

# **Hotels/Lodging**

**(Updated Fall 2017)**

**Student Internship Workbook**

**Hospitality Management Program**

**Internship Course**

**Internship – 1,**

**HOSPITALITY MANAGEMENT 487, Observations**

**3 credits**

**What you need BEFORE starting the Internship and registering for the course:**

**\_\_\_ meeting with adviser**

**\_\_\_ meet ALL prerequisites (completed 60 credits, completed Internship 1, RRM200, RRM310, 311 (311 can be concurrent))**

**\_\_\_ Copy of the Internship Requirements for Employers and reviewed with prospective organization**

**\_\_\_ Completed Internship Agreement form by you, the organization, your advisor**

**\_\_\_ Release from Responsibility, Assumption of Risk, and Waiver (Student)**

**Special note:**

Regardless of what any Disney representative tells you, there is no relationship between the Disney College Program, or their Professional Internship Program, and the Hospitality Management Internship Program.

Hospitality Internship credit is **NOT** given for completing the Disney's College Program. However, students can receive credit for RRM 386 Practicum while completing the Disney College Program.

If a student is fortunate enough to be accepted into Disney's, competitive, Professional Internship Program, the number of credits earned will be agreed upon between the student and their advisor based on the length of the Professional Internship Program completed. Once completed, the student will receive the agreed upon credits under FSHN486-C.

**Submission and Grading steps:**

- **Graduating seniors:** Forward your completed workbook to your **advisor no later than 30 days prior to the end of a semester.** Your advisor must have time to review your work before the scheduled meeting. Students must have time to make corrections and additions.
- **Students should send approximately half of their workbook to their faculty advisor half way through the term.** Do not wait until the end of the internship to submit your entire workbook. Your faculty advisor will read what you have submitted and give you feedback.
- Schedule your Internship discussion with your advisor after they have read the workbook and the student has made corrections. Students are required to present their Internship workbook and discuss their Internship experience with their advisor prior to grades being issued.

## Commonly Asked Questions

### **Q: How do I know I will receive CSU credit for an Internship?**

**A:** By discussing the Internship with your advisor and getting a signed Commitment Letter/Internship Agreement form from the employer regarding the RRM Internship Guidelines.

### **Q: WHAT TYPES OF ORGANIZATIONS CAN I INTERN WITH?**

**A:** You may intern with any organization that provides Food and Beverage services, Lodging services, or Event Planning services which will enable the student to complete the specified Internship Workbook requirements. You may not intern with organizations or companies that do not directly provide these services. For example, a resort that is located in ski country that has the student operating a chairlift.

### **Q: CAN I TAKE CLASSES WHILE DOING MY INTERNSHIP?**

**A:** Yes. Your Internship activities are very specific and focus on activities which can be scheduled around traditional course work or employment.

### **Q: DO I HAVE TO PAY FOR THE INTERNSHIP CREDITS?**

**YES.** Since RRM487 is an elective academic course in our degree program, you must pay for the credits. Accordingly, you need to plan on paying for the credits during the semester you are doing your internship if at all possible.

### **Q: CAN I RECEIVE FINANCIAL AID FOR MY INTERNSHIP?**

**A: YES.** Financial aid can be utilized for RRM487. It is your responsibility to check with Colorado State's Financial Aid Office **well in advance** of your internship to verify that you will be eligible to receive financial aid during the semester you plan on doing your internship.

### **Q: CAN I DO AN INTERNSHIP IF I AM STUDYING ABROAD?**

**A: YES.** If you are planning on studying abroad, you are more than welcome to do an internship there PROVIDED all elements of the Internship Workbook can be completed. It is your responsibility to notify your academic advisor **as early as possible** about internship opportunities you may be pursuing—**BEFORE** you leave Colorado State for your study abroad experience. You must receive initial verbal approval in order to know if the opportunity you are seeking is acceptable with your advisor. ALL prerequisite items must be met as if completing an Internship here.

### **Q: How do I register for my Internship credit?**

**A:** Meet with your advisor. Students must complete the following:

- Attend an Internship orientation meeting with your internship adviser.
- Discuss the Internship with the employer.
- Have all parties sign and return the Internship Agreement Form.

Once the above are completed, sign up for RRM487 Internship 1- Observations for 3 credits.

In the event that the student secures the opportunity to participate in an internship, and registration has closed for that semester, contact your internship advisor. It is possible to conduct the internship then register for RRM 487 Internship the next regularly scheduled registration period the next semester.

**NOTE: If completing Internship 2-Applications, for 3 additional credits, sign up for FSHN 486-C for an additional 3 credits.**

**Q: When do I sign up for Internship credits?**

A: Students should enroll for Internship 1 or 2 (Internship 1 is prerequisite for Internship 2) during normal enrollment period for the upcoming semester they plan to complete the Internship. Planning ahead is important. Note: See above.

**Q: What if I don't finish the Internship before the end of the stated term?**

A: If a student does not complete the Internship and the Internship Review with their advisor BEFORE grades must be submitted for that term, the student will receive an INCOMPLETE for the Internship. Upon successful completion of the Internship and the Internship Review with their advisor, a Pass/Fail grade will be issued for the previously issued Incomplete. Students who can make all arrangements for the Internship with their advisor; successfully complete the Internship and the Internship review with their advisor prior to grades being submitted for a term and the Pass/Fail grade will be entered as usual.

**Q: are the credits variable?**

A: No. Internship 1-Observations is 3 credits. Internship 2- Applications is worth 3 credits.

**Q: Can I take them both concurrently?**

A: No.

**Q: How is the Internship graded?**

**A:** Pass/Fail

**Q: What are the prerequisites for the credited Internship?**

**A:** RRM200, RRM310 (RRM311 may be taken concurrently), 60 CSU credits-Junior status

**Q: Can I use the credits to substitute for other RRM courses?**

**A:** NO. They are strictly used for elective credits.

**Q: I need to remain a full time student for insurance, financial aid, or other purposes. How can I do that?**

**A:** Contact your Internship adviser for available options.

Some options would be to locate another college near your residence during the Internship, or take some on-line courses from a Colorado Community College (such as Front Range), that will transfer in, or CSU on line courses. IN ALL CASES, STUDENTS SHOULD CONTACT REGISTRATION TO ENSURE COURSES WILL TRANSFER IN.

**Q: Are Internships paid?**

**A:** Whether a credited Internship is paid or unpaid is between the student and the employer. Federal law provides strict, but easy-to-follow guidelines for students and employers to follow should the Internship be unpaid. If the employee holds a regularly scheduled job/position with the employer, the student must be paid while performing that job. It is only the elements included in the Internship workbook that are subject to the Federal Work Based Learning Guidelines and may be unpaid.

**Special note:**

**No prior information or observations for this internship work can be drawn from previous experience or observations with the employer. All observations must occur during the internship period.**

## Credited Internship

Accepting an Internship with a hospitality organization, whether paid or unpaid, can be a wonderful experience and improves a student's resume a great deal. Additionally it provides practical work experience which enhances the student's functional/technical skills as well as their conceptual skills. Educators and industry professionals believe that Internships are very advantageous to the students and industry as it better prepares them for their careers in hospitality management.

In addition to gaining functional job skills, a student has an opportunity to observe a hospitality environment in operation. During this exposure it is critical that each student take advantage of their situation by focusing on the job/benefit mix; look beyond the specific job description they are fulfilling and begin to see the broad picture of hospitality management. Improved communication skills, networking with industry professionals, and familiarizing themselves with the entire operation are but a few of the job/benefit mix elements students should focus on. This Internship Workbook focuses on these elements of observation and practical application of management-driven skills and activities.

### **Tips on Completing this Workbook and your Internship**

**NOTE: If you are enrolled in a structured, documented Internship (such as Disney or Marriott) the student will not need to complete this booklet. They will provide their organization's documentation and workbooks.**

### **If Not a pre-approved, company- structured Internship**

1. Read the entire workbook before you consider an Internship. It will explain the process and prepare you for gathering the necessary information and enable you to plan the activities necessary to complete it properly and efficiently.
2. Present the internship program to your organization for approval.
3. Discuss and sign the Internship agreement and the insurance waiver with your General Manager and return them to your advisor. (See the Index)
4. Communicate regularly with your advisor to ask any questions you may have before, during, and after beginning the internship.
5. Thoroughly review the Internship booklet with your general manager.
6. Complete the workbook as you go. Don't wait until the end of the Internship to begin gathering information.
7. Plan for all Internship activities such as Shadow Shifts or inventories by scheduling them with the General Management early on.
8. Be a great employee by following company policies and procedures. Remember, you are also representing CSU.

9. Be observant at all times and take notes on what you see related to this workbook.
10. Planning is a key functional skill for all successful managers. Remember, successful completion of the Internship and CSU requirements are necessary to receive college credit.
11. Schedule your Internship Review with your advisor. Students are required to present their Internship workbook and discuss their Internship experience with their advisor prior to grades being issued.

**Submission and Grading steps:**

- **Graduating seniors:** Forward your completed workbook to your **advisor no later than 30 days prior to the end of a semester.** Your advisor must have time to review your work before the scheduled meeting. Students must have time to make corrections and additions.
- Schedule your Internship discussion with your advisor after they have read the workbook and the student has made corrections. Students are required to present their Internship workbook and discuss their Internship experience with their advisor prior to grades being issued.

Contact Dr. Franz for an electronic file of this workbook. Students should submit typed workbooks to their advisor prior to their scheduled Internship review meeting.

Food and Beverage Dr. Miller [Jeffrey.miller@colostate.edu](mailto:Jeffrey.miller@colostate.edu)

Hotel Lodging/Resorts Dr. Kang [soo.kang@colostate.edu](mailto:soo.kang@colostate.edu)

Food and Beverage Dr. Franz [bill.franz@colostate.edu](mailto:bill.franz@colostate.edu)

Event Planning Dr. Eric Milholland [eric.milholland@colostate.edu](mailto:eric.milholland@colostate.edu)



2. Current number of employees:                      Full Time                      Part Time
  
3. Number of seats (restaurant), rooms (hotel), or events per year (event planning)
  
4. Approximate average sales (average restaurant check, average room rate, or average sales per event planned)
  
5. Number of revenue streams (food/liquor/rooms, banquets/ catering/etc)  
  
List them:
  
6. Which hospitality segment/classification describes your operation?  
  
Example: Restaurants: casual, quick serve, fine dining.  
  
Hotels: commercial, convention, limited service, full service, resort  
  
Event planning – complete list of the types of events.
  
7. Define target market (customer base and description)

**If you are working for your employer IN ADDITION to completing an Internship**

**Job Specifics and Training in hourly position (if applicable)**

1. What is/was your primary job title? (not Intern)
  
  
2. Provide your organization's job description for your primary job. Insert your organization's job description in the index. If your organization does not have a job description, simply state that.

3. Isolate and list the specific tasks listed in your job description. Then reflect on your hourly job. Based on the list of tasks, thoroughly discuss similarities and differences you uncover. (example: as a food server you were asked to mop the kitchen floor)
4. Think back when you were originally hired. Describe your job training program in detail.
  - a. Discuss the materials used such as training manuals, tests, videos, etc., Did you have a trainer?
  - b. How many shifts did you train on before working on your own? Did it match the number of days it was supposed to take and was the program was actually followed?
  - c. On a 1-10 scale, rate the quality of your trainer and training program. Why did you rate them this way? Be specific.
  - d. As a manager, what would you do to improve the training you experienced?
5. On a 1-10 scale, how would you rate the level of teamwork in your organization? What did/does management do to promote a great team environment? Give specifics (Example: held team meetings). As a manager, what would you do to improve the teamwork?

### **Culture and Mission**

1. What is your organization's Vision/Mission statement?
2. Dissect the vision/mission statement and thoroughly list and discuss what you witnessed and/or took part in to achieve the organization's vision/mission. Use bullet points to list items. (Example: "...highest quality food in..." 5 day training program, professional chef, product specifications for purchasing, proper food storage, etc.)
3. How does management describe their guest/customer philosophy?



## RRM487 Internship 1 Observations

### (Hotel and Lodging/Resorts)

**These activities must be scheduled with assistance from your supervisor or General Manager.  
80% of them must be completed to earn a passing grade.**

RRM487 Internship 1 is design for the student to make detailed observations of specific management-related tasks and functions and to gather management-related information. Then, compare and contrast their observations with specific elements of their RRM program.

Check off when completed	Observation Activities and Questions to answer
	<p><b>Write concise but thorough summaries answering each question for each category here.</b></p> <p><b><u>Then compare and contrast what you saw with information learned in coursework.</u></b></p> <p><b><u>If there are things you learned but did not see discuss them.</u></b></p>
	<p><b><u>Overview</u></b></p> <ul style="list-style-type: none"> <li>• Explain a hotel’s ownership, management, operation structures</li> <li>• List all amenities available at the hotel</li> <li>• Define a type of lodging and a target market (customer base and description)</li> </ul>
	<p><b><u>Reservations forecasting tasks and room inventory</u></b></p> <ul style="list-style-type: none"> <li>• How do they check reservation status</li> <li>• List all no-show, cancellation, early check in, late checkout policies</li> <li>• How is room forecasting is done by manager(s)</li> <li>• Identify reservation sources (Internet, company website, fax, telephone, travel agents etc.)</li> <li>• How do they deal with group reservations</li> </ul>
	<p><b><u>Front desk duties</u></b></p> <ul style="list-style-type: none"> <li>• Are there any OOO rooms and OOI rooms? If so, what are the problems?</li> <li>• Describe how the front desk : <ul style="list-style-type: none"> <li>• takes the walk-ins (procedures)</li> <li>• walks a guest (procedures)</li> <li>• upgrades a guest room (procedures)</li> <li>• solicits a guest comment card</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• deals with complaints (procedures)</li> <li>• performs service recovery</li> <li>• performs check in and check out</li> <li>• Identifies different room rate categories (rack rates, discounts, complimentary room)</li> <li>• deals with cash only paying guests</li> </ul> <ul style="list-style-type: none"> <li>• Describe their Frequent Stay Program if applicable</li> <li>• Describe how to read a guest bill (folio)</li> </ul>
	<p><b><u>Understand the PMS (Property Management System)</u></b></p> <ul style="list-style-type: none"> <li>• Describe the type of a PMS system a company use</li> <li>• Ask the advantages of using this particular PMS system</li> <li>• How does the PMS interface with other departments?</li> </ul>
	<p><b><u>Guest service duties- if available</u></b></p> <ul style="list-style-type: none"> <li>• List all a concierge’s duties if applicable</li> <li>• List all services available at GS</li> <li>• Describe how to deal with complaints</li> <li>• Who usually use GS?</li> </ul>
	<p><b><u>Housekeeping duties</u></b></p> <ul style="list-style-type: none"> <li>• Observe then describe the Dept. line up in the morning if applicable</li> <li>• Observe then describe a room cleaning procedure of both a check–out room and a stay over room</li> <li>• Describe the role of executive housekeeper</li> <li>• Describe how they communicate with FD (procedure)</li> <li>• List the average number of rooms cleaned by each housekeeper</li> <li>• Ask about and discuss employee turnover in the Dept.</li> <li>• Describe the training for How do they train new employees- in detail</li> <li>• List all room amenities</li> </ul>
	<p><b><u>Night audit duties</u></b></p> <ul style="list-style-type: none"> <li>• Understand a guest ledger</li> <li>• Explain how room rate and tax are applied</li> <li>• Observe and discuss the procedures of night audit</li> <li>• Describe how guest folios are prepared</li> <li>• What types of “Downtime Reports” are prepared by Night audit?</li> </ul>
	<p><b><u>Observe employee schedule writing at either Front Desk or Housekeeping Dept.</u></b></p> <ul style="list-style-type: none"> <li>• Who is responsible for writing them?</li> <li>• When and how often are they posted?</li> </ul>

	<ul style="list-style-type: none"> <li>• How many weeks does each schedule cover?</li> <li>• What information (data) are used to write a schedule?</li> </ul>
	<p><b><u>Observe the interview process (Select one dept.: Front Office, Housekeeping, or Guest service)</u></b></p> <ul style="list-style-type: none"> <li>• Who performs interviews?</li> <li>• How many interviews do applicants receive before being hired?</li> <li>• Where and when are interviews conducted?</li> <li>• Are the interviews structured (pre-planned questions) or unstructured (no pre-planned questions)?</li> <li>• Who did most of the talking (manager or applicant)?</li> <li>• What was the applicant told at the end of the interview?</li> <li>• Is it required for an applicant to take an aptitude (or personality) test?</li> <li>• Discuss the interview with the manager. Why did they, or didn't they hire them? What is their rationale?</li> <li>• How does this decision fit with their company culture and philosophy about "people?"</li> </ul>
	<p><b><u>Observe 2 management meetings</u></b></p> <ul style="list-style-type: none"> <li>• Who attended the meetings?</li> <li>• Was there an agenda? What was discussed?</li> <li>• How often are they held?</li> <li>• Are they productive?</li> </ul>
	<p><b><u>Review and Understand the P&amp;L statement. Give a summary of the statement (e.g., whether they are profitable, any particular dept. has a high expense ratio or vice versa?)</u></b></p>
	<p><b><u>Describe how the hotel recognizes its employees on a regular basis.</u></b></p>
	<p><b><u>Discuss how the hotel ensures guest satisfaction.</u></b></p>
	<p><b><u>Technology in use (Just some ideas)</u></b></p> <ul style="list-style-type: none"> <li>○ Make a list of the technology the organization uses on a regular basis. (examples: hand-held ordering hardware, inventory software, POS system, PMS, Event Planning software, etc.)</li> <li>○ For each type of technology in use, describe the 3, 4, or 5 most important pieces of data/information the technology generates.</li> </ul>

	<ul style="list-style-type: none"><li>○ Discuss how managers use this data/information to achieve company goals and objectives. Example: Revenue management (yield management)</li></ul>
	<p><b><u>Management shadow shift (Mandatory)</u></b></p> <ul style="list-style-type: none"><li>• See the MOD shadow shift report attached.</li></ul>

**In this section, students and their internship supervisor should select two (2) additional observations/learning opportunities that are of interest to the student and the supervisor. Students should list the activity and write a description of what was observed, what was learned, and why it is important.**

**MOD SHADOW SHIFT REPORT**  
**Internship I**  
**(Immediate Supervisor's shift)**

The opportunity to shadow and observe “Manager-on-duty” shifts at your operation is an invaluable experience. Working side-by-side with an assigned MOD during shifts is often the best way for a student to experience their future position. Through the Shadowing method, students have the opportunity to “take their blinders off” and see the big picture; the total-roof concept.

By shadowing an experienced manager, students witness the interactions of all the employees in all departments whether working in a hotel or a food service. They will observe the interactions of employees with employees, employees with guests, and managers with everyone. Additionally, they have the opportunity to observe and analyze how employees perform their jobs, and ultimately how their performance affects guests through food and service.

Because no two management shifts are ever the same, as are no two managers the same, the shadow shift, and the report are somewhat unstructured. This allows each MOD to schedule, structure, and execute shadow shifts in a manner which will work best for them and the Intern. Additionally it is important to realize that shadow shifts are not necessarily training shifts. In other words, it is not the MOD's goal to train the Intern how to run a shift, but rather to let the Intern observe what is happening with explanation and commentary as needed. It is suggested however, that these few guidelines be applied:

**Pre-shift meeting:** The MOD and Intern should sit down prior to each shadow shift to discuss

1. What is about to take place.
2. What the MOD should expect from the Intern.
3. What the Intern should expect from the MOD.
4. What the shadow shift is attempting to accomplish. What are the objectives?
5. Review the shadow shift report the Intern must submit.

**During the shift:** The MOD and the Intern work/stay together throughout the entire shift, that they do not get separated. This is especially true if they begin to experience unplanned difficulties. Canceling a shift because “things aren't going well” is unrealistic for any MOD.

**After the Shadow Shift:** A debriefing should be held. The MOD and the Intern should discuss what happened (good and bad) and whether or not the shadow shift objectives were met.

The Intern is expected to write a thorough review of the shadow shift using the following format and headings.

**Introduction:** When and where the shadow shift took place. Who was the MOD and their title? How many years have they been in management? Discuss the pre-shift meeting between the Intern and the MOD.

**Body of the paper:** Thoroughly describe in your own words what you did, witnessed, felt, realized, discovered, and experienced. Main topics should include:

- Intern's observations of the employees
- Intern's observations of the guests
- Intern's observations of the MOD
- The flow of business
- Product and service quality
  - Describe in **detail** the emphasis the operation places on **quality** control of products and services. In your discussion you should be citing specific managerial systems, policies and procedures, structured training, proper staffing, etc. (RRM 200, 310, 311)
  - Describe in **detail** the emphasis your operation places on **cost** control of products and services. In your discussion you should be citing specific managerial food and labor systems, policies and procedures (RRM310), structured training, etc. (RRM 200, 310, 311)

**Conclusions and summary:** Reflect on the shift experience and summarize your thoughts. Discuss some comparisons and contrasts of elements from your HOSPITALITY MANAGEMENT/BUSINESS MINOR coursework and what you witnessed/experienced during your shadow shift. The conclusion section should be a minimum of 1 ½ to 2 pages.

Total Shadow Shift Report; Minimum 5 pages

Typed, double spaced, 12 font. Place in Workbook index

## **Personal Reflection**

Personal reflection is an opportunity to think deeply about ourselves and what we experience. It is an exercise in Internalization. This exercise is an opportunity to contemplate and jot down a few things that have been modified, impacted, changed, or otherwise influenced your thoughts and actions regarding your Internship and the hospitality industry as a whole.

THIS IS NOT A CRITIQUE OF THE INTERNSHIP

Think of this as writing a 500 word note to yourself about the changes (or no changes) you have experienced during Internship experience. It should be full of "I" and "me" statements.

# INDEX

**Student Internship Time Log**

**Completed by Student Intern-verified by General Manager**

**Student Name:** \_\_\_\_\_ **Phone Number:** \_\_\_\_\_

**General Manager/Supervisor** \_\_\_\_\_

**Keep a record of the hours spent completing observations (Internship 1) management activities listed in the workbook. For example, on Monday week 3, liq. Inventory 2 hrs.**

<b>Week date</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>	<b>Sunday</b>	<b>TOTAL</b>	<b>Manager Initials</b>
1:									
2:									
3:									
4:									
5:									
6:									
7:									
8:									
9:									
10:									
11:									
12:									
13:									
14:									
15:									

### **Performance Reviews**

A well-thought out Performance review by the GM will provide invaluable feedback for the student Intern, and will help the Intern grow and develop. The following performance review created by CSU faculty allows each GM to evaluate their intern according to their standards, not CSU's.





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Attitude

Demonstrates enthusiasm for Internship elements, accepts

change/direction/coaching constructively      **1**    **2**    **3**    **4**    **5**

**Comments:**

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**Rating Scales:    1-Unsatisfactory    2-Fair    3-Average    4-Above Average    5-Outstanding**

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Self Confidence

Presents self as a poised well-adjusted individual    **1**    **2**    **3**    **4**    **5**

**Comments:**

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Human Relations and Teamwork

Ability to work with others and perform as

a team member      **1**    **2**    **3**    **4**    **5**

**Comments:**

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Suitability

Student would be well suited to this type of work

And is a potential asset to this occupation.      **1**    **2**    **3**    **4**    **5**

**Comments:**

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In your professional opinion, how does this student compare with other students and/or employees that you have supervised?

Overall assessment of student Intern: (circle one)

**Outstanding (90% above)**

**Good (81-90%)**

**Fair(70-80%)**

**Poor(70% below)**

Write a brief statement to support your rating or refer to the comments sections above.

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Supervisor's Signature

Date: \_\_\_\_\_

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Intern's Signature

Date: \_\_\_\_\_

Please return this form to the Intern or to:

Department of Food Science and Human Nutrition

Hospitality Management Program, Internships

Colorado State University

234 Gifford

Fort Collins, CO 80523-1571

(970) 491-0293

Or email to:

Dr. Franz     [bill.franz@colostate.edu](mailto:bill.franz@colostate.edu)

Dr. Miller    [jeffrey.miller@colostate.edu](mailto:jeffrey.miller@colostate.edu)

Dr. Kang      [soo.kang@colostate.edu](mailto:soo.kang@colostate.edu)

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