

FACTFILE:

GCSE LEISURE, TRAVEL AND TOURISM

Unit 3

WORKING IN THE LEISURE, TRAVEL AND TOURISM INDUSTRY



The Structure of the Leisure Travel and Tourism Sector

Learning Outcomes

Students should be able to

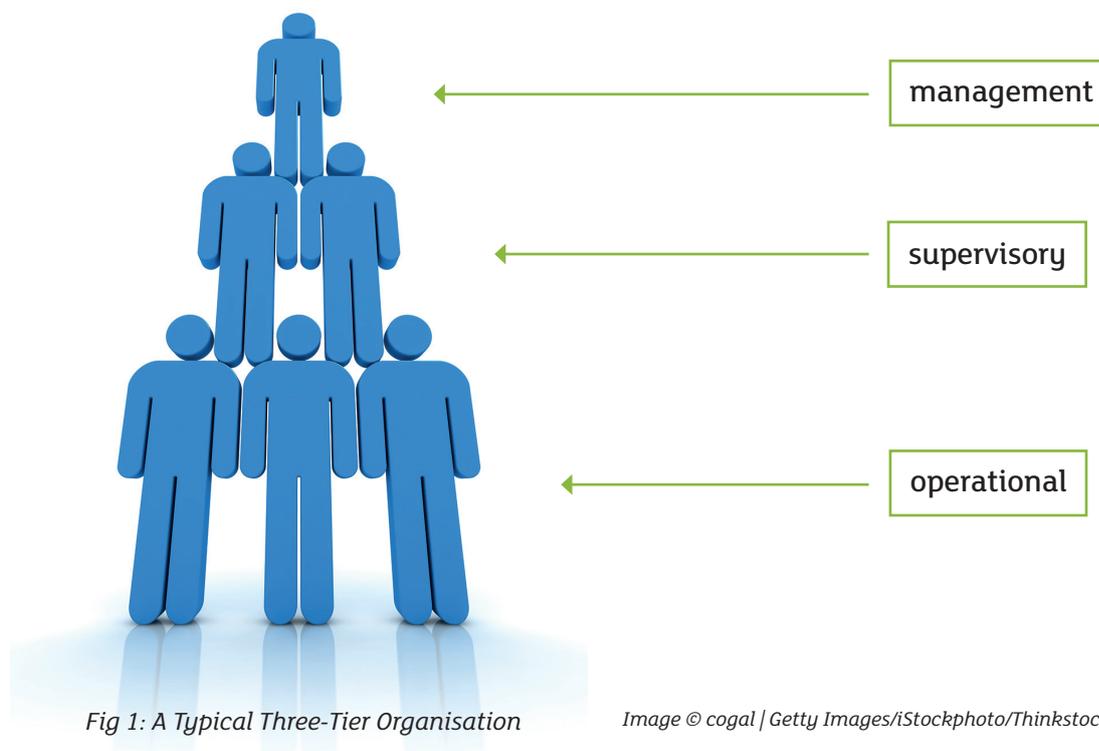
- Demonstrate knowledge and understanding that leisure, travel and tourism organisations typically have three tiers:
 - Managerial;
 - Supervisory; and
 - Operational;
- Demonstrate an understanding of the benefits of a three-tier organisation;
- Identify types of jobs at each of the three tiers and distinguish between the levels of responsibility of each; and
- Compare and contrast the benefits of working in small, medium and large leisure, travel and tourism organisations, including:
 - Job perks;
 - Promotions; and
 - Competitive salary.

The structure of the leisure, travel and tourism sector

It may seem obvious, but to be effective an organisation must be structured. The structure allows everyone within the organisation to understand clearly their role, it also allows clear communication and management. One method of organisation is to set up departments covering the four main areas of business activity:

- finance;
- human resources;
- marketing; and
- operations.

However, for the GCSE Leisure, Travel and Tourism specification students need to know and understand that leisure, travel and tourism organisations typically have three tiers. This means that there are typically people working as managers, as supervisors and as operatives. An organisational chart showing the typical structure of a company is shown in Fig. 1.



The Manager may be responsible for the running of the entire facility. Sometimes in a large organisation there may be a General Manager with overall responsibility for the running of the organisation and several managers responsible for the running of specific departments such as functions. The manager will be accountable to the owners who may be shareholders or a local government body such as a district council.

Supervisors are generally responsible for the smooth running of a team. They will have some administration tasks, for example they may create weekly staff rotas, sign off requests for leave and sign off time sheets. Supervisors also work as a member of the team. Supervisors will report to their relevant manager.

Operatives are the staff employed to carry out specific duties or tasks. They will report directly to their supervisor.

Learning Activity

Study the job titles shown in Fig. 2 on page 4. The job titles shown can typically be found in the hotel industry. Complete the boxes below by sorting the job titles into:

- Management
- Supervisory
- Operative.

Note: students may need to investigate some of the job titles before deciding to which category the job title belongs. This exercise can also be completed using flip chart sheets and pens.

Management job titles

Supervisory job titles

Operation job titles

Fig 2: Typical Job Titles in the Hotel Industry

Bar Supervisor	Concierge
Human Resource Manager	Deputy General Manager
Room Attendant	Head Concierge
Night Supervisor	Events sales executive
Front Office Manager	Function Porter
Events Manager	Housekeeping Manager
Banqueting Assistant Manager	Chef
Waiting Staff	Duty Manager
Housekeeping Supervisor	Casual Waiting Staff
Events Assistant	Duty Manager
Commis Chef	Receptionist
Restaurant Manager	Maintenance Manager
Accounts Manager	Accounts Assistant
Christmas Co-ordinator	Human Resource Assistant
Banqueting Manager	Executive Chef
Events Co-ordinator	

The main advantage of a three tier organisation is that there are clear lines of management and supervision and reporting. Staff know what their responsibilities are and who they report to, that is who is their supervisor and who is ultimately their manager. A three tier organisation also gives employees a clear promotion ladder.

Learning Activity

Terry is Bars Manager in a large 4-star hotel. Read the following outline of his career to date.

- Identify the level that Terry was working at in each of his roles at the hotel.

I started working in the hotel restaurant as a waiter when I left school at 16. I really liked the job and worked hard to gain promotion to Trainee Food & Beverage Supervisor. My new role gave me experience in the cocktail bar, restaurants and hotel reception.

From this, I moved to Shift Leader at reception which gave me the chance to become familiar with the hotel's computer software. I supervised a team of 5 staff and worked the dreaded 11–7 night shifts!

A year later, I was promoted to the post of Assistant Bars Manager. I assisted the Bars Manager with stock, running all bars and producing staff rotas. I was very excited when the role of Function Bars Manager was offered to me. The hotel is a popular venue for many different functions including weddings. I was responsible for stock and deliveries, wage forecasts and producing rotas. I managed a team of 15 casual staff. Just recently, I have been appointed as Bars Manager, I am now in charge of 6 full time staff and 18 casual staff. I take on Duty Manager shifts within the hotel and assist various departments when required.



Fig 3: Career profile for Terry, a Bars Manager

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There is a very wide range of leisure, travel and tourism organisations from small, family run restaurants to TUI with over 63 000 employees worldwide.

When working for an Small to Medium Enterprise (SME) there are a number of advantages. In a small company there is a good chance that an employee will get to know everyone who works there really well. The employee will most likely see the company director/owner on a regular basis. This may make the process of decision making quick and direct. There may be less demarcation of roles and so the employee may have the opportunity to experience several roles within the organisation.

The most obvious advantage of a larger organisation is the greater number and variety of jobs that are available. This will provide greater opportunities for promotion and earning more money.

When working for a large company there are many benefits such as job security as these companies have more financial weighting behind them they are less likely to become bankrupt. Career and promotion opportunities will be more regular within larger companies as there is always room for improvements and development.

Larger companies tend to offer additional perks for staff such as a gym, canteens, social clubs such as sports teams and organisations for their staff. Whilst all organisations will want to recruit the best person for the job, larger organisations can often offer a more competitive salary and more generous annual leave. Under current legislation, all employers must offer a workplace pension.

Learning Activity

Consider what other advantages there would be when working for an SME.

What advantages would there be when working for a large organisation?

Resources

<http://www.bbc.co.uk/schools/gcsebitesize/business/people/ictrev1.shtml>

<http://tuijobsuk.co.uk/>

