

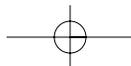
PREFACE

As Denney would tell you, the first edition of this textbook project was originally born out of a range of frustrations. While there are many outstanding textbooks in the hotel management field that dealt with significant portions of operations, particularly housekeeping, front office, and food and beverage, there are very few that try to treat, in a balanced and in-depth way, each department in the hotel. One frustration was that some texts that dealt with these departments spent an inordinate amount of time focused on one aspect of the hotel operations—usually either front of the house, food and beverage or marketing. Other departments, for better or worse, were treated as minor players. Consequently, students and readers of such texts were given only a cursory introduction to the intricacies of these “minor” departments, their management, their people, and their interactive functions in the overall hotel organization.

Another frustration he encountered was using then currently available material to pro-

mote the idea of critical thinking among students of hotel administration. Critical thinking refers to that process whereby the student is exposed to a number of different viewpoints within a theoretical structure, and from analysis of those viewpoints, becomes better able to synthesize a viewpoint about hotel operations that will enable them to intelligently approach whatever practical situations they may find themselves confronted with in the “real world.”

There is a conventional wisdom that goes, “something may be okay in theory but it doesn’t work in practice.” Like economist Milton Friedman, we reject that statement. If theory doesn’t work in practice, it is lousy theory. What professors need to guide students in understanding is that theory, (in the word of Friedman) explains, predicts, or controls, and does this in different ways given different variables in different organizations. This is another issue or frustration that subsequent editions have been designed to further address.



As we went about planning and designing the fourth edition of *Hotel Management and Operations* (HMO IV), we felt the need to continue to remind ourselves of the lessons of the frustrations listed above. We wanted to make sure the original idea behind this book did not get lost. By helping the reader gain an appreciation of what a *variety* of observers, thinkers, researchers, and commentators

think about a topic, in this case, a hotel department, a student or hotel professional can feel better prepared to find ways to apply theory in a practical setting or situation. In the final analysis, it is up to you to make the best use of HMO IV, because like we state above, none of us knows it all. Good luck, it is our pleasure to do this work for you.

