

# Contents

|                                                                                             |            |
|---------------------------------------------------------------------------------------------|------------|
| <i>Acknowledgements</i>                                                                     | <i>vii</i> |
| <i>Contributors</i>                                                                         | <i>ix</i>  |
| <i>Preface</i>                                                                              | <i>xv</i>  |
| 1 Operations management: theoretical underpinnings<br><i>Peter Jones</i>                    | 1          |
| 2 Hospitality systems<br><i>Stephen Ball</i>                                                | 19         |
| 3 The servicescape<br><i>Karthik Namasiyayam and Ingrid Y. Lin</i>                          | 43         |
| 4 Hospitality customers: their roles in service blueprints<br><i>Bonnie Farber Canziani</i> | 63         |
| 5 Waiting lines and self-service<br><i>Carolyn U. Lambert and Kate Wonjae Lee</i>           | 91         |
| 6 The service encounter<br><i>Beverley Sparks and Karin Weber</i>                           | 109        |
| 7 Electronic distribution<br><i>Peter O'Connor</i>                                          | 139        |
| 8 ICT and hospitality operations<br><i>Paul A. Whitelaw</i>                                 | 167        |
| 9 Outsourcing<br><i>Pornpissanu Promsivapallop</i>                                          | 185        |
| 10 Operational performance<br><i>Andrew Lockwood</i>                                        | 209        |
| 11 Revenue management<br><i>Stowe Shoemaker and Thomas Gorin</i>                            | 237        |

|    |                                                                             |     |
|----|-----------------------------------------------------------------------------|-----|
| 12 | Managing labour productivity<br><i>Robert Christie Mill</i>                 | 269 |
| 13 | Quality management<br><i>Mohamed Fawzy Afify</i>                            | 295 |
| 14 | Innovation management<br><i>Michael Ottenbacher</i>                         | 339 |
| 15 | Chain restaurant management<br><i>Dennis Reynolds and Robin B. DiPietro</i> | 367 |
| 16 | Crisis management<br><i>Dolf A. Mogendorff</i>                              | 385 |
| 17 | Environmental management<br><i>David Kirk</i>                               | 401 |
|    | <i>Index</i>                                                                | 429 |