

Glossary

access time: the amount of time required for a processor to retrieve information from the hard drive; recorded in milliseconds

accounts payable: financial obligations the hotel owes to private and government-related agencies and vendors

accounts receivable: amounts of money owed to the hotel by guests

aging of accounts: indication of the stage of the payment cycle—such as 10 days old, 30 days overdue, 60 days overdue

all-suites: a level of service provided by a hotel for a guest who will desire an at-home atmosphere

amenities: personal toiletry items such as shampoo, toothpaste, mouthwash, and electrical equipment

American Hotel & Lodging Association: a professional association of hotel owners, managers, and related occupations

American plan: a room rate that includes meals, usually breakfast and the evening meal, as well as room rental in the room rate

Americans with Disabilities Act (ADA): a U.S. law enacted in 1990 that protects people with disabilities from being discriminated against when seeking accommodations and employment

assets: items that have monetary value

assistant general manager: a person in the hotel who executes plans developed by the corporate owners, general manager, and other members of the management staff

athletics director: the person responsible for supervising physical exercise facilities for guests

atrium concept: a design in which guest rooms overlook the lobby from the first floor to the roof

average daily rate (ADR): a measure of the hotel staff's ability to sell available room rates; the method to compute the ADR is:

$$\frac{\text{room revenue}}{\text{number of rooms sold}}$$

back office: the accounting office of a hotel

back office accounts payable: amounts of money prepaid on behalf of the guest for future consumption of a good or service (sometimes referred to as *back office cash accounts*)

balance sheet: an official financial listing of assets, liabilities, and owner's equity

bank cards: credit cards issued by banks, examples of which include Visa, MasterCard, and JCB

banquet manager: a person responsible for fulfilling the details of service for a banquet or special event

banquet sheet: a listing of the details of an event at which food and beverages are served

bell captain: the supervisor of the bell staff

bell staff: people who lift and tote baggage, familiarize guests with their new surroundings, run errands, deliver supplies, provide guests with information on in-house marketing efforts and local attractions, and act as the hospitality link between the lodging establishment and the guest

bill-to-account: an extension of credit to a guest by an individual hotel, that requires the guest or the guest's employer to establish a line of credit and to adhere to a regular payment schedule

biometrics: an individual electronic measurement of uniqueness of a human being such as voice, hand-print, or facial characteristics

blackout: total loss of electricity

blocking on the horizon: reserving guest rooms in the distant future

blocking procedure: process of reserving a room on a specific day

bottom up: a sales method that involves presenting the least expensive rate first

brownouts: partial loss of electricity

bus association network: an organization of bus tour owners and operators who offer transportation and travel information to groups

business affiliations: chain or independent ownership of hotels

business services and communications center: guest services that include copying, computers, fax, etc.

call accounting: a computerized system that allows for automatic tracking and posting of outgoing guest room calls

cancellation code: a sequential series of alphanumeric combinations that provide the guest with a reference for a cancellation of a guaranteed reservation

cash bank: a specific amount of paper money and coins issued to a cashier to be used for making change

cashier: a person who processes guest checkouts and legal tender and makes change for guests

cashier's report: a daily cash control report that lists cashier activity of cash and credit cards and machine totals by cashier shift

Certified Hospitality Housekeeping Executive (CHHE): a certification for executive housekeepers offered through the Educational Institute of the American Hotel & Lodging Association

chain: a group of hotels that follow standard operating procedures such as marketing, reservations, quality of service, food and beverage operations, housekeeping, and accounting

- chain affiliations:** hotels that purchase operational and marketing services from a corporation
- channel management:** objective review of the most profitable marketing approach for guest rooms—central reservation system, GDS, third-party reservation system, toll-free phone reservation, travel agent, etc.
- city ledger accounts:** a collection of accounts receivable of nonregistered guests who use the services of the hotel
- collective bargaining unit:** a labor union
- commercial cards:** credit cards issued by corporations, an example of which is Diners Club
- commercial hotels:** hotels that provide short-term accommodations for traveling guests
- commercial rates:** room rates for businesspeople who represent a company but do not necessarily have bargaining power because of their infrequent or sporadic pattern of travel
- communications hierarchy:** a listing of the order in which management personnel may be called on to take charge in an emergency situation
- company-owned property:** a hotel that is owned and operated by a chain organization
- complimentary rate (comp):** a rate in which there is no charge to the guest
- computer supplies:** paper, forms, ribbons, ink cartridges, and floppy disks needed to operate the system
- concierge:** a person who provides an endless array of information on entertainment, sports, amusements, transportation, tours, church services, and babysitting in a particular city or town
- conference call:** a conversation in which three or more persons are linked by telephone
- confirmed reservations:** prospective guests who have a reservation for accommodations that is honored until a specified time
- continental breakfast:** juice, fruit, sweet roll, and/or cereal
- controller:** the internal accountant for the hotel
- convention guests:** guests who attend a large convention and receive a special room rate
- corporate client:** a hotel guest who represents a business or is a guest of that business and provides the hotel with an opportunity to establish a regular flow of business during sales periods that would normally be flat
- corporate guests:** frequent guests who are employed by a company and receive a special room rate
- corporate rates:** room rates offered to corporate clients staying in the hotel
- CPS (characters per second):** measure of the speed with which individual characters are printed
- credit:** a decrease in an asset or an increase in a liability, or an amount of money the hotel owes the guest
- credit balance:** amounts of money a hotel owes guests in future services
- credit card imprinter:** makes an imprint of the credit card the guest will use as the method of payment
- credit card validator:** a computer terminal linked to a credit card data bank that holds information concerning the customer's current balance and security status
- crisis management:** maintaining control of an emergency situation

- cross-training:** training employees for performing multiple tasks and jobs
- cumulative total feature:** an electronic feature of a PMS that adds all posted room rate amounts previously entered into one grand total
- current guests:** guests who are registered in the hotel
- cursor:** a flashing point on a monitor that indicates where data can be entered on a computer screen
- customer relationship management:** a system that allows hotel managers to integrate technology to support customer service techniques that provide top-notch customer service
- cycle of service:** the progression of a guest's request for products and services through a hotel's departments
- daily announcement board:** an inside listing of the daily activities of the hotel (time, group, and room assignment)
- daily blocking:** assigning guests to their particular rooms on a daily basis
- daily flash report:** a PMS listing of departmental totals by day, period to date, and year to date, which helps the manager determine the financial success of the previous day and current status in achieving other financial goals
- daily function sheet:** a listing of the planned events in the hotel
- daily sales report:** a financial activity report produced by a department in a hotel that reflects daily sales activities with accompanying cash register tapes or point-of-sale audit tapes
- database interfaces:** the sharing of information among computers
- data sorts:** report options in a PMS that indicate groupings of information
- debit:** an increase in an asset or a decrease in a liability
- debit balance:** an amount of money the guest owes the hotel
- debit cards:** embossed plastic cards with a magnetic strip on the reverse side that authorize direct transfer of funds from a customer's bank account to the commercial organization's bank account for purchase of goods and services
- deep cleaning:** a thorough cleaning on furniture and accessories, windows, flooring, and walls
- demographic data:** size, density, distribution, and vital statistics of a population broken down into, for example, age, sex, marital status, and occupation categories
- departmental accounts:** income- and expense-generating areas of the hotel, such as restaurants, gift shop, and banquets
- desk clerk:** the person who verifies guest reservations, registers guests, assigns rooms, distributes keys, communicates with the housekeeping staff, answers telephones, gives information about and directions to local attractions, accepts cash and gives change, and acts as liaison between the lodging establishment and the guest as well as the community
- direct-mail letters:** letters sent directly to individuals in a targeted market group in a marketing effort
- director of marketing and sales:** the person who analyzes available markets, suggests products and services to meet the needs of those markets, and sells these products and services at a profit

director of security: the person who works with department directors to develop procedures that help ensure employee honesty and guest safety

discount rate: a percentage of the total sale charged by the credit card agency to the commercial enterprise for the convenience of accepting credit cards

discretionary income: the money remaining from wages after paying for necessities such as food, clothing, and shelter

disk drive: a place in the computer where data is stored or read; CD drive, hard drive, or 3½-inch floppy drive

distance learning: learning that takes place via satellite broadcasts, PictureTel, or online computer interaction

documentation: printed or on-screen (monitor) instructions for operating hardware or software that accompany a specific PMS

double occupancy percentage: a measure of a hotel's staff ability to attract more than one guest to a room; the method to compute double occupancy percentage is:

$$\frac{\text{number of guests} - \text{number of rooms sold}}{\text{number of rooms sold}} \times 100$$

ecotourists: tourists who plan vacations to understand the culture and environment of a particular area

electronic key: a plastic key with electronic codes embedded on a magnetic strip

electronic key system: a system composed of battery-powered or, less frequently, hardwired locks; a host computer and terminals; a keypuncher; and special entry cards that are used as keys

elevator operator: a person who manually operates the mechanical controls of the elevator

email: a communication system that uses an electronic network to send messages via computers

employee handbook: publication that provides general guidelines concerning employee conduct

empowerment: management's act of delegating certain authority and responsibility to frontline employees

ergonomics: the study of how people relate psychologically and physiologically to machines

euro: the accepted currency for some European states: Belgium, Germany, Spain, France, Ireland, Italy, Luxembourg, the Netherlands, Austria, Portugal, Finland, and Greece

European plan: a rate that quotes room charges only

executive housekeeper: the person responsible for the upkeep of the guest rooms and public areas of the lodging property as well as control of guest room inventory items

express checkout: means by which the guest uses computer technology in a guest room or a computer in the hotel lobby to check out

extended stay: a level of service that attracts long-term guests by providing light food service and amenities that include fully equipped kitchenette, spacious bedrooms, and living areas for relaxation and work

FAM (familiarization) tours: complimentary visits sponsored by the lodging property that host representatives of travel organizations, bus associations, social and nonprofit organizations, and local corporate traffic managers

- family rates:** room rates offered to encourage visits by families with children
- fax machine:** equipment for facsimile reproduction via telephone lines
- fire safety display terminal:** a device that ensures a constant surveillance of sprinkler systems and smoke detectors
- float:** the delay in payment from an account after using a credit card or personal check
- floor inspector:** a person who supervises the housekeeping function on a floor of a hotel
- floor limit:** a dollar amount set by the credit card agency that allows for a maximum amount of guest charges
- flow analysis processes:** the preparation of a schematic drawing of the operations included in a particular function
- flowchart:** an analysis of the delivery of a particular product or service
- folio:** a guest's record of charges and payments
- folio well:** a device that holds the individual guest folios and city ledger folios
- food and beverage director:** the person responsible for the efficient operation of the kitchen, dining rooms, banquet service, room service, and lounge
- foot patrol:** walking the halls, corridors, and outside property of a hotel to detect breaches of guest and employee safety
- forecasting:** projecting room sales for a specific period
- franchisee:** a hotel owner who has access to a national reservation system and receives the benefits of the corporation's management expertise, financial backing, national advertising, and group purchasing
- frontline employees:** employees who deliver service to guests as front desk clerks, cashiers, switchboard operators, bellhops, concierge, and housekeeping employees
- front office:** the communication, accounting, and service center of the hotel
- front office manager:** the person responsible for leading the front office staff in delivering hospitality
- full house:** 100 percent hotel occupancy; a hotel that has all its guest rooms occupied
- full service:** a level of service provided by a hotel with a wide range of conveniences for the guest
- function sheet:** listing of the daily events in a hotel, such as meetings, etc.
- Global Distribution Systems (GDS):** distributors of hotel rooms to corporations such as travel agents that buy rooms in large volume
- going green:** the responsibility to take care of the environment
- general ledger:** a collection of accounts that the controller uses to organize the financial activities of the hotel
- general manager:** the person in charge of directing and leading the hotel staff in meeting its financial, environmental, and community responsibilities
- gigabyte:** 1,024 megabytes of formatted capacity
- group planner:** the person responsible for securing guest room accommodations, food and beverage programs, transportation reservations, meeting facilities, registration procedures, tours, and information on sightseeing, while maintaining a budget for group travelers

group rates: room rates offered to large groups of people visiting the hotel for a common reason

group travelers: persons who are traveling on business or for pleasure in an organized fashion

guaranteed reservations: prospective guests who have made a contract with the hotel for a guest room

guest folio: a form imprinted with the hotel's logo and a control number and allowing space for room number, guest identification, date in and date out, and room rate in the upper left-hand corner; it allows for guest charges to be imprinted with a PMS and is filed in room-number sequence

guest histories: details concerning the guests' visits, such as ZIP code, frequency of visits, corporate affiliation, or special needs

guest supplies: commonly referred to as *guest amenities* or *personal toiletries*; care items such as small bottles of shampoo, hair conditioner, lotion, soap, mouthwash, shoeshine cloth, mending kit, etc.

guest test: evaluation procedure in which an outside person is hired by the hotel to experience hotel services and report the findings to management

half-day rate: a room rate based on length of guest stay in a room

hard key: a metal device used to trip tumblers in a mechanical lock

hard-key system: a security device consisting of the traditional hard key that fits into a keyhole in a lock; preset tumblers inside the lock are turned by the designated key

hardware: computer equipment used to process software, such as central processing units, keyboards, monitors, and printers

HSA International: a commercial hospitality educational organization based in Pembroke Pines, FL. HSA International offers 24/7 distance learning sales person skills in reservations via the Internet for front office and marketing and sales office personnel.

HITEC: an acronym for Hospitality Industry Technology Exposition and Conference, which features all the latest computer software for the hospitality industry

hospitality: the generous and cordial provision of services to a guest

hotel broker: a person who sells hotel room prize packages to corporations, sweepstakes promoters, game shows, and other sponsors

hotel representative: a member of the marketing and sales department of the hotel who actively seeks out group activities planners

house count: the number of persons registered in a hotel on a specific night

housekeeper's room report: a daily report that lists the occupancy status of each room according to the housekeeping department

housekeeping room status: terminology that indicates availability of a guest room such as *available*, *clean*, or *ready* (room is ready to be occupied), *occupied* (guest or guests are already occupying a room), *dirty* or *stayover* (guest will not be checking out of a room on the current day), *on change* (guest has checked out of the room, but the housekeeping staff has not released the room for occupancy), and *out of order* (the room is not available for occupancy because of a mechanical malfunction)

house limit: a dollar amount set by the hotel that allows for a maximum amount of guest charges

Hubbart formula: a method used to compute room rates that considers such factors as operating expenses, desired return on investment, and income from various departments in the hotel

human resources manager: the person responsible for administering federal, state, and local employment laws as well as advertising, screening, interviewing, selecting, orienting, training, and evaluating employees

incentive program: an organized effort by management to understand employees' motivational concerns and develop opportunities for employees to achieve both their goals and the goals of the hotel

independent hotel: a hotel that is not associated with a franchise

in-house laundry: a hotel-operated department that launders linens, uniforms, bedspreads, etc.

inkjet: a printer that produces small dots printed with liquid ink on paper

inquiries/reports: a feature of the PMS that enables management to maintain a current view of operations and finances

in-room guest checkout: a feature of the property management system that allows the guest to use a guest room television to check out of a hotel

in-service education: courses that update a professional's educational background for use in current practice

intranet: a computer network for in-house users to share timely operational information to conduct business

interdepartmental communication: communication between departments

interfacing: the ability of computers to communicate electronically and share data

interhotel property referrals: a system in which one member-property recommends another member-property to a guest

International Executive Housekeepers Association (IEHA): a professional organization for executive housekeepers located in Westerville, Ohio; <http://www.ieha.org/>; it provides two opportunities for certifications—Certified Executive Housekeeper (CEH) and Registered Executive Housekeeper (REH)

Internet: a network of computer systems that share information over high-speed electronic connections

intersell cards: credit cards issued by a hotel corporation, similar to private label cards

intradepartmental communication: communication inside a department

I/O ports (input/output devices): keyboards, monitors, modems, mouse, joystick, light pen, printers, and track balls

job analysis: a detailed listing of the tasks performed in a job, which provides the basis for a sound job description

job description: a listing of required duties to be performed by an employee in a particular job

keyboard: a standard or Dvorak-type typewriter-style keypad that allows the operator to enter or retrieve data

key clerk: a person who issues keys to registered guests and other hotel personnel and sorts incoming mail for registered guests and management staff

key drawer: a drawer located underneath the counter of the front desk that holds room keys in slots in numerical order

key fob: a decorative and descriptive plastic or metal tag attached to a hard key

keypad: a numeric collection of typewriter keys and function keys that allows the operator to enter numbers or perform math functions in a computer

laser: a printer that produces photo images on paper

late charges: guest charges that might not be included on the guest folio because of a delay in posting by other departments

letter-quality: a better type of dot-matrix print

leisure travelers: people who travel alone or with others on their own for visits to points of interest, to relatives, or for other personal reasons

liabilities: financial or other contractual obligations or debts

limited service: a level of service provided by a hotel with guest room accommodations and limited food service and meeting space

litigious society: an environment in which consumers sue providers of products and services for not delivering them according to expected operating standards

main menu: on-screen list of all the available individual programs (modules) included in the software system

maintenance manager: a staff member in a limited-service property who maintains the heating and air-conditioning plant, produces guest room keys, assists housekeeping attendants as required, and assists with guest safety and security

management contract property: a hotel operated by a consulting company that provides operational and marketing expertise and a professional staff

manager's report: a listing of occupancy statistics from the previous day, such as occupancy percentage, yield percentage, average daily rate, RevPAR, and number of guests

market segments: identifiable groups of customers with similar needs for products and services

marquee: the curbside message board, which includes the logo of the hotel and space for a message

mass marketing: advertising products and services through mass communications such as television, radio, and the Internet

master credit card account: an accounts receivable that tracks bank, commercial, private label, and inter-sell credit cards such as Visa, MasterCard, and JCB

Material Safety Data Sheets (MSDS): a listing of the chemical contents, relative hazards to the users, and name and address of the producers of the contents

megabyte: 1,024 kilobytes of formatted capacity

megahertz(mHz): one million cycles per second; indicates computer speed

message book: a loose-leaf binder in which the front desk staff on various shifts can record important messages

- military and educational rates:** room rates established for military personnel and educators
- modem:** computer hardware that allows for transfer of data through telephone lines, data expressed in baud—information transfer—rates
- modified American plan:** a room rate that offers one meal with the price of a room rental
- moments of truth:** every time the hotel guest comes in contact with some aspect of the hotel, he or she judges its hospitality
- money wire:** an electronic message that authorizes money from one person to be issued to another person
- monitor:** a television screen with color or monochrome capacity to view input and output data, control column width and line length of display, adjust height of character display, and allow visual control
- moonlighter:** a person who holds a full-time job at one organization and a part-time job at another organization
- motivation:** investigating employee needs and desires and developing a framework for meeting them
- Murphy bed:** a bed that is hinged at the base of the headboard and swings up into the wall for storage, an example being the SICO brand wallbed
- needs analysis:** assessment of the flow of information and services of a specific property to determine if proposed new equipment can improve the flow
- night audit:** the control process whereby the financial activity of guests' accounts is maintained and balanced on a daily basis
- night auditor:** the person who balances the daily financial transactions of guests who have used hotel services, acts as a desk clerk for the night shift, and communicates with the controller
- no-show factor:** percentage of guests with confirmed or guaranteed reservations who do not show up
- Occupational Safety and Health Administration:** a U.S. government agency that provides oversight on employee worksite safety
- occupancy management formula:** calculation that considers confirmed reservations, guaranteed reservations, no-show factors of these two types of reservations, predicted stayovers, predicted understays, and predicted walk-ins to determine the number of additional room reservations needed to achieve 100 percent occupancy
- occupancy percentage:** the number of rooms sold divided by the number of rooms available
- online:** operational and connected to the main computer system
- on-the-job training:** a training process in which the employee observes and practices a task while performing his or her job
- operational effectiveness:** the ability of a manager to control costs and meet profit goals
- operational reports:** operational data on critical financial aspects of hotel operations
- optimal occupancy:** achieving 100 percent occupancy with room sales that yield the highest room rate
- optimal room rate:** a room rate that approaches the rack rate
- organization charts:** schematic drawings that list management positions in an organization
- orientation checklist:** a summary of all items that must be covered during orientation

orientation process: the introduction of new hires to the organization and work environment, in order to provide background information about the property

outsourcing: provision of service to the hotel—for example, a central reservation system—by an agency outside of the hotel

outstanding balance report: a listing of guests' folio balances

overbooking: accepting reservations for more rooms than are available by forecasting the number of no-show reservations, stayovers, understays, and walk-ins, with the goal of attaining 100 percent occupancy

package rate: room rates that include goods and services in addition to rental of a room

paid in advance (PIA): guests who paid cash at check-in

paid-outs: amounts of monies paid out of the cashier's drawer on behalf of a guest or an employee of the hotel

paid-out slips: numbered forms that authorize cash disbursement from the front desk clerk's bank for products on behalf of a guest or an employee of the hotel

par system: a level of inventory established that provides adequately for service

parking garage manager: the person responsible for supervising garage attendants and maintaining security of guests and cars in the parking garage

payback period: the period of time required for the hotel to recoup purchase price, installation charges, financing fees, and so forth through cost savings and increased guest satisfaction; assists in deciding whether to install computers

percent occupancy: the number of rooms sold divided by the number of rooms available multiplied by 100

percent yield: the number of rooms sold at average daily rate versus number of rooms available at rack rate multiplied by 100

physical plant engineer: the person who oversees a team of electricians; plumbers; heating, ventilating, and air-conditioning contractors; and general repair people to provide behind-the-scenes services to the guests and employees of the lodging property

PictureTel: the use of telephone lines to send and receive video and audio impressions

plant: an outside person hired by a hotel to experience hotel services and report the findings to management

point of sale: an outlet in the hotel that generates income, such as a restaurant, gift shop, spa, or garage

point-of-sale front office: a front office whose staff promotes other profit centers of the hotel

point-of-sale terminals: computerized cash registers that interface with a property management system

policy and procedure manual: publication that provides an outline of how the specific duties of each job are to be performed

postal code: *See* ZIP or postal code

posting: the process of debiting and crediting charges and payments to a guest folio

potential gross income: the amount of sales a hotel might obtain at a given level of occupancy, average daily rate, and anticipated yield

ppm (pages per minute): printing speed capability

predicted house count: an estimate of the number of guests expected to register based on previous occupancy activities

printer: computer hardware in dot-matrix, ink-jet, or laser models that produces hard copies of output data in letter quality or draft style in various print fonts, with printing speed being expressed in CPS (characters per second), number of characters per line, and pages per minute and paper insertion being tractor-fed, single-sheet, or continuous-form

prior approved credit: use of a credit card to establish creditworthiness

private label cards: credit cards issued by a retail organization, such as a department store or gasoline company

processor speed: how fast a CPU (central processing unit) makes calculations per second; expressed in MHz (the abbreviation for megahertz)

profit-and-loss statement: a listing of revenues and expenses for a certain time period

property management system (PMS): a generic term for applications of computer hardware and software used to manage a hotel by networking reservation and registration databases, point-of-sale systems, accounting systems, and other office software

psychographic data: emotional and motivational forces that affect a service or product for potential markets

rack rate: the highest room rate category offered by a hotel

real estate investment trust (REIT): a form of financing an investment in real estate through a mutual fund

recreation director: the person in charge of developing and organization recreational activities for guests

referral member: a hotel owner or developer who has access to a national reservation system

referral property: a hotel operating as an independent that wishes to be associated with a certain chain; uses national reservation system

referral reservation service: a service offered by a management company of a chain of hotels to franchisee members

registration card: a form on which the guest indicates name, home or billing address, home or billing phone number, vehicle information, date of departure, and method of payment

reservation code: a sequential series of alphanumeric combinations that provide the guest with a reference for a guaranteed reservation

reservation referral system: a worldwide organization that processes requests for room reservations at a particular member-hotel

reservations manager: the person who takes and confirms incoming requests for rooms, noting special requests for service; provides guest with requested information; maintains an accurate room inventory; and communicates with marketing and sales

reservation status: terminology used to indicate the availability of a guest room to be rented on a particular night, i.e., *open* (room is available for renting), *confirmed* (room has been reserved until 4:00 P.M.

or 6:00 P.M.), *guaranteed* (room has been reserved until guest arrives), and *repair* (room is not available for guest rental)

residential hotels: hotels that provide long-term accommodations for guests

revenue account: part of owner's equity

revenue management: a process of planning to achieve maximum room rates and most profitable guests (guests who will spend money at the hotel's food and beverage outlets, gift shops, etc.), that encourages front office managers, general managers, and marketing and sales directors to target sales periods and develop sales programs that will maximize profit for the hotel

revenue manager: a management position that provides oversight to room inventory and room rates through various marketing channels

revenue per available room (RevPAR): the amount of dollars each hotel room produces for the overall financial success of the hotel, determined by dividing room revenues received for a specific day by the number of rooms available in the hotel for that day

$$\frac{\text{room revenue}}{\text{number of available rooms}} \text{ or hotel occupancy} \times \text{average daily rate}$$

revenue potential: the room revenue that could be received if all the rooms were sold at the rack rate

revenue realized: the actual amount of room revenue earned (number of rooms sold _ actual rate)

role-playing: acting out a role before actually being required to do the job

room attendants (housekeeping attendants): employees who clean and maintain guest rooms and public areas

room blocking: reserving rooms for guests who are holding reservations

room inspection: a final review of the room to assure that all housekeeping tasks have been completed and room furnishings are in order

room key control system: an administrative procedure that authorizes certain personnel and registered guests to have access to keys

room revenues: the amount of room sales received

room sales figure: the total of posted daily guest room charges

room sales projections: a weekly report prepared and distributed by the front office manager that indicates the number of departures, arrivals, walk-ins, stayovers, and no-shows

rooms forecast: the projection of room sales for a specific period

room status: information on availability of entry to a guest room—reservation (open, confirmed, guaranteed, or repair) or housekeeping (ready, on change, or out of order)

rule-of-thumb method for determining room rates: guideline stipulating that the room rate should be \$2 for every \$1,000 of construction costs

safety committee: a group of frontline employees and supervisors who discuss safety issues concerning guests and employees

sales associate: a person who books the guest's requirements for banquets and other special events

sales indicators: number of guests and revenue generated

security escort service: having a uniformed security guard escort a hotel employee to a financial institution

self-check-in process: a procedure that requires the guest to insert a credit card with a magnetic stripe containing personal and financial data into a self-check-in terminal and answer a few simple questions concerning the guest stay

service management program: a management program that highlights a company's focus on meeting customers' needs and allows a hotel to achieve its financial goals

service strategy statement: a formal recognition by management that the hotel will strive to deliver the products and services desired by the guest in a professional manner

shift leader: the person responsible for directing the efforts of a particular work shift

single-sheet: a type of printer that uses single-sheet paper

skill demonstration: demonstration of specific tasks required to complete a job

sleeper: a room that is thought to be occupied but is in fact vacant

smart card: an electronic device with a computer chip that allows a guest or an employee access to a designated area, tracking, and debit-card capabilities for the hotel guest

software: computer-designed applications that process data such as guest information and aid in financial transactions and report generation

statement of cash flows: a projection of income from income-generating areas of the hotel

stayovers: currently registered guests who wish to extend their stay beyond the time for which they made reservations

surcharge rates: telephone rates for adding service charges for out-of-state long-distance telephone service

tax cumulative total feature: an electronic feature of a PMS that adds all posted room tax amounts previously entered into one grand total

telephone initiation and reception agreements: contracts between senders and receivers of PictureTel concerning specifications of the telephone call and who pays for the call

telephone operator: the person who handles incoming and outgoing calls, locates registered guests and management staff, deals with emergency communication, and assists the desk clerk and cashier when necessary

tickler files: files used to prompt notice that certain events will be occurring

top-down: a sales method that involves presenting the most expensive rate first

total quality management (TQM): a management technique that encourages managers to look critically at processes used to produce products and services

total restaurant sales figure: total of all sales incurred at restaurants or food outlets in the hotel

touch screen: a type of computer monitor screen that allows the operator to input data by touch

traffic managers: persons who direct hotel guests to available elevators in the lobby

training tickler file: a database that keeps track of training sessions and alerts trainers to important upcoming dates

transfer slip: a form used to transfer an amount of money from one account to another while creating a paper trail

travel directories: organized listings of hotel reservation access methods and hotel geographic and specific accommodations information

traveler's checks: prepaid checks that have been issued by a bank or other financial organization

trial balance: a first run on a set of debits to determine their accuracy against a corresponding set of credits

true integration: the sharing of a reservation database by a hotel's central reservation system and property management system

understays: guests who arrive on time but decide to leave before their predicted date of departure

upsell: to encourage a customer to consider buying a higher-priced product or service than originally anticipated

visual alarm systems: flashing lights that indicate a fire or other emergency in a hotel room

walking a guest with a reservation: offering accommodations at another hotel to a guest who has a reservation when your hotel is overbooked

walk-in guests: guests who request a room rental without having made a reservation

working supervisor: a person who participates in the actual work performed while supervising

yield: the percentage of income that could be secured if 100 percent of available rooms are sold at their full rack rate

yield percentage: the effectiveness of a hotel at selling its rooms at the highest rate available to the most profitable guest

ZIP or postal code: an individual local postal designation assigned by a country