

*Introduction to*  
*Hospitality*  
*Second Edition*



JOHN R. WALKER



SECOND  
EDITION

# Introduction to Hospitality

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# Preface

Hospitality management is an exciting professional discipline. *Introduction to Hospitality* is a comprehensive tour through the fascinating and challenging related fields in the hospitality industry: travel and tourism, lodging, food service, meetings, conventions and expositions, leisure and recreation. The book also discusses marketing, human resources, leadership, and management and how they apply to hospitality management.

This text is designed for hospitality management professionals of tomorrow. By dynamically involving the readers in each step of this exciting journey, *Introduction to Hospitality* invites students to share the unique enthusiasm surrounding the field of hospitality.

The increase in globalization is reflected in the hospitality industry. Through the stories and examples presented in the text, readers are encouraged to share the deep appreciation for, and gain exposure to, the diversity of existing traditions and cultures.

Other features unique to this book include the following:

- ✓ The thorough identification and analysis of trends, issues, and challenges that will have a significant impact on hospitality into the twenty-first century
- ✓ The scope of coverage and the international perspective on present and future industry issues
- ✓ The presentation and description of numerous career opportunities in hospitality
- ✓ Numerous suggestions for educational and professional development

This wide variety of learning tools provides a fundamental aid to students and encourages their active participation in the course.



## Features of the Chapters



### Chapter 1

“Hospitality: A Historical Perspective” introduces and presents a brief historical overview of the hospitality industry, describing the evolution of hospitality from Greek and Roman times to the present day.

### Chapter 2

“Tourism” outlines the scope of tourism and identifies the major influences on the increase of tourism, the various travel modes, and the key organizations and the role they play from a global to a local perspective.

### Chapter 3

“The Hotel Business: Development and Classification” illustrates the various forms of hotel development, the different types of hotels, their classification, and ways hotels cater to the business and leisure travel markets.

### Chapter 4

“Hotel and Rooms Division Operation” provides a hands-on perspective that details the rooms division department functions and activities. A complete overview of the guest cycle from reservations to checkout is included. The chapter also outlines the duties and responsibilities of key executives and department heads.

### Chapter 5

“Hotel Operations: Food and Beverage Division” details the food and beverage departments and illustrates the duties and responsibilities of the key food and beverage executives.

### Chapter 6

“The Restaurant Business: Development and Classification” traces the history and development of the restaurant business. Restaurant development from operating philosophy and mission statements to market, concepts, location, ambience, menu planning, and classification of restaurants is discussed.

### Chapter 7

“Restaurant Operations” focuses on the operations of a restaurant. The chapter discusses forecasting, purchasing, receiving, storage/issuing, food production,

and service. Budgeting, controllable expenses, restaurant accounting, operating ratios, and controls are also discussed.

## Chapter 8

“Managed Services” outlines the different noncommercial food service segments and describes the factors that distinguish noncommercial food service operations from commercial ones. Characteristics and trends in airline, military, elementary and secondary schools, colleges and universities, healthcare, business, and industry food service are illustrated.

## Chapter 9

“Beverages” presents the various types of wines and wine making, beer and the brewing process, spirits, nonalcoholic beverages, bars, beverage management, and liquor liability and the law.

## Chapter 10

“Recreation and Leisure” introduces recreation, leisure, and wellness as essential to our cultural, moral, and spiritual well-being. Government-sponsored recreation, national parks, and public recreation agencies are illustrated together with commercial recreation/theme parks and clubs. Noncommercial recreation in the form of voluntary organizations, campus, armed forces, employee recreation, and recreation for special populations are discussed.

## Chapter 11

The Gaming Entertainment Industry reviews the history of gaming entertainment and examines the size and scope of the industry. The key players are identified and exciting entertainment projects are discussed together with careers and the relationship of the gaming industry to hotels, food and beverage, casino, and retail operations.

## Chapter 12

“Meetings, Conventions, and Expositions” introduces readers to the different types of meetings, conventions, and expositions. Meeting planners, convention and visitors bureaus, event management, and specialized services are also covered in detail.

## Chapter 13

“Marketing, Human Resources, and Culture” presents the elements of marketing, sales, human resources, and culture that are common to all segments of the hospitality industry.

## Chapter 14

“Leadership” provides the reader with an overview of the characteristics and attributes of leaders, and offers a comparison of the different styles of leadership. Hospitality leaders such as Wayne Calloway, CEO of PepsiCo.; Herb Kelleher, president and CEO of Southwest Airlines; Ray Kroc, founder of McDonald’s; Bill Fisher, executive director, National Restaurant Association; Isadore Sharp, president and CEO of Four Seasons Hotels and Resorts; John Martin, president and CEO of Taco Bell Corporations; and Van E. Eure, president of The Angus Barn Restaurant, offer their insights into successful leadership. Ethical, moral, and social responsibilities in business are also discussed. “Management Service and Professionalism” focuses on corporate philosophy, culture, mission, goals, and objectives. Emphasis is placed on key management functions, service, total quality management, and professionalism.

## Learning Tools



Each chapter contains a number of tools designed to assist in the learning process.

- ✓ *Learning objectives* that help the reader focus on the main points discussed in the chapter
- ✓ *Benchmarking*, with individuals and corporate examples of excellence
- ✓ *Personal profiles*, focusing on the achievements and contributions to the industry by individuals who represent success models, such as Auguste Escoffier, Patti Roscoe, Steve Wynn, Jim Gemignani, Herman Cain, Richard Melman, Robert Mondavi, Walt Disney, Carol Wallace, Carroll Armstrong, and Herb Kelleher
- ✓ *Industry profiles* that provide extensive input from industry professionals, such as the Hospice de Beaune, Club Med, Carlson Companies, Hyatt Hotels, Sheraton Hotels, TGI Friday’s, Joseph E. Seagram and Sons, The Disney Corporation, Las Vegas Convention and Visitor Authority, Marriott Corporation, and The Ritz-Carlton Hotel Corporation
- ✓ *A day in the life*, which selects key hospitality individuals and real-life accounts that provide exposure to the issues and challenges one might have on the job
- ✓ *Summaries* that correspond to the chapter learning objectives
- ✓ *Key words and concepts*, provided to help the reader internalize the various topics presented in the chapter
- ✓ SCANS (Secretary’s Commission on Achieving Necessary Skills)–related critical thinking *Exercises* that help readers master the material presented and apply what they have learned
- ✓ A Glossary that explains the meaning of special words used throughout the text
- ✓ Case studies allow students to use their critical thinking and analysis skills in handling realistic industry situations

The extensive supplement package includes the following:

- ✓ *An instructor's manual* that contains teaching notes and interactive class exercises
- ✓ *A free powerpoint software presentation package*
- ✓ *Color overheads* of selected charts and graphs from the text are also available on the powerpoint software presentation package.
- ✓ *A computerized test bank* that consists of multiple choice, matching, and fill-in-the-blank questions
- ✓ *A video* highlighting hospitality organizations that is keyed specifically to the text. The video provides insight into the hospitality industry and offers students a glimpse of the opportunities, issues, and challenges that lie ahead.

Special thanks to the many colleagues and students who offered suggestions for the improvement of this text.

All of these features were designed to stimulate and promote student involvement, participation, and interaction with the course. I hope you will derive as much pleasure from reading the text as I did from writing it.

**John R. Walker**  
*San Diego, California*  
*November 1997*

## Chapter opening Photo Credits



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# Acknowledgments

This book is dedicated to you—the students, instructors, and professors—and to the industry professionals, many of whom contributed to this text.

*To your success.*

For the second edition, the text has been completely updated to incorporate the many changes that have taken place over the past few years in the hospitality industry. A section on trends and mini case studies have been added to chapters two to fourteen. In addition, several more profiles have been added to each chapter. A new chapter on Gaming Entertainment has enhanced the text, in response to several requests. The instructor's manual has also been revised and has additional critical thinking exercises for classroom use.

Thanks also goes to all my CHRIE colleagues, many of whom encouraged me to undertake this project and made valuable suggestions. In particular, I would like to thank Professor Jennifer Aldrich of Johnson & Wales University who has done a great job on the instructor's manual. She has created an invaluable guide for instructors teaching this course.

This book would not have been possible without the extraordinary help of Michael Thorpe, Elena Cormio, Tania Saenz, Nicole Daane, Jennifer Mariscal, Melanie Mariscal, Rachel Martin, Dr. Jon Kingsbury, James Lorenz, Dr. Jay Schrock for his work on Chapter 4, Dr. Ken Crocker, Patti Cocoren, Dan Piotrowski, Kathleen Doeller, Edward Inskeep, Dr. Ellis Norman, Chuck Hamburg, Sheri Henderson, Steve Cenicola and Professor Peter Zuccilli, who worked so diligently on numerous key aspects of this project. I am very grateful to the following reviewers, whose comments and suggestions considerably improved the text:

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# About the Author

Dr. John R. Walker is professor and director of the Hotel, Restaurant and Tourism Management Program at the United States International University in San Diego, California. John's fifteen-years industry experience includes management training at the Savoy Hotel London. This was followed by terms as food and beverage manager, assistant rooms division manager, catering manager, and general manager with Grand Metropolitan Hotels, Selsdon Park Hotel, Rank Hotels, Inter-Continental Hotels, and the Coral Reef Resort Barbados, West Indies.

For the past seventeen years he has taught at two- and four-year schools in Canada and the United States. In addition to being a hospitality management consultant, he has been published in *The Cornell Hotel Restaurant Administration Quarterly* and *The Hospitality Educators Journal*. He is co-author of *The Restaurant: from Concept to Operation*, with Dr. Donald Lundberg, published by John Wiley & Sons in 1993. Dr. Walker is an editorial advisory board member for *Progress in Tourism and Hospitality Research*, published by John Wiley & Sons. John is a past president of the Pacific chapter of the Council on Hotel, Restaurant, and Institutional Education (CHRIE). He is a certified hotel administrator and a certified food service management professional.



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