

HOTEL MANAGEMENT

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PREFACE

One of the most important part of the financial consideration in the design of a hotel is the cost of operation. We know what it will cost to build the hotel, and so some sort of preliminary budget become feasible. The architect may not know what it will cost to operate the hotel, but he should understand every facet of hotel operation and develop his plan to achieve maximum economies in the operation of the hotel. This includes the hours spent by such personnel as maids, porters, housekeepers, chefs, cooks, dishwashers, laundry workers, bellmen, receptionists, bookkeepers, reservations clerk, banquet managers, and executive staff. If we would, for a moment, think of hotel as a plant which turns out a finished product, we would think of the finished product as the creative comforts of the guests (bed and board) and of the kitchens, laundries and service areas as the machines. The hotel personnel would be the workers who operate the machines in order to achieve a fine product at the lowest possible cost. With these thoughts in mind, we can now take up each facet of hotel

INTRODUCTION

Management can be defined either as a group of people or as a process. When referring to a group of people, the word describes those individuals who are responsible for coordinating the available resources and directing them toward the achievement of the predetermined goals and objectives. In the most limited sense of the word, only those individuals who occupy the highest rungs of the organizational ladder are referred to as management.

However, we now find that many theorists and practitioners are advocating the idea that all of the individuals within an operation are managers with respect to their specific areas. The dishwasher can be taught to manage the operation and maintenance of his machine, while the waiters and waitresses can be directed to manage their stations as well as the presentation and serving of the meal.

When management is spoken of as a process, it describes the various techniques and tools that are utilized by management