

Competencies Important for Entry-Level Managers in Hospitality Organizations

Jan Roy, PhD. CMP
Central State University

Educators' Challenge

- Keep pace with business and industry needs
- Ensure collaboration on curriculum development and best practices

Two trends:

- Use of all hospitality, travel and tourism industry (HTTI) services
- Economic impact of HTTI

Top competencies in descending order

Competency Factors	Mean	Standard Deviation
Self-Management	3.93	.53
Interpersonal	3.91	.73
Strategic Positioning	3.71	.71
Implementation	3.61	1.01
Industry Knowledge	3.48	1.12
Communication	3.45	1.04
Leadership	3.37	1.03
Critical Thinking	3.32	.99

Self Management Competencies

- Acts in an ethical manner
- Displays consistency between actions and Words
- Manages time to ensure productivity
- Handles multiple demands and competing priorities

Interpersonal Competencies

- developing positive relationships with coworkers and customers
- embracing diverse workplaces
- an approachable demeanor
- a service-oriented personality.

Strategic Positioning Skills

- Anticipate customer needs and put those needs into a plan of action to address them
- Understand the behavior and intentions of the customer
- The ability to match a destination's strengths with the needs and desires of the customer
- Entry-level managers must know not only principles of marketing but also how to gear strategies toward customer motivations and values.

Implementation Skills

- seek feedback from internal and external customers
- Translate business strategies into effective marketing plans.
- The ability to translate business strategies into actions.

Industry Knowledge

- The extent to which entry-level managers are active in professional associations and able to network with colleagues at conferences
- Entry-level managers who get involved with industry associations early in their career increase their network and customer base.

Communication Skills

- Interacting well with customers
- Behaving ethically
- Cultivating a climate of trust
- The extent to which entry-level managers can inspire potential customers to make a positive choice regarding their destination

Leadership Skills

- Fully developed leadership skills are not as important for entry-level managers
- This skill is built over time
- Some HTTI prefer home-grown leadership
- Ability to influence others
- Treat people fairly
- Being in control of one's emotions

Critical Thinking Skills

- possess creative problem-solving skills and the ability to identify problem areas of operation
- developing innovative new ways of working
- Keeping pace with current technologies

Are your students ready?

- HTTI are service industries in which meeting and exceeding the customer's needs is a core competency
- customer service or people-oriented competencies, sometimes called *soft skills* are important to the industry

The business of HTTI organizations requires highly educated students to satisfy the needs of the future workplace

Business executives expect entry-level managers to have industry and vocational knowledge as well as business acumen.

To Insure Proper Service (TIPS)

- This indicates a great need for the customer service training often found in vocational environments but lacking in business-oriented settings.
- Skill sets and competencies are industry driven and need to be reviewed regularly
- collaboration between educators and industry leaders is imperative to keep pace with change

What Can Educators do?

- The industry–academe connection is crucial for business schools to maintain relevancy.
- Inclusion of business coursework, self-management and communication, as well as customer-oriented training should be central parts of hospitality and tourism curricula

- It is essential to conduct periodic and intentional critical examination of courses of study