

Index

A

Access time, 101
Accounting, 1–2
 back office accounts, 115–116,
 230, 250–251
 bookkeeping system, 221–223
 call accounting, 51–52, 113
 computer applications, 102, 115–
 116
 responsibilities of controller, 48–
 49
 See also Charges and payments;
 Night audit
Account ledgers, 223–225
Accounts payable, 49, 115, 230–231
Accounts receivable, 49, 115–116
 city ledger, 60, 114, 223–225, 230,
 232, 268
 night audit, 268–269, 274, 279–
 280
 transfer of guest accounts, 230,
 250–251
Adams, Bruce, 130, 388
Advanced reservations, 144
Advertising, 253, 254
Airline industry, yield management
 in, 164–165
Albrecht, Karl, 305, 307, 312–313,
 319, 320–321, 324
Allin, Nancy J., 319
All-suite concept, 11–12, 18

Amenities
 guest requests for, 74, 75, 191
 in night audit, 277, 278
 security of, 381
 types of facilities, 9–14
American Hotel & Lodging Associa-
 tion, 25, 348
American plan, 199
Americans with Disabilities Act
 (ADA), 352–354
Announcement board, daily, 76
Assets, 222
Assistant manager, responsibilities of,
 44, 55
Astor, John Jacob V, 3
Astor, William Waldorf, 3
Athletics director, 38
Atrium concept, 5
Auto clubs, 247
Average daily rate (ADR), 15–16, 35,
 163–164, 269

B

Back office accounts, 115–116,
 230
 transfer of, 250–251
Baker, Dulcie, 129
Balance sheet, 49, 116
Bank-card payments, 187, 246
Bank deposits, in night audit, 273,
 274, 280

Banquet department, interdepartmen-
 tal communications of, 76–77
Banquet manager, 74
Banquet sales, in night audit, 271,
 276–277
Banquet sheets, 119
Beaudry, Mark, 386
Beds, 190–191
Bell captain, 52
Bell staff, 52
Bill-to-account, 51, 189, 243–244,
 250–251
Blocking on the horizon, 146, 150
Blocking procedures, 56, 142, 146,
 148, 189–190
Block-out periods, 171, 172, 175
Book-A-Rez, 143
Bookkeeping methods, 221–223
Bottom up sales method, 201
Bristol Hotels and Resorts, 9
Brown, P. Anthony, 8–9
Brownouts/blackouts, 106–107
Bruns, Rick, 215
Budget
 computer applications, 107–18
 controller and, 48–49
 front office manager and, 55, 56,
 61
 payroll, 61, 64–66
 point-of-sale front office, 371, 374–
 375
Burglar alarms, 118

- Bus association network, 333–334
 - Bush, Melina, 135
 - Business affiliations, 19–21
 - Business services and communications center, 41
 - Business travel, market growth and, 23
- C**
- Cadotte, Ernest, 311
 - Call accounting, 51–52, 113
 - Canada Awards for Excellence Trophy, 327
 - Canadian guests, exchange rate for, 247–248
 - Canadian Hotel and Restaurant*, 360
 - Cancellation code, 146
 - Cancellations, 145–146
 - Career development
 - educational experience in, 24–25
 - in growth areas, 27–28
 - human resources role in, 47
 - international opportunities for, 27
 - within organization, 34
 - ports of entry, 26–27, 77
 - professional memberships and, 26
 - questions at career fair, 28
 - work experience in, 25–26
 - Carlson Hospitality Worldwide, 130
 - Carpal tunnel syndrome, 104–105
 - Cash flow statement, 49
 - Cashier, responsibilities of, 50–51
 - Cashier's report, 267, 274, 280–281
 - Cash payments, 114, 244–245, 265
 - Cash sales, 279
 - Certified Hotel Administrator (CHA), 25
 - Certified Rooms Division Executive (CRDE), 25
 - Chain affiliations, 19
 - Charges and payments, 221–235
 - back office accounts, 230, 232
 - bookkeeping procedures, 221–223
 - exchange rate and, 247–248
 - for food and beverage, 75–76, 112
 - forms, 223
 - for guaranteed reservation, 145
 - late charges, 238
 - methods of payment, 189, 242–247
 - bill-to-account, 51, 189, 243–244
 - cash, 114, 244–245, 265
 - debit cards, 246
 - emergency services and, 246–247
 - personal checks, 145, 245
 - traveler's checks, 245
 - See also* Credit-card payment
 - night audit, 265
 - posting, 112–113, 226–230
 - review of, 241
 - standard operating procedures, 232
 - for telephone calls, 51–52, 113, 230
 - transfer to accounts receivable, 250–251
 - unauthorized, 250
- Check-in
- delays, 82–83, 116, 182–183, 193
 - payment in advance, 114
 - request for, 185
 - self-check-in process, 111, 211, 213, 214
 - training process, 344–345
 - See also* Registration
- Checkout, 237–259
- computerized, 114
 - documentation filing system, 249
 - express, 50
 - folio review, 114, 241
 - guest feedback at, 239–240, 325
 - in-room, 114, 241–242
 - interdepartmental communications
 - on departures, 249–250
 - key retrieval, 240–241
 - late, 81–83
 - late charges at, 238
 - payment at, 242–248
 - emergency services and, 246–247
 - exchange rate and, 247–248
 - methods of, 114, 242–246
 - transfer to back office, 250–251
- reports, 251
- sales of additional reservations at, 114, 248–249
 - scheduled, 189–190
 - step-by-step procedure, 239, 343
 - training process, 344
- Checks, payment with, 145, 245
- Chef, executive, 75
- Choice Hotels International, 129
- City ledger, 60, 114, 223–225, 230, 232, 268
- Colbert, Judy, 215
- Collective bargaining unit, 47
- Comment cards, 239–240, 312, 325
- Commercial cards, 187
- Commercial hotels, 14–15
- Commercial rates, 198
- Communications
 - for business travelers, 23
 - e-mail, 120
 - emergency procedures, 397–401
 - fire safety procedures, 393, 394, 395–397
 - front office role in, 1, 60, 71–72
 - with international guests, 46, 215
 - See also* Interdepartmental communications
- Communications hierarchy, 397
- Company-owned property, 20
- Complimentary rate (comp), 199
- Computer supplies, 103
- Computer system. *See* Property management system (PMS)
- Computer training, 25, 105–106
- Concierge, 52–53
- Conference call, 23
- Confirmed reservations, 139, 144
- Continental breakfast, 45
- Controller, 34, 35, 38, 56
 - interdepartmental communications
 - of, 77, 78
 - responsibilities of, 40, 41, 48–49, 55
- Convention guests, 35, 133
- Corporate clients
 - guest histories, 253–254, 255
 - reservations methods, 132–133
 - room rates, 35, 198
- Corporate rates, 198
- Corprew, Kevin, 96

- Coughlin, Paula, 387
 CPS (characters per second), 103
 Credit
 balance, 268
 bill-to-account, 51, 189
 extension of, 186–189
 floor limit of, 114
 house limit of, 114, 243
 information, 184
 prior-approval, 50–51, 187–188, 247
 Credit-card payment
 in accounts receivable, 250–251, 268–269, 279
 advantages of, 242
 exchange rate and, 247–248
 fraudulent, 243
 processing of, 188, 242–243
 proof of identification, 188–189
 self check-in and, 111, 211, 213, 214
 types of cards, 187–188
 Credits and debits, 222–223, 230
 Crime Prevention through Environmental Design (CPTED), 380–381
 Criscillis, Chuck, 17
 Crisis management, 385
 Cross-training, 77, 350
 Cumulative total feature, 275
 Currency exchange, 247–248
 Current guests, additional bookings from, 109–110, 135–136
 Cursor, 104
 Customers. *See* Guests
 Cycle of service, 316–319, 322–323
- D**
- Daily announcement board, 76
 Daily blocking, 146
 Daily flash report, 264, 281, 284
 Daily function sheets, 60
 Database interfaces, 153–154
 Data sorts, 211
 Davidson, James T., 396
 Days Inns, 388
 Debit balance, 114
 Debit-card payments, 187, 246
 Debits and credits, 222–223, 230
 DeCaire, Michael, 77
 Delta Hotels, 327–328
 Deming, W. Edwards, 84, 315
 Demographic data, 21
 Departmental accounts, 261
 Departmental sales report, 265, 266, 274
 Department heads, 38, 39–40
 responsibilities of, 41–50
 See also specific departments
 Desk clerk, responsibilities of, 50, 51, 53
 Direct-mail letters, 119
 Disabled employees, 352–354
 Disabled guests, 192
 Discretionary income, market growth and, 22, 23
 Disk drive, 101
 Distance learning, 25, 348
 Documentation, 343
 Dot-matrix printer, 103
 Double occupancy percentage, 163
 Draft-style printer, 103
- E**
- Ecotourists, 24
 Education
 career development and, 24–25
 See also Training
 Educational rates, 198
 Eldorado Hotel, Santa Fe, 176
 Electronic key system, 203–204, 210, 211, 388–389
 Elevator operator, 52
 Ellis, Ray, 388
 E-mail, 120
 Embassy Suite Hotels, 18
 Embassy Suites Outdoor World, Dallas/Ft. Worth, 397–398
 Emergency communication manager, 398–399, 401
 Emergency communication plan, 8, 397–401
 Employees
 disabled, 352–354
 empowerment of, 60–61, 322–324
 files, 119–120
 front office staff, 50–53, 54
 handbook, 338
 hiring
 character traits and, 321–322, 335–336
 disabled applicants, 353
 human resource department and, 46–47, 79–80
 international opportunities, 27
 hospitality qualities of, 321–322, 333–336
 international guests and, 46, 215
 job descriptions, 47, 334
 job satisfaction, 310, 368
 moonlighters, 57–58
 motivation
 defined, 365
 sales incentives, 201, 202, 365–366
 service incentives, 309–310, 320–321
 supervision and, 57–59
 theories of, 365, 366, 367–369
 payroll, 61, 64–66
 personality clashes among, 59
 safety of, 401–404
 scheduling, 59–60, 61
 in service management planning, 315–317
 time clock, 120
 tipping, 271, 276
 total quality management (TQM) and, 84–87
 trainers, 350–351
 See also Career development; Training
 Empowerment, employee, 60–61, 322–323, 351–352
 Engineering department. *See* Maintenance department
 Entrance design, security and, 381
 Ergonomics, 104–105
 Escort service, 386
 Euro, 247
 European Community, currency of, 247
 European plan, 199
 Exchange rate, international, 247–248

Express checkout, 50
 Extended-stay hotels, 13, 18, 28

F

Fairfield Inns, 4
 FAM (familiarization) tours, 253
 Family rates, 198
 Family size, market growth and, 23
 FelCor Lodging Trust, 9
 Fire alarms, 118, 391, 395
 Fire code, 390
 Fire exits, 391
 Fire safety, 390–397
 Flash report, daily, 264, 281, 284
 Float, 246, 248
 Floor inspector, 45
 Floor limit, 114
 Flow analysis processes, 99
 Flowchart, 315
 Folios, guest
 closing, 250
 in ledgers, 223–225
 posting charges to, 75–76, 113, 223, 226–230
 retrieval/review, 241
 Food and beverage department, 35, 38
 computer applications, 102, 117
 interdepartmental communications of, 75–76
 responsibilities of director, 44–45, 55
 Food and beverage sales
 night audit, 267, 271, 276–277
 point-of-sale promotion and, 364, 366, 373
 yield management and, 174, 175
 Foot patrol, 386
 Forecasts, room sales, 75, 136–137, 157–158, 171, 176
 Foreign guests. *See* International guests
 Four Seasons Hotels, 309, 314
 Franchise corporations, 19
 Franchisee, in reservation system, 131
 Francis, Connie, 381
 Front desk, layout of, 94–97

Front desk clerk, responsibilities of, 50, 51, 53
 Frontline employees, 322
 Front office
 communications role of, 1–2, 60, 71–72
 functions of, 1–2
 in limited-service hotel, 53, 54
 organization of, 50–53, 54
 point-of-sale. *See* Sales, front office
 role in
 scheduling, 61, 63
 See also Check-in; Checkout; Registration; Reservations
 Front office manager, 34, 35, 38
 budgetary role of, 55, 56, 61
 job analysis, 55–57
 job description, 57, 58
 responsibilities of, 40, 48, 54–55, 58
 supervisory role of, 57–61
 Full house, 50
 Full-service hotels, 18
 Function sheets, 60, 119

G

Garage. *See* Parking garage
 Gehret, Doug, 173
 Gellad, Charles, 13
 General ledger, 49
 General manager
 organization chart and, 34
 ports of entry, 26–27
 responsibilities of, 41–44, 49, 51
 Gift shop manager, 38
 Gift shop sales
 night audit, 272, 278
 promotion of, 365
 Gigabyte, 101
 Global distribution system (GDS), 176
 Goforth, Greg, 18
 Group planner, 133
 Group rates, 198
 Group registration, 206, 207
 Group travelers, reservation marketing to, 133–135
 Guaranteed reservations, 139, 144

Guests
 complaints, 60, 307, 312
 corporate. *See* Corporate guests
 expectations, 311–313
 feedback from, 239–240, 312, 324–325
 fire safety and, 390, 395
 first impressions of, 94–95, 182–183
 flow of, 99
 frequency of visits, 254, 255
 groups, 35, 133–135
 histories, 73, 119, 250, 251–256
 international. *See* International guests
 messages, 150, 153
 moments of truth, 319–320, 324
 occupancy categories, 139–140, 144
 pleasure travelers, 135
 price constraints of, 193
 requests
 for amenities, 74, 75, 191
 for repairs, 78
 room, 147–148, 149, 190–193
 special needs, 192
 safety, 95, 97
 turnaway business, 171, 172, 174
 VIP status, 148, 152, 173
 walk-in, 139–140, 208
 See also Charges and payments; Check-in; Checkout; Registration; Reservations
 Guest test, 372

H

Half-day rate, 199
 Halpine, Kelly, 319
 Hampton Inns, 4, 12
 Handicapped employees, 352–354
 Handicapped guests, 192
 Hard-key system, 202–203, 240–241, 388, 389–390
 Hardware, computer
 installation of, 105
 selection of, 101, 103–104
 Heale, James, 78

- Henderson, Ernest, 4
- Herzberg, Frederick, 365, 366, 368, 369
- Heymann, Mark, 310
- Hilton, Conrad, 2-3
- Hilton Hotels, 2-3, 14, 77, 327, 387, 388
- Hiring
 - character traits and, 321-322, 335-336
 - disabled applicants, 353
 - human resource department and, 46-47, 79-80
 - international jobs, 27
- Holiday Inn, 3-4, 14, 18, 388
- Holiday Inn Grenada, Mississippi, 155
- Homewood Suites, Alexandria, 13
- Hoover, Herbert, 3
- Hospitality, 305
 - See also* Service management program
- Hospitality Television (HTV), 348
- Hotel & Motel Management*, 27, 130-131, 132, 388
- Hotel & Travel Index*, 134
- Hotel broker, 134
- Hotel industry
 - accommodations and services, 9, 11
 - business affiliations, 19-21
 - classification of facilities, 9-14
 - concept development in, 5-7
 - growth trends in, 21-24
 - historical background, 2-4
 - investments, 8-9
 - levels of service, 17-18, 308
 - market orientation in, 14-15
 - reorganization of, 7-8
 - sales indicators in, 15-17
 - after September 11 terrorist attacks, 7-8
 - technological advances in, 5, 6
- Hotel representative, 134
- Hotels*, 19
- Hotels & Suites, 388
- Hotel Sales and Marketing Association, International, 25
- Household size, market growth and, 23
- Housekeeper's report, 264, 282
- Housekeeping department
 - computer applications, 102, 116-117
 - interdepartmental communications of, 46, 56, 61, 74-75, 81-83, 199, 215
 - key system maintenance, 203
 - responsibilities of executive housekeeper, 38, 45-46, 55
 - in Total Quality Management (TQM) team, 326-327
- Housekeeping status, 74-75, 81-82, 102, 112, 115, 116, 193-194, 206, 208, 214
- House limit of credit, 114, 243
- Houston Hilton Hotel, 77
- Howard Johnson Franchise Systems, 388
- Hubbart formula, 196-197
- Human resources department
 - computer applications, 102, 119-120
 - interdepartmental communications of, 79-80
 - responsibilities of manager, 38, 46-47
 - See also* Employees
- Hyatt Hotels, 5, 215
- I**
- Incentive programs
 - motivation theory and, 365, 366, 367-369
 - sales, 201, 202, 365-366
 - service management, 309-310, 320-321
- Independent hotels, 20-21
- Ink-jet printer, 103
- Input/output devices (I/O) ports, 101
- Inquiries/reports, in property management system (PMS), 115
- In-room checkout, 114, 241-242
- In-service education, 24-25
- Interdepartmental communications, 35, 55, 71-87
 - with banquet department, 76-77
 - breakdown in, 80-84, 88-89
 - with controller, 77, 78
 - on departures, 249-250
 - emergency, 400-401
 - with food and beverage department, 75-76
 - with housekeeping department, 46, 56, 61, 74-75, 81-83, 199, 215
 - with human resources department, 79-80
 - with maintenance department, 78, 83
 - with marketing and sales department, 73-74, 80-81, 253
 - in needs analysis, 99
 - with security department, 78-79
 - in staff meeting, 89-91
 - total quality management (TQM) and, 84-86
 - yield management and, 173
- Interfacing, 93
- Interhotel property referrals, 131
- International guests
 - communications with, 46, 215
 - currency exchange, 247-248
 - greeting, 352
 - needs of, 255
- International Hotel Association, 165
- International job opportunities, 27
- Internet
 - job search on, 27
 - reservations on, 130-131, 135
- Intersell cards, 187
- I/O ports (input/output devices), 101
- J**
- Jefferson Hotel, Richmond, 12
- Job analysis, 47, 55-57, 334, 342
- Job description
 - front office manager, 57, 58
 - human resources department and, 47
 - preparation of, 55
 - training program and, 342
- Job responsibilities, of department heads, 41-50

Job satisfaction, 310, 368
 Job search. *See* Career development;
 Hiring
 Job training. *See* Training
 Johnson, Eric, 311
 Johnson, Lee, 362
 Johnston, John, 327
 Juliano, John, 385, 401
 Juran, Joseph, 316

K

Kapioltas, John, 4
 Keyboard, 103, 104, 105
 Key clerk, 52
 Key control system
 checkout procedures, 240–241
 electronic key, 203–204, 210, 211,
 241, 388–389
 hard-key, 202–203, 240–241, 388,
 389–390
 registration procedures, 202–203,
 210
 security and, 118, 203, 387–388
 Key fob, 203
 Keypad, 103
 Kline, Sheryl Fried, 94

L

Labor union, 47
 Laser printer, 103
 Las Vegas Hilton, 387
 Late charges, 238
 Laundry
 contracted out, 40
 in-house, 35, 46
 valet services, 277
 Layton, William, 311
 Ledgers, guest/city, 223–225, 230,
 232
 Leisure time, market growth and, 21–
 22
 Letter-quality, 103
 Liability, 222, 381, 387
 Lighting, crime prevention and,
 381
 Limited-service hotels
 concept of, 5, 12–13, 18

 department managers in, 43–44,
 45, 46, 47–48, 49
 front office in, 53, 54
 organization chart for, 40–41
 Lincoln Plaza Hotel & Conference
 Center, Reading, Pennsylvan-
 ia, 264
 Litigious society, 381
 Lobby design, security and, 381
Lodging, 215
 Long, Eric O., 51
 Longo, Joseph, 12

M

McGregor, Douglas, 365, 366, 367
 Main menu, 108, 109
 Maintenance agreement, computer,
 107
 Maintenance department
 computer applications, 102, 118
 interdepartmental communications
 of, 78, 83–84
 responsibilities of plant engineer/
 maintenance manager, 45
 room status information and, 78,
 83, 117
 Malcolm Baldrige Award, 316
 Management
 department heads, 38, 39–40
 emergency communications hierar-
 chy, 397
 general manager, 41–44
 organization charts, 34, 35–41
 responsibilities of department
 heads, 41–50
 service management program and,
 308–310
 total quality management (TQM),
 7, 44, 84–87, 315, 316, 326–
 328
 working supervisors, 40
 See also Career development
 Management contract property, 20
 Manager's report, 273, 274–275
 Marketing data, in guest histories,
 73, 119, 250, 251–256
 Marketing and sales department
 computer applications, 102, 119

 cooperation with front office man-
 ager, 54–55, 56
 frequent-visitor programs, 198
 group reservations and, 134–135
 guest niches and, 7
 interdepartmental communications
 of, 73–74, 80–88, 253
 responsibilities of director, 34, 38,
 47–48
 after September 11 terrorist at-
 tacks, 7–8
 See also Sales
 Market orientation, 14–15
 Market segments, 17–18
 Marquee, 76
 Marriott, J.W., 4
 Marriott, J.W., Jr., 4
 Marriott Foundation for People with
 Disabilities, 353–354
 Marriott Hotels and Resorts, 4, 12,
 18, 380–381
 Maslow, Abraham, 365, 366, 367–
 368
 Master credit-card account, 250, 268–
 269
 maxim automated revenue manage-
 ment system, 167–168
 Mayo, Elton, 365, 366, 368, 369
 Megabyte, 101
 Megahertz (MHz), 103
 Mene, Patrick, 316
 Me/pleasure concept, 22
 Merry Manor, Portland, Maine, 18
 Message book, 60
 Military rates, 198
 Minimum stay restrictions, 171
 Modem, 103
 Modified American plan, 199
 Moments of truth, guest's, 319–320,
 324
 Money wire, 246
 Monitor, 101
 Moonlighters, 57–58
 Moore, Robert, 4
 Motels, accommodations and serv-
 ices, 11
 Motivation
 defined, 365
 sales incentives, 201, 202, 365–366

- service incentives, 309–310, 320–321
 - supervision and, 57–59, 367, 368
 - theories of, 365, 367–369
 - Multilingual staff, 215
 - Murphy, Patrick M., 380
 - Murphy bed, 191
- N**
- Narula, Avinash, 360, 362–363
 - Needs
 - analysis, 97–100, 121
 - Maslow's hierarchy of, 367, 368–369
 - Night audit, 261–304
 - computer applications, 102, 115, 264–269
 - accounts receivable, 268–269
 - charges and payments, 265
 - departmental totals, 265–268
 - posting charges, 264
 - controller and, 49
 - defined, 261
 - examples of, 289–291, 295–297, 301–303
 - front office manager and, 48, 55, 56
 - importance of, 262–263, 264
 - preparation of report, 264, 269–282
 - responsibilities of night auditor, 51, 53, 263
 - standard operating procedures in, 232
 - steps in, 263
 - trial balance report, 264, 269, 270
 - Norman, Thomas, 155
 - No-show factors, 140
 - No-show reservation, 137–139, 143
- O**
- Occupancy
 - categories of, 139–140, 144
 - double, 163
 - full house, 50
 - management formula, 140–141
 - marketing data on, 254–255
 - no-show rate and, 137–139
 - optimal, 170
 - percentage, 15, 35, 161–163
 - projected, 150, 152
 - yield percentage, 15, 16, 35
 - On-the-job training, 59, 347
 - OPERA Revenue Management System, 166
 - Operating statistics, in night audit report, 281, 283
 - Operational effectiveness, 263
 - Operational reports, 42
 - Optimal occupancy, 170
 - Optimal room rate, 170
 - Organization charts, 34, 35–41
 - front office, 50–53, 54
 - full-service hotel, 35–40
 - limited-service hotel, 40–41
 - security department, 382
 - Orientation, new employee, 82–83, 336–340, 341
 - Orkin, E., 170, 171–172
 - Outsourcing, 143
 - Outstanding balance report, 115
 - Overbooking, 137–141, 154, 208–209
- P**
- Package rates, 198–199
 - Paid in advance (PIA), 114
 - Paid-out slips, 75, 76, 223, 229
 - Pallett, William, 327–328
 - Parking garage
 - in night audit report, 272, 278
 - responsibilities of manager, 38, 50
 - security of, 381
 - Payback period, 108
 - Payments. *See* Charges and payments
 - Payze, Sally, 143
 - Peddler's club, 198
 - Personal checks, payment with, 145, 245
 - Personality, hospitality qualities, 321–322, 333–336
 - Personnel. *See* Employees
 - Personnel department. *See* Human resources department
 - PictureTel, 23, 345
 - Plant, in guest test, 372
 - Plant engineer, 38, 45, 55, 56
 - Pleasure travelers, reservation methods, 135
 - PMS. *See* Property management systems
 - Point-of-sale front office. *See* Sales, front office role in
 - Point-of-sale terminals, 75–76, 93, 113, 117, 226
 - Policy and procedure manual, 338–339
 - Portman, John, 5
 - Postal code, 119, 252
 - Posting charges and payments, 112–113, 226–230, 264
 - Power outages, computer system and, 106–107
 - PPM (pages per minute), 103
 - Predicted house counts, 75
 - Printer, 103
 - Prior approved credit, 50–51
 - Private label cards, 187
 - Processor speed, 101
 - Professional trade organizations, 26
 - Profit-and-loss statement, 49, 108, 116, 187, 196, 254
 - Profit maximization, 165
 - Proof of identification, 188–189
 - Property management systems (PMS), 54, 93–125
 - applications of
 - accounting, 115–116
 - call accounting, 113
 - charges, posting, 112–113, 226–230
 - checkout, 241–242
 - checkout reports, 251
 - e-mail, 120
 - food and beverage, 117
 - guest histories, 251–256, 256
 - housekeeping, 116–117
 - human resources, 119–120
 - inquiries/reports, 115
 - maintenance, 118
 - marketing and sales, 119
 - night audit, 115, 265
 - registration, 111, 204–215
 - reservations. *See* Reservations, computerized

- Property management systems (*continued*)
- room status, 112
 - security, 118
 - time clock, 120
 - yield management, 110, 165–168
- cost recovery and, 107–108
- ergonomics and, 104–105
- layout of front desk, 94–97
- main menu of, 108, 109
- needs analysis and, 97–100, 121
- selection of
- considerations in, 105–107
 - hardware, 101, 103–104
 - software, 100–101
- training procedure, 343–344
- PROS Revenue Management, 166–167
- Psychographic data, 21
- Q**
- Quality Inns, 388
- R**
- Rack rate, 35, 110, 198
- Randall, Randy, 176
- Real estate investment trusts (REITs), 8–9
- Referral member reservation system, 131–132
- Referral property, 19–20
- Registration, 181–219
- additional bookings at, 135–136, 201–202
 - computerized, 111, 204–215
 - credit extension, 186–189
 - first impressions during, 182–183
 - group, 206, 207
 - guest information at, 183–184, 185–186, 205
 - key assignment, 202–204, 210
 - room selection, 189–194
 - steps in, 184
 - upselling during, 362–363, 366
- See also* Room rates
- Registration cards, 185–186, 252, 253
- Renaissance Hotels, 18
- Repair orders, 78, 118
- Reservation codes, 144–145
- Reservation manager, 51
- Reservations, 127–159
- additional bookings
 - at checkout, 248–249
 - at registration, 135–136, 201–202
 - blocking procedure, 56, 142, 146, 148, 189–190
 - cancellations, 145–146
 - computerized, 102, 128–130
 - central system, 109–110, 142–143
 - cost effectiveness of, 155
 - individual hotel PMS, 147–154
 - integrated CRS/PMS, 154
 - overview, 128–130
 - for corporate client, 132–133
 - forecasting, 136–137, 138
 - franchisee system, 131
 - for group travelers, 133–135
 - guest histories, 73, 119
 - importance of, 128
 - inquiry about, 185
 - Internet bookings, 130–131, 135
 - no-shows, 137–139, 143
 - outsourcing, 143
 - overbooking, 137–141, 154, 208–209
 - payment method and, 145
 - referral system, 35, 131–132, 133, 135
 - on toll-free number, 133, 135
 - through travel agents, 133, 135, 153
 - types of, 139, 144–145
- See also* Yield management
- Reservation status, 147, 194
- Residence Inn, 4
- Residential hotels, 14
- Restaurant sales. *See* Food and beverage sales
- Revenue per available room (RevPAR), 15, 16–17, 164, 269
- Revenue potential, 169
- Revenue realized, 169
- Revenue report, 264, 279
- RevPAR (revenue per available room), 16, 164
- Ritz, Cesar, 3
- Ritz-Carlton Hotel Company, 316
- Role-playing, in job training, 46, 347–348, 370
- Room
- blocking procedure, 56, 61, 142, 146, 148, 189–190
 - design and layout, 190, 191
 - guest requests, 147–148, 149, 190–193
 - inventory, 51, 190, 193–194, 206, 208
 - marketing data on, 254
 - rates. *See* Room rates
 - revenue, 15, 164, 281
 - sales. *See* Sales; Sales, front office role in
 - selection, 189–194
- Room attendants, 41, 116–117
- Room rates, 194–201
- average daily rate (ADR), 15–16, 35, 163–164
 - establishing, 195–197
 - marketing data on, 254
 - maximizing, 199–201
 - optimal, 170
 - price reduction, 193
 - rack rate, 35, 110
 - types of, 197–199
 - verifying, 209–210
- See also* Yield management
- Room rental, night audit, 271, 277
- Room sales figure, 275
- Room service
- night audit, 271, 276
 - promotion of, 366
- Room status
- housekeeping, 74–75, 81–82, 112, 116, 193–194, 206, 208, 214
 - reservation, 111–112, 194
- Room tax, 226, 271, 275
- Rule-of-thumb method for determining room rates, 196

S

- Safety, employee, 401–404
 Safety committee, 402, 403
 Sales
 forecasts, 136–137, 157–158, 171, 176
 indicators, 15–17
 marketing data in guest histories, 73, 119, 250, 251–256
 night audit, 271, 272, 276–277
 projections, 75, 195–196
 See also Marketing and sales department
 Sales, front office role in, 359–378
 additional reservations at check-out, 248–249
 additional reservations at registration, 135–136, 201–202
 bottom up *vs* top down methods, 201
 budget for, 371, 374–375
 character traits for, 335, 336
 goals of, 362–363
 incentive program, 201, 202, 365–366
 motivation theory and, 365, 367–369
 performance evaluation, 371–372
 planning process, 372–374
 promotional areas, 363–365, 366
 training for, 200–201, 369–371
 Sales associate, 74
 Sales reports
 daily, 274
 departmental, 265, 266, 274
 Sales tax, 226, 271, 276
 Schofield, Mike, 14
 Schultz, Ray, 4
 Security department, 379–408
 computer applications, 118
 vs contracted services, 385–387
 importance of, 380–381
 interdepartmental communications of, 78
 operational procedures of, 379–380
 emergency communications, 397–401
 employee safety, 401–404
 fire safety, 390–397
 key control, 387–390
 organization of, 382
 responsibilities of director, 41, 49, 382–385
 Security plans, 8
 Self-actualization, 368, 369
 Self-check-in process, 111, 211, 213, 214
 September 11 terrorist attacks, 7–8
 Service
 hospitality defined, 305
 levels of, 17–18, 308
 See also Service management program
 Service America! (Albrecht and Zemke), 305, 307
 Service management program, 305–331
 continuous commitment to, 325
 customer survey in, 311–313
 cycle-of-services analysis, 316–319, 322–323
 employees and
 empowerment of, 322–324
 motivation of, 309–310, 320–321
 planning role of, 315–317
 screening for hospitality qualities, 321–322, 333–335
 training of, 324
 evaluation of, 324–325
 financial commitment to, 314–315
 importance of, 306–308
 management's role in, 308–311
 moments of truth in, 319–320, 324
 planning committee, 315–317
 service strategy statement, 313–314
 total quality management (TQM)
 practices in, 315, 316, 326–328
 Service strategy statement, 313–314
 Sheehan, Todd, 264
 Sheraton Hotels, 4, 78, 388
 Sheraton Reading Hotel, Wymossing, 78
 Shift leader, 309
 Single-sheet printer, 103
 Six Continents Hotel, reservations system of, 129–130
 Skill demonstration, 347
 Sleeper, 194
 Smart card, 388
 Smoke alarms, 390
 Smoke detectors, 390–391
 Software, selection of, 100–101, 102
 Spa sales, in night audit report, 272, 278
 Staff. *See* Employees
 Starwood Hotels & Resorts, 4
 Statler, Ellsworth M., 2
 Stayovers, 139, 193, 251
 Step-by-step procedures, in training program, 343
 Sternberg, Lawrence E., 352
 Stress management, training in, 344
 Suburban Lodges of America, 16–17
 Sullivan, William, 94
 Super 8 Motels, 388
 Supervisory style, 57–61
 Surcharge rates, 277–278
 Switchboard operator, 51–52, 73, 75
 SynXis Agent, 143
- T**
 Tailhook case, 387
 Tax Act of 1981, 7
 Tax cumulative total feature, 275
 Taxes
 room, 226, 271, 275
 sales, 226, 271, 275–276, 278
 Tax Relief Extension Act of 1999, 8
 Team approach. *See* Total quality management (TQM)
 Technological development, 5, 6
 Telephone charges
 call accounting, 51–52, 113
 late charges, 238
 manual posting, 230
 night audit, 272, 277–278
 Telephone initiation and reception agreements, 345
 Telephone operator, 51–52, 73, 75

- Telephone reservations, toll-free
number, 133, 135
- Terrorist attacks, 7–8
- Theory X, 366, 367
- Theory Y, 366, 367
- Thomson, Gary, 129
- Tickler files, 119, 349
- Tidewater Inn, Easton, Maryland,
129
- Time clock, 120
- Time management, training in, 344
- Tips, in night audit, 271, 276
- Toh, Rex S., 139
- Toll-free number, reservations on,
133, 135
- Top down sales method, 201
- Total quality management (TQM), 7,
44
application of, 85–86
background of, 84
communication and, 84–85
in service management program,
315, 316, 326–328
- Total restaurant sales figure, 276
- Touch screen, 108
- Tractor-fed printer, 103
- Traffic managers, 52
- Training, 336–358
administration of, 349–350
in charge and payment processing,
232
computer, 25, 105–106
cross-training, 77, 350
disabled employees, 353–354
distance learning, 25, 348
in emergency communication, 401
for empowerment, 323–324, 351–
352
in fire safety, 392, 395
importance of, 340–341
in-service education, 24–25
international guests and, 46
methods of presentation, 346–348
new employee orientation, 82–83,
336–340
on-the-job, 59, 347
safety, 404
in sales, 200, 249, 369–371
selection of trainer, 350–351
in service management program,
324
steps-by-step procedures in, 344–
349
in stress/time management skills,
344
supervisory, 43
task performance skills, 340–343
- Training tickler file, 349
- Transfer slip, 223, 228–229
- Travel
business, 132–133
group, 133–135
motivation for, 21–24
pleasure, 135
- Travel agents, 133, 135, 150, 153
- Travel directories, 134
- Travelers Aid Society, 246–247
- Traveler's checks, 245
- Trends in the Lodging Industry* (Pan-
nell, Kerr, and Forster), 27
- Trial balance report, 264, 269, 270
- True integration, 154
- Turgeon, Normand, 311
- U**
- Understays, 139, 251
- Upsell, 362–363, 366
- V**
- Valet services, 277
- Vending machine sales, night audit,
272, 278
- Video, job training, 348, 370–371,
373–374
- VIP service, 148, 152, 173
- Virginia Hospitality and Leisure Ex-
ecutive Report*, 8–9
- Vista Hotel, New York, 397
- Visual alarm systems, 395
- Vouchers, 75, 76
- W**
- Waldorf=Astoria Hotel, New York,
3, 51, 173, 319
- Walking a guest with a reservation,
209
- Walk-in guests, 139–140, 190, 208,
254
- Wall Street Journal*, 19, 247
- Web site, 131
- White, Alan, 130–131
- Wilson, Kemmons, 3–4
- Women guests
business travelers, 23
security of, 381, 387
- Working supervisors, 40
- Work orders, 118
- World Trade Center
bombing (1993) of, 397
September 11 attack on, 7–8
- Wyndham Garden Hotel, Dallas,
215
- Y**
- Yield, defined, 168–169
- Yield management, 141–142, 164–
180
in airlines *vs* hotels, 164–165
applications of, 175
components of, 168–173
computer applications, 110, 165–
168
food and beverage considerations
in, 174, 175
goal of, 165
turnaway business and, 171, 172,
174
- Yield percentage, 15, 16, 35, 269
- Young, John W., 309, 311, 321–322
- Z**
- Zemke, Ron, 305, 307, 312–313,
319, 320–321, 324
- Zip code, 119, 252
- Zip drive, 103