What is the role of hotel classification and what are the main objectives of an official classification system?
3. What are the three main categories of hotels according to the purpose of tourists' travel and what are the characteristics of each category?
4. How does the World Tourism Organization (WTO) classify hotels by location, duration of operation and form of ownership? Give examples.
5. What parameters are used to assess the level of comfort of a hotel and why is this criterion important in the classification?

3.3 Characterisation of the main types of accommodation

In order to better understand the differentiations between the different types of accommodation units, we present the peculiarities of the main types of accommodation units:

Type of unit	Constructive and architectural features	Location	Capacity	Average length of stay	Customer segment	Services offered
hotel 1-5 stars	The representative unit of the hotel has the greatest diversity of accommodation spaces: - Rooms with 1.2 to 4 single beds, studios, apartments etc. - Reception areas; - On-site catering facilities (restaurant, bar); - Variety of premises for the provision of different categories of specific services according to the type of hotel: business, holiday, health); - General services (which are usually found in all hotels with the same classification category); The proper functioning of the unit presupposes the existence of three basic compartments: Reception, Floor, Tech.	In areas of tourist interest, In cities in potential spa areas; Depending on the type of hotel.	Great Medium Small	From 1-2 days to 18-21 days (different depending on the type of hotel)	Vacancies Business clientele People who want to take care of their health Persons in transit	- Accommodation in rooms adapted to the main clientele segments; - Food - Specific services that meet the needs of the main customer segments; - Additional services: paid/unpaid. 
hotel Apartment 2-5 stars	It consists of apartments or studios built and equipped in such a way as to ensure the storage and preparation of food, as well as the serving of meals within their premises;	In urban or suburban environments	Great Medium Small	14 days - 1 month	Business clients or vacationers who opt for long stays	- Provides customers with the opportunity to interact socially by: - Provision of breakfast service;

	The structure of the room is slightly modified, including: ▪ Living room (room); ▪ Compact kitchenette (kitchen) or at least a properly arranged corner with crockery, refrigerator drink service; ▪ A separate bedroom; ▪ Your own bathroom.	In tourist areas or resorts .				▪ Organization of entertainment activities or social soirees.
Urban tourist pension 1-5 stars	It consists of buildings located in local households or in independent constructions, having the architecture of the area; They may have: outdoor arrangements for rest and recreation parking lots, garages.	In urban areas with high tourism potential	Small: 20 rooms	1-2 to 6-7 days	People who want to enjoy a family atmosphere	▪ Accommodation in rooms with varied structure; ▪ Breakfast; ▪ It's a pleasure.
Rural tourist pension 1-5 daisies	Buildings located in local households or independent constructions with the architecture of the area. They can have outdoor facilities for rest and recreation, parking lots, garages.  	In rural areas with high tourism potential	Small 10 rooms with maximum 30 beds	1-2 to 6-7 days	Families with or without children who wish to: To spend the holiday in an unpolluted natural setting; Enjoy a natural diet.	▪ Accommodation in rooms with 2-3 beds; ▪ Food, traditional, based on fresh products from the household (tables at the sheepfold , field tables); ▪ Initiation in the practice of traditional crafts (poultry, weaving, egg painting); ▪ Participation in fairs, local holidays, specific leisure, sleigh or cart rides, equestrian tourism; ▪ Recreation: swimming pool, sauna, sports grounds; ▪ Hiking, skiing; ▪ Fishing, hunting; ▪ The practice of spa treatments in areas with such resources.

HOSTEL 1-3 stars	Tourist reception structures, with simple facilities, adapted to the requirements of young people. 	In university urban centers, resorts and other tourist areas frequented by youth.	Small Medium	1-2 days to 6-7 days	Youth	- Accommodation services in rooms with 2,3,4 or more beds; - Food in the canteen; - Recreation - Particularity: operates on the basis of specific internal organization regulations, which refer to the behavior of tourists in the hotel premises.
Motel 1-3 stars	Its construction is typically developed horizontally so as to allow safe parking of cars; It has 1. A number of parking spaces equal to the number of accommodation spaces; 2. Reception areas; Spaces for the provision of additional services 	At the exit, the entrance from\into the city Along the heavily circulated arteries.	Medium Small	A few hours 1- 2 days	Motorists in transit or on weekends.	- Related to road tourism: - Parking and petrol stations; - Services or at least one ramp (for checking or repairing the car); - Consistent, but easily digestible diet without alcoholic beverages; - Possibility to purchase necessary products during the journey; - Providing information about the routes, the state of the roads; - Sports and entertainment (for those intended also for weekend tourism).
Villa 1-5 stars	Construction with specific architecture. It has spaces for the kitchen and dining room; It has parking spaces; Includes recreational spaces (their diversity correlates with the classification category); It has green spaces, gardens, courtyards.	In all areas: sea, mountain, spa resorts	Relatively low	1-2 to 6-10 days	Find out at rest or treatment ; Who want to relax on the weekends.	- Rental of the kitchen; - Preparation and serving of food by a housekeeper (for a fee); - Agreement: swimming pool, sauna, sports grounds; - Parking.

Cottage 1-3 stars	It is a construction with a specific architecture Depending on the classification category and the altitude at which it is located, it can have rooms with 2,3,4 beds or shared rooms; The Sanitary Group is usually common; It has a restaurant cafeteria. 	In mountainous areas On the main tourist routes In nature reserves, etc.	Relatively low	1-2 to 6-7 days	Amateurs of hiking, winter sports or mountaineering Vacancies	▪ Accommodation in rooms 2,3,4 beds or shared rooms; ▪ Consistent but easily digestible diet, hot or cold (non-alcoholic) drinks; ▪ Pleasure and animation (cottage games); ▪ Rental of sports materials and equipment; ▪ Providing tourist information about routes, weather, means of transport; ▪ Existence of panels with map of the area and markings; ▪ Providing advice on the organization of the trip, the necessary equipment; ▪ Requesting the declaration of the route; ▪ Permanent connection to the mountain rescue.
Camping 1-4 stars	Enclosed perimeter where it is located: ▪ Parcelised spaces for the location of tents or caravans; ▪ Bathrooms, changing rooms and showers; ▪ Canteen, restaurant; ▪ Commercial and agreement units; ▪ Children's playgrounds;	In the sea, mountain areas Other areas with rich tourist potential	Great, Small Medium	1-2 days, 6-7 days	People with relatively low incomes Amateur hikers	▪ Rental of tent and caravan accommodation ▪ Food ▪ Marketing of goods ▪ Entertainment or sporting amusement ▪ Barbecue ▪ Happy rentals, parking lots. ▪ High category campsites can provide additional services.

	- Reception areas; - Parking spaces; Green spaces (at least 15% of the campsite area must be planted with trees or shrubs; Record for water and electricity; The basic element of the campsite is the camping plot - a well-defined and marked area of land, where the means of transport can be parked and the tent or caravan opened, while ensuring the free area necessary for the movement and rest of four tourists. Inside the campsite can be located camping houses and bungalows.					
Tourist Popas 1-2 stars	The fenced perimeter where they are located: - Wooden houses, consisting of a room, a small enclosure or terrace, possibly a bathroom and bungalows; - Bathrooms, changing rooms and showers; - Canteen, restaurant ; - Commercial and leisure establishments.	In the sea, mountain areas Other areas with rich tourist potential	Small medium	1-2 days to 6-10 days	People with relatively low incomes	- Rental of cottages; - Food - Marketing of goods - Entertainment or sporting amusement - cheerful rentals, barbecue - Additional services (in upper category stops).
Holiday village 2-3 stars	Delimited perimeter within which they are located: - Villas or bungalows - Bathrooms, changing rooms and showers	In the sea, mountain areas Other areas with rich tourist potential	Great Medium Small	1-2 days to 6-12 days	Predominantly youth	- Food - Marketing of goods - Emphasis is placed on sports or entertainment leisure.

	▪ Canteen, restaurant ▪ Commercial and leisure, sports, cultural establishments ▪ Reception areas ▪ Green spaces					
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QUESTIONS AND SITUATIONS:

1. It explains the differences between a business hotel and a leisure hotel. What types of customers do each attract?
2. Imagine you are the manager of a campsite. What services and facilities would you offer to attract as many tourists as possible?
3. Suggest a tourist package for a family who wants to stay 7 days in a rural hostel. What activities and services would you include?
4. How would you convince a foreign tourist to choose a holiday village in Moldova instead of a 5-star hotel? What arguments would you bring?
5. Why do you think hostels are preferred by young people? List 3 reasons and explain.

3.4. Hotel areas

The complexity of the activity carried out within a hotel makes it necessary to have a variety of hotel spaces and equipment.

Accommodation units are constructed, equipped and decorated to meet a basic requirement: **customer satisfaction**.

The existing hotel spaces in a hotel are designed and organised, from the point of view of their spaces, in two distinct parts:

Client areas – the places where the hotel's clientele circulates together with the staff working within it;

Areas reserved for production and administrative processes – places where, in general, only the workers of the establishment move.

Customer spaces

This category of spaces includes:

- A) outdoor and indoor common use spaces
- B) accommodation spaces
- C) food facilities

A) Shared use areas

The common areas of use shall be *external* and *internal*.

A.1. *Outside* use areas are grouped into two categories:

- *reception facilities*:
 - car and pedestrian access
 - pedestrian paths and green spaces
 - parking lots
 - hotel entrances, stairs, ramps to facilitate access for restrained persons, awnings

- *spaces with ambient functions, gardens, parks, decorative elements (wells, light poles, fences, benches)*

A.2. Indoor common use areas include:

- reception facilities:
 - entrance to the unit equipped with airlock and windfung (warm or cold air curtain) the Hotel Hall
- areas with commercial functions such as: tour desk, rent-a-car desk, various shops, beauty salons.
- other areas:
 - Multi-purpose rooms that can be adapted and used for meetings, councils, banquets, exhibitions, seminars and offices;
 - areas with leisure and indoor sports functions (fitness, swimming pool, sauna, games, bowling, billiards, casino, club, shows) or outdoors (pool, sports ground, etc.).
- circulation areas: lifts, stairs, restaurant access, bar, terraces, hallways and colour;
- garages;

B) Accommodation

Order No 510/2002 of the Ministry of Tourism lists the following types of accommodation:

- Single room- *representing the* space for single use, the minimum allowed width for the bed being 90 cm.
- Double room - representing the space for use by one or two persons, with a minimum width of 140 cm.
- Double bed room - for use by two persons with a minimum bed width of 160 cm.
- Double room - *for* two persons.
- Room **with three single beds**;
- Room **with four single beds**.
- **Shared** rooms - with more than four single beds.

The length of the beds will be at least 200 cm in the case of 3, 4, 5 stars hotels and at least 190 cm in the case of 1 and 2 stars hotels.

Room with **bunks**, is the space for use by several people. *The porch* is a wooden or other material platform on which a space of at least 100 cm wide is provided for each tourist.

Studio - represents the space composed of: bedroom for two, lounge, vestibule, bathroom. The bedroom can be separated from the salon by a glasvand or other specific solution that allows an aesthetic delimitation.

Apartment is the space composed of one or more bedrooms (maximum 5) living room, vestibule, bathroom. In category 5* there will be one toilet for every two places, and in category 4, 3, 2* at least one toilet for every 4 places.

Other types of accommodation are also found in the international hotel system, such as:

- **Suite** (**with**variants: senior suite, family suite, junior suite, royal suite, presidential suite, VIP suite) – these are accommodation spaces that offer increased comfort at high prices.
- **Adjacent (communicating) rooms** with a common door, but also separate entrance doors in the hallway. In our country they are also called *suite*, while internationally the accepted term is *connecting rooms*, the term suite being used for apartments.
- **Duplex** being two-level accommodation spaces, at the lower level there is a lounge-Living room, and at least one bedroom on the upper floor.

C) Food areas

The following types of food establishments are usually found in a hotel unit:

- Restaurants (of different types, classic, specialized, specific, with artistic program);
- Brasseries;
- Breakfast room;
- Salon for preparing and serving breakfast;
- Day and night bars;
- Confectionery.

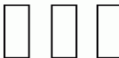
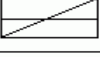
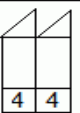
Depending on the specific conditions, other types of food establishments may be established in accordance with the criteria for types of assimilated tourist structure.

It's good to know

Other types of accommodation can be found in the international hotel system, such as:

- *Single rooms with large size bed, Queen (min 180 cm) and King (200 cm) for accommodation for one or two persons;*
- *Connecting rooms, which have a common door, but also separate access doors in the corridor;*
- *Duplex - accommodation on two levels, with a dining room at the lower level and a living room at the upper bedroom;*
- *Double double - rooms with two double beds;*
- *Family room – room with a double bed and one or two single beds.*

CONVENTIONAL SCHEMES

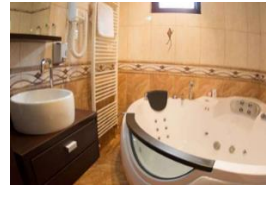
101,102 etc.	-	numărul de ordine al camerei, apartamentului
	-	pat pentru o persoană (cameră cu un pat)
	-	idem, în cameră cu două paturi
	-	idem, în cameră cu trei paturi
	-	idem, în cameră cu patru paturi
	-	pat matrimonial
	-	pat dublu
	-	balcon sau loggie la cameră
S	-	suită (camere care comunică între ele)
B	-	grup sanitar individual cu baie, lavoar și WC
D	-	grup sanitar individual cu duș, lavoar și WC
	-	lavoar în cameră, cu apă caldă și rece curentă
	-	lavoar în cameră, cu apă rece curentă
S.P. 	-	scară principală cu semnul de urcare
S.S. 	-	scară de serviciu cu semnul de urcare
	-	ascensor pentru pasageri (2 a câte 4 persoane)
A.S.	-	ascensor de serviciu
A.B.	-	ascensor pentru bagaje
S.	-	ascensor sanatorial
M	-	cameră cu tavanul mansardat

QUESTIONS AND SITUATIONS:

1. How are hotel spaces in an accommodation unit generally divided?
2. What type of spaces are considered 'external common use spaces'? Give 3 examples
3. How does the type of room (single, double, suite, etc.) influence the level of comfort perceived by the customer?
4. To what extent do you think that leisure spaces (pool, sauna, gym) influence the decision to book a 4-5 star hotel? Arguing
5. Make a short sketch (or description) of a route that a tourist travels from the hotel entrance to the accommodation room, mentioning the spaces through which he passes

3.5. Hotel equipment

The concept of **hotel equipment** refers to the constructions, installations, furniture and equipment of the hotel units and of the catering units forming part of them.



The role of hotel equipment:

- enables production processes to be carried out;
- provide the necessary comfort;
- contributes to the creation of the atmosphere, having an aesthetic role

The hotel equipment must meet a number of requirements:

Surface - generally there is a relationship between comfort and the actual surface.

Finishing- refers to the appearance of the walls and the type of flooring used, but also to heating, air conditioning, lighting, acoustic comfort.

Because they make their mark on comfort, their choice is made according to:

- Type and category of hotel;
- Efficiency, strength and cost, but also the ease with which they can be maintained.

Furniture - must meet the requirements of different types of clientele, in terms of comfort and functionality, and meet a number of features such as: strength, ease of maintenance, aesthetics and value for money;

Decoration - makes its mark on the general atmosphere, the style of the hotel (e.g. it is very important a soothing and familiar atmosphere that exudes elegance and individuality, etc.).

Hotel equipment in the reception hall

The reception hall is the key point of the traffic in the hotel, the one that produces the first impression. That's why the way it is arranged and organized is very important



The hallway must:

- Ensure optimal circulation of flows;
- At the same time meet aesthetic requirements

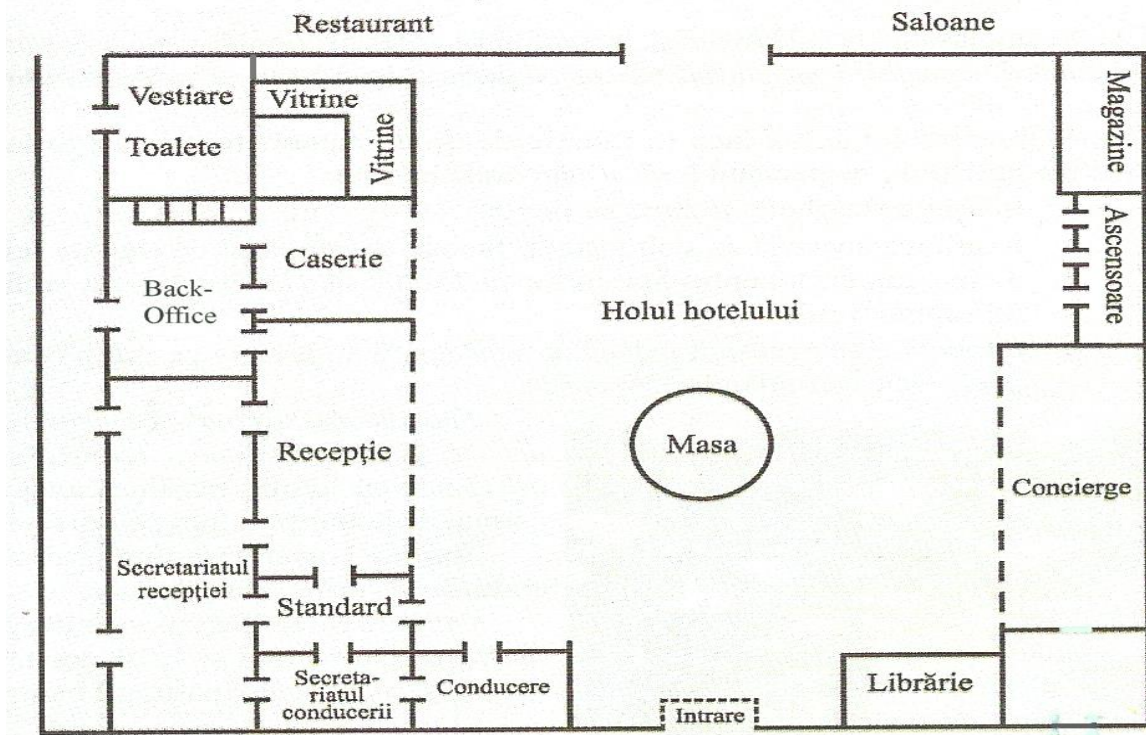
The organization of the hallway is carried out at the level of the following spaces:

- Reception and waiting areas;
- Reading spaces;

- Meeting and discussion areas;
- Front Office, Currency Exchange Office, Reception Offices and Administration;
- Sanitary facilities;
- Luggage rooms;
- Wardrobe;
- Value-keeping room;

The hotel lobby must have functional links with the classic restaurant, bar, barbershops, hairdressing, cosmetics, shops, special purpose rooms, vertical and horizontal circulation elements.

Planul tip al unui hotel de 4 stele



Equipment with furniture

The front-office area is equipped with a desk (composite) which is a table equipped with installations, machine tools, utensils and other objects, where:

- On the outside side, customers are welcome;
- Some of the reception workers work on the inside.



The waiting, meeting and reading areas are equipped with armchairs, tables, sofas, lighting fixtures, magazine shelves;

Commercial spaces are provided with shelves, showcases, cash registers;

The wardrobe will be located near the restaurant and will be equipped with a counter and spaces for keeping clothes



Hotel equipment in accommodation spaces

Due to the large share of accommodation spaces with two beds, the example of hotel equipment will be made on this type of space.

The accommodation consists of three distinct rooms:

- Vestibule;
- Bathroom;
- The room itself.

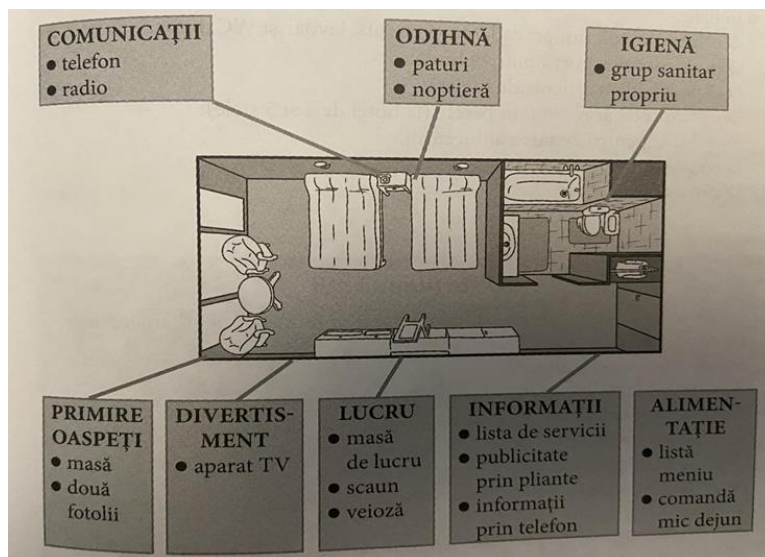


The design, sizing, equipping and finishing of accommodation shall take into account the *the following main functions:*

- Rest;
- Serving the table;
- Work;
- hygiene
- Receiving guests;
- Communications;
- Information;
- Entertainment.



Functions of the hotel room



Facilities of the accommodation:

- In the vestibule:
- Hanger;
- Wall mirror;
- Carpet;
- The trunk.

In the room itself:

- Two beds with minimum dimensions of 90x200cm., fitted with plywood and underwear;
- Sleeper/bed frame
- Mattress
- Protective mattress
- Cerșaf
- Pillowcase
- Pilot/pled
- Envelope sheet
- Bedspread
- Nightstands with lamps;
- Wardrobe equipped with two modules;
- Table with two chairs;



- Armchairs (demi-photo), table, ashtray, glass tray;
- Telephone;
- Different installations: air conditioning or air conditioning, central heating;
- Television;
- Refrigerated minibar;
- Carpet or carpet

In the bathroom:

- Sanitary equipment: bathtub/bathtub with shower, washbasin and toilet, bidet;
- Towel holders, tool holders;
- Mirror;
- Toilet holder;
- Wall-mounted hairdryer (4 and 5 stars);
- Carpet to avoid slipping;
- Towels;
- Trash can.



It's good to know

The elements that contribute to the comfort of a hotel room are:

- the size of the premises;
- quality, functionality and comfort of furniture;
- harmony and balance of interior design;
- the size of the bed;
- quality of bed linen;
- the allocation of areas for the different functions of the Chamber: rest, work, etc.;
- the existence of multiple sources of natural and artificial lighting;
- air conditioning/ventilation (air temperature and freshness);
- soundproofing;
- the existence of a unitary concept of decorations;
- Harmony of colors;
- the existence of equipment and accessories (mirror, cable TV, minibar/frigorific, sound systems, wake-up call, safe, internet connection).

QUESTIONS AND SITUATIONS:

1. What does 'hotel equipment' mean and what does it include?
2. What facilities does a two-bedded hotel room usually have?
3. What equipment must exist in a 3- or 4-star hotel bathroom?
4. Why is the first impression created by the reception hall in a hotel important?
5. One customer complained that the bed was uncomfortable and that the lighting in the room was poor. What concrete measures would you take to improve the comfort of the room without making major investments?
6. If your hotel is in a mountainous area frequented in winter, how would you adapt the equipment in the vestibule of the room and the bathroom to meet the specific needs of tourists?

Learning Outcome 4: Hotel Management System

Contents

4.1 Particularitățile legislației muncii în turism	63
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4.4 Formarea prețurilor în industria hotelieră	72

After completing these learning outcomes, students will be able to:



...to know:

- Basic principles of regulation of employment relationships in tourism. Rights and obligations of employees and employers.
- Fundamental consumer rights in tourism. Obligations of tourism service providers.
- Accepted identity documents for tourists. Rules for the accommodation of minors and visitors.
- Factors influencing the pricing policy of tourist reception facilities. Types of tariffs and pricing methods.



...understand:

- The importance of complying with labour legislation for the proper functioning of tourism companies.
- The need for consumer protection to ensure the quality of services.
- The importance of correct filling in of tourist records and records. The role of the administration in ensuring the safety and protection of tourists.
- Linking economic efficiency with social efficiency. The importance of average and special rates in hotel marketing strategy.



...may:

- Identify the rights and obligations of employees and employers in various practical situations.
- Conclude and comply with contracts for the provision of tourist services in accordance with the legislation.
- Ensure compliance with the rules on access and security of tourists.
- Apply different types of special and promotional rates to attract customers.

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4.1 Particularities of labour legislation in tourism

Regulation of employment relationships

Individual and collective labour relations, as well as labour jurisdiction shall be regulated on the basis of the Labour Code of the Republic of Moldova no. 154-XV of 28.03.2003, published in the Official Gazette no.159-162/648 of 29.07.2003.

Employer – a legal person or a natural person who employs employees on the basis of an individual employment contract concluded in accordance with the provisions of the Labour Code.

Employee – a natural person who performs work in accordance with a particular specialty, qualification or function, in return for a salary, on the basis of an individual employment contract.

The basic principles of regulation of labor relations and other relationships directly related to them, principles arising from the norms of international law and those of the Constitution of the Republic of Moldova are:

- freedom of work;
- prohibition of forced labour;
- ensuring the right of every employee to fair working conditions;
- guaranteeing the right of every employee to the full and fair payment of wages in due time;
- ensuring the right to the resolution of individual labour disputes and collective labour disputes.



Employees have the following rights



- on conclusion, modification, suspension and termination of the contract individual labor, in the manner established by the Labor Code;
- at work, in accordance with their duties;
- upon timely payment of the salary;
- rest, provided by establishing the normal duration of working time;
- full and truthful information about working conditions and requirements for occupational safety and hygiene at work;
- training, recycling and upskilling;
- resolving individual labour disputes and collective labour disputes;
- compensation for material and non-material damage caused in connection with the performance of employment obligations;
- Compulsory social and medical insurance.

The employee has the following obligations:

- to fulfil its labour obligations in accordance with its functional tasks;
- comply with the internal rules of the tourist company;
- respect the discipline of work;
- comply with the requirements of occupational safety and hygiene;
- show a household attitude towards the employer's assets.



Basic rights and obligations of the employer

The employer has the following rights



- conclude, amend, suspend and terminate individual employment contracts with employees in the manner and under the conditions established by the Labour Code and other normative acts;
- to require employees to fulfil their employment obligations and to show a household attitude towards the employer's assets;
- to stimulate employees for efficient and conscientious work;
- to hold employees to disciplinary and material liability in the manner established by the Labour Code and other legal acts;
- issue regulatory acts at unit level;

The employer has the following obligations:

- to comply with the laws and other normative acts, the clauses of the collective agreement and of the collective agreements;
- comply with the terms of individual employment contracts;
- approve the staff states of the unit on an annual basis;
- grant employees the work provided for in the individual employment contract;
- provide workers with working conditions that meet the requirements of occupational safety and hygiene;
- provide workers with the equipment, tools, technical documentation and other means necessary to fulfil their work obligations;
- pay the full salary within the deadlines set by labour law;
- to comply in time with the requirements of the state supervisory and control bodies, to pay the fines imposed for the violation of legislative acts and other normative acts containing labour law norms;
- examine complaints from employees and their representatives concerning infringements of legislation and other legal acts containing labour law rules, take measures to remove them, informing the persons mentioned thereof within the time limits laid down by law;
- carry out the compulsory social and medical insurance of employees in the manner prescribed by the legislation in force;



Echipamentele de protecție,
vitale la locul de muncă



- to make good the material and non-material damage caused to employees in connection with the performance of their employment obligations;



QUESTIONS AND SITUATIONS:

1. What are the basic principles of the regulation of employment relationships, according to The Labour Code of the Republic of Moldova?
2. What rights does the employee have under the individual employment contract?
3. What are the main obligations of the employee in a tourist company?
4. What rights does the employer have in relation to its employees?
5. What are the obligations of the employer to ensure proper working conditions?

4.2 Consumer protection in the tourism industry

Consumer protection and the need for it

The first significant milestone in this is the consumer rights movement that started in the 1960s, when J.F. Kennedy promulgated the Bill of Rights.

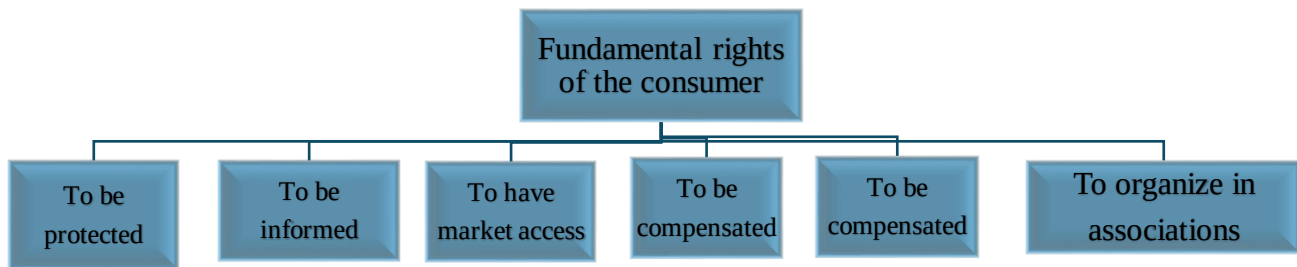
Consumers (15 March 1962) in which it included four fundamental rights:

- the right to be protected,
- to be informed;
- to choose;
- to be listened to.

The impact of this event was also felt on the International Organisation of Consumer Unions (I.O.C.U.) which declared **15 March as "World Consumer Rights Day"**.



Consumer protection can be defined as a form of promotion and protection of consumers' fundamental rights and refers to a set of public or private provisions designed to ensure and continuously improve respect for consumers' interests.
(Dictionnaire commercial de l'Academie des Science Commerciales)



Legal regulations in the field of consumer protection

Consumer protection in the Republic of Moldova is carried out on the basis of the Law on Consumer Protection no. 105-XV of 13.03.2003, published in the Official Gazette of the Republic of Moldova no.126-131/507 of 27.06.2003.

Consumer - any natural person who intends to order or procure or who orders, procures or uses products, services for needs unrelated to the entrepreneurial or professional activity;

Economic agent - any legal or natural person authorized for entrepreneurial activity, providing tourist services;

Provider - any legal or natural person authorized for entrepreneurial activity, who provides services;

Service - an activity, other than that from which products result, carried out in order to meet the needs of consumers;

Quality - a set of characteristics of a product, service, which gives it the ability to meet, according to its destination, explicit or implicit needs;

Damage - material and/or moral damage caused to the consumer as a result of the improper provision of services or as a result of the unjustified refusal or delay of the conclusion of the contract for the provision of services;

If international agreements to which the Republic of Moldova is a party provide for rules other than those contained in national consumer protection legislation, the rules of international agreements shall apply.

Consumer rights. Obligation of the provider

Fundamental consumer rights:



- the protection of its rights by the State;
- protection against the risk of purchasing a product or service that could affect its life, health, heredity or security, or harm its rights and legitimate interests;
- repair or replacement free of charge, refund of the value of the product, service or corresponding price reduction, compensation for damage, including non-material damage, caused by the product, improper service;
- complete, accurate and accurate information on the products and services purchased;
- notifying consumer protection associations and public authorities of violations of their rights and legitimate interests as a consumer and putting forward proposals to improve the quality of products, services.

Actions for the protection of consumer rights may be brought before the courts by consumers themselves or their legal representatives, by the competent public authorities or by consumer associations.

Actions relating to the protection of consumer rights are brought before the courts in accordance with the time limits laid down by law.

The competent consumer protection bodies may represent the interests of consumers in court for the purpose of protecting consumer rights.

The provider will be exempted from liability for non-fulfilment of their obligations or for non-compliance, or for causing damage, if they prove that these facts occurred for reasons of force majeure.

Obligations of the provider

The provider is obliged to ensure the provision of the service within the terms and conditions set out in the specific regulations in the field or stipulated in the contract for the provision of the service, namely:

- to provide only services which do not affect the life, health, heredity and safety of consumers or their economic interests;
- comply with prescribed or declared requirements and contractual clauses;
- hand over a cash register or other document confirming that the service has been provided;
- record consumer claims;
- ensure compliance with hygienic and health conditions;
- to be liable for the damage caused by the improperly provided service.



If the supplier has not commenced the provision of the service in good time or if, during the provision of the service, it has become clear that the service will not be completed within the prescribed time limit, or if the time limit for the provision of the service has expired, the consumer shall have the right, as an option, to:

- set a new time limit within which the service provider must begin and complete the service and ask for a reduction in the price of the service provided;
- terminate the contract for the provision of the service and claim compensation for the damage caused by the breach of the time limits for the start and/or completion of the provision of the service;

New terms of service set by the consumer shall be stipulated in the contract for the provision of the service. Complaints by the consumer concerning non-compliance with the terms of service shall not be satisfied if the provider proves that the delay occurred for reasons of force majeure.

Conclusion of contracts

When concluding contracts, the consumer shall have the following **rights**:

- to take free decisions when purchasing the product or service, without imposing on it in contracts terms which are unfair or likely to encourage the use of unfair commercial practices liable to influence its choice;
- have clear and precise contract terms, including those relating to the characteristics of the tourist product, the exact price or tariff;
- to be exempted from payment for products, services that have not been requested;
- to be compensated for damage caused by products, services that do not meet the prescribed or declared requirements or contractual clauses;
- ***to pay for the products, services or services from which they receive amounts precisely determined in advance; an increase in the initial price is possible only with the consent of the consumer.***



Remediation, replacement, refund of the value of the product, or service

Remediation of product deficiencies free of charge, service is made unconditionally by the provider within a maximum of **14 calendar days from the date of** submission of the complaint by the consumer or within the time limit set by the contract.

If the supplier refuses to satisfy the consumer's complaint, they are obliged to prove the consumer's fault with regard to the defects in the product sold, the service provided within a maximum of **14**

calendar days from the date of submission of the claim by the consumer. Otherwise, they are obliged to meet the consumer's requirements.

The supplier shall return the value of the product sold to the service provided immediately after it has been established that it is impossible to fulfil them.

When returning the equivalent value, the price of the product will be taken into account at the time of the examination of the complaint - if its price has increased, and the price at the time of purchase - if its price has decreased.

Reducing the price of the product, the improper service is done on the understanding of the parties.

The economic operator has the same obligations for the product, the service replaced as for the product sold, the service initially provided.

The provider undertakes all operations and bears all necessary expenses relating to the replacement of tourist products.

The consumer has the right to terminate the contract for the provision of the service, provided that he pays the supplier part of the price fixed in accordance with the tourist contract.

In the event of a refusal to satisfy the consumer's complaint by repairing or replacing the product free of charge or returning the value of the product, the supplier shall submit the refusal to the consumer in writing.

Information to the consumer

Under **Section 19** of the Consumer Protection Act, consumers have the right to be fully, correctly and precisely informed about the characteristics of the products and services offered by economic operators in such a way as to be able to make a rational choice, in accordance with their interests, between the products and services offered and to be able to use them, according to their intended purpose, in complete safety.

Consumers must be informed about the products and services offered by means of advertising material – information and video material available to the travel company.

The information on the services provided must include, in accordance with the regulations in force, the fares, any travel risks.

The provider is obliged to sell products and provide services only in authorized places and spaces, according to the legal regulations.

The provider is obliged to display the address and telephone number of the competent consumer protection authority, the services offered, as well as the information about the mandatory presence of the cash register or other document confirming the fact of purchase of the product, provision of the service, when examining the complaint.



QUESTIONS AND SITUATIONS:

1. What were the four fundamental rights included in the "Book of Consumer Rights" promulgated by J.F. Kennedy in 1962?
2. How the consumer is defined under the Consumer Protection Act No 105- XV of 2003?

3. What are the main fundamental rights of consumers in the Republic of Moldova?
4. What are the obligations of the tourist service provider towards consumers?
5. Under what conditions can the consumer request the remedy, replacement or refund of the value of an inappropriate tourist service?

4.3 Rules on access, registration and protection of tourists in tourist reception facilities

Tourists are accommodated at any time of the day and night, in order of arrival and within the limits of available places, taking into account as a priority the obligations previously assumed on the basis of confirmed contracts and reservations, with advance information on the one-day rate for the rented space.



The managers of tourist reception facilities are obliged to ensure that all tourists are entered in the operational records upon their arrival and that the form 'Arrival and Departure Notification Sheet' is completed. Tourist and agrotourism guesthouses are exempted from completing this form and will use real estate books.

Arrival and departure announcement sheets are serial forms and replace real estate books. The completion of the sheets is made by each tourist upon arrival, on the basis of identity documents, which for Romanian citizens are: the identity card and passport, seaman's book or flight licence for foreign nationals are: the passport, identity card, provisional badge, small-traffic permit, seaman's book or flight licence, and for the military within the deadline and the students of the military educational institutions are: ID card(s) or, where applicable, military identity documents (service card or badge). ***It is forbidden to accommodate anyone who does not have an identity card.***



The arrival and departure notification sheets, completed and signed by the tourists, are taken over, together with the identity documents, by the receptionists, who are obliged to compare the data in the sheets with those in the identity document and to immediately return the identity documents to the tourists. The responsibility for the correct completion of the sheets lies with the receptionists. These sheets shall be drawn up in two copies, the originals of which, in alphabetical order, shall be made available daily to the police authorities. The copies are kept for 5 years.

The accommodation of minors under the age of 14 is allowed only in cases where they are accompanied by their parents or legal representatives. Minors on trips, competitions, etc. Accompanied by teachers, coaches and guides from the organizers of the respective actions are exempted from this rule.



Visiting tourists in tourist reception facilities is allowed provided that the visitor announces the reception. He can stay overnight in the guest's room only after announcing the reception, completing the tours' sheet and registering in the other operational records, in order to pay the value of the services rendered.

Administrations of tourist reception facilities are responsible for the security, safety and integrity of tourist assets. It arranges appropriate spaces to ensure the values handed over by tourists for the reception, while also taking measures to display announcements in this regard.

In accordance with the legal provisions, the accommodation space constitutes the temporary residence of the tourist and, consequently, this space is inviolable, except for situations that endanger the life, integrity and property of the tourists, as well as the material basis of the reception structures.

The following acts constitute contraventions:

- refusal of accommodation for tourists when there are available accommodation places;
- failure to ensure order, tranquillity and good morals in reception facilities;
- failure to ensure the security of tourists and their property;
- failure to comply with the obligation to complete the arrival and departure notification sheet, or the building card, as the case may be;
- the transmission by the staff of the units of information on the stay of tourists, except where such information is requested by the Ministry of the Interior;
- accommodation for minors under the age of 14, with the exceptions provided for in the current legislative act;
- allowing the staff of the units to visit a tourist without his/her consent;
- allowing the staff of the units to stay overnight for a visitor of the tourist, without the arrival and departure announcement sheet being drawn up for him, or filling in the building book, failure by the staff of the units to inform the police authorities about the appearance of persons who have committed crimes and who have been prosecuted, as well as other persons known as traffickers, turbulent people, prostitutes, pimps, etc.;
- carrying out checks in tourist accommodation facilities under conditions other than those provided for by law;
- the employment of non-trained persons by the owners or managers of the accommodation.



QUESTIONS AND SITUATIONS:

1. What are the accepted identity documents for completing the 'Arrival and Departure Announcement Sheet' for the accommodation of Romanian and foreign tourists?
2. Under what conditions is the accommodation of minors under 14 years of age allowed in tourist reception facilities?
3. What are the obligations of the receptionists regarding the completion and verification of the tourist announcement sheets?
4. What are the rights and responsibilities of the administrations of tourist reception facilities with regard to the safety and property of tourists?
5. What facts constitute contraventions in relation to accommodation and tourist records?

4.4 Price formation in the hotel industry

The economics of tourist accommodation structures is in itself the analysis of the economic activity of any hotel complex, which provides accommodation and food services, viewed in the light of its aims and the means it uses, in order to achieve them through the use of financial and human resources. By their nature, accommodation services must create optimal conditions for restoring the physical capacity of the body.

The assessment of the economic efficiency of tourist reception facilities is based on the total financial means that tourists are available to consume for accommodation.

The financial means that tourists plan to consume for accommodation, are in the account of the hotel complexes that serve them.

Subsequently, some of the financial means are spent by the hotel complexes for the payment of communal services, salaries, operational and administrative expenses, direct and indirect taxes, others remain in the form of income within the tourist reception facilities. Thus, the turnover of financial means forms the economic cycle, which is maintained between the tourist reception structure and tourists, as a result of which hotels benefit from certain financial means from receipts, and tourists receive accommodation services in exchange for money.

In the activity of tourist reception facilities, economic efficiency is required to be linked to social efficiency. Ensuring the conditions for pleasant and useful leisure, improving the level of training, restoring working capacity, diversifying services, meeting moral and spiritual needs, are the elements that fall into the notion of social efficiency.

The social efficiency is represented by the contribution of the technical-material basis of the tourist reception structures, by involving as many people as possible in the accommodation activities, in order to ensure the best conditions for the recovery of the working capacity of the tourists.

The concept of price policy in the hotel industry

The price policy developed and promoted by a tourist accommodation must meet both the economic interests of the company and the requirements and wishes of potential customers.

The decision on the price level is not always correct, due to changes in the cost structure, the action of a competitor or as a result of changes in consumer habits. It is therefore very difficult to correct a price decision without conducting a serious prior analysis.

The concept of price policy can be defined as a decision or series of decisions taken by the management of tourist accommodation structures, based on a prior analysis of costs and the market situation.

VILLA ARUS****		
Tip camera	Tarife (MDL) 01.09.25 - 31.12.25	
	Receptie	Online (Booking.com)
SGL Econom	1200	
DBL Econom	1400	
SGL Confort	1300	
DBL Confort	1500	
Triple Superior	1800	
Quadruple Superior	2200	
Mic dejun	200 MDL/persoana	

*Tarifele sunt exprimate in MDL/camera/noapte si includ TVA si taxa de cazare
Check-in: 14:00
Check-out: 12:00

The pricing policy should take into account 7 factors:

- competition;
- the characteristics of the consumer;
- the application;
- costs;
- distribution channels;
- image and positioning;
- additional services and facilities

In this context, the following steps should be taken to receive the pricing decision:

- Determining the objectives of the touristic reception structure and the specific objectives of the tariff.
- Identification and analysis of the target market(s).
- Consider the company's image and the positioning of its accommodation services vis-à-vis the target markets.
- Forecast demand for accommodation services at different price levels.
- Determination of production costs.
- Assessment of the possible reactions of competition to the prices of the tourist accommodation structure.
- Consider the impact of prices on distribution channels (intermediaries, travel agents).
- Consider the impact of prices on additional services and facilities.
- Using a real-world approach to setting accommodation rates.
- Using the step-by-step approach helps hotels decide which pricing approaches and which
- Price levels are the most appropriate.
- In principle, there are two distinct price policy paths:

Cost- and profit-oriented pricing policies

In these policies, price formation is carried out on the basis of:

- **Total cost + profit.** The selling price must be set at such a level that the tourist accommodation structure, through its receipts, can recover all its costs and make a certain profit.
- **Marginal cost.** This cost provides for price differentiation for the same room type (e.g.: weekend fare, children's and students' fare, old people's fare, etc.
- **Maximum profit.** It is used only if the demand for accommodation exceeds the offer.

Market-oriented pricing policies

In these policies, several price categories can be distinguished:

- Market-driven prices. Prices are set in such a way as to attract as many customers as possible from potential market demand.
- This pricing policy is usually used in relations with corporate customers or travel agents.
- Leader prices. It is used if the tourist accommodation has a preponderant market position.

Techniques for determining the room rate

The basic element of the hotel's pricing policy is the room rate, as the bulk of a hotel's revenue comes from the proceeds from the sale of rooms.

The average room rate is the price paid by a customer for renting a room for one night.

Hotels set several categories of room rates. In general, they correspond to the types of room (apartment, one-bedroom, two-bedroom, etc.), which are comparable in terms of size and furniture.

Price differences are based on criteria such as:

the size of the room;
location of the camera;
vision;
furniture;
degree of comfort.



Each room rate category is assigned, based on the number of persons occupying the room, a standard rate. It is also called the support or reception rate because it is displayed at the reception. Receptionists usually sell rooms at standard prices. Except in cases where the customer can benefit from special room rates. These can be:

- **corporate rates** – offered to frequently contracted companies benefiting from the hotel;
- **promotional tariffs;**
- **incentive rates** -these rates are granted to individuals and legal entities able to provide the hotel with a substantial income;
- **family tariffs** – offered to families with children;

- **free tariffs** – offered to organisers or important customers.
- **special tariffs** must be tightly controlled, which is why front-office managers carefully consider the circumstances in which such tariffs are granted.

Room rates are considered important marketing tools for forming the hotel's image.



QUESTIONS AND SITUATIONS:

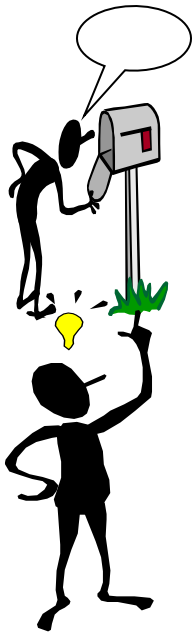
1. What are the main factors influencing the pricing policy of a tourist reception structure?
2. How do cost- and profit-oriented pricing policies differ from market-oriented ones?
3. What role does the average room rate play in the formation of a hotel's income and why is it considered an essential indicator?
4. What types of special rates can be applied in the hotel industry and in what situations are they used?
5. Why is it important to correlate economic efficiency with social efficiency in the activity of tourist accommodation structures?

Learning Outcome 5: Hotel Management System

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After completing these learning outcomes, students will be able to:



...know:

- Know the main classification requirements for five-star hotels.
- Identify the hygiene, comfort and safety standards specific to this category.
- Know the facilities, equipment and mandatory services for luxury hotels.

...understand:

- Understand the difference between a 3, 4 and 5-star hotel in terms of service quality.
- Appreciate the role of hygiene, technology and aesthetics in the luxury customer experience.
- Awareness that the five-star standard requires excellence, responsibility and continuous professionalism.



...may:

- Apply appropriate maintenance and cleaning procedures according to 5-star standards.
- Contribute to creating an atmosphere of refinement and comfort through attitude and attention to detail.
- Collaborate effectively in the team to maintain the superior standard of the unit.

5.1. Importance of sanitary equipment in tourism

Sanitary equipment, although often perceived as secondary elements, are direct indicators of the quality of services and professionalism of an entity. The cleanliness, pleasant smell, order and functionality of the installations influence the customer's perception of the entire unit.

In tourism, **the first impression counts**: an untidy bathroom can cancel the positive image of a comfortable room or a quality menu. In addition, compliance with health rules contributes to:

- reducing epidemiological risks;
- increasing customer satisfaction;
- improving public ratings and reviews;
- strengthening the reputation and competitiveness of the establishment in the market.

Sanitary equipment is an essential element of the hygienic-sanitary infrastructure of a tourist or catering establishment.

Through rational location, appropriate materials, regular maintenance and proper use, they contribute to maintaining the health of staff and customers, meeting legal requirements and creating a positive image of the entity.

A modern establishment must treat hygiene not only as a legal obligation, but as a **standard of quality of service** and a factor of public trust.

Maintenance of hotel premises

The maintenance of the hotel premises is one of the essential activities that ensure the proper functioning of the unit, the comfort of the customers, the sanitary safety and the overall image of the services offered.

The quality of the cleanliness, the order, the condition of the furniture and the freshness of the air are the first elements observed by tourists at the entrance to an accommodation unit. Therefore, hotel maintenance is not just a technical cleaning action, but a **component of quality management and the tourist experience**.

In accordance with **Government Decision No 1209/2007** on the provision of catering services and the **Health Regulations for catering and accommodation establishments**, all hotel premises must:

- be maintained in a clean and functional state on a daily basis;
- allow easy sanitation;
- ensure adequate microclimate, light and ventilation conditions;
- prevent the accumulation of dust, moisture or unpleasant odours;
- be equipped with easily washable and disinfectant-resistant equipment and furniture.



Proper maintenance of hotel premises contributes to the satisfaction of guests, their loyalty and compliance with international standards of tourist classification.

Structure of spaces subject to maintenance

Hotel maintenance covers all functional compartments, each with specific hygiene requirements and cleaning frequency.

The main categories of spaces are:

a) Accommodation

Hotel rooms are the spaces where the tourist spends most of his time, so the level of cleanliness and order must be flawless.

Their maintenance requires:

- daily ventilation of rooms;
- change of bed linen for each new guest and at least every 3 days during the stay;
- cleaning of furniture, luminaires, windows and curtains;
- disinfection of contact surfaces (handles, remote controls, switches);
- vacuuming carpets or washing floors;
- checking the functionality of electrical, air-conditioning and sanitary installations.



b) Sanitary spaces in the rooms

Individual bathrooms are subject to daily hygiene.

Operations include:

- washing and disinfection of washbasins, toilet vessels, baths and showers;
- changing towels, hygiene products (soap, toilet paper, shampoo);
- cleaning of mirrors and metal accessories;
- checking for leaks and water pressure;
- ensuring permanent ventilation.



c) Common and traffic spaces

The halls, corridors, stairs, elevators and waiting rooms are the first areas observed by the client.

They must:

- cleaned daily, including skirting boards, handrails, doors and windows;
- vacuumed and washed with neutral solutions;
- adequately illuminated;
- discreetly scented to give freshness;
- • fitted with visible signs and clean non-slip mats.



d) Administrative and technical areas

Offices, storage areas, technical rooms (heating stations, laundry, linen storage) must be maintained on a weekly basis, according to the internal schedule.

Check the functionality of the equipment, the order of materials and the lack of moisture or mould.

e) Food spaces and restaurants of the hotel

Cleaning in these areas is strictly regulated by **Government Decision No 412/2010** on the hygiene of foodstuffs.

Maintenance operations include:

- daily washing of surfaces, utensils and equipment;
- cleaning floors with degreasing detergents;
- disinfection of refrigerators, cooking appliances and work tables;
- cleaning of ventilation systems and hood;
- daily removal of food waste.



QUESTIONS AND SITUATIONS:

1. What role do sanitary equipment play in maintaining hygiene in hotel units?
2. Does it list three types of sanitary equipment commonly found in hotel rooms?
3. Why is regular maintenance of plumbing important?
4. How can cleanliness influence customer satisfaction?
5. What action should be taken in the event of a failure in the sanitary equipment?

5.2 Hygiene rules for hotel staff

Hotel staff are the main guarantor of hygiene and sanitary-epidemiological safety in an accommodation or catering establishment.

The behavior, appearance, health and hygiene discipline of the employees directly influence the quality of the services and the image of the entire hotel.

According to **Government Decision No 412/2010** on general hygiene rules and **Law No 10/2009** on State supervision of public health, each hotel is obliged to:

- provide regular hygiene training for staff;
- monitor the health of employees;
- verify compliance with individual and collective hygiene rules;
- provide appropriate protective equipment and hygienic conditions at the workplace.

These requirements apply to all categories of staff — from receptionist and maid to cook, technician, waiter or manager.

1.1. General principles of staff hygiene

The hygiene of hotel staff is based on the following principles:

- **Prevention of direct or indirect contamination** of products, premises and customers;
- **Maintaining health** through regular medical check-ups;
- **Respect for individual cleanliness** and norms of behaviour;
- **Proper use of protective equipment**;
- **Avoid the spread of pathogens** through contact, air, water or objects.

Compliance with these principles is mandatory for obtaining **the hotel's sanitary operating licence** issued by the **National Agency for Public Health (ANSP)**.

1.2. Personal hygiene of employees

Personal hygiene is the central element of health discipline. Every worker must have a responsible attitude towards his or her own health and working environment.

In accordance with the ANSP rules and **Government Decision No 412/2010**, the following requirements are imposed:

- personal clothing must be **clean, changed daily** and intended exclusively for the workplace;
- hair must be tight and covered with a bonnet (especially for food and cleaning staff);
- nails should be cut short, without varnish, and hands washed frequently;
- it is prohibited to wear jewellery, watches and accessories during work;
- body hygiene (daily shower, oral hygiene) is mandatory;
- in case of cough, flu, wounds or skin irritation, the employee must notify the superior and go to the doctor;
- the consumption of food, smoking or chewing of gum in the service and production areas shall be prohibited;
- the use of sanitary equipment must be done correctly, followed by washing and disinfecting the hands.

Staff in direct contact with food or clean linen must wash:

- before the start of the activity;
- after using the toilet;
- after touching dirty objects;
- after the waste has been collected;
- after touching the face, hair, nose or mouth;
- when moving from a 'dirty' to a 'clean' area.

1.3. Work and protection equipment

Work equipment is intended to protect both the employee and the working environment from contamination.

Under **Article 11 of Government Decision No 412/2010**, the employer is required to provide protective equipment free of charge and to verify its correct use.

General requirements:

- each employee must have **at least two rows of equipment** (one in use, one in washing);
- the equipment must be **adapted to the post** (room, cook, waiter, etc.);
- wash and disinfect daily in the laundry room of the establishment;
- kept separate from personal clothing in compartmentalised cabinets;
- it is prohibited to carry the equipment outside the unit.

Staff category	Items of equipment	Comments
Maids/staff floor	coat, cap, gloves, light footwear, badge	light, washable colours
Food staff (cooks, waiters)	cap, full uniform, waterproof apron, non-slip footwear	White or pastel mandatory
Technical staff	overalls, boots, gloves, goggles	according to OSH rules
Reception staff	Stylish, clean uniform, badge	tidy appearance with no intense fragrance

1.4. Medical examination of staff

In order to protect public health, hotel staff shall be subject to **a preventive medical check-up**.

According to **Law No 10/2009** and **Order No 263/2012 of the Ministry of Health**, employees in catering, accommodation and cleaning must carry out:

- **initial medical examination** – before employment;
- **regular medical examinations** – once a year;
- **bacteriological tests** (for staphylococci, salmonella, etc.);
- **dermatological check-up and ENT examinations;**
- **radiological tests** to rule out communicable lung disease (TB).

The results shall be recorded in the **personal medical record**, which must be submitted at the request of the ANSP inspectors or the hotel administration.

In case of infectious disease, the employee is immediately removed from service until complete healing and medical confirmation.

1.5. Behavioral hygiene and professional attitude

Hygiene is not limited to physical cleaning, but also includes **the civilized behavior** of staff towards customers and colleagues. The main rules of conduct are:

- polite greeting and calm tone;
- Maintaining a correct body posture;
- Discretion in conversations and in the presence of customers;
- a ban on the use of personal telephones while on duty;
- respect for the privacy of guests (without access to the room without prior notice);
- keeping customer information confidential;
- refraining from inappropriate gestures, jokes or familiarities.

The clean attitude, the smile and the neat uniform are a form of **visual and moral hygiene**, contributing to the creation of a harmonious atmosphere in the hotel.

1.6. Sanitary-hygienic training

According to **Article 28 of Law No 10/2009**, the administration of the establishment is required to organise **health training courses for** all employees.

These trainings must be carried out:

- at the time of employment;
- after a change in function or working conditions;
- Periodically, at least once a year.

Topics covered:

- personal and food hygiene rules;
- cleaning and disinfection procedures;
- environmental protection and waste management;
- prevention of communicable diseases;
- measures in case of contamination or health incident;
- correct use of chemicals and protective equipment.



At the end, a verification test is taken and the results are kept in the training file.

1.7. Hygienic conditions in the workplace

The hotel must provide conditions for maintaining personal hygiene:

- separate lockers for men and women;
- clean bathrooms with hot and cold water;
- antibacterial liquid soap and paper towels;
- double cabinets for street clothes and work equipment;
- dining area separate from the production area;
- trash cans with a lid and adequate ventilation system.



These requirements are laid down in **Government Decision No 1209/2007** and **the Labour Code (Articles 223 to 225)** on health and safety at work.

1.8. Monitoring and sanctioning of hygienic deviations

The management of the hotel has the obligation to supervise the continuous compliance with hygienic norms.

- Frequent deviations include:
- non-use of protective equipment;
- non-compliance with personal hygiene;
- incorrect cleaning of premises;
- handling clean linen after contact with
- Dirty materials;
- Lack of valid medical records.



Penalties may be:

- written warning;
- recall to health training;
- temporary suspension from activity;
- termination of the employment contract (in case of repetition or serious misconduct).

The ANSP may also impose fines in accordance with **Article 791 of the Administrative Code of the Republic of Moldova** for breaches of health rules.

1.9. Examples of good practices in hotels in the Republic of Moldova

Radisson Blu (Chisinau)

Organizes weekly short hygiene sessions for cleaning staff, where procedures for proper hand washing and use of disinfectants are simulated.

Bristol Central Park Hotel

Use chromatically coded uniforms by department: blue – floor, green – kitchen, grey – technical. This facilitates visual identification and prevents staff from mixing between clean and dirty areas.

Pension Casa din Luncă (Orheiul Vechi)

Staff participate in environmental training, learning how to reduce detergent waste and use biodegradable products.

the Jolly Alon Hotel

It has an internal hygiene monitoring application: each employee fills in a digital form on personal and space hygiene on a daily basis. Compliance with hygiene rules by hotel staff is a fundamental pillar of service quality management. Hygiene is not only about cleanliness, but also **about responsibility, discipline and professional attitude**. A healthy employee, trained and attentive to details contributes to maintaining the prestige of the unit and the safety of the guests. Through continuous training, regular medical check-ups and the application of the principle of ‘visible cleanliness – invisible hygiene’, hotels can guarantee a safe, comfortable and high-quality environment for each customer.



QUESTIONS AND SITUATIONS:

- 1.What personal hygiene rules should be followed by hotel employees?
- 2.Why is it mandatory to wear protective equipment in the workplace?
- 3.How does staff hygiene contribute to maintaining the reputation of the hotel?
- 4.What medical check-ups are required for hotel staff?
- 5.What consequences can occur if an employee does not comply with hygiene rules?

5.3. General requirements for five-star hotels

The five-star hotels represent the superior category of tourist reception structures, characterized by a high level of comfort, personalized services, state-of-the-art technical facilities and a refined ambience.

The standards applicable to this category cover not only visible luxury, but also **the quality of the infrastructure, health safety, the level of professionalism of the staff and the overall experience offered to guests**.

The general requirements for five-star hotels in the Republic of Moldova are harmonised with **the rules of the Hotelstars Union** (European Hotel Classification System) and the regulations **of the Ministry of Culture**, which carries out the classification and control procedure.

1.1. General conditions of location and infrastructure

Five-star hotels must be located in accessible, safe and attractive areas from a tourist or business point of view, benefiting from modern infrastructure, easy road access and full urban services.

Main requirements:

- location in an area with developed infrastructure (paved roads, public lighting, tourist signage);
- representative facade, aesthetically and architecturally maintained;
- own space for parking (at least 1 place / 2 rooms);
- separate access for staff and deliveries;
- 24/7 video surveillance and security system;
- compliance with fire safety and emergency evacuation rules;
- landscaped courtyard, green spaces, terraces and decorative elements.

1.2. Surface and subdivision requirements

According to national and international norms:

Room type	Minimum floor area (no bathroom)	Bathroom surface	Other Mandatory Features
Single Room	16–18 m ²	4 m ²	balcony/terrace optional, desk, minibar
Double Room	24–26 m ²	5 m ²	king size bed, electronic safe
Standard apartment	40–50 m ²	6–8 m ²	separate living room, TV in each room
Presidential Suite	min. 70 m ²	10 m ²	work area, kitchenette, jacuzzi, dressing room

All premises must provide:

- appropriate natural and artificial light;
- perfect sound insulation between rooms;
- Adjustable individual air conditioning (18–25°C);
- modern heating and ventilation systems;
- floors made of anti-allergenic, washable and easy-to-maintain materials.

1.3. Hygiene, cleaning and maintenance requirements

Hygiene requirements are regulated by **Government Decision No 1209/2007** and the **ANSP rules** on public health.

A five-star hotel must meet higher standards than the other categories as follows:

- daily cleaning of all premises (rooms, hallways, restaurants, technical areas);
- disinfection of bathrooms, doorknobs, switches and contact surfaces every 24 hours;
- periodic ventilation of rooms and cleaning of air filters monthly;
- washing and changing linen and towels daily;

- constant maintenance of furniture, carpets, curtains and equipment;
- permanent control of drinking water quality, through ANSP analysis bulletins;
- the existence of approved and signed daily cleaning and disinfection plans.

In addition, luxury hotels must have:

- own hygiene management system (HACCP or ISO 22000);
- Fully automated internal laundry or contract with a certified laundry;
- the exclusive use of organic detergents and biodegradable products;
- regular health audit, at least every 6 months.

1.4. Mandatory facilities and equipment

A five-star hotel must have high comfort facilities, adapted to international standards.

In the rooms:

- comfortable matrimonial beds (minimum 180×200 cm) with orthopedic mattresses;
- satin cotton linen, not less than 300 yarns/inch;
- anti-allergenic pillows and quilts;
- 42” or more LCD TV with international channels;
- minibar supplied daily;
- electronic safe;
- work desk with lamp;
- high-speed Wi-Fi connection;
- individual temperature control system;
- gowns, slippers, premium toiletries;
- magnetic card access system.



In the bathrooms:

- shower or spa bath;
- professional hairdryer;
- illuminated cosmetic mirror;
- towels of different sizes;
- branded cosmetics (shampoo, conditioner, gel, cream, hygienic set).



In common areas:

- 24/7 reception;
- concierge, goalkeeper and valet;
- modern, silent elevators;
- Technically equipped conference room;
- à la carte restaurant, bar, lounge;
- SPA center, sauna, swimming pool, fitness;
- guarded parking;
- air conditioning and air purification system;
- facilities for people with disabilities.



1.5 Personnel and service requirements

The quality of staff is a key criterion for five-star hotels. According to the Classification Regulation (Order No 13/2016), staff must:

- have **qualified professional training** (specialized or higher secondary studies in tourism, hotel, catering);
- have **knowledge of at least two international languages** (Romanian + English/ French/ Russian);
- manifest impeccable clothing and civilized behavior;
- receive regular training on hygiene, labelling and safety in the event of an emergency.

Compulsory basic services:

- 24/7 reception and room service;
- daily cleaning and linen change on request;
- laundry, dry cleaning and ironing;
- luggage service and valet parking;
- wake-up call, secretariat, photocopy, fax;
- airport-hotel transfer;
- emergency medical care;
- Free internet in all areas.



Additional services (optional but frequent):

- baby-sitting, translation, car rental, florist, guided tours, personalized SPA.

1.6. Sanitary and safety requirements

Five-star hotels must ensure:

- centralized ventilation and air conditioning system with HEPA filtration;
- drinking water according to sanitary standards, regularly checked;
- sewerage and drainage systems without reflux;
- monthly disinfection and deratization plan, with written records;
- complete medical kit on each floor;
- appropriately equipped first aid facilities;
- smoke detectors, automatic sprinklers, illuminated evacuation plans;
- emergency exit safety and signalling lighting;
- access control system and surveillance cameras.



All construction and finishing materials must be **flame retardant, washable, non-porous and resistant to cleaning agents**.

1.7. Cleaning and maintenance standards

The level of hygiene in a five-star hotel must be flawless.

Cleaning is continuously monitored by:

- **daily checklists** signed by the general governess;
- **visual and olfactory check after** each cleaning;
- **weekly internal audit**;
- **external inspection** by the classification authority (every 2 years).



Frequency of maintenance:

- cameras: daily and after the departure of the guest;
- common areas: 3 to 5 times a day;
- bathrooms: each time after use;
- lifts, handles, switches: disinfected every 2 hours;
- HVAC systems: quarterly cleaned;
- underwear: washed to a minimum of 90°C and changed daily.

1.8. Comfort level and aesthetics of spaces

The design of the five-star hotel must inspire luxury, refinement and relaxation.

Aesthetic principles:

- harmony between colors, textures and furniture;
- natural materials (wood, marble, tempered glass, premium textiles);
- adjustable ambient lighting;
- fresh floral decoration daily;
- discrete environmental odour (signature scent);
- customised and functional furniture;
- local art and cultural elements integrated into the design.



The spaces must convey a distinct identity of the hotel brand, offering a memorable experience to each guest.

1.9. Sustainability and digitalization requirements

Modern five-star hotels adopt **sustainable development** principles:

- use of LED bulbs and presence sensors;
- saving water through flow-controlled taps;
- selective waste collection;
- reducing plastic consumption (reusable bottles, compostable packages);
- digital energy management system;
- mobile apps for contactless check-in/check-out.



The implementation of these measures helps to obtain international certifications such as **Green Key**, **EarthCheck** or **EU Ecolabel**.

Five-star hotels are the ultimate expression of modern hospitality, where hygiene, comfort, technology and aesthetics blend harmoniously. Compliance with the general requirements regarding location, surface, facilities, hygiene, safety and professionalism of the staff guarantees a complete and safe experience for the guests.

A luxury hotel is not just elegant furniture, but an **integrated system of quality** based on impeccable cleanliness, attention to detail and respect for the customer. Thus, five-star hotels become ambassadors of tourism excellence and best practice models for the entire hospitality industry.



QUESTIONS AND SITUATIONS:

1. What are the main classification criteria for a five-star hotel?
2. What distinguishes a five-star hotel from a three-star hotel?
3. What facilities and services are mandatory for luxury hotels?
4. Why is hygiene important in maintaining five-star status?
5. How does staff behavior contribute to the image of a five-star hotel?

Learning Outcome 6: Staff management in the hotel industry

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After completing these learning outcomes, students will be able to:



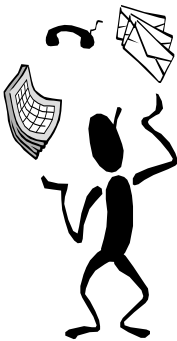
...to know:

- The strategic role of the staff in the success of the hotel and the impact of customer contact;
- Personnel management functions and specific features in the hotel sector;
- Frequent causes and effects of conflicts in hotels;
- Components of the motivation system and its role in the performance of the hotel;
- Legal regulations and international tipping practices



...understand:

- How Employee Satisfaction Affects Customer Satisfaction and Loyalty
- The importance of effective communication and positive working climate in increasing performance;
- The link between compliance with standards and customer loyalty;
- How a properly managed conflict can help strengthen the team and improve internal relations;
- The link between motivation, employee satisfaction and the quality of the services offered;
- How tipping influences staff motivation and customer satisfaction.



...may:

- Identify the strengths and weaknesses of the team to increase the efficiency of the services;
- Plan, organize and motivate the staff in order to achieve the objectives of the organization;
- Evaluate the quality of the services provided and provide constructive feedback to employees;
- Apply strategies and techniques for constructive conflict resolution;
- Implement financial and non-financial motivation methods adapted to the needs of employees;
- Manage tips correctly individually or collectively, respecting the hotel's code of ethics.

6.1. Staff as a key factor in hotel business management

The hotel industry is one of the most complex sectors of the service economy, as the success of an accommodation directly depends on the quality of the relationship between the staff and the client. In an area where the product is intangible in nature and the tourist's experience is largely based on human contact, staff is the main strategic resource of management.

Hotel managers can no longer just look at employees as a workforce, but as active partners in creating value. Hospitality is not limited to cleanliness, comfort and design, but is the result of an organizational culture based on professionalism, respect and empathy.

The hotel staff is the one who transforms the standardized services into personalized experiences for each guest. In a hotel, every employee – from the receptionist and governess to the cook, waiter or manager – contributes to the overall image of the unit and the level of customer satisfaction.

Core roles of staff include:

- Ensuring the quality of services by respecting the standards of cleanliness, safety and comfort;
- Representing the hotel's image through its behavior, attire and attitude reflects the brand's identity;
- Creating loyalty relationships through kindness, promptness and empathic communication with guests;
- Adapting to customer needs through the ability to provide fast and personalized solutions;
- Preventing and resolving conflicts by managing unforeseen situations with calm and professionalism.



In modern hospitality management, the principle of ‘people make the difference’ is affirmed – people make the difference between a regular hotel and a hotel of excellence.

Staff as a strategic resource

In management theory, the human resource is considered intellectual capital, i.e. the main source of innovation and competitiveness.

In hotels, this resource is even more important because:

- services are delivered directly by people;
- contact with the customer is permanent and visible;
- The customer's subjective experience depends on the attitude and behavior of the employees.

Thus, personnel management must focus not only on control, but on motivation, training and continuous development.

A hotel can have state-of-the-art facilities and a perfect positioning, but without competent and well-coordinated staff, long-term success becomes impossible.

Training and training of hotel staff

The hospitality industry is a dynamic field where customer requirements are changing rapidly.

Continuous training of staff is therefore an indispensable condition.

Types of training:

- **initial** – for new employees (internal policies, hygiene rules, safety, protocol);
- **regular** – to update knowledge on technologies, languages, digital marketing;
- **specialised** – for specific functions (sommeliers, chefs, premium receptionists);
- **online and in partnership** – with vocational schools and universities.

The training is carried out by:

- ✓ **internal training sessions;**
- ✓ **internships in partner hotels;**
- ✓ **international programmes and training;**
- ✓ **simulation workshops (*business games, case studies*).**



The expected result is the development of a culture of hospitality based on quality and professionalism.

Continuous improvement of the level of professional training is a requirement of ensuring the quality of hotel services due to:

- Increasing the demands of customers who have more numerous and diversified consumer experiences, which leads to increasing their expectations;
- Increase competition in the hotel market;
- Improvement of technologies applied in the hotel sector: the emergence of new hotel management systems or the improvement of existing ones, the improvement of hotel equipment – new security systems, installations, etc. of cleaning equipment and materials, etc.;
- Need for training/specialization of professional categories.

The effects of continuous improvement can be found in all parties involved:

- Improving staff performance due to the development of professional skills, optimizing attitude in relation to customers, streamlining teamwork;
- Increase customer satisfaction, which will spend more, return and bring other customers;
- Professional fulfillment of employees, who will have greater satisfaction, both material and personal;
- Increase the financial results of the hotel.

This is done as part of continuous training programmes, which aim to:

- Acquisition/improvement of knowledge and/or skills;
- Improvement/change of attitude.
- Continuous training of staff can be carried out in the framework of:

- ✓ For newly employed persons, for a period of 5-30 days the time allocated to a training period is between 30 minutes and one hour per day;
- ✓ For staff of different compartments at certain time intervals, typically lasting several hours to one day;
- ✓ Courses organised by nationally authorised training providers may be:
 - Qualification courses;
 - Training courses;
 - Specialisation courses;



- ✓ Trainings organised by specialised firms, aimed at changing (developing) skills, knowledge, attitudes – are shorter in duration than vocational training courses and are usually organised on a specific topic;
- ✓ Educational institutions: e.g. post-secondary courses, master's degree – either for initial training, e.g. training of managers, or for further training;
- ✓ Personal improvement abroad, through courses/trainings of varied duration, exchange of experience, internships in prestigious hotels;
- ✓ Professional self-improvement – through documentation, e-learning, self-learning.

Hotel staff and image

The image of a hotel is determined not only by the architecture and facilities, but also by the impression that the staff leaves.

A sincere smile, a warm tone or a prompt resolution of a request creates a memorable experience for the guest.

Each employee is an ambassador of the hotel brand, and his behavior becomes part of the experimental marketing of the unit.

Therefore, the formation of an organizational culture of hospitality is a strategic priority in human resource management.

The staff is the heart and soul of the hotel industry.

The success of a business in this field depends overwhelmingly on the quality of the human resource, on the way employees are motivated, trained and treated.

Modern hotel management involves recognizing the value of each person, building a united team and creating an atmosphere based on trust, respect and responsibility.

Well-trained staff not only provide services, but also create emotions, comfort and memories – the true product of hospitality.



QUESTIONS AND SITUATIONS:

1. Why is hotel staff considered the main strategic resource in the management of an accommodation unit?
2. How does continuous training and improvement of employees contribute to increasing the quality of hotel services?
3. What are the main types of training applied in the professional training of hotel staff and what is the purpose of each of them?
4. How does the behavior and attitude of employees influence the image and success of a hotel?
5. How is the ‘people *make the difference*’ principle reflected in modern hospitality management?

6.2. Management of hotel staff

The management of hotel staff is the central core of the overall management of a hospitality unit. In a sector based on the direct relationship between people, the efficient management of human resources does not mean only the organization of the activity, but the formation of a culture of hospitality, based on trust, communication, respect and motivation. Unlike other economic areas, where results can be measured by mechanical productivity, success in hotels depends on human performance, the way employees interact with customers and create a positive experience. Thus, the staff becomes **the most valuable strategic resource** and its management is an art that combines the science of leadership with psychology and empathy.

The concept of personnel management

Hotel staff management is the set of processes by which the management of a hotel attracts, selects, forms, motivates, evaluates and maintains employees in order to achieve organizational objectives and ensure customer satisfaction.

Management *has a double dimension:*

- **economic**, aiming at the efficiency of the use of human resources;
- **human and social**, aiming at the professional development, integration and well-being of employees.

The objectives of staff management are:

- ✓ the provision of qualified and stable staff;
- ✓ creating a positive and collaborative working climate;
- ✓ ensuring the quality of services and professional hygiene;
- ✓ Motivating employees for performance;
- ✓ reducing staff turnover and recruitment costs;
- ✓ promoting a culture of hospitality and ethical standards.



The peculiarities of human resources management in hotels

The hotel activity has an intensive character in human resources, which implies a managerial style adapted to the dynamics of interpersonal relationships and to the diverse expectations of the guests.

The main features of hotel staff management are:

1. **Direct and permanent contact with the client:** the staff represents the living image of the hotel; Any behavior is immediately perceived by the customer.
2. **Flexible working hours:** the activity is carried out in shifts, including rest days and public holidays.
3. **Professional diversity:** from unskilled workers (chamber workers) to highly educated specialists (managers, economists, chefs).
4. **High level of stress:** due to the fast pace of work, customer requirements and multiple responsibilities.
5. **Customer orientation:** Guest satisfaction is the ultimate goal, and every employee has the role of maintaining it.
6. **Increased hygiene and professional ethics** requirements – in accordance with Government Decision No 1209/2007 and ANSP rules.

Therefore, the hotel manager must combine leadership, psychologist and pedagogue skills in order to maintain the balance between professional discipline and the psychological comfort of the team.

Functions of Hotel Personnel Management

The management of staff in a hotel is carried out through the exercise of interdependent managerial functions:



Planning: determining the required number of employees, structure and skills for each position, according to the occupancy rate of the hotel. For example, in the summer season it is planned to supplement the floor and restaurant staff.

Organisation: clear definition of responsibilities and hierarchical relationships, development of job descriptions and standard procedures (SOPs).

Training and motivation: creating a stimulating work environment based on trust, recognition and fair rewards.

Coordination: harmonization of work between departments (reception, floor, food, maintenance), in order to ensure the correct flow of services.

Control and evaluation: verification of the quality of activities, compliance with sanitary norms, performance analysis and identification of training needs.

Management structure of hotel staff

The organization of human resources in a hotel is hierarchical, depending on the size and complexity of the unit:

Strategic level	• The general manager of the hotel; • Human Resources Manager; • Heads of departments (marketing, sales, finance, operational).
Tactical level (intermediate)	• Heads of Departments: reception, floor, restaurant, kitchen, maintenance, house-keeping; • Supervisors and team coordinators.
Operational level	• Receptionists, waiters, cooks, maids, technicians, support staff.

Each level has clearly defined roles, but success depends on **effective vertical and horizontal communication**, which ensures the unity of action of all staff.

Management communication within the hotel

Communication is essential for coordinating activities and maintaining discipline.

The main forms of communication are:

vertical – between management and staff;

horizontal – between departments;

diagonal – between managers and employees in other sections.

An effective communication system involves:

- ✓ daily operational meetings;
- ✓ handover-receipt registers between shifts;
- ✓ internal platforms (intranet, hotel management applications);
- ✓ Constant feedback between management and staff.



Open and respectful communication contributes to creating a **positive psychosocial climate** and preventing internal conflicts.

Employee motivation and involvement

Motivation is the factor that determines the employee to carry out his work with pleasure and efficiency.

<i>In hotels, motivation is influenced by:</i> ✓ working conditions; ✓ salary level and additional rewards; ✓ professional recognition; ✓ opportunities for advancement; ✓ collegial relations and respect for leadership.	<i>Modern methods of motivation:</i> ✓ performance bonus scheme; ✓ Loyalty awards and employee of the month; ✓ free training; ✓ Team-building programs and recreational activities; ✓ Positive public feedback.
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A motivated employee feels valued and becomes a hotel ambassador in front of customers.

Performance management and evaluation of results

Performance management involves setting clear and measurable objectives for each post, regularly monitoring achievements and providing constructive feedback.

Performance evaluation criteria:

- ✓ the quality of the services offered;
- ✓ compliance with SOP standards;
- ✓ punctuality and discipline;
- ✓ Ability to collaborate in a team;
- ✓ customer feedback;
- ✓ engaging in upskilling activities.

The results of the evaluation shall serve to:

- ✓ the granting of bonuses and promotions;
- ✓ planning of future training;
- ✓ review of individual targets.



Hotel managers need to develop a culture of **authentic hospitality** where every employee feels part of a professional family and customer satisfaction becomes a common value.

Hotel staff management is a complex process that combines managerial reason with human sensitivity.

It is not just about managing resources, but it involves forming a motivated, trained and united team, able to offer impeccable services and memorable experiences to customers.

By applying a participatory leadership style, continuous training and fair motivation, hotel managers can turn their staff into a sustainable competitive advantage. In essence, human resource management in hospitality means leading people to create joy for the client, the team and the success of the hotel business.



QUESTIONS AND SITUATIONS:

1. What is hotel staff management and what are its main objectives?
2. What are the specifics of human resources management within a hotel unit?
3. What roles do managerial functions (planning, organization, motivation, coordination and control) have in the effective management of hotel staff?
4. How does internal communication and employee motivation contribute to maintaining a positive climate and the quality of the services offered?
5. What are the criteria for assessing the performance of hotel staff and how are the results of this process used in human resources management?

6.3. Standards of performance in the hotel industry

Performance standards refer to criteria of economy, efficiency, effectiveness. Performance criteria can be used in organizations to determine the success of an activity, only if there are benchmarks with which they can compare their results.

These standards may be:

- ✓ Past results of the organisation ;
- ✓ Annual budget or plan objectives;
- ✓ Performance of direct competitors;
- ✓ Best practices to be followed in the branch or at non-competing organisations in other branches;
- ✓ market requirements;



Performance standards must be inextricably linked to the satisfaction of customer-expressed requirements.

Example of performance standard: the occupancy rate of the hotel.

Service standards identify key points in the performance of services in terms of behaviour and human factor.



These standards include:

- Good organization;
- Training and informing the team;
- Developing specific skills;
- Determination of service responsibilities .

Example of standard service

Quality service at Disney World Orlando is achieved by employees complying with explicit service standards: safety, efficiency, courtesy, show. The four service standards are not only met part of the time, but all the time, permanently.

Referential professional standards shall detail and update:

- ✓ the department in which the work is carried out;
- ✓ Description of the activities, duties, tasks they perform, for the respective function/job;
- ✓ General and specific competences;
- ✓ Function/job requirements;
- ✓ Advisor needed to assess the workers actually working in those positions/jobs or those to be employed.

They are a precious auxiliary for those who draw up organizational charts or states of functions, as well as for those who deal with the recruitment, selection, promotion and motivation of staff.

Example of referential professional standard

The referential standard defining 'Tourism Manager' has the following chapters: Job/Function - Tourism Manager; Compartment: travel agency, hotel, restaurant, cottage; Description of the function: tasks, tasks, activities.

Activities include:

- ✓ Activities to meet customer requirements and expectations;
- ✓ Financial and material resources management activities;
- ✓ Human resources management activities;
- ✓ Information efficiency management activities;
- ✓ Environmental protection activities ;
- ✓ Unit management activities.



Competences: general and specific

Function requirements : physical, medical, special (criminal), educational, professional experience, intellectual, mental, moral requirements, personality traits.

Standards that include specifications shall include all the conditions that the elements of the unit's equipment must meet.

Example of a specification standard: specifications for towels, in terms of size, colour, texture, fibre component – all to meet customer expectations in terms of comfort, hygiene.

Standards with operating procedures indicate how the work is to be carried out. They are created to meet the needs and interests of the company (achieving and maintaining the desired quality at an optimal cost), as well as the interests and expectations of the client, his confidence in the company's ability to provide the desired quality and, respectively, the consistent maintenance of this quality.



Example of standard of procedures:

The check-in standard includes the following procedures:

- ✓ The customer is greeted with a smile. is welcomed;
- ✓ The name of the customer shall be used as many times as possible ;
- ✓ Check the reservation;
- ✓ Verify that he has correspondence in his name and hand it over;
- ✓ One of the forms of payment guarantee shall be used;
- ✓ Explain to the customer that breakfast is included in the rate, when and where it can be served;
- ✓ It's called the baggage man, he's handed the key to the room, he explains to the client what floor the room is on.
- ✓ The formula ‘,, pleasant stay’ must be used;
- ✓ Fill in the customer file (Cardex) and remove the statistical data necessary to compile the individual profile of the customer;
- ✓ In the case of credit card payments, the authorisation code is obtained;
- ✓ Check that the floor, cashier, telephone switchboard, restaurant are already notified of the arrival of the client.



QUESTIONS AND SITUATIONS:

1. What are the performance standards in the hotel industry and what are the main criteria used to assess them?
2. What are the examples of standards that can be used to compare the results of a hotel organization?

3. What elements do the service standards include and why is it important that they are respected at all times?
4. What does a referential professional standard contain and how does it contribute to the recruitment and motivation of hotel staff?
5. What procedures are included in an operating standard for the check-in process and what is the purpose of complying with them?

6.4. Conflict management

In hospitality, where human interactions are intense and continuous, conflicts are an inevitable reality.

Daily contact with customers, colleagues, superiors and external partners, differences in mentality, pace and values can generate tensions that, if not managed correctly, affect the working climate, the quality of services and the hotel's image.

Conflict management is not just about avoiding confrontations, it's about identifying causes, controlling emotional reactions, and turning divergences into constructive solutions. A conflict treated with maturity can become an opportunity to learn and strengthen professional relationships.

In management, conflict is defined as a state of tension or misunderstanding between two or more people, groups or departments, generated by incompatible objectives, lack of communication or different perceptions of the same situation.

In hotels, conflict is a frequent phenomenon, as the activity involves:

- constant pressure from customers;
- shift work schedule;
- cultural and linguistic diversity;
- different expectations between management and executive staff.

That's why **the HR manager** and **department heads** need to develop mediation skills, empathic listening, and peaceful dispute resolution.

Common causes of conflicts in hotels

The hotel industry has its own specificity: intense activity, short deadlines, high standards and varied requirements. The most common causes of conflict are:



- Weaknesses in communication between departments;
- lack of respect or cooperation between colleagues;
- overload and work-related stress;
- the perceived injustice in the distribution of bonuses or working hours;
- unclear responsibilities in job descriptions;
- differences in age, experience or culture;
- inappropriate behaviours – high tone, irony, lack of empathy;
- lack of balanced leadership and proper feedback.

In large hotels, conflicts often arise between **reception** and **housekeeping** departments, since the success of their work depends on each other's punctuality and communication.

Impact of conflicts on the organization

Conflicts can have **both negative** and **positive** effects depending on how they are managed.

Negative effects: ➤ decrease in individual and collective performance; ➤ deterioration of employment relationships; ➤ increasing absenteeism and staff turnover; ➤ diminishing customer satisfaction and loyalty; ➤ damage to the reputation of the hotel.	Positive effects (if constructively managed): ➤ improving internal communication; ➤ Identifying the real problems in the organization; ➤ stimulating creativity and change; ➤ Developing negotiation skills; ➤ Strengthen the team after overcoming the conflict.
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Conflict Management Strategies

To effectively manage conflicts, hotel managers apply various **strategies** depending on the severity and nature of the situation.

- ✓ **Avoidance** applies when the conflict is minor or temporary and the involvement would generate more tension.
- ✓ **Accommodation:** one of the parties renounces in order to maintain harmony; useful in low-stakes situations.
- ✓ **Compromise:** both sides make concessions to reach a middle-of-the-road solution.
- ✓ **Collaboration:** the most constructive strategy; the parties openly discuss and seek solutions beneficial to both.
- ✓ Constructive **confrontation:** calm expression of views and negotiation based on facts, not emotions.

Managers need to know **mediation techniques**, show **neutrality and fairness**, and turn conflict into a process of collective learning.

Stages of conflict resolution

1. **Identifying the real problem** by analyzing the cause, not just the symptom;
2. **Active listening to the parties involved** when everyone needs to feel heard and respected;
3. **Clarification of facts and elimination of rumours;**
4. **Searching for possible solutions** through neutral brainstorming;
5. **Negotiating and choosing the most balanced solution;**
6. **Implementing the decision and monitoring its effects;**
7. **Final assessment and prevention of recurrence of conflict.**

The manager must document the situation and ensure the confidentiality of the process, maintaining a climate of mutual respect.

Communication techniques for conflict prevention

Good communication is the most effective means of conflict prevention.

Recommended techniques include:

- **empathic listening** and avoiding interruptions;
- **using first-person messages** ('I believe...', 'I feel...') instead of accusations;
- **constructive feedback** and continuous clarification of tasks;
- **transparent and respectful communication** between departments;
- **recognition of public merit** to prevent envy and unfair competition.

In modern hotels, even internal communication platforms (intranet, feedback applications) are used, which reduce misunderstandings and increase team cohesion.



QUESTIONS AND SITUATIONS:

1. What is conflict management and why is it important in hotel business?
2. What are the main causes of conflicts within a hotel unit?
3. What positive and negative effects can conflicts have on the team and the work of the hotel?
4. What are the strategies used by hotel managers for effective conflict management?
5. How does empathic communication and active listening contribute to conflict prevention and resolution in the hotel environment?

6.5. Staff motivation system in the hotel industry

Staff motivation is one of the most sensitive and complex dimensions of hotel management.

The motivation system is the totality of measures, means and actions by which the management of an organization influences the behavior of employees in order to achieve collective and individual goals.

In the hospitality industry, this system must respond to the specificities of the field:

- Constant contact with the customer;
- intense work in shifts;
- high emotional pressure;
- major importance of the image and behavior of the staff.

A well-designed motivation system has the effect of increasing the quality of services, reducing staff turnover and strengthening the hospitality culture.

The role of motivation in the hospitality industry

Motivation plays a decisive role in the efficient operation of the hotel, influencing:



- the quality of the services provided when motivated employees are more attentive and kind to guests;
- labour productivity when increasing engagement and discipline;
- organisational climate: reduce internal conflicts and tensions;
- Staff fluctuation: Motivated employees stay longer in the organization;
- Reputation of the hotel: a stable and professional collective strengthens the image of the unit

In the hospitality industry, where ‘smile’ and ‘attitude’ are part of the product, motivation becomes the key to the difference between a good and a memorable service.

Components of the motivation system

The motivation system includes a set of interdependent tools adapted to the hotel’s internal structure:

Financial motivation	It is the basis of the system, but it is not the only element, it includes: • basic salary (established according to job description and seniority); • performance bonuses (number of positive reviews, additional sales, punctuality); • seasonal premiums (during peak tourist periods); • commissions from the sale of adjacent services (SPA, restaurant, optional tours); • additional payments for night hours and days off worked; • meal vouchers and transport compensation.
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Non-Financial Motivation	Includes moral, social and professional incentives: • verbal and written appraisal by the manager; • Merit titles ('Employee of the month', 'Team of the year'); • training opportunities and international traineeships; • flexibility in the programme and recognition of work-life balance; • ergonomic and hygienic working conditions; • participation in decisions and consultation of the team.
Social motivation	Refers to the collective membership and solidarity of the team: • organization of recreational activities, excursions and team buildings; • employee anniversary and joint events; • social responsibility projects (charitable, environmental actions).
Professional motivation	It is based on the desire for professional progress and recognition: • internal promotions; • participation in tourism fairs, conferences and cooking or serving competitions; • engaging in innovation and service modernisation activities; • developing language and digital skills.

An effective management system combines financial motivation with moral and professional motivation, creating a balance between reward and recognition.

Problems and challenges in implementing the motivation system

The hospitality industry in the Republic of Moldova faces multiple challenges in applying motivational systems:

✓ lack of sufficient financial resources for constant incentives; ✓ high fluctuation of seasonal staff; ✓ lack of a stable organisational culture; ✓ insufficiently valued social perception of occupations in the field; ✓ labour migration to better-paid foreign markets.	To overcome these obstacles, hotels must: ➤ develop sustainable non-financial motivation strategies; ➤ promote public and symbolic recognition of performance; ➤ ensure decent and flexible working conditions; ➤ invest in training and retaining young employees.
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Impact of the motivation system on hotel performance

An effective motivation system has direct effects on:

- quality of service – employees become more attentive, kind and responsible;
- staff loyalty – decreases the starting trend;
- customer satisfaction – increases the number of positive reviews;
- public image – the hotel becomes a respected employer;
- profitability – through efficiency and enhanced reputation.



Therefore, motivation is not only a psychological condition, but a real economic factor of competitiveness.

The motivation system is at the heart of human resources management in the hotel sector.

It ensures harmony between the interests of employees and the objectives of the organization, turning work into a source of satisfaction, and the team into a professional family.

Effective motivation is not achieved through pressure or control, but through trust, recognition and opportunity.

A modern hotel not only pays wages, but also offers meaning, pride and belonging.

Thus, the motivation system becomes a strategic leadership tool that transforms staff into a valuable resource, and hospitality into an authentic customer experience.

Successful models and practices

a) Radisson Blu model – ‘Yes, I Can!’

This international motivation program is based on the principle of recognition and pride of belonging. Each employee is trained to adopt a positive attitude, and performance is rewarded monthly by public appreciation and bonuses.

b) Hotel Bristol Central Park (Chisinau)

Apply a mixed system of motivation: financial (quarterly bonuses) and moral (honorary titles, publication of employees' achievements).

the Jolly Alon Hotel

Emphasise professional motivation – staff participation in external seminars and trainings, as well as internal promotion to management positions.

d) Pension Casa din Luncă (Orheiul Vechi)

Motivates through social and cultural values – involving employees in local traditions, which gives them a sense of pride and belonging to a community.



QUESTIONS AND SITUATIONS:

1. It explains what the staff motivation system is and why it is important in hotel management.
2. Describe the main forms of motivation (financial, non-financial, social and professional) and provide an example for each.

3. Analyze the effects of an effective motivation system on hotel performance and customer satisfaction.
4. It presents the main problems and challenges encountered in the application of motivation systems in the hospitality industry of the Republic of Moldova.

6.6. Size and system of tips in the hotel industry

Tipping is a traditional form of voluntary reward offered by the client to the employee, in recognition of the quality of the services provided.

In the hospitality industry, where human contact and customer satisfaction are essential elements, tipping plays a dual role:

- on the one hand, it is a direct incentive to motivate employees;
- on the other hand, it reflects the level of satisfaction of guests towards
by the experience provided.

Although informal in nature, the tip system has over time become a **regulated economic mechanism**, part of the culture of hotel and catering services.

Definition of tip and its functions

According to international practice, a **tip** is a sum of money offered voluntarily by the client to the staff who provided a service, without being initially included in the official cost.

In the hotel context, tipping performs the following **functions**:

1. **Reward function** – expresses direct appreciation for kindness, promptness and professionalism.
2. **Motivation function** – incentivise staff to provide high-quality services and show a positive attitude.
3. **Economic function** – helps to increase real employee incomes, especially in low-wage units.
4. **Psychological and social function** – creates a relationship of gratitude and mutual respect between the client and the employee.

In the hotel sector, tipping is perceived as a symbol of the hospitality culture, reflecting the degree of satisfaction of the guest and the professionalism of the provider.

Regulation of tips in the Republic of Moldova

In the Republic of Moldova, the tip regime is defined in the legislation by:

- **Law No 231/2010 on internal trade;**
- **Law 105/2011 on consumer protection;**
- **Government Decision No 1209/2007 on health rules for catering and accommodation establishments;**
- **The Tax Code and Law No 1163/1997**, which lay down the regime for the taxation of supplementary income.



- Since 2023, the Ministry of Finance has introduced regulations on **the recording of tips on tax receipts**, in line with EU practices. Thus, catering and hotel establishments can include **the optional tip between 0-15% of the value of the bill**, clearly mentioning on the voucher the percentage chosen by the customer.

The purpose of that legislation is to:

- ensuring transparency towards the customer;
- avoid internal conflicts over tip-sharing;
- formalisation of employee income;
- ensuring compliance with tax and accounting rules.

Tipping in an international context

Tipping differs significantly depending on the traditions and culture of services in each country.

Country	Average tip level	Cultural observations
United States of America	15–20% mandatory in restaurants	Tipping is part of the culture of service; Refusal can be perceived as offensive.
France	10–15% partly included in the service compris	Additional tips are appreciated, but not mandatory.
Italy	5–10%, depending on satisfaction	Often leave symbolically at the bar or in the room.
United Kingdom	10–12.5% (sometimes included)	In restaurants, the service fee is automatically added.
Romania	5–15%, voluntary	Since 2023, the tip is included on the tax receipt; This system is similar to the Moldovan one.
Republic of Moldova	5–10%, voluntary	It is practiced in restaurants, hotels, taxis and tourism services.

The practice of tipping in hotels

In hotels, tips are distributed by department and direct contact with guests:

- ❖ **Reception staff:** tipping is rarer, but customers can offer €2–5 for exceptional services (reservations, information, upgrade).
- ❖ **Porters and baggage:** they receive between 1 and 3 euro per piece of luggage carried.
- ❖ **Chambermaids:** can receive 1–2 euro per day, left in the room on the guest's departure.
- ❖ **Waiters and bartenders:** between 5-15% of the value of the bill, depending on the quality of the service.
- ❖ **Drivers, guides, couriers:** EUR 5-10 per round or transfer, as an appreciation for courtesy and punctuality.

In 4-5-star hotels, tips are considered **part of the premium service label** and staff are trained to receive them with elegance, without insistence.

Tip management system

In modern hotels, tips are managed through **collective and internally regulated systems** to ensure transparency and fairness.

➤ **Individual system (direct)**

The client offers the personal tip to the employee, without the intervention of the administration.

Advantage: Direct and personalized stimulation.

Disadvantage: possible large differences between employees and internal tensions.

➤ **Pool system**

All tips are collected in a common fund and redistributed proportionally among the employees involved (reception, floor, restaurant, maintenance).

Advantage: equity and team solidarity.

Disadvantage: dwindling individual motivation if redistribution does not reflect actual performance.

➤ **Mixed system**

Part of the tip remains with the employee and the rest goes into the joint fund.

It is most common in large hotels in the Republic of Moldova, Romania and Central Europe.



Code of Ethics for the receipt of tips

In modern hotel establishments, the behaviour of employees regarding tips is regulated by

Internal Code of Ethics, which provides:

- accepting the tip only as a voluntary gesture of the customer;
- prohibition to claim directly or indirectly rewards additional;
- Discretion and politeness in receiving the tip ("Thank you, it was a pleasure to serve you");
- mandatory reporting of collective amounts (in the case of joint funds).



Compliance with these rules contributes to maintaining the professional image and creating a climate of trust between staff and management.

Tipping policy in higher category hotels

International hotels (Radisson Blu, Hilton, Marriott) apply **standardised tip policies**:

- no direct cash tips are accepted;
- customers can voluntarily add an amount to the bill, which is declared for tax purposes;
- the fund collected is redistributed on a monthly basis based on the performance review;
- staff are trained to provide excellent service **regardless of tips**.

This approach professionalises the customer-employee relationship and contributes to the image of **transparency and integrity** of the unit.

Practices and examples in the Republic of Moldova

1. **Hotel Radisson Blu Leograd (Chisinau)** – uses the mixed system: 60% of the tip remains with the employee, 40% goes into the collective fund of the team.
2. **Hotel Bristol Central Park** – applies the taxed tip, shown separately on the tax receipt (between 5–10%).
3. **Hotel Codru and Jolly Alon** – redistributes the tips collected on a monthly basis according to the ratings in the customer rating.
4. **Hotel restaurants (Smokehouse, Propaganda Café)** – promote transparency: tips are statistically displayed on internal billboards.

Tipping, although it seems a simple and spontaneous gesture, is a **complex element of the culture of services** and a **significant component of the motivation system in the** hotel industry. It reflects the recognition of the human value of work, rewards kindness and contributes to staff loyalty.



QUESTIONS AND SITUATIONS:

1. Explains what tipping is and what its main functions are in the hotel industry.
2. Analyzes tip regulations in the Republic of Moldova and their role in the transparency and fairness of distribution.
3. Compare tip practices in different countries and explain how local culture influences the level and way tips are awarded.
4. It presents the main tip management systems in hotels (individual, collective, mixed) and argues the advantages and disadvantages of each.

Learning Outcome 7: Documents for the internal regulation of hotel activity

Contents

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After completing these learning outcomes, students will be able to:



...know:

- to know the organizational structure of a hotel company and the role of each department;
- identify the functional responsibilities of the main categories of employees in the hotel;



...understand:

- the importance of the hotel's internal organization for ensuring the quality of services;
- the link between the responsibilities of each employee and customer satisfaction;



...may:

- to draw up a job description adapted to a hotel department;
- correctly apply the rules of professional and ethical behavior in relation to clients and colleagues;
- collaborate effectively with other departments to achieve the objectives of the hotel.

7.1 Organisational structure of the hotel company

The organisational structure of a hotel company must ensure that its objectives (meeting basic needs, shelter and food) and other needs, wishes and preferences of its guests are met in a high quality and economically efficient manner. In the opinion of specialists in the field, the activities carried out in a hotel can be classified according to several criteria, resulting in the following groups.

Depending on the customer contact involved in the activity, we can talk about front-office activities that involve direct customer contact and back-office activities that usually involve bureaucratic, office activities: front-office (reception), first-floor and food service.

Basic departments, accommodation (front-office and floor) and catering, plus the administration department and an ancillary services department.

Operational activities which involve the direct provision of hotel services and are the subject of the accommodation department, the food department and other directly providing services and departments (telecommunication, organisation of banquets and conferences in meeting rooms, beauty salon, health centre, tennis court, etc.), and functional or support activities which do not take the form of the provision of services but which are indispensable to the proper functioning of the hotel, being provided through the general/administrative and financial administration and management department, the marketing-sales department and the energy department, and maintenance/technical covering the functions of administration, control, marketing, maintenance, possibly animation. As far as the organisational structure of a hotel is concerned, the central idea to keep in mind is that there are no two identical hotels and the organisational chart is therefore specific for each hotel. The organizational structure of a hotel represented by its organizational chart consists of all persons and organizational subdivisions. Due to the variety of services offered, the differences in hotel capacity and the scale of its activities, the organisational structures will differ on a case-by-case basis.

A small hotel can have, in addition to the two basic departments of accommodation and food, an administrative department (see Figure 1.1.).

Figure 1.1.Organisation of a small hotel with a maximum of 10 employees

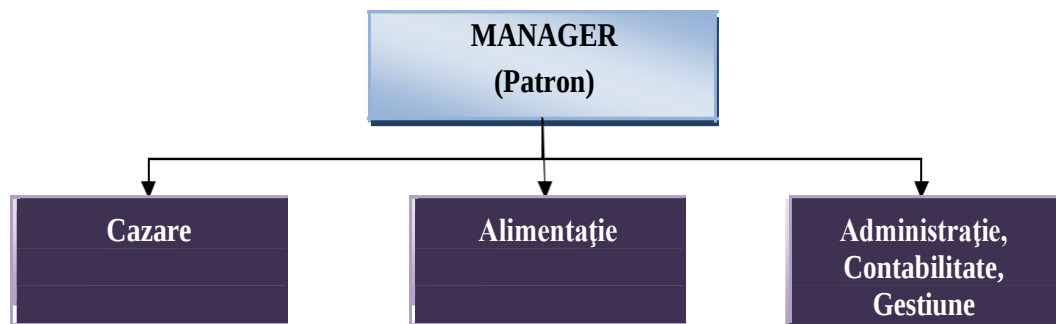
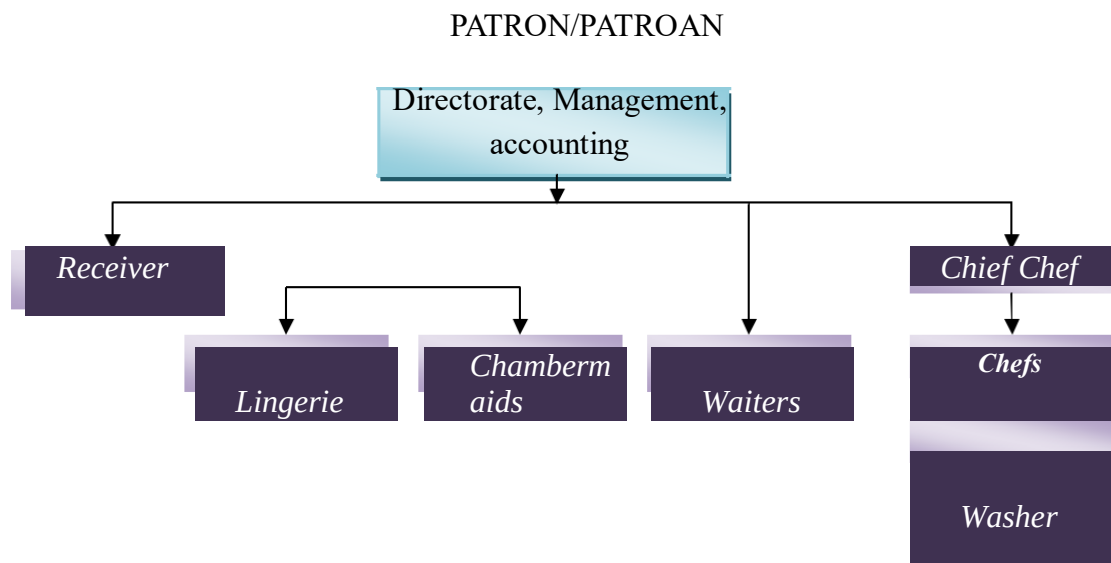


Figure 2.1. Positions and functions related to a hotel with 10-49 employees



Source: Lupu, N., 2010, *Hotel – Economy and Management*, 6th edition, All Beck Publishing House, Bucharest

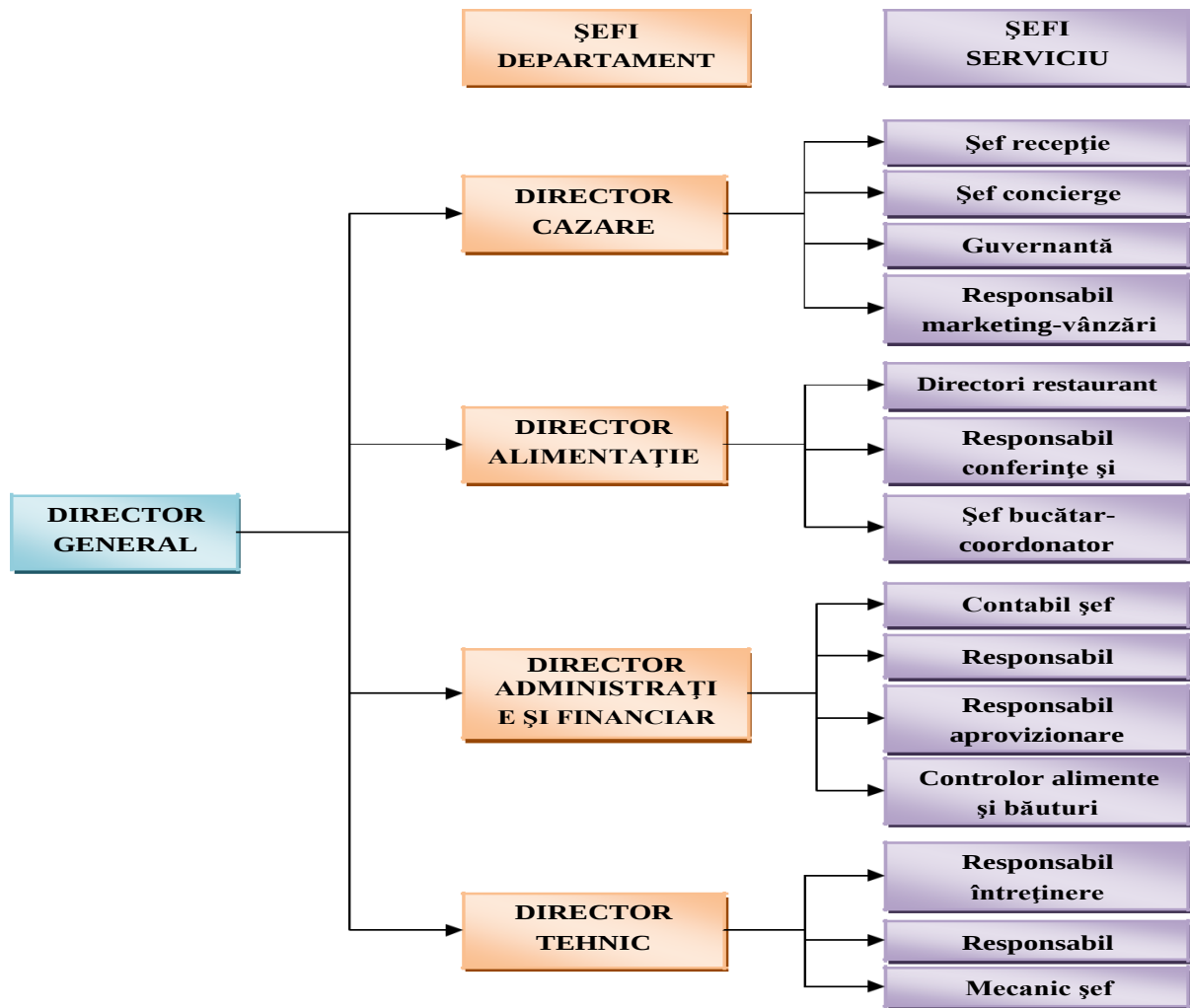
The complete organizational chart, which reflects all the departments and functions that can be held within a hotel enterprise, is that of a large hotel. As can be seen in Figure 3.1., with the increase in the number of employees, the trend is to eliminate their polyvalence.

Comparing the three organisational chart models, we can conclude that what distinguishes a large hotel from a small hotel is mainly the scale of the activities and not the activities themselves, which are also present in their entirety. In principle, the higher the hotel classification, the more staff. Also, in a large hotel the staff is strictly specialised, while in a small hotel an employee performs several activities.

The organisational subdivisions of a large hotel are represented by departments, which in turn group services consisting of groups of workers carrying out homogeneous or complementary operations. A

service may consist of several departments , structured in offices, sections , etc., depending on the activities carried out.

Figure 2.1. Model of organization chart for the management of a luxury hotel with 300-500 rooms



Source: Lupu, N., 2010, *Hotel – Economy and Management*, 6th edition, All Beck Publishing House, Bucharest, p.55

The organisational structures of the various hotel companies and their levels of subordination also differ according to the management strategy of the owner, owner or manager of the hotel. In the case of a company with several hotels, business activities are often concentrated at company level and business activities are carried out at the hotel. Each department, service and department works inter-conditionally with the others, the key to the success of the hotel being to ensure a harmonious and effective working environment in the relations between these components.



QUESTIONS AND SITUATIONS:

1. Does it explain why the organisational structure of a hotel should be adapted to its size and capacity?
2. Does it explain why front-office activities are decisive for the hotel's image compared to back-office activities?
3. Analyze the advantages and disadvantages of polyvalence of employees in a small hotel?
4. It argues why, with the expansion of the hotel, there is a need for an increased specialization of staff?
5. Does it argue the importance of a clear organizational chart for the efficient operation of a hotel, regardless of its size?

7.2 Functional responsibilities of hotel employees

The operational activities carried out within a hotel are those activities which involve the direct provision of hotel services and which are the subject of the accommodation department (front-office and lobby), the food department and other services and departments directly performing services.

With the exception of very small, family-run hotels, the operational activities of a hotel are carried out in the framework of services or departments, as follows:

***The front-office service** is the central nerve of the hotel, providing, with the exception of the restaurant, the only contact between the hotel's customers and its staff. The front-office service together with the floor service form the accommodation department. Front-office activities take place at the entrance hall, the focal point to which all services in a hotel converge. The core tasks of the front-office are: reservations, reception, lobby, billing house and telephone switchboard. Depending on the hotel's accommodation capacity for front-office activities, different types of organisation are recorded. A complex reception area is organised in large hotels, integrating most of the reception, lobby and invoicing functions, led by the front-desk manager. This is intended to ensure that all workers are able to work in a balanced way and avoid waiting times for customers. In conditions of non-compartmentation, in small hotels the use of the term 'front-office' is superfluous; the use of the classic 'reception' is sufficient. However, where the reception itself is only one compartment among others, the use of the front-office avoids confusion.*

As mentioned above, when referring to the organisation chart of a hotel, the organisation of the front-office service differs from one hotel company to another. In Table 1.1., we can see the differences in the division of the front-office service by category of hotel.

Table 1.1. *Front-office service functions, differentiated by categories of hotels*

The small hotel	Average hotel	The Grand Hotel
	Head of Reception	Head of Reception
Receiver	Receiver	Receiver
		Booking Agent
	Telephone assistant	Telephone assistant

		Şef concierge
	Concierge	Concierge
		Cashier
		Invoicer
	Groom	Groom
	Commissioner	Commissioner
		Luggage man
		Voiturier
		Lifter
		Night Service Officer
		Night telephonist
Night watchman/night receptionist	Night watchman/night receptionist	Night watchman/night receptionist
	Night Concierge	Night Concierge

Source: Lupu, N., 2010, *Hotel – Economy and Management*, 6th edition, All Beck Publishing House, Bucharest, p.51

Housekeeping. The maintenance of rooms is of great importance in the smooth running of the hotel, so the first floor service is the very essence of the hotel's activity. This department ensures the comfort and hygiene conditions within the accommodation unit.

The first floor service provides day-to-day maintenance, fitting-out and cleaning of areas of individual (rooms) and communal use (colours, hallways, shared sanitary facilities, but also meeting rooms or multifunctional rooms). Housekeeping also provides complementary services such as the maintenance of clothing and footwear.

The division of the first floor service is also carried out differently depending on the category of classification of the hotel, like the rest of the services, as can be seen from Table 2..2.

Table 2..2. Functions specific to the floor service, Differentiated by category of hotel

The small hotel	Average hotel	The Grand Hotel
		Head of Government
	Governor	Governor
Chambermaid	Chambermaid	Chambermaid
	Valet	Valet
		Lingerie boss
Lenjereasa	Lingerie	Lingerie
Cleaning team	Cleaning team	Cleaning team
or housekeeper	or housekeeper	Housekeeper
		Head of Technical Service
	Maintenance worker	Maintenance worker
Cafeteria	Cafeteria	Cafeteria

Source: Lupu, N., 2010, *Hotel – Economy and Management*, 6th edition, All Beck Publishing House, Bucharest, p.71

Department of Food. *The activity of the food department is carried out at the level of the production areas (kitchen, food processor, confectionery-pastry laboratory) and serving areas (serving rooms, bars). In a hotel, a kitchen can serve several food units, perceived as such. In other cases, the hotel may have a 'central kitchen', i.e. a 'main kitchen' and a 'satellite kitchen'. The functions and number of staff differ according to the capacity and comfort level of the restaurant as follows:*



Answer the following questions:

1. Does it explain why the front-office service is considered the 'central nerve of the hotel' and explain its impact on the guest experience?
2. Does it explain why the organisation of the front-office differs between small, medium and large hotels and justifies the need for this differentiation?
3. Does it explain why the food department needs to be adapted to the capacity of the hotel?
4. Analyze why collaboration between front-office and floor service is crucial for delivering efficient hotel services?
5. Does it analyze the role of food service staff in creating the overall image of the hotel?

7.3 Functional responsibilities of hotel employees

The activity of a hotel is based on a clear and well-structured organization of employees' responsibilities. Each position has a clear role, which contributes to the proper functioning of the entire unit and customer satisfaction. Functional responsibilities are not only daily tasks, but also a set of rules, standards and behaviors through which employees ensure the quality of services. Overall, the functional responsibilities of hotel employees complement each other. Every employee, regardless of function, contributes to customer satisfaction and the reputation of the unit. Professionalism, responsibility and collaboration between departments are the key to success in hotel business.

General Manager of the hotel

- Coordinates the entire activity of the hotel and represents the institution in front of customers, partners and authorities.
- Determine the strategic objectives and budget of the hotel.
- Supervises the work of departments (reception, accommodation, catering, cleaning, maintenance).
- Ensures compliance with quality and safety standards.
- Recruit, train and evaluate management personnel.

Receptionist / Head of Reception

- Represents the hotel's image in relation to customers.
- Receives, records and assigns tourists to rooms.
- It provides information about the hotel, services and attractions in the area.
- Solve customer complaints in a professional way.
- Collaborates with the departments of housekeeping, restaurant and accounting.

Reservation staff

- Manage accommodation requests by phone, email or online platforms.
- Update the room reservation and occupancy system.
- Negotiate rates and promotional packages.

- Works with travel agencies and booking platforms.



Catering staff (restaurant, bar)

- Waiters – take orders, serve customers, maintain hospitality standards.
- Kitchens – prepare menus according to recipes and hygiene rules.
- The head of the restaurant / maître d'hôtel – coordinates the work of the dining room and the relationship with customers.

Technical and Maintenance Department

- It deals with the proper functioning of the installations (electricity, water, heating, air conditioning).
- It intervenes quickly in the event of technical failures.
- Keep hotel spaces in good condition (pool, sauna, elevators, gardens, etc.).

Security Department

- Supervise hotel access and customer protection.
- Monitors alarm, fire and camera systems.
- It intervenes in emergency cases.

Economics and Accounting Department

- Manage hotel receipts and payments.
- Prepare financial reports.
- Track your expenses and income.
- Collaborate with the general manager in establishing the budget.

Housekeeping (rooms, floor supervisor)

- Maintains the cleanliness and hygiene of common rooms and spaces.
- Change the linen and towels according to the standards.
- Report faults or objects forgotten by customers.
- The floor supervisor checks the cleaning standards and assigns the tasks to the maids.



Human Resources Department

- Select and hire the right staff.
- Provides training and motivation to employees.
- Monitors compliance with labour legislation and health and safety rules.



QUESTIONS AND SITUATIONS:

1. Argues why the role of the general manager is decisive for the success of a hotel and how does it influence collaboration between departments?

2. Analyze the importance of collaboration between reception and housekeeping and argue how this affects the customer experience?
3. Explains why technical and security departments are as important as those working directly with customers, contributing to the satisfaction and safety of guests?

Learning Outcome 8: The Psychology of Service in the Hospitality Industry

Content

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8.1 Attractive communication techniques used to identify customer needs

The objectives of the Communication are: *Receiving the message sent using : hearing, seeing, reading; Understanding the received message; Acceptance of the message; The challenge of a reaction usually characterized by an action.*

Identifying customers' needs and expectations requires a good knowledge of the communication techniques, both verbal and written and subtle, of the various 'signals' transmitted by customers.



Hotel communication could be defined as an exchange of messages between persons and/or sectors, compartments, for the purpose of accurate information or the transmission of information.

The techniques and means of communication are:

- Direct communication (dialogue);
- Phone call;
- Written communication;
- Internet communication;
- Communication by fax;
- Communication by correspondence.

Direct communication

This type of communication is used daily in customer relations, but also in relationships with colleagues and superiors. Sending the message in this case requires the right words, addressed to the right person, at the right time and accompanied by the right paraverbal and nonverbal communication.

Direct communication is therefore a way of conveying the message by:

- Language (verbal communication): appropriate vocabulary, suggestive words and phrases, presented in a professional manner, avoiding specialised technical terms: (approximately 7% of the message is sent);
- tone, diction, speed, rhythm (para-verbal communication): adequate tone, clear to express requests, appropriate pace (not too fast, but not too slow), good diction: (approximately 38% of the message is sent);
- Body language (non-verbal communication): (approximately 55% of the message is sent in this way) via:
 - physical and clothing;
 - position of the body;
 - distance from the interlocutor;
 - mimicry and gesture used in parallel with language.

Telephone communication

The physical and clothing attire reflects the attitude towards oneself, the profession and the clients. That's why you have to pay constant attention to it.

The mimicry must be natural, accompanied by a professional smile, a discreet look, without excessive gestures (unnecessary, affected, violent gestures)



It's good to know

Gestics and body position can betray a state of nervousness or show an open attitude towards the client, as follows:

- Hitting the table: nervousness, denial.
- Shaking of the body: Uncertainty, denial.
- Crossing of hands: Fear, insecurity, defensiveness.
- *Hands in the hip: offensive attitude.*
- Elbows on the table: relaxation, disrespect, insecurity.
- Arranging the outfit: uncertainty.
- Hair arrangement: emotionality.
- Hand rubbing: emotionality.
- Forefinger pointing at a person: offensive attitude, intimidation.
- Balance of the body: impatience, fatigue.
- • The game with different objects: Lack of concentration.

Other **recommendations** include:

- *Answer after a maximum of three calls, indicating the unit you represent and greeting.*
- *Avoid formulas such as: Hello, I'm listening to you; uses: 'Hotel/restaurant X, Hello, how do you*
- *can we serve (help)?'.*
- *He's smiling! The interviewer doesn't see the smile, but he feels it in his voice.*
- *Listen carefully to the interlocutor without interrupting him; If you have any questions, ask questions at the end.*
- *Write down the essentials.*
- *Play the content of the message.*
- *Use the courtesy formulas.*
- *If you need to ensure a connection, do not let the interlocutor wait too long, come back with a solution.*
- *He's waiting to close or confirm that he understands.*
- *Do not interrupt the interlocutor.*
- *Phone calls should be short and concise.*
- *Do not ask for the name of the interlocutor unless necessary (e.g. to leave a message).*

Written communication

This type of communication is carried out:

- *Through documents;*
- *Through a communication system;*
- *Through advertising/information materials, maps or sketches made by staff.*
- *It involves the transmission/receipt of information by means of written documents: correspondence, faxes, e-mails, etc. have the advantage of a longer drafting and drafting time, which ensures greater accuracy.*
- *Allows the retention of information for a longer time, is also a proof of the information communicated.*



However, written communication has the disadvantage of depersonalising the lack of visual contract; or

hearing with the interlocutor, thus not being able to follow their reactions. As a result, the only means of attracting and gaining trust are: selecting the right words and writing style, putting text on the page, ordering ideas.



Communication by fax



E-mail communication



Communication by correspondence



QUESTIONS AND SITUATIONS:

1. Does it explain why nonverbal communication is considered the most influential form of communication in the relationship with the client?
2. Why is it important for the employee to answer the phone in a maximum of three calls and use a professional greeting?
3. Argues why direct communication requires the correct use of verbal, paraverbal and nonverba language?
4. Explains the advantages of written communication in the hotel business and why it can provide greater accuracy?
5. Analyze how certain gestures (e.g.: Crossing hands, hitting the table, arranging hair) can change the customer's perception of the employee?

8.2 Types of customer needs manifested in reception facilities

The market success of a hotel also depends to a large extent on the efforts it makes to understand and meet the needs and expectations of all its customers, both current and potential.



Have you wondered...?

- What are the needs of a hotel's customers?
- What does a customer expect from a hotel?
- What if all customer needs and expectations are explicitly expressed?
- What happens when needs are not met or expectations are not met?

Man is a complex being, with multiple needs, differentiated from one individual to another, so it is quite difficult to synthesize human needs.

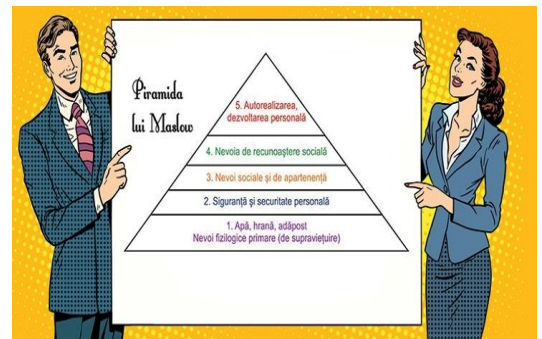
However, psychologists have tried to identify and prioritize human needs.

One of the most well-known theories of the hierarchy of human needs is the 'Maslow's Motivational Pyramid'.

The need represents all the needs of goods and services

According to this, human needs are ranked as follows:

- Physiological needs: hunger, thirst, rest, etc.;
- safety needs;
- social needs: belonging, affection, etc.;
- Needs for Ego Satisfaction: Prestige, recognition and fame;
- Self-realisation: self-satisfaction.



As a result, the needs of guests accommodated in a hotel unit can be:

- concrete: physiological, comfort and safety needs, the satisfaction of which is to a large extent determined by accommodation or food conditions.
- psychological: the needs of esteem, respect, information, satisfaction being determined especially by the behavior of those around, both hotel staff and other customers.

In order to ensure the satisfaction of the customer, it is necessary to meet both categories of needs.

To feel fulfilled, better and better	Self-fulfillment (self-satisfaction)	▪ Live a different, enjoyable, authentic experience ▪ Have a choice: a variety of room types, each with individual design, rather than standard rooms; services tailored to customer segments ▪ To be pleasantly surprised, to always benefit from something new, different, to meet his needs and even exceed his expectations ▪ Feel truly valued and ‘listened to’ in the hotel by encouraging suggestions
Be respected, treated with consideration, receive appropriate treatment as a guest	Value needs (self-respect, recognition)	▪ Benefit from personalized services ▪ To be recognized as an individual person, not as another client in a certain number of clients: smile, eye contact, naming, retaining room number, preferences, etc. ▪ Let his particular desires and concerns be satisfied ▪ Provide assistance in solving problems
To feel that it is expected, well received To have the possibility to integrate in the hotel, to get in touch with the other clients of the hotel	Social needs (membership of a group)	▪ Make it easy to navigate: good indoor and outdoor signaling of the hotel ▪ The reputation of the hotel ▪ Receiving products ▪ Quality of reception ▪ To integrate easily in the hotel (the hotel to ensure a homogeneity of the clientele, to represent a place where they can interact with the hotel staff and where they feel at home)
To feel safe, both he and his personal belongings: those in the room, the personal car To be able to maintain good health	Safety needs	▪ Provide optimal security and safety conditions: - security systems installed inside and outside the hotel: - key system/door locks, cameras/careful surveillance of persons entering the hotel - guarded/supervised parking - safe equipment (avoiding accidents inside the hotel) - Healthy eating (in higher category hotels, wellness)

Sleep well/rest well, To relax, Eat well, To ensure personal hygiene	Physiological needs (hunger, thirst, sleep/rest)	▪ To meet the basic expectations of customers: - Clean room with a comfortable bed with a pleasant temperature, fresh smell - Good food - Bathroom/sanitary group with optimal functionality
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QUESTIONS AND SITUATIONS:

1. Argues why satisfying both concrete and psychological needs is essential for the success of a hotel establishment?
2. Explains why Maslow's pyramid theory is relevant to identifying the needs of customers in a hotel?
3. Does it justify the importance of meeting the client's self-fulfilment needs, even if they seem less 'necessary' than physiological ones?
4. Does it analyse why safety needs are decisive when a customer chooses or evaluates a hotel unit?
5. 5. Argues why respect, recognition and personalized addressing strongly influence customer satisfaction?

8.3 Receiving and resolving customer complaints

Receiving complaints and complaints is one of the most difficult situations that hotel staff have to manage, due to the effects it has on everyone involved: client, personal, hotel image.



Impact of Customer Complaints and Complaints:

- Loss of the customer and with it, loss of the opportunity to serve him better;
- Negative image of the organization;
- A dissatisfied customer informs 35 people (friends, acquaintances), which leads to the loss of other potential customers.

On the other hand, a satisfied customer:

- He'll be back in the hotel.
- He will recommend the hotel to his friends and acquaintances;
- Will use other services of the hotel;
- Appreciate the hotel staff and treat them with respect;
- Thus, profits will increase.

Both the complaint and the complaint are an expression of the customer's dissatisfaction with the quality of the products and services provided; however, while the complaint aims at *informing the staff* in order to solve the problem in question, the complaint aims at obtaining compensation.

Dissatisfied customers have various reasons that lead them to make complaints or complaints: some have unrealistic expectations, others simply have an indisposition, but many of them have good reasons.

Complaints and customer complaints can be classified as follows:

- Complaints about equipment (failure to operate properly): air conditioning, lighting, heat, water supply, furniture, elevator etc.
- Complaints about staff behaviour: Inappropriate language, inappropriate lines, indifferent attitude, etc.
- Complaints about the quality of the services provided: the allocation of rooms without taking into account arrival orders, misallocation of the room, delays in the provision of services such as: sending messages, transporting luggage, waking up, handing out correspondence or even omitting to provide them, etc.
- Complaints about unexpected events: unfavourable time which prevents the carrying out of activities or the continuation of travel, the impossibility of booking seats in the means of transport, rooms, etc.



It is difficult for a hotel to handle such complaints, as they do not depend on the reception. However, hotel staff must try to find alternatives that help solve problems or solutions for spending time so that they perceive this unforeseen event as a welcome one.

The key to success

With this in mind, we propose 7 key steps to resolve customer complaints and complaints:

- Listen and identify the problem (repeat to make sure you get it right).
- Thank the client for bringing the situation to your attention.
- Apologize: I regret the unpleasant situation in which you have been placed. This is not the time for reasons, justifications or blaming others.
- Discuss with the client the main ways to solve the situation and ask for agreement on the solution that best benefits the client.
- Act quickly to find the solution. It links the solution to the departments involved, while the other workers are also to some extent responsible.
- Make sure that the customer is fully satisfied with the solution found. He asks directly if he felt helped and if the problem was solved in his favor.
- Register the complaint/complaint to prevent similar situations in the future and improve the work of the front office.

Behaviour of the worker in case of complaints

Being a situation that requires a lot of tact on the part of the concierge worker or receptionist, this procedure must also be accompanied by appropriate behaviour.

- Keep calm, regardless of the form of manifestation of the client.
- Empathy and reassure the client, in order to be able to determine exactly what the problem is.
- Actively listen and note the reported problem.
- Avoid interrupting the client in reporting the problem (otherwise they will feel frustrated and angry); Don't blame yourself for blaming someone else.
- Ask the key question: "Are there any other problems besides this?"
- Avoid taking it personally.

Did you know that?

- Almost 95% of customers who have made a complaint will return if they were satisfied with how the problem was solved.
- 35% of those who were dissatisfied will return, but most will promote a negative image of the hotel.

Therefore, the best way to reduce complaints is to continuously improve your knowledge and skills in customer relations and to have the right attitude in relation to customers.

Actions to be taken to solve problems



In some cases, customers may suggest actions to be taken to solve their problems. For example, a customer who has lost their luggage will be delighted if you offer to contact the airline they traveled with instead. A customer who has a noisy neighbor will ask for a room change, etc.

It is often the responsibility of front-office staff to decide whether the action suggested by the client is possible and justified. Otherwise, the client will wait for the staff to take the necessary alternative actions to solve the problem. In this case, it is important to look for clues that clarify what the customer wants. For example, the front office staff may propose a tariff discount, but the expression of the customer's face indicates that this would not be appropriate or that the discount is too low.

Front-office staff must avoid judging the situation according to their own rules or rush to give solutions. Sometimes it's better to expect solutions and proposals to come from the customer. Many customers expect more generous offers than they need. For example, a customer may want a free extra room instead of a fare discount. Other customers may have lower claims. For example, a customer, who expects a fare reduction and is offered a complementary room in return, will probably be satisfied with this offer. The level of facilities you offer to your customers depends on the margin of manoeuvre assigned to the front desk by the hotel management.

In general, it is not a good policy to reduce the price of rooms or dishes; This would reduce the hotel's revenue. A better and more useful procedure would be to offer an additional service. If a client is very difficult and will not agree with any of the proposed measures, then his case will not have to be taken over by a member of the senior management or it will have to be understood that he is in a really difficult situation and will not be able to be satisfied. In the latter case, ask for his name and address; a carefully drafted letter inviting him to dinner or a free stay on another occasion will be well received the next day, when he will be in a better mood.



QUESTIONS AND SITUATIONS:

Explain how you will handle each of the following complaints. You need to show how you will behave and what actions you will take.

1. *A client complains at the front desk that she doesn't have any towels in her room.*
2. *A customer complains that he was not called in the morning as he had asked and missed the plane.*
3. *An angry client complains that his check-in has been uploaded. Although you explained to him that the account was checked, which is correctly drawn up, he continues to adopt a naughty attitude.*

8.4 Customer satisfaction, expressed by: verbal language, nonverbal, attitude

Verbal language

When providing hotel services, the customer's satisfaction will be at the forefront.

Verbal language is definitely different from written language, in that it offers many more means of transmitting information to the interlocutor. At the same time, the absence of the form of communication offers the opportunity to correct those previously expressed, to emphasize certain parts of it, to clarify certain ideas and to express attitudes. Basically, the forms of verbal messages take into account:

- Thinking (formulating ideas into words)
- Speech (oral communication)
- listening;
- Receiving the message of the discussion partner.

During the use of verbal language, the hotel worker must begin by deciphering the needs of the client, seeking, as far as possible, to exploit positive reactions and neutralise negative ones.

Non-verbal language

Words are not the only means of communication. According to some research in the field, almost 90% of the messages that are transmitted between individuals are without words, respectively, nonverbal communications, and only 10% is achieved through words. It has been found that in a conversation, people look at themselves 50–60% of the time. These are intentional or unintentional messages that are not encoded as written or spoken words.

Nonverbal communication can support, complement, depict or substitute a message with words. Therefore, all the non-verbal elements of the communication are of great importance in the transmission of messages. Understanding nonverbal signs is valuable in communication because of the importance it attaches to the receiver, and it can strengthen or contradict the verbal components.

Main types of non-verbal communication



Communication through the attire, position and movement of the body is a first source of information about the interlocutor. A similar communication accompanies the one with words, being unanimously accepted that the expression of the face, the gestures accompanying the conversation, the gaze and the way in which the discussion is coordinated are suggestive elements that provide pertinent information about the individual and his thoughts.

Physical characteristics are important sources of an individual's personality. We consider issues such as: height, weight hair length, combing, etc.



Clothes are also a form of communication for those around you. Clothing accessories provide certain information about the degree of culture of an individual, about his personality, being in direct relation with the aesthetic education of each individual.



Personal behaviour, i.e. a distant or familiar attitude, is a means of communication by which a person proves how he or she knows how to relate to certain communication situations. The imposition of a certain distance, of a cold towards the surrounding people, is a suggestive source of communication of the attitude towards it, while the smile, the warm handshake, the kindness are easy ways to remove the barriers imposed by certain situations, by the need to know and present it to certain people.



Verbal tics are gestures that accompany verbally expressed messages. To these is added intonation, which has an important role in the realization of communication. As a rule, expressiveness passes to be as natural as possible, in accordance with the level and type of relationships between the partners of the discussion, communication



Punctuality, the time spent expressing ideas, the time spent for the interlocutor to express his position or to make arguments are particularities that, similarly, messages that will be taken into account in the continuation of the discussions

The rules of nonverbal language that the hotel worker must take into account in order to increase the client's satisfaction are presented below:

Eye movement and eye contact

Eye contact is the most direct and powerful form of communication, as it marks openness and desire to communicate. Eye contact loses its value when forced or when there are cultural differences.

Language of Space

It refers to the personal space set by the client, the distance he chooses from the interlocutor, we can learn certain things about his personality. People feel the need for a personal space, which they interrupt towards another person.

We can identify:

- the intimate space (up to 0.5 m) is the one in which only the very close ones have access; any violation of this space causes a state of restlessness;
- social space (0.5-3 m) is the optimal space in which interlocutors are accepted;
- The public space (3-8 m) is necessary for the one who makes a presentation in front of a larger audience.

These limits are conventional, being influenced by the socio-cultural environment from which the client comes. Thus, the Anglo-Saxons prefer to keep a greater distance from the interlocutors, while the Latins are inclined to a greater proximity.

Body language

The human body speaks and sometimes says more than is verbally transmitted. Some gestures are innate, others are learned. There are certain aspects of gesture language that we need to pay attention to:

- When you shake hands with someone, you have to do it firmly.
- When you talk to someone, you should listen carefully and not show signs of boredom.
- When you talk to someone, you have to stand as straight as possible.
- When you talk, you have to keep your hands and fingers restless.

Paralympics

The tone of the voice, the height of the sound, the rhythm, the accent and the nonverbal sounds complete the spoken message.

The language of clothing



Clothing should be appropriate to the work we do. It is advisable to wear the uniform corresponding to the post, made of quality materials, in a style that will not easily get out of fashion, and some elegant accessories. It is mandatory to wear a badge.

Language of Time

Of all the resources individuals have at their disposal to carry out their work, time is the only one that is equally distributed. Time, as a resource, has several characteristics:

- it cannot be restocked or stored;
- It is consumed at the same rate: 24 hours/day, 60 minutes in one hour;
- - unused or unreasonably used time is unrecoverable. The efficient use of time implies the existence of traits such as: memory, flexibility, observation, ability to set priorities, preparation to contact and cultivate amicable relationships, capacity for effort.



Language of Silence

Through silence, people communicate approval, disapproval, discretion, reason, keeping a mystery, admiration. A worker may use silence as a means of communication when:

- disapproves of certain opinions, but does not want to argue;
- considers that it is better to remain silent on certain facts or situations;
- does not wish to disclose a professional secret;
- He doesn't want to hurt anyone.
- Time can solve a difficult situation.

Colour language



Colors influence communication, highlighting man's attitude to life and to those around him. The color of an individual's clothing tells us about their personality. The meaning of colors can differ from one culture to another: In Europe, black is the color of sadness, while in China and Japan, this feeling is expressed in white. Warm colors (red, orange, yellow) favor communication, and cold colors (grey, green, blue) inhibit it. Communication is also difficult in the case of monotony or excessive variety of colors.

Attitude

In increasing customer satisfaction, a role as important as verbal and nonverbal language is played by the attitude, respectively the way of being and behaving of hotel workers. Hotels that do not take care of their own customers, as well as old-fashioned ones, which consider that their main task is only to collect the price for accommodation, risk a lot, will not survive on this stage.

Hotel workers are responsible for customer satisfaction. In the 21st century, there is no hotel activity without customers.

Customer satisfaction depends on customer retention. They need to know that: Customer loyalty is the key to maintaining customers.



QUESTIONS AND SITUATIONS:

1. Does it argue why nonverbal language has a greater impact than verbal language in communicating with the client in a hotel unit?
2. Does it explain why the attitude of the hotel worker directly influences the customer's satisfaction and loyalty?
3. Does it justify the importance of maintaining proper eye contact when interacting with customers?
4. Does it analyze the role of the clothing language (uniform, accessories, maintenance) in creating a positive impression and in customer satisfaction?
5. Argues why the efficient use of time (punctuality, organization, rhythm of discussion) contributes to the positive experience of the client?

Disclaimer

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