

GLOBAL
EDITION



Introduction to Hospitality

SEVENTH EDITION

John R. Walker



Pearson

Executive Editor: Daryl Fox
Editorial Director: Andrew Gilfillan
Program Manager: Susan Watkins
Project Manager: Maria Reyes
Development Editor: Kay Ueno
Editorial Assistant: Lara Dimmick
Project Manager, Global Edition:
Pooja Aggarwal
Senior Acquisitions Editor, Global Edition:
Sandhya Ghoshal
Senior Project Editor, Global Edition:
Daniel Luiz
Project Editor, Global Edition: Rahul Arora
Manager, Media Production,
Global Edition: M. Vikram Kumar

Manufacturing Controller, Production,
Global Edition: Jerry Kataria
SVP Field Marketing: David Gesell
Senior Marketing Manager: Darcy Betts
Field Marketing Manager: Thomas Hayward
Senior Marketing Coordinator: Les Roberts
Senior Art Director: Diane Y. Ernsberger
Procurement Specialist: Deidra Skahill
Media Production and Development
Project Manager: Leslie Brado
Cover Art: Shutterstock, © Everything
Cover Designer: Lumina Datamatics, Inc.
Full-Service Project Management: Nancy
Kincade, Lumina Datamatics, Inc.
Composition: Lumina Datamatics, Inc.

Credits and acknowledgments borrowed from other sources and reproduced, with permission, in this textbook appear on the appropriate page within text

Pearson Education Limited
Edinburgh Gate
Harlow
Essex CM20 2JE
England

and Associated Companies throughout the world

Visit us on the World Wide Web at:
www.pearsonglobaleditions.com

© Pearson Education Limited 2017

The rights of John R. Walker to be identified as the author of this work have been asserted by him in accordance with the Copyright, Designs and Patents Act 1988.

Authorized adaptation from the United States edition, entitled Introduction to Hospitality, 7th edition, ISBN 978-0-133-76276-1, by John R. Walker, published by Pearson Education © 2017.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without either the prior written permission of the publisher or a license permitting restricted copying in the United Kingdom issued by the Copyright Licensing Agency Ltd, Saffron House, 6–10 Kirby Street, London EC1N 8TS.

All trademarks used herein are the property of their respective owners. The use of any trademark in this text does not vest in the author or publisher any trademark ownership rights in such trademarks, nor does the use of such trademarks imply any affiliation with or endorsement of this book by such owners.

ISBN 10: 1-292-1-5759-3
ISBN 13: 978-1-292-15759-7

British Library Cataloguing-in-Publication Data
A catalogue record for this book is available from the British Library.

10 9 8 7 6 5 4 3 2 1
14 13 12 11 10

Printed and bound in Vivar, Malaysia.

Introduction to Hospitality, Global Edition

Table of Contents

Cover

Title Page

Copyright Page

Brief Contents

Contents

Preface

To the Student

Acknowledgments

About the Author

Part I Introducing Hospitality and Lodging

Chapter 1 Introducing Hospitality

PRELUDE

HOSPITALITY THROUGH THE AGES

ANCIENT TIMES

GREECE AND ROME

MEDIEVAL TIMES

COFFEE HOUSES

THE NEW WORLD

THE FRENCH REVOLUTION

THE NINETEENTH CENTURY

THE TWENTIETH CENTURY

THE TWENTY-FIRST CENTURY

WELCOME TO YOU, THE FUTURE HOSPITALITY INDUSTRY LEADERS!

The Pineapple Tradition

THE INTERRELATED NATURE OF HOSPITALITY AND TOURISM

CHARACTERISTICS OF THE HOSPITALITY INDUSTRY

Careers

HOSPITALITY INDUSTRY PHILOSOPHY

Service Philosophy Is a Way of Life

SUSTAINABLE HOSPITALITY

SUCCESS IN SERVICE

Moments of Truth

THE FOCUS ON SERVICE

Service and Total Quality Management

The Disney Approach to Guest Service

Opening Disneyland

Career Paths

Career Goals

Is the Hospitality Industry for You?

Table of Contents

Self-Assessment and Personal Philosophy

Now Is the Time to Get Involved

Professional Organizations

TRENDS IN HOSPITALITY AND TOURISM

CAREER INFORMATION

SUMMARY

KEY WORDS AND CONCEPTS

REVIEW QUESTIONS

INTERNET EXERCISES

APPLY YOUR KNOWLEDGE

SUGGESTED ACTIVITIES

ENDNOTES

Chapter 2 The Hotel Business

A BRIEF HISTORY OF INNKEEPING IN THE UNITED STATES

HOTEL DEVELOPMENT AND OWNERSHIP

Franchising

Is There a Franchise in Your Future?

Referral Associations

Management Contracts

Real Estate Investment Trust

HOTEL DEVELOPMENT

The Economic Impact of Hotels

CLASSIFICATION OF HOTELS AND LODGING PROPERTIES

The Lodging Industry

Hotel Affiliations

Hotel Classification by Rating System: AAA and Forbes

City Center and Suburban Hotels

Resort Hotels

Airport Hotels

Freeway and Interstate Hotels and Motels

Casino Hotels

Conference and Convention Hotels

Full-Service Hotels

Economy/Budget Hotels

Boutique Hotels

Extended-Stay Hotels and All-Suites Extended-Stay Hotels

Condotels, Timeshare, and Mixed-Use Hotels

Bed and Breakfast Inns

BEST, BIGGEST, AND MOST UNUSUAL HOTELS AND CHAINS

The Best Hotel Chains

The Most Unusual Hotels

Timeshare, Vacation Ownership, and Fractional Ownership

Travel the World through Exchange Vacations

INTERNATIONAL PERSPECTIVE

SUSTAINABLE OR GREEN LODGING

Table of Contents

CAREER INFORMATION

TRENDS IN HOTEL DEVELOPMENT AND MANAGEMENT

SUMMARY

KEY WORDS AND CONCEPTS

REVIEW QUESTIONS

INTERNET EXERCISES

APPLY YOUR KNOWLEDGE

SUGGESTED ACTIVITIES

ENDNOTES

Chapter 3 Rooms Division

THE FUNCTIONS AND DEPARTMENTS OF A HOTEL

MANAGEMENT STRUCTURE

ROLE OF THE HOTEL GENERAL MANAGER

The Executive Committee

THE DEPARTMENTS

Rooms Division

Front Office

Night Auditor

REVENUE MANAGEMENT

Energy Management Systems

Call Accounting Systems

Guest Reservation Systems

Billing Guests

Security

Guest Comfort and Convenience

RESERVATIONS

COMMUNICATIONS CBX OR PBX

GUEST SERVICES/UNIFORMED SERVICES

CONCIERGE

HOUSEKEEPING

Spas

Laundry

SUSTAINABLE LODGING

Green Hotel Initiatives

SECURITY/LOSS PREVENTION

TRENDS IN HOTEL AND ROOMS DIVISION OPERATIONS

CAREER INFORMATION

SUMMARY

KEY WORDS AND CONCEPTS

REVIEW QUESTIONS

INTERNET EXERCISES

APPLY YOUR KNOWLEDGE

SUGGESTED ACTIVITIES

Table of Contents

ENDNOTES

Chapter 4 Food and Beverage

FOOD AND BEVERAGE MANAGEMENT

KITCHEN

FOOD OUTLETS

BARS

STEWARDING DEPARTMENT

CATERING DEPARTMENT

Position Profile of a Director of Catering

Catering Event Order

Catering Coordinator

Catering Services Manager

ROOM SERVICE/IN-ROOM DINING

SUSTAINABLE FOOD AND BEVERAGE

TRENDS IN LODGING FOOD AND BEVERAGE

SUMMARY

KEY WORDS AND CONCEPTS

REVIEW QUESTIONS

INTERNET EXERCISES

APPLY YOUR KNOWLEDGE

SUGGESTED ACTIVITIES

ENDNOTES

Part II Beverages, Restaurants, and Managed Services

Chapter 5 Beverages

WINES

Light Beverage Wines

Sparkling Wines

Fortified Wines

Aromatic Wines

The History of Wine

Matching Wine with Food

Major Wine-Growing Regions

How to Read a Wine Label

Wine and Health

SUSTAINABLE WINE PRODUCTION

BEER

The Brewing Process

Organic and Craft Beers, Microbreweries, and Brewpubs

SUSTAINABLE BREWING

SPIRITS

Whiskies

Other Spirits

Cocktails

NONALCOHOLIC BEVERAGES

Table of Contents

Nonalcoholic Beer

Coffee

Tea

Carbonated Soft Drinks and Energy Drinks

Juices

Bottled Water

BARS AND BEVERAGE OPERATIONS

Bar Setup

Inventory Control

Personnel Procedures

Restaurant and Hotel Bars

Nightclubs

Brewpubs and Microbreweries

Sports Bars

Coffee Shops

LIQUOR LIABILITY AND THE LAW

TRENDS IN THE BEVERAGE INDUSTRY

SUMMARY

KEY WORDS AND CONCEPTS

REVIEW QUESTIONS

INTERNET EXERCISES

APPLY YOUR KNOWLEDGE

SUGGESTED ACTIVITIES

ENDNOTES

Chapter 6 The Restaurant Business

THE RESTAURANT BUSINESS

Classical Cuisine

Food Trends and Practices

Culinary Practices

FRANCHISES

SUSTAINABLE RESTAURANTS

MENU PLANNING

Needs and Desires of Guests

Capabilities of Cooks

Consistency and Availability of Menu Ingredients

Price and Pricing Strategy

Menu Engineering

Menu Design and Layout

CLASSIFICATIONS OF RESTAURANTS

Casual Dining and Dinner-House Restaurants

TRENDS IN THE RESTAURANT BUSINESS

SUMMARY

KEY WORDS AND CONCEPTS

REVIEW QUESTIONS

INTERNET EXERCISES

Table of Contents

APPLY YOUR KNOWLEDGE

SUGGESTED ACTIVITIES

ENDNOTES

Chapter 7 Restaurant Management

FRONT OF THE HOUSE

Restaurant Forecasting

Service

Suggestive Selling

SUSTAINABLE RESTAURANT OPERATIONS

Front-of-the-House Restaurant Systems

Back-of-the-House Restaurant Systems

BACK-OF-THE-HOUSE OPERATIONS

Food Production

Kitchen/Food Production

Management Involvement and Follow-Up

Employee Recognition

RESTAURANT MANAGEMENT FINANCIALS

Budgeted Costs in a Restaurant

Purchasing

Receiving

Storing/Issuing

Budgeting

Restaurant Accounting

Lease and Controllable Expenses

Restaurant Manager Job Analysis

TRENDS IN RESTAURANT OPERATIONS

SUMMARY

KEY WORDS AND CONCEPTS

REVIEW QUESTIONS

INTERNET EXERCISES

APPLY YOUR KNOWLEDGE

SUGGESTED ACTIVITIES

ENDNOTES

Chapter 8 Managed Services

OVERVIEW

AIRLINES AND AIRPORTS

In-Flight and Airport Foodservice

MILITARY

ELEMENTARY AND SECONDARY SCHOOLS

Nutrition Education Programs

COLLEGES AND UNIVERSITIES

Student Unions

MANAGING MANAGED SERVICES

SUSTAINABLE MANAGED SERVICES

Table of Contents

HEALTH CARE FACILITIES

BUSINESS AND INDUSTRY (B&I)

Managed Services Other Than Food

LEISURE AND RECREATION

Stadium Points of Service

Other Facilities

Advantages and Disadvantages

TRENDS IN MANAGED SERVICES

SUMMARY

KEY WORDS AND CONCEPTS

REVIEW QUESTIONS

INTERNET EXERCISES

APPLY YOUR KNOWLEDGE

SUGGESTED ACTIVITY

ENDNOTES

Part III Tourism, Recreation, Attractions, Clubs, and Gaming

Chapter 9 Tourism

HIGHLIGHTS OF TOURISM

TRANSPORTATION: ITS HISTORICAL IMPACT ON TOURISM

PreIndustrial Revolution

COACH, RAIL, AND AUTOMOBILE TRAVEL

Traveling by Train

Traveling by Car

Rental Cars

Traveling by Bus

TRAVEL BY AIR AND SEA

The Hub-and-Spoke System

New Airplanes

Components of Airline Profit and Loss

Cruise Ships

The Cruise Market

WHAT IS TOURISM IN THE TWENTY-FIRST CENTURY?

BENEFITS AND PROSPECTS OF TOURISM

Long-Term Prospects: Towards Tourism 2030 Vision

THE ECONOMIC IMPACT OF TOURISM

The Multiplier Effect

PROMOTERS OF TOURISM

State Offices of Tourism

City-Level Offices of Tourism and Convention Centers

National Offices of Tourism (NOTs)

Tour Operators

Travel Agencies

Tour Wholesalers and Consolidators

Destination Management Companies (DMCs)

Table of Contents

BUSINESS TRAVEL

SOCIAL AND CULTURAL IMPACT OF TOURISM

ECOTOURISM

SUSTAINABLE TOURISM

CULTURAL, HERITAGE, NATURE, AND VOLUNTEER TOURISM

TRENDS IN TOURISM AND TRAVEL

SUMMARY

KEY WORDS AND CONCEPTS

REVIEW QUESTIONS

INTERNET EXERCISES

APPLY YOUR KNOWLEDGE

SUGGESTED ACTIVITIES

ENDNOTES

Chapter 10 Recreation, Attractions, and Clubs

RECREATION, LEISURE, AND WELLNESS

GOVERNMENT-SPONSORED RECREATION

National Parks in the United States

National Park Management

Public Recreation and Parks Agencies

COMMERCIAL RECREATION/ATTRACTIONS

Theme Parks

INTRODUCING WALT DISNEY: A MAN WITH A VISION

Magic Kingdom

Epcot

Disney's Hollywood Studios

UNIVERSAL STUDIOS

SEAWORLD PARKS AND ENTERTAINMENT

HERSHEYS

REGIONAL THEME PARKS

Dollywood

Legoland

Gatorland

Wet n Wild

ANIMAL ATTRACTIONS

Zoos

Aquariums

HISTORIC PLACES AND SITES

MUSEUMS

The Smithsonian Institution

The Field Museum, Chicago

PERFORMANCE ARTS

DESTINATIONS

Athens, Greece

London

Table of Contents

Paris

Rome

MANAGING ATTRACTIONS

CLUBS

Size and Scope of the Club Industry

Club Management

Club Management Structure

Types of Clubs

SUSTAINABLE GOLF COURSE MANAGEMENT

NONCOMMERCIAL RECREATION

Voluntary Organizations

Campus, Armed Forces, and Employee Recreation

Recreation for Special Populations

TRENDS IN RECREATION AND LEISURE

CAREER INFORMATION

Theme Parks

Clubs

SUMMARY

KEY WORDS AND CONCEPTS

REVIEW QUESTIONS

INTERNET EXERCISES

APPLY YOUR KNOWLEDGE

SUGGESTED ACTIVITIES

ENDNOTES

Chapter 11 Gaming Entertainment

GAMING ENTERTAINMENT

HISTORICAL REVIEW OF GAMING ENTERTAINMENT

NATIVE AMERICAN GAMING

THE CASINO RESORT: A HOSPITALITY BUFFET

What Is Gambling?

Comps: A Usual Part of an Unusual Business

Types of Casino Operations

Components of Casino Resorts

EVOLUTION OF GAMBLING AND CASINOS

WORKING IN A CASINO RESORT

Hotel Operations

Food and Beverage Operations

Casino Operations

Retail Operations

Entertainment Operations

The Mirage Effect

SUSTAINABILITY IN GAMING ENTERTAINMENT

CAREER INFORMATION

TRENDS IN THE GAMING ENTERTAINMENT INDUSTRY

Table of Contents

SUMMARY

KEY WORDS AND CONCEPTS

REVIEW QUESTIONS

INTERNET EXERCISES

APPLY YOUR KNOWLEDGE

SUGGESTED ACTIVITY

ENDNOTES

Part IV Assemblies, Events, Attractions, Leadership, and Management

Chapter 12 Meetings, Conventions, and Expositions

DEVELOPMENT OF THE MEETINGS, CONVENTIONS, AND EXPOSITIONS INDUSTRY

SIZE AND SCOPE OF THE INDUSTRY

KEY PLAYERS IN THE INDUSTRY

Business and Association Conventions and Meetings

Destination Management Companies (DMCs)

Meeting Planners

Service Contractors

TYPES OF MEETINGS, CONVENTIONS, AND EXPOSITIONS

Meetings

Association Meetings

Conventions and Expositions

Types of Associations

HISTORICAL ASSOCIATIONS

Types of Historical Associations

Types of Meetings

Meeting Planning

VENUES FOR MEETINGS, CONVENTIONS, AND EXPOSITIONS

City Centers

Convention Centers

Conference Centers

Hotels and Resorts

Cruise Ships

Colleges and Universities

SUSTAINABLE MEETINGS, CONVENTIONS, AND EXPOSITIONS

CAREER INFORMATION

TRENDS IN MEETINGS, CONVENTIONS, AND EXPOSITIONS

SUMMARY

KEY WORDS AND CONCEPTS

REVIEW QUESTIONS

INTERNET EXERCISES

APPLY YOUR KNOWLEDGE

SUGGESTED ACTIVITY

ENDNOTES

Chapter 13 Special Events

Table of Contents

WHAT EVENT PLANNERS DO

Event Management

The Event-Planning Process

CHALLENGES AND TOOLS FOR EVENT PLANNERS AND MANAGERS

CLASSIFICATIONS OF SPECIAL EVENTS

Corporate Events

Association Events

Charity Balls and Fundraising Events

Social Events

Fairs and Festivals

Concerts and Sporting Events

Mega Sporting Events

Where Do Event Planners Work?

REQUIRED SKILLS AND ABILITIES FOR EVENT MANAGEMENT

Leadership Skills

Ability to Communicate with Other Departments

Delegating

Project Management Skills

Negotiating Skills

Coordinating and Delegating Skills

Budgeting Skills

Ability to Multitask

Enthusiasm

Effective Social Skills

Ability to Form Contacts

SPECIAL EVENT ORGANIZATIONS

International Festivals & Events Association

Meeting Professionals International

Hospitality Sales and Marketing Association International

Local Convention and Visitors Bureaus

SUSTAINABILITY IN SPECIAL EVENTS

THE SPECIAL EVENTS JOB MARKET

TRENDS IN THE SPECIAL EVENTS INDUSTRY

SUMMARY

KEY WORDS AND CONCEPTS

REVIEW QUESTIONS

INTERNET EXERCISES

APPLY YOUR KNOWLEDGE

SUGGESTED ACTIVITY

ENDNOTES

Chapter 14 Leadership and Management

LEADERSHIP

Characteristics and Practices of Leaders

Definitions of Leadership

Examples of Excellence in Leadership

Table of Contents

Demands Placed on Leaders

HOSPITALITY MANAGEMENT

What Is Management?

Who Are Managers?

Key Management Functions

Managerial Skills

The Managers Changing Role

SUSTAINABLE LEADERSHIP

DISTINCTION BETWEEN LEADERSHIP AND MANAGEMENT

ETHICS

Ethical Dilemmas in Hospitality

TRENDS IN LEADERSHIP AND MANAGEMENT

SUMMARY

KEY WORDS AND CONCEPTS

REVIEW QUESTIONS

INTERNET EXERCISES

APPLY YOUR KNOWLEDGE

SUGGESTED ACTIVITY

ENDNOTES

GLOSSARY

A

B

C

D

E

F

G

H

I

K

L

M

N

O

P

Q

R

S

T

U

Table of Contents

V

W

Y

INDEX

A

B

C

D

E

F

G

H

I

J

K

L

M

N

O

P

Q

R

S

T

U

V

W

Y

Z

Credits