

Harbourside Hotel: staffing up for the season

Student workbook | AQA GCSE Business (8132), Year 10 or Year 11 | Original TBS three-lesson case: human resources

Over three lessons you will help the owner of a seaside hotel build her team. Lesson 1: organise the hotel by completing its organisation chart and deciding who makes which decisions. Lesson 2: recruit and select staff, including an interview role-play with a scoring grid, and choose the right contracts. Lesson 3: plan training and motivation within a budget, then write a recommendation of about 150 words.

Harbourside Hotel, the town of Wrenmouth and every person, figure and quote in this case are fictional. Pay rates and costs are simplified for teaching. You need a calculator for some tasks. This is original classroom practice, not an exam paper.

The hotel

Harbourside Hotel is a 40-room independent hotel on the seafront in Wrenmouth, a small seaside town on the south coast of England. It has a restaurant, a bar and a function room for weddings and parties. Nadia Reeves bought the hotel last year and closed it for a winter refit: new bathrooms, a new booking system and a bigger function room. It reopens on 1 April for a 30-week season that ends in late October.

Under the previous owner, guests complained about slow service and staff kept leaving: 20 of the 50 staff left before the end of last season. Nadia owns the hotel and will run it herself as General Manager.

Nadia's objective for her first season: "Every guest leaves wanting to come back, and every member of staff wants to come back next year."

Key facts

Item	Figure
Guest rooms	40
Season	30 weeks, 1 April to late October
Team needed for the season	50 people: 44 paid by the hour and 6 on a yearly salary
Staff who left before the end of last season	20 of 50
Budget for staff motivation this season	£12,000

Free sample

Harbourside Hotel: staffing up for the season

Contents of the full pack

Lesson 1: How should the hotel be organised?

Lesson 2: Recruiting the team

Lesson 3: Training and motivating the team

Student workbook and teacher guide, as PDF and as editable Word files.

The teacher guide has lesson plans, full worked answers and indicative guidance.

This sample is the cover and the first two pages of Lesson 1 of the student workbook. It contains no answers. The pages that follow are exactly as in the full pack.

Lesson 1: How should the hotel be organised?

Nadia has planned a new, flatter structure for the hotel. Today you will build her organisation chart, compare it with the old structure and decide who should make which decisions.

Starter: key terms

Write the correct term next to each description. Word bank: hierarchy, span of control, chain of command, layering, delegation, centralisation, decentralisation.

Description	Term
1. The levels of authority in a business, from the top to the bottom	
2. The number of people a manager is directly responsible for	
3. The line through which instructions pass down and information passes up	
4. Removing one or more levels of management	
5. Giving someone lower in the hierarchy the authority to make a decision	
6. The most important decisions are made by a few people at the top	
7. Decisions are spread out to managers in different parts of the business	

Starter question: Harbourside will have 50 staff. Give one reason why a business of this size needs a clear organisational structure.

Task 1: the role cards

Nadia's new structure has 14 role cards below the General Manager (Nadia). Each card says who the role reports to. A number in brackets is how many people do that job. You will use these cards to complete the chart on the next page.

Card	Role (number of people)	Reports to	Main responsibilities
A	Sous Chef	Head Chef	Runs the kitchen on each shift; manages the chefs and the kitchen porters.
B	Receptionists (6)	Front Office Supervisor	Check guests in and out, take bookings and answer the phone, day and night.
C	Head Housekeeper	General Manager	Keeps all 40 rooms clean; plans housekeeping rotas and orders cleaning products.
D	Waiting and bar staff (10)	Restaurant Supervisor	Serve breakfast, dinner and drinks.
E	Events Sales Coordinator	General Manager	Sells weddings, parties and conference bookings. Manages no other staff.
F	Front Office Supervisor	Front Office Manager	Leads the receptionists on each shift and deals with guest problems at the desk.
G	Kitchen porters (3)	Sous Chef	Wash up and keep the kitchen clean.
H	Restaurant and Bar Manager	General Manager	Runs the restaurant and bar, plans staff rotas and controls drinks stock.
J	Housekeeping Supervisors (2)	Head Housekeeper	Each one leads 8 room attendants and checks every room before guests arrive.
K	Room attendants (16)	Housekeeping Supervisors	Clean and prepare guest rooms.
L	Head Chef	General Manager	Plans menus, orders food and is responsible for food hygiene.
M	Restaurant Supervisor	Restaurant and Bar Manager	Leads the waiting and bar staff on each shift.
N	Front Office Manager	General Manager	Runs reception and the new booking system.
P	Chefs (4)	Sous Chef	Cook breakfasts and dinners.

The General Manager (Nadia) reports to no one: she owns the hotel. The 16 room attendants are split equally between the two Housekeeping Supervisors.