

HOTEL MANAGEMENT

酒店管理 (英文版)

王今朝 著



東北大學出版社
Northeastern University Press

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• Shenyang •

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图书在版编目 (CIP) 数据

酒店管理 / 王今朝著. — 沈阳: 东北大学出版社, 2014. 8

ISBN 978 - 7 - 5517 - 0772 - 5

I. ①酒… II. ①王… III. ①饭店—商业企业管理 IV. ①F719.2

中国版本图书馆 CIP 数据核字 (2014) 第 195968 号

出 版 者: 东北大学出版社

地址: 沈阳市和平区文化路 3 号巷 11 号

邮编: 110004

电话: 024 - 83687331 (市场部) 83680267 (社务室)

传真: 024 - 83680180 (市场部) 83680265 (社务室)

E-mail: neuph@neupress.com

http: //www. neupress. com

印 刷 者: 三河市天润建兴印务有限公司

发 行 者: 东北大学出版社

幅面尺寸: 185mm × 260mm

印 张: 14.5

字 数: 418 千字

出版时间: 2014 年10月第 1 版

印刷时间: 2014 年10月第 1 次印刷

责任编辑: 任彦斌 李 鸥

封面设计: 刘江旻

责任校对: 王延霞

责任出版: 唐敏智

ISBN 978 - 7 - 5517 - 0772 - 5

定 价: 50.00 元

Preface

This book focuses on the knowledge necessary to successfully run a hotel. Although viewed from the perspective of a manager, the various elements of the book are applicable to all departments in a hotel. The book prepares readers to succeed as managers in the hotel and lodging industry, while developing a solid foundation for a long and successful career. This comprehensive resource combines detailed presentations of each department in a hotel or lodging establishment along with a close examination of organizational operation and the interdependent relationship among departments. Covering the fundamentals of hotel management, this book provides hospitality professionals with the practical skills they need to be successful general managers.

The author wishes to thank many individuals whose help, beginning with the concept and continuing through the writing and review of content information, has been critical to the book's development.

CHAPTER ORDER AND CONTENT

To truly understand hotel, one must first understand its types and its characteristics (Chapter 1). The topics of hotel management contents are fully covered in Chapter 2. Quality is a life-thread of an organization. Then a thorough discussion of quality management is followed in Chapter 3. While there is no universal agreement on the best order in which to study the operational functions of a hotel facility, the author begins with room division (front office and housekeeping department). The key points and procedures are discussed in Chapter 4. Room division is so important to an understanding of how guests' needs are met by these critical functional areas. An examination of the food and beverage areas is found in Chapter 5. The hotel's human resource function in Chapter 6 begins the look at specific function of a hotel facility. Sales and marketing (Chapter 7) and accounting (Chapter 8) functions are illustrated the importance of sales to long-term economic health of any hotel facility. The topic related to the maintenance is followed in Chapter 9. Topics are to be considered relate to the vitally critical areas of hotel safety and security in Chapter 10. The last topics are to be related to the development and trends of hotel industry in Chapter 11.

ACKNOWLEDGEMENT

I am grateful for the industry support that makes this book possible. Tables and figures throughout the book are courtesy of several hotel companies and companies serving the hotel industry, including Hilton Hotels, Continental Hotels. In addition, many users of this book, especially professors hotel management programs, have provided helpful suggestions for the book. Rather than try to list them all and err in leaving someone out, I simply say thank you the entire group of hotel educators teaching hotel management and managers working in a hotel.

Several persons behind the scenes did much work to bring this book to fruition. I especially thank Hongbing Li, Jing Wang for their assistance in developing the manuscript. I also acknowledge the significant and ongoing help received from Roosevelt University, which has helped me in numerous ways.

Finally, I want my family, who have been patient during the long time periods it has taken me to write and revise this book and friends to know that I really appreciate their encouragement, support, and assistance as this book evolved.

Jinzhao Wang
May 5, 2014

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1 INTRODUCTION TO HOTEL INDUSTRY

What is hotel? In its most basic definition, a hotel is a building that offers sleeping rooms. Hotel—a building where travelers can pay for lodging and meals and other services.

Generally speaking, hotel is a commercial establishment providing lodging, meals, and other guest services. Functions of hotel include lodging, food and beverage, meeting and conference, culture service, leisure and recreation, shopping, health and business.

CLASSIFICATION AND RATING OF HOTELS

Classification of Hotels

Classification means separation of different types and ranges of accommodation into several categories based on a range of criteria. Hotel accommodations can allow for five to seven categories to be applied. Other forms of accommodation e. g. motels, guest-houses and self catering apartments seldom justify more than two or three classes.

Lodging properties can be classified in numerous ways. As shown in Table 1-1, common classifications include location, rate, and size.

Table 1-1 Common Ways to Categorize Lodging Properties

By Location	By Rate(s) (US Dollars)	By Size (Rooms)
Urban	Under 30	Under 75
Suburban	30—44. 99	75—149
Highway	45—59. 99	150—299
Airport	60—85	300—500
Resort	More than 85	Over 500

Source: www.ahla.org

Hotels are classified into “Star” categories (1-Star to 5-Star), there is no standard method of assigning these ratings, and compliance with customary requirements is voluntary. A China hotel with a certain rating, for example, may look very different from a European or Asian hotel with the same rating, and would provide a different level of amenities, range of facilities, and quality of service.

Though many travelers rely heavily on star ratings when booking hotels, there is no international standard system, nor even clearly defined parameters. What constitutes a four-star

hotel in one area may differ sharply from what is considered a four-star hotel in another area. European hotels generally rank from one to four stars, meaning that a four-star hotel in London, Ohio, can differ greatly from a four-star hotel in London, England.

According to International Hotel & Resort Association IH&RA, to harmonize hotel classification based on a single grading (which is uniform across national boundaries) would be an undesirable and impossible task. As a rough guide: A 1-Star hotel provides a limited range of amenities and services, but adheres to a high standard of facility-wide cleanliness. A 2-Star hotel provides good accommodation and better equipped bedrooms, each with a telephone and attached private bathroom. A 3-Star hotel has more spacious rooms and adds high-class decorations and furnishings and color TV. It also offers one or more bars or lounges. A 4-Star hotel is much more comfortable and larger, and provides excellent cuisine (table d'hôte and à la carte), room service, and other amenities. A 5-Star hotel offers most luxurious premises, widest range of guest services, as well as swimming pool and sport and exercise facilities. The Official Hotel Guide (published in the US, and followed worldwide) has its own classification scheme that ranks hotels in nine categories as (1) Moderate Tourist Class, (2) Tourist Class, (3) Superior Tourist Class, (4) Moderate First Class, (5) Limited Service First Class, (6) First Class, (7) Moderate Deluxe, (8) Deluxe, and (9) Superior Deluxe.

The criteria applied by the classification systems were, and still are not uniformed. There were various meanings attached to registration, classification and grading.

Standards of Hotel Classification

Food services, entertainment, view, room variations such as size and additional amenities, spas and fitness centers and location may be considered in establishing a standard.

The more common classification systems include “star” rating, letter grading, from “A” to “F”, diamond or simply a “satisfactory” or “unsatisfactory” footnote to accommodation, such as hostels and motels. Systems using terms such as Deluxe/ Luxury, First Class/ Superior, Tourist Class/ Standard, and Budget Class/ Economy are more widely accepted as hotel types, rather than hotel standards.

Some countries have rating by a single public standard—Belgium, Denmark, Greece, Italy, Malta, Netherlands, Portugal, Spain and Hungary have laws defining the hotel rating. In Germany, Austria and Switzerland the rating is defined by the respective hotel industry association using a 5-star system—the German classifications are Tourist (*), Standard (* *), Comfort (* * *), First Class (* * * *) and Luxus (* * * * *) with the mark Superior to flag extras beyond the minimum defined in the standard. In France the rating is defined by the public tourist board of the department using a four star system (plus “L” for Luxus) which has changed to a 5-star system from 2009 on. In South Africa and Namibia the Tourism Grading Council has strict rules for a hotel types granting up to 5 stars.

Official Hotel and Resort Guide (OHRG) Systems

Travel Industry classification system ratings are deemed as being comparable around the world, making it easier for professionals in the travel trade. Ten Quality levels which can be divided as follows.

Deluxe:

Super Deluxe, Deluxe, Moderate Deluxe.

First Class:

Superior First Class, First Class, Limited Service First Class, Moderate First Class.

Tourist:

Superior Tourist Class, Tourist Class, Moderate Tourist Class.

These ratings combine two elements:

- Quality of guest accommodations

Room size, quality of furnishings

- Extent of hotel facilities

Number and size of public rooms and meeting facilities

Hotel Ratings

The star classification system is a common one for rating hotels. Higher star ratings indicate more luxury. The AAA and their affiliated bodies use diamonds instead of stars to express hotel and restaurant ratings levels.

Hotels are independently assessed in traditional systems and rest heavily on the facilities provided. Some consider this disadvantage to smaller hotels whose quality of accommodation could fall into one class but the lack of an item such as an elevator would prevent it from reaching a higher categorization.

There is so far no international classification which has been adopted. There have been attempts at unifying the classification system so that it becomes an internationally recognized and reliable standard, but they all have failed.

Many consider that, as it has been the case in other areas (e. g. international accounting standards), hotel classification standards should result from a private and independent initiative. This may be the case of the World Hotel Rating (WHR) project, which notably aims to set international classification standards and rating criteria along the lines of a world star-rating system. It will also establish an information platform on the hotel industry which will be multilingual and multicultural. WHR intends to play a key role in the development of quality hotel services, as well as equitable and sustainable tourism, and the protection of the world's cultural and natural heritage. In addition, WHR is developing labels to promote hotels distinguished by specific features, such as a family and child-friendly disposition.

BASIC TYPES OF HOTEL PROPERTIES

The basic types of lodging properties include limited-service hotel and full-service hotel.

Limited-service Hotels

Limited-service Hotel: A lodging facility that offers a few, if any, food and beverage

services.

Many limited-service hotels offer travelers a complimentary breakfast. They do not, however, operate restaurants, and they provide little, if any, space for group meetings.

Four features that make limited-service properties a unique segment of the hotel industry include size, the large proportion that is affiliated with a franchise brand, and most significantly, the room rental charges and guest services that are offered. Most limited-serviced properties are small, with the average size less than 150 rooms. In addition, nearly all limited-service hotels are affiliated with a franchise brand. The most distinguishing feature of limited-service hotel segment, however, is its price and service segmentation. The department can be shown as figure 1-1.

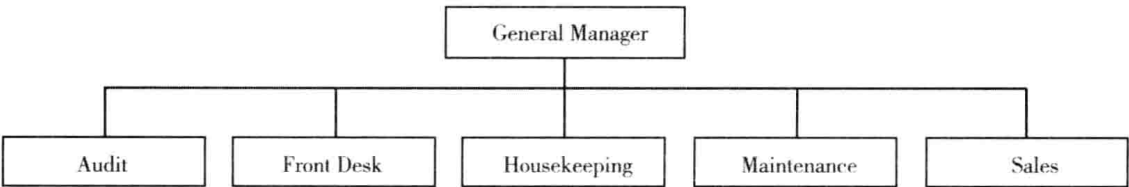


Figure 1-1 Department of a Limited-service Hotel

Types of Limited-service Hotels

While there is no industry standard, some observers group limited-service hotels into the following three categories.

Budget (Economy) Limited-service Hotels

Budget (or economy) limited-service hotels were among the first to be developed in the United States. Popular brands include Accor Hotel’s Motel 6, Choice Hotel International’s Econolodge, and Cendant Corporation’s Super 8. They are relatively inexpensive to build and very simple to operate, the room rates are low and locations are convenient. Traveler amenities offered by these hotels are few. Properties in this segment are not likely to have swimming pools, meeting space, or food and beverage facilities (although many do offer some type of complimentary morning coffee service or limited continental breakfast).

Mid-priced Limited-service Hotels

Mid-priced limited-service hotels typically offer amenities such as these:

- Frequent-traveler programs
- Swimming pools
- Larger bathroom areas
- In-room coffee makers
- In-room irons, ironing boards, and hair dryers
- Upgraded complimentary continental breakfasts
- Complimentary morning newspapers
- Complimentary local telephone calls

Popular mid-priced brands include Marriott’s Fairfield Inn, Hilton’s Hampton Inn, Six Continent Hotel’s Holiday Inn Express, Carlson Hospitality’s Country Inn and Suites, and Choice

Hotel's Comfort Inn. Mid-priced hotels make up the largest portion of the limited-service market, and each brand has developed its own loyal clientele.

Upscale Limited-service Hotels

Upscale limited-service hotels provide the comfort, convenience, and in many cases the elegance that these travelers desire. Typical amenities in upscale limited-service hotels include:

- Substantially upgraded room furnishings and décor
- Multipurpose suites
- Hot breakfasts in addition to continental breakfasts
- Upgraded in-room amenities (soaps, shampoos, and other toiletries)
- Personal shopping and laundry services
- High-speed Internet access
- In-room safes
- On-premise laundry facilities
- On-premise convenience stores

Popular upscale brands include Marriott's Towne Place Suites, U. S. Franchise System's Hawthorn Hotels and Suites, and Candlewood Hotels' Candlewood Suites. In many markets, these properties target their market on the extended-stay guest, the transient corporate market, or both.

Limited-service Hotel Guests

Limited-service hotel guests include diverse travelers, such as travelers by auto, businesspersons, and senior citizen groups traveling by bus. Traditionally, hotel guests have been classified as a group (often defined as 10 or more rooms reserved per night) or as a transient (traveling alone).

- Group guests include:
 - Tour bus
 - Sports teams
 - Religious/fraternal organizations
 - Social groups
 - Overflow guests from convention hotels
- Transient guests include:
 - Corporate travelers
 - Leisure travelers

GM Responsibilities in Limited -service Hotels

The responsibilities of the GM of limited-serviced hotels are numerous, but can be divided into four major areas as the following:

- Investor (owner) relations
- Brand affiliation management
- Community relations
- Property operations

In limited-service hotels, the GM must be knowledgeable about all the property's functional

areas. He or she must work very closely with individual staff members. In some smaller hotels, the GM may be the only salaried manager on the property and, therefore, will be the lead manager of many functional areas (See Table 1-2).

Table 1–2 General Manager’s Functional Responsibilities in a Limited-service Hotel

Functional Area	Responsibilities
Human resource manager	Hotel staffing needs
Controller	Accounting for hotel assets and liabilities
Front-office manager	Guest services and sales
Executive housekeeper	Property cleanliness
Food and beverage director	Food and beverage production and service
Director of sales and marketing	Revenue production and promotions
Chief engineer	Upkeep of the hotel’s physical facility

Source: Jack D. Ninemeier, Joe Perdue, *Hospitality Operations Careers in the World’s Greatest Industry*, Pearson Prentice Hall, 2005, P103.

Best Locations for Limited-service Hotels

Location is important for limited-service hotels, best locations for limited-service hotels might be:

- An interstate highway entrance or exit
- A highly developed shopping or office complex
- A popular recreational area
- A high-density population center
- A significant local tourist attraction or other demand generator

Full-service Hotels

Types of Full-service Hotels

Full-service hotels can be grouped into three categories: midscale hotels, upscale hotels and luxury hotels.

Midscale Hotels

Full service hotels serve as community centers to host the area’s business-related meetings, local political gatherings, weddings, anniversary parties, and other significant celebratory events.

Typical amenities in midscale full-service hotels include a lounge, a swimming pool, designated space for meetings or meal functions. These hotels are often found on highway exchanges, near airports, or in smaller cities in downtown areas.

Major hotel brands in the midscale full-service market include Six Continents’ Holiday Inns, Cendant’s Howard Johnson and Ramada Inn brands. In addition, many Best Western hotels offer

full-service amenities.

Upscale Hotels

Upscale hotels are generally located in larger cities, adjacent to airports or near significantly large tourist destinations. Upscale full-service hotels offer all the amenities of midscale properties and, in addition, provide special services such as an on-site gift shop, full-or part-time concierge, extensive workout facility, and high-speed Internet access in guest rooms. A variety of related guest services, which may include such as room-service, laundry or dry cleaning services and recreational facilities appropriated for the location. These can include tennis, golf, and horseback riding etc.

This segment includes Hyatt Hotels, Sheraton, Hilton, Radisson, Westin, and Full-service Marriott properties.

Luxury Hotels

A luxury full-service hotel can be located in a resort area to serve the upscale business traveler, or in locations that appeal to both leisure and business travelers. In all cases, these hotels cater to clientele that demand the very highest levels of products and services and who are willing to pay the premium prices that such product and services justify.

In this hotel segment, brands include world-famous names such as the Four Seasons, Marriott’s Ritz-Carlton, Starwood’s St. Regis, and the Hong Kong-based Regal Hotels group.

Organization Structure for a Full-service Hotel

Unique managerial positions in full-service hotels include those related to the F&B department. These consist of the food and beverage director, lounge manager, chef and sous chef and catering manager, restaurant manager, and room service managers. Figure 1-2, 1-3 details the department of a full-service hotel.

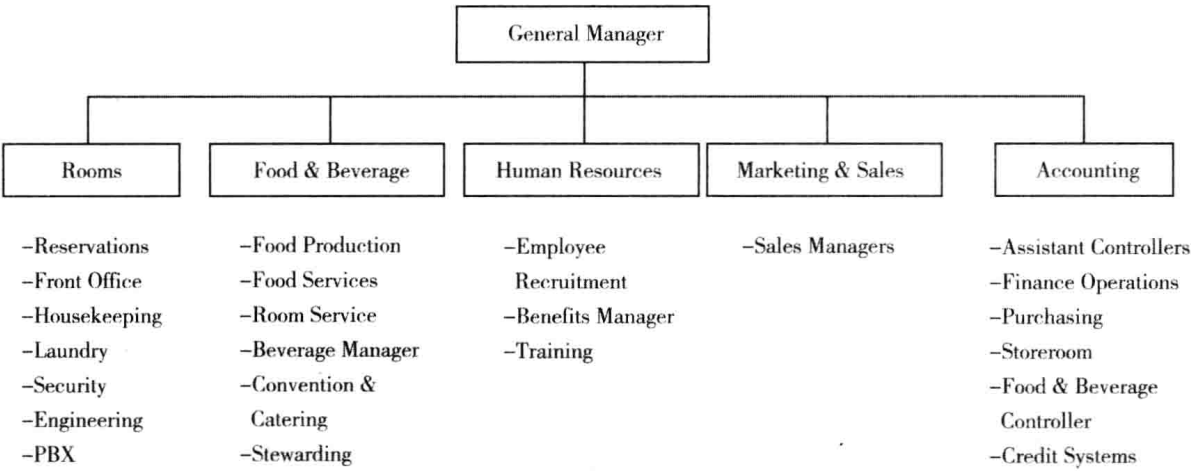


Figure 1 – 2 Department of a Full-service Hotel (under 500 rooms)

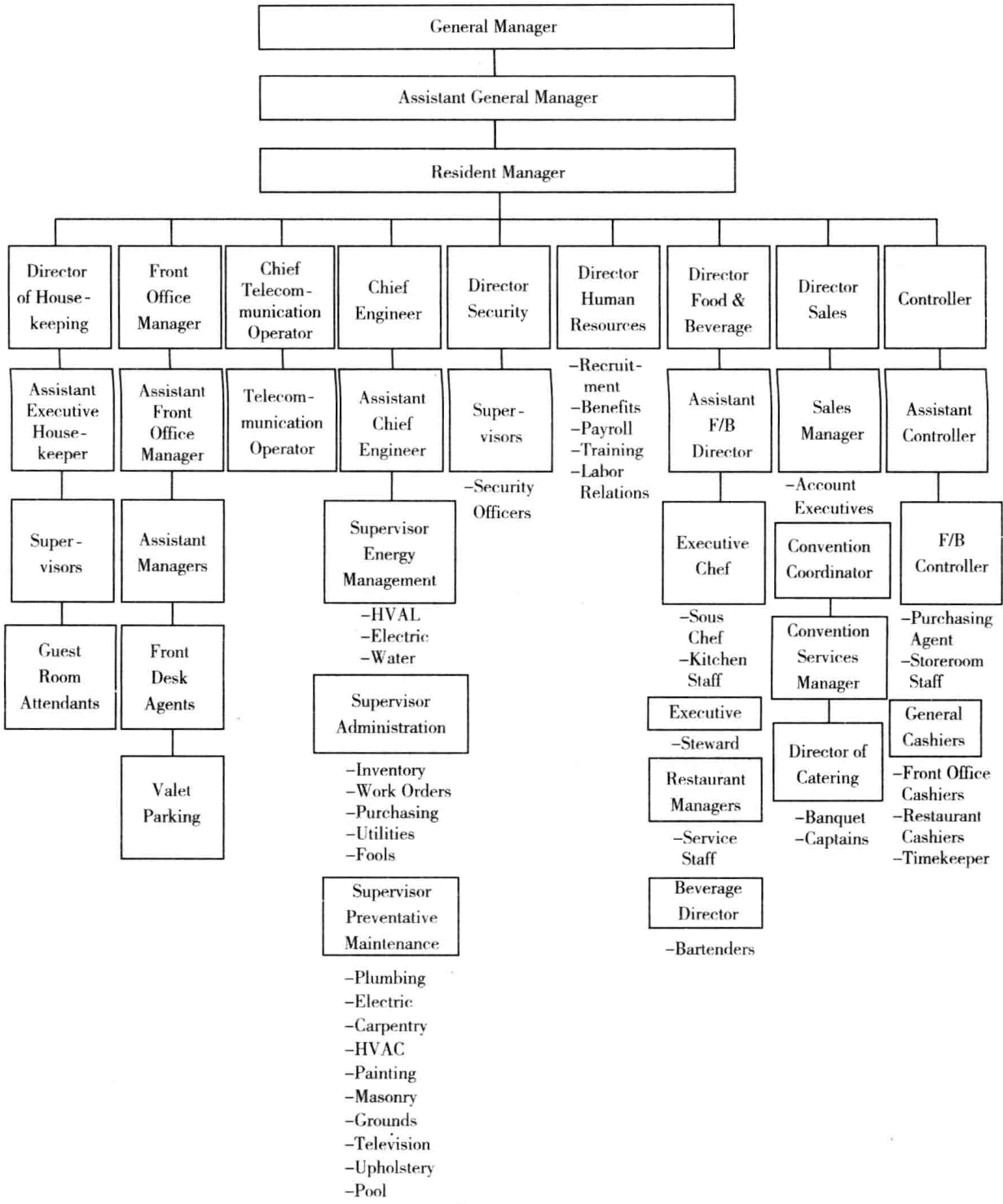


Figure 1-3 Department of Full-service Hotel (over 500 rooms)

Figure 1-4 details the food and beverage portion of an organizational chart for a mid-size full-serviced hotel.

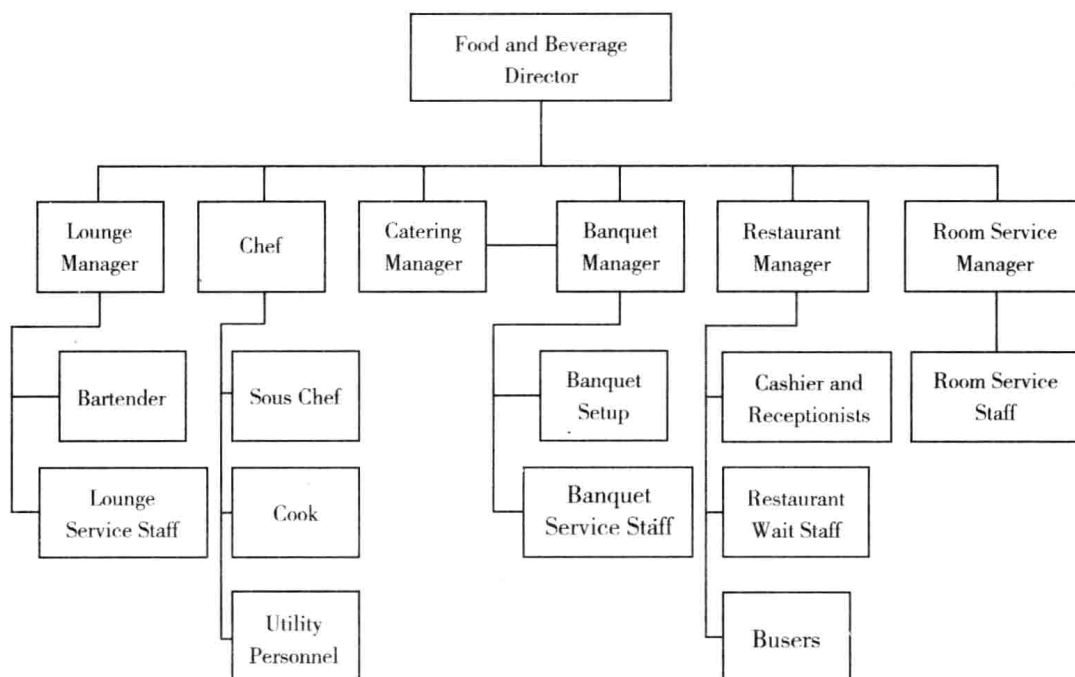


Figure 1–4 Organization Chart for a Full-service Hotel

Full Service Vs. Limited Service Hotels

The one ostensible difference between full service and limited service hotels is that full service hotels have an attached restaurant, while limited service hotels do not. If you dig deeper beneath the surface, however, you will find much that differentiate the categories.

Restaurants and Food

The defining feature of full service hotels is their restaurant. The Hilton Inn’s website exhibits its upscale dining venues, such as the Chandler, AZ location’s steakhouse, “The Grill” as well as an all-day lobby bar and a cafe offering coffee and chocolate candy. Even if you’d rather stay in your room, full service hotels should feature dedicated room service with an extensive menu.

This doesn’t mean limited service hotels never offer food to their guests. The Hampton Inn, for example, offers complimentary breakfast and beverage areas. Not quite a restaurant meal, but they serve free toast, coffee and orange juice.

Services and Amenities

As the name might imply, full service hotels offer more in services and accommodations. Guests can expect 24-hour valet service, dry cleaning, heated pools and saunas, well-equipped fitness centers, and guaranteed high-speed wireless Internet access. The rooms should feature high-end furnishings, appliances, and top-of-the-line television with premium cable.

Limited service hotels have plenty to offer as well, but the name also is pretty representative. They have pools, which may not be heated and guests shouldn’t expect a spa. These hotels often feature coin laundry rooms and sometimes wireless Internet access as well. Sometimes limited service hotels will have fitness rooms, but the one pictured on the Hampton Inn’s website appears

only to have a couple of treadmills and a single weight machine.

Price

As expected, price is where limited service hotels have an advantage. For example, a one-night stay for two adults at a Days Inn in Phoenix might cost \$89 with tax, compared to \$155.22 with tax for the Hilton using the same criteria.

As with any venture, deciding on the kind of hotel is a balancing act between how much service you want and how much you want to pay for it. Full service hotels are definitely more accommodating, but those looking to save a little might find limited service hotels hospitable enough for the price.

Basic Types of Hotels

Among the types of organizations in the accommodations (lodging) segment of the hospitality industry are the following:

Bed and Breakfast Inns: Very small properties (one to several guest rooms) owned or managed by persons living on-site; these businesses typically offer one meal a day; also called B&B.

Camps/Park Lodges: Sleeping facilities in national, state, or other parks and recreational areas that accommodate visitors to these areas.

Extended-stay Hotels: A mid-price limited-service hotel marketing to guests desiring accommodation for extended time periods (generally one week or longer).

Residential Hotels: The typical residential hotel offers long term accommodations.

Convention Hotel: A lodging property with extensive and flexible meeting and exhibition spaces that markets to associations, corporations, and other groups bringing people together for meetings.

Conference Center: A specialized hospitality operation specifically designed for and dedicated to the needs of small-and medium-sized meeting of 20—100 people. Conference Centers are designed to specifically provide meeting space from groups; they provide all services and equipment necessary to handle conventions.

Timeshare: A lodging property that sells its rooms to guests for use during a specific time period each year; also called vacation ownership property.

Resort Hotels: Are the planned destination of guests, usually vacationers. This is because resorts are located at the ocean or in the mountains away from inner cities. Resort hotels may offer any form of entertainment to keep their guests happy and busy.

Commercial Hotels: Cater mainly to business clients and usually offer room service, coffee-shop, dinning room, cocktail lounge, laundry and valet service as well as access to computers and fax service.

Airport Hotels: Are located near airports and are conveniently located to provide any level of service from just a clean room to room service and they may provide bus or limousine service to the air lines.

Economy Hotels: Provide a limited service and are known for clean rooms at low prices

meeting just the basic needs of travelers.

Suite or All-Suite Hotels: Are hotels which offer spacious layout and design. Business people like the setting which provides space to work and entertain separate from the bedroom.

Private Clubs: Membership organization not open to the public that exists for people enjoying common interests. Examples include country (golf) clubs, city clubs, university clubs, yacht club and military clubs. Some private clubs offer sleeping rooms for members and guests.

Cruise Ship: A passenger vessel deigned to provide leisure experiences for people on vacation.

Casino: A business operation that offers table and card games along with (usually) slot operations and other games of skill or chance and amenities that are marketed to customers seeing gaming activities and entertainment.

HOTEL INDUSTRY CHARACTERISTICS

As seen previously, hotels can be classified by location, by rate, or by size. These factors suggest differences between lodging properties. However, all properties share several common characteristics as following:

Emphasis on Safety, Cleanliness, and Service

Safety and cleanliness are very important considerations when guests make a stay or no-stay decision. Friendliness (hospitality) of employees is also important and, along with the property's physical aspects (size, quality of maintenance, furnishings, and other factors), is part of the guests' evaluation mix. Potential hotel guests consider intangible (difficult to quantify) aspects when they make the purchase decision.

Inseparability of Manufacture and Sales

It is not possible to separate the manufacture (production) of a guestroom with its "sale". A room exists and is sold at the same site. The steps involved in making a guestroom ready for sale or for preparing a specific meal or drink and then renting (selling) them are basically the same every time the guest room, meal, or drink is sold. (Contrast this with, for example, the manufacture and sale of an automobile, shirt, or television set. They are typically manufactured at one site and are sold at another.) The hotel's general manager and his or her staff, then, must be experts at both manufacture and sales. Their counterparts in many other industries must normally be an expert in only one phase of business: either manufacturing products or selling them to the consumer in the marketplace.

Short Distribution Chain and Time Span

The distribution chain and time span is considerably shorter for lodging "product" than for