

商务专业英语系列教材 王关富 张海森 总主编

饭店管理专业英语

(第二版)

Hotel Management
—An English Reader
(Second Edition)

胡小平 主编



对外经济贸易大学出版社

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要建姝 红 梅 副主编

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总 序

经济全球化及加入世界贸易组织给我们带来巨大的挑战，这种挑战不仅表现在我国企业在国际经营活动中必须遵守国际商业规则与惯例，同时还要求我国商界从业人员及在校学生必须提升自己的专业知识，学习国外先进的管理技术、经营理念，熟悉国际商务活动的行为规范，掌握娴熟的商务沟通技能，以实现与国际市场的真正接轨，而所有这一切的最终实现在很大程度上取决于他们直接用外语获取相关专业知识的能力和水平以及商务英语交际的技能。为帮助在校学生、商界从业人员和有志于从事商务实践的人士实现这一目标，我们推出了“商务专业英语系列丛书”。

这套丛书的基本指导思想是：以商科各专业的知识框架为素材，用语言学习的方法将它们有机地编撰成有鲜明特色的教材，可适合各类不同的读者达到各自不同的目的。丛书包括：《工商管理专业英语》、《人力资源管理专业英语》、《国际商法专业英语》、《国际贸易专业英语》、《证券专业英语》、《银行专业英语》、《国际经济专业英语》、《国际营销专业英语》、《海关专业英语》、《国际投资专业英语》、《国际经济合作专业英语》、《旅游管理专业英语》和《饭店管理专业英语》。

本套丛书有别于目前市场上种类繁多的商务英语书籍。在推出这套丛书之前，我们对商务英语图书市场进行了深入的调研与分析。这次调研发现市场上现有的商务英语类书籍多以阅读、写作和听说类为主，选材涵盖经济、工商、金融、贸易等，其特点之一是涉及的专业内容没有系统性和完整性，其二是编写的出发点主要在语言上。当然，市场上也有一些以专业知识为内容的教科书，但它们往往都是零散的，很难满足不同背景读者的不同需要；偶尔上市的这类系列丛书，要么系统性不强，要么只重专业知识或只重语言学习，鲜有两者有机结合的。因此，目前读者特别需要一套系统性强、专业知识与语言技能训练兼容、能满足不同读者需要的丛书。

正是基于上述需要，我们精心策划了这套“商务专业英语系列丛书”。本系列丛书具有十分鲜明的特色，主要有：（1）目的：为具有专业背景的学生和读者提供学习商务英语和提高实际交流能力的有效学习途径，同时英语语言类专业背景



的学生和读者可以学习相关专业的基本原理和框架性专业知识；(2)选材：涵盖各相关专业的基本知识，专业内容具有代表性，语言规范标准；(3)构架：专业知识和语言训练的最佳结合，除了专业知识外，还配有阅读理解问题、专业术语、常用短语、要点综述、相关背景知识和注释以及丰富多彩的练习。

本套丛书的编写者来自对外经济贸易大学、北京外国语大学、中国人民大学等多所高等院校，他们都兼有商科和语言类的学历与学位，而且都是从事商科或商务英语教学与研究多年的资深学者，具有各自专业扎实的知识基础和丰富的教学经验。能有那么多出类拔萃的优秀学者参与编撰这套丛书是我们的极大骄傲和荣幸，同时也是广大读者可以对本套丛书寄予期望和信任的有力保证。

在这套丛书的编写过程中，对外经济贸易大学校长陈准民教授给予了关注和支持；对外经济贸易大学出版社刘军社长高度重视；出版社宋海玲编辑则投入了大量的时间与精力，为丛书的推出作出了重要贡献。我们在此对他们一并表示衷心的感谢。

最后，希望广大读者对使用本套丛书过程中所发现的不足与问题给予指正。

对外经济贸易大学
王关富
2015年1月于惠园

再版说明

《饭店管理专业英语》一书出版后受到不少读者的青睐，印数上万册。为了更好地服务读者，本书第二版对第一版的部分内容进行了更新和替换，具体如下：删除了原 Unit 4 Human Resources Management (II)、Unit 6 Hospitality and Service Management 和 Unit 16 Case Study: Accor Group 三个单元，用 Organizational Structure of a Hotel、Customer Relationship Management 和 Case Study: Marriott 进行替换；增加了 Case Study: A Day in the Life of the Front Office Manager 和 Management of Legal Environment 两单元新内容；并对原书章节顺序进行了调整，对一些文字、拼写等错误进行了修改。

在编写本书过程中，我们参考了一些教材和资料，在此对原作者表示诚挚的谢意，也感谢对本书第一版做出贡献的编者。

由于编者水平有限，书中疏漏和不当之处在所难免，敬请读者批评指正，以便在下版中进行修改和完善。

作 者

2015 年 1 月

前言

获取国外先进的管理经验对于迅速发展的中国旅游饭店极其重要,因此培养既懂英语又懂饭店管理专业知识的复合型管理人才成为时代之需。本书面对饭店管理专业的工作实际,用英语系统地介绍了饭店管理的基本理念以及部门管理方法,为从事相关工作的人员提供了必需的专业知识。本书重点在于通过语言学习和专业知识相结合,培养和提高学习者的专业英文应用能力,同时又丰富他们的专业知识。本书特点如下:

1. 全书选材新颖,内容覆盖面广。本书所选材料新颖、实用、详实,包括饭店管理概述、服务和质量管理、人力资源管理、市场管理、会计管理、安全与卫生管理、前厅客房餐饮娱乐部门管理、设备和信息管理以及案例研究等,为读者提供了实用的饭店管理知识和地道的英文。

2. 体例安排得当。全书由16章构成,每章第一部分为正文,随后是重点词汇与专业术语,供学习者阅读时参考。对于较突出的知识点,本书还提供了相应的注释。

3. 练习安排独具匠心。为巩固所学内容,本书针对课文内容设计了各种题型的练习,如选词填空、句子或段落翻译。此外,部分课文后提供了针对课文内容的口语练习题,供学习者练习口语之用。

囿于水平,书中不当之处在所难免,敬请读者批评指正。



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Unit 1



General Introduction to Hotel Management

Pre-reading questions:

1. How are hotels usually classified?
2. Can you name any modern management concepts?
3. What is the situation about hotel management in China?

Text



Hotels are changing and will continue to change. Modern hotels develop from traditional lodging and boarding industries. In English, the word hotel covers all kinds of commercial lodging facilities. Hotel is, indeed, one of three mainstays for tourism (the other two are travel agency and transportation), and the symbol of a place as well. Like many other businesses, hotels have been affected by shifts of people's *living patterns*. It was not until the end of the Second World War that the world became much more traveled. With this, hotel accelerates into its modern stage and presents new characteristics. To name a few, customers are extended from commercial travelers; emphasis is placed on scale efficiency; functions and services are expanded to meet a wide range of demands; and modern management is introduced into marketing, human resource management.



Classification of Hotels

Hotels are classified in accordance with the normally accepted gauges, including guest resources, location, scale and service standards, etc. Such classification is a necessity in that it enables hotels to find their individual position in the market and assists customers with their right choice. Currently, hotels are put into six classes, namely, *commercial (short-term) hotel*, *long-term hotel*, *holiday inn*, *motel*, *airport hotel*, and *conference hotel*.

- Commercial hotel is located in the city center, catering for commercial guests and tourists. It offers high standard of facilities, especially those for commercial purpose.
- Residence or condominium is similar to apartment, and it targets those guests who will stay there long either on business or vacation. It offers suites equipped with living facilities. Hence, it charges only for daily service and involves less management.
- As its main guests are tourists and vacationers, it is often situated around beach, county, spring and forest with sufficient entertainment, say, skiing, horse-riding, fishing, boating, bowling, bar and KTV, etc. In some countries, some hotels have incorporated both the features of holiday inns and commercial hotels.
- Motel is evolving into luxurious and comprehensive hotel and is being incorporated into large-scale hotel.
- Airport hotel develops against the background of increasing passengers and tourists by air. It is principally invested by airline corporations, and some even go so far as to be located in urban areas or scenic spots, integrating transportation and tourism.
- MICE (namely meeting, incentive, convention and exhibition) hotel aims for the market of various exhibitions and conferences, may it be commercial, trade or scientific. Professional personnel in such hotels are ready to be responsible for assisting the organization of conference. Normally, there are one or more conference rooms on each storey.

Apart from classification in the above-mentioned way, hotels are categorized by related authority according to facilities available, service coverage and service quality, as is known as “star” ranging from one to five. Such classification is beneficial to consumers who can pick up the right hotels with the price they are willing to offer. On



the other hand, such classification enables fair and orderly competition, safekeeping the healthy development of the industry. 1 to 5 star hotels are the hotels with physical equipment, appliances and high service quality that meet the diversified demand of tourists for lodging, daily activities and entertainment in accordance with the standards of each classification complying with international standards that are evaluated through criteria: location and architecture, facilities and service convenience, service and service qualities, attendant staff, and hygiene. If a hotel is classified into a higher rank, it must have perfect service quality, physical equipment and services in order to please its customers.

Hotel Management Introduction

Hotel management is a complex process. It involves planning, organizing, administering, controlling and coordinating a variety of resources, say, personnel, finance, material goods and information. Hotel management is, in the first place, an economic activity with the dual efficiency objectives, both economically and socially. Furthermore, hotel management is more likely to be an active coordination between inner and outer resources to achieve balance. Hotel management, therefore, carries five basic functions that are named “planning, organization, administration, coordination and control” respectively.

- 1) **Planning:** This function concerns estimating future trend on the basis of close investigation, setting up objectives, and afterwards formulating a detailed schedule to fulfill those already-made objectives. Planning stands at the doorway of hotel management, for appropriate planning secures a foreseeable and objective-oriented management and ensures timely solution to any questions coming up in the process of management.
- 2) **Organization:** It refers to the establishment of efficient management system with a view to making good use of hotel resources. Organization could be interpreted on four different layers. It could be a feasible organization structure with clear-cut departments and management; it could also mean a unified and effective system in which definite duties and rights of different units are allocated and coordinated with harmony; thirdly, all hotel resources are organized and adjusted in accordance with



real need in each period; and lastly, it is the general organization of overall activities and individual activities.

- 3) Administration: This function aims to promote the activities of individual departments and persons under the orders given by superiors. An order or instruction, reflecting a general decision of the hotel, is given in the form of language, either oral or written by one or several executives. Administration differs at different levels. Strategic decisions belong to top management while departmental decisions are made at department level, which are supposed to be timely, exact and plenty.
- 4) Coordination: Managerial personnel make effort to adjust and interrelate different business operations within the hotel to ensure all departments develop harmoniously for the overall objectives. To realize this, there are two necessities. One is personnel, that is, to coordinate personnel relationship. Interests of individual department or unit often outweigh overall goals due to divergent views people hold. Several ways are available to settle this issue, say, communication, discussion and even rules designed for coordination. The other one is operation, as different departments or units cannot work in a uniform rhythm when they are doing things of different nature and requirements. It may be achieved by coordinating efforts in terms of work quantity, procedures, operation rules and environment.
- 5) Control: It is to inspect and supervise how well the planning has been going on, which is crucial to the accomplishment of objectives. With this function, potential and real problems could be promptly identified and ratified. Control can be further divided into passive one and active one. Passive control is realized though the gauge formulated in advance. To prevent deviation from occurring, a variety of standards are set up with respect to cost, expenditure, service standards, and hygiene standards etc. Yet control is put into operation throughout the whole business process, as is referred to as active control consisting of pre-, mid- and past-control. Pre-control is to eliminate foreseeable problems before operation begins and take precautions. Mid-control is based on efficient feedback system to spot and rectify problems promptly while the operation is going on. Past-control is undertaken when the operation comes to an end. Business results will be compared with already-made standards, and in case of deviation, redemption methods should be rightly available.



Modern Hotel Management Concepts

Management concepts serve as guidelines for managerial staff. One new concept may bring about virtually different management manners and structure. Generally speaking, modern management concepts have revolved around the following six points.

- 1) **Market concept:** Management has been turning to customer- and market-oriented in almost every business field, though it was not introduced into China until this reform age. Armed with this concept, managerial personnel are supposed to be acquainted with service and management of their counterparts (domestic or overseas) and be well-informed of market demand as well. This means that hotel management is not only to be in tune with market changes but also to create market demand after analyzing potential market.
- 2) **Competition concept:** Competition cause difference in individual's market shares and profits. Competition is the product of market, giving rise to managers' sense of crisis. The core of competition boils down to the quality of service and the corresponding price.
- 3) **Risk concept:** Risk is inevitable in market for individual businesses. A number of businesses may go bankrupt every year when failing to survive market risks. Therefore, managers are expected to be fully aware of market risks and to be ready for proper reaction.
- 4) **Information concept:** In information era, timely and accurate information shall bring more benefits to the hotel, and if not so, it may bring serious losses. Information controls the variation of materials (such as menu, production and sale). Therefore, hotel managers are expected to keep information concept in their minds. They shall pay attention to the significance of information, keep getting increasingly more information, and enhance the ability to handle the information.
- 5) **Legal concept:** Market economy is also legal economy, where a healthy market shall also be a normative and legal market. Hotels, the players in market, shall be governed by the relevant laws and regulations of market entry, competition and relation settlement between them. Thus, hotel operator shall establish a strong legal concept, to know, understand, comply and apply the laws and by which, they may be able to



protect their rights and interests.

- 6) Strategy concept: It is also known as the concept of development. It is critical to an enterprise to conduct overall planning or strategy to survive the complex and ever-changing world. Strategy concerns both the drafting and appraisal of various development plans and the final decision on one plan. While more hotels are evolving into larger scale and are faced with even tenser competition, strategy is vital for the steady growth of a hotel. Therefore, managerial staff in hotels are supposed to pay attention to the long-run development and choose right strategic objectives.

Ongoing Changes of Hotel Management

It can be safely said that wherever the jobs are and concentrations of economic activities occur, hotels will follow. The national economic expansion since reform and opening up has increased the personal wealth of large numbers of the population and provided an unprecedented number of new jobs to the society. This, in turn, has spurred a new boom in hotel development. Among other current and ongoing “influences” such as hotel design, construction, marketing, and operation (this list is neither exhaustive nor exclusive), *demographics* play a major role in this regard and will continue to exert its influence in the foreseeable future. With continuous development and reform, the population of the country will be healthier and more well-educated than previous generations. These facts will present new challenges and opportunities to all businesses, and hotel is not an exception.

Nowadays most travelers expect that the hotel rooms they rent will allow them to be as productive as they are in the office or at home. Increasingly, with portable computing, personal data assistants (PDAs), wireless communication, and virtually everything somehow connected to the Internet, hotels have to provide services and access that allow guests seamless transition from the business, travel, or home environment to that of the hotel. The concept of *market segmentation*, which ever increasingly finely tuned market definitions, will dictate hotel structures and organizations, and management tactics that are designed to pay particular attention to those market segments, which have become even more important to the management of hospitality service businesses. With the increased power in the information and data manipulation



realm, hotels have access to ever-expanding databases of guests and are creating new products to satisfy those markets and fill market niches. One of the effects of the new demographics is the emergence of vacation resorts—a modern incarnation of the time-share properties of several decades ago. Because these are being developed and operated by “brand” hotel companies and are marketed to that affluent, healthy, well-educated population segment, resort managers have to learn some new managerial realities. Hotels, restaurants, and travel services are now seen as unique entities that dictate special kinds of managerial techniques and strategies.

Variations of people’s *travel patterns* have also altered the way in which we manage our hotel properties. Sufficient airline resources and affordable prices lure millions of people into traveling each year with the hub/spoke design of airline services. Many hotel companies are now locating major hotel properties adjacent to hub of air transport facilities, taking advantage of the fact that business travelers may not need to travel to a central business district (CBD) to accomplish their purposes in a given area. Meetings and conferences can now be scheduled within a five-minute car ride from the air terminal, and the business traveler can be back on the plane for his or her next destination before the day is over without having to stay overnight in a CBD hotel.

Most of the foregoing issues and influences still operate (to a greater or lesser extent) on the organizational structures and strategies of modern hotels. With all the activity in the hotel industry in the last ten years, a lot of consolidation, buying and selling, and new construction, a little-known activity has come to play a very important role in the process of industry change. When a hotel company acquires a hotel or is contracted with for managing a hotel previously operated by a different company, someone has to oversee the process of “re-branding” the property. This is a complicated process and must be accomplished within critical time frames to coincide with marketing, financial, and operational variables. Yet there is the unique “non-chain” aspect of the hotel & hospitality business, that is, independent hotels—widely considered among the best and most luxurious in the world, have associated themselves with an organization that allows them to compete individually and as a group with the international chains or other groups. The future success of independent hotels is linked to their ability to find ways to maintain their independence while sustaining competitive advantage in the luxury segment.



Comparison of Hotel Management between China and Foreign Countries

In comparison with western countries, the Chinese hotel industry is still lagging behind though it has experienced rapid development since the reform age. In terms of management, Chinese hotels present themselves as obvious laggards, principally due to divergence of culture, macro-economic development and management concepts, etc. To catch up with their foreign counterparts, a lot of studies have been conducted, which shed light on the differences between hotel management in China and foreign countries.

Management Modes

It is commonly accepted among western hotel managers that the key to success lies in service, that is, to satisfy customers' requirements with swift reaction and response to any requirement. As a result, competition for service discrepancy and added value is much emphasized. In China, however, location, service and together with price are considered as three determinants of success, especially price.

- 1) Western hotels stress the unification of three interests: customers', shareholders' and staff's. The majority of hotels put customers' interest in the first place, followed by staff's and then comes the shareholders'. Customers' satisfaction is virtually the ultimate goal, and all resource allocation, management structure and human resources serve for this purpose. In some hotels, for instance, making customers feel themselves to be cared for and enjoy real comfort is the utmost objective. In contrast, service is not given sufficient attention in China without being aware of the unique importance of customers' satisfaction to the long-term sustainable development.
- 2) Western hotels of the high- or middle-level are now exercising "individual service" or "customer-made service" after the age of "emotional service" and "standard service". Emotional service is mainly characterized as "offering what I can and what I am willing to", so service quality may fluctuate and be unsteady; such is the case of some hotels in China. Yet standard practice can make up for these defects by formulating specific rules and regulations. Standardization lays a gauge for staff to go after. Consequently, data speak louder, emotional factors diminish, and customers' generic



requirements are met. Currently, Chinese hotels are promoting standard service while recognizing the trend towards individual service, which is customized according to individual customer's needs and which is popular in western hotels. For example, some western hotels raise the idea of "101% satisfaction" with the extra one percent as added enjoyment. Individual service is usually carried out after practicing standard service, however some individual services are put forward while practicing standard service.

- 3) With respect to inner management, Chinese hotels are learning from their foreign counterparts. Inspection is quite popular in daily management, involving mainly listening, mediation and guidance as well. Listening is to understand what is going on by personal communication with staff; and mediation requires managerial personnel to mediate staff's work to erase barriers; guidance requires managers to convey the objectives and key tasks efficiently to staff. Effective communication is to get staff acquainted with necessary information, usually operation results, fiscal objectives, long-run goals, customer information etc. In most western hotels, morning meeting is a routine to release operation information. Furthermore, staff are encouraged to take part in decision-making and to propose their ideas. With these encouragements, staff are more motivated and responsible, and meanwhile the hotel would respond quickly to customers' new demand. In this way, the role of staff has changed more from being managed to self-management, and relationship between managers and staff is improved. Presently some Chinese hotels put forth mobile management—there is no fixed department offices that force managers to keep on inspecting different positions to identify and settle problems in a timely manner.
- 4) Competition strategy: Western hotels pursue scale economy through expansion. Each hotel seeks to stabilize and expand its customer source by taking advantage of brand strategy, network and chain operation. The brand strategy is adjusted in line with variation in market, which is detected through its selling network and forecast system. In other words, Western hotels attach importance to price competition and equally emphasize their image and distinguishing service characteristics when it comes to decoration, service, staff training or location. As there is more hotel supply than demand in China, price ranks the top factor in competition. In recent years, customer source has undergone great changes, and so is the strategy of hotel management with