

Baldrige National Quality Awards, with all the positive media attention and prestige that brings, but it reports that such human relations policies have been good for the bottom line. Schulze has mentioned the dramatic decline in turnover rates, which are now well below industry averages and Mene (1999: 3) reports that 'earnings before income taxes nearly doubled (from 1995 to 1998), and revenue per available room continues to grow, exceeding the industry average by more than 3000 per cent'.

Questions

- 1 With a shrinking traditional labour pool of young people discuss what adjustment should resorts be considering in their recruitment processes and how they can make employment more attractive to alternative labour sources.
- 2 'Stress can be both good and bad'. Examine this statement in light of your exam *or* tourism work experiences, analysing how you handled it and what changes you need to make for the future.
- 3 Assuming that you are a tourism/hospitality graduate with life-long career aspirations in this industry, discuss what your future first employer should do to keep you for five years plus *and* what you should do to deserve that commitment.
- 4 Analyse the pros and cons of financial flexibility processes for resort management, and assess whether such individual agreements should supersede traditional union agreements.
- 5 Flood (1993: 142) in his critique of TQM considers that it 'emprisons' employees into a rigid system of behaviour that limits their true potential. He advocates 'disemprisoning (that will) enable genuine open debate for learning and understanding which leads to more meaningful work and to the realization of maximum efficiency from designs, which all adds up to maximum freedom'. Based on your experience as a tourism employee and your expectations as a future manager/owner within tourism explain how these two concepts might co-exist within a resort business.
- 6 Taking the Ritz-Carlton experience, discuss why and how you would transfer some of their methods to the operation of a non-accommodation component in an integrated resort complex.

References

- Barsky, J.D. (1996). Building a program for world-class service. *The Cornell Hotel and Restaurant Administration Quarterly*, **37**(1), 17-27.