

Model of a manual in English for the Reconfirmations area of the company

Booköhotel

Submitted by

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ABSTRACT

For a company, the human factor is a key element in its development because it is the staff that executes and takes responsibility for the activities of the company. The ignorance of the aforementioned leads us to follow the procedures stipulated by a company causing inconvenience in the performance and result that is expected to achieve. Under those circumstances, it is necessary that all staff have knowledge of the activities; functions and processes of the company, through training and experience. In order to avoid duplication of work, wasted time and erroneous tracking of processes.

Each person in a company counts as a small book that is filled with new experience and knowledge about their job, reason why when they an employee leave the company all those skills got with them. As a result the company cannot depend on people but in writing documents that specify each one of the employee's essential tasks. This manual will be a practical tool to learn, consult and acquire new knowledge for workers, In other words, a manual will allow the communication between the highest level of command and the subordinates. At the same time, a manual will standardize the different processes and functions of the employees in the company.

The objective of this Project was to create a manual proposal in English, in such a way that the agents of this area had access to the information of their activities, functions, processes and tasks; for this purpose, a triangulation of data collection was used in its order: the SWOT, the survey, and the interview, the analysis allowed to see the current situation in which the area was and both the interview and the survey about the experiences of the agents and their points of view of each training process they had.

KEY WORDS

Manual, training, Human capital, knowledge management, functions, process, company.

RESUMEN

Para una empresa el factor humano es una pieza clave en su desarrollo debido a que es el personal quien ejecuta y se responsabiliza de las actividades de la empresa, el desconocimiento de lo mencionado anteriormente conlleva a no seguir los procedimientos que ha estipulado una empresa causando inconvenientes en el rendimiento y resultado que se espera lograr. De manera que es necesario que todo el personal cuente con los conocimientos de las actividades funciones y procesos de la empresa, que a través de capacitación y experiencia se llegan a obtener, todo esto con el fin de evitar la duplicidad de trabajo, malgaste de tiempo y seguimiento erróneo de procesos.

Cada persona en una empresa cuenta como un pequeño libro que se va llenando de experiencia y conocimientos nuevos acerca de su puesto de trabajo. Razón por la cuando dejan la empresa todos esos conocimientos se van, y en una empresa no se puede depender de las personas porque nadie es imprescindible; es por esta razón, que debe existir un documento que sea permanente en la empresa, como lo es el manual, una herramienta práctica y de consulta permanente para los trabajadores. Como resultado, la compañía no puede depender de las personas es por esta razón, que debe existir un documento que sea permanente en la empresa. El manual será una herramienta práctica que los trabajadores aprendan, consulten y adquieran conocimientos. En otras palabras un manual permitirá la comunicación entre los altos mandos y los subordinados dentro de la compañía

El objetivo de este proyecto fue crear una propuesta manual en inglés, de tal manera que los agentes de esta área tuvieran acceso a la información de sus actividades, funciones, procesos y tareas; para ello, se utilizó una triangulación de la recopilación de datos en su orden: el FODA, la encuesta y la entrevista, el análisis permitió ver la situación actual en la que se encontraba el

área y tanto la entrevista como la encuesta sobre las experiencias del agentes y sus puntos de vista de cada proceso de capacitación que tenían.

Palabras clave:

Manual, capacitación, capital humano, gestión del conocimiento, funciones, procesos, compañía.

INTRODUCTION

The main purpose of a company is to offer the highest quality in its services and products to customers. Taking this into account, it is necessary the processes standardization that allow the management of resources and functions for the personnel performance. It will help the personnel to collect the information of the different activities an complete them in short time.

Equally important, within an organization, Human Resources department apart from being who forms the company and it is in charge of executing the companies' activities. A prepared Human Resources with a huge knowledge is the ideal tool to keep the organization.

Having the previous details into account, the Booköhotel's Reconfirmations area present difficulties for not knowing the information about functions, processes and activities of this department. The lack of information not only obstructs the performance of each of the members (as they don't know what activities have to be carried out) it also facilitate the mistakes to happen and it represents a risk or threat for the company.

To fill out this necessity, a training manual design has been suggested for the new members of the reconfirmations area. This will help the team to identify the processes, functions

and activities (typical of the area) to optimize times and to perform a better job with quality to offer a good service.

This research is divided into five chapters, distributed as it follows: First, the research question and the explanation of the objectives; second, the theoretical frame is set taking into account the following authors: Sampieri, Yin, Hernández. Third, the instruments selection for the data collection. Fourth, the application and the proper analysis of the data; and last but not least, the creation of the manual proposal based on survey's analysis and meetings with the team leaders of the company.

1. CHAPTER 1. Diagnostic and planification

1.1 Context

Booköhotel is a multinational stock broker, with online platform for wholesale travel agencies; it only operates like B2B (Business to business) (Rivera, 1970), it has been competing in the market for more than 10 years, it was founded by Adriana Rodriguez and Mauricio Sotelo. The main headquarters is located in the Florida city (USA) and another branch office in Bogota AV EL DORADO 68 C 61 Office: 329. They have more than 50 workers or employees.

This is a private company inside the tertiary sector. It offers two services: hotel reservations and Concierge services (to book a yacht, to send bouquet of roses, transfers from the airport to the hotel, etc.). The main Booköhotel's objective is to offer unforgettable good experiences to their clients.

Different travelling agencies make reservations all around the world for their clients through the website Booköhotel. Once the reservation is done it will show up a combination between numbers and letters that work as a reservation locator. Most of the agencies create cases in order to do any request to the reservation: type of bed, late check in, honeymooners, among others.

Each department in the company contributes for the reservation to be successfully done. The process takes into account different factors: payments (financial), the correct location (technology), any request (Operations), hotel reservation confirmation (reconfirmations); contact suppliers (contracting) any complaint or demand (claims).

Even though that all the areas are fundamental to complete the job; in this paper, the reconfirmation section stands out because it is the quality area. In this location, the mistakes can be detected and solved on the spot, consequently this will provide more confidence and reliability in reservations for the VIP customers. This area guarantees the client's confidence in the company.

The Reconfirmations area has 5 members: a team leader and 4 workers (trainees). These staff is in constant rotation because it is a position just for students to do their internship during 6 months. The members are in charge of calling every day to the hotels around the world to verify different factors: that the reservation was done through a provider, is in their systems, the type of accommodation reserved by the agency, the regime and if it is paid by Booköhotel. This type of work demands that staff members in this area have full knowledge about the handling and reservation process. In other words, they need to know how to confirm the reservations, terms used, how to find and solve common problems as well the process to follow up.

The company trains their trainees during 2 or 3 days and then, from the third day, the responsibilities of each member are reconfirming the reservations. However, through the reconfirmation process, the trainers face different unknown situations and it is there where mistakes are made because they do not have the relevant information to work on the different issues, and as a result, incorrect decisions may arise.

Under those circumstances, this department member consists of making daily phone calls to the hotels all around the world. The purpose of these phone calls is to confirm both: that the reservation was successfully done through the supplier and that it was saved in their system. This

process requires members to have total knowledge about management and the each reservation process.

A confirmation on time may avoid difficulties. Furthermore, this area identifies the problems with the reservations in order to avoid possible claims.

1.2 Problem Statement

When new members enter to a company, it is necessary to train and provide them with the knowledge and necessary information to help them to execute their responsibilities. The Reconfirmations' area from Booköhotel belongs to the quality department where the reservations are verified to be fully completed. This process allows customers to be confident and secure.

Currently, the Reconfirmation's area members have some difficulties with the information management; with the processes that must be followed and the functions of the post that must be accomplished this situation is due to the lack of basic knowledge about the area. As a result, this not only obstructs the performance of each of the members it also facilitates the mistakes to happen and it represents a risk or threat for the company.

Taking this into account; although training becomes a key path to transmit the missing information, trainees are trained just for two or three days. During the training process, trainees are shown all the information regarding the area since the organization doesn't have a written document where this type of information is specified. This is a clear illustration that there is not any procedure in place to train and form trainees on the complex topics as there is not any monitoring process either.

The lack of a manual (written document) that prepares or guide the personnel has caused the area's functions not to be well developed, not to have a good time measuring and not to have standardized processes because everything is based on personal opinions.

Therefore, it becomes necessary to have a training manual that allows specifying functions, post procedures and activities, organized and systematized information about the aspects, processes about the organization. These facts will contribute to the knowledge and training process of the trainees, supporting the development and performance of them in work.

1.3 Research question and Objectives.

The objectives, in this research have been defined to guide and develop the process of this investigation and in this way to achieve the purpose of the research. The following paragraph will show the main objective (general) supported in 3 specific objectives.

1.3.1 Research Question.

Taking into account the need of the area and what is intended to be achieved question arise:

Would an English Manual help the reconfirmations trainees as a support in their training process to optimize the efficiency in their place of work?

1.3.2 General Objective.

To design a training manual proposal in English for the trainees from the Reconfirmations' area as support of the training process in such a way that they can identify the information, the procedures and the functions of their work to achieve a high performance in the area.

1.3.3 Specific Objectives

- To identify trainees' perceptions about the reconfirmation area and their experiences in their job post.
- To delimit the trainees' functions in the reconfirmations' area within the organization chart in the company.
- To organize and systematize company's information related to the functions and procedures which will be shown to the personnel of the Reconfirmations' area.

1.4 Justification

The companies have a set of the functions and tasks in each area for their performance and to achieve the company's goal. It is necessary that new workers learn those tasks to develop in an effective way the post.

Booköhotel is a fast and continuous growing company that demands its employees have a high performance as well quick adaptation in their work environment. Therefore, when being part of the Reconfirmations area it is necessary for the worker to know the processes that must be handled.

The area does not have a specific document where shown a set activities, processes and functions that must be known and follow by the workers. If there is a lack of this information, activities are not going to be handled appropriately to succeed with the company expectations and as a result there is not a high quality in the processes. Under those circumstances, some mistakes and faults will be made; and these could have been avoided if there was a document with this specific information.

“Manuals are a communication tool for the company, they are one of the most effective tools they allow to standardize functions, processes, information, and transmit knowledge” (as cited in Alvarez, 2006, p.23). It becomes necessary to implement a manual in the department for the new members to access to the complete information about the reconfirmations area. This with the main objectives of minimizing the lack of awareness by the workers and work as a guide and help to the training of new staff. Manuals work as permanent tool for all the co-workers.

It is for this reason that all the personnel have to know the company, functions and information and posts activities for developing the post. In order to do this, it is mandatory to have a manual that works as a communication tool and take advantage of workers abilities.

This current work presents a manual design that allows to complement the training that receives the new member of the reconfirmations area, setting all the information about the processes and special cases of the reservations; having the needed support in English about the functions of this area, taking them as a guide in any process.

CHAPTER 2. Theoretical framework and state of art.

2.1 Theoretical Framework.

The theoretical framework of this research is mainly involved in the definition, those are essential for the investigation's development; for example the concept reservation has relationship between human capital and the quality of the company; as well how different tools are successful in carrying out their daily activities but with a good training.

Following, the key concepts are presented with their respective definitions. These definitions are based on expert's authors in the field and research sources. These will be used later to do a deeper investigation's development.

2.1.1 Quality control.

The personnel's potential contributes to the stability and improvement of the quality in all the administrative processes. This factor is an essential requirement in a global competence since it is a survival fact in which the certified company is more competitive than the other ones. "In case those organizations do not manage to survive to the current and globalized market competence they have the risk of disappearing" (National Planning Department, 1990).

Therefore, in terms of competence to achieve the expected success it is necessary to research not only it is a must to reach not only high quality levels but also efficiency in the norms established by the government organizations. A certified company is a synonym of quality and it offers a good impression. In addition, it gives more security and allows clients to be more confident of it; in other words, quality is excellence as it places the company in high levels that will work as competence in the global world.

American Society for Quality (ASQ) defines “quality” as a subjective term since each person or sector has its own definition. “Quality can have two different meanings: service or product characteristics that have an impact on the capacity of satisfying explicit or implicit needs; or of a product or service that does not have any failure. When a product or service overcomes the client’s expectations that is called quality” (Giménez,2000, p.3).Quality is something intangible that is based on perceptions. Quality can be defined as it follows:

$$Q = \frac{P}{E} \quad \text{Where } Q = \text{quality} \quad P = \text{Performance} \quad E = \text{Expectations}$$

If Q is higher than 1, the client has good notions about the product or service. E and P determination will be based on the perception where the seller is the one in charge of determining the performance, and the client determines the expectations that are higher with time (Giménez, 2000, p.3).

On the other hand, Quality is explained as “Group of defined properties of a product, a product service or service that lends the ability to satisfy established or implicit needs” (ISO norm,1986) through the International Organization for Standardization (ISO) and the International Electro technical Commission (IEC). The ISO has established a set of important norms about the quality systems called ISO 9001 that is applied not just to the manufactures but also the services.

Taking this into account, a technical committee about the quality management by the International Organization for Standardization (ISO) was created. It published, in 1986, a glossary about quality and in 1987 a set of international norms about the management and quality assurance.

2.1.2 Norm ISO 9001:2015

ISO 9001 establishes the parameters for the implementation of a quality management system since it is considered as a strategic way to apply the quality solutions to any company beyond its field performance, size or nature.

The ISO is an institution that represents more than 90 countries. Their decisions are reflected on the international norms after a consensus through the experts groups of work, all around the world through the discussions and consensus these norms have been modified and improved as time goes. (Planning department, 1990 p. 67)

This is the reason why the norms have a great value for a company because they build up its identity besides the fact of representing quality and recognition towards the market. Through the International Organization for standardization (ISO) and the International Electro technical Commission (IEC) standardization national offices of many countries have agreed about the international norms of numerous products.

The ISO norm has determined a series of quality norms that are applicable not only products but also for services. The certification represents a status in the global market of developed countries; it also means, being sustainable throughout the time. In the world, there is too much for 90001. It is important to take into account that it comes after the norm ISO 9000 joined to two more norms: (ISO 9000, ISO 9001, ISO 9004). These were prepared to attend to all kinds of organizations in the implementation and operation of the efficient quality management system. The ISO 9001 norm establishes the parameters for the implementation of a quality management system since it is a strategic way to apply the quality solutions on any company beyond its performance field, size or nature.

The main goal is to increase the client satisfaction since this norm is the one in charge of certifying the quality management system in the companies. In addition, there is an analysis and certification process, carried out by the authorized ISO organisms, to determine if the quality system of a company accomplishes the requirements of an ISO 9001 system.

One of the objectives of the new norm ISO 9001:2015 is to include people as if they were Quality Management System resources. The competence means the capacity to apply the knowledge and abilities with the final purpose of achieving the expected results. Subsequently, the company has to make a decision with the intention of prepare competent personnel and establish...people ability to carry a work out that can affect the development and efficiency of the Quality Management System. The compliance of this norm can be verified and certified.

It becomes necessary to follow to those norms to get the opportunity of being part of the developed countries market. These types of norms are not just defined in the company but also it is necessary to do the monitoring process to evaluate them and improve the quality level. The complete quality management constitutes a new administrations philosophy and integrates all the people and functions of the company looking for the constant improvement of the administrative and technical processes. The managers are the ones in charge of including the quality in the strategy. This is why it is very important for an organization that all the areas know its functions, politics and objectives in order for all the people to work together obtaining a competitive advantage in the market. This can be achieved through a very effective tool, required by the norm, training.

2.1.3 Human talent management:

(Lledo, 2011) states that Human Resources has an application approach of the most important activities inside the different companies. This makes the human talent management a fundamental base for the successful development of the processes since people are the ones in charge of executing those activities. For this reason in a company is so important workers, who makes the jobs and tasks and help to accomplish the company ' goals.

2.1.4 Intellectual resources:

It makes reference to the employees knowledge and it allow the organization to be competitive. When the managers carry out administrative activities of human resources, as it is part of their responsibilities and tasks, they facilitate people contribution with the common objective of reaching the goals of the organization they belong to (Perez, 2005). “The importance of these activities becomes evident when there is consciousness of the human beings as a common element for any organization.”

2.1.5 Human Capital.

More than a concept, it is the essential factor of wealth creation. As it is stated by (Savage, s.f.) “The four factors of it in in the economy have always been: land, work, capital and knowledge but the relative importance of each of them has changed with time”.

As a consequence of the scientific revolution, from the XIX century; education, knowledge and abilities became crucial factors to determine the productivity of a worker. It was in the 50's with the “Human capital age” also known as “the people age” when the use of the abilities, knowledge and citizens started to be prioritized.

In history, many authors have defined the human capital concept; as Gary Becker (1964), who defines it as “a set of abilities that a person obtains by the accumulation of general and specific knowledge, of savoir-faire, etc.” Moreover, the term human capital was first coined by Gary S. Becker, Nobel Prize for economics in 1992, when formulating the microeconomic theory that made part of a more general one for determine the income distribution of the workforce. He states that the human capital consists of abilities and skills people obtain during their lifetime by means of formal studies (school) or informal knowledge (experience) which is not only a primary economic factor but also a great treasure for societies.

The value of the organization’s human capital determines the success of it.

This was how capacities and intellectual part of the company became stronger since companies compete with a trained staff to be successful every day, and this is the new anthropological method that is opening the door to the new century. This doctrine places the human development as the main organizations product.

Indeed, according to Mary Parker Follett, (s.f), when she defined the administration as ““achieving results through people”, the success or fail of the organizations is consequence of the commitment, abilities, knowledge and their workers contribution”. The company must have expert knowledge and high competences, abilities and quality experience. The members’ training is essential and key for a company’s progress.

Regarding the human being intellectual part, this has always prevailed in history because despite of the fact that in some time (industrial revolution) machines took a leading place, it was necessary to have intellectual people to control them. As the author Valencia states (2005) “Technology can be imported but the workers and engineers must be trained and qualified. A qualified labor develops a fundamental role in the economic and productivity growth”.

It is verified that the human capital (workers with successful knowledge) in a company is essential for the profitability of it.

Under those circumstances, a company must form and train their workers because good results, profitability and efficiency are achieved just through them. Therefore, “the human capital investment in an economy generates important social profits to the economy group that surpass the individual benefits. In addition, it facilitates their development encouraging the acquisition of new competences and higher responsibilities as they improve not just in their learning process but also in their experience in the company”. because through the time people have all necessary knowledges to makes a difference in the competence. “It is possible to assure that in the next years, the organizations efforts must be focused on three main aspects of the human resources development, and they must be prioritized” (Valencia, 2005)

1 To offer a development, growth, motivation and satisfaction space for many of their needs and giving them tools for them to be more efficient when performing the different activities.

2. Better use of the labor force by creating higher levels of productive work to assure a good company position in the market.

3. More quality of the labor force of the human capital that integrates the company through education and training. This way, they will feel obliged and they will give their best when doing their activities in the company.

2.1.6 Knowledge management

Fleitas and Gil (2008) define knowledge management as “a set of methodologies, systems and technological tools that help companies in relation to the key knowledge for their activities; for instance: “intellectual capital” management, current and future needs management, prevent and avoid decapitalization risks, structural and relevant management, to gather their knowledge basis in every creative work event; individual or group, to promote the communication and interchange of ideas and experience among employees and to make profitable their knowledge basis”. Therefore, people must have their information area and everything related to it. Besides, they must have some knowledge about how to carry out activities in such a way that it is possible to designate and distribute the activities by working as a group to promote efficiency in the area.

Companies without a formal training program in which employees learn through others are not introduced in the general policy of the organization. The ideal purpose is to bring the employee in contact with the accurate methods to make him feel comfortable. Fleitas and Gil (2008).

2.1.7 Organizational structure.

To achieve a set of goal, a company has to take into account that all the organization not only have to work in a uniform manner but also all the areas must be intertwined. Additionally from this, it is necessary to define the activities, to standardize processes and functions so workers can operate effectively.

The organization structure defines many characteristics and the company order; when a company has clear objectives and defined functions for each worker, it makes them work as a whole to achieve the established organizational objectives.

As it is stated by the author “It is the formal distribution of the jobs within an organization, process that involves decisions about the work specialization, departmentalization, command chain, control amplitude, centralization and formalization” (Robbins, 2005, p.234)

It is in this way how through the correct organization it is possible not only to define the functions and processes but also to organize and systematize the company resources in a hierarchy. It also distributes the activities and responsibilities for the employees to be efficient from their place of work.

The organizational structure depends on the activities to be performed. The structure is defined in the way it allows to delimit the functions, establish processes and organize posts hierarchically. Also Chris A. (1975) defines this word as:

At the moment of having a closer look to the organizations, it is possible to see that they reflect different activities liable to analyses in many levels, the individuals, the small groups, the relations among groups. The norms, values and attitudes exist under a very complex pattern of the administrator and they constitute the base to understand the organizational phenomenon's (p. 23).

The organizational structure has a visible component, the area divisions, posts, processes and procedures.

For the purpose of defining functions and processes it is necessary to do an analysis of the post to obtain the information regarding to each post in order to establish the description and definition about them. This process is part of the training and the company must have it because it is very important for the worker to have not only written functions and processes but also to know how to do and develop them to have a better control over any situation. Each established

task is monitored in effect that the employee performs it effectively and also to check that all the members are in pursue of the same purpose.

2.1.8 Training

For an organization, all the areas work together and they also have to have well delimited functions, politics and objectives with the purpose of working as a group to obtain a competitive advantage in the market.

The training is not only a strategy but also a tool to develop the personnel`s skills` to help the employees to have better performance. “The training refers to all the methods used to provide new and current employees with the required abilities to develop their job” (Dessler, 2001, p.249). It refers to all the activities that allow acquiring and reinforcing the knowledge that is applied by the personnel to improve their efficiency in their job and being more effective and efficient.

These specific activities consent the enterprise to increase their personnel`s knowledge assuring a successful performance. “Its importance is owing to the opportunity it gives to the worker to internalize and practice the motivational, execution, growth and progress variables” (Rodriguez Valencia, 1988). Also, the training is considered:

A short term process in which a planned process is used; systematic and organized, that includes a set of educative and administrative actions oriented to the change and improvement of the knowledge, abilities and personal attitudes with the purpose of promoting better levels of development with the requirements of the place of work. This allows the personal development and the business effectiveness. (Ibáñez, 1988)

For the reconfirmations area, this process contributes to the faster familiarization with the information that must be taken into account and the personnel's training through a very practical and useful tool; the manual. This will be the basis for all the personnel of the reconfirmations area.

2.1.9 Reservations:

Within the tertiary sector, hotel and tourism are part of the world and country economy activity. Nowadays, the journey has a great part of the economy activity of a country, nowadays, the journey and travel have been not only or resting and relaxing but also for business. The leisure and the leisure and activities offered by each place are a reason to travel in addition to the characteristics and history of each place in the world.

“In the Hospitality sector, the hotel industry is the set of all commercial establishments, which in a professional and usual way provide hospitality and restaurants, either rooms or apartments with or without complementary services” (Arrillaga, s. f.). In addition to being this very competitive field every day, not only is there a huge number of broker companies to book, but also the technology offers platforms to make a virtual reservation to book too.

With the result of a competitive world and offering variety of rates and hotels, and each client becomes demanding with the aspects of the hotel for this reason is necessary to have the reservation available at the hotel and the room prepared, at the time of the reservation. One of the concepts of reservation is “the action by which a person in his name... requests the rental of one or more rooms, of determined characteristics during a specific dates, being counted the same by modules of 24 hours, under a predetermined price” (Hinojosa, Leyva, Mora, Neyra, Pino, 2014).

In general terms, a reservation is defined as an action of booking one or more places for different purposes. For instance, have dinner at an expensive restaurant in the city. Therefore, as it is important to always have a large number of people it is also necessary to have a good method to place the reservation in order to always have the availability for the customer. This is why the Reconfirmations area is very important for the company because it is the quality area. Its work is to detect not only possible mistakes in the reservations but also the solutions to fix them. As a result, it will provide confidence, assurance and peace to the VIP clients.

With this mind, it should be taken into account that when a hotel reservation is made, it is the beginning of a commitment between the client and the company because it must ensure that for the day of the reservation (check in) everything is ready without pretexts. As a result, the customer lodged and enjoys all the services that the facility offers.

To conclude, the reservation process is the medium whereby a guest requests to be assured a room for certain date and time, when the guest arrives already has his room assigned and safe.

The reservation process takes into account the conditions and needs expressed by the guest, this process is very complete because you have the data of the guest, the type of room, the time of arrival, the permanence among others that are part of the hotel operation. (Guevara,2014)

For this reason it is essential that the reconfirmation department verify that the reservation is paid by the agency or tour operator.

2.1.10 Traveling agencies:

According to OMT (1998), “agencies are services companies and their main function is the intermediation”. On the other hand, contributing to a simplistic definition, Foster (1994), points at the fact that any place where one or more travelling products are sold is called traveling agency.

Bookohotel has different agencies around the world, means by which people can make their reservation. Customers can not receive any information from the agencies because this is total confidential , another definition of reservation is the one that gives the Venezuelan Association of Travel Agencies and Tourism (AVAVIT) is that the travelling: agencies like companies made up by travelling and tourism consultants that allow the client to choose and acquire the wanted services for their trip.

2.1.11 Manual:

“The manual presents specific systems and techniques. It points at the correct procedure to follow in order to achieve either all the personnel’s office work or the one of any group of work that carries out specific responsibilities. A written procedure means to stablish a standard method to execute any job” (Graham Kellogg, 1998) and this is why the manual becomes important for the trainees and also for the company because the procedures are clear and it is an only way to follow up, so the processes can be executed.

Another definition of manual “is a document that contains in organized and systematized form the information and / or instructions about history, politics procedures, organization of a social organism that are considered to be necessary for the best execution of the work” (Duhalt, s.f, p.20)

There are several types of manuals but the one that fits to this type of investigation is the training manual because as it was stated in one of the objectives, it will support the workers for them to have complete information about the area. Then it will describe the manual of training.

2.1.12 Manual of training.

According to the author, Kellogg (1963), the manual presents specific systems and techniques. He determines the procedure that must be followed to manage not only all the office personnel work but also any other group of work that has specific responsibilities. A written procedure establishes a standard method to carry out any job.

However, this manual must be evaluated according to its development and management. Among all the types of manuals, the training manual is chosen. As the author states:

Are designed to teach readers something new. They may be self-paced (readers do the tutorials at their own rate) or they may be designed for use with a training course. They seldom try to teach everything... Training manuals usually start with basic skills and progress to more advanced skills as readers gain experience and confidence. Once the software or procedures are learned, the user manual or reference manual is typically used.

Kellogg (1963)

Among the training contents, there are four that are key: first, the transmission of new knowledge about the company (politics and flow chart), second, the abilities' development (Knowledge directly related to the company). It is guided towards the tasks and operations that will be carried out, third, the aptitudes 'development (it is in charge of changing the negative attitudes into positive) and fourth the members' ideas (it is directly related to the previous one).

Taking the company's need as a reference (lack of information of the reconfirmations personnel), the idea is to use the skills training development. As it is stated by MC Gehee, covers the motor skills activities and the technical knowledge for each member to acquire them. This with the purpose of developing an attitude towards the social problems and the member's functions. Taking Siliceo Aguilar (2006): keep in mind, the basic aims of the enterprise training are to promote the intellectual development of the personnel and the enterprise's growth to gain a technical specialized knowledge needed for the efficient development of the position. In consequence, through this function manual it is expected to qualify the new personnel of the Reconfirmations area to obtain the necessary information to carry their functions out and perform the monitoring processes of the suppliers.

2.1.13 Procedures manual: For González (1999) a procedures manual:

Is the analytic expression of the administrative procedures through which the operative activity of the organism is directed. This manual is a guide of work for the personnel and it is very valuable to orient the new personnel. The implementation of this manual is useful to increase the certainty that the personnel use the administrative systems and procedures prescribed when realizing their work.

This manual allows having an information record of the activities and processes performed in the company. It is necessary to have the processes defined for them to be presented to the personnel that are in the process of acquiring knowledge. On the other hand, this contributes to the quality and certification that every company must have nowadays; this represents the compliance of the established norms; for instance, ISO 9001.

Also for Kellog Graham (1963)" The procedures manual presents specified systems and techniques. It points the precise procedure to follow in order to achieve the good performance

and work of all the office personnel or any group of work that performs specific responsibilities, it is a written procedure”.

It is necessary to standardize activities through the creation of processes and rules systems to achieve the set goals. Another definition about this tool is done by the author Franklin (2009), the procedures manual “constitutes a technical document that includes information about the chronological and sequential succession of the intertwined operations. This constitutes a unit for the realization of a function, activity or specific task in an organization”. This investigation is based on the definitions and parameters of the author.

2.1.14 Procedure:

According to Prieto, “it is a series of steps clearly defined that allow to work correctly reducing possibility of errors, omission or accidents. It is also explained as the way of executing specific operations that tend to be performed in the same way” (1997). The Word procedure makes reference to order, and if a company relies on it, it is clear that at the moment of following it, goals are achieved correctly without any margin of error since there is something stipulated on the part of the company.

2.15 To Reconfirm a booking.

It consists on claiming the renting of a hotel room. When a person confirms a reservation, the guests must provide some specific information which must be included to the reservations system of the hotel, and a confirmation number is given to the client. If by any reason, the client’s reservation is not found at his/ her arrival moment, the confirmation number is evidence that the reservation was successfully completed. The information taken by the person in charge of the reconfirmation must include the guest’s last name, check in and check out date (or number

of nights), number of adults per room and preferences (type of room and bed location).
(Hinoso,2013)

2.1.16 Manual classification.

The manual classification depends on the information, activities and processes that are going to be presented as: “homework and individual Works, departmental and general practices in a specific activity area”. The author Rodríguez Valencia (2002) in his book “How to elaborate and use the administrative manuals” classify them as: “general and specific procedure”

Although sometimes it is followed a model created by an author, the style of the person who designs it has validity on the manuals elaboration.

The structure of the procedure manuals has an order. However, the following structure is taken from the book “Companies organization” from Franklin (2009). There are seven key points to follow up in order to create a manual:

- Identification, the company information are included, logotype, name, manual denomination, elaboration date, number of pages and information related to the manual revisions.
- Index, presents the chapters and sections of the document.
- Introduction, it is a brief explanation of the whole content of the manual
- Objective, shows what it is pretended to achieve with the document.
- Significance, all the requirements to achieve the aim.
- Procedures, detailed description of the operations, they are presented in a written and sequential way, describes the procedure, how, where and how it is performed.

- Glossary, it is the list that explains in a technical way some of the concepts related to the content.

It is important to point that for the elaboration of the procedures manual it is necessary to plan what processes are going to be registered and they have to be simple Lazzaro (1995) describe them as it follows:

“To program the procedures depending their importance, estimate the required time to complete the manual, determine the management staff needs, provide the direction a time table or Grantt diagram for the manual development, program the procedures work with the purpose of capitalizing the natural opportunities of the work sequence, decide about manual physical details (type, format, etc.) and to request a specific quantity of Money to perform the work in its entirety”.

2.1.17 The SWOT method

The manual contains the task that the reconfirmations` agents must follow and the processes that must be taken into account when detecting any problem with the suppliers. To carry out the manual design, it is necessary to investigate and obtain details about all the information and weaknesses regarding the reconfirmations area. The purpose of this is to look for strategies to overcome those weaknesses and putting into practice the development of the SWOT to analyze the situation inside the company.

Thompson and Strikland (1998) “Establish that the SWOT analysis estimates the effect a strategy has to obtain a balance or adjustment between the organization´ s internal capacity and the external situation (opportunities and threats)”. With this tool, a general perspective of the real situation of the company is taken in order to help any organization to the decision making process.

This is a useful tool to make a diagnostic about the current situation of a company, not just at the internal level (strengths and weaknesses) but also the external one (opportunities and threats).

The SWOT analysis, often found in marketing plans, becomes a useful tool for planning and competitive analysis. Organizations often provide a SWOT analysis in a chart format with each segment represented in a different quadrant.

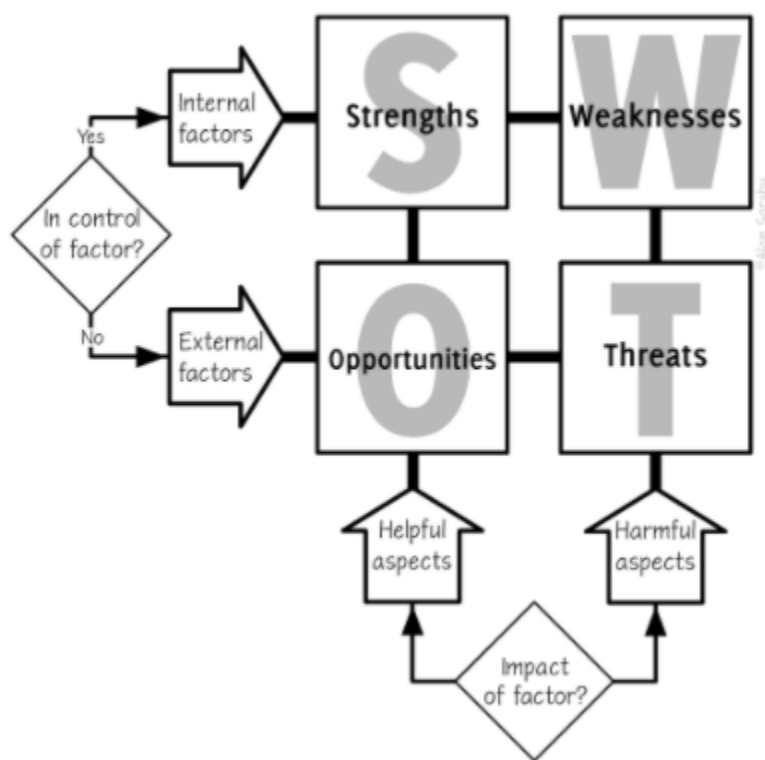


Figure 1: recovered from: Sarsby A. (2016). (Illustration)

The inquiry into the area processes implies the type of analysis previously described. Once the negative parts are identified, it is necessary to find strategies to improve the current company situation to evince a quality item.

It is necessary not to set apart that the true SWOT purpose is to minimize the threats, strengthen the weaknesses, reinforce the strengths and take advantage of the opportunities. This, in order to create and planning strategies for a better stability and company positioning in order to have a control on it.

2.2 State of art

It is essential use the most compelling evidence and researches developed about manuals because it helps to have a guide and previous knowledge about it. Those concepts and research can be also used to contextualize some other ones.

Therefore, now the different research and projects about the design and implementation of the manual will be stated.

- **Thesis: Implementación del manual de funciones y manual de procesos para la empresa mayor constructora n° 2 S.A.S.**

The author of this research implements a process manual that allowed not only identifying and defining the functions but also the corresponding workers ‘profiles of the ones who made activities they were not in charge. Besides, the efficiency and effectiveness of the workers when doing their job improved (.Muñoz, 2011).

In addition to defining the functions of the workers, it is important to have in mind the strategies. For division of tasks and avoid duplicity In the next research not only the functions and processes were identified but also here it was created a work division (tasks division) for a society production.

- Thesis: manual de funciones procesos y procedimientos para la empresa Hierros HB S.A (OROZCO, 2008)

This manual shows the strategy were according to the workers' abilities and skills the functions were divided in order to have a better performance. Furthermore, it shows how empiricism is the best tool for learning.

The implementation of the manual will work as a support for the new workers training process as it will give them all the information that must be taken into account, and as it is shown in the previous research, everything is reached through experience.

On the same way, in the previous research it is visible that after the implementation process it comes a verification and evaluation item; as the research explains "it is a quality factor" this issue was elaborated by the direction of policies that mentions the importance to evaluate and to do the corresponding follow-ups to previous activities in order to plan a new one or to improve it. (Orozco, 2008)

Also the students from the ECCI university, there are many thesis but for this research were only one was taken into account;

- **Manual de funciones del área administrativa de la ECCI (Lopez, Neira, 2009)**

The research was carried out at the ECCI University by a group of modern languages students. They established the positions and processes of the university defining the corresponding processes and functions to each place of work for employees to know their specific tasks and for them to be effective and efficient.

Finally, the practice report is made through the collection of information, since it is a method for the development of the two manuals. In addition, the interview with the collaborators is used, to obtain the necessary information and also to have contact direct with each collaborator

in order to perceive attitudes and receive comments that help the construction of the manuals. In the course of the practice a direct observation is made of each work position.

In the search was also found a business manual, which means that any company is big or small needs a document in which it specifies all the information to generalize it and make it known.

When doing the research of the present work, apart from the different thesis, it was also found an article name “The CNMV elaborates a basic instructions manual in English to attract companies by the 'brexit'.2017”. In a globalized world it is important the relation among countries. Since English is a universal language, it is vital when doing business. The National Planning Department decided to implement a manual in a second language in order to improve the quality of service and the efficient use of the resources having a document with the respective procedures to follow.

In some cases not only designed the manual but also implemented it and the results were all positive, because the companies gave good results and improved working times, with which it is concluded that with a good knowledge and handling of information it could be rendered much more, as the following theses.

- Tesis : Diseño e implementación de manuales de los manuales de procedimiento y funciones para la corporación universitaria de investigación y desarrollo y definición de indicadores de gestión que apoyen el proceso de mejora continua. Autores: Maria Jose batista 2005 Bucaramanga

Equally important, manuals implementation have positive results For example, research has shown an improvement in the climate labor, better performance from workers; it is visible in the work of Maria Jose batiste (2005) who defined indicators of management that support the constant improvement and the business communication with positive results of the good organizational climate and excellent organizational re-structuring in addition that the improvement process encourages the integration of the organization.

It is concluded that business improvement is rooted in group work.

- Tesis de grado: Diseño de un manual de procedimientos para el departamento de operaciones y logística en la compañía Circolo S.A y su incidencia en el año 2011, autores: Roxana Nathaly y Zambrano Banchon Guayaquil 2011

It is a manual where all the guidelines that a worker of the machine of Nestle must follow and to fulfill to offer a better service, that is fast and efficient and to collect information The Qualitative methods were used.

In conclusion, they say that the company grew and wanted to expand and that it is important to motivate and motivate the workers so that this is reflected in the customer service.

CHAPTER 3. Methodological design

To define the type of research to study in a deep way the variables of the investigation. It is necessary to have data that helps to obtain specific and descriptive information about the scope of work. The analysis of the data depends on the type of information that is going to be obtained.

The following chapter will help to understand the development of this research, the type of investigation chosen to obtain the needed information will be explained. In this project he will support the position basically about the qualitative method and the postulation in the case study.

3.1. Approach: Qualitative.

Following the qualitative approach for this research, it is necessary to have the description of the facts, the details of the practitioners' points of view and their context. This approach also allows to make a deep analysis about the research topic and the observation becomes a key point to develop this type of investigation.

In addition, the author Sandín (2003), defines “the qualitative investigation as a systematic activity oriented to the deep comprehension of educational and social phenomenon, to the complete transformation of the practice and socio-educational scenarios, to the decisions made and to the discovery and development of specific and organized knowledge.”

Which means that the approach qualitative is based on the experience, on the observation, real time of the events where they can be analyzed in a natural way from different perspectives.

At the same time, “The qualitative investigation is focused on understanding and going into detail about the phenomenon to explore it from the participants’ perspective in a natural environment and in relation with the context” (Sampieri, Collado and Lucio, 2010).

As it is a work of observation and attention, the researcher has direct contact with the people involved in the research. This is how the qualitative approach is especially to the founded theories since it facilitates the collection of empirical information that offers complex descriptions of events, interactions, behaviors, thoughts that lead and contributes to the interpretation of the data.

The researcher role at this point is only to interpret and understand the ideas and facts of the investigation’s participants.

The qualitative investigation is focused on understanding and goes into detail about the phenomenon to explore it from the participants’ perspective in a neutral environment and context according to the lived experiences.

In the following item, the investigation is adjusted to the type of case that allows to freely describing the reality of the things.

The qualitative investigation cannot go from an organized model because the environment itself, the experience, the contact with people and the time are created and evolved in order to guide the investigation. This is why this type of investigation is considered inducible as Sampieri (1991) states: “The researcher suggests a problem but does not follow a well-defined process. The researcher’s proposals are not that specific as the ones in the quantitative approach and the research questions have not always been conceptualized or defined.”

In addition, the qualitative investigation provides depth in the data, dispersion, interpretative wealth, environment contextualization, details and unique experiences. It also contributes with a “fresh, natural and holistic” point of view and flexibility of the phenomenon.

3.1.2 Case study.

According to the information source, “The case study method is an empiric investigation that studies a contemporary phenomenon in its real context. This method shows no visible limits between the phenomenon and the context and it uses different evidence sources.” (Yin,1994). This is why the case study is an investigation methodology commonly used in the analysis of the organizations.

However, in some other definitions given by Yin in one of his books: “case studio research” is that cases of study are strategies. It is when the researcher has control of the events and when a phenomenon is found in a real context.

The main purpose of the case study method is to have a deep knowledge about the processes, characteristics, behaviors or conducts of the involved people in the studied phenomenon. Taking into account the author Yin (1994) “it is a must to defend the case studies and some other methodologies that can be useful for exploratory, descriptive and explanatory purposes”.

Therefore, according to Stake (1995), it is important to mention that the observation and the description cannot be set aside since the complexity of the social phenomenon requires different specific approaches and methods for its study. In addition, it is more common to focus those approaches and methods on their qualitative characteristics when the purpose is to understand and interpret the facts as a whole.

This type of investigation is useful to obtain information and a broad description of how the quality members' formation process was. However, "the main objective of this investigation strategy is to present a complete and exact relation of the reality and under no circumstances can the results be changed" (Cabrera, 1998; Pérez, 1999). Thus, the researcher must do an additional effort to present all the available evidence as it is.

Besides, "In the case study method the results can be obtained from a variety of sources; not only the qualitative but also the quantitative. For instance, documents, files, direct interviews, direct observations, participant's observations and facilities or physical objects" (Chetty, 1996)

The purpose of the collection instruments is not to assess answers or concepts like the observation or interviews.

Yin establishes six methods to obtain data "evidence sources": documents, file documents, interviews and direct observation of physical objects. Yin: among the 4 cases Yin describes, this investigation is based on 1: multiple cases: embedded design: It is the logical replication of the results is pursued repeating the same study in different cases to obtain more evidences and to improve the external validation of the investigation (case performed with two or more analysis units). As it is previously stated by Yin, four different people from reconfirmations are going to be taken into account as a sample for this case (training area). This, with the purpose of being more objective with the answers and information taken.

The most used methods in the collection of data in this type of investigation and the study of a particular case: are the interview, observation and analysis of documents.

The following is an investigation with mixed instruments for the collection of data.

3.1.3 Collection Instruments.

For the data collection, different investigation instruments are used. In this case, an analysis tool that combines these two types of instruments will be used in order to allow the data contrast and comparison from a same problem with different recollection means (triangulation).

Triangulation is a data analysis technique that is based on contrasting the recollected results and study the differences in diverse contexts and temporary nature to evaluate the problem with amplitude, variety and objectivity.

On the other hand, Ruth and Finol (2009) in their investigation article “Triangulation as an analysis procedure for educational investigations” define triangulation as: “Triangulation in social investigations presents many advantages because the use of different methods act like filters where the selective mode reality is captured.” This is why it is convenient to collect the event information with different methods: if the methods are different this will give the researcher a higher confidence degree minimizing the subjectivity that may exist in any act of human intervention.

Taking into account the data triangulation as an analysis technique, the following instruments will be used:

- Survey
- Interview
- Swot analysis

3.1.3.1 The survey

The survey was selected as an instrument for this research because the purpose is to be accurate with the information that is going to be collected. As the author defines “the survey is a procedure that allows to explore subjective issues and to obtain the information from a considerable group of people” (Grasso, 2006, p.13). This instrument will help to collect more specific information to which it is wanted to achieve and under this idea the survey developed.

The survey is “the application of a procedure standardized to gather information (oral or written) of a persons' sample about the structural aspects be already certain semi-demographic characteristics or opinions about some topic in specific, the information is gathered in structured form and the stimulus is the same for the same persons” (Danacona, 1996, p. 240)

At the same time, (Mayntz, 1976, p.133) quoted by Díaz de Rada (2001), describe the survey like a systematic research of information in which the researcher asks people about the data they want to get for then to gather the individual data in order to obtain aggregated data during the evaluation. According to its characteristics the information obtained is more specific and punctual so that it can be easily quantified and concluded.

The survey is made up of a series of questions formulated by the researcher. Each question has one or more options. Or as defined by the author Gómez (2006) “the questionnaire must include two types of questions: open and close ended.” (p.127). It is necessary to define the type of question to arrive at the information that is wanted to obtain.

The types of questions that are going to be taken into account in this research are the close-ended questions. The objective will be to identify the trainees' perception of the Reconfirmations area and how they carry their functions and how to follow up processes.

3.1.3.2 The interview

The interview and the process of it are essential elements for the contemporaneous life. “It is primary communication that contributes to the reality construction, and it is also an effective and accurate instrument since it is founded on the human interrelation. “It provides an excellent heuristic instrument to combine not only the practical approaches but also the analytical and interpretative ones implicit in every process of communication” (Galindo, 1998, p. 277).

As it is stated in the interview definition given by Sabino, (1992) who explains that:

The interview, from the method point of view, is a specific way of social interaction that has the purpose of collecting data for an investigation process. The interview is one of the most effective ways to collect data because there is nothing more accurate than having the person to talk about what he/she feels or thinks, of what he/she has experienced or is planning to do.

The type of interview that is going to be carried out here is the semi structured one. This because as the interviewer and the researcher have previous knowledge about the context they can ask leading questions (structured) to obtain the information they want. However, the experience of each participant is unique and is part of the valuable information for the researcher to get things he/she is probably missing. This is why this research is going to be based on semi-structured questions. “The semi-structured interviews are based on a set of guides or questions and the interviewer feels free to make additional questions to precise on concepts or to obtain more information about the topic” (Hernandez, 2003)

Last but not least, a Swot analysis will be performed.

The SWOT analysis is a technique suggested by Kenneth Andrews and Roland Christensen more than 20 years ago and it is used to understand the current situation of a company and take a better position towards any negotiation. The objective of this tool is to make a diagnose that facilitate the decision making process. In this case and in this research it will be used as a way of collecting data for the members to identify the strengths, weaknesses, threats and opportunities of the area in order to strengthen the good aspects and create strategies to improve the ones that are not.

Usually the Swot analysis is presented in a 2 x 2 box, where column one and two correspond to the opportunities and threats respectively. The upper and lower line are for strengths and weaknesses respectively.

Both strengths and weaknesses are internal to the organization, so it is possible to act directly on them. Opportunities and threats, however, are external, and you can only create strategy or solve when internal aspects change.

3.2 Research Line

The Modern Languages program of the ECCI university has designed three lines for the scientific investigation development suggested by the student (1. language, technology and culture, 2. bilingualism and translation and 3. Organizational communication and company) intertwined in the communication and interculturalism. (Committee of the language research program, S.F.)

Therefore, it is important to place the Project in one of the three lines in order to work on it depending the area.

Having in mind the development and final product of this research, the appropriate line would be: language, technology and culture; specifically, the creation of contents, activities and virtual environments. Despite of the fact that this research can be placed in any of the different sub-areas, the main one is the creation of contents. The final product of this investigation as a solution for the information problems of the reconfirmations 'members. It is an English manual with the area processes.

This Project has not only an aim of defining processes and information but also allowing communication and a unanimous and general formation for the members of the reconfirmations area.

3.3 Sample:

The sample is the one that can determine the problems since it is able to generate the data to identify the faults in the process. According to Tamayo, T. Y Tamayo, M (1997), he states that the sample "is the group of people taken from the population to study a statistical phenomenon" (p.38). These people are characterized for being of the same area, they had different processes as there is not a specific one. Therefore, their experience not only supports and guides the investigation but also makes possible the fact of making their answers and suggestions useful as material when creating the manual. This must have the knowledge for the development of the activities and performance in their functions. The chosen sample is from the Booköhotel company; specifically, from the reconfirmations area where 5 trainees: 2 men and 3 women between (20-30 years old) will be interviewed. They have to be graduated from the Modern Languages program of the ECCI and EAN universities.

3.4 Design of the Questionnaire for the Survey.

The survey has the purpose of identifying the trainees' perception of the Reconfirmations area towards the training they had and how they carry their functions out.

Moreover, it will assess if a manual implementation would support the training process.

This survey has 14 close ended questions and only 1 open question, it was in a digital way in order to take care of the planet. See annex (L)

3.5 Design of the Questionnaire for the interview

The interview has 6 structured questions and in the process of the interview were made some additional questions, it was applied to the same sample surveyed. The objective was that the agents tell about the training process, bad things, good ones, and how they felt in that time, because each process and the trainees' perceptions were total different. The interview was recorded for educational purposes.

CHAPTER 4. Data Analysis

In the next chapter the data collection instruments will be applied and their respective tabulation of the data. And for each instrument an analysis will be done, and it will provide the information that could contribute to the elaboration of the manual.

Each instrument was applied in the working hours of the trainees of the reconfirmations area.

4.1 Development Research

This Project comes up as a proposal for the weakness identified in the Reconfirmations area; the lack of information and proper knowledge about the functions and processes of the new area trainees. It is identified that at the moment of developing their functions, many questions may arise or they don't know about the topic what makes them take wrong decisions. These could lead negative consequences for the company; this lack of awareness blocks the capacity to execute activities in a successful way.

In the training process it is not possible to visualize all the topics since it is a short process and the contents are difficult to understand. For this reason, it is necessary to have the practice and all the information needed to carry out the functions. The training process is not well organized; therefore, many things and information may not be taken into account although they are very important for the area. This is why trainees make many mistakes and take decisions without knowing the current area processes and the information that must be followed in special cases.

Taking this the Reconfirmations area in such a way the functions are defined and the processes are set in an organized manner to reduce the mistakes and to execute the functions and activities in a successful manner.

For the development of the manual, it was necessary to divide the research into fourth stages. The next paragraph will briefly describe how the project was developed:

Phase 1: The idea to arise

This work is a design proposal of a manual in English for the Reconfirmations area because was identified that the members when executing their functions, they did not have enough information to solve it.

The manual is constructed from the information collected in the instruments of data collection and the author's own design, those contents would help the new members from the area.

Then to carry out this idea, an analysis of the current situation of the Reconfirmation area was made this with the objective of creating strategies and to know how is the area. This analysis is part of a triangulation for the collection of information

Phase 2: To gathering all the information (categories)

Once the general situation in the area is identified, the process continue with the data collection, however to get accurate information, it is necessary to know the opinions of each trainee member from the area. This information will be mostly about their training process they received , a survey was prepared taking into account the following categories:

Categories	1. trainees	2. Team leader
Sub-category 1	Perspective about their own training process	Point of view about how is the area.
Sub-category 2	Constructive feedback	Ideas to improve the area.

Table 1. Categories by Yenny

To applied a survey which the 5 trainees can give their point of view but it was limited because the survey has 14 closed question and only one open question, (see annex L) It was applied through email, it was a short survey, so they develop it in a day. Due to this type of research (qualitative, case of study), it was necessary to have a wide vision of the perspective and a deep knowledge about how was the training process from the trainees. For this reason was applied an interview with 6 semi-structured questions about how was their own training process, one person was interviewed per day because the working hours were used to carry it out (see annex)

Phase 3: To define process and functions

Finally, there were 3 meetings join to the members and leader of the area, which were distributed as follows:

Committee meetings

Meeting 1: Functions of reconfirmations agent

Meeting 2: Process of the area

Meeting 3: Information extra about this area

During the first meeting on 25th September, there were defined 29 functions (according to the Flow chart) which 23 of them were for the agents and 6 of the rest were to the team leader, additional to this the period of their tasks was defined according to the objectives from the area. an also was defined the following Position profile.

In the second meeting, on October 4th, processes were stipulated, and notify how to develop it, it is a general and clear information about it, which complement the organization and content of the manual.

In the last meeting, on October 18th, all the reconfirmation's area members defined the topics that must be included in the manual and that are needed for the new trainees to make their functions in their place of work. In addition, orders for the explanations were defined; they go from real examples to reservation's screenshots. It was also defined a process diagram as a basic and fundamental area process.

Phase 4: to Create the manual

Once all the information was gathered through the data collection instruments (interview, survey and SWOT analysis), the perceptions and experiences of each member of the Reconfirmation's area and also the meetings were taken into account in order to be able to create the manual from their suggestions and the analysis of the results. This in terms of content, in the design part was according to the author from this research.

This analysis will be checked in point, the three instrument were analyzed on the following way

4.1.2 Analysis SWOT.

To begin to develop the research had to make an analysis to know the current situation of the area within the company; to reach this objective the members of the area were asked to make the SWOT matrix objectively responding. The application of this instrument of collection was made through email and took two weeks, each person made the analysis as says Thompson and Strikland (1998) in the analysis can identify: weaknesses, strengths, opportunities, treats,

according to their experiences. With the results it was possible to elaborate strategies that are shown below:

Weaknesses:

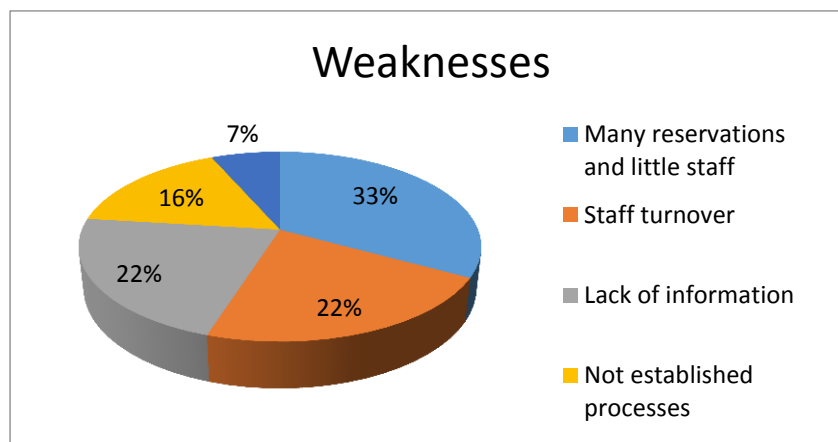


Figure 1. Weaknesses analysis.

As a conclusion, it is possible to identify that the Reconfirmations area does not have enough personnel to reconfirm 100% of the reservations. In regards to the information, it does not exist a document or program neither with the specified processes nor the corresponding area functions and therefore, mistakes may arise.

Strategies:

- **W: Too many reservations and a few personnel + op: To improve juniper program**

If it was possible to generate a bottom in the juniper program to sort by destiny it would be easier to locate Europe reservations. This would lead to make the reconfirmations process easier as it is not necessary to click in every single reservation to see the destiny.

➤ **W: Lack of information+ op: training:**

With two or more training processes throughout the practice it is possible to fill those information gaps that come from the previous training process.

➤ **W: There's no any knowledge about the processes + op: Processes and functions stipulations**

The area processes do exist, it is just a fact of publishing them in such a way that all the trainees can access the information; either by a document or digital means.

Opportunities

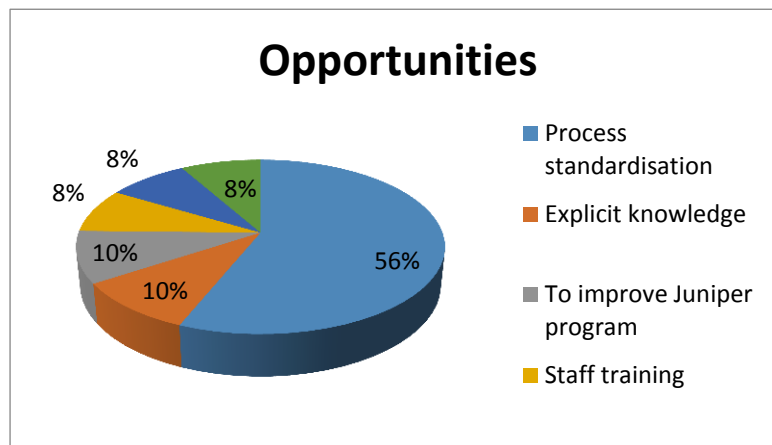


Figure 2. Opportunities analysis

Regarding the opportunities, the area can improve not only by standardizing processes and functions but also by getting certificated under the quality norm. Besides, the fact of improving some stuff of the juniper program may also improve the search time. It is also important to mention the explicit knowledge that is lost each time the personnel is renewed as there is no someone with that same experience and knowledge.

Strategies:

➤ **Op: Staff training + st: good customer service,**

To maintain a quality level, it is necessary that the area staff have a constant professional development either with the area information or with client services. This with the purpose of improving the working environment and also to offer a better internal and external customer service.

➤ **Op: Explicit knowledge + st: team with language skills**

Every well prepared staff member can contribute to the company by teaching others using his/her experience as a base for training. Another factor to consider is that not all the hotels have the service of English language speakers. In this case the company has an advantage because a big percent of the staff has the ability to speak English and as it is well known English is an universal language.

Strengths

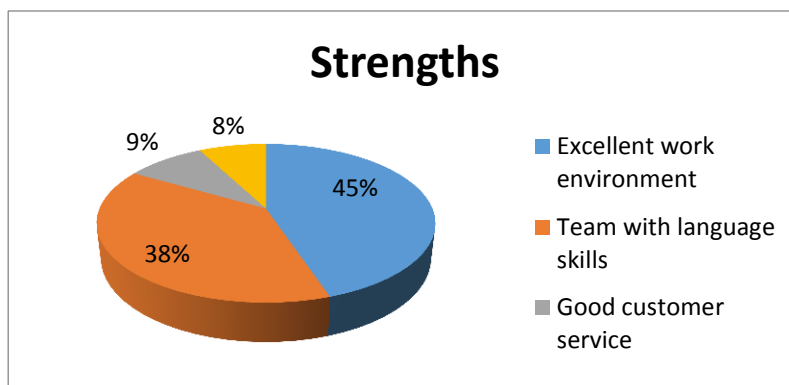


Figure 3. Strengths analysis.

The Reconfirmations area consists of a team prepared with languages knowledge what makes them to have a good talent and attention. Besides, the work environment is good not only in the member's relations but also in the internal and external communication.

➤ **Op: Explicit knowledge+ st: Excellent human resources**

It is a must to continue reinforcing the team to have all the area knowledge in order to have a better division of the work and standardize the knowledge level in the department.

Through training, it is pretended all the members get to have a complete knowledge about the area.

Threats

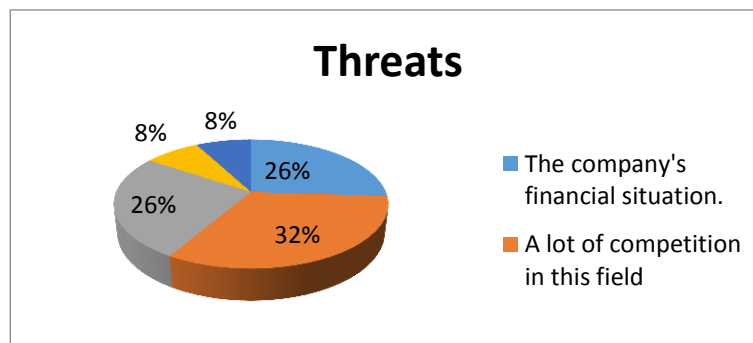


Figure 4. Threats analysis.

As the company works with DMC, some requests depend on the response time from them what makes the process of informing the customer to become slower. Moreover, some hotels do not have the information about the reservation what makes more difficult to reconfirm it.

Additionally , in the current world there is much more competitively regarding the travelling agencies and it is a threat for the company.

➤ **Th: Time zone difference + op: To improve juniper program**

Taking the time zone difference into account, calls to Europe are done in the morning and calls to America in the afternoon. Since in the Juniper program there is no a filter for this process, it is mandatory to open each reservation to see the destiny and it becomes a waste of

time. This is why it becomes necessary to improve Juniper in order to have a faster reconfirmation process.

➤ **Th: Too much competence + st: Excellent human resources**

In this globalized world many marketing companies has been created, therefore Booköhotel company must stands out or to offer better amenities to its customers. This is why with an excellent team it is possible to offer an excellent customer service and give solutions to the problems.

➤ **Th: Delate in mails responses + op: Training**

Although the response depends on suppliers there are many things that can be handled directly with hotels. It is just a matter of knowing how to handle it to give an early resolution to the client´s request.

As a conclusion, the reconfirmation area lacks information and for this reason the members do not know how to respond to an unknown situation, also it is necessary to improve the organization in the area with division of labor and clarify daily activities.

It is important to implement programs and functions in the programs would better use the time and distribute the work better. In the same way the team has good bases in languages which means a better service.

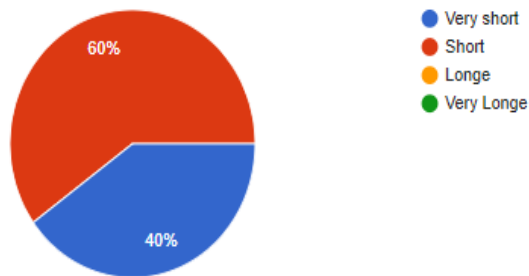
After identifying the SWOT in general of the area, with the following two instruments is sought to have an individual perception of what was the process of each person in the department.

4.1.3 Analysis Survey

5 area members were surveyed. The questions in this survey refer to the process that each member had when entering the reconfirmation area. The objective is to know their point of view of the training process.

Figure 5. analysis of the question 1. Training process

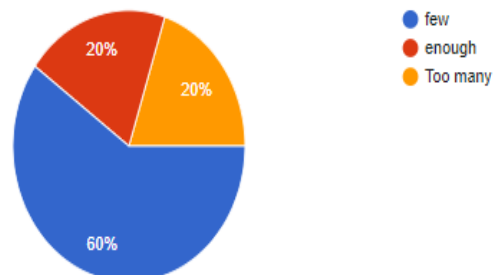
1. The time covered by the training process was:



The training process was short for the 60% of the interviewees and very short for the 40%. These results reflect that the training process was not enough to see all the topics and to prepare them with the basic knowledge.

Figure 6. Analysis of the question 2. Topics from the area

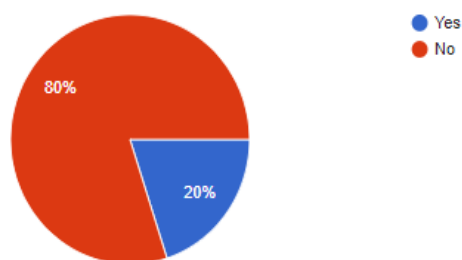
2. The topics seen in the training were:



The 60% of the interviewees state that there were very few topics, the 20 % state that the topics were enough for the training process and the other 20% state that there were too many topics. The training process was different for each member; for some there was too much the information was not enough.

Figure 7. Analysis of the question 3. I Retention capacity

3. Do you remember all the topics checked during the training process?



The 80% of the interviewees do not remember neither the information nor the topics checked in the training, and the 20% remember most of them.

Figure 8. Analysis of the question 4. practice at work

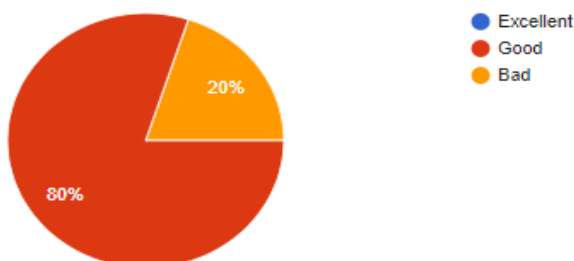
4. Did you practice during your learning process?



In the training process the 100% of the members practiced the topics checked.

Figure 9. Analysis of the question 5. The teaching

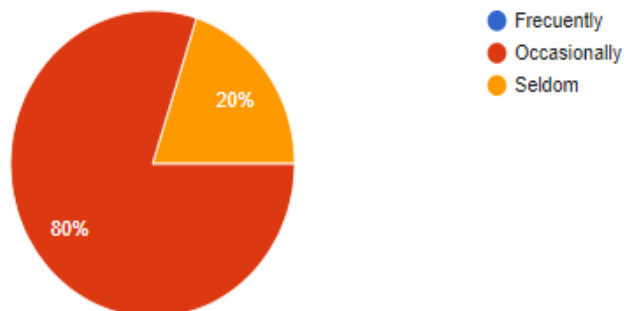
5. The teaching in the training process has been:



The teaching and the topics learned were good for an 80% of the interviewees but for the 20% the process was not good taking into account that they didn't feel well during the training.

Figure 10 analysis of the question 6. Carrying functions

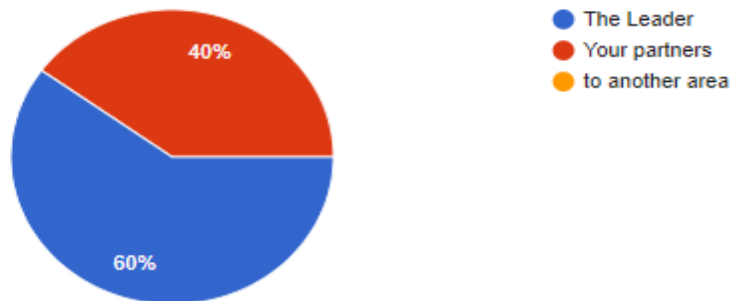
6. Did you have any inconvenient when carrying your functions out?



The 80% presents inconvenient more often in their place of work than the 20% that they have doubts and questions from time to time. All the members have sometimes presented difficulties when carrying out their functions

Figure 11. analysis of the question 7 the team leader

7. When you have questions to whom it is addressed?



The team Leader is the most important person to which the 60% of the area members go to clear some doubts up, and the 40% prefers to ask their co-workers.

Figure 12 analysis of the question 8 The functions

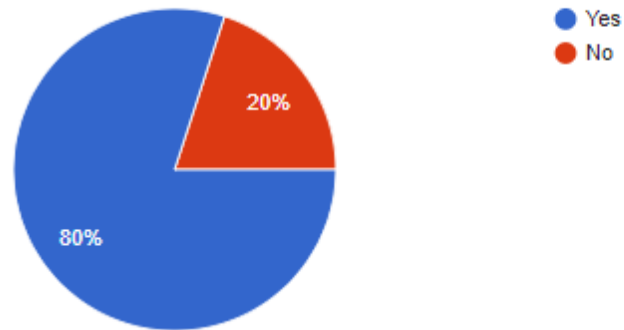
8. Do you Know your functions?



All the interviewees know the functions they have to carry out and perform in the area.

Figure13. Analysis of the question 9 about the process

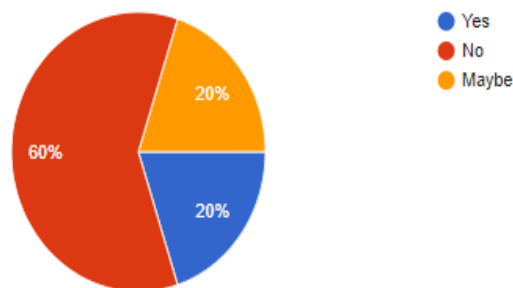
9. Do you have a clear idea about the processes of the area?



Only the 80% of the interviewees have a clear knowledge of how to handle the processes that must be followed in the area. The 20% does not know them in their entirety.

Figure 14 analysis of the question 10 knowledges about the area

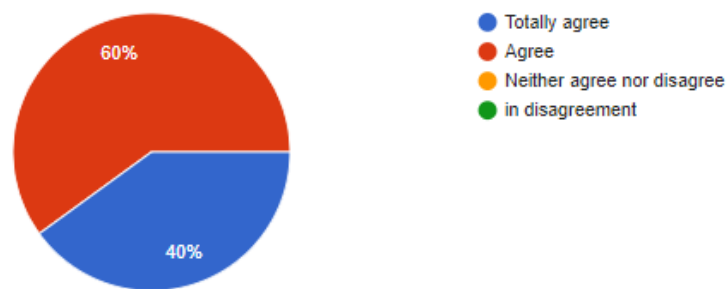
10. In this moment do you have the all knowledges and information about the area?



60% do not know all the information about the area, 20% believe that they know the information but it is not sure if in its entirety, and 20% of respondents do know and know all the information involved in the Reconfirmation area.

Figure 15 analysis of the question 11. Manual as support

11. Do you agree that a manual that includes all the processes and information of the reconfirmations' area could complement to the training process?



The 60% totally agrees that they should have more than one training to check concepts and topics in their entirety. The 40% agrees that it should be more. This reflects that it is important by them to be in constant training.

Figure 16. Analysis of the question 12 Tool to be informed

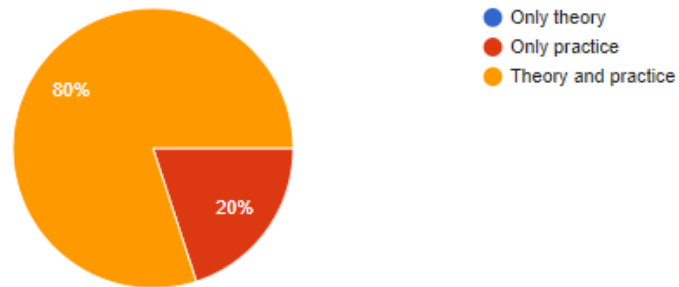
12. Do you consider that in order to execute your functions it is necessary to have a written document such as a manual?



The 100% believes that it is necessary to have a written document, like a manual, in which the processes and information of the area are stipulated.

Figure 17. Analysis of the question 13 the perception

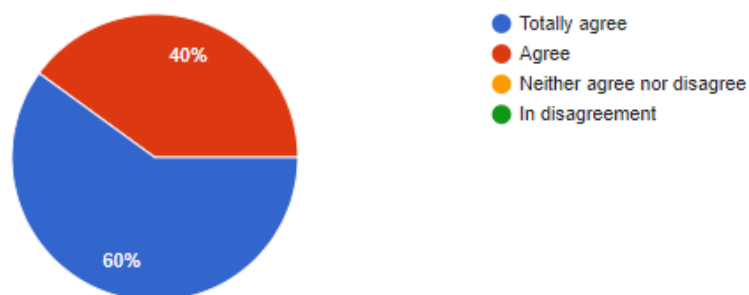
13. According to your perception what is the best option for training



The 20% of the interviewees' states that the theory is the best way to learn, and the 80% believes that the theory must be supported by the practice in order to put concepts in use.

Figure 18. analysis of the question 14 mote training

14. Do you think it is necessary to have more than one training?



The 60% totally agrees that they should have more than one training to check concepts and topics in their entirety. The 40% agrees that it should be more. This reflects that it is important for them to be in constant training.

Figure 19. analysis of the question 15 to recommend



15. What changes would you recommend to have a better training process?

More time of training and practice at the moment when we receive all new information, because if we don't put all this knowledge in practice immediately it could be like wasted time.

Dedicate the time for each person during 1 or 2 days, make him practice and start using the tolos at the first time with the accompaniment of the team leader or other person who have the knowledge that explains step by step in real situations and make the person do the things at the same time.

I'd suggest less information and more praxis.

More time for training process

The 60% of the interviewees suggest more time to train the new people, the 30% wants the training to be more practical and the 10% that a person apart from the team leader, can be in charge of the training process for it to be more personalized.

In resume, the training process received by the trainees was short because all the topics could not be seen and in the practice they did not remember all the steps and processes for this reason they have to ask to the team leader, the person who has the most experience and knowledge about the area, to solve their doubts and problems causes inconvenience and delay in response times for the client.

The trainees' don't have all the information of the area and they support the idea of a manual, because it can complement the process.

4.1.4 Analysis Interview

To know the perspective on some points of how was the training of each one, was conduct an interview that shows more details and be able to go deeper into the subject. All the members commented that they received a very superficial training and there they realized the programs the company have are very difficult to handle. Besides, the training they received was approximately of one week and for one or two days they had to be with the team leader. Then, they had to do the job by themselves and they had the support from their co-workers.

- Trainee 2 said: **“Too much information in a short time”** The topics were checked in a very general way and they cannot be understood in just one day. “It was very basic and I think they must improve to avoid problems”

There's a hole in the training process because this area has too much information. As the company is in a growing process, they need people to learn fast and that's why they teach the topics in two days.

“It was kind of short because the company had a basis of the sales force programs and juniper; they are a kind difficult to manage so the training process was short.” Said trainee 1

The questions that trainees have are directed to the team leader, Bernardo, because he is in charge of the area and is the one with more experience. However, when the team leader is not available trainees find a support on their co-workers. This since the training and the learning process are different; some people know some information that other ones doesn't.

“I had training with a colleague and she told me how to do things step by step and told me all the procedures that I had to do and all the characteristics” Said trainee 3

“With my leader because he has more experience and tells me how to ...and when he was busy I had to ask my other partners, they know things that you don't know” trainee 4

All trainees' state that the topics are very demanding and sometimes the training process is just about theory what makes the process more abstract. They have to face real situations to practice and understand. They learn more by practicing than with the training process.

“All the topics are there, and in the training they explain the topics. There are many things you learn in the practice and I think that you learn better”. Trainee 1

“You are in front of the computer and you start to learn, I think that you learn better”

Besides, when they face some situations in which they do not have the information needed they don't know the process to follow. It means, they don't know what to do to solve the cases and as they sometimes don't have the correct person to ask they end up making mistakes.

“There are a lot of situations that you may deal with and you do not have the certain information to solve them.” Trainee 1

“Normally all people in the office are busy, thus when you have a doubt you cannot ask anybody and most of times each person has different ways to deal with issues, and at the end you do not know what is the best solution.” Trainee 4

Even though members have been two or three months in the area, they do not know all the information about it because they continue having questions. Therefore, the area processes are stipulated, they don't know them.

“There is no any way to know all the information because as I told you before you may make a mistake to know how the process has to be managed.” Trainee3

The training process was very fast and superficial and for these topics it is necessary to be specific to know what process to follow or how to act in case of difficult and unknown situations.

“Yes and not because the explanation was superficial in the development. It was difficult because there are a lot of things to learn in one or two days.”

“About the calls and some other things, but I think that it was really quick and superficial because it was not specific”

At the same time, the manual is accepted by all the members as an idea that could improve the training process for the new staff. This because they would have the area information and they would be able to have it all the time.

“I think that is better and maybe it could be better for the company and the new people the company has to train but the manual is a good idea for this” Trainee 2

4.2 Definition of Functions.

Taking into account phases 3 and 4 of this work and the organization chart of the area defined the functions from the team leader and the reconfirmations agents that go along with a period of time according to the needs and operation of the company. The profile for each position was detailed, in total there are 29 functions 7 of the team leader and 22 of the agents.

According to the ISO standards, in order to define the functions, the organization chart must be taken into account and in case the company does not have one, it must be carried out.

The normal ISO 9001: 2015 requires that senior management assign, train, communicate, define and analyze competencies of resources in order to ensure quality in the processes of the organization must provide the necessary people to meet this quality requirement. Anonym (2016)

Below it shown two tables, the first describes the functions of the team leader position, the profile and the skills that must have for this position, and in the second table it will be able to detail all those functions that correspond to the agents of reconfirmations in the same way. detail each function and the period in which it should be performed. As for the functions, a brief description and the requirements of the job have to be carried out, taking into account these requirements, proceeding with the definition of the functions of the area

At the same time, a general flow diagram was determined for the area, which is the basis for reconfirming, this is the main guideline to start the reconfirmation process, the result of these committees can be seen in the tables below. will be shown below.

Table 3 Functions Team Leader


FUNCTION'S MANUAL		
I. POST IDENTIFICATION		
NAME OF THE CHARGE	TEAM LEADER	
AREA	QUALITY	
LINE MANAGER	FIT CHIEF	
II. GENERAL PURPOSE		
To supervise and support the work of the reconfirmation agents. and make feedback when you feel necessary		
FUNCTION	III. FUNCTIONS DESCRIPTION	PERIOD
FUNCTION A	To solve doubts and worries of the reconfirmations' members.	daily
FUNCTION B	To assist the trainees with the difficult cases.	daily
FUNCTION C	To train the new area members.	First week
FUNCTION D	To assign cases from all the areas in the established Schedule.	daily
FUNCTION E	To supervise and support the work from others.	daily
FUNCTION F	To make accompaniment for the new members while they learn by their own.	daily
FUNCTION G	To organize the daily tasks of the agents	daily
IV. PROFILE OF THE POST		
DESCRIPTION: Is the person in charge of guiding the group, monitoring the agents and assisting them with their doubts and reservations		
EXPERIENCE : *Two years in the Reconfirmation's area *Knowledges about agencies, hotels, reservations, programs.		ABILITIES : * To be a lead communicator * To search for results * To help the development of others *To have a strategic perspective.
STUDIES AND KNOWLEDGES : * graduated in a career * Knowledges about English (B2)		

Table 3 Functions reconfirmation agent


FUNCTION'S MANUAL		
I. POST IDENTIFICATION		
NAME OF THE CHARGE	RECONFIRMATION AGENT	
AREA	RECONFIRMATIONS	
LINE MANAGER	TEAM LEADER	
II. GENERAL PURPOSE		
To perform quality control on reservations calling the hotels from around the world to reconfirm it that everything is OK, and the agent has to solve inconvenient or irregularities found in the reservation before the check- in date.		
FUNCTION	III. FUNCTIONS DESCRIPTION	PERIOD
FUNCTION A	To filter in juniper the reservations in alphabetical order.	daily
FUNCTION B	To call the hotel to check that the reservation was successfully done.	daily
FUNCTION C	To create a case in SFDC and send a mail to the supplier. If the reservation is not in the hotel, it is necessary to do the corresponding follow-up.	Each time a reservation is not in the hotel
FUNCTION D	To verify the reservations with pending items.	daily
FUNCTION E	To check fit's mail.	The day assigned
FUNCTION F	To send reports of the 8 VIP agencies each Wednesday before noon and the Ctrip agency, daily.	Each Wednesday
FUNCTION G	To report in the beard and the Excel paper of shared files the number of reservations that were done during the day	daily
FUNCTION H	To work on assigned cases and gives them a good management.	daily

Table 3 Functions reconfirmation agent


FUNCTION'S MANUAL		
FUNCTION	FUNCTIONS DESCRIPTION	
FUNCTION I	To detect duplications and irregularities in the reservations (payment, beds, # of people, # of rooms, etc.).	daily
FUNCTION J	To contact the supplier by mail and/or number to solve irregularities.	daily
FUNCTION K	To assist reservations in emergency.	When there is an emergency
FUNCTION L	To solve inconvenient or irregularities found in the reservation before the check- in date.	daily
FUNCTION M	To support the verification of the reservations by other areas or when there is any emergency. (pax on spot).	daily
FUNCTION N	To coordinate the daily programming to organize the day and not to go through the reservations.	daily
FUNCTION O	To solve and give the appropriate response to the client's requests in Salesforce cases.	daily
FUNCTION P	To check Salesforce cases with check-in day priority and then by older case.	daily
FUNCTION Q	To check Salesforce cases with check-in day priority and then by older case.	daily
FUNCTION R	To notificare the case number in the clients notes; in the reservation to avoid duplicity in requests.	daily
FUNCTION S	To make scanning of the pending reservations and to solve inconvenient.	daily

Table 3 Functions reconfirmation agent


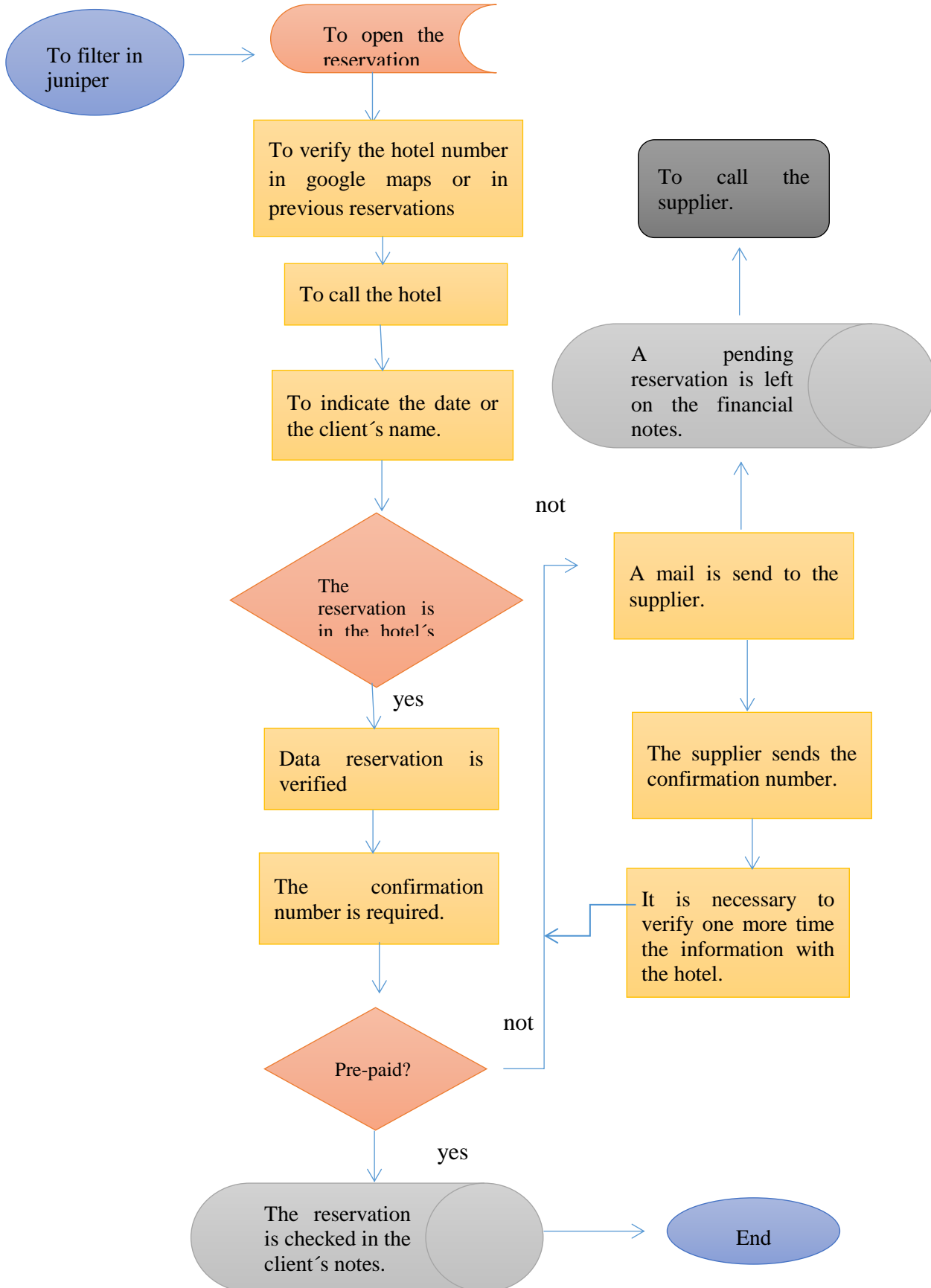
FUNCTION'S MANUAL		
FUNCTION	FUNCTIONS DESCRIPTION	PERIOD
FUNCTION T	To be nice in the telephone calls with the hotel and the supplier.	daily
FUNCTION U	To take care and keep the telephone operation, the headphones and the computer given by the company.	daily
FUNCTION V	To use the internet just for company purposes.	daily
IV PROFILE OF THE POST :		
DESCRIPTION : The trainee has to reconfirm every day an amount stipulated by the leader, or the function that corresponds to do.		
EXPERIENCE AND REQUERIMENTS : * No experience * it must be a student		ABILITIES : * Assertive communication. *Teamwork *Problem resolution *Autonomy at work *Tension and stress management
STUDIES AND KNOWLEDGES : *80% in English Written and speaking. * Professional in Modern Languages * Graduated as Bachelor		

Figure 20. Flow chart



4.4 Elaboration of the manual.

For the manual elaboration, the contents and steps from the author Franklin (2009) were taken into account and along with the reconfirmation group and the leader, as well as to take from the six basic requirements for the administrative manuals success, three are taken into account, designated by the author G. R Terry (S.f):

1. To write in a simple and clear way for the different types of users.
2. To use visual aids (organigrams, flow chart)
3. To keep the manuals updated through constant revision..

To begin with the development of the manual, it was decided to do it digitally for environmental issues, and because following the last point of the author Terry allows a constant review and update whenever necessary.

The manual is basically built in two parts, the first through the experiences of the practitioners and the other from the meetings with the area.

To obtain information about the experiences, two instruments of data collection were necessary: the survey and the interview, the practitioners told their training process and suggestions according to their point of view because each person received a different type of training, this helped that the small details will not be overlooked and will be used as support for the upcoming trainings.

Likewise, 3 meetings were held on different days of the week, each one approximately one hour long, there were the team leader of the area and the reconfirmation agents, the functions and topics for the manual were stipulated. This information remained filed in the minutes, the order for the meetings was as follows

Committee meetings

Meeting 1: Functions of reconfirmations agent

Meeting 2: Process of the area

Meeting 3: Information extra about this area

Once all this information and results were obtained, the manual was made. The design of the manual has the author's own and the structure of the two authors mentioned above.

This manual not only contains written information, basic concepts to take into account but also the situations and real cases that are related to the theory and it can be used by the team during training. As it is stated (Rouse Margaret, s. f) a flow chart will be used since it facilitates a transparent vision of the process. Moreover, the graph is considered to be one of the tools for the quality improvement as it keeps information.

Those are the links of the minutes from the meetings.

Functions:

<http://jkondor.jktic.com/bkh/system/custom/jk/jkondor/registro/consultar?id=5a3af3b9-0188-44ad-a820-44e4ac1f19af>

Processes:

<http://jkondor.jktic.com/bkh/system/custom/jk/jkondor/registro/consultar?id=5a3af885-c7d0-49dd-81be-47b3ac1f19af>

Information area

<http://jkondor.jktic.com/bkh/system/custom/jk/jkondor/registro/consultar?id=5a3afbd3-4b64-4800-8671-4895ac1f19af>

4.5 limitations

In the process of this investigation, some limitations were presented that did not allow the collection of information and what was intended to be achieved, then they were described:

- At the beginning of the investigation, it was proposed to go to the different call centers in Bogota, such as Convergys, Seitel, etc., the objective was to have a reference of the training process to the new personnel, besides the duration of that process, a letter was made by the university asking for permission for accessing this type of information. Unfortunately, when they arrived at the facilities they the report stated that the information was confidential and it could not be used because there were internal policies of the company.

CHAPTER 5 CONCLUSIONS

This work sought to cover the need that was detected in the Reconfirmations area, the ignorance and lack of information of the agents when performing their functions, throughout the research, through authors and the agents experiences, it can be concluded that a fundamental tool and what is needed in the area is the manual, this document allows all the information to be present, to be followed up as stipulated by the company and together with the works consulted in the state of the art, the manual serves as a guide and it is a communication tool between the company and its workers, that is the importance of having it in each area. Then, taking into account the objectives of this work, we can conclude the following points.

- A training manual was designed as a consulting tool and support for the agents, in this manual functions, procedures and activities were defined in Reconfirmations area, based

on the information gathered by the instruments and the experiences and perceptions of the agents.

- The instrument of triangulation allowed collecting the detailed information of the points of view, and experiences of each agent. What I achieved that could be analyzed the same information from different aspects.
- In one of the committees that were carried out in the area, the functions of the members of the area and of the team leader were defined and based on the organization chart, the criteria and needs of the company.
- As stipulated by the author Terry, and the order specified by the author Franklin all the information was systematized, collected and defined to allow management and monitoring of the process and functions.
- The manual has to be the main tool for a company, because this support document allows the information to be constantly consulted and also serves as a support for the members of an area that enter and have to know their functions, processes to execute their activities.
- It is important to train each new member about all the information in the area so that they have sufficient knowledge and tools to perform their corresponding functions and activities.
- The manual is under review by the administrative department of the Bookohotel company

Schedule of activities

	MARCH					APRIL					MAY					JUNE					JULY					AUGUST					SEPT					OCT				
Activities	w e e k 1	w e e k 2	w e e k 3	w e e k 4	w e e k 5	w e e k 1	w e e k 2	w e e k 3	w e e k 4	w e e k 1	w e e k 2	w e e k 3	w e e k 4	w e e k 1	w e e k 2	w e e k 3	w e e k 4	w e e k 1	w e e k 2	w e e k 3	w e e k 4	w e e k 1	w e e k 2	w e e k 3	w e e k 4	w e e k 1	w e e k 2	w e e k 3	w e e k 4	w e e k 1	w e e k 2	w e e k 3	w e e k 4	w e e k 1	Week					
State of art																																								
Theoretical framework																																								
State of the problem																																								
Reserach question																																								
General and specific Objectives																																								
Definition type of research																																								
methodology																																								
Data collections instruments																																								
Design questionary and interview																																								
Survey and Interview application																																								
Data analysis																																								
Elaboration of Manual																																								
conclusions																																								

ANNEXE A. Analysis from Berny (Team leader)

Strengths	Opportunities
<ul style="list-style-type: none"> · Personnel qualified with abilities in different languages. · Support team 24 hours for solving irregularities with the reservations. · Excellent work environment that favors interrelations and feedback of the team · Structured department. 	<ul style="list-style-type: none"> · Facility for hiring of young personnel · Providers' restriction in accordance with its destination specialty, avoiding disadvantages with the reservations · Optimization of times operations and solution of irregularities with the implementation of the process manual
Weaknesses	Threats
<ul style="list-style-type: none"> · limited personnel to verify 100% from reservations · Big number of Suppliers with limited resources to solve inconsistency about reservations. · Lacking in direct hiring in hotels. · Limited calls to different destinations. 	<ul style="list-style-type: none"> · Some providers slightly reliable that can generate disadvantages about new reservations. · Dependent technology of another companies · Little own product and dependence of providers. · Perfidious competition · High labor load (High volume of cases and reservations · Resources limited to implement new strategies.

Strengths	Opportunities
<ul style="list-style-type: none"> · positive work environment in reconfirmation area · Good communication of the area 	<ul style="list-style-type: none"> · process standardization for instants · functions manual update · to improve strategies of Tacit and explicit knowledge transfer
Weaknesses	Threats
<ul style="list-style-type: none"> · High Volume of reconfirmations or cases overcomes the area capacity consequently reduces the service quality. · Rotation of personal (this cause to lose the experience and knowledge about reservations). 	<ul style="list-style-type: none"> · Company's Current financial situation · Flaw of the platforms, Internet or telephone lines · Natural events (quakes, floods, fires) · Noise pollution · Risks associated about repetitive mechanical activities

ANNEX B. Analysis from Yazmin (trainee)

<p>Strengths</p> <ul style="list-style-type: none"> · Human talent committed to employing. 	<p>Opportunities</p> <ul style="list-style-type: none"> · To strengthen the reassertions area as for the personnel.
<ul style="list-style-type: none"> · Personnel with knowledge in languages. · Good customer attention on the part of the practitioners. 	<ul style="list-style-type: none"> · To qualify to the personnel. · To be certified by the quality norm ISSO
<p>Weaknesses</p>	<p>Threats</p>
<ul style="list-style-type: none"> · Only the reservations VIP are confirmed for day. · Lacking in personnel to re-confirm 100 % of the reservations. · Little information about providers and travel agencies · This charge is only for practitioners 	<ul style="list-style-type: none"> · The personnel leaves its job. · Not confirmed reservations have some type of problem. · The technology does not improve. · Another areas influence in the procedure and handling of the reservations. · Time difference.

ANNEX C. Analysis from Yenny (trainee)

Strengths	Opportunities
<p>new technologies allow the connections with the whole world. Bookohotel has a good platform that can keep on dabble into any part of the world.</p> <ul style="list-style-type: none"> • The tourism is a fortified market including 	<ul style="list-style-type: none"> • The reconfirmations area is a fundamental part because this section must state that all the information about reservations is as the initial client requested them. Therefore on this area it depends that the pax have no problems in destination. At this section there are practitioners who know different languages, in this way the reservations from countries do not speak English can be reconfirm.
Weaknesses	Threats
<ul style="list-style-type: none"> • The processes are not stipulated you know this only one time and it is necessary to execute them therefore this causes errors at the moment of looking for solutions. • 100 % of the reservations is reached by more personnel , it is clear that there is no enough one to achieve it. If there was the sufficient personnel they would be avoided claims and problems in destination 	<ul style="list-style-type: none"> • There is not a quick answer to give clients for delays of the providers. The previous thing affects the corporate image and therefore the loyalty of the clients. • High competition with another agencies have contracts straight with the hotels, Bookohotel does not have many direct contracts; consequently, for the intermediaries' quantity there are more possibilities for errors

ANNEX D. Analysis Idaly (trainee)

ANNEX E. Analysis Laura (trainee)

Strengths	Opportunities
<ul style="list-style-type: none"> • Teamwork. • Opportunity to practice different languages. 	<ul style="list-style-type: none"> • Growth potential and it will become an independent area. • Opportunity to improve the Juniper program to leak the destination and optimizing time.
Weaknesse	Threats
<ul style="list-style-type: none"> • In some occasions the information is not enough t for reconfirming the reservations. • Suppliers take a lot of time in line to solve disadvantages with the reservations. 	<ul style="list-style-type: none"> • Hotels´Safety politics prevent from reconfirming reservations. • Time difference prevent the communication with the reservations area in some hotels

ANNEX F Interview design

Design of the interview.

What about your training process?



Date: ___/___/_____

F___ M___

Objective: To identify trainees' perceptions about the reconfirmation area and their experiences.

Interviewer: Yenny **Interview:** Reconfirmations members

The interview consists of 6 questions that have the purpose of knowing how did you feel during the training process. Please answer the following questions; your identity and answers will be treated with confidentiality since they are for educational purposes.

1. How was your training process in the company Booköhotel?

2. Do you consider that all the topics were well explained and developed during the training process?

3. Not knowing the processes and functions make your work difficult?

4. Do you think you know and manage all the area's information?

5. Who do you talk to when you have questions?

6. Do you consider that a manual with all the processes and information would support your training process?

7. What would you suggest to improve the training process?

ANNEX G Survey applied 1.

Interview:

- **What about your training process?**



Date: 01/Sep_/17 F___ M x

1. How was your training process in the company Booköhotel?

Good morning. At first it was kind difficult because the first day I didn't know anything about this; I had never heard about it in my life. When I came I had the training process with my team leader that in this case is Bernardo. He taught me the processes that the company actually has, and it was stressful because it had a lot of information and the new guys felt a little uncomfortable. But then, I had a training with a colleague and she told me how do the things step by step and told me all the procedures that I had to do and all the characteristics that the reconfirmations assistance's may have.

2. Do you consider that all the topics were well explained and developed during the training process? No because there are a lot and we had not time

You think your training process was short or long? It was kind of short because the company had a basis of the programs sales force and juniper they are a kind difficult to manage so the training process was short.

3. Not knowing the processes and functions make your work difficult?

Not all of them because I learnt a lot of topics during the process by my own, by myself. When I was working alone and during the training process I was only told the characteristics; but yes, I developed them during that time.

- How many days did you have the training? The first day was with my team leader and then it was with a colleague and the rest of days; I mean during four days, I was in my training process with her and she told me all the information.

4. Do you think you know and manage all the area's information?

Yes, indeed because it is like a learning process by yourself, with the difference that you are doing what you should know; functions and all the processes in order to do a good job.

5. Who do you talk to when you have questions?

Actually the first person that helped me when I had questions was my team leader, Bernardo. If he did not have the answer, I asked to the other team leaders. Then I had a training with a colleague and she told my how to do things and she told me all the procedures and all the characteristics that the reconfirmations assistance has.

6. Do you consider that a manual with all the processes and information would support your training process?

It could be an awesome tool in order to manage them and the new people who come to this company will know all the procedures in a good way because the information is very big and difficult in the training process. Yes, it could be a good tool for us.

How many months have you worked in the company?. I have worked here during 3 months and I am going to be here another 3 months in order to finish my internship.

7. What would you suggest to improve the training process? . I would suggest that it is a really good idea support as well. I believe that all the topics explained in a very good way improve all the procedures of the company and it could help people a lot, especially to workers. I

would also suggest more hours during the training process, you know more time in order to have more time involved in the area

ANNEX H Survey applied 2.

Date: 04/ sep/17 Fx M___

- **What about your training process?**



1. How was your training process in the company Booköhotel?

Hello. Well, at the beginning, my team leader was trying to explain to me all the processes about how to make all reconfirmations, about the calls and different things but I think that it was really quick, superficial because it was not specific I just received training about 2 software's used in the company: sales force and juniper; and that's all about the software because it was really quick and finally I put all that knowledge into practice according to the instructions from my colleagues and my team leader. I started to reconfirm in Spanish. I did not know how to do it well in English so I started in Spanish, because I did not to do very well in English.

y: was it easier in Spanish? Yes because at the beginning you don't really know how to speak, how to make the questions , so I started in Spanish.

2. Do you consider that all the topics were well explained and developed during the training process?

Mm. No. I think that it is a lot of information and just like one or two days is really difficult to know all the information because normally we use all the new information, and we have new problems. Every day you have to learn different ways of how to solve it so I did not review all information.

3. Not knowing the processes and functions make your work difficult?

Yes of course because as I said before if all the time we have new problems, new things to talk so you don't know all the answers, all the questions, so you need to ask all the time to your colleagues or to your team leader so it is difficult because you don't know everything, it is really difficult.

4. Do you think you know and manage all the area's information? No completely.

As I said, I don't know. Sometimes I have to answer to my leader, to the other colleagues so I don't know everything.

How long have you been working here, for the reconfirmations' area? I have been working here like for 2 months.

5. Who do you talk to when you have questions? Usually to my team leader, or sometimes I try to solve problems by myself but usually to my team leader.

6. Do you consider that a manual with all the processes and information would support your training process? Yes I think that it could be great not just for me, but for the new employees because the more specific the greater the manual.

7. What would you suggest to improve the training process?

I think that a manual could be great, also, more time for the training because as I said before only one or two days is not enough. In addition, I think that it could be great if I put in practice all the knowledge at the same time because I think if you don't put into practice all the information you have it is really difficult to learn how to use the process.

At this moment you think that your training process was good or bad, I think that it was good but incomplete.

ANNEX I Survey applied 3.

- **What about your training process?**



Date: 05 /SEP/ 17 F x M___

1. . **How was your training process in the company Booköhotel?**

When I came to the company the first person that taught me was Yasmin that is a colleague and Brandon as well and Wanda show us a presentation about the company but it was like superficial. Well, it was good but not a good training process because it was superficial but no with specific things, so it was a little difficult to manage the tools.

1. **Do you consider that all the topics were well explained and developed during the training process?**

.Yes and not because the explanation was superficial in the development. It was difficult because there are a lot of things to learn and in one or two days was difficult.

How many months have you been working here? 2 months

2. Not knowing the processes and functions make your work difficult?

Yes because the programs are huge and have a lot of information and it is difficult to manage.

4. Do you think you know and manage all the area's information?

No because as I told you it is a huge program and information, and my area is small and I don't know all the area's information.

5. Who do you talk to when you have questions? My partners and my team leader.

6. Do you consider that a manual with all the processes and information would?

Yes because you can see the manual in every moment. You don't have to ask to your colleagues to explain and it is easy for me and for me colleagues I think.

7. . What would you suggest to improve the training process?

.More days for the training process when specific topics about you area are shown. At the beginning because it is so superficial.

And was your training process good or bad? At the beginning it was difficult but now it is good at and you learn a lot of things every day.

ANNEX J Survey applied 4.

- **What about your training process?**
- Date: 05 /SEP/ 17 F x M __



1. How was your training process in the company Booköhotel?

Was quick and a little disorganized, because when I arrive here to the company was in high season they were in a big season , I was difficult to learn because you don't know, you are new in the company and there are a little things you don't know in order to get the right information so was a little difficult when you are new in the company. I did an effort to get all the process

2. Do you consider that all the topics were well explained and developed during the training process?

I think that yes. Because all the topics are there and they explain the topics there are a huge things and there are things that you learn in the practice and I think that you learn better and the person that explain you all the topics, there are things that you learn when you are in the practice, you are in the front of the computer and you start to learn, I think that you learn better

How many months do you work here?..... 2 months

3. Not knowing the processes and functions make your work difficult?

I think yes, at the beginning you don't learn like but after yes

4. . Do you think you know and manage all the area's information?

Yes because the company has a different platforms And you don't know what they talking about when they start to explain how is the company what they do so that is difficult how is the business with the another companies what is the supplier the client so that is a bite difficult to start learning because is the modal of the company

5. Who do you talk to when you have questions? I to my leader because he has more experience and tell you how to do in a few minutes you can be in different situations but not to him because maybe he is busy otherwise to have to ask to the another partners, they know thinks that you don't know

6. Do you consider that a manual with all the processes and information would?

I think that it could be nice because all is new when you are here. So the manual could be great to learning before you start working I thing that is better and maybe it could be better for the company and the new people the company has to training and training but the manual is a good idea for this

7 What would you suggest to improve the training process?

I think the training process is better when you start to practice it was in a presentation you don't get it as a the company suggest to you, and the company must to improve different ways to teach and make like a process but no quickly so and a little I think that is this slower because is a lot of information that you have to learn in a couple days, to improve the training to the people I suggest more personalized teaching and start with all the topics but the first day juniper next day salesforce and yes I think that this is my suggest

ANNEX K Survey applied 5.

- **What about your training process?**



Date: 05 /SEP/ 17 F x M___

1. How was your training process in the company Booköhotel?

In general terms, it was fine because I could finish my internship, however, there are a lot of situations that you may deal with and you do not have the certain information to solve them.

2. Do you consider that all the topics were well explained and developed during the training process?

Certainly no! There is plenty of information that we did not receive and then you have to make a mistake to learn how the process has to be managed.

3. Not knowing the processes and functions make your work difficult?

Indeed! Normally all people in the office are busy, thus when you have a doubt you may ask anybody and the majority of times each person has different ways to deal with issues, and at the end you do not know what is the best solution.

4. Do you think you know and manage all the area's information?

No, I do not. There is any way to know all the information because as I told you before you may make a mistake to know how the process has to be managed.

5. Who do you talk to when you have questions? Eventually I try to ask my boss, but not all the times he or she is available and you can not wait until your boss has time.

6. Do you consider that a manual with all the processes and information would?

Without any doubt! In this way you would be pretty sure how issues have to be managed and you would not have to deal with different points of view that can get worse the solution.

7. What would you suggest to improve the training process?

Besides the manual that you suggest, it is necessary a person that really supervises your work and gives you a feedback and support on time.

|

ANNEX L Interview design

Virtual survey

Survey

The questions in this survey refer to the process you had when entering the reconfirmation area. The objective is to know their point of view of the training process.

Please read carefully and feel free to select only one of the following options. Your answers will be used just for educational purposes.



1. The time covered by the training process was:

- Very short
- Short
- Longe
- Very Longe

2. The topics seen in the training were:

- few
- enough
- Too many

3. Do you remember all the topics checked during the training process?

- Yes
- No

4. Did you practice during your learning process?

- Yes
- No

5. The teaching in the training process has been:

- Excellent
- Good
- Bad

6. Did you have any inconvenient when carrying your functions out?

- Frequently
- Occasionally
- Seldom

7. When you have questions to whom it is addressed?

- The Leader
- Your partners
- to another area

8. Do you know your functions?

- Yes
- No

9. Do you have a clear idea about the processes of the area?

- Yes
- No

10. In this moment do you have the all knowledges and information about the area?

- Yes
- No
- Maybe

11. Do you agree that a manual that includes all the processes and information of the reconfirmations' area could complement to the training process?

- Totally agree
- Agree
- Neither agree nor disagree
- in disagreement

12. Do you consider that in order to execute your functions it is necessary to have a written document such as a manual?

- Yes
- No

13. According to your perception what is the best option for training

- Only theory
- Only practice
- Theory and practice

14. Do you think it is necessary to have more than one training?

- Totally agree
- Agree
- Neither agree nor disagree
- In disagreement

15. What changes would you recommend to have a better training process?

Tu respuesta

ENVIAR

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