Index

A
AAA (American Automobile Association), 247
Access time, 106
Accounts. See also specific accounts, e.g.: Departmental accounts
aging of, 279
transfer of, 251
Accounting department, PMS software options for, 105
Accounts payable, 119
back office, 233
as responsibility of controller, 53
Accounts receivable, 119, 226
amount transferred to, 279
analysis of, 279
Analysis of Accounts Receivable, 287
bank deposit transferred to, 279
and cash, 279, 287
and credit cards, 279, 286
in night audit report, 274
reconciling, 266, 268
as responsibility of controller, 53
today’s outstanding, 286
total outstanding, 286
transferring ledgers to, 231–233
yesterday’s outstanding, 286
Accounts receivable balance, 278–279
ADA, see Americans with Disabilities Act
Adams, Bruce, 391
Adjustments, posting charges for, 230
Administrative paperwork, for needs analysis, 102
ADR, see Average daily rate
Aging of accounts, 279
AH&LA, see American Hotel and Lodging Association
Alarm systems, visual, 398
Albrecht, Karl, 309, 310, 316, 322–324, 327, 328
Allin, Nancy J., 322
All-suites hotels, 12, 13, 19
Amenities, 77. See also Guest supplies
inventory control of, 422
of room, 194
security design for, 383
American Automobile Association (AAA), 247
American Hotel and Lodging Association (AH&LA):
certification programs offered by, 28
and compliments vs. complaints, study, 315
Educational Institute, 431
American Hotel and Motel Association, see American Hotel and Lodging Association
American plan, 201
American Resorts Group, 4
Americans with Disabilities Act (ADA), 355–357
compliance with, by executive housekeepers, 430–431
and front desk applicants, 355–357
Analysis Cash Report, 287
Analysis of Accounts Receivable, 287
Analysis of Bank Deposit, 287
Announcement boards, daily, 79
Assets, 223–224
Assistant general managers:
in limited-service hotels, 48–49
responsibilities of, 48–49
Astoria Hotel, 3
Astor, John Jacob IV, 3
Astor, William Waldorf, 3
Athletics director, 42
Atrium concept, 5
AT&T Language Line, 218
At Your Service, 256
Audit, night, see under Night audit
Auto clubs, 247
Automated check-in kiosks, 217
Availability, of rooms, 195
Average daily rate (ADR), 16
calculating, 39
formulas for, 168
as sales indicator, 16–17
Average room rate, see Average daily rate
B
Back office:
PMS applications for, 119–120
transfer of guest accounts to, 251
Back office accounts payable, 233
Back office cash accounts, 233
Backup power sources, for PMS, 110
Balance accounts receivables, 287
Balance reports, outstanding, 119
Balance sheets, 53, 119
Balance, trial, 268–269
Bank cards, 190
Bank deposits:
  Analysis of Bank Deposit, 287
  formulas for balancing, 275
  and night audit, 273, 287
  transferred to accounts receivable, 279
Banquet department:
  interdepartmental communications with, 79–80
  promotional opportunities for services of, 366
  sales, in night audit report, 276, 285
Banquet manager, 76
Banquet sheets, 122
Bar and lounge sales, 276, 285
Bass Hotels & Resorts, 131
Bass Pro Shops Outdoor World, 400
Beatty, Brent, 139
Belden, Tom, 9–10
Bell captains, 56
Bell staff, 56
Best Western Merry Manor, 19
Beverage director, see Food and beverage director
Bill-to-account, 56, 243–244
Bill-to-account credit, 192
Biometrics, 391–392
Blackouts, 110
Blocking, 60, 192–193
daily, 151
  procedures for, 147, 151
  blocking on the horizon, 151
  block-out periods, 175
Book-A-Rez, 148
Boston Marriott Copley Place, 403
Bottom up, 203
Brands, hotel, 21–23. See also specific brands, e.g.: Marriott
Bretches, Bill, 400
“Bridges . . . from school to work” program, 356
Brookshire Suites, 364
Brownouts, 110
Brown, P. Anthony, 8
Budgeting, for point-of-sale front office, 374
Building entrances, security design for, 383
Burns, John, 176
Bus association network, 138
Business affiliations, 20–24
  brands, 21–23
  chain affiliations, 20
  company-owned properties, 21
  independent properties, 23–24
  management contract properties, 21
  referral property, 21
Business services and communications center, 44
Business Travel Coalition, 10
C
Cadotte, Ernest, 315
Call accounting, 56
  PMS applications for, 117
  PMS software options for, 105
Call accounting module, 117
Canada Awards for Excellence Trophy, 329
Cancellations, 150
Cancellation codes, 150
Cancellation numbers, see Cancellation codes
Cannon, Marti, 415
Career development, in hotel industry, 27–31. See also Hospitality profile(s)
  distance learning, 28
  education preparation, 27–29
  in-service education, 28
  ports of entry, 30
  professional memberships, 29
  questions to ask for, 31
  research growth areas for, 30, 31
  work experience, 29
Carlson Hospitality Worldwide, 131, 132
Carlson Hospitality Worldwide Reservation Services, 132
Carlson Hotels, 132
Cash, 244–245
  Analysis Cash Report, 287
  applied to accounts receivable, 279
  from vending machines, 277
  cash bank, 345
  cash flows, statement of, see Statement of cash flows
Cash sales:
  in night audit report, 278–279
  total, 286
Cashier, 56
Cashier’s report, 274, 280, 287
Cash received accounts receivable, 287
Catering, 171. See also Banquet department
CCTV (closed-circuit television), 383
CEH (Certified Executive Housekeeper), 431
Central reservation systems (CRS), 3–4, 148
Certified Executive Housekeeper (CEH), 431
Certified Hospitality Housekeeping Executive (CHHE) program, 431
Certified Hotel Administrator (CHA), 28
Certified Rooms Division Executive (CRDE), 28
CHA (Certified Hotel Administrator), 28
Chain, 20
  chain affiliations, 20
  Channel management, 175–177
  Channel management software, 176
Characters per second (CPS), 106
Charges, see specific types, e.g.: Guest charges
Charge sales, 278–279
Charts, organization, 39–45
Checks, 245–246
Check-in:
  by automated kiosks, 217
  remote, Web-based, 217
  See also Registration
Checklist, orientation, 343
Checkouts:
in-room, 118, 241–242
PMS applications for, 117–118
procedure for, 239–241
with property management system, 346
CHHE (Certified Hospitality Housekeeping Executive) program, 431
Chicago Hilton, 2
Chin, Jimmy, 389
Choice Hotels International: brand hotels of, 22–23
reservation system in, 131
City ledger accounts, 64, 225–227, 266
formulas for balancing, 274
transferring to accounts receivable, 231–233
Cleaning control, 426
Cleaning supplies, 423–424
Clients, see Guests
Closed-circuit television (CCTV), 383
Coaching, for sales, 202–203
Colbert, Judy, 218
Collective bargaining unit, 51
Commercial bank cards, 190
Commercial cards, 190
Commercial hotels, market orientation of, 16
Commercial rates, 201
Commercial videos, for training, 351
Communications. See also Interdepartmental communications
emergency communications, 400–403
Guest Communication Manager, 132
in housekeeping department, 419–422
with international guests, 50
intradepartmental, 74
role of TQM in, 87
Communications center, and business services, 44
Communications hierarchy, 400
Comp (complimentary rate), 201
Company-owned properties, 21
Complimentary rate (comp), 201
Computer training programs, for PMS, 109–110
Concierge:
promotional opportunities for, 366
responsibilities of, 57
Conferences:
guest histories information on, 253
market for, see MICE market
Conference call, 26
Confirmation numbers, see Reservation codes
Confirmed reservations, 144, 148
Constructive criticism, as employee trait, 339
Continental breakfast, 44
Contracted security, in-house security departments vs., 388–390
Controllers:
interdepartmental communication with, 80
responsibilities of, 53
role in lodging properties organization, 38
Convention guests, 39
Conventions, guest histories information on, 253
Corporate guests:
defined, 39
reservations by, 137
Corporate rates, 201
Corprew, Kevin, 96
Correspondence courses, for career preparation, 28
Coughlin, Paula, 390
Courtyard by Marriott, 4
CPS (characters per second), 106
CPTED (Crime Prevention Through Environmental Design), 383
CRDE (Certified Rooms Division Executive), 28
Credit(s), 118. See also Guest credit
Credit balance, 266
Credit cards, 190, 191, 243
applied to accounts receivable, 279
imprinter, 191
master credit card account, 266
validator, 191
Credit card imprinter, 191
Credit card received accounts receivable, 286
Credit card validator, 191
Crime Prevention Through Environmental Design (CPTED), 383
Crisis management, 387
CRM, see Customer relationship management
Cross-training, 353
CRS (central reservation systems), 148
Cultures, international, 311
Cumulative total feature, 275
Currency exchange, international, 247–248
Current guests, reservations by, 140
Cursors, ergonomics issues of, 108
Curtis, 430
Curtis-C, 132
Customers, see Guests
CustomerKARE (Customer Knowledge and Relationship Enabling) system, 132
Customer relationship management (CRM), 330–331
Cycle of service, 320
D
Daily announcement boards, 79
Daily blocking, 151
Daily flash report, 282–284
Daily function sheets, 64
Daily sales report, 275
Dallas/Ft. Worth International Airport, 400
Database interfaces, for reservation systems, 158
Data sorts, 215
Davidson, James T., 399
Debit, 118
Debit balances, 118
Debit cards, 246
DeCaire, Michael, 78
Decor, of room, 194
Deep cleaning, 426
Delta Hotels, 329
See also Total quality management (TQM)
Demographic data, 24
Departmental accounts, 261
Departmental financial activities, 264–267
Department managers. See also specific positions, e.g.: Executive housekeepers in limited-service hotels, 48–49 responsibilities of, 46–55 Department supervisors, and safety, 406 Departures, guest, see Guest departures Direct billing, see Bill-to-account Direct mail letters, 122 Director of marketing and sales, see Marketing and sales directors
Director of security, 382 and interdepartmental communications, 385 job analysis of, 385–387 responsibilities of, 53–54 and Security Directors’ Network, 403 Discounts, total, 286 Discount rate, 190 Discretionary income, trends in, 25–26 Disk drive, 106 Distance learning: for hotel industry career development, 28 for training, 351 Documentation, 346 Double occupancy percentage, 167 Dry cleaning and laundry charges, 277

E
Earnings before interest, taxes, depreciation, and amortization (EBITDA), 329
EBITDA (earnings before interest, taxes, depreciation, and amortization), 329
Ecotourists, 27
Educational Institute (EI), 431
Educational market, see SMERF market
Educational preparation, for hotel industry, 27–29
Educational rates, 201
EI (Educational Institute), 431
Electronic folio access, 217
Electronic keys, 205
Electronic key preparation device, 213
Electronic key system, 391
Electronic mail (E-mail), 123, 124
Elevator operators, 57
Ellis, Bernard, 177
E-mail, see Electronic mail
Embassy Suites Outdoor World, 400
Emergencies: interdepartmental communications for, 400 preparedness, 400 training for, 403
Emergency communications, 400–403 plan, 401–403 responsibility of the front office for, 401–403
Emergency communications manager, 401
Emergency Planning and Community Right to Know Act, 430
Emergency procedure drills, 399. See also Fire drills
Employees. See also specific positions, e.g.: Front office managers and American with Disabilities Act, 355–357

and employee empowerment, 324–326 motivation, 323
Event market, see MICE market
Exchange rates, currency, 247–248
Executive housekeepers. See also
Housekeepers; Room attendants
and ADA compliance, 430–431
Certified Executive Housekeeper, 431
Certified Hospitality Housekeeping Executive program, 431
and hospitality, 430–431
interdepartmental communications of, 414
International Executive Housekeepers Association, 431
and inventory control, 422–424
job analysis of, 414
Registered Executive Housekeeper, 431
relationship to general manager, 413–415
responsibilities of, 50, 51
role in full-service hotel/resort, 42
support management practices for, 415
training duties of, 416–417
Executive Housekeeping Today, 431
Expedia, 134
Express checkout, 56
Extended-stay hotels, 14, 15, 19–20
Exterior, of property, 383
Feedback:
evaluation and, 374–375
and revenue management, 177
Female business travel, 26–27
Financial activities, departmental, 264–267
Fingerprints, and security, 392
Fire action communication procedure, 398–399
Fire code general requirements for, 393
guest expectations of, 393
guest instruction in, 396–398
plan, 394–396
procedures, 397
Fire safety display terminal, 121
Fixtures maintenance, 424–425
Flash report, 282–284
food and beverage charges in, 284
occupancy totals in, 284
room sales in, 284
Float, 246
Floor inspector, 50
Floor limit, 117–118
Flow analysis, guest, see Guest flow analysis
Flow analysis processes, 101
Flowchart, 319
Folios, 78, 224–225
displaying, 231
electronic access to, 217
posting charges in, 227
retrieving/reviewing, 241
Folio well, 226
Food and beverage department: charges, in flash report, 284
interdepartmental communication with, 77–79
and PMS applications, 105, 120, 121
promotional areas within, 366
sales, and revenue management, 178
Food and beverage director:
promotions, example, 375–377
responsibilities of, 49
Food and beverage module, 120, 121
Foot patrol, 388
Forecasting, rooms, 141, 174
Founders, of hotel industry, 2–5
Four Seasons Hotels and Resorts, 312, 316
Franchisee, 135
Francis, Connie, 384
Fraternal market, see SMERF market
Frequent Traveler/Guest Reward program, 136
Front desk:
guest first impressions of, 98
physical structure/positioning of, 97–99
PMS software options for, 105
Front desk clerks, 80, 370
Frontline employees:
and empowerment, 325
and point-of-sale front office development, 378
and service management program, 323
Frontline empowerment, 324–325
Front office, 1
organization of, 55–68
point-of-sale, 364–369
promotional areas within, 366
sales-oriented, 365
scheduling for, 65–68
Front office managers, 58–65
job description for, 62
and Maslow’s theory, 370
responsibilities of, 52, 53
role in lodging properties organization, 38
<table>
<thead>
<tr>
<th>Topic</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Front office managers (cont.) supervisory responsibilities of</td>
<td>125</td>
</tr>
<tr>
<td>Full house, 56, 142</td>
<td>Full-service hotel/resort, organizational charts for</td>
</tr>
<tr>
<td>Function sheets, 122</td>
<td>Furniture, maintaining</td>
</tr>
<tr>
<td>Future reservations, 203–204, 249</td>
<td>GDS (Global Distribution Systems), for reservations</td>
</tr>
<tr>
<td>Gellad, Charles, 14</td>
<td>General ledgers, 53</td>
</tr>
<tr>
<td>General managers: in limited-service hotels, 48–49 relationship to executive housekeepers, 413–415 responsibilities of, 46–48 role in lodging properties organization, 38</td>
<td>GenEx, 139</td>
</tr>
</tbody>
</table>
brand hotels of, 23
efficiency in registration,
216–217
Hilton Pride Program, 329
Hilton’s Homewood Suites, 14
Houston Hilton, 78
New York Hilton and Towers,
218
and Tailhook case, 390
Hilton International Company, 2
Hilton Pride Program, 329
Hilton’s Homewood Suites, 14
Historical developments, of hotel
industry, 5–10
between 1987–1988, 8
after September 11, 2001, 9–10
atrium concept, 5
limited-service hotels, 5–6
marketing, 6
and real estate investment
trusts, 8–9
technological advances, 6, 7
total quality management, 8
HITEC (Hospitality Industry
Technology Exposition and
Conference), 104
Holiday Inn, 3–4, 15, 425
Holiday Inn Corporation, 4
Holiday Inn Express Hotel &
Suites, 15
Holidex central reservation
system, 3
Holidex Plus, 131
Holm, Neil, 330
Hoover, Herbert, 3
Hospitability, 308–311
and customer relationship
management, 330–331
employee traits promoting,
337–339
of executive housekeepers,
430–431
financial commitment required
for, 317
international issues, 355
management role in, 311–313
during registration process,
187–188
and safety, 381
screening employees for traits
enhancing, 324
and security department, 381
service management program
for, 319–328
service strategy statement for,
313–317
services using Internet, 106
Hospitality Industry Technology
Exposition and Conference
(HITEC), 104
Hospitality management:
Internet use to research, 30
training in, 326–327
Hospitality profile(s):
of Marti Cannon, 415
of Kevin Corprew, 96
of Michael DeCaire, 78
of Charles Gellad, 14
of Greg Goforth, 19
of Barry Griffith, 15
of James Heale, 14
of Lee Johnson, 364
of John Juliano, 387, 403
of Eric O. Long, 54
of Joseph Longo, 13
of Patrick Mene, 318
Hospitality Sales & Marketing
Association International
(HSMAI), 135
Hospitality Technology
Consulting, 176
Hospitality traits, in employees:
constructive criticism, 339
patience, 339
personality, 338
Hotel Administrator, Certified, 28
Hotel and Travel Index, 139
Hotel broker, 139
Hotel industry, 11–24
business affiliations of, 20–24
founders of, 2–5
historical developments of, 5–10
levels of service in, 18–20
lodging facility types, 12–15
market facility orientation, 15, 16
sales indicators, 16–18
Hotel lobbies, security design for,
383
Hotel representative, 139
Hotel Sales and Marketing
Association International, 28
Hotels.com, 135
House counts, 77, 78, 142
Household size, trends in, 26
Housekeepers. See also Executive
housekeepers; Room
attendants
role in smaller lodging
properties, 45
and room inspections,
418–419
Housekeeper’s room report, 77,
419
Housekeeping attendant, see
Room attendants
Housekeeping department,
411–413
and cleaning control, 426
and fixtures maintenance,
424–425
interdepartmental
communication with, 76–77
management of, 415
PMS applications for, 120
PMS software options for, 105
professional associations for,
431
and theft, 425–426
training for ADA compliance
in, 430–431
Housekeeping module, 105, 120
Housekeeping room status, 76
Housekeeping status, 196
House limit, 118, 244
Housemen, see Housekeepers
Houston Hilton, 78
Howard Johnson Company, 4
HSA International, 351
HSMAI (Hospitality Sales &
Marketing Association
International), 135
Huckestein, Dieter H., 329
Human resources management
department:
interdepartmental
communication with, 83
PMS software options for, 105
Human resources manager:
in limited-service properties, 51
responsibilities of, 51
role in full-service hotel/resort, 42
Humbar formula, 199–200
Hyatt Hotels & Resorts, 5, 12,
22, 218
Hyatt Regency, 5
Hygiene factors, for motivation,
370
hypen, 330
I
IEHA (International Executive
Housekeepers Association), 431
IHG, see InterContinental Hotels
Group
Impressions, guest:
first, 98, 185–186
last, 256
and moments of truth, 322
Incentive programs, see MICE
market
Incentive programs, 312, 367. See
also Motivation
for point-of-sale plans, 367
for self-inspection of rooms, 418
Income, potential gross, 16
Independent hotels, 23–24
Independent properties, 23–24
In-house laundry:
defined, 39
outsourced laundry vs., 426–427
In-house security departments,
contracted security vs., 388–390
Ink-jet printer, 106
Input/output devices (I/O ports),
106
Inquiries/reports module, 119
In-room guest checkout, 118,
241–242
In-service education, for hotel
service career development, 28
InterContinental Hotels Group
(IHG), 12
brand hotels of, 22
and hospitality service, 309
reservation system in, 131–132
Interdepartmental
communications, 74–87
with banquet department, 79–80
with controllers, 80
in delivering hospitality,
328–330
for emergencies, 400
emphasis in orientation
program, 343
with executive housekeepers,
414
with food and beverage
department, 77–79
with housekeeping department,
76–77, 419
with human resources
management department, 83
with maintenance/engineering
department, 81–82
with marketing and sales
departments, 75–76
needs analysis focus on, 102
in relaying guest departures, 250
with security department, 82,
385
situational analyses of, 83–86
Interfacing, 95
Interhotel property referrals, 135
International Continental Hotels
Group, see InterContinental
Hotels Group (IHG)
International currency exchange,
247–248
International Executive House-
keepers Association (IEHA), 431
International issues:
communication with
international guests, 50
employment opportunities
across cultures, 31
guest folio review at checkout,
50
hospitality, 311, 355
in housekeeping, 420
international translation cards,
98
language barriers in
interdepartmental
communications, 86
multilingual staff, 218
sensitization of employees to,
355
International translation cards, 98
International Work Order, 418
Internet, 106. See also Third-
party reservation web sites
access in rooms, 217
design, 139, 202
as hospitality management
research tool, 30
hospitality services using, 106
and Lowest Internet Rate
Guarantee, 131
and PMS purchasing, 104
and reservations, 6, 133–135
and room rate offers, 133–134
and third-party web sites,
134–135
Intersell cards, 190
Intradepartmental
communications, 74
Intranet, 106
Inventory:
control, by executive
housekeepers, 422–424
and theft, 425–426
I/O ports (input/output devices),
106
ITT Corporation, 4
J
JCB, 191
Jefferson Hotel, 13
Job analysis(-es):
defined, 59
of director of security, 385–387
of front office manager, 60–61
for hospitality qualities, 337
Job descriptions:
defined, 59
for hospitality qualities, 337
Job management skills, 345–346
Johnson, Eric, 314
Johnson, Lee, 364
Johnston, John, 329
Juliano, John, 387, 403
Juran, Joseph, 318
JW Marriott, 388–389

K
Kapioltas, John, 4
Keyboard, 106
Key clerk, 56, 57
Key drawer, 205
Key fob, 205
Keypad, 106
Key system:
  maintaining, 205–206
  security of, 205
Kline, Sheryl Fried, 97
KnowledgeNet, 132

L
Language. See also International issues
  and communicating with ESL employees, 86
  and communicating with international guests, 50
Laser printer, 106
Last impressions (guest), 256
Late arrivals, 349
Late charges, 238
Laundry:
  charges, 277
  in-house, 39
Laundry attendants, 413
Layout, of rooms, 194
Layton, William, 314
Leader, orientation, 343
Ledgers, see specific types, e.g.:
  Guest ledgers
Leisure time, trends in, 25
Leisure travelers, 139–140
Letter-quality printer, 106
Liabilities, 223–224
Limited-service hotels, 13
department managers in, 48–49
  front office organization of, 57–58
general managers in, 48–49
historical development of, 5–6
human resource manager in, 51
marketing and sales directors in, 52
service of, 19
Linen control, 422
LIRG (Lowest Internet Rate Guarantee), 131
Litigious society, 384
Location, recorded in guest histories, 253
Lodging facilities, 12–15
Lodging properties organization, 38–55
  of department manager responsibilities, 46–55
  using organization charts, 39–45
Lodging properties, smaller, 45
Loews Hotels, 391
Long, Eric O., 54
Longo, Joseph, 13
Lounge:
  promotional opportunities for, 366–367
  sales, 276, 285
Lowe, Jim, 418
Lowest Internet Rate Guarantee (LIRG), 131

M
McAuliffe, Sharon H., 133
MacGeoch, Andrew, 10
McGregor, Douglas, 368, 369
McMullin, Robert, 165
Main menu (PMS), 112
Maintenance:
  of fixtures, 424–425
  of furniture, 425
Maintenance agreements, for PMS, 110
Maintenance/engineering department:
  interdepartmental communication with, 81–82
  PMS applications for, 121
  PMS software options for, 105
Maintenance managers, 49
Maintenance module, 121
Malcolm Baldrige Award, 318
Management:
  revenue management challenges, 177, 178
  review for needs analysis, 102–103
  role in hospitality, 311–313
  role in training program, 347
Management contract properties, 21
Manager’s report, 274, 287
Marketing. See also Sales
  historical development of, 6
  Hospitality Sales & Marketing Association International, 135
  mass, 12, 13
  role of front office in, 363–364
  using guest histories, 253
Marketing and sales departments:
  interdepartmental communication with, 75–76
  PMS applications for, 122, 123
  PMS software options for, 105
Marketing and sales directors:
  in limited-service properties, 52
  responsibilities of, 51–52
  role in lodging properties organization, 38
Marketing and sales module, 122, 123
Marketing directors, see Marketing and sales directors
Market orientation, 15, 16
Market segments, 18
MICE market, 138
SMERF market, 138
Marquee, 79
Marriott Foundation for People with Disabilities, 356
Marriott hotels, 12, 96
  Boston Marriott Copley Place, 403
  brand hotels of, 22
  “Bridges . . . from school to work” program, 356
Courtyard by Marriott, 4
JW Marriott, 388–389
Marriott Foundation for People with Disabilities, 356
Marriott hotels (cont.)
Twin Bridges Marriott Motor Hotel, 4
At Your Service, 256
Marriott International, Inc., 256, 382
Marriott, J. W., 4
Marriott, J. W. Jr., 4
Martin, Robert J., 416, 426
Maslow, Abraham, 368–371
Mass marketing, 12, 13
Master credit card account, 266
Material Safety Data Sheets (MSDS), 428–430
history of, 429–430
requirements of, 428–429
Maxim Revenue Management Solutions (MaximRMS), 170
MaximRMS (Maxim Revenue Management Solutions), 170
Mayo, Elton, 368, 370, 371
Meetings/incentive/conference/event (MICE) market, 138
Megabyte, 106
Megahertz (MHz), 106
Mene, Patrick, 318
Mensah, Ishmael, 430
Me/pleasure concept, 25
Message book, 64
Method of payments, 242–248.
See also Guest credit
assisting guests with, 246–248
bill-to-account, 243–244
cash, 244–245
credit cards, 243
debit cards, 246
personal checks, 245
traveler’s checks, 246
MICE (meetings/incentive/conference/event) market, 138
MICROS, 170
MICROS Fidelio, 104
Military and educational rates, 201
Military market, see SMERF market
Miller, Greg, 418
Mobley Hotel, 2
Modem, 106
Modified American plan, 201
Moments of truth, 322
Money wire, 247
Monitor, 106
Moonlighter, 62
Moore, Robert, 4
Motels, 12
Motivation, 367–369
for employees, 323
theories of, 368–371
using incentive programs, 312
MSDS, see Material Safety Data Sheets
Muqbil, Imtiaz, 133–134
Murphy bed, 194
Murphy, Patrick M., 382
N
Narula, Avinash, 363, 365
National Quality Institute (NQI), 329
National Restaurant Association, 28, 315
Needs analysis, 124
and administrative paperwork, 102
communicating information for, 102
guest flow analysis for, 101–102
management review for, 102–103
procedure for, 100–101
for selecting PMS, 100–108
team selection for, 101
New York Hilton and Towers, 218
Night audit, 261–262
and bank deposits, 273
defined, 52
filings documents from day, 249–250
PMS applications for, 118
PMS software options for, 105
process for, 263–269
standard operating procedures for, 233
Night audit module, 118
Night auditor, 262–263
responsibilities of, 56
Night audit reports, 269
and daily flash report, 282–284
formulas for balancing, 274–275
preparing, 269–284
reading the, 284–287
1980s, hotel-industry historical developments during, 8
Noncollect sales, 286
No-show rate, 143, 145–146
NQI (National Quality Institute), 329
O
Occupancy:
calculating, 39
100 percent, see Full house totals, in flash report, 284
Occupancy management, see Overbooking
Occupancy management formula, 145–146
Occupancy patterns, room rates vs., 255–256
Occupancy percentages, 166–169
defined, 16
double, 167
Occupational Safety and Health Administration (OSHA):
Hazard Communication Standard, 429
and housekeeping department, 427–428
Office services, promotional opportunities for, 366
Oliva, Rebecca, 158–159, 382
Oliver, Rebecca, 176–177
100 percent occupancy, see Full house
Online (term), 109
OnQ, 136, 217
On-the-job training, 63, 350
O-O-O (out-of-order rooms), 284
Opera PMS, 104
Opera Revenue Management, 170–171
Opera Sales and Catering System, 171
Operating statistics, 280–282
Operational effectiveness, 263
Operational reports, 47
Operations managers, see  
Assistant general managers
Optimal occupancy, and yield, 173
Optimal room rate, and yield, 173
Opus 2 Revenue Technologies, 170
Organization charts, 39–45  
for limited-service properties, 44–45
for smaller lodging properties, 43–44
Orientation checklist, 343
Orientation leader, 343
Orientation process, 339
Orientation program, 339–341.  
See also  
Training programsadministering, 343–344
and employee handbook, 341
and equipment overview, 342–343
interdepartmental cooperation emphasis in, 343
and knowledge of establishment, 340
and policy and procedure manual, 342–343
and staff introductions, 342
Origin of reservation, in guest histories, 254
Orkin, E., 173–175
OSHA, see Occupational Safety and Health Administration
Out-of-order rooms (O-O-O), 284
Outsourced laundry, in-house laundry vs., 426–427
Outsourcing, reservations, 148.  
See also  
Third-party reservation web sites
Outstanding accounts receivable, 286
Outstanding balance reports, 119
Overbooking, 143–146

P  
Package rates, 201
Pages per minute (PPM), 106
Paid in advance (PIA) listing, 118
Paid-outs, 78
Paid-out slips, 224, 230
Paid-outs, total, 286
Pallett, William, 330
Palmer House, 2
Parking garage manager, 54, 55
Parking services. See also  
Valet charges in night audit report, 278, 286
security design for, 383
Par system, 422
Patience, as hospitality trait, 339
Payback period, 111
Payments, guest:  
assembling during night audit, 264
and float, 246
forms used to process, 224–225
inability to pay, 246–248
method of, 242–248
posting, 227–231
Payroll, calculating, 65, 67, 68
Payze, Sally, 148
Pegasus Solutions, 131, 148
Percent occupancy, 39
Percent yield, 39
Personal care items, 422
Personal checks, 245
Personal identification numbers (PINs), 392
Personality, for hospitality, 338
Personal services, promotional opportunities for, 366
Personnel:  
file management, with PMS, 123
issues in, 341
posting module of, 116
training, 63. See also  
Training PhoCusWright, 6
Phone option, of PMS, 231
Physical plant engineer, 49
PIA (paid in advance) listing, 118
PictureTel, 26, 348
Pier 5 Hotel, 364
PINs (personal identification numbers), 392
Plant, 374–375
Plant engineer, 42. See also  
Physical plant engineer
Plaza Hotel, 2
Pleasure concept, 25
PMHS hotels:  
Heart of the House, 418–419
Zero Defects, 418
PMS, see Property management system
PMS applications, 112–124
accounting department options in, 105
for back office use, 119–120
for call accounting, 105, 117
for electronic mail, 123, 124
for food and beverage department, 105, 120, 121
front desk options in, 105
for guest checkout, 117–118
for guest registration, 114, 115
for housekeeping department, 105, 120
for human resources management department, 105
inquiries/reports feature of, 119
for maintenance/engineering department, 105, 121
for marketing and sales departments, 105, 122, 123
for night audit, 105, 118
for personnel files management, 123
posting module of, 116
for reservations, 105, 113
for revenue management, 114
for room status, 115, 116
for security department, 121, 122
for time clocks, 124
Pocono Raceway, 166
Point-of-sale:  
defined, 95–96
and posting guest charges/payments, 227, 229
Point-of-sale front office, 364–369
budgeting for, 374
and evaluation/feedback, 374–375
example, 375–377
frontline employees role in developing, 378
training programs for, 372–373
Point-of-sale terminals, 78
Policy and procedure manual, 342–343
Portman, John, 5
Portofino Bay Hotel, 391
Ports of entry, for hotel industry careers, 30
Postal (zip) code, 253
processing, 147–159
promotion opportunities for, 366
and property management system, 105, 113
and revenue management, 146
by SMERF market, 138
through a PMS, 151–159
upgrading, 368
using Global Distribution Systems, 132–133
using Internet, 133–135
Reservation card, 188–189
Reservation codes, 149–150
Reservation forms, 207–209
Reservation referral system, 135, 140
Reservation service, referral, 39
Reservations manager, 56
Reservations module, 113
Reservation status, 151
Reservation systems, 130–136
in Carlton Hospitality Worldwide, 132
in Choice Hotels International, 131
and database interfaces, 158
in InterContinental Hotels Group, 131–132
systemwide, 147
true integration in, 158–159
types of, 135–136
using Global Distribution Systems, 132–133
using Internet, 133–135
Residence Inn Company, 4
Residential hotels, market orientation of, 15
Restaurants:
  promotional opportunities for, 366
  sales, in night audit report, 284
  sales, total, 275
  selling meals for, at front desk, 368–369
Revenue(s):
  room, 16
  total, 278, 286
Revenue account, 224
RevenueDASHBOARD, 170
Revenue management, 165–179.
  See also Yield management
applications of, 178–179
and block-out periods, 175
and channel management, 175–177
components of, 171–178
and feedback, 177
and food and beverage sales, 178
management challenges, 177, 178
and occupancy percentage, 166–169
PMS applications for, 114
and reservations, 146
as term, 170
and yield management, 169–171
Revenue management module, 114
Revenue managers, 171
Revenue per Available Room (RevPAR), 16
  calculating, 39
  formulas for, 168–169
  PriceWaterHouseCoopers prediction, 17–18
  as sales indicator, 17–18
Revenue potential, 172
Revenue realized, 172
RevPAR, see Revenue per Available Room
Ritz-Carlton Hotel Company, L.L.C., 318
Ritz, Cesar, 3
Role playing:
  as training technique, 350
  for training video, 372
  Ronson, Terence, 391
Rooms, guest, 340–341
  availability of, 195
  charges, 227, 275
designed to meet special needs, 195
equipment/amenities of, 194
layout/decor of, 194
location of, 193
price of, 195
promotional opportunities for, 366
security design for, 383
selection, 192
special accommodations in, 193
type requested, recorded in
guest histories, 255
Room assignment, for room attendants, 416
Room attendants. See also Housekeepers
assigning, 416
role in smaller lodging properties, 45
room assignment/workload of, 416
Room blocking, see Blocking
Room forecasts, 141
Room inspections, 418–419
Room inventory:
  checking, with PMS, 208, 210
  system, 196–197
Room key control system, 390
Room keys:
  assigning, 205
  hard-key system, 392–393
  issuing, 213
  retrieving, 240
  smart card, 391–392
Room key security, 390–393
Room rates, 197–202
  Humbart formula for, 199–200
  Internet offers of, 133–134
  maximizing, 201–202
  occupancy patterns vs., 255–256
  optimal, 173
  rule-of-thumb method for, 198–199
types of, 200–201
  verifying, using PMS, 212
Room rentals, 276–277, 285
Room report housekeeper’s, 419
Room revenues, 16
Room sales:
  figures, 275
  in flash report, 284
  in night audit report, 284
  projections, 77
  and yield management, 174
Room service:
promotional opportunities for, 366
sales, in night audit report, 276, 285
selling, 369
Rooms forecasting, 141, 174
Room status, checking with PMS, 115, 116, 208, 210–212
Room status module, 115, 116
Rooms Division Executive, Certified, 28
Rooms division managers, see Assistant general managers
Royal Sonesta Hotel, 387, 403
Rule-of-thumb method for determining room rates, 198–199

S
Saferale, Rizwan, 390
Safety. See also Security
department(s)
department supervisors responsibility for ensuring, 406
employee safety committee, 404
employee safety programs, 404–406
and front desk positioning, 98
and hospitality, 381
liability risk of hotel, 386
Safety committee, 404–405
Safety training programs, 406
SAFLOK, 390–391
Sales, 202–205. See also under
Marketing; specific types, e.g.: Banquet sales
aptitude for, in employees, 339
charge, 278–279
coaching for, 202–203
Hospitality Sales & Marketing Association International, 135
Opera Sales and Catering System, 171
opportunities for, 203–204
promotional skills of employees, 338
role of front office in, 363–364
Sales associate(s):
for banquet sales, 76
shy, 202–203
Sales directors, see Marketing
and sales directors
Sales indicators, 16–18
average daily rate, 16–17
occupancy percentages, 16
RevPAR, 17–18
yield percentage, 17
Sales-oriented front office, 365
Sales projections, 77
Sales taxes, 275
Sansbury, Michael, 391
Scheduling, of front office, 65–68
Schultz, Ray, 4–5
Security, see Safety
Security department(s), 382–384
contracted, 388–390
director of, see Director of
security
and emergency communication, 400–403
and fire safety, 393–399
goal of, 382
and hospitality, 381
in-house, 388–390
interdepartmental
communication with, 82
organization of, 384
PMS applications for, 121, 122
and room key security, 390–393
September 11, 2001 effects on, 82
Security department module, 121, 122
Security director of, see Director of
security
Security Directors’ Network, 403
Security escort services, 388
Self-actualization, 371
Self-check-in, 114, 216–218
September 11, 2001 terrorist attacks:
effects in security department, 82, 382
and guest security, 388
and historical developments of the hotel industry, 9–10
Services. See also specific types of services
in all-suites hotels, 19
cycle of, 320
in extended-stay hotels, 19–20
levels of, 18–20
promotional opportunities for, 366
Service America!, 309, 310
Service areas, 341
Service management program, 311, 319–328
continued management of, 328
employees role in, 323–326
evaluation methods for, 327
and guest cycle/flow, 320–322
and hospitality management training, 326–327
and moments of truth, 322
Service quality, 8. See also Total
quality management (TQM)
Service strategy statement, 313–317
Seychelles Islands, 399
Sheraton, 4, 81
Sheraton Reading Hotel, 81
Shift leader, 312
Shoulder time, 166
Single-sheet printer, 106
Six Continents Hotels, 131
Skill demonstration, for training, 350
Sleeper, 196
Smart card, 391–392
SMERF
(social/military/educational/religious/fraternal) market, 138
Smith Travel Research, 135
Snyder, Mark, 425
Social/military/educational/religious/fraternal (SMERF) market, 138
Software, for PMS, 103–105
SOPs (standard operating procedures), 342
Spas:
promotional opportunities for, 367
and Spa-related charges, 278, 285–286
Special accommodations, in room selection, 193
Staff, introductions to, 342
Stafford, Leon, 14
Standard operating procedures (SOPs), 342
Starkov, Max, 134, 139
Starwood, 22, 200
Starwood Hotels & Resorts Worldwide, 4
Starwood Preferred Guest, 200
Statement of cash flows, 53
Statler, Ellsworth M., 2
Statlers, 1
Stayovers, 144
Sternberg, Lawrence E., 354
Stevens Hotel, 2
Sullivan, William, 97
Superfund Amendments and Reauthorization Act of 1986, 430
Super 8 Motel, 390
Supplies, Guest, 422–423
Surcharge rates, 277
Swig, Rick, 9
SynXis Agent, 148, 177
Systemwide reservation systems, 147
T
Talihook Association, 390
Task identification, in training, 345–346
Taxes. See also Sales taxes
posting charges for, 229
U.S. Tax Relief Extension Act of 1999, 8
Tax Act, 8
Tax charges, 275, 277
Tax cumulative total feature, 275
Taxable REIT Subsidiary, 8
Technological advances, in hotel industry, 6, 7
Telephone charges, 277, 285
Telephone initiation and reception agreements, 348
Telephone operators, 56
Theft, of inventory, 425–426
Theory X, 368, 369
Theory Y, 368, 369
Third-party reservation web sites:
consumer’s response to, 134–135
financial effects of, 135
resale reservations through, 139
Thomson, Gary, 131
Tickler files:
for marketing and sales, 122–123
training, 351
Time clocks module, 124
Tips, declared on night audit report, 275
Today’s outstanding accounts receivable, 286
Toh, Rex S., 143, 144
Toiletries, 422
Top down, 203
Total cash sales, 286
Total discounts, 286
Total outstanding accounts receivable, 286
Total paid-outs, 286
Total quality management (TQM):
in delivering hospitality, 318, 319, 328–330
example, 88–89
historical development of, 8
and interdepartmental communication for hospitality, 328
and Patrick Mene, 318
role in effective communications, 87
used by general managers, 47
Total restaurant sales, 275
Total revenue, 278, 286
Total write-offs, 278, 286
Touch screen, for PMS, 113
Tourists:
ecotourists, 27
travelers, 138–140
Tour, of property, 341
TQM, see Total quality management
Trade journals, for hotel industry career preparation, 28, 31
Traffic managers, 57
Trainers:
and professional attitudes, 354
teaching ability of, 353
techniques for, 349
for training, 353–354
training of, 348
Training:
and cross-training, 353
duties of executive housekeepers, 416–417
for emergencies, 403
employees with physical disabilities, 356
for empowerment, 326, 354
in fire safety, 396
Hands-on-training, for ADA compliance, 430
for hospitality management, 326–327
on-the-job, 63, 350
personnel, 63
safety training programs, 406
for sales, 202–203
in salesperson skills, 372
trainers for, 348, 353–354
Training programs, 345–353
administering, 352–353
and job management skills, 345–346
and management, 347
for point-of-sale front office, 372–373
step-by-step procedures for, 346–347
steps in, 347–352
and task identification, 345–346
Training Services, Educational Institute, 399
Training tickler file, 351
Transfers:
defined, 77
posting charges for, 230
Transfer slip, 224
Travel agent, 137, 140
TravelCLICK, 133, 170
Travel directories, 139
Travelers, 138–140
Travelers Aid Society, 247
Traveler’s checks, 246
Travel Industry Association of America, 133–134, 256
Travelocity, 134
Trends, customer, 24–27
business travel, 26–27
discretionary income, 25–26
ecotourists, 27
family/household size, 26
female business travel, 26–27
leisure time, 25
me/pleasure concept, 25
Trial and error, training, 351
Trial balance, 268–269
True integration, 158–159
Turgeon, Normand, 315
Twin Bridges Marriott Motor Hotel, 4

U
Understays, 144
UniFocus, 312–313
U.S. Environmental Protection Agency (EPA), 429–430
U.S. Tax Relief Extension Act of 1999, 8
Universal Studios, 391
Upsell, 365

V
Valet charges, 285
for dry cleaning/laundry, 277
for parking, 278
Vending machines:
cash from, 277
in night audit report, 285
Verret, Carol, 174
Videos, for training, 351
VIP status, 155
Visit frequency, in guest histories, 254–255
Vista Hotel, 400
Visual alarm systems, 398

W
Waldorf-Astoria, 2, 3, 54, 322
Waldorf Hotel, 3
Waldorf Towers, 3
Walking a guest with a reservation, 212
Walk-in guests, 144
Watson, Bill, 330
Web-based check-in, 217
Web Sites, see Internet; Third-party reservation web sites
Wester Union, 247
Wilson, Kemmons, 3–4
Woodworth, R. Mark, 9
Work experience, for hotel industry careers, 29
Working supervisors, 44, 45
Workload, of room attendants, 416
World Trade Center:
1993 bombing of, 400
September 11, 2001 attacks on, see September 11, 2001
Worldwide Reservation Center, 4

Write-offs, total, 278, 286
Wyndham Hotels & Resorts, 23

X
xBase, 104–105

Y
Yesterday’s outstanding accounts receivable, 286
Yield:
calculating, 39
definition of, 171–173
formula for, 172
and optimal occupancy, 173
and optimal room rate, 173
Yield management. See also Revenue management
and forecasting room sales, 174
and revenue management, 169–171
strategies for implementing, 173–174
systems and procedures for, 175
as term, 170
use of, 169–171
Yield percentage, 16, 17
Young, John W., 312, 314, 316, 323, 324

Z
Zemke, Ron, 309, 310, 316, 322–324, 327, 328
Zero Defects, 418
Zip (postal) code, 253