Chapter- 2
Theoretical Part

- Introduction
- Hotel industry a historical perspective
- Definition of hotel and accommodation
- Overview of hospitality management.
- Features and scope of hospitality industry.
- Tourist definition.
- Hotels types and its classification.
- Hotel organization and its importance.
- Meaning of hotel management and its functions.
- Hotel management and their duties.
- Feature of 5 Star hotel.
- Problems and challenges before hotel management.
- Attributes and success factors of hotel business.
- Importance of Human Capital in Tourism and hotel industry sector.
- The hotel industry as a national employer.
- Key HR Factors Necessary for Success:
- Required skills, knowledge and attitudes of the employees within various hotels jobs.
CHAPTER-2
THEORETICAL PART:

Introduction

In this chapter or in present chapter, theories that are relevant to research work are discussed and the chapter will give an overview of the concepts of Hotel Management and Hospitality industry. Hotel design and its important, in according to give a clear ideal about the nature and feature of Hotel Management industry and its importance.

2.1.1 Hotel industry a historical perspective:

The increased Urbanization of the population and the growth of the towns generally, enabled hotels and inns in many towns to cater for an increasingly local Market, and to learn to serve the greater number of travelers carried by the railways. And the Hotels adapted the greater volume of travel generated by the railways produced an expanding demand for accommodation. (Madlik S.and Burkart.A.J. 1981)

Accommodation facilities provided by hospitality industry, largely by the Hotel industry are the Pre-requisite and most important part of tourist supply because quantum of tourist determines the development of Hotel and other forms of hospitality industry and similarly the aptness and the quality as well as quantity of accommodation (hospitality industry) determines the level of tourist supply. (Yogendra K. Sharma.P. 2004).

And according to Ahmed Esmail 2002), The history of lodging can be traced back to the civilizations of Sumaria (in Iraq) and ancient Egypt. Indeed
the need for a pace to stay away from home is as old as the first nomadic traveler.

Moreover, Al-hamdan S. (2001) and Abdulazez M.(1997) in their books which issued in Arabic Language, have divided the history of hotels into three ages:

1. Ancient Ages:

   It is the age of old sample inns which flourished in Nile Wadi in Egypt and in the Rafedin’s land in Iraq and Palestine to serve the trade and commercial purposes on the roads as well as to serve the religious purposes. furthermore, these kinds of inns were Managing by the families.

**Figure 1.2: the sample inn in the Ancient ages.**

*Source: (Abdul Aziz Mahir, 1997)*
2. Medieval ages:

In this age the inns have lost their importance because of the improvements of transportation modes and its tools between the big cities.

So the inns shafted into hotels and the specialization of hotel business has been started because the families became unable to manage their hotel by themselves, business-related hotels increased the number of their rooms. So the education of hotel industry started at this stage.

Figure 1.3: the inn in the Medieval ages.

3. Modern age:

This stage witnessed the emergence of the concept of hotel industry, its management, Laws and policy systems for the hotel business, introducing a hotel
by all its services and emergence of hotel chains. Moreover, it is characterized by the spread of hotels in different tourist locations, airports, and Natural areas by advanced technology, specially in the U.S.A.

In related work, (Bhatnagar, S.K. (2005), traced back that, to the Greek word 'Xenia', which not only meant hospitality but also the protection given to a traveler from discomfort.

And he also evaluated the history of hotel back to many centuries about 4th century B.C. and he also said that, the early 19th century known as the golden age of Hotel in the world.

For the growth and prospects of hotel industry. Sharma, Y. K. 2004, and Negi 1992), have been estimated that, with the development of railway systems in many centuries the number of hotels also increased, because the volume and type of traffic hotels needed could only be provided by the railways.

Moreover, Sharma, Y.K(2004), evaluated that, the 1860s also saw the introduction of Thomas Cook's railway and hotel coupons. And the author also adds the main changes in the demand for tourist accommodation have come about from changes in tourist transportation and in the popularity of different forms of holidays. After the introduction of the motor car and the aircraft-a large number of hotels sprang up at various tourist areas and destinations. The growth of hotels continued until the 1950s. Whereas (Al-taaee.H.A , 2000) said that, the beginning of modern hotel was in 1919 in U.S.A. under the Name & Tremont House) and during these period the hotel industry known by the golden age of Hotels and he examined that, through 1950 hotel industry produced largest three groups of hotels which called Sheraton. Shatter and Hilton, respectively. These chains have been spread through out the world. But (Bardi J. A. in his third edition named ‘’ Hotel Front office management ‘’, said that, the history of hotel industry is also filled with notable concepts that shaped the products and services offered.

The atrium concepts design, limited-service hotels, and technology were notable innovations. Management concepts such as marketing and total quality Management (TQM) offered managers a new way to do business in hotels.
major U.S. Economic reorganization in the late 1980s shaped the way hotels could become profitable. Also, in the 1990s, a new term appeared that changed the financial structuring and operation of hotels estate investment trusts (Reit

**Table 1.1: GREAT FIRSTS IN HOTEL INDUSTRY**

(Some of the important developments in U.S. Hotel Industry)

<table>
<thead>
<tr>
<th>Year</th>
<th>Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>1846</td>
<td>Central heating</td>
</tr>
<tr>
<td>1859</td>
<td>Elevator</td>
</tr>
<tr>
<td>1881</td>
<td>Electric lights (2 years after patent)</td>
</tr>
<tr>
<td>1907</td>
<td>In-room telephones (31 years after invention)</td>
</tr>
<tr>
<td>1910</td>
<td>American Hotel Association (later AHMA) was formed (Now AHLA)</td>
</tr>
<tr>
<td>1927</td>
<td>Radio in room (21 years after invention)</td>
</tr>
<tr>
<td>1940</td>
<td>Air cooling (Mostly in public areas)</td>
</tr>
<tr>
<td>1950</td>
<td>Electric elevator</td>
</tr>
<tr>
<td>1958</td>
<td>Free television</td>
</tr>
<tr>
<td>1964</td>
<td>Holiday Inn reservation system with centralized computer</td>
</tr>
<tr>
<td>1965</td>
<td>Message light on telephone</td>
</tr>
<tr>
<td>1965</td>
<td>Initial P.O. systems followed by room status</td>
</tr>
<tr>
<td>1970 (Early)</td>
<td>E.C.R. (Electronic Cash Register)</td>
</tr>
<tr>
<td>1970 (Mid)</td>
<td>POS, system and key less locks</td>
</tr>
<tr>
<td>1973</td>
<td>Free in-room movies (Sheraton)</td>
</tr>
<tr>
<td>1983</td>
<td>In-room personal computers</td>
</tr>
</tbody>
</table>

Source: Bhatnagar, S.K (2005)
LANDMARKS IN THE GROWTH OF HOTEL INDUSTRY

<table>
<thead>
<tr>
<th>Year</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1650</td>
<td>Pascal opened a cafe in Paris and Coffee House in London.</td>
</tr>
<tr>
<td>1794</td>
<td>City Hotel (73 rooms) at 115 Broadway, New York First building specially made for a hotel.</td>
</tr>
<tr>
<td>1829</td>
<td>Tremont House, Adam and Eve of modern hotel Industry was opened at Boston (170 Rooms)</td>
</tr>
<tr>
<td>1889</td>
<td>Cesar Ritz introduced hotels such as Savoy, Carlton and Hyde Park hotels in England.</td>
</tr>
<tr>
<td>1890-1899</td>
<td>Fedrick Gordon and Sir Blundel Maple launched Gordon Hotels and Fedrick Hotels Ltd.</td>
</tr>
<tr>
<td>Late 19th Century</td>
<td>Famous Waldrof Astoria in New York</td>
</tr>
<tr>
<td>18.1.1908</td>
<td>Buffalo Sattler by Ellsworth Sattler in U.S. Considered to be the birth of commercial hotels.</td>
</tr>
<tr>
<td>1927</td>
<td>Steven Hotel in Chicago, later renamed as Hilton Hotel (3000 rooms)</td>
</tr>
<tr>
<td>1950</td>
<td>2 new concepts (a) Motels and (b) International Chain operations</td>
</tr>
<tr>
<td>Hotel Rossia or Rossiya</td>
<td>Moscow (Remained largest hotel of world for quite Sometime)</td>
</tr>
<tr>
<td>West Inn Standford</td>
<td>Singapore (Remained tallest building for quite 1930 depression in sometime)</td>
</tr>
<tr>
<td>World Economy</td>
<td>Decline in hotel industry</td>
</tr>
<tr>
<td>World War period</td>
<td>Upsurge in hotels</td>
</tr>
</tbody>
</table>

Source: Bhatnagar, S.K (2005)
2.1.2- Definition of Hotel and accommodation:

The hotel sector represents a vital part of the hospitality industry since the provision of accommodation, food and beverage is essential for anyone spending time away from home, whether it be for business or pleasure Dix, C. and Baird, C. (2006).

Accommodation provides the base from which tourists can engage in the process of staying at a destination. It is an element of the wider hospitality sector that is used by tourist. Accommodation has emerged as the focal point for the hosting of guests and visitors through the ages: a guest pays after in return for specified service and grade of accommodation and associated services. Such as food and beverages (Stephen J. page 2003) But according to (Andrews S. 2008) British law defines a "Hotel" or "Inn" as a place where a bonafide traveler can receive food and Shelter, provided she/he is in a position to pay for it and is in a fit condition to be received.". But (Al-Sairafi.M.) gave two definitions for Hotel in his book which has been issued in the Arabic language under this title “Edarat alfanadeq –Manzor Edari (Hotel management Managerial Overview) (Perspective) Comprehensive Guide, helping you in understanding the required skills and Etekit of Successful Hotel Management. :

A- “The word hotel equal in Latin language the word hospitality which the French word “Hotel” has been derive from this word which means a special place for guest accommodation.

B- In Arabic, the Hotel pronunciation is related to the “pandokia” word which means a place for accommodation which provide the shelter, food and service to the guest and pay money in return for.
A hotelier is a person made up of the usual chemical compounds ordained by nature, but must have a personality and many virtues the average mortal does not possess.

Furthermore, and according to Braham B. (1985), the hotelier must have the diplomacy of a Kissinger. The social grace of the Queen Mother, the speed of a Concorde, the smile of a Greek God, the patience of a saint, the memory of an elephant, the thick skin of a rhinoceros, the strength of an Atlas, the staying-power of a mother-in-law, the fitness of a centre forward, the grooming of a duke, the voice of an Oliver, the eye for profit of a Vestey, and last but not least, the hotelier must have a love of humanity, for humans show their worst side when they are tired and hungry. Being gracious to guests as well as to associates shows a mastery of the art of hospitality.

Figure 1.4: External Hotel industry Environment

2.1.3- Overview of Hospitality Management:

According to Brody, D.(2009). Hospitality means kindness in welcoming strangers or guests. The word comes from the Latin hospes, meaning guest, and developed into hospice, a place of shelter for travelers. These days, the services (or products) offered to the modern traveler by hospitality establishments can cater for every human comfort. The hospitality business is a massive industry encompassing all forms of transport, tourism, accommodation, eating, drinking, entertainment, recreation and activities,” It is the world’s largest employer of people and a vast consumer of physical” resources.

"The Hospitality Industry in hotels is, some powerful and common dynamics, which include the delivery of services and products and the customer/guest impression of them. Whether an employee is in direct contact with a guest or customer ("front -of- the -House") or performing duties behind the scenes ("back-of-the-House") the profound and most challenging reality of working in this industry is that Hospitality employees have the ability to affect the human experience by creating powerful impression even brief "moments of truth"-which may even last a life time (Walker J. R-2005).

The term "Hospitality" has become accepted over the years as generic word which describes all the activities that relate to services and facilities for tourists and travelers. The Hospitality industry is a major contributor to the national economy and to the generation of employment, with a potential for future growth .That cannot be reviled elsewhere. The growth of the industry is tied to demand, and this continues to increase. The demand is wide and varied, with all types of individuals looking for all manner different services-( Dix, C. and Baird, C. (2006). Whereas, Batra, G.S.and Dangwal, R.C. (2001),have described the word hospitality as following:

"Hospitality industry or broadly speaking the Hospitality sector is the cornerstone of most Developing and developed nations affected by Transactions of business among humans"

Hospitality activity covers everything - providing- attentive and courteous services, facilities and amenities to a traveler, meeting and greeting him at the
door, providing efficient and caring service of food and beverage to him in his room i.e., providing "A home away from Home", and making his visit a memorable and pleasant experience.

Reception, welcome and, in general, the treatment of a guest or a stranger in the most friendly manner is Hospitality (Bhatnagar.S K 2005).

The Hospitality has been known as reception and very kindly treatment with strangers the Hospitality word has been derived from the word HOSPICE which has been known by different nations in different times, and these word also has been Maniacal in The Holy Curran. (Abo Ruman A. 2001).

2.1.4- Features and scope of Hospitality industry:

Historically the development of what is now widely recognized as the hospitality industry began when people started using facilities away from their homes as long ago as biblical times. However, as a commercial operation, hospitality in Europe began when the infrastructure developed and when people traveled they found the need to stop at firstly monasteries and subsequently inns and taverns where there was the rudimentary provision of a bed as well as food and drink. Indeed the evolution of the hospitality industry, particularly hotels has always closely followed improvements in methods of travel. The Romans provided diversoria at strategic points along their highly efficient road system and later the pilgrims traveling on foot and on horseback stayed at the monasteries in the Dark and Middle Ages. Merchants chose to reside at manor houses and eventually the stagecoach brought about the use of inns as places of rest as well as locations at which the horses could be changed. The railways subsequently spawned hotels – each of which were seen to give the private railway company’s a competitive advantage—at the major stations. The institution of the Grand Tour exposed the wealthy youth to overseas cultures that they imported into their own countries. Such as the undoubted gastronomic expertise of France. At the turn of the century Escoffier and Cesar Ritz began their great influence on hospitality. In more recent times the advent of mass
mobility has brought about the concept of the motel and since the Second World War hotels have grown up at many new destinations easily accessible to aircraft and, particularly, the jet. The hospitality industry, where the hotel has been concerned, has therefore been evolving almost since time began, Braham, B (1985).

Hospitality industry consists of all those business and in institutions the provide food and lodging such as hotel, motels, lodges, inns, cruise, ships, restaurant, etc. To some extent is also includes. The airlines Industry In abroad sense, only group engaged tourism, entertainment, transportation and lodging are cowshed under hospitality industry.

Hospitality industry provides services for people who are away from home. The services vary with the needs of the user. (Bhatnagar S.K. 2005) pg.39 relating to the features and characteristics of hospitality business, (JHA .S.M. 1995), determined nine features. They are:

1. Product Highly perishable.
2. Service Product (intangible products)
3. Users' presence essential.
4. Not a Homogeneous product.
5. Largely Psychological in Attractions.
6. Highly Risky product purchase may precede the actual consumption of the product.
7. Supply Component Rigid.
8. Demand is Instable
9. Product standard depend on staff. But in the scholar opinion. There are also other features like.

1. Seasonality of Hospitality product.
2. It takes cultural aspect.
3. Multiple uses.
4. and perish ability.

And according to Dix, C. and Baird, C (2006). In their book titled: front office operations 4th Ed.

The term ‘hospitality’ has become accepted over the years as a generic word which describes all the activities that relate to services and facilities for tourist and travelers. The hospitality industry is a major contributor to the national economy and to the generation of employment, with a potential for future growth that cannot be rivaled elsewhere. The growth of the industry is tied to demand, and this continues to increase. The demand is wide and varied with all types of individuals looking for all manner of different services.

**Hospitality providers include:**

<table>
<thead>
<tr>
<th>Hotels</th>
<th>Theatres</th>
<th>visitor attractions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restaurants</td>
<td>Leisure centers</td>
<td>Heritage sites</td>
</tr>
<tr>
<td>Travel and transport</td>
<td>information centers</td>
<td>theme parks</td>
</tr>
</tbody>
</table>

And many more. Many of the sectors are sponsored by government departments, so the industry is a rare combination of the public and private
Figure 1.5: the Different Hospitality sectors

2.1.5- Tourist Definition and its types

Tourism is the vital breath in the Human activity while mating a prolonged journey from place to place. It is a human desire to make around of the places, movements, ancient cities, historical sites, pilgrimage centers and places that arouse curiosity.

The charm of inquisitiveness is found in the sphere of tourism.

A tourist is anxious to exert himself to study and survey, to investigate and learn, to find and observe the natural phenomenon and human skill around the globe. Therefore, tourism is a triadic composition of social, cultural and natural phenomenon, which has emerged as one of the world’s largest industry. It is, of course the fastest growing industry where human spirit is deeply involved to know more and more about the mysteries of nature in wanting. The tourist is a keen personality with a keen interest in these phenomena. The tourist is therefore, the basic unit of measurement of trade. (Raina Ak & Agrawal S.K., 2004).

So, when we talk about measurement we must know as to what is to be measured. It is the ‘Tourist’ who is the principal character in the phenomenon called tourism. Without his being around, the tourism phenomenon is meaningless. And when we talk about measurement, we mean measuring, a ‘tourist’. In other words, the tourist becomes the unit of measurement, (Bhatia A.K. 2002).


The origin of the word “Tourist” can be traced from the latin word “Tornus” meaning a tool for describing a cycle or wheel. This word dates back to the year 1992 AD which speaks of the fascination of man and his urge to
Chapter – 2

Theoretical Part

discover the unknown, to explore new and strange places ad to seek the change of environment and a strong will o undergo new experience.

Moreover, the 19th Century Dictionary defines ‘Tourist’ as a person who travels for pleasure of traveling, out of curiosity, and because he has nothing better to do.

The term ‘Tourist’, the Oxford Dictionary tells us, was used as early as the year 1800. according to the dictionary universal the ‘tourist’ is a person who makes a journey for the sake of curiosity, for the fun of traveling, or just to tell others that he has traveled, (Bhatia A.K. 2001 & Bhatia A.K. 2002) in his edition: International tourism management and tourism development - principles & practices respectively.

The committee of statistical experts of the league of nations in 1937 has defined the term ‘foreign tourist’ as “any person visiting a country, other than that in which he usually resides, for a period of at least 24 hours ‘’ . persons staying for less than twenty four hours were to be treated as excursionist , (Sangar , J.P. 2006) in his book titled “Tourism Management”.

The term ‘Tourist’ has been also defined by I.U.O. T.O(International Union of Official Travel Organisation) as “Atourist is aperson traveling for a period of 24 hours or more in a country other than that in which he usually resides,”

According to Lickorish “All persons staying for more than 12 months and less than 24 hours should be excluded from the category of tourists.

In accordance with W.T.O (’s definition “An International tourist is a person who travels to a country than that in which he/she has her/his usual residence but outside her/his usual environment for at least one night but less than one year and the main purpose of whose visit is other than the exercise of an activity remunerated from within the country visited”.
Bhati A.K. (2001) also stated in his book titled international tourism management that, the term ‘tourist’ in the sense of pleasure tour is, however, of recent origin. In the words of Jose Ignacio De Arrilliga, “Tourism in its first period was considered as a sport or rather as a synthesis of automobiles, touring, cycling, camping, excursions and yachting. In the early nineteenth century, the term ‘tourist assumed a meaning of one who makes a tour or tours’, especially one who does this for recreation or who travels for pleasure, object of interest, scenery or the like.

Last but not least, according to Tourist statistics, Government of India, Department of tourism, New Delhi – “A visitor is defined as a person who travels to a country other than that in which he has his usual residence but outside his/her usual environment for a period not exceeding 12 months and whose main purpose of visit is other than the exercise of an activity remunerated from within the country visited”. This definition is subdivided into –

a) Some day visitors- Visitors who do not spend the night in a collective or private accommodation in the country visited.

b) Tourists- Visitors who stay at least one night in a collective or private accommodation in the country visited, (Raina A.K.S. Agarwal S.K. 2004).

All the above definitions of the term ‘Tourist’ are of a general nature and, therefore, could not serve the purpose of measurement. It was, however, the league of nations which did a pioneering work in defining the term for the purposes of statistical measurements.

Realizing the importance of collecting tourist statistics and of securing international compatibility, the Committee of Statistical Experts of the League of Nations in the year 1937 established “the definition of the term Tourist” the league of Nations with the concurrence of member countries defined the term.
‘foreign tourist’ as” “Any person visiting a country, other than that in which he usually resides, for a period of at least 24 hours”. (Bhatia A.K. 2001).

Moreover, the following persons were to be considered tourists within these definitions.

i) Persons traveling for pleasure, for domestic reasons, for health, ect.
ii) Persons traveling to meeting, or in a representative capacity of any kind (Scientific, administrative diplomatic, religious, athletic, etc.)
iii) Persons traveling for business purposes.
iv) Persons arriving in the course of area cruise, even when they stay for less than 24 hours. (the latter should be reckoned as a separate group, disregarding if necessary their usual place at residence).

The following categories were not to be regarded as tourists.

i) Persons coming to establish a residence in the country.
ii) Persons arriving, with or without a contract of work, to take up an occupation or engage in any business activity in country.
iii) Students and young persons in boarding establishments or schools.
iv) Residents in frontier Zone and persons domiciled in one country and working in an adjoining country.
v) Travelers passing through a country without stopping, even if the journey takes more than 24 hours.

The above definition was confirmed by the United Nations in the year 1945 and it was stated that the tourist, was a person who stayed in a foreign country for more than 24 hours and less than 6 months for any non-immigrant purpose. The definition was adopted by many countries for the compilation of travel statistics.(Tarun .N.,2006).

In 1963, the united nation conference on international travel and tourism held in Rome considered a definition and recommended that to be studied by the
United Nations Statistical Commission. A revised definition was prepared and adapted. The conference considered an overall definition of the term visitor for statistical purposes and defines him as “any person visiting a country other than that in which he has his usual place of residence, for any reason other than following an occupation remunerated from within the country visited.”

This definition covered:

i) Tourists i.e. temporary visitors staying at least twenty four hours in the country visited and the purpose of whose Journey can be classified either as (a) leisure (recreation, holiday, health, study, religion, and sport) or (b) business, family missions meeting.

ii) Excursionists, i.e. temporary visitor staying less than twenty-four hours in the country visited (including travelers on cruises). The above definition excludes travelers who in the legal sense, do not enter the country (e.g., air travelers who do not leave an airport’s transit area).

The Expert Statistical Group on International Travel Statistics convened by the United Nations Statistical Commission recommended in 1967 that countries use the definition of ‘visitor’ proposed by the United Nations Conference on International Travel and Tourism in Rome in 1963. The group considered that it would be desirable to distinguish within the definition of visitor a separate class of visitors, who might be described as ‘day visitors’ or ‘excursionists’ defined as consisting of visitors on day excursions and other border-crossers for purposes other than employment, cruise passengers, and visitors in transit who do not stay overnight in accommodation provided within the country. The special characteristic of this category of visitors, distinguishing it from the main class of visitor, is that there is no overnight stay. In 1968 the United Nations Statistical commission approved the Rome definition. These definitions are gradually receiving general acceptance. According to the studies published by World Tourism Organization, nearly 80 per cent of the countries
use these definitions in the collection of international travel statistics. (Bhatia.A.K.2001).

Finally, the guest in a hotel, from point of view of residence, may be classified into the following categories:

(a) **Resident guests**. Under this plan the guest may come under the two plans i.e:

(i) *European plan*. Under this plan the guests are provided with lodging i.e. accommodation and not meal. Such guests are required to pay only for room charges.

(ii) *American Plan*. Under this plan, the guests are provided with both lodging and boarding. Such guests are required to pay both for accommodation (room charges) and for meals.

(b) **Non Resident guest**. Such guests are provided with boarding only and required to pay the price only for meals.

The guest in a hotel may also be classified from the view point of settlement of bills:

(i) *Registered guests*. These guests settled their bills at the time of check out.

(ii) *Credit card holders*. Those who do not settle their bills at the time of check out, such guests are given credit facilities. These may be:

(a) *Individuals*. Who settled their bills at periodical intervals.

(b) *Sponsored Guests by Airline*. The responsibility of settlement of bills of such customers at future date is taken by Airline.
(c) Travel agents. The responsibility of settlement of bills in future is taken by travel agents.

(d) Guests Sponsored By Government Departments. The responsibility to settle the bills at a future date is taken by Gov.Deptts.

However, Malhotra K.C (1992), said that, There are as many types of tourist also as there are motives for travel. In early times traveler was often thought of as a rather ‘superficial nitwit’ easy to please and lost in an environment bubble of hotels and entertainments. This view was changed in early 1970s when the tourist acquired a much more respectable status as the ‘modern pilgrim’ in search of the symbols of human culture. The basis on which typologies are created and purposes interned have given rise to distinctly different types of tourists. Smith (1977) separates tourists into seven categories:

(i) Explorer: Very limited numbers looking for discovery and involvement with local people.

(ii) Elite: Special individually tailored visits to exotic places.

(iii) Off-beat: The desire to get away from the crowds.

(iv) Unusual: The visit with peculiar objectives such as physical danger or isolation.

(v) Incipient mass: A steady flow traveling alone or in small organized groups using some shared services.

(vi) Mass: The general packaged tour: market leading to tourist enclaves overseas.

(vii) Charter: Mass travel to relaxation destinations which incorporate as many standardized western facilities as possible.

Each of the above stated category has a corresponding range of impacts on the host society and destination.
Cohen (1979) seeks to distinguish visits in terms of what they mean for the traveler. The various categories according to him are:

(i) Recreational: One of the commonest forms of tourism when the trip is designed to relieve the strains and tensions of work with no deeper significance involved.

(ii) Diversionary: When the visit is a pure escape from the boredom and routine of home life.

(iii) Experimental: Describes the tourist as the modern pilgrim working for authenticity in the lives of other societies because he has seemingly lost his own.

(iv) Experimental: When the traveler begins to experiment with life-styles of other than his own.

(v) Existential: Describes the tourist who actually acquires a new spiritual centre as a result of the travel experience.

Figure 1.6: The internal and External factors influencing Hotel business

Source: Al-Taee H.A..(2000)
While as the scope of hospitality industry as said by (Dix.C.& Barid C.(2006) provides the following services.

* Hotel
* Restaurants
* Travel and Transport
* Threatres
* Information centres
* Visitor attractions
* Theme Sties
* Theme Parks

But (Stephen J. page, 2003), has given around thirteen establishments as a component of hospitality industry which includes:

* Hotels
* Restaurants
* Cafes and Catering places
* Night clubs and licensed clubs
* Take-away food bars
* Canteens
* Camping and Caravanning sites
* Holiday camp
* Short-stay tourist accommodation
* University and higher-education
* Catering Services to educational establishments
* Contract Caters (cig Compass Catering and Brake Brothers in the UK) 2.1.6
2.1.6 Hotels types and its classification:

In related to, the important information has been given by (Negi. J. 1992) regarding Hotel classification, provided that (Negi.J) the first comprehensive standard industrial classification (S I C) for the United kingdom was issued in 1948. The classification was revised in 1958, in 1968, and in 1980. All the revision have been grouped by an interdepartmental committee representing the main government department collecting and using the statistics.

The 1980 SIC groups economic activities in to nine divisions each of which is then subdivided into classes, which in turn be subdivided into group and finally into activities. As per standard industrial classification, 1980 gives hotel and catering a very broad scope. Which ideally grouped into reasonably homogenous sections according to their important general characteristics.

The Modern Hotels are classifying according to its price, levels of its services a kind of guests, Market segments or according to the Hotels locations. And many of journals like and Hospitality journals, Hotel Counsel Companies and the experts of the Hotel industry prefer " classification of Hotels according to its location (Ateya M.S. 2005), Whereas (Ismail. A.2002 pg. 30-42) classified the Hotels according to the Size, Location, and product type.
Figure 1.7: compression of Demand

Source; Ismail, Ahmed (2002)

Figure 1.8: service level

(Source: Ismail.A. 2002)
Figure 1.9: the Target Markets

<table>
<thead>
<tr>
<th>Standard</th>
<th>Extended Stay</th>
<th>All Suite</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Standard Market Examples</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economy</td>
<td></td>
<td>Embassy Suites</td>
</tr>
<tr>
<td>Budget</td>
<td></td>
<td>Marriott Suites</td>
</tr>
<tr>
<td>Mid-Market</td>
<td></td>
<td>Doubletree Suites</td>
</tr>
<tr>
<td>Upscale</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Luxury</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Current Extended Stay Examples</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Studio Plus</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Residence Inn</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Extended Stay America</td>
<td></td>
</tr>
</tbody>
</table>

(Source: Ismail.A. 2002)
Hotel Size, classified Hotel according to the rooms numbers as following:

**Classifications:**

<table>
<thead>
<tr>
<th>Type</th>
<th>Number of sleeping rooms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>1 to 150</td>
</tr>
<tr>
<td>Medium</td>
<td>151 to 400</td>
</tr>
<tr>
<td>Large</td>
<td>401 to 1,500</td>
</tr>
<tr>
<td>Mega</td>
<td>1,501 to over</td>
</tr>
</tbody>
</table>

And according to Hotel location, the Author has been classified it up to:

- Down – Resort - Airport - Suburban -

Finally the classification according to the Hotel product type depend on the service level and the Hotel target market which help complete the picture needed to fully analyze any hotel. And (Ateya M.S.2005) also classified the Hotel according to a number of factors such as:

1. According to the economic importance.
2. According to kind of property or ownership.
3. According to the period of Residency\ Transiently Hotel \ Resident Hotel
4. According to the kind of guest.
5. According to Geographical location.
6. According to the rest and price.
7. According to its levels and stars.
8. According to the method of construction.

But in the opinion of (Taha T. 2000) p. 109-123 Hotel Types it can be classified into five kinds:
1. According to Residency: Transient Hotel, Residential Hotels
2. According to Service range: Full Service Range, limited-Service Range
3. According to location:
   A. Small Towns Hotels
   B. Big Town Hotel
   C. Resorts
   D. Airport Hotel
   E. Hotels
4. According to Price level
   A. 5 Star Hotels
   B. 4 Star Hotels
   C. 3 Star Hotels
   D. 2 Star Hotels
   E. One Star Hotels
5. According to Physical Characteristics
   A. Traditional Hotels
   B. Motels
   C. Conventional Hotels
   D. All suite Hotels
   E. Resort
   F. Condotels
   G. Inns
Figure 1.10: THE IMPORTANCE’S INTERNATIONAL STANDARDS USED IN HOTELS CLASSIFICATIONS

And the main types of Hotels may be as following:

a- International Hotels  
b- Residential Hotels  
c- Floating Hotels  
d- Heritage Hotels  
e- Resort Hotels  
f- Commercial Hotels

And the secondary hospitality establishment type may be:

a- Hotel  
b- Caravan and camping sites  
c- Youth Hostels  
d- Tourist holiday villages  
e- Pension  
f- Bed and breakfast establishments

(SHARMA Y. K. 2004)

The last but not least, classifications and types of hotel has been given by (Al-Hamdan. S.2001) when he classified hotels into six parts; they are:

1- Classification according to the ownership or property.

a- private sector hotels  
b- Hotel chains and companies  
c- Governmental hotels  
d- Mixed hotels

2- Classification according to location, a- Down town hotels b- Airport hotels c- Hotel d- Resort e- Coastal hotel

3- Classification according to service.

   a- Commercial hotel  
   b- Transit hotel  
   c- Permanent Residency  
   d- Games Hotel
e- Youth Hostels like floating hotel, on land moving hotel like Trains and Cars which contain full service with a bed rooms and floating Hotel like Airbus sleeping room.

H. Medical Hotels near natural water places. I. Sports Hotels

4. Classification according to stars

5. 5 Stars, 4 Stars, Three Stars- Two Stars, One Star

5. Classification according to classes.

   a. Luxury classes
   b. First class
   c. Second class
   d. Third class

6. Classification according to prices:

   a. Very expensive  b. expensive  c. Medium Prices
   d. Economic prices  e. Low prices
Finally the largest classification has been provided by (Negi. J. 1992), depending on different basis according the following table:

**Table 1.2- Classification of hotels**

<table>
<thead>
<tr>
<th>Nos.</th>
<th>Classification</th>
<th>Types of Hotels</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>According to type of plant</td>
<td>-American Plan - Barmula Plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-European Plan - Modified American Plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Continental Plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Go-plan</td>
</tr>
<tr>
<td>2.</td>
<td>According to the size of</td>
<td>-Small hotels: 25 rooms</td>
</tr>
<tr>
<td></td>
<td>Either by rooms or bed Number</td>
<td>-Average hotels: 25 rooms to 90 rooms</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Above average hotels: 80 rooms to 250 rooms</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Large hotels: 250 rooms and above.</td>
</tr>
<tr>
<td>3.</td>
<td>According to type of patronage</td>
<td>-Hotels catering to women only</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Hotels catering to families only</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Hotels catering to commercial men only</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Hotels catering to high society or affluent category only.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Hotels catering to retirees people only</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Hotels catering to student only.</td>
</tr>
<tr>
<td>4.</td>
<td>According to visitors stop-over</td>
<td>-Transient hotels - Residential Hotels</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Sense-transient hotels</td>
</tr>
<tr>
<td>5.</td>
<td>According to the length of</td>
<td>-Seasonal hotels</td>
</tr>
<tr>
<td></td>
<td>operating period</td>
<td>-Twos-seasonal hotels</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Entire Year HOTELS</td>
</tr>
<tr>
<td>6.</td>
<td>According to the purpose</td>
<td>-international hotels – Resort hotels</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Commercial hotels - Hotels</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Hostels - Inns</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Business hotels - Clubs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Holiday hotels - conventional hotels</td>
</tr>
<tr>
<td>7.</td>
<td>According to the location of</td>
<td>-Resort hotels : City hotels</td>
</tr>
<tr>
<td></td>
<td>Hotels</td>
<td>-Sumatrans hotels: Highway hotels</td>
</tr>
</tbody>
</table>
### Theoretical Part

| According to the degree of comfort | Airport hotels: Town centre hotels  
|                                 | -Sea side hotels: Space resorts.  
|                                 | -Transient hotels: Boatels  
|                                 | -Country hotels: Hotels  
|                                 | Floating hotels: Inland hotels  
|                                 | -Janta hotels  
|                                 | -Low class hotels/budget hotels  
|                                 | -Middle class hotel  
|                                 | or  
|                                 | -one star hotels: Four star hotels  
|                                 | -Two star hotels: Five star hotels  
|                                 | -Three star hotels: Five star deluxe hotels  

| According to its Relationship with transport | Hotels – Airport hotels  
|                                             | -Motor hotels-Floating hotels  
|                                             | -Railway hotels  

| According to facilities and amenities | Luxury  
|                                      | -Quality (Falling Short Of Luxury)  
|                                      | -Standard (Economy)  

*Source: (Negi, J. 1992)*
2.1.7 **Hotel Organization and its importance**: 

It is the foundation for building Hotel Management structure and the evaluation of all form of life of human society show the need for organization. It is the mechanism that enable living things to live and work effectively and efficiently together and hence organization may be called as the arrangement of personnel and assignment of duties and responsibilities to them so the entire establishment function as one unit.

It is important that there are clear lines of authority and effective lines of communication (Bhatnagar, S.K. (2002))

In scholar's opinion, that, the Hotel organization structure is like a frame work that help us in constructing and formulating the jobs and organizing the departments and coordinating between them in the purpose of achievement of the Hotel objectives and its goals, and in building strong relations and create a one team.
Figure 1.11: full service and Luxury Hotel

Source: Bardi..J & Taofeqe M.A.(1997),
Figure 1.12: Hotel organization for big Hotel show that the different types of Hotel Departments Management

2.1.8 : Meaning of Hotel Management and its functions :

"Management is to manage, or direct, or getting things done, through people and within available resources."

Thus "Management is an integral part of the Hotel Industry. It is such an important part of the hotel industry that can make or spoil the industry. Management is both science and art. It is a technique of getting things done through the efforts of others. Management is a technique for the attainment of some objective or objectives.

It is not possible for an organization to run successfully unless there is someone to ranage its affairs. Management is also defined as an agency to guide and control the activities of the people in organization, so an organization cannot survive without management. New idea and vision to the work group is provided by the management and it also integrates the efforts in such a manner as to account for better results. (David, J. 2005).

Whereas (WalkerJ.R. 2005) considers the primary function of a hotel is to provide loading accommodation. A large hotel is run by a general Manager and an executive committee comprised of the key executives who head Major departments, room's division director, food and beverage director, Chief accountant or Controller and Chief engineer or facility manager. These executives generally have a regional or corporate counterpart with when they have reporting relationship, although the general manager is their immediate superior.

So the Hotel Management is related with the functions of planning, organizing, actuating, forecasting, staffing, delegating, controlling and financing. ( David.J 2005, Pg. 10-12).

Thus, we can understand that the hotel is made up of several businesses or revenue centers and cost centers. A few thousand products and services are sold every day. Each area of specialty requires dedication an a quality commitment for each department to get little things right all the time- Furthermore, hotels
need the cooperation of a large and diverse group of people to perform well. (Walker J.R. 2005).

And in relating to the duties of Hotel Management it has been summarized by (Jones, U. 1989) as following:

2.1.9- Hotel Management and their duties

- Hotel Manager

The manager of hotel is the leader of the team of staff and the decision maker for the business. He takes the responsibility for the success or otherwise of the business.

Figure 1.13: hotel business
Figure 1.14 manager features

Source: lectures of Prof. Dr. Eqbal.B.A. from MTA Course notes.
### Table 1.3: Duties of Hotel Managers

<table>
<thead>
<tr>
<th>Hotel Manager</th>
<th>Front officer manager</th>
<th>Food and beverage manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Control of the business</td>
<td>1. Control of the reservation</td>
<td>1. Food and beverage sales</td>
</tr>
<tr>
<td>5. Creation of comfortable, inviting establishment</td>
<td>5. Creates the right image of business</td>
<td>5. Control of stock-food and alcohol, tobacco.</td>
</tr>
</tbody>
</table>

### House service manager

| 2. The maintenance of the premises. | 2. Liaison with infection control committee. |
| 4. Creates an inviting atmosphere | 4. Disinfection and sterilization of equipment |

**The qualities of successful manager will include the ability to:**

- Select suitable staff,
- Supervise/organize teams of staffs

**The personality of a successful manager will include:**

- Willingness to accept responsibility
- A firm, positive attitude
### Chapter – 2

#### Theoretical Part

<table>
<thead>
<tr>
<th>Action</th>
<th>Skill Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Control financial aspects</td>
<td>An unbiased attitude,</td>
</tr>
<tr>
<td>Make valid business decisions</td>
<td>A respectful regard for other,</td>
</tr>
<tr>
<td>Use his/her own discretion</td>
<td>Politeness to all persons</td>
</tr>
<tr>
<td>Interpret sales analysis data</td>
<td>The ability to work with people</td>
</tr>
<tr>
<td>Communicate effectively,</td>
<td>A caring attitude towards others,</td>
</tr>
<tr>
<td>Set and keep to business targets,</td>
<td>A sense of humor in crisis.</td>
</tr>
<tr>
<td>Delegate tasks to subordinates,</td>
<td></td>
</tr>
<tr>
<td>Comply with relevant legislation</td>
<td></td>
</tr>
</tbody>
</table>
2.2.1-Importance of Human Capital in the Tourism & Hospitality Industry

In recent years, there has been widening recognition that human resource management (HRM) strategies impact on an organization’s performance and bottom-line results, contributing to overall effectiveness (Nankervis and Debrah, 1995). Particularly in the service industry, the effective utilization of human resources can give an organization its competitive edge (Schneider and Bowen, 1993). This has led to an increased interdependency of corporate strategy with human resource management (HRM). By effectively linking HRM with organizational objectives and needs, human resources can be recruited, developed, motivated and retained towards gaining a competitive advantage, i.e. strategic HRM.

In this unique industry, that essentially comprises both a production and a service aspect, both the creation and the rendering of services from the hotel to the customer are primarily achieved through the employee, i.e. the hotel’s representative. Therefore, the people essentially represent the industry (Lewis, 1989; Thompson and Abbott, 1990; Schneider and Bowen, 1993).

The success of this industry is therefore dependent on the calibre of its employees and how effectively they are managed in order that they help the organization achieve its objectives (Nankervis and Debrah, 1995; Berger and Ghei, 1995). It is essential that the hotel industry develop efficient HRM practices and policies that enable them to recruit, select and retain competent employees who contribute to the achievement of their objectives.

The most significant feature of the tourism & hospitality industry is its capacity to generate large-scale employment opportunities. It offers enormous potential for economically utilizing natural attractions like landscapes, mountains, beaches, rivers etc. that would otherwise remain either idle or underutilized. It also applies to multitude of man made attractions like monuments, palaces, forts and unique rural and city environments. This service
industry also offers employment opportunities in the accommodation sector, transport sector, food service areas and many more such areas, which are essential towards making the stay of the tourists comfortable.

The First World Travel and Tourism Summit, held in 1977 in Vilamoura, Portugal, recognized that travel and tourism create an unparalleled number of entry-level jobs for young people and women and provides part-time or seasonal employment for people seeking flexible working arrangements.

In the year 2000, this industry generated 192 million jobs, benefiting developed and emerging economies. Within a decade, it will stimulate some 251 million jobs at least one in 12 of the global total, according to World Travel & Tourism Council (WTTC) estimates. Many governments around the world are beginning to recognize industry's potential as a key driver of employment creation. Travel & Tourism creates opportunities in rural and regional areas, helping to lessen the strain on urban environments. The industry creates more than just jobs— it creates careers and long-term career development opportunities for everyone.

The quality and efficiency of service is the primary concern of tourism & hospitality industry. In order to achieve the same, each of the components of tourism industry requires trained/ skilled manpower. The travel and tourism industry is really as good as only its people, and it is the people that make the real product. The right person in the right job is essential for the success in any business. In Travel agencies, tour operators, hotels, restaurants, motels, resorts, and similar businesses, this factor is particularly important. Thus the need to develop the required human resources in various segments of this industry has become imperative, (Ranga.R. & Nigam .D.2003 )
2.2.2-The hotel industry as a national employer

An industry’s role in the economy as far as employment is concerned is not confined to the employment generated within that industry but also extends to the employment generated in other sectors as a result of the industry’s activities. In other words, through backward economic linkages, the demand for hotel services will not only generate jobs in the hotel industry itself (direct employment) but also in the supplying industries (indirect employment) an in industries receiving expenditure from income screamed as a result of hotel demand (induced employment). This is simply another way of making the point already discussed that no industry in the works in isolation. (Rishard Kotas, 1980)

The success of tourism industry directly depends upon comforts that are being offered to tourists. Accommodation and supporting services occupy a preponderant position in this comfort Industry. For the success of this industry, trained man power is required as customer satisfaction is more important. Trained man power who knows many languages is an asset to the Hotel in particular and Industry in general. Customer who comes from a far away place if being called or talked in a totally different land and environment in his native language, it will be a thrilling experience and also some times in an essential service for those who attend business delegations and conferences where translations are needed. (S.Satish Babu, 2008)
2.2.3- Key HR Factors Necessary for Success:

The hospitality industry has traditionally focused much of its attention on the assets it best understands - real property and the capital that finances it. Similarly the tourism industry also focuses more on infrastructural development, apart from taking care of the natural and manmade resources available in the country, at the cost of ignoring the human resources necessary for bringing about the success of this industry. And yet what will distinguish the most successful enterprises of the next century will be the effective management of people, information and customer relationship – the industry’s intangible assets. Today’s industry leaders are therefore challenged to develop the tools which will measure, manage and influence these intangible assets as they contribute increasingly to the value of business enterprises (Ranga M. & Nigam D. 2003).

Hotel has many different functions to be performed by varieties of people. All hotels thus, need suitable manpower in the different departments. The global pattern of staff ratio per room is also not of uniform nature. The ratio between hotel room and staff varies from place to place and from hotel to hotel. On an average the ratio between room and staff is 1:15 to 1:3. In the western world inspite of greater mechanisation and inspite of organised management there has been often shortage of suitably trained manpower in the hotel industry till today. The turn over of the hotel labour is also quiet high in the hotel industry inspite of comparatively decent working environment. In India the profile of hotel staff is little bit typical compared to that of other countries of the west. There are several reasons for this situation. Here we see first generation hoteliers mostly and also first generation consumers of hotel products. Less competition, non-demanding customers, lack of technical and managerial know how encourages the hoteliers to run the business on the basis of personal design. The hoteliers have their own method of calculating the profit and so long they got that they are happy and do not bother much for employees' benefit, productivity, waste control, quality improvement, marketing etc. Their attitudes towards
changes with time are in general indifferent and slow. But it is well known to the
business world that by application of suitable management techniques desirable
improvement with additional profit can be achieved and for all these it is not
always necessary to have investments beyond capacity,( Chakravarti, B.K.1981 )

The success of any development strategy for the hospitality and tourism
sector will be determined to a large extent by human resources, which can
deliver efficient, high-quality services. As a consequence of the rapid growth in
tourism, the need to develop the required human resources in various segments
of the industry has become imperative. In particular, the rapid expansion of
hotels of an international standard is creating a high level of demand for skilled
and experienced staff. The nature of the decisions facing hotel management is
continually expanding. For their business to remain competitive, managers must
be skilful in many diverse areas. For instance, they must possess a good
understanding of how current events and the economy affect the market and
develop skill in marketing their products. They must also strive to keep up with
the technological innovations in the operational side of the industry. As part of
the service industry, tourism is labour-intensive and generally requires well-
developed social and language skills in a cross-cultural working environment.
These demands have placed considerable strain on small, independent operators,
who cannot rely on the broad management expertise available to their
multinational hotel chain competitors.

The availability of skilled and trained manpower is a crucial element in
the successful long-term development and sustainability of a tourist destination.
In the ultimate analysis, skilled and trained human resources will ensure the
delivery of efficient, high-quality service to visitors, which is a direct and visible
element of a successful tourism product. High standards of service are
particularly important in sustaining long-term growth, since success as a tourist
destination is determined not only by price competitiveness or the range of
attractions available, but also by the quality of the services provided. Repeat
visits, a vital factor in maintaining growth, will be deterred if standards of service do not meet expectations.

Some of the critical Human Resources issues in the service industry are as follows:

- Quality of Education, Training & Development imparted to employees.
- Attracting the right candidates to the Industry.
- Retaining Employees.

Managing of staff comes under the purview of personnel management. The basic principles of personnel management as applicable in other industry is more or less applicable in the hotel industry as well. All the more in hotels sale of services are major activity rather than sales of any tangible products produced from a factory. The organization in the hotel business by and large depends on the people who are engaged for carrying out the numerous tasks in hotels.

2.2.4-Required skills, knowledge and attitudes of the employees within various hotels jobs

Chakravarti. B.K. (1981), has given some examples of tasks within various hotel jobs. A god personnel department must be aware of the various task and task elements within a specific hotel job. This is also vary important for the mater of selection of right type of employees and also for formulating training methodologies.
Following are some typical task which is further broken down into various tasks elements for better understanding of the task element, required skills, knowledge and attitudes of the employees as guidelines:

1. Job, Preparing for the Guest Arrivals

Task element
- Checking correspondence
- Sorting correspondence into alphabetical order
- Preparing rooming lists
- Adjusting for unconfirmed bookings
- Preparing registration forms
- Preparing bedroom cards
- Informing other departments
- Modifying of expected VIP arrival
- Allocating rooms
- Making special advance assuagements
- Arranging meeting procedures
- Arranging mail, telegrams, messages
- Preparing expected arrivals list

**Skills, Knowledge and attitudes Required**

Ability to
- Comprehend, read write, calculate and communicate,
- File and retrieve
- Make decisions
- Co-operate with other departments

Knowledge of
- Legal aspect
- Company policy
- Foreign language at appropriate level
- Facilities and lay out
- Reservation procedures
Reservation system
Transport arrangement

Attitudes
Accuracy
Discretion
Pleasantness

2. Job, Dealing with Arrivals

Task element:
Opening and closing vehicle doors
Assisting passengers
Greeting
Opening and closing hotel doors
Conveying arrivals to reception desk
marking luggage for delivery to room
Storing heavy luggage

skills, Knowledge and Attitudes Required

Ability to
Comprehend, read, write, calculate and communicate
Carry and move quickly and efficiently
Deal with large groups

Knowledge of
Complimentary salutations
Layout of hotel and surroundings
Hotel facilities
checking arrival procedures

Attitudes
Dexterity
Willingness

3. Job, Receive Guest

Task element:
Greeting guests
Confirming length of stay
Registering guests
Dealing with problems arising
Allocating rooms
Explaining hotel facilities
Writing and handing over bedroom cards
Handing over room keys
Dealing with group arrivals.

**Skills, Knowledge and Attitudes required**

**Ability**
Communicate effectively in the mother tongue in speech and in writing
Communicate effecting at appropriate level in a foreign language
Write clearly
Use judgment in allocating rooms
Deal with problems.

**Discriminate**

**Knowledge of**
Legal aspects of registration
Complimentary exchanges
Hotel layout and facilities
Passport formalities

**Attitudes**
Helpfulness
Description
Accuracy

**4. Job, Dealing with Mail**
Receiving incoming mail
Date and time stamping
Sorting
Receiving/recording registered mail
Distributing
Dealing with packets and parcel
Dealing with mail for future guest
Dealing with mail for departed guests
Checking and emptying mail boxes
Checking mail boxes
Checking mail rack
Dealing with outgoing mail

**skills, knowledge and attitudes required**

Ability to

- Comprehend, read, write, calculate and communicate,

Knowledge of

- Mail delivery systems
- Registered post system
- Layout of the hotel
- Sorting procedures
- Distributing procedures
- Forwarding and retention
- postal information

Attitudes

- Discretion
- Initiative
- Accuracy

5. **Job, Cleaning restaurant Equipment**

Task element:

- Cleaning ashtrays
- cleaning hotplates
- Cleaning spirits lamps and heaters
- Cleaning trolleys and service tables
- Cleaning sideboards
- Polishing cutlery
Polishing glassware
Polishing crockery
Cleaning silver
Cleaning condiment equipment
Cleaning wine service equipment
Cleaning trays
Cleaning bread baskets
Leaning cigar and cigarette service equipment

Skills, Knowledge and Attitudes Required

Ability to:

Identify restaurant equipment
Identify various materials of equipment
Identify various cleaning materials
Choose appropriate way to polish and clean equipment
Choose cleaning materials and use them

Knowledge of

Effects of various cleaning materials.
Storing equipments and leaning materials
Standards of hygiene and safety

Attitudes

Care
Tidiness
Willingness

6. Job, Preparing Service Tables and Side Boards

Task element:

Setting out side boards and service tables
Laying tablecloths on service tables
Equipping sideboards with:
Service spoons and forks
Dessert spoons and forks
Soup, tea and coffee spoons
Fish knives and forks
Meat knives and forks
Side knives
Linen
Trays and salvers
Ashtrays
Stocking condiment containers
Placing the condiments on the sideboards
Stocking bread containers
Stocking butter containers

Skills, knowledge and attitudes required

Ability to
Understand table plan
Select cloths for service table and sideboards
Lay table cloths
Identify condiments
Handle condiments and equipment
Handle bread and butter
Handle equipment

Knowledge of
The arrangement of the equipment, condiments and accompaniments on the sideboards and service tables.
The sideboards and service table
The storage condiments and accompaniments
Standards of safety and hygiene
Establishment policy

Attitudes
Accuracy
Care
Efficiency
7. Job, preparing the Room service Pantry

Task elements:
- Checking the stock
- Obtaining supplies
- Storing the supplies including refrigerated goods
- Cleaning restaurant equipment
- Cleaning toasters
- Cleaning coffee machine
- Stocking coffee machine
- Starting coffee machine

**Skills, Knowledge and Attitudes Required**

Ability to
- Identify room service equipment
- Write supply order
- Store supplies
- Handle goods and equipments
- Use guerdon trolleys
- Prepare toast
- Prepare coffee tea and other beverages
- Use room service lifts
- Recognize malfunctions of equipment

Knowledge of
- Equipment and goods needed in pantry
- Operation of relevant mechanical equipment
- Hygiene and safety procedures
- Departments of the establishment

Attitudes
- Accuracy
- Care
- Efficiency
Figure 1.15: Hotel organization structure as a simple to the universal Hotel kind.

Source: Al-Taee . H.A, 2005
2.3.1- Features of 5 Star hotels:

The star rating system in the U.K. is the subject of much debate. There is a great deal of confusion, particularly for those based overseas, since a number of different organizations rate hotels, and the criteria are not always the same. As long ago as 1963 a proposal was made that there should be a grading system on an international basis, but it is still a vision of the future. Some advance has at least been made in the U.K. and the AA, RAC and ETB have produced detailed proposal for classification by harmonized star rating system. Whether a system awards stars, flags, crowns or rosettes, the general principle is to grade the hotel in such away that the clients will have a benchmark against which they can compare the service on offer with the price that is quoted. The star rating system is based upon the facilities that the hotel offers and the service it provides. This may be as basic as a room with breakfast, or as sophisticated as the service offered in a luxury five-star operation. (Dix.C. and Baird.C. (1998).

Table 1.4 Features of 5 Star hotels:

1. The hotel should have at least 25 let table bedrooms.

2. The locality including the immediate approach and environs should be suitable for a hotel of this category.

3. All public rooms and private rooms should be well appointed and fully air-conditioned (except in hill stations where there should be heating arrangements).

4. All rooms must have well appointed attached bathroom with long baths or should be equipped with most modern shower chambers. (In the case of cabana rooms, adequate shower facilities will be acceptable).
5. The kitchen, pantry and cold storage should be professionally designed to ensure efficiency of operation and should be well equipped.

6. There should be ladies and gentlemen's cloakrooms and the cloakrooms should be spotlessly clean and equipped with furniture and fitting of the highest standard available befitting a luxury hotel of this category.

1. **Construction:**
   The architectural features and general construction of the building should have the distinctive qualities of a luxury hotel of this category.

2. **Maintenance**
   Maintenance of all sections of the hotel (i.e. building, walls, gardens, surroundings, etc) should be of the highest standard.

3. **Parking**
   There should be adequate parking space for car. Please state:

4. **Swimming Pool**
   There should be well designed and properly equipped swimming pool (except in hill stations).

5. **Bathrooms**
   All bathrooms should be modern design and should be equipped with fitting of the highest quality available befitting a luxury hotel of this category, with 24 hours service of hot and cold running water. The floors and walls should be covered with impervious material of elegant design and high quality workmanship. It is desirable that sockets for electric shaver should be provided.

6. **Reception**
   There should be a reception, cash and information counter, attend by highly
<table>
<thead>
<tr>
<th>Number</th>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.</td>
<td>Lobby</td>
<td>There should be a well-appointed lobby.</td>
</tr>
<tr>
<td>8.</td>
<td>Conference Facilities</td>
<td>There should be one each or more of conference rooms/banquet halls and private dining rooms.</td>
</tr>
<tr>
<td>9.</td>
<td>Shopping Facilities</td>
<td>There should be bookstall, left luggage rooms, barber shop, recognized travel agency, beauty parlour, money changing and safe deposit facilities.</td>
</tr>
<tr>
<td>10.</td>
<td>Lifts</td>
<td>There should be an adequate number of efficient lifts in buildings of more than two storeys including the ground floor, with 24 hours service.</td>
</tr>
<tr>
<td>11.</td>
<td>Furnishing of Bedrooms</td>
<td>All guest rooms should be comfortable and spacious and well furnished with good quality, properly hung curtains, carpet etc. in good taste. Note: New hotels are advised to employ the services of professionally qualified and experienced interior designers of repute in the designing and decoration of bedrooms.</td>
</tr>
<tr>
<td>12.</td>
<td>Lighting</td>
<td>Lighting arrangements and fixtures in the rooms/ bathrooms/public rooms/corridors etc. should be designed as to ensure aesthetic as well as functional excellence.</td>
</tr>
<tr>
<td>13.</td>
<td>Telephones</td>
<td>There should be a telephone in each room and telephone for the use of guests and visitors.</td>
</tr>
<tr>
<td>14.</td>
<td>Radios</td>
<td>There should be provision for radio or relayed music in each room.</td>
</tr>
<tr>
<td>15.</td>
<td>Vacuum Jugs/Flasks</td>
<td>There should be a vacuum jug or thermos flask with ice-cold boiled drinking water in each bedroom except where centrally chilled purified drinking water is provided.</td>
</tr>
<tr>
<td>16.</td>
<td>Dining Room/Restaurant</td>
<td>There should be well-equipped, well-furnished and well-maintained dining room/restaurant.</td>
</tr>
</tbody>
</table>
17. **Carpeting**
   All public and private rooms should have superior quality carpets/rags, which should be well kept at all times.

18. **Linen/Blankets/Towels etc.**
   There should be a plentiful supply of all linen/blankets/towels etc. which should be of the highest quality available and should be spotlessly clean. Bed linen and towels should be changed every day.

19. **Crockery**
   Crockery, cutlery and glassware should be of the best quality available.
   Note: No piece of crockery in use should be chipped, cracked or crazed. The silverware should be kept well-plated and polished at all times.

20. **Bar**
   Wherever admissible by law, there should be elegant, well-equipped bar/permit room with an atmosphere of comfort and luxury.

21. **Entertainment**
   There should be a special restaurant/dining room where facilities for dancing and provision of an orchestra are available. Hotels of this category should provide evidence that they have made a serious attempt to present specially choreographed Indian entertainment.

22. **Cuisine**
   The hotel should offer both international and Indian cuisine. (The preparation, proper seasoning of dishes and presentation to customers will be assessed).

23. **Food and Beverage Service**
   (a) **Restaurant Service**
      While assessing this item, the organization of the dining room/restaurant, the waiters' knowledge of the menus whether in French or English, the correct laying of tables, the variety and appearance of buffet services and the methods used to keep hot dishes at the right temperature will be assessed.
   (b) **Room Service**
      The method used to ensure speedy service and hot meals will be assessed.
   (c) **Beverage Service**
      The provision and service of alcoholic and non-alcoholic beverages including methods used to service hot and cold beverages at the correct temperature will be assessed.

24. **Hygiene**
   The kitchen, pantry and cold storage should be clean and organized for orderliness and efficiency, scientific and hygienic methods should be used in working and for the washing of glass, crockery, cutlery etc.

25. **Other Services**
   (a) 24 hours service should be provided for reception, information and telephones.
26. **Staff**
   There should be professionally qualified, highly trained, experienced, efficient and courteous staff. The overall component of trained staff will be assessed and marks given accordingly with a deduction in marks if the supervision is done by untrained staff.
   (a) The staff should be in smart and clean uniforms.
   (b) The staff coming into contact with guests should understand English and supervisory and senior staff should possess good knowledge of English. At least one member of the senior staff knowing at least one of the continental languages should be on duty at all times.

27. **Housekeeping**
   Housekeeping should be of the nicest possible standard.
2.3.2- Problems and challenges before Hotel Management:

Any hotel operation whether independent or part of large chain, is influenced by internal and external factors. Such as political environment, economic environment, social environment, Technological environment, Media and the Micro Environment which includes the immediate influences that impact daily work is a reality that all hotels have to take into account the main factors of micro-environment are customers, employees, suppliers and service like local governmental and non-governmental agencies like insurance agencies and banks. (Andrews S. 2008, Pg. 97-100).

But (Al-Taee H.A. 2007), pg. 169-175, has been summarized the challenges before hotel management in the following graphs and he also add some other factors like culture factors, Market factor and competitiveness, legal laws and owner shapers. Whereas (Sharma, K.C. 1996, Pg. 162-166), provide another factors and challenge before hotel management and its operation, the researcher has been summarized them in the following points.

- Population Growth V/S Hotel Accommodation.
- Hotel policy growth.

There is no clear cut policy pertaining to hotels, their construction and Management. Though some committees were setup, no policy document has so far come out, which may regulate and encourage hoteliers to build new hotels.

- Lack of sufficient governmental role as sincere and in planning process.
- Red Tapism
- Rising the cost of Hotel, Materials and absent of governments support and financial assistance.
- Absence of balance between governmental Hotels and private Hotel in matter of encouragement, coordination and liaison.
- Rising tourist traffic; Decreasing Capacity to pay.
- financial constraints
- Entry of Multi-nationals
- Personal problems and lack of trained staff
- Decreasing size of land with high cost.
- Much favor is shown by the staff of hotel towards foreign tourists and the are preferred to domestic tourist on account of high tips.
- Long Gestation Period with heavy investment.

Hotels accommodation units differ from most other business in that they lack flexibility in supply. The output of their most important product- the bed/night- cannot be adjusted to variations in demand. A waste occurs when demand falls and there is an upper limit on the volume of business in a period of peak demand. As the capacity remains constant through the year while demand fluctuates, every night on which demand falls short of the maximum capable of being accommodated means idle capacity, conversely, once all beds are occupied, the limit of earning capacity has been reached.

Moreover, the product is perishable - unoccupied beds on any night represent an irretrievable loss, as the product can not be stored for future sale.

Thirdly, an accommodation unite has a fixed location and can not follow the customer, the product has to be consumed at the place of production and some of the problems of providers of accommodation are significantly shared by the other main industry involved in tourism. (Medlik.S.1988, Pg. 153). But (Al-Tafish, H.( 2005) and (Almasri.A. 1998, Pg. 91-95), have been appointed some problems in front of Hotel management They are:

1. Problem of the close of Hotels by governmental authorities because the absence of hygienic conditions and can applied and practice government rules.
2. Problems of guest satisfaction and conflict b/w employees.
3. Problems of booking cancel by the guest or tourist groups.
4. Problems of work left by the employees without advance permission.
5. Problems of shift of guests from their rooms to other hotels because of emergency or because the booking of all hotel rooms to a governmental or tourist delegation.

6. Nutrition and food and beverage problem like expire and pollution of foods finally (Lew A.A and et al (2005), introduce a good overview related to tourism and Hospitality challenges when they appointed that "the growing/concern with risk and uncertainly in response to a variety of challenges, including terrorism, war, that increasingly rapid and internationalized diffusion of infectious diseases, and economic uncertainty. And they add the conditions of tourism (production and consumption are subject to change emanating from globalization, technological innovations, and changes in the costs of production factors such as capital and labor on.

The one hand, there has been seemingly relentless deregulation, hand in hand with privatization.
2.3.3- Attributes and success factors of Hotel Business:

There are some attributes that all staff in Hotel business should possess according to (O'Shanessy, V. and et al., (2001), these attributes may include the following points.

1. High standard of personal hygiene and grooming.
2. Excellent knowledge and understanding of the venue and the service and facilities available.
3. Excellent interpersonal skills.
4. A willingness to help and serve guests.
5. Ability to perform arrange of tasks related to their area of expertise.
6. A willingness to learn new tasks.
7. Ability to learn the systems and procedures in place in the workplace.
8. Good general knowledge of the local environment and attractions.

Also Andrews, S. (1980), has given some attributes and he explained them in details in his book, the research scholar summarized them in the following points:

1. Ability to overcome resistance to do manual or menial work.
2. Willingness to serve.
3. Capacity to take orders from seniors.
4. Cheerful attitude towards work and people.
5. Cordial relations with all interaction
6. Pride in work
7. Taste and initiative
8. As a representative of the organization
9. Honest
10. Courtesy
11. Avoid negative attitudes

And for the success factors of hospitality and hotel management business has been given by (Al-hamdan S. (2001), Al-kuhli Y. (1999 and Abdulaziz M.2008). The scholar has been summarized them in the
following:
1. Provide low and discount prices to the hotel customers and guest.
2. locality and good location near to the transport roads and commercial centres.
3. Real aid and propaganda and its influence on the customer decision in different advertisement Media.
4. Good quality of food and beverage.
5. attractive atmosphere & decoration
6. Variety and standard services.
7. Good employees attitude and excellent skills with good relations towards hotel guests.