

Central Asian Problems of Modern Science and Education

Volume 2020
Issue 2 *Central Asian Problems of Modern
Science and Education 2020-2*

Article 1

4-25-2020

ANALYSIS OF FOREIGN EXPERIENCE IN HOTEL CAREER ENHANCEMENT PROGRAMS

N.J. Khalimova

Master's student of Economics and tourism faculty Bukhara State University, nikakhalimova7@gmail.com

Follow this and additional works at: <https://uzjournals.edu.uz/capmse>



Part of the [Business Commons](#)

Recommended Citation

Khalimova, N.J. (2020) "ANALYSIS OF FOREIGN EXPERIENCE IN HOTEL CAREER ENHANCEMENT PROGRAMS," *Central Asian Problems of Modern Science and Education*: Vol. 2020 : Iss. 2 , Article 1.
Available at: <https://uzjournals.edu.uz/capmse/vol2020/iss2/1>

This Article is brought to you for free and open access by 2030 Uzbekistan Research Online. It has been accepted for inclusion in Central Asian Problems of Modern Science and Education by an authorized editor of 2030 Uzbekistan Research Online. For more information, please contact sh.erkinov@edu.uz.



УДК 371:351.851

ANALYSIS OF FOREIGN EXPERIENCE IN HOTEL CAREER ENHANCEMENT PROGRAMS

Khalimova Nigina Jafarbekovna
Master's student of Economics
and tourism faculty
Bukhara State University
nikakhalimova7@gmail.com

Djafarova Nigina Alisherovna
Lecturer in the department of
Tourism and hotel management
Bukhara State University
nigina0603@mail.ru

Abstract. The article explores professional development programs of Marriott hotel staff and analyzes programs such as “In the Beginning”, “Core Management”, “Passport to success”. Based on the strengths of each training program, there are suggestions for improving the skills of hospitality industry professionals.

Аннотация. В статье рассматриваются программы развития персонала в случае отелей Marriott, а также анализируются такие программы, как “In the Beginning”, “Core Management”, “Passport to success”. Основываясь на сильных сторонах каждой учебной программы, даны предложения по повышению квалификации работников гостиничного предприятия.

Annotatsiya. Ushbu maqolada Marriott mehmonxonalari misolida kadrlar malakasini oshirish dasturlari o'rganilgan bo'lib, “In the Beginning”, “Core Management”, “Passport to success” kabi programmalarning tahlili olib borilgan. Har bir trening dasturining kuchli tomonlari o'rganish natijasida mehmonxona industriyasi sohasida faoliyat yuritayotgan xodimlarning malakasini oshirish bo'yicha takliflar keltirilgan.

Key words: hospitality, professional development, foreign experience, training institutions.

Ключевые слова: гостеприимство, повышение квалификации, зарубежный опыт, учебные заведения.

Kalit so'zlar: mehmondo'stlik, malaka oshirish, chet el tajribasi, o'quv muassasalari.

Introduction: In accordance with “The concept of tourism development in the Republic of Uzbekistan for 2019-2025” under the PD-5781 of the president of republic of Uzbekistan”About measures for further development of tourism in the Republic of Uzbekistan” in August 13, 2019 several tasks are set, like “Development and introduction of new curricula and forms of education aimed at improving the system of training specialists for tourism industry” and “Scientific and methodological coordination of training institutions for tourism industry, support of consulting and training centers”. [10]

Foreign countries have a lot of experiences connected with Hospitality Training and Development programs. Over the years, because of many criteria and reasons these programs have developed and enhanced. One of these reasons is strong competition. As the quality of life of people increased, their demands and needs also developed and changed in a good way. [9]

They started to travel for a different reason and in a different way trying to choose the best conditions for their stay. As hoteliers didn't want to lose their property and flourishing business, they started to search and learn a lot of ways to boost their revenue engage more and more tourists and retain their flow. In this period, they started to recognize that the development of the hotel is not connected only with the number of employees, size or beauty of organization, but well-trained hoteliers and staff play a big role in this process. While, some hotels established huge corporations, they opened their own schools to train their employees. However, as this business boosted in Europe, there were opened training organizations and schools to teach hotel staff. Nowadays, the work of these schools developed, the quantity of their services increased and the number of hotels that use their service is boosted, as well.

Literature review: Koval Svitlana tries to determine whether Marriott Hotel Prague provides training and development programs (TDP) to their employees and analyze how the TDP contributes to their personal development. After the research author will provide suggestion for the improvement of TDP at the Marriott Hotel Prague. [2]

Sandeep Malik states the importance of training and development in tourism sector and gives recommendations about develop training programs with its business objectives or goals, keep in mind that it is the era of globalization where competitiveness is urgently required and it is very essential for the success of tourism business. [6]

According to Wajdi Milhem. Khalil Abushamsieh. Maria Nieves Pérez Aróstegui, the attention of training field must give more focus not only because the training activities are so expensive but also because the effects of training are very important to organization and to the employee in the same time. [7]

Research methodology: This study analyzed the programs and methods used to improve the quality and effectiveness of service sector and the provision of services in the hotels of the Marriott International hotel group and idioiT Consulting training and development company. As an example, training programs such as “In the beginning, Core Management, Passport to success” were given. All programs were studied thoroughly and step by step, all sides of the training were analyzed in order to subtract the best sides for adaptation in local institutions and get the best results. [8]

Analysis and results: Among a big number of foreign training and professional development organizations “*idioiT Consulting*” is very influential training and professional development organizing for Hotel and Restaurant staff. The Hospitality professionals and experts have experience of more than 15 years in this sphere and industry which is highly essential for the employees and tourism service industries that want change their work for better. Professionals of the organization love to train the staffs through OTJ (on the job training) technique with emphasis on Team Building & Morale Boost Up.

Services of the organization:

- Consulting
- Training
- Recruitment

Training departments:

- F&B Service
- F&B Production
- Front Desk

- Housekeeping
- Maintenance
- Accounts, Purchase & Store

Training sessions can benefit both for employers and employees. For instance, employers can get reduced guest complaints, reduced advertisement costs, reduced attrition rate, increased guest loyalty, resulting in more guest footfalls, better team coordination, word of mouth publicity, economies of scale. In this way, high morale, improved personality, in sync with organizational goal, enhanced guest handling efforts, reduced communication gap are influential factors that can embrace personnel.

Training modules of the organization are divided into followings:

- Soft skills & grooming – best suited for entry level staff
- Motivational sessions – modules for HOD's and entry level staff
- Team building games – best suited for HOD's and their staff
- Time management techniques – for all level of staff
- Service standards – for front office, housekeeping, f & b service, f & b production, engineering, head of the departments.

Training program consists of eight steps:

Step1: Understanding of Client's Requirements

Step2: Ghost Audit & Submission of Assessment Report

Step3: Sending of Proposal & Go ahead

Step4: Customization of Training modules as per Requirement

Step5: Finalization of Training Calendar

Step6: Imparting of Training Sessions

Step7: Evaluation & Measurement of Impact

Step8: Take Corrective actions in case of deviation

The organization always uses new approaches in accordance with training methodology. For instance, on the job sessions, video sharing, role plays, power point presentation, team building games, easy to go hand-outs the fundamentals that can be seen in every training lesson.

There are a plenty of hotels worldwide that organize and manage their own special professional development program. In order to excel among competitors, make their service better and high quality, engage and hold a lot of loyal customers training programs are created and differ from one another. However, among these hotels, Marriott International hotels group plays very important role, as they have wide range of training and development programs that vary from one another in different way.

Marriott Int., Values:

- ✓ Put People First
- ✓ Pursue Excellence
- ✓ Embrace Change
- ✓ Act With Integrity
- ✓ Serve Our World

Every value has its own deep meaning. For example, ‘Put people first’ means to care about them, for this reason, Marriott provides training and development for their employees, which will give the “associate the opportunity in the planning their future career”.

One of the main and highly essential training programs is “*In the Beginning*” program. This is the training programs for all new employees, both management and non-management ones. The program consists of three parts:

1. Orientation
2. Chapter2
3. Plot thickens

-*Orientation*. This is process by which new hired employees are introduced to the organization`s philosophy, values, norms and culture. Orientation program it is also the first training that each employees can experience. This training should attend all employees in the “first week on the job”. The program content includes an introduction to the company (history, value, culture etc.), brand information, safety and security, service offering etc. Furthermore, every employee in a day of signing working agreement gets the “Associate Handbook”.

- *Chapter 2*. Associates can`t start with Chapter 2 if they did not fulfill ‘Orientation’.

This training can be completed in 60 days after hiring. Moreover, this training form upon guest service skills – “maintaining rapport, dealing with challenging guest, service excellence etc.”

- *Plot Thickens*. After the completing first two parts employee can continue with the third part of this training program. This module can be completed in 90 days and consist of several training such as goal setting, action panning, teamwork etc.

Once “In the Beginning” program will be, completed non-managerial staff can continue with the technical training such as “Passport to Success” program, which focused on the “Operational and F&B departments”. Whilst, “Getaway” program concentrated on other departments such as “HR, Sales & Marketing, Finance departments”, etc.

However, managers can continue their TDP with the “Core Management” training program. Furthermore, according to Training Manager those supervisors or managers who don’t have managerial experience have to complete the ‘Essential skills’ training program and just after completing this program they allowed to start the ‘Core Management’ training.

Another very important training program is ‘*Core Management*’.

Core Management program is aimed to develop Marriott associates. According to J. Willard Marriott’s philosophy “People are number one – their development, loyalty, interest and team spirit”. The Core Management program consist of 3 levels, each level includes several training, which conducted in groups of 20-25 participants and include “extensive group interaction”.



Figure1: levels of “Core Management” program**Source:** done by authors

This is an internal program, however, according to Training Manager, in the case of “7 Habits” of Level 1, this is based on a license of Steven Covey, the author of this module, which has been licensed and published in a book as well.

Enrolling into a module requires a discussion with the supervisor who will recommend which course best fits the needs of the employee.

Moreover, in the interview Training Manager emphasized that *“each manager should have one core management training per year”*.

Furthermore, the Director of the Sale & Marketing states that *“core management training really in necessity to have covered in order to becoming in certain role “and that this kind of program which is “part of the personal development plan of the associates”*.

As result, Core Management training supports for the development of the Marriott leaders, who will continue to carry on the philosophy and believes of the Marriott International. [2]

‘Passport to success’ is one of the main training programs that has been established for hotel employees in order to develop their skills and job techniques by Marriot International hotel group. Another reason of the development of the program is to help for developing professionally, be ready to job challenges, and support staff for their future growth. “Passport to success” program’s content is the result of broad and comprehensive research and was established by knowledgeable managers of the sphere.

A core of the training program is the Associate Development Plan which will be created in conjunction with each department manager and the Human Resources Department. This document’s purpose is to outline the training path which will ensure excellence in their current position, and could lead to future positions based on the associate’s personal and professional goals. To assist with guidance during this program the associate’s manager will provide the associate with their own Passport booklet.

The program is consisted of stages. First stage or Level1 includes the fundamentals of Hospitality and Service, emphasizing the importance of the standards and principles that comprise the heart of the Marriot culture. After graduating Level 1, students will be able to start more broad and complex lessons “Level 2 and up” which will help them to master their chosen profession.

Department heads will be provided with special training materials which they will use during the lessons; furthermore, they will get additional references to study more besides the lessons to have comprehensive knowledge and skills connected with their job. After graduation of each Level, department heads will receive Passport booklet with the stamp of gold seal. It will be presented with a Certificate of Accomplishment.

When it comes to our country, there is no any special program for all hotel employees and no any time for providing it. However, there are some special governmental training programs that are conducted by Republican Center for Training and Professional Development in the sphere of tourism under the State Committee for Tourism Development, but, as far as I’m concerned, in order to get excellent service quality in hospitality business we must try hard to establish suitable training and development programs by observing foreign experience.

Conclusion: As our tourism industry is developing day by day, it’s highly essential for hoteliers to improve their service quality that is being delivered by their hardworking staff. By learning most effective foreign experiences, we should organize special systems and methods of career enhancement that can be big path for the national modern hospitality industry of our country. According to this situation the following conclusions were made and recommendations developed:

1. Hoteliers ought to determine :

- What to teach?
- Whom to teach?
- When to teach?
- How to teach?
- Training budget?

2. The best career enhancement methods that can be suitable for our region

(on-the-job training, off-the-job training, internship training e.t.);

3. Establish sample plan of training program using one of the training methods (for instance: evaluation& introduction process which covers 5 days, occupation process which covers 20 days and examination& evaluation process covering 5 days).

References:

- [1] Amstrong, R., Connie, M., Go, F., The Importance of cross-culture expectations in the Measurement of Service Quality Perceptions in the Hotel Industry, Int. J. Hospitality Management 2017, vol. 16, No 2, pp.181-190.
- [2] Koval Svitlana. Employee Training and Development. Institute of Hospitality Management in Prague. 2015-p.22-25.
- [3] Michael Armstrong 1992. Human Resource Management Strategy & Action. London. Kogan Page.
- [4] Mukhles M Al-Ababneh. Service Quality in the Hospitality Industry. Journal of Tourism and Hospitality 2016,6:1.
- [5] Mukhles M. Al-Ababneh. Employees' perspectives of service quality in hotels. Research in Hospitality Management 2016, 6(2): 189–193.
- [6] Sandeep Malik. Importance of training and development in tourism industry. International Refereed Journal of Reviews and Research 2018,vol.6
- [7] Wajdi Milhem. Khalil Abushamsieh. Maria Nieves Pérez Aróstegui. Training Strategies, Theories and Types. Journal of Accounting – Business & Management vol. 21 no. 1 (2014) 12-26.
- [8] <https://www.hotelmanagement.net/human-resources/hr-marriott-employee-training-and-development-program> [14.01.2020]
- [9] <https://uzbektourism.uz/ru/newnews/gup?id=2> [05.01.2020]
- [10] <https://lex.uz/docs/4474527> [02.02.2020]