



[Marriott Hotel Employee Handbook Download Pdf](#)

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### Abstract:

The case examines Marriott International's (Marriott) various innovative HR practices, which earned it the reputation of being 'the best place to work' in the hospitality industry. It describes Marriott's 'Spirit to Serve' culture and the company's HR philosophy which guided its various HR initiatives. The case gives an overview of the best practices employed by the company in the recruitment, selection, training and development of employees. It also details the employee retention strategies and grievance redressal system at Marriott. Finally, the case reviews the benefits reaped by the company because of its employee friendly HR practices

### Issues:

- » Understand the role of an organizational philosophy and culture in the development of human resource policies in a multinational organization
- » Get insights into the HR best practices of a large global service organization
- » Understand the role of employee development programs for retaining employees and improving organizational productivity
- » Appreciate the benefits that accrue to an organization through the use of employee-friendly policies

### Background Note

In 1927, J. William Marriott (JW Marriott) set-up a nine-seat root beer<sup>2</sup> shop in Washington. After some time, William started serving hot food along with the root beer and named the shop as 'The Hot Shoppe.' In 1929, Hot Shoppe was officially incorporated as Hot Shoppes Inc and in 1937, Hot Shoppe, ventured into airline catering at Washington airport, serving the Eastern, American and Capital airlines.

Over the next three decades, Hot Shoppes diversified into other businesses including food services management<sup>3</sup> by starting a cafeteria at the US Treasury Building in Washington DC and the Highway Division. In 1966, the company ventured overseas, acquiring an airline catering kitchen in Caracas, Venezuela. In November 1967, its name was changed to the Marriott Corporation (Marriott).

In 1982, Marriott acquired Host International, a leading hospitality services provider in the US, becoming the largest operator of airport terminal food, beverage and merchandise facilities in the US. In the 1980s, Marriott acquired several companies including the American Resorts Corporation (vacation business, 1984), Gladioux Corporation (food service company, 1985), Service Systems (contact food service company, 1985), Howard Johnson Company (hotels & inns, 1985) and Residency Inn Company<sup>9</sup> (1987). With the acquisition of the Saga Corporation, a diversified food service management company in 1986, Marriott became the largest food service management company in the US.

Marriott also diversified into the moderate price segment of hotels under the brand name 'Courtyard' (1983). In 1987, Marriott entered the field of economy lodging by launching the first Fairfield Inn in Atlanta, Georgia. That year, Marriott also launched its worldwide reservation centre (WRC)<sup>10</sup> at Omaha, Nebraska. This centre became the largest one-point reservation operation in the US hotel industry...

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