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The need to align curriculum of Turkish tourism & hotel vocational schools with the changes & demands of the hotel industry

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Abstract

The following study will make reference to important research and analysis regarding the existing curriculum of major reputable Turkish tourism & hotel vocational schools and make suggestions to incorporate with the hotel industry. The aim is to align school's curriculum and their academic programs and support the industry in accordance with the changing customer needs and expectations.

Objective of the Research

The intention of the study is to align the schools and their academic programs with the dynamic needs and rapid changes in customer demands which dictate the tourism hotel industry. The research is set out to find the degree of consistency with the curriculum of nine (9) reputable Tourism & Hotel Vocational Schools of Turkey. The study will also investigate the functioning of a hotel on a departmental scale in order to understand their endless efforts to deliver high guest satisfaction. The study will point out important contributors of guest satisfaction which can be combined under Operational & Service standards; 1. Equipment (hardware/software) 2. Staff (trained & educated). These will be analyzed departmentally and recommendations will be shared in the SUGGESTION section for revisions and renewals of curriculums.

The study is an argumentative research conducted to test a hypothesis of "Curriculums should be revised and renewed periodically for effective management of the hotel industry"

Keywords: Sales & Marketing, Front Office, Accounting, F&B, Guest Services, HK, Maintenance, IT, Purchasing, Spa & Fitness, HR, Security, Property Management Systems, Central Reservation Systems, Channel Management, Yield Management, Revenue Management, Web Valet, Revinate, Cost Containment, SAP, Logo, Navision, Lapis, Iris, Meyer, KNX, Siemens, Greening Hotels, Microsoft Office, Winngcard

Introduction

The research will be carried out by analyzing the curriculum of vocational schools. While the functions of each department will be outlined in order to underline the tools and staff needed to run the daily operation. The aim is to align the quality of the output of hotel schools with the input of hotel industry visa vie maintaining and enhancing operational and service standards.

The methodology of the research will be:

1. To analyze the curriculum of different vocational hotel schools;
 - a. Note the similarities (uniformity & consistency) of courses given by Vocational Schools
 - b. Analyze the theoretical and practical knowledge against the industry needs.
 - c. Make suggestions for new courses and additional internship or training.
2. To analyze departmental functions and daily chores of a hotel with regard to;
 - a. Needed equipment (software/hardware)
 - b. Quality of staff
 - c. Underline the crucial elements in increasing guest satisfaction & customer loyalty.

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Literature Review**Analysis of different hotel school curriculum.****Curriculum Analysis - Balıkesir University, Balıkesir.**

http://www.balikesir.edu.tr/index.php/baun/birim_bolum/74/anabilim_dali/61/program_ogretim_programi

1. Year 1. Semester	1. Year 2. Semester	2. Year 1. Semester	2. Year 2. Semester
Required Courses			
Information Technologies	F&B Service II	Automation Systems I	Industry Ethics
Principals of Tourism	FO Operations II	Cost Control	HR Management
F&B Service I	Principles of Accounting	Foreign Language for Industry I	Automation Systems II
FO Operations I	Hotel Management		Foreign Language for Industry II
Food Technology	Housekeeping		

Mandatory Courses

History of Turkish Repub. I	History of Turkish Repub. II		
Turkish Literature I	Turkish Literature II		
Foreign Language I	Foreign Language II		
Internship	Internship		

Elective Courses

		Tourism Geography I	Tourism Geography II
		Travel Agency I	Travel Agency II
		Tourism Marketing	FO Reports
		Banquet Operations	General Area Cleaning
		FO Shift Management	Public/Guest Area Cleaning
		FO Rooms Management	Bar Service
		FO CI/CO Operations	Room Service
		Minimum 4 is required	Minimum 4 is required

Curriculum Analysis – Dokuz Eylül University, İzmir.

http://debis.deu.edu.tr/ders-katalog/2016-2017/tr/bolum_8817_tr.html

1. Year 1. Semester	1. Year 2. Semester	2. Year 1. Semester	2. Year 2. Semester
Required Courses			
Housekeeping	Hotel Management	Revenue Management	Industry Ethics
Principals of Tourism	F&B Operations	Hotel Org. Management	HR Management
FO Operations I	Tourism Economy	Food & Personal Hygiene	Automation Systems
Foreign Language for Industry I	Foreign Language for Industry I	Foreign Language for Industry II	Foreign Language for Industry III
Introduction to Economy		Tourism Legislation	Internship
		Tour Operating & Travel Agency Management	Developments & Changes in the Tourism Industry
		Tourism Marketing	Tourism & Eco System

Mandatory Courses

History of Turkish Repub. I	History of Turkish Repub. II		
Turkish Literature I	Turkish Literature II		
Foreign Language I (ENG)	Foreign Language II (ENG)		

Elective Courses

Communications	Business Management II	Tourism Geography I	Occupational Safety
Service Procedures	Guest Relations	Foreign Lang. (German) III	Foreign Lang. (German) IIII
Foreign Lang. (German) I	Foreign Lang. (German) II	FO Shift Management	FO Rooms Management
Math. for Management	Accounting	Quality Management	Menu Planning
Business Management I	Entrepreneurship	Data Management	Kitchen Management
		MICE Management	Organizational Behavior
			Accounting Procedures
Minimum 1 is required	Minimum 1 is required	Minimum 4 is required	Minimum 4 is required

Curriculum Analysis – Hacettepe University, Ankara.

http://akts.hacettepe.edu.tr/ders_listesi.php?prg_ref=PRGRAM_000000000000000000000000145&birim_kod=406&submenuheader=2&prg_kod=406

1. Year 1. Semester	1. Year 2. Semester	2. Year 1. Semester	2. Year 2. Semester
Required Courses			
Communications	Hotel Management	Foreign Language for Industry I	Foreign Language for Industry II
Principals of Tourism	Principles of Accounting	Automation Systems I	Automation Systems II
Information Technologies	Menu Engineering	Tourism Marketing	Cost Control Techniques
FO Operations	Guest Relations	Internship	Internship
Introduction to Economy	Housekeeping		
Principles of Management	Assignment Management		

Mandatory Courses

History of Turkish Repub. I	History of Turkish Repub. II		
Turkish Literature I	Turkish Literature II		
Foreign Language I (ENG)	Foreign Language II (ENG)		

Elective Courses

Communications	Business Management II	Tourism Geography I	HR Management
Service Procedures	Guest Relations	TA & TO Operations	Occupational Safety
Foreign Lang. (German) I	Foreign Lang. (German) II	Tourism Legislation	Quality Control Systems
Math. for Management	Accounting	Banquet Management	Business Mathematics
Business Management I	Entrepreneurship	Cultural Turkish Gastronomy	MICE Management
		Automation Systems	Sales Management
		Feasibility Study	Industry Ethics
		Organizational Behavior	Recreational Operations
		Business Management	Decoration/catering
		Research Analysis Techniques	
		Environmental Safety & Protection	
Minimum 1 is required	Minimum 1 is required	Minimum 5 is required	Minimum 5 is required

Curriculum Analysis – Marmara University, İstanbul.

<http://lp.marmara.edu.tr/organizasyon.aspx?kultur=tr-TR&Mod=0&ustbirim=3550&birim=3557&altbirim=&program=132&organizasyonId=171&mufredatTurId=932001>

1. Year 1. Semester	1. Year 2. Semester	2. Year 1. Semester	2. Year 2. Semester
Required Courses			
Computers I	Computers II	Tourism Legislation	Tourism Marketing II
Tourism Economy	Fine Arts II	Tourism Marketing I	FO Management II
Foreign Language I (ENG)	Foreign Language II (ENG)	Foreign Language III (ENG)	Foreign Language III (ENG)
Foreign Lan. For Industry I	Foreign Lan. For Industry II	Hospitality Management	F&B Management I
Intro. to Management	Accounting II	Hotel Maintenance	Environmental Safety & Pro.
Accounting I	Tourism Geography-Turkey	FO Management I	Housekeeping
Hospitality Management	Tour. Management Practices	F&B Management I	Cultural Values & Ethics
Anatolian Civilization	Internship		
Fine Arts I			

Mandatory Courses

History of Turkish Repub. I	History of Turkish Repub. II		
Turkish Literature I	Turkish Literature II		

Elective Courses

Foreign Lang. (German) I	Foreign Lang. (German) II	Foreign Lang. (German) III	Foreign Lang. (German) III
Foreign Lang. (French) I	Foreign Lang. (French) II	Foreign Lang. (French) III	Foreign Lang. (French) III
		Foreign Lang. 2 nd /3 rd	Foreign Lang. 2 nd /3 rd
Minimum 2 is required	Minimum 2 is required	Minimum 2 is required	Minimum 2 is required

Curriculum Analysis – Uludağ University, Bursa.

<http://bilgipaketi.uludag.edu.tr/Programlar/Detay/1216?AyID=24>

1. Year 1. Semester	1. Year 2. Semester	2. Year 1. Semester	2. Year 2. Semester
Required Courses			
Housekeeping	Intro to Accounting	Public Relations-Marketing	Tourism Marketing
Tourism Economy	FO Operations	Internship I	Internship II
Hotel Management	Food Technologies	Food & Personal Hygiene	Tourism Legislation

Tourism Geography-Turkey	TO-TA Management	Cost Control Techniques	F&B Operations
Intro. To Tourism			

Mandatory Courses

History of Turkish Repub. I	History of Turkish Repub. II		
Turkish Literature I	Turkish Literature II		
Foreign Lang. (ENG) I	Foreign Lang. (ENG) II		

Elective Courses

	Products of Tourism Ind.	Principals of Nutrition	Menu Engineering
	Cultural values of foreign countries	Communication	FO Room Operations
	Automation Systems	Information Technologies	Product Enrichment in Tour.
	Rooms Division Manage.	Food Service Management	Banquet Service Operations
		FO Room Operations	Occupational Training II
		Tourism Marketing	EU & Tourism
		Turkish & World Gastronomy Culture	International Tourism Behavior
		Alternative Tourism	Hosting
		Occupational Training I	Tourism & Obstacles
		Foreign Lang. I (ENG)	Foreign Lang. II (ENG)
		Foreign Lang. I (GER)	Foreign Lang. II (GER)
		Foreign Lang. I (FRN)	Foreign Lang. II (FRN)
	Minimum 4 is required	Minimum 5 is required	Minimum 5 is required

Curriculum Analysis – Şişli Vocational School, İstanbul.

https://www.sisli.edu.tr/programdetay/9/turizm_ve_otel_isletmeciligi

1. Year 1. Semester	1. Year 2. Semester	2. Year 1. Semester	2. Year 2. Semester
Required Courses			
Business Management I	Business Management II	Into. To Accounting	Bar Service
F&B Service Operations I	F&B Service Operations II	Foreign Language for Industry I	Foreign Language for Industry II
Housekeeping I	Housekeeping II	Laundry Management	TA & TO Operations
FO Operations I	Tourism Geography I	Tourism Geography II	Social responsibility project
		Tourism Legislation	Internship

Mandatory Courses

History of Turkish Repub. I	History of Turkish Repub. II		
Turkish Literature I	Turkish Literature II		
Foreign Lang. (ENG) I	Foreign Lang. (ENG) II		

Elective Courses

Food & Personal Hygiene	Guest Relations	First Aid I	First Aid II
Occupational Safety & Reg.	Information Systems	City & Culture-Istanbul I	City & Culture-Istanbul II
		Creative writing I	Creative writing II
		Media Relations I	Media Relations II
		HR Management	Organizational Behavior
		International Gastronomy & Service Techniques	Tourism Marketing
		Banquet Service Operations	
Minimum 2 is required	Minimum 2 is required	Minimum 5 is required	Minimum 5 is required

Curriculum Analysis – Bilkent University, Ankara.

http://www.ths.bilkent.edu.tr/ths_curriculum_future.php

1. Year 1. Semester	1. Year 2. Semester	2. Year 1. Semester	2. Year 2. Semester
Required Courses			
Orientation	Nutrition, Hygiene & Safety	Summer Training	F & B Cost Control
Introduction to Business	F&B Operations	Food Production I	Food Production II
Business Mathematics	Business Mathematics	F&B Service	
Introduction to Tourism Industry	Front Office Operations	TA Operations	Hosp. Ind. Accounting
Health Studies	Basic Accounting	Co-Op Management Application	Marketing
Behavior & Etiquette	English & Composition II	Foreign Language III	Foreign Language IIII
Keyboarding	Turkish II		
PC General Applications	Foreign Language I		
English & Composition I			
Turkish I			

Foreign Language I			
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Mandatory Courses

		History of Turkish Repub. I	History of Turkish Repub. II
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Elective Courses

		Elective 1	Elective 2
Minimum 2 is required	Minimum 2 is required	Minimum 5 is required	Minimum 5 is required

Curriculum Analysis – Trakya University, Edirne.

<http://ww1.emu.edu.tr/tr/programlar/turizm-ve-otelcilik-agirlama-hizmetleri-on-lisans-programi/779?tab=curriculum>

1. Year 1. Semester	1. Year 2. Semester	2. Year 1. Semester	2. Year 2. Semester
Required Courses			
Intro. to Tourism	Foreign Language for Industry I	Foreign Language for Industry II	Environmental Care
Business Management I	Tourism Geography I	Hotel Automation Systems	Occupational Safety
Housekeeping	Tourism Economy	TA & TO Operations	HK Controls
Guest Relations	Tourism Marketing	Tourism Legislation	Business Ethics
FO Management		F&B Services I	Business Planning
			FO Room Operations
			FO Reporting
6			

Mandatory Courses

History of Turkish Repub. I	History of Turkish Repub. II		
Turkish Literature I	Turkish Literature II		
Foreign Lang. I (ENG)	Foreign Lang. II(ENG)		

Elective Courses

Animation-Recreation Mng.	Decoration / Catering	2 nd . Foreign Language	Bar Service
Information Technology	HK Cleaning Operations	Research Methods	Food & Personal Hygiene
Intro. to Accounting	Menu Engineering	Food Technology	Cost Accounting
	Kitchen Services	MICE Operations	Rooms Division Management
	Catering Services	Room Service Op.	F&B Service Op.
	Customized Tourism	Tourism Geography	Banquet Service Op.
Minimum 2 is required	Minimum 2 is required	Minimum 3 is required	Minimum 3 is required

Curriculum Analysis – Akdeniz University, Antalya.

<http://ww1.emu.edu.tr/tr/programlar/turizm-ve-otelcilik-agirlama-hizmetleri-on-lisans-programi/779?tab=curriculum>

1. Year 1. Semester	1. Year 2. Semester	2. Year 1. Semester	2. Year 2. Semester
Required Courses			
Intro. to Tourism	Housekeeping	Internship	Cost Analysis & Control
Hospitality Services	F&B Operations	FO Management	Food Production II
TO & TA Operations	World Tourism Destinations	Food Production I	Comp. Reservation Systems
Communication Skills I	Communication Skills II	Comp. Reservation Systems	
Foreign Lang. I (GER)	Foreign Lang. II (GER)	Foreign Lang. I (ENG)	Foreign Lang. II (ENG)
		Foreign Lang. I (GER)	Foreign Lang. II (GER)

Mandatory Courses

History of Turkish Repub. I	History of Turkish Repub. II		
Turkish Literature I	Turkish Literature II		

Elective Courses

Minimum 2 is required	Minimum 2 is required	Minimum 2 is required	Minimum 2 is required

Literature Review (Cont.)**Analysis of departmental functions and daily chores of a hotel**

In order to understand how a hotel works an analysis of their organizational chart will allow us to see how they are

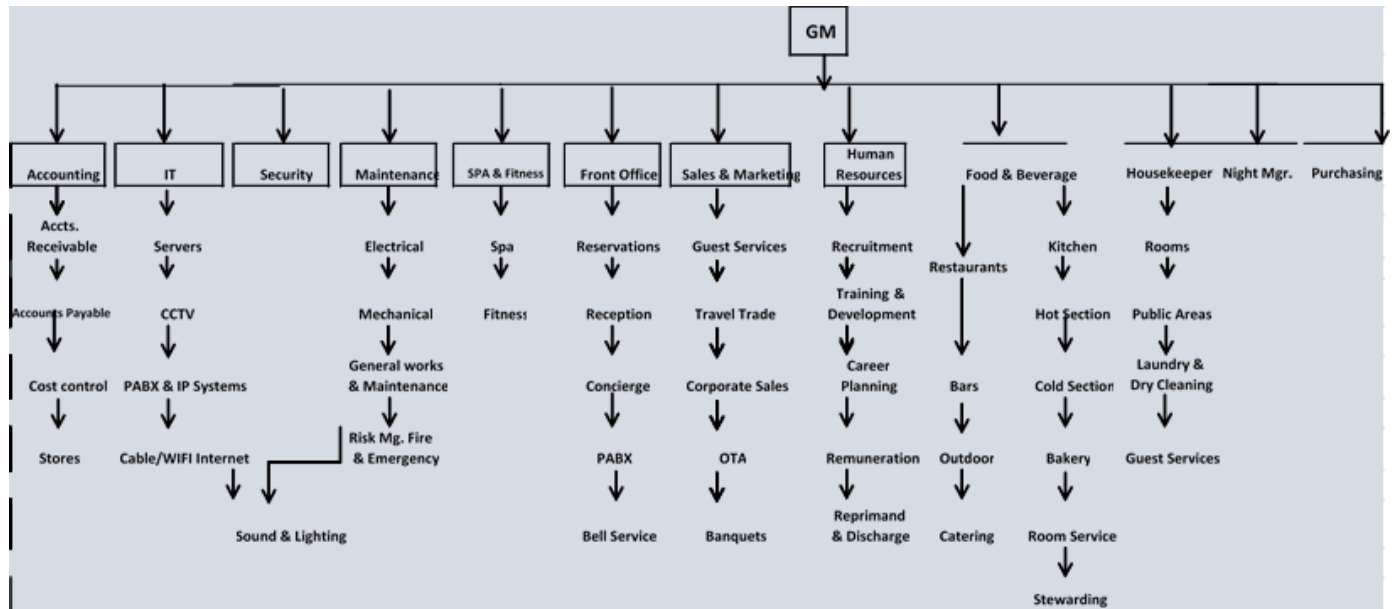
structured as an organization and how they function as individual departments as well as how they interact with each other. Secondly a look into the daily operation of each department and underline work flow which need to be delivered by the staff is important. By identifying the

functioning of each department and integrating it property wide will give us a better picture of daily, weekly, monthly and yearly chores which need to be completed. This can be analyzed on the Organization & Departmental Function Chart devised below.

Table 1a. Organization & Departmental Function Chart (Page 14)

A typical hotel will have about 12-14 departments functioning under a General Manager. Each department's main objective is to complete daily chores under

operational guidelines and within the stipulated budgeted figures. Finally, all daily chores must be achieved with highest guest satisfaction. This endless task has to be done continuously 24 hours a day. This is a very challenging task and requires experienced and trained personnel as well as the right equipment (hardware/software) and instruments to consistently deliver the end result. With this in mind we will shortly go through the functions of each department and underline the crucial elements to deliver the best results for the guests, employees and the company.



Hotel Organization Chart & Departmental Function

Sales & Marketing

Department of Sales & Marketing is one of the most important departments of the hotel. All employees working must understand English as a second language to deal with the outside world, guests, suppliers and the complex software programs. Apart from this a Sales & Marketing Manager with the guidance of the General Manager must prepare a Marketing Report including a section; consisting of SWOT Analysis, Rate strategy, Segmentation analysis, Competition performance, past year hotel performance, major business trends and their impacts on business. A proper action plan specific to the hotel should be devised encompassing the participation of travel trade & fairs as well as road shows. Hotels sales team should be visible in important marketing and sales events rather than the cluster. An affiliation or a sales & marketing partner should be considered such as “The Leading Hotels of the World”, or “Preferred Hotels of the World”, to increase hotel sales. To deliver satisfactory results this department need all relevant data to deal with such diverse information. The facts gathered from above are compiled in a draft report with preliminary data which will be used to prepare the “Yearly Income Report” which will then be used in the final budget disclosing income and costs with expected profit/loss scenario.

All hotels require a structured sales office with agents handling corporate, travel trade-leisure, incentives, OTA’s (e-commerce as well as GDS business). The hotel income arrives through these channels (segments) which are highlighted above. In order to carry out these chores, every

day on a real time basis to generate maximum yield the Sales & Marketing office has to be equipped with such software as Property Management System (PMS). Through the system the hotel can link itself to the channels (segments) above and disclose rates and send quotations to potential business taking place in the city or in the neighborhood. One could consider the PMS as the main door of the hotel opening to the whole world. An example for PMS module is; Oracle-Opera-Micros Fidelio <https://www.oracle.com/industries/hospitality/products/opera-property-services/index.html>

The link between PMS to the channels above is possible through “Central Reservation System” (CRM). Even if the hotel is managed by its owners and is a standalone property it can link itself to a CRM module offered by companies against commissions from reservations. On the other hand if the hotel is managed or franchised by international chains the CRM is provided as part of the business agreement. Although with managed and franchised hotels these activities are handled from the cluster office, it can make a hotel more vulnerable and depended on the operating company. The person in-charge at the hotel will have to oversee the seamless transition of issues related to sales and marketing of the property. The rate structure, room types, the dynamics behind central reservation system should be managed by the Sales & Marketing manager. There are other software programs which is needed to check out competition; (occupancy levels and rate changes in a given day, week or a month). An example for this is the “STR”,

which provides data identifying property market share and performance against competition.

<https://www.strglobal.com/about>

The list below also offers valuable tools for management of daily activities.

Channel Management,

Channel Management is used to increase bookings by efficiently managing availability, rates, inventory and restrictions across all OTA (Online booking agencies) channels. By using the Channel Management application the reservations can be delivered directly to hotels Property Management System (PMS).

Demand 360

Capitalize on opportunities to maximize RevPAR with actual future and historical demand data for your hotel and competitive set.

Rate 360

Optimize your hotel's pricing strategy with the most comprehensive and reliable rate shopping intelligence available.

Agency 360

Increase bookings, shift share and improve performance of your agency channel with access to proprietary travel agent data and bookings.

<https://www.travelclick.com/business-intelligence.html>

The functions of Front Office, Guest Relations, Housekeeping-Laundry and Maintenance will be grouped under ROOMS DIVISION. Food & Beverage, Banquets, Catering and Kitchens will be grouped under OPERATIONS. HR, Accounting, Revenue Management, Security, IT and Purchasing will be grouped under the ADMINISTRATION.

Rooms Division

Front Office

These departments are called heart of the house because they deal directly, face to face with the guest. Hence all employees must speak English very well as a second language, while the ones in reception, reservations who deal with office work-reports and extensive data must also have a strong language ability to understand software to properly analyze and take timely action. It is also important when dealing with foreign offices and 3rd. parties. The staff is required to have a 3rd even a 4th language depending on the source of business (Russian, Arabic, or German etc.) The Bell and valet staff is considered one of the most important employees who leave the first impression on the guest regarding hotel, behavior of staff, and hospitality offered. These employees should be carefully selected to give the right impression and make guest feel at home and cared for.

Front Office (reservations & receptionist) including the Revenue Manager must receive a detailed training on Property Management System (PMS) OPERA – ON Q – MAESTRO - HOTELOGIX – MSI CloudPMS or other software platforms that the hotel uses. There are also some local FO software programs; ELEKTRA, ASYASOFT and MOD. The central reservations as well as business coming from the cluster office, as their rate and sales strategy must

be understood and tracked down on a daily basis. Billing process should be handled timely and without any problems. This section involves balancing with the Accounting department using applicable software such as FIDELIO – SAP – NAVISION. Cancellations, Late check-ins, VIP's and all other detailed chores must be followed by this department. Need to be proactive and monitor all aspects of guest while on the property. Direct link to the Guest Relations and Concierge must be maintained 24 hours a day. Anticipating guest's needs is the motto of this department and should be managed accordingly.

Guest Relations

Preferably, placed at a visible section of the lobby guest relations office should be at service day & night. The idea behind this is to isolate the guest from busy areas & personnel to deal with the issues in a more relaxed and quite atmosphere. The concierge staff should also play an interactive role in guest relations. Guest satisfaction system must be utilized to its fullest. REVINATE software allows guest comments regarding the hotel. The system should be checked daily to track down guest comments both from TripAdvisor and Booking.com. Furthermore an In-house tracking system of guest satisfaction can be applied by guest service attendants through interviews of guests during their stay and at the time of check-out. Interactive and cellular devices such as I-pads, I-phones and android's can be used to send questionnaires to guests automatically. In-house upselling and promotions can be sent to guest through same tools. "WEB VALET"

Housekeeping-Laundry

This is the most vulnerable department in the hotel. Rooms and public areas are vast and need constant attention cleaning and up-keeping. The Executive HK must be an energetic person with hands-on management style. The timely control of supervisors, maids and housemen is essential. The department usually uses CRM section of OPERA for reporting-tracking of clean-dirty room stock as well as room repairs and maintenance. The department must carry out a yearly cleaning and preventive up-keep program. OPERA – RoomOperations – HOTELOGIX are some of the software programs designed to record repair works and emergency intervention. Usually maids enter any repair work which need to be executed by the maintenance department. By utilizing this software technicians complete the work order in a specific time and close the process. These can be loaded on tablets for quick and effective process. Laundry department is equipped with industrial washing machines, dryers, dry cleaning, ironing and other equipment. Usually steam is used to obtain high temperatures and hygiene conditions. The use of chemicals is important both for the safety of staff-guest and equipment used. Hence the laundry personnel has to be trained to understand the functioning of this sub-department both safely and efficiently. The staff also need to have a good level of English as a second language and understand the using of software programs.

Maintenance

This the most sophisticated department which is subject to maintain all machinery and plants in working order. Although almost every equipment has a service agreement the daily monitoring and emergency intervention must be

coordinated through this department. Some of the areas are; Plantroom with Boilers (heating & cooling) Central AC unit (chiller), Generator, Electrical (high voltage) section. A Yearly preventive maintenance plan with monthly breakdown need to be followed with proper documentation both on equipment and PC. The IT room where; Servers, UPS, Fire systems, Telephones (switchboard), music systems, TV& media server, WIFI and cable internet, CCTV and key control systems need to be checked and monitored daily. Elevators, Fire escape doors & roots to be monitored. Clean water supply as well as irrigation & sewage systems, Pool and recreational area maintenance to be checked on a 24 hour routine reporting process. Indoor/outdoor light & sound systems need to be in order. A proper indoor-outdoor insect and rodent prevention plan must be devised on a monthly basis covering guest-rooms, public areas, conference building, personnel quarters, storage areas, kitchens, bars, laundry facilities, garbage areas and all other applicable points. The maintenance of kitchens should be supervised by the maintenance department. Along with the security department maintenance manager should be fully aware of fire prevention and maintain regular fire drills. The importance of Life Guards at adult & child pools is a top priority. Environmental issues and protective measures and insurance of all machinery and equipment on the property must be covered and recorded by this department. CAPEX items will be recorded and maintained with coordination of the accounting office.

The software available for building automation systems include; Suite 8 (Cloud System), KNX, Siemens and Schneider PAS. Application of such software will enable fast and accurate response to problems, which will eliminate human error. As a result create cost savings in maintenance staff. Today with such complex software, the light, sound, climate control, water temperature etc. can be programmed and delivered by the touch of a button creating guest satisfaction. The maintenance staff also need to have a good level of English as a second language and understand the using of software programs and deliver daily chores.

Operations

Food & Beverage & Kitchen

F&B department covers, restaurants, bars, banquets and catering operations. Closely linked with the kitchen and the Chef with regard to food production and preparation. Service standards both for production and actual serving to the guest are the two important areas which need to be closely monitored for highest results in terms of guest satisfaction, cleanliness, hygiene, cost effectiveness. Room service, breakfast, lunch & dinner facilities with bars and additional outlets patisserie, poolside, minibars, fitness etc. In terms of software the MICROS FIDELIO (Materials Control) is one of the important tools for taking orders and placing them accordingly for food and beverages separately. The software also records each item and reduces from the inventory (ingredients) to keep track of costs and revenues separately. This process continues in each outlet independently to keep track of costs & revenues on an outlet basis. The outlet must prepare revenue/cost budgets and adhere/monitor on a daily basis. It has links to the Accounting Office, Cost Controller, Stores and Stewarding. Hence it uses the SAP or relevant LOGO software,

OPERA-Sales & Catering Module as well as Menu Engineering and Banquet Sales & Service tools.

Service

To maximize the service standards a training department must be devised in the hotel regardless of the operator. Hence, on the job and departmental service and quality standards must be taught by department heads & trainers in each department. All set ups including VIP, Room Service, Breakfast, Lunch & Dinner, Cocktails, Gala , Prolong é and special occasion must be handled according to policy procedures. In addition to this self-improvement sessions and trainings should be organized to be given by outsourced companies for managerial staff on effective management techniques, cost containment, leadership skills, team-work etc. This requires a trained staff with capable of understanding English and effectively communicating with guests. The staff is required to have a 3rd even a 4th language depending on the source of business (Russian, Arabic, or German etc.)

Events & Organizations (E&O)-Banquets-Catering

Preferably the E&O department should be under the Sales & Marketing Department and reporting directly to the S&M with direct link to F&B and Kitchen. The management and utilization of room stock and conference facilities with meeting rooms are tools for the S&M office which need to be inventoried against the occupancy and sold accordingly. E&O should have the Sales & Catering module of OPERA to plan and schedule all E&O activities throughout the year. Utilization of the module will automatically prepare a Banquet Event Order sheet, (BEO). The module will also be linked to the Micros Fidelio's (Materials Control) and enable the calculation of costing the menus on a daily basis in order to double check the sales price of each item sold. Having these systems will inform the kitchen, store & purchasing, accounting office on-line to take proper action and have controls on real time basis.

Kitchen & Stewarding

The kitchen brigade must have a gastronomy school training to understand culinary arts, hygiene & sanitation conditions. Including the nutritional value of foods and ingredients. The process of food production. Chilling and thawing as well as cooking methods and techniques. The kitchen brigade should take tourism-hotel management courses of the vocational school prior or after the culinary education. Micros Fidelio's (Materials Control) and SAP software will be needed for cost controlling and budgeting. An expert Chief Steward is essential to prevent unnecessary breakage and loss of all valuable utensils and service-ware. This area requires physical monthly inventories, SAP & OPERA software can be utilized for keeping records and producing results.

Administration

Revenue Management

Revenue manager is the heart of the business checking competition reports on occupancy, rates from all channels and sources of business with the aim to direct the hotel for maximum revenue generation. A revenue manager usually needs to be trained around six weeks to complete and understand the PMS and CRS systems and loading of rates

per business source by room types etc. Although it may seem like a simple task but a city hotel can deal with well over 300 rates categories while majority of them could be fluctuating rates and contracts signed from the cluster office and the property may exceed hundreds with cancellation dates only hours before check-in. To manage a complex matrix of room stock, one needs to understand what to do before engaging to any daily-weekly-monthly rate & sales strategy. A hotel property would also need an independent software program such as STR, "Travel Click" where the competition can be identified and tracked on a daily basis both by occupancy and ADR. There are other valuable reports such as RATE 365, Demand 360 and Agency 360 reports as well as daily rate management reports, apart from the software being used by the Sales office & the Front Office.

Accounting

Critical work needed from this office is to have control systems on revenues and costs of the property. All reporting must be accurate, timely presented with proper controls and analytics to support management in taking proactive actions. Uniform system of accounting procedures should be applied where all revenue & cost centers must be identified independently. Budget, Forecasts, P&L's, monitoring of Accounts Receivables, preparation of Accounts payables, Purchasing policy, Manning levels and controls of manpower. Proper controlling of Rebates, Voids, Corrections, Adjustments, Credit checks, F&B and kitchen controls, Energy and maintenance costs, Menu cost/pricing strategy etc. Month end inventories, CAPEX are just some of the few areas where this department need to follow-up all transactions properly. The software used could be SAP, Navision, and Logo etc.

Billing

City Ledger (C/L) accounts, consumption from outlets, cash-credit payments and all payables are to be balanced and closed accordingly on daily basis. Contract of events and organizations with all details of consumption must be listed and recorded. All bills must be authorized by the client in order to eliminate any debates. All contracts and addendums with recent changes must be shared with the accounting office for follow-up to the end if legal action is required for the collection of outstanding amounts.

Proper order taking with guest room numbers on checks are important and posting to the correct room is essential. The staff needs a thorough training in Micros Fidelio. All corrections and discounts must have a valid explanation with the signature of the department head for the perusal of the accounting office and the GM on a daily basis. Billing from E&O must be followed-up by the Accounting office. Whereas individual guest accounts which are C/L in nature should be followed by the Front Office (Reservation-Reception) etc. Cash payments from outlets are the responsibility of F&B personnel and management where checks should be closed properly on Micros-Fidelio to enable a proper end of day procedure. On cash payments accounting office should do random checks on bars & restaurants. On the other hand cash transactions at the Front office must be fed through to the system and recorded properly to avoid future disputes.

Accounting department should trace activities on all Suspense accounts daily.

Purchasing

The use of "Materials Control" module of Micros Fidelio is strongly recommend where purchasing is compiled and transmitted after the purchase order is completed for the approval of relevant departments, accounting office and the GM. All stocks are identified according to specifications and a par stock level is established allowing some items to be ordered automatically through the system.

Security

Security department's role is to prevent events before happening and/or handle events which have already happened in a professional manner. A proper greeting is needed at the main gate where all arrivals especially VIP guests must be received properly. CCTV's and other surveillance equipment as well as special equipment at the point of entry and exit such as x-ray cabins and detection devices can be used. (Both for guests & employees). The greetings are important at the hotel entrance hence foreign language is a must also for clear communication and understanding guest requests. The security department should be fully aware of fire prevention and maintain regular fire drills. The loss or theft issues must be handled as per policy-procedures. 3rd. party liability and insurance issues for the property in general involving weather conditions, earthquakes, storms etc. To maintain a problem free work environment search of personnel belongings while entering and leaving the property could be investigated. A system should be implemented to monitor the movement of staff under Italian legal system. This is especially crucial for outsourced vendors and extra staff hired temporarily.

Personnel - HR

Hiring, training, performance evaluation, career development, personal development, remunerations and reprimands are handled through this department. Payroll costs, manning controls, adhering to budgeted targets must be followed on a daily basis. SAP, OPERA, NAVISION, Meyer are some of the software's to be used by this department. The HR should have a strategic role in planning and controlling the amount of manpower needed. Accounting office should also be involved prior to any event and not just record the results after the event is over. In general the manning of each department must be re-evaluated with weekly rosters and monthly occupancy forecasts. The selection and monitoring of personnel visa vie, personal hygiene, body language, greetings & farewells, team work, commitment to high service and operational standards as well as their capability in languages are some of the main areas of concern for HR department. HR is also responsible for monthly celebrations of staff birthday parties, employee of the month activities as well as social projects concerning the community.

IT

The IT office should be next to; Servers, UPS, TV& media server, Telephones (switchboard), music systems, WIFI and cable internet, Fire systems, CCTV and key control systems. The person in charge must be knowledgeable to handle problems and take immediate action on behalf of the hotel management. Understanding all applicable software and strong command of English absolutely crucial.

Summary of Findings

The main argument is to understand the needs of the hotel during its 24 hr.'s. Operation. On the other hand we need to understand the primary aim of a hotel vocational school. The schools objective is to raise qualified staff to run the daily operations of a hotel. Not to raise and educate blue collar employees which would become supervisors and members of a management team. The school providing a two year education must focus on the entry level competencies rather than more varied and complex curriculum offered by the four year education programs with a License degree as an output.

The findings with regard to the methodology of the research mentioned in the INTRODUCTION section are as follows:

1. To analyze the curriculum of different vocational hotel schools;

- a. The similar courses are listed below in section "A. Hotel Vocational School Curriculum" and grouped as Pre-requisite, Elective & Mandatory classes. All of which contain theoretical knowledge to be used by management level employees. The entry level positions require more technical content and specific-practical knowledge, know-how to successfully complete daily tasks at work.
- b. The industry needs are stated in Literature Review (cont.) section. These can be listed as foreign language speaking staff, Software applications compatibility, Experienced in Operational and Service Standards, Great emphasis on guest satisfaction and customer loyalty.
- c. Suggestions for new courses and additional internship program has been indicated in the SUGGESTIONS section.

2. To analyze departmental functions and daily chores of a hotel with regard to;

- a. All software and their implementation has been reviewed in the "Literature Review" section.
- b. & c. To raise the quality of the output and increase guest satisfaction & customer loyalty, requirements of staff has been analyzed. Additional foreign language speaking staff, experienced in Operational and Service Standards, Great emphasis on Guest satisfaction and customer loyalty has been highlighted as crucial areas to successful handling of daily operation of a hotel.

A. Hotel Vocation School Curriculum

A1. Pre-requisite courses; Tourism Economy, Tourism Geography, Industry Ethics, Principles of Tourism, Introduction to Economy, Hotel management, Tourism Legislation, HR management, Principal of Management, Tourism Marketing, Hospitality Management, Business Mathematics, Orientation, Co-op Management Applications, Business Planning, Hospitality Services, World Tourism Destinations.

B1. Elective courses; Business Management, Entrepreneurship, Quality Management, Organizational Behavior, Research Analysis & Techniques, Quality Control Systems, Product Enrichment & Differentiation, Creative Wiring, Media & Relations, Customized Tourism, C1. Mandatory courses*; History of Turkish Repub. I & II, Turkish Literature I & II, Foreign Lang. (ENG) I & II

* .. These three courses are mandatory by the Turkish

constitution and must be offered in Vocational Schools & Universities in the Turkish Republic. 1) (Değişik: 29/5/1991 - 3747/1 md.)

<http://www.yok.gov.tr/documents/10279/29816/2547+say% C4%B1% C4%B1% 20Y% C3% BCKsek% C3% B6% C4% 9Fretim+Kanunu/>

B. Needs of the Hotels

- A2. Strong command of ENGLISH as a second language.
- B2. Trained and educated staff to understand applicable SOFTWARE programs.
- C2. 3rd or 4th. Foreign language required for the heart of the house departments.
- D2. Oriented to deliver operational policy procedures and highest Service Standards.
- E2. Trained and focused to deliver highest guest satisfaction and guest loyalty results.
- D2. Trained to deliver specific work (Uniform system accounting, cost control, budgeting, menu engineering) etc.

Suggestions

The pre-requisite courses do not correspond with hotel needs, they are management level classes and will not have a direct benefit to hotels. Furthermore, it will de-motivate students which have taken classes and expect higher involvement in management rather than practical work which is more important at the entry level. These should be substituted with 1. Software Applications in Hotels 2. On-line Applications 3. Accounting for Lodging 4. Uniform System of Accounts 5. Principals of Cost Controlling 6. Budgets & Forecasts 7. Reservations 8. Reception & Concierge 9. Channel Management 10. Yield-Revenue Management 11. 2nd, 3rd. & 4th. Foreign Language options 12. F&B & Banquet-Catering Operations 13. Event Management 14. FO Operations 15. Operational & Service Standards 16. Guest Satisfaction & Loyalty 17. HK & Laundry Operations 18.PMS and CRS Applications 19. Hotel Maintenance 20. Green Hotel Practices 21. Occupational Safety 22.Fire and Risk Management 23. First Aid 24. Building Automation 25. Turkish Food Culture 26. Information Systems in Hotels 27. Guest Relations 28. Effective Body Language.

2. The elective courses offered are also concern subjects that are not entry level rather more administrative and managerial level. These should be substituted with; 1. Menu Planning 2. MICE Management 3. Food Technology 4. Ingredients and Nutrition 5. Hygiene & Sanitation 6. Personal Hygiene 7. Introduction to Catering 8. Room Service Operations 9. TA & TO Operations 10. Kitchen Operations 11. MICE Management 12. Service Techniques 13.Team Work & Time Management 14. Environmental Safety 15. OTA's 16. Internet in Lodging.

3. Choices offered for language courses are very limited and schools should offer minimum of four language options and minimum 2 must be mandatory.

4. Internships must be MANDATORY during each semester for a total of 4 semesters.

5. It is to be noted that some Schools are offering elective courses with more practical and technical content which would directly benefit the hotel in completing its daily tasks. These courses are: FO reports, FO Shift Management, FO Rooms Management, FO C/I & C/O Procedures, General Area Cleaning, Public/Guest Area

Cleaning, Data Management, Recreational Operations, Decoration/catering, Hosting and Communication Skills.

Conclusion

The study conducted proves the hypothesis of; “Curriculums should be revised and renewed periodically for effective management of the hotel industry” in parallel with the content in the suggestions section

The 28 pre-requisite courses suggested have more practical content and cover the daily operation of a hotel.

The 16 selective courses suggested also have more practical content and are beneficial in the daily operation of a hotel.

The limited choice offered in foreign languages should be increased for the Heart of the House departments.

Internships should be MANDATORY during each semester to increase real life experience of student.

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