Unit I Study Guide

The Role, Cost, and Management of Hospitality Facilities and Management Tools, Techniques and Trends

Learning Objectives

Upon completion of this unit, students should be able to:

1. Explain why construction costs vary by facility type and why proper construction practices provide long-term benefits.
2. Describe how facility components, layout, materials, methods, and types of construction, and systems affect facility management.
3. Summarize the basic responsibilities of the facilities department and the facilities manager.
4. Describe and explain the role played by maintenance schedules and detailed instructions in a preventive maintenance program.
5. Discuss the role of the maintenance department in capital projects and renovations, and explain facilities benchmarking.
6. Describe and list various types of plans and specifications that may be needed for equipment repair and building renovation.
7. List several tactics that could help during maintenance emergencies.
8. Describe computerized and Internet-based facilities management.
9. Outline several considerations involved in managing personnel issues in the maintenance department.

Unit Summary

Hospitality facilities regularly call for managerial attention. Modifications are needed due to various levels of facility obsolescence, the American with Disabilities Act, and the growth of governmental and corporate requirements for additional safety and security. Remodeling to meet these trends and stay competitive in today's challenging hospitality markets requires managers to understand the basic elements of facility management, design, and renovation. And, of course, new facilities will continue to spring up as entrepreneurs seek to develop new concepts and chains seek to expand.

This unit is designed to emphasize the importance of facilities in the hospitality industry. Some of the material about facilities is a bit technical, but then the industry is increasingly so—just look behind the front desk at most hotels. The manager who wants to control costs, create value for owners and stockholders, maintain high department efficiency and productivity, keep guests happy, and offer a safe and secure operation should find this material helpful. The manager who lacks these concerns should probably look for another line of work. The services provided by a properly funded and well-run maintenance department are of significant value to the property. When it comes to facilities maintenance, you can pay now or pay more later.

Satisfactory service to the guest at the lowest possible cost and being able to work with department heads and employees in departments that consume the products he manufactures remain the facility manager's goals. Achieving them requires the use of the correct managerial and physical tools and techniques,
as well as continued attention to relevant trends and opportunities. In this unit, you will explore the management of the facilities operations, focusing on types of maintenance, maintenance management systems, budgeting, and personnel management. The unit should help you gain an understanding and appreciation of the management of operations within the “heart of the house”.

Since a building—its equipment, systems, and finishes—defines not only the maintenance needs but also the level of guest and employee comfort and services; it is important to have a working knowledge of the various building components, the cost, comfort, and service options, and the managerial issues associated with facilities operations. In addition, because building owners make substantial investments in the buildings, they value managers who are able to protect and enhance this investment through proper management and sound decision-making. An additional intent of this unit is to help hospitality managers better communicate with the professionals they hire to manage the facilities side of the business, whether they are on-site staff, consultants, or contractors.