

觀光餐旅個案分析 試題 (限用答案本作答)

Room Service, Please

Steven, an emigrant from Peru, is a room service waiter at a AAA Five Diamond luxury hotel in Washington, D.C. Guests in this hotel desire excellent service in elegant surroundings, not only the "best" service on a scale relative to other hotels, but "flawless" service on an absolute scale. Steven has been in his position for nearly 10 years, the second-longest tenure in the room service department. He is highly skilled in his profession, works hard, and has both an excellent command of the English language and superior attention to detail.

Within the room service department there is a distinct division of duties. The room service cashier receives guest orders, either by phone or via doorknob cards collected by the night staff. The orders are written down by the room service cashier and then passed on to both the kitchen staff and the waiters. Cashiers receive virtually no training and little on-the-job coaching or support. There is only one cashier assigned per shift, regardless of variability in demand, and therefore the cashier is frequently overburdened at peak times. The cashier's only official duties are to take telephone orders and operate the point-of-sale system. During slack times when the cashier has nothing to do, managers frequently assign him or her to other duties within the department. If a rush occurs when the cashier is away from the station, the phone may go unanswered and room service orders can easily fall behind.

Room service waiters assemble the carts and pick up the meals from the kitchen, deliver the meals to the guest room, and return the signed guest receipt to the cashier. Until the waiter arrives at the guest's door with the ready meal, he or she has not communicated with the guest regarding the order. Few of the waiters are cross-trained in the cashier's duties, so they are unable to assist in the cashier function.

This renowned Washington hotel has a recurring problem with incorrect room service orders or orders being delivered to the wrong room. The majority of such incidents involve missing items or items cooked differently than the guest requested. In this particular incident, Steven delivered breakfast to a guest at 6:30 A.M. After knocking gently on the door and quietly announcing "room service," Steven waited several minutes then announced his arrival again, somewhat louder this time. He heard noise in the room and an angry voice shouted "Just a minute!" The door then flew open and a tall middle-aged man in his bathrobe began to scream at Steven that he had not ordered room service and was greatly disturbed by being awakened at this early hour. The order pad had listed the wrong room! The guest then slammed the door and called the front desk to complain. It then took Steven and the cashier about 15 minutes to figure out the room number of the guest who had actually ordered breakfast. The breakfast order, now

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a bit old, was rushed to the correct guest, who scolded Steven for being late. Steven apologized and informed the guest that there would be no charge for breakfast.

When Steven returned to the room service office, he started an altercation with the cashier. "How could you get the room number wrong?" The remaining waiters joined in, and a major fracas occurred during peak serving hours. The manager reprimanded the cashier severely in front of the wait staff. Later that day, the front office manager provided a free lunch to the erroneously awakened guest and his wife. Despite encouraging words from his manager, Steven went home feeling discouraged and frustrated. One small mistake resulted in two annoyed guests, three free meals, and increased employee tension. Management did nothing to prevent the problem from occurring again.

請同學們回答下列問題：

1. What is the cause of this situation? (24%)
2. What are the costs involved in this situation? (33%)
3. What recommendations might you have to improve the system? (33%)

參考字彙：

Peru：秘魯

Flawless：完美無缺

Renowned：有名望的

Bathrobe：浴袍

apologized：道歉

altercation：爭辯

fracas：喧鬧

erroneously：錯誤的

試題完