

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ
МІСЬКОГО ГОСПОДАРСТВА імені О. М. БЕКЕТОВА

ЗБІРНИК ТЕКСТІВ І ЗАВДАНЬ
ДЛЯ ОРГАНІЗАЦІЇ САМОСТІЙНОЇ РОБОТИ
З ДИСЦИПЛІНИ

«ІНОЗЕМНА МОВА (ЗА ПРОФЕСІЙНИМ СПРЯМУВАННЯМ)»
(АНГЛІЙСЬКА МОВА)

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INTRODUCTION

The instructions presented were designed for the students of the extramural department studying for qualifications in Management in Hotel and Catering Business and deal with the English language from the students' potential occupational perspective.

The booklet contains materials developed for four modules taught to the students of the extramural department during the first and the second years of their education at the academy.

The materials offered for each module comprise five basic authentic texts with the tasks aimed at developing the efficient reading skill of those who are going to get employment in the hotel and catering business and therefore equip the learners with the necessary professional acquisition. The tasks developed are focused on the general comprehension of the texts as well as on the development of students' problem solving abilities that can be of special demand in their future job.

The following instructions are supposed to provide professional knowledge, functional language practice as well as the hotel and catering vocabulary enrichment.

MODULE 1

TEXT 1

THE HOSPITALITY INDUSTRY



The hospitality industry is one of the oldest industries in the world. The first explorers, traders, and missionaries needed lodgings, food and a break from their travels. People opened their homes and their kitchens to these travellers, and an industry was born.

Although accommodations vary widely and services have changed and expanded greatly over the centuries, one thing about the hospitality industry has remained the same – guests are always welcome. The hospitality industry offers travellers a home away from home.

The word ‘hospitality’ comes from the Latin root meaning ‘host’ or ‘hospice.’ The first hotels were nothing more than private homes opened to the public. Most, unfortunately, had poor reputations. Under the influence of the Roman Empire, inns and hotels began catering to the pleasure traveller in an effort to encourage visitors.

A dictionary defines hospitality, as ‘the friendly reception and treatment of strangers.’ For most people, hospitality means entertaining guests with courtesy and warmth. Hospitality is also an industry made up of businesses that provide lodging, food, and other services to travellers. The main components are hotels, motels, inns, resorts, and restaurants. In all these businesses, the ‘friendly reception and treatment of strangers’ is paramount to success.

In a broad sense, the term hospitality industry might refer to any group that is engaged in tourism, entertainment, transportation, or lodging, including cruise lines, airlines, passenger railways, car-rental companies, and tour operators. However, the two main segments are the lodging industry, also called the hotel industry, and the food and beverage industry, also called the restaurant industry. The lodging industry is made up of businesses that provide temporary housing for pay. Such a business is called a lodging establishment and the people who stay in it are called guests or clients. The word hotel derives from the French *hôtel*, which referred to a French version of a



townhouse or any other building seeing frequent visitors. Once simply a place to rest for the night, today’s hotels offer catering services and conference facilities as well as complete vacation and recreation packages. Hotels, convention centres, resorts, motels, and inns all are types of lodging establishments. A particular hotel is referred

to as a property. Two or more properties owned or operated under the same name or managed by the same company make up a chain.

The modern hospitality industry is complex and diverse. The owners of these properties range from small-business owners to multinational corporations.

1 Read the text and answer the following questions.

- 1 How was the industry of hospitality born?
- 2 How can the main function of hospitality be described? What is the hospitality supposed to provide?
- 3 What is the origin of the word 'hospitality'?
- 4 What is the general meaning of the word 'hospitality' according to a dictionary?
- 5 How is the 'hospitality' defined as an industry?
- 6 What are the main components of the hospitality industry?
- 7 How are people stayed at lodging establishments called?
- 8 What is the origin of the word 'hotel'?

2 Many nouns are formed from verbs with the suffixes *-ance, -ence, -ion, -tion, -ation, -sion, -age, -al, -ment, -sis, -ing*. Use the necessary suffixes to form the nouns from the following verbs:

- | | | | |
|----|-------------|---|-------|
| 1 | accommodate | - | _____ |
| 2 | travel | - | _____ |
| 3 | mean | - | _____ |
| 4 | repute | - | _____ |
| 5 | cater | - | _____ |
| 6 | transport | - | _____ |
| 7 | entertain | - | _____ |
| 8 | establish | - | _____ |
| 9 | operate | - | _____ |
| 10 | manage | - | _____ |

3 Complete the following sentences with the words mentioned in the text.

- 1 If you care about the environment and are interested in doing your bit to save our planet while on holiday, stay in _____ and visit attractions which are part of the Green Tourism Business Scheme.
- 2 Additional common features found in _____ rooms are a telephone, an alarm clock, a television, a safe, a mini-bar with snack foods and drinks, and facilities for making tea and coffee.

- 3 A hotel is an _____ that provides lodging paid on a short-term basis.
- 4 In the United Kingdom, a hotel is required by law to serve food and drinks to all _____ within certain stated hours.
- 5 Larger hotels may _____ additional guest facilities such as a swimming pool, fitness centre, business centre, childcare, conference facilities and social function services.
- 6 The hospitality industry relates to _____ that provide accommodation, food, and other services to people.
- 7 Conference hotels are usually characterized by distinctive architecture, upscale lodgings, ballrooms, large conference _____, restaurants, and recreation activities such as golf or skiing.
- 8 A _____ is a place used for relaxation or recreation, attracting visitors for vacations and/or tourism.

TEXT 2

THE HISTORY OF THE HOSPITALITY INDUSTRY

Evidence of hotels and the hospitality industry have been recorded as far back as biblical times when Mary and Joseph arrived in Bethlehem during the census. As the Bible depicts, Mary and Joseph were refused accommodations because there ‘was no room at the inn.’ Since the beginning of time, people have travelled for commerce, religion, family, health, immigration, education and recreation.

When ancient humans first ventured beyond their tribal settlements, there were no hotels to accommodate them. Most likely, these early travellers were either warriors or traders. Travelling conquerors pitched their tents wherever they wished, but merchants seeking to trade tools, clothing, and livestock in new lands placed a high value on hospitality. Early travellers traded merchandise, such as ornaments, cloth, or animals, for lodging. Innkeeping was one of the first commercial enterprises, and hospitality was one of the first services for which money was exchanged.

The inns of Biblical times offered little more than a cot or bench in the corner of a room or stable. Most such establishments were no more than private residences that offered temporary lodging to strangers. Guests stayed in large communal rooms where sanitation or privacy was nonexistent. The rates were reasonable but the company was rough: travellers shared the same quarters with their horses and livestock.

In the ancient Greek and Roman cultures (around 50 B.C.), taverns were important for social and religious purposes. Although these taverns were frequented by males, females were allowed to entertain the guests with song and dance. Many

Greek taverns were located near temples where the Greeks would worship their Gods. Animals were sacrificed as offerings to the gods and then removed to the neighboring tavern for a feast. Although many taverns in ancient Greece had rooms set aside for travellers, the beginning of the hospitality or lodging industry, as we know it today, could be more closely linked to the Romans.

Because the Roman Empire was so vast, large numbers of Roman officials and tradesmen frequently travelled for business purposes. As a result, a fairly extensive network of inns and taverns developed in order to accommodate them. Roman society was dominated by a strict class structure, and this influenced their inns. When officials travelled, their accommodations were provided for by home owners, but merchants and other nonofficial travellers resorted to inns for their accommodations. These early inns were built along main roads and in towns and cities, and were fairly comfortable but certainly not elaborate.

The Romans were thought to have been the first pleasure travellers, or vacationers. Their travel was generally restricted to the Roman Empire, but because that covered so much territory they were able to visit many areas. Romans were quite fond of taking trips to Greece and Italy as well as Egypt and the Mediterranean. This pleasure travel helped the growth and development of inns and taverns throughout the Empire.

The Dark Ages followed the collapse of the Roman Empire (in the first century A.D.) and the hospitality industry came to a standstill. It was not until the Medieval Period (approximately 500-1300) that trade and travel began to pick up again.

During the early Medieval Period travel in England was restricted because roads were almost impassible and it was dangerous because of highwaymen (robbers and thieves) on English travel routes. After the Norman conquest of England in 1066, travel conditions improved and travel increased. Travellers began to make pilgrimages helped to revive the English hospitality industry.

The first inns during this time were really private homes since anyone could take in paying guests for the night. Eventually one person in a town would become known as the innkeeper and he would take in the majority of travellers for overnight accommodations.

The English were similar to the Romans because of their class consciousness, which was reflected in their lodgings. Nobility usually stayed at monasteries while travelling, and the middle class (merchants, small landowners) stayed at the inns. As the Medieval Period drew to a close inns and taverns increased in importance. This was so because the need for private hospitality accommodations was increasing, the influence of the Church on social life was less strict so people could enjoy taverns more often, and the number of inns and taverns were growing to meet the expanding travel needs of the English.

The Period which followed the Medieval was known as the Renaissance. This period marked the rebirth of Europe which had a positive effect on the hospitality industry. During this time the European economy was revitalized and trade among nations increased which created a larger demand for inns and taverns. In England, King Henry VIII further helped inns by dissolving monasteries through an Act of

Parliament. People no longer could seek lodging in monasteries and they were forced to stay in privately owned inns.

During the Renaissance and the years that followed there were many changes in England's social and economic systems. Flourishing national trade and the widespread development of the stagecoach helped the English hospitality industry prosper. When the first Englishmen journeyed to the colonies, the English hospitality industry was stronger than ever, and these early voyagers brought that spirit of hospitality with them to America.

1 Read the text and answer the following questions.

- 1 What reasons have made people travel since the ancient time?
- 2 When can the evidence of hotels and the hospitality industry be traced?
- 3 Who were the earliest travellers?
- 4 What did the inns of Biblical times provide?
- 5 What was the role of the first taverns?
- 6 Who were the first pleasure travellers?
- 7 What contributed to the development of the English hospitality industry?
- 8 How did the Renaissance influence the hospitality industry?
- 9 Who brought that spirit of hospitality to America?

2 Nouns referring to people are formed in the following way :

verb + *er/or/ar*

noun + *an/ian*

noun/verb/adjective + *ist*

verb + *ee* (passive meaning)

verb + *ant/ent*

Form the nouns using corresponding suffixes:

- | | | | |
|----|-------------|---|-------|
| 1 | travel | - | _____ |
| 2 | educate | - | _____ |
| 3 | immigrate | - | _____ |
| 4 | trade | - | _____ |
| 5 | keep an inn | - | _____ |
| 6 | develop | - | _____ |
| 7 | follow | - | _____ |
| 8 | create | - | _____ |
| 9 | reside | - | _____ |
| 10 | employ | - | _____ |
| 11 | republic | - | _____ |

3 Match the words from the text with the definitions.

- | | | | |
|---|--|---|---------------|
| 1 | flourish again or cause to flourish again | a | accommodation |
| 2 | a large four-wheeled horse-drawn vehicle formerly used to carry passengers | b | standstill |
| 3 | planned or executed with care and exactness | c | inn |
| 4 | the choice of roads taken to get to a place | d | route |
| 5 | a place where people gather to drink alcoholic beverages and be served food, and in some cases, where travellers receive lodging | e | settlement |
| 6 | lodging or board and lodging | f | revive |
| 7 | a pub or small hotel providing food and accommodation | g | elaborate |
| 8 | a situation in which no progress can be made or no advancement is possible | h | stagecoach |
| 9 | a collection of dwellings forming a community | i | tavern |

TEXT 3

TOUR OPERATORS

The Dictionary of Travel, Tourism and Hospitality defines a tour operator as ‘a person or organization buying individual travel services (such as transportation or accommodation) from their providers (such as carriers or hotels) and combining them into a package of travel.’ Although sometimes described as a wholesaler, a tour operator is, in fact, a manufacturer of travel products, whose activities may be



compared to those of others, principally assembling product components, such as motor car manufacturers or book publishers.

The most common example of a tour operator's product would be a flight on a charter airline plus a transfer from the airport to a hotel and the services of a local

representative, all for one price. Niche tour operators may specialize in destinations e.g. Italy, activities and experiences e.g. skiing, or a combination thereof. The original reason of tour operating was the difficulty of making arrangements in far-flung places, with problems of language, currency and communication. The advent of the internet has led to a rapid increase in self-packaging holidays. However, tour operators still have their competence in arranging tours for those who do not have time to do DIY (Do It Yourself) holidays, and specialize in large group events and meetings such as conferences or seminars. Also, tour operators still exercise contracting power with suppliers (airlines, hotels, other land arrangements, cruises, etc.) and influence over other entities (tourism boards and other government authorities) in order to create packages and special departures for destinations otherwise difficult and expensive to visit.

Tour operators buy the components from the principals in advance and in bulk, so they can negotiate much lower prices than those an individual member of the public would obtain. Companies that buy in large quantities and sell to make a profit are called wholesalers.

In the past tour operators sold almost entirely through travel agents, but today they also use direct selling. This strategy eliminates the travel agents from the chain of distribution, and this reduces the final cost of the holiday package because direct sell operators do not have to pay commission to a travel agent. Many smaller tour operators prefer to deal directly with their clients.

Not all tour operators sell the same type of holiday. The big operators, the mass market operators, produce low-cost holidays to traditional sea, sun, and sand destinations like Spain, Greece, or Turkey. Others operators limit their product to customers who want a very specific type of holiday. These operators sell adventure holidays, holidays for single people, holidays for motor-racing fans, and so on. Domestic operators specialize in tours for people who want to spend holiday in their own country, whilst incoming tour operators are specialists in providing holiday packages to visitors coming from abroad.



Some of the world's bigger tour operators form part of companies that own their own aircraft, hotels, ancillary services, and travel agencies. These companies

participate in each step in the chain, and compete directly with travel agencies on the one hand, or with the principals on the other.

Tour operation is a risky business. Fashions change, and political instability, terrorism, or natural disasters can alter demand. A holiday cannot be stored until the market is ready for it again. Tourism products are described as perishable. If they are not sold by a specific date, they are lost altogether.

1 Read the text and answer the following questions.

- 1 What is the main field of a tour operator activity?
- 2 What are the components of a typical package holiday?
- 3 What do niche tour operators specialize in?
- 4 Why does the necessity of tour operating exist?
- 5 What stimulated the increase in self-packaging holidays?
- 6 Why are tour operators still competitive and have not lost their significance for travellers?
- 7 Why is it important to buy in bulk in tour operation?
- 8 How are package holidays usually sold?
- 9 Why do tour operators prefer to sell direct to their clients?
- 10 Why is tour operation considered to be a risky business?

2 Match the words with the definitions.

- | | | | |
|---|--|---|---------------|
| 1 | a legal agreement between two companies | a | bulk purchase |
| 2 | the company which sells goods in large quantities to retailers | b | retailer |
| 3 | the company which transports passengers | c | contract |
| 4 | a person or a company, such as a hotel or an airline, which is represented by an agent | d | principal |
| 5 | the place to which someone is going | e | charter |
| 6 | a tour including travel, accommodation, and meals | f | destination |
| 7 | a business or a person that sells goods to the consumer | g | wholesaler |

- | | | | |
|---|---|---|----------------|
| 8 | buying large amounts of goods or services in order to get a lower price | h | inclusive tour |
| 9 | hire for a special purpose | i | carrier |

TEXT 4

THE MAJOR TOUR OPERATOR ASSOCIATIONS

Among the major tour operator associations are **ABTA** (the Travel Association) in the UK, **ETOA** (the European Tour Operators Association) in Europe, **USTOA** (the United States Tour Operators Association) in the US.



For more than 50 years ABTA and its members have been helping holidaymakers to get the most from their travel by working to high professional standards and offering choice, value and quality. Formed in 1950 by 22 leading travel companies, ABTA now represents over 5,000 travel agencies and more than 900 tour operations throughout the British Isles. Its members range from small, specialist tour operators and independent travel agencies to publicly-listed companies and household names; from call centres to internet booking services and to high street shops. All of them carry the ABTA logo, which means choice, value, and high levels of service. ABTA's main aims are to maintain high standards of trading practice for the benefit of its members, the travel industry, and the consumers that they serve, and to create as favourable business climate as possible for its members. The amalgamation of ABTA and the Federation of Tour Operators (FTO) on 1 July 2008 has created a still more powerful and authoritative voice for the travel industry.

ETOA (the European Tour Operators Association) was founded in 1989 by a group of tour operators who wanted representation in Europe. After 20 years ETOA still remains the only trade association offering European level representation for the interests of inbound and intra-European tour operators, wholesalers and their European suppliers. Today, ETOA is the voice of European Inbound Travel, with over 450 members. The ETOA secretariat is responsible for the day-to-day running of the association, and has its office in London, UK. ETOA full members include leading International Tour Operators, Online Travel Agents and Wholesalers whose business is to bring passengers into Europe. In 2006 ETOA members brought €3.6bn of revenue to Europe. ETOA also has a strong membership of leading European suppliers (Associate Members) including individual hotels, hotel groups, tourist



attractions, ground handlers, technology systems and services, transport providers, tourist boards and other tourism services. The aims of the association are to create commercial opportunities between buyers and sellers in the travel industry and act as a forum for cooperation between members, to influence European tourism legislation so that it ensures members are provided with a viable environment in which to do business and to keep members informed of the latest developments in the issues that affect their business.



USTOA was founded in 1972 by a small group of California tour operators concerned about tour operator bankruptcies. These founding members recognized the need for a unified voice to protect the travelling public, as well as to represent the interests of tour operators. In 1975, USTOA became a national organization with headquarters in New York. USTOA members number among the top names in travel and represent the entire spectrum of vacation packages and tours available today. In fact, its member companies are responsible for the majority of tours and vacation packages sold by travel agents in the US. According to a recent survey, USTOA companies move more than 11 million passengers annually and account for an annual sales volume of more than \$9 billion. USTOA's motto is 'Integrity in Tourism.' Accordingly, the association has established some of the highest standards in the industry. Among these is the principle of ethical conduct, which requires members to conduct business according to a set of professional standards. Additionally, members must represent all facts, conditions and requirements relating to tours and vacation packages truthfully and accurately. The members must also demonstrate ethical and financial responsibility in their business, and instill confidence in their financial stability, reliability and integrity. Among USTOA's goals are to educate the travel industry, government agencies, and the public about tours, vacation packages, and tour operators; to protect consumers and travel agents from financial loss in the event of a member's bankruptcy or insolvency; to foster a high level of professionalism within the tour operator industry; to facilitate and develop travel on a worldwide basis.

1 What do the abbreviations ABTA, ETOA and USTOA mean?

2 Check up your understanding and facts memorization completing the chart below.

	ABTA	ETOA	USTOA
professional standards and the fields of operation			
the year of foundation			

the membership			
the main aims and the motto of the organisation			

3 In groups of four discuss the tour operation in Ukraine. Include the following issues into consideration:

- the biggest tour operators in Ukraine or in your region
- the most popular destinations they offer
- new destinations that they have developed this year
- how tour operators in Ukraine sell their package holidays (through travel agents, direct)
- specialist tour operators in Ukraine
- specialist holidays that these tour operators market

4 Write a brief description of how tour operation works in Ukraine.

Tour Operation in Ukraine

The biggest tour operators in Ukraine are

There are a number of providers in the country including (*the names of airlines, hotel groups, etc.*)

The most popular destinations that the tour operators offer every year are

New offers this year include ...

TEXT 5

TRAVEL AGENCIES

Since Thomas Cook's first train excursion in 1841, travel agency operations have developed into a full-fledged component of the travel and tourism industry. Travel agencies now play very important role in shaping potential tourists' perceptions of destinations and in influencing their holiday decisions. Once a travel agent makes a recommendation, most travellers usually stick to the advice. Therefore, travel agents can substantially influence consumers' vacation plans and help them

decide what travel products and services to purchase. This role of the travel agents needs to be fully realized and understood by other hospitality businesses, because a good working relationship with the travel agents can increase business sales.



Travel agencies are part of the chain of distribution and connect tour operators (the wholesalers) to customers. They sell a range of products and services. Typical products include package holidays, air, train, coach tickets, traveller's cheques, insurance. Services involve guiding and advising customers as to the best product, giving advice on visa and passport applications, planning travel itineraries and working out costs, representing a client in a

complaint procedure after an unsatisfactory holiday.

The amount of commission varies, being as low as 1% for traveller's cheques, and as high as 40 % for travel insurance. Commission on package holidays is often around 10%, while commission on air tickets is now lower than it used to be as major airlines turn to the Internet for their ticket sales. To counter this, travel agents are increasingly charging a set fee for issuing air, train, or coach tickets, obtaining visas, or booking a hotel room.

Travel agency operations can also be classified by their business specializations. Leisure travel, corporate travel, and group and incentive travel are the major travel specialties. Incentive travel has grown and continues to grow rapidly, to the delight of travel agencies, which handle the bulk of it. Perhaps the least well-known specialty, incentive travel is used by many companies to reward their top performers or incite them to work harder. Trips to destination resorts serve as an incentive for outstanding performance.



Travel agency sales follow a clearly structured procedure known as the sales process containing the following stages: establishing rapport with the client, investigating the client's needs, presenting the product, getting the client to commit themselves to the purchase.

Ownership of travel agencies varies considerably. A significant proportion of travel agencies are actually part of a large company with a chain of agencies distributed around the major cities in a country. In addition, many tour operators have their own travel agencies to promote and sell their products.

1 Read the text and answer the following questions.

- 1 What event is considered to be the starting point of travel agencies operation?
- 2 Why is travel agents operation of special importance in modern tourism industry?

- 3 What is the role of travel agents in the chain of tourism services distribution?
- 4 What are the typical travel agencies products and services?
- 5 What determines the travel agents profits?
- 6 How can travel agency operations be classified?
- 7 What does an incentive travel offer? What is the purpose of incentive trips?
- 8 What are the main stages of travel agency sales?

2 Decide which function is performed by a tour operator and which is performed by a travel agent:

Functions	Tour operator	Travel agent
sell air tickets and other transport tickets		
design a brochure		
give advice on resorts, carriers, and travel facilities		
charter aircraft		
order stocks of brochures for rack display		
issue tickets and vouchers		
negotiate with principals for bulk purchase of airline seats, hotel rooms, etc.		
record and confirm reservations, send invoices to customers		
provide travel insurance		
sign contracts with hotels, airlines, etc.		
plan itineraries for customers		
arrange corporate travel		
investigate and research new markets		
plan advertising and promotion strategy		
recruit and train staff, e.g. resort representatives and guides		
arrange car hire		
organize inclusive tours		
sell inclusive tours		

MODULE 2

TEXT 1

SEGMENTS OF THE LODGING INDUSTRY

A portion of an industry that is characterized by a particular trait or a set of traits is called a segment. Segments of the lodging industry are typified by the level of price, luxury, and service, and are ranked from low to high as follows:

- Economy/limited service hotels
- Mid-market hotels
- All-suite hotels
- First-class hotels
- Luxury hotels



Economy/Limited Service Hotels

An economy/limited service hotel provides efficient, sanitary private rooms with bath. The furnishings and décor are acceptable to the majority of travellers. The first budget motels did not have televisions or telephones in the rooms, but these amenities are now standard as most properties. Food and beverage service may not be available, and bell attendants door attendants, and concierge

services are virtually nonexistent. Room rates typically range about 45-percent less than a first-class hotel.

To maintain low-end rates, economy/limited service hotels are located on inexpensive real estate and constructed at relatively low cost. Operating costs are kept low by eliminating food and beverage service and employing small staffs.

Mid-Market Hotels

Besides comfortable accommodations with private baths, a traditional mid-market hotel also offers on-premises food and beverage service and employs a uniformed bell staff. Sometimes called a tourist-class or standard hotel, a mid-market property offers above-average luxury and comfort, a professionally designed decor, and on-premises food and beverage service. Mid-market accommodations may have scenic views or advantageous locations.





All-Suite Hotels

All-suite hotels were created to compete against first-class hotels by offering above-average facilities at mid-market rates. A typical all-suite hotel offers separate sleeping and living areas, along with other benefits such as a kitchenette and a

stocked bar. Some properties offer food and beverage service and employ bell staffs, whereas other properties are designed for extended stays.

A variation of the all-suite hotel, the condominium hotel, is a fully equipped apartment complex that rents accommodations for a short term. Condominium hotels are typically located in resort areas as alternatives to full-service luxury properties.

All-suite hotels are presently one of the fastest growing segments of the lodging industry.

First-Class Hotels

First-class hotels may be luxurious or near-luxurious, with outstanding comfort and décor, a highly trained and competent staff, and very good food and beverage facilities. First-class hotels are also called executive-class or superior hotels. They have luxury suites, two or more dining rooms, and a cocktail lounge. Many of the rooms have excellent views, refrigerators, and fully stocked bars.



Luxury Hotels

The segment represents the highest standard of excellence in the level of luxury and comfort; cleanliness and efficiency; staff specialization, competence, and courtesy; and diversity and quality of food and beverage service. A typical luxury hotel, also called a deluxe hotel, has at least ten percent of its

space devoted to luxury suites, and two or more dining rooms, usually a gourmet-style dining room and a family-style restaurant, both which are themselves highly rated as restaurants. All or nearly all rooms have outstanding views, location, or ambience.

Properties that offer the very highest level of luxury are categorized as grand luxe.

1 Read the text and answer the following questions.

1 What forms a segment of a particular industry?

- 2 What are the segments of the lodging industry determined by?
- 3 How do economy service hotels manage to keep low-end room rates and be therefore affordable for most travellers?
- 4 What particular features distinguish mid-market hotels from economy service hotels?
- 5 What stimulated the appearance of all-suite hotels in the lodging industry?
- 6 What makes the segment of all-suite hotels one of the most dynamically developing?
- 7 What term very often refers to first-class hotels? What are their typical characteristics?
- 8 What segment of the lodging industry is typified by the highest level of luxury and comfort?

2 Decide what lodging industry segments are characterized by the following features.

- a) _____ d) _____
 b) _____ e) _____
 c) _____

- a)**
- the highest standard of excellence in the level of luxury and comfort;
 - staff specialization, competence, courtesy;
 - diversity and high quality of food and beverage service;
 - outstanding views:

- b)**
- efficient, sanitary private rooms with bath;
 - small staff; bell attendants, door attendants, concierge services are often nonexistent;
 - food and beverage service may not be available;
 - located on inexpensive real estate;
 - constructed at relatively low cost;
 - quite cheap room rates

- c)**
- comfortable accommodations with private baths;
 - uniformed bell staff;
 - on-premises food and beverage service;
 - above-average luxury and comfort at reasonable prices;
 - scenic views or advantageous locations

- e)
- luxurious or near-luxurious hotel;
 - exceptional comfort and décor;
 - highly trained staff;
 - luxury suites;
 - better-than-average food and beverage;
 - two or more dining rooms, cocktail lounge;
 - excellent views, fully stocked bars

- d)
- above-average facilities at mid-market rates;
 - separate sleeping and living areas;
 - kitchenette, stocked bar;
 - food and beverage service and bell staff;
 - invented to compete with first-class hotels

3 Give examples of hotels which belong to different lodging industry segments in Ukraine.

TEXT 2

PROPERTY TYPES

Within each industry segment are various types of properties that target different travel markets. Hotel properties are of six basic types:

1. Traditional hotels
2. Motels
3. Resorts
4. Convention /conference hotels
5. Resident hotels
6. Bed and breakfast inns

Traditional Hotels

A traditional hotel is modeled after the basic concept of private rooms with bath, front desk services, bell service, and food and beverage service on the same premises. Parking facilities may or may not be available. Most mid-market, first-class, and luxury hotels fall in this category, as well as full-service all-suite hotels.

Motels

A motel is typified by convenient access to a major thoroughfare and ample parking facilities for guests, usually without on-premises food and beverage service

or bell service. A standard motel has one parking space per guest room. Motels with 50 or more private rooms, front desk services, and bell service are sometimes called motor hotels.

Resorts

To meet the changing needs of leisure travellers, traditional hotels adopted a variety of amenities, such as a swimming pools, tennis courts, and golf courses, exercise facilities, and health clubs. As properties expanded their facilities, a new type of lodging establishment was born – the resort.

The resort business has undergone many changes to meet the changing tastes of leisure travellers. When jet travel became widespread, resorts in more remote destinations, began to attract large numbers of visitors.

Social and business trends have exerted an enormous influence on the resort industry. Over the last decades, two highly profitable resort categories emerged: the specialty resort and the convention centre.

Specialty Resorts

The health and fitness trends of recent years created a demand for resorts that specialize in weight control, regimented exercises, and cosmetic surgery. Numerous health-oriented resorts arose with specialized services and facilities. The health fad also brought new life to old spas.

Besides fitness, the popularity of outdoors activities gave rise to resorts specializing in particular activity such as skiing, sport fishing, or scuba diving.

Convention or Conference Hotels

Because there are more conventions and meetings now than at any previous time, there are also more convention centres. A convention hotel may be a traditional resort that hosts meetings or a facility constructed especially for conventions and conferences.

To convention groups, the resort has become the ideal environment for shedding the distractions of the city and focusing on business in a relaxed, comfortable atmosphere. Many traditional resorts have remodeled their facilities to better accommodate large convention gatherings.

Typically, conventions are scheduled during the off-season, conveniently lengthening the resort season. The additional revenues earned from the convention trade are so essential for many resorts that accommodating groups may be a priority, on or off season.

Although resorts are often used for conventions, specially designed and built convention/conference centres with large exhibit halls and numerous meeting and banquet rooms are the mainstay of the convention business. Many of these conference complexes are constructed with funding from local governments that are eager to attract conventioners and tourists to their cities. To support a large convention centre, a city must be serviced by a major airport capable of handling a large volume of passengers.

A typical convention hotel hosts over 100 conventions per year, has more than 200 rooms, and is located in a popular convention city.

Conference hotels are similar to all-suite properties, with conference rooms in many or all accommodations. A typical conference hotel may offer secretarial services and provide guests with access to equipment such as photocopy and fax machines or desktop computers.

Resident Hotels

A resident hotel is any lodging establishment designed primarily for extended stays. Most such properties offer reduced rates for weekly, monthly, or seasonal rentals. Some resident hotels have contracts with local businesses, or schools to provide temporary residence to executives, contractors, employees, or students. Others cater to special segments of society, such as the wealthy, elderly, or transient population.

A typical resident hotel offers suites or private rooms with bath, front desk service, bell service, and security. Limited food and beverage service may be available, but most suites in a resident hotel have fully equipped kitchens.

About two percent of hotels are operated exclusively as full-time residences. Many offer a high degree of security, including a uniformed guard at the entrance.

Bed and Breakfast Inns

The bed and breakfast inn originated as a private residence offering temporary quarters in a home-style atmosphere, with a daily meal included at no additional charge. Bed and breakfast inns are usually situated in scenic areas, historical residences and even lighthouses.

The recent rise of bed and breakfast inns is due to solidified ties with travel agencies and tour wholesalers. Many inns now pay commissions to travel agents who book reservations with the properties.

1 Read the text and answer the following questions.

- 1 What main concept is a traditional hotel based on?
- 2 In what hotel type is the availability of parking facilities supposed to be obligatory?
- 3 What modern facilities make resort hotels popular with leisure travellers?
- 4 What specific tourists needs are specialty resorts oriented to?
- 5 Why have resorts hotels become of great demand and special popularity with the organizers of conventions and other public events?
- 6 What stimulates the rapid development of bed and breakfast inns?

2 Indicate the hotel types according to the definitions given below.

- | | |
|---|------------------------|
| 1 <i>a hotel with parking facilities and other services for motorists, normally situated on a highway</i> | a an airport hotel |
|---|------------------------|

- | | | | |
|----------|--|----------|---------------------|
| 2 | <i>a hotel offering long term accommodations</i> | b | a casino hotel |
| 3 | <i>a hotel normally situated at a tourist resort by the sea or in the mountains</i> | c | a B&B hotel |
| 4 | <i>a luxurious hotel with the main purpose to support some gambling operation</i> | d | a commercial hotel |
| 5 | <i>a hotel with meeting and exhibition facilities, audio-visual equipment and banquet rooms for large and small groups</i> | e | a residential hotel |
| 6 | <i>a hotel normally situated in the city centre catering mainly to business clients</i> | f | a resort hotel |
| 7 | <i>a small family type hotel where the guests are offered domestic comfort and cuisine</i> | g | a motel |
| 8 | <i>a hotel situated near an airport</i> | h | a conference hotel |

3 Give one example of each of the main property types in your local market.

TEXT 3

CLASSIFICATIONS AND RATINGS OF HOTELS

Michelin travel guides, published in France, initiated the practice of classifying and rating lodging establishments. Numerous other travel guides, trade associations, and government agencies have also attempted to classify hotels, for the information of travellers. In total, more than a hundred rating systems have been developed worldwide.

Lodging establishments are sometimes classified by size, as measured by the total number of guest rooms. The top end includes hotels with 300 or more rooms, and at the low end are hotels with fewer than 25 rooms. However, in recent decades, the average size has tended to increase, and classifying hotels by number of rooms is no longer very meaningful. Numerous hotels now have more than 300 rooms, including budget motels, mid-market properties, and luxury resorts.

Most travel references group lodging establishments by class – the overall quality of the accommodations and services. The European rating system groups hotels into three broad classes and rates each property on a scale of one to five stars. Deluxe hotels are the top category, followed by first class and, finally, tourist class. All four-star European hotels have restaurants and cocktail lounges. Some three-star hotels have on-premises food and beverage service, but no two-star properties do.

The American Automobile Association (AAA) awards one to five ‘diamonds’ as a measure of a hotel’s overall quality. One diamond represents minimum standards, while five diamonds indicates the highest level of luxury and service.

Some government rating systems rely exclusively on price to rate hotels. However, most systems use the following criteria to evaluate properties:

- number and types of rooms
- elegance and comfort of surroundings
- room efficiency
- cleanliness and sanitation
- staff size and specialization
- range and level of services
- reservation and referral services
- quality and diversity of food service
- bar and beverage service
- accessibility to entertainment and activities
- available transportation, such as shuttle or bus service, on-premises car rental, and so forth
- courtesy and helpfulness of personnel.

The most widespread classifications are: ‘star system’, used in France, Austria, Hungary, Egypt, China and in many other countries; ‘system of letters’ in Greece; typical for Great Britain ‘system of «crowns»’; ‘system of digits’ etc.

In Greece the ‘letter system’ is used, although on the hotel facades one can see usual ‘stars’ as well. All Greek hotels are divided into 4 categories: A, B, C, D. The hotels of category A are equal to 4****class hotels, B –3***, C –2**. In Greece «de Luxe» is the highest (and not the rarest) category in hotel classification. English hotel classification is rather complicated. Usually there are not stars, but crowns on the hotel facades. To transform the ‘crowns’ into ‘stars’, one should take one crown away from the general amount of ‘stars’. Italian hotel classification is also rather complicated, and there’s no «star» scale in the country. According to Italian standards, the hotels are divided into three categories: first category is approximately equal to 4**** level, the second – 3***, the third – 2**. In Spain there is also rather interesting classification of lodging facilities: hotels –(from 1* to 5*****); cottages, bungalow, apartments (from 1* to 4****); traveling inns (from 1* to 3***); hostels of three categories.

Some members of the hospitality industry have claimed a six or seven-star rating for their operation. As no organization or formal body awards or recognizes any rating over five-star deluxe, such claims are meaningless and predominantly used for advertising purposes. The Burj Al Arab hotel in Dubai is widely described as a ‘seven-star’ property, but the hotel says the label originates from an unnamed British journalist on a press trip and that they neither encourage its use nor do they use it in their advertising. The Seven Stars Galleria is a hotel located in Milan, Italy. It describes itself for marketing purposes as the world’s first seven-star hotel, citing the private inspection company Société Générale de Surveillance, although official star

classification in Italy includes no rating higher than five-star. The hotel is a member of luxury hospitality trade organisation The Leading Hotels of the World.

1 Read the text and answer the following questions.

- 1 What guides started the practice of classifying and rating lodging establishments.
- 2 Is there an integrated world system of lodging establishments rating?
- 3 What has been the most common criterion of hotels classification for many years? Why has this criterion become less meaningful?
- 4 How does the European rating system group lodging establishments? What is the system based on?
- 5 How does the American Automobile Association nominate hotels overall quality?
- 6 What are the main criteria most government rating systems use to evaluate properties?
- 7 What other classifications exist in different countries except for the 'star system'?
- 8 Are seven-star hotels considered to be officially recognized?

2 Find the appropriate description of each element of the star rating classification approved by the English Tourism Council.

1	★	a	A more formal style of hotel, likely to be larger than one and two star hotels, with a greater range of facilities and services. Bedroom accommodation will be spacious and designed for comfort and convenient use, including colour television, telephones, radios and desk/dressing table areas. Public areas will include lounge seating, a restaurant and bar. More formal service will include a staffed Reception desk. Dinner will be provided seven nights per week and light snack lunches are available in the bar or lounge, together with a wide range of drinks. Continental breakfast is available from Room Service. There is a laundry service available.
2	★★	b	These hotels tend to be small, privately owned properties, including resort hotels, Inns and Small commercial hotels. Accommodation offers a good degree of space and convenience. Décor and furnishings may be simple but are well maintained. All bedrooms will have en-suite or private facilities. Services may be limited but efficient, provided by proprietor, management or well-trained staff. Breakfast is offered daily to residents and their guests. Dinner is available at least five nights per

			week.
3	★★★	c	<p>More formal service is expected at this level. Accommodation is of a very high standard, offering a wide range of facilities and services. All bedrooms will be designed and furnished for comfort and ease of use, with very good quality furniture, beds and soft furnishings. All rooms will have en-suite bath and shower facilities. Service will reflect attention to detail and quality. There must be a formal reception and porters' desks with uniformed staff offering a proactive style of service. The restaurant will be open for lunch and dinner seven days per week. Serious attention is paid to food and drink. Table service is available in the bar or lounge. Cooked and continental breakfast is available, cold snacks and beverages are available from Room Service 24 hours per day. Where leisure facilities are provided these will be of a high quality, very well maintained and supervised as appropriate.</p>
4	★★★★	d	<p>Accommodation must be of luxury quality with services to match. Spacious bedroom suites and public areas. A selection of catering options offer cuisine and service of the highest international quality. Extensive range of facilities provide leisure, retail and conference services. Highly trained, professional staff guarantee exceptional level of anticipatory service.</p>
5	★★★★★	e	<p>Acceptable overall level of quality. Adequate provision of furniture, furnishings and fittings. These hotels tend to be smaller, privately owned, properties. Accommodation is simple and practical with limited facilities and services. At least 75% of bedrooms will have en-suite or private bath/shower rooms. There is an eating area offering breakfast to residents and their guests, plus a licensed bar or lounge. Dinner may or may not be offered. Friendly and courteous staff offer efficient but limited service.</p>

3 ROOM TYPES

Match the following descriptions with the room types.

SUITE

FAMILY ROOM

TWIN ROOM

SINGLE ROOM

PENTHOUSE

CONNECTING or ADJOINING ROOMS

DOUBLE ROOM

TRIPLE ROOM

JUNIOR SUITE

LOUNGE or SITTING ROOM (PARLOR, Am.E.)

a room occupied by one person

a room with one large bed for two people

a room with two single beds for two people

a room with three single beds, or a double bed and a single bed, suitable for occupation by three people

a set of two or more rooms including a bedroom and a sitting room

a large room with a partition to separate the bedroom area from the sitting room area

a well-furnished and luxurious suite at the top of the building

a room with four or more beds, particularly suitable for a family with children

a room not used as a bedroom, where guests may read, watch television, etc.

two or more rooms with a door to allow access from one room to another

4 FOOD PLANS

Find the food plan corresponding to the description.

CONTINENTAL PLAN (CP)

FULL AMERICAN PLAN (AP)

DEMI PENTION

EUROPEAN PLAN (EP)

MODIFIED AMERICAN PLAN (MAP)

The rate includes three full meals and a room. Full board or full pension.

The rate includes breakfast, dinner and a room.

The rate includes breakfast and lunch or dinner and a room (half board).

No meals included in the room rate.

The room includes breakfast and a room (“Bed and Breakfast”).

TEXT 4

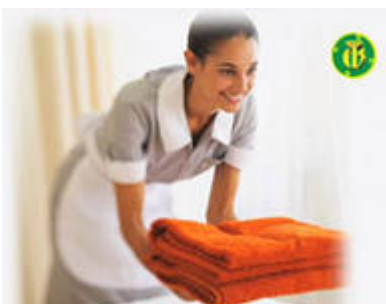
ORGANISATION OF A MID-MARKET HOTEL

Administration

The administration is headed by an executive director or general manager. The executive staff might consist of an assistant director or assistant manager and various clerical specialists. The heads of the various departments of the hotel work under the direct supervision of the executive director or the assistant director.

The Rooms Department

The rooms department of a typical mid-market hotel has three units: front office, housekeeping, and bell service. The front office, or front desk staff, is responsible for reservations, check-in and check-out functions, and handling guest messages, mail, and inquiries. The staff works three shifts, so that the front desk and office are manned 24 hours per day. The front desk supervisor keeps a log, or daily record, of events that occur during each shift. Guest complaints, reported maintenance problems, and so forth are recorded in the front desk log.



Housekeeping is responsible for daily cleaning of guest rooms. Each hotel has its own policy regarding the hiring, training, and evaluation of housekeeping personnel. The department is overseen by an executive housekeeper, who coordinates room cleaning, prepares

room status reports, and supervises a staff of maids and housekeepers. Many mid-market hotels clean guest linen on premises, whereas others utilize outside laundry services.

The bell service consists of a bell captain who supervises a staff of bell attendants. The primary responsibility of this unit is to greet guests on arrival and, upon check-in, to transport their luggage to their rooms. Some mid-market hotels also employ a door attendant to greet guests and arrange for taxicab service.

The Food and Beverage Department



To keep the operation of the department profitable, the dining room and lounge are designed so that people can enter them easily from the street, as well as from inside the hotel. This arrangement encourages other customers – i.e., besides people staying at the hotel – to utilize the restaurant from its food and beverage operations.

The food and beverage manager oversees all aspects of these operations, aided by an assistant manager. The heads of the various units of the food and beverage department work under the supervision of the manager or assistant manager. The manager's important responsibility is to monitor and control the hotel's food and beverage costs, to assure that F & B operations remain profitable – or at least, to minimize the hotel's operating expenses.

The food and beverage department of a typical mid-market hotel is divided into five units: food purchasing, food production or preparation, food service, beverage, and room service. The food purchasing department is responsible for acquiring foodstuffs used by the kitchen staff to prepare menu items served in the dining room. The department's staff purchases ingredients, maintains the storeroom, fills requisitions by the food preparation staff, and provides security against theft or loss.

The food preparation department, or kitchen staff, consists of a head chef or head cook assisted by various cooks. A butcher, pastry chef, and baker might also be employed in the kitchen. This department is responsible for preparing all menu items, except beverages, served in the hotel dining room or delivered to guest rooms by the room service staff.



The food service department is staffed by waiters, waitresses, and busboys who are responsible for serving to guests the meals prepared by the kitchen staff. A separate room service staff might be employed to deliver menu items to guest rooms. However, in some food service departments, waiters or bellhops provide room service as a function of the food service department.

The beverage department is responsible for preparing and serving all beverages to guests in the cocktail lounge, as well as preparing beverages for the dining room and room service. The department is managed by a beverage manager, wine steward, or head bartender, who supervises a staff of table attendants and bar attendants.



The room service department, in properties that maintain a separate room service staff, is responsible for fulfilling and delivering food and beverage orders placed by guests in their rooms.

The Guest Services Department

A typical mid-market hotel might have a hair care salon, a gift shop, and guest valet or laundry service, organized under the guest services department. Some hotels own and operate their own gift shops and hair care salons, but others rent space to independent vendors to provide these services to guests.

A concierge or guest services manager might be employed to serve as an agent for booking various guest services outside the hotel, such as theatre tickets, guided tours, ground transportation, airline reservations, car rentals, and so forth. Some mid-market hotels rent desk space to a travel, airline, or car rental agent in lieu of or in addition to employing a full-time concierge.



The Marketing and Sales Department

The marketing and sales department oversees all aspects of promotion and group sales. This department usually consists of three units: advertising, group sales, and banquet sales.

Advertising is responsible for planning, developing, and implementing advertising and promotions for the hotel. The advertising manager usually works with an outside advertising agency to create ad campaigns and design promotional materials. All rate sheets, brochures, advertisements, and directory listings are produced by this department.

Group sales unit works with companies to negotiate special corporate discounts and negotiates special group rates for organizations that are planning meetings, conventions, or conferences. This department is also responsible for setting rates for or discounts to tour wholesalers for resale as part of advertised package tours. A separate convention manager might be employed to handle convention sales and coordinate the arrangements.

Banquet sales unit works with community organizations, such as schools, churches, service clubs, and wedding planners, and with companies, to sell banquet services. Banquets are an important source of revenues for the hotel's food and

beverage operations. The banquet sales manager determines the fees and coordinates the arrangements for banquet services sold to the public and also coordinates meals served at meetings and conventions at the hotel.

The Accounting Department

The accounting department of a typical mid-market hotel consists of two units: general cash and accounts payable. The general cash department performs all bookkeeping related to revenues (income) of the hotel. The cashier handles all cash transactions, including check cashing, guest payments, and invoicing. The auditor keeps track of money owed to the hotel – both by guests charging items to their room accounts and by groups, such as conventions and corporate clients with established credit.

The accounts payable department performs all bookkeeping related to money owed by the hotel to vendors and employees. Payroll checks and disbursements – payments for operating expenses, such as utilities, telephone, supplies, and so forth – are produced by this department.

The Security Department



The security department is responsible for maintaining security alarm systems and implementing procedures aimed at protecting the personal property of guests and employees. A full-time staff of uniformed guards and a plainclothes detective might be employed the security department.

The Engineering Department

The engineering department of a typical mid-market hotel might consist of two units: environment control, and repair and maintenance. The environment control department, called the power, light, and heat department at older hotels, is responsible for maintaining heating, lighting, and electrical systems throughout the hotel. Fire prevention and control are also the responsibility of this department.

The repair and maintenance department employs a staff of carpenters, painters, plumbers, electricians, and repair specialists to maintain the hotel's facilities, decorations, and furnishings in good condition.

1 Read the texts and answer the following questions.

- 1** What factors facilitate the development of the lodging industry?
- 2** How does the process of increasing globalisation influence the career options in the hotel industry?

- 3 What qualifications are the prerequisites for those who start career in hospitality?
- 4 How important is the in-house training for hotel employees?
- 5 What career options exist in a typical mid-market hotel?

2 Give the title of the department or division that is responsible for each of the following duties:

1 _____ is responsible for greeting guests on arrival and the transportation of guest luggage.

2 _____ is responsible for maintaining the heating, lighting, and electrical systems throughout the hotel.

3 _____ is responsible for daily cleaning of guest rooms and preparing room status reports.

4 _____ is responsible for maintaining alarm systems and protecting the personal property of guests and employees.

5 _____ is responsible for handling reservations, guest registration, and check-out in a limited-service hotel.

6 _____ is responsible for preparing all menu items, except beverages, that are served in the hotel restaurant or delivered to guest rooms.

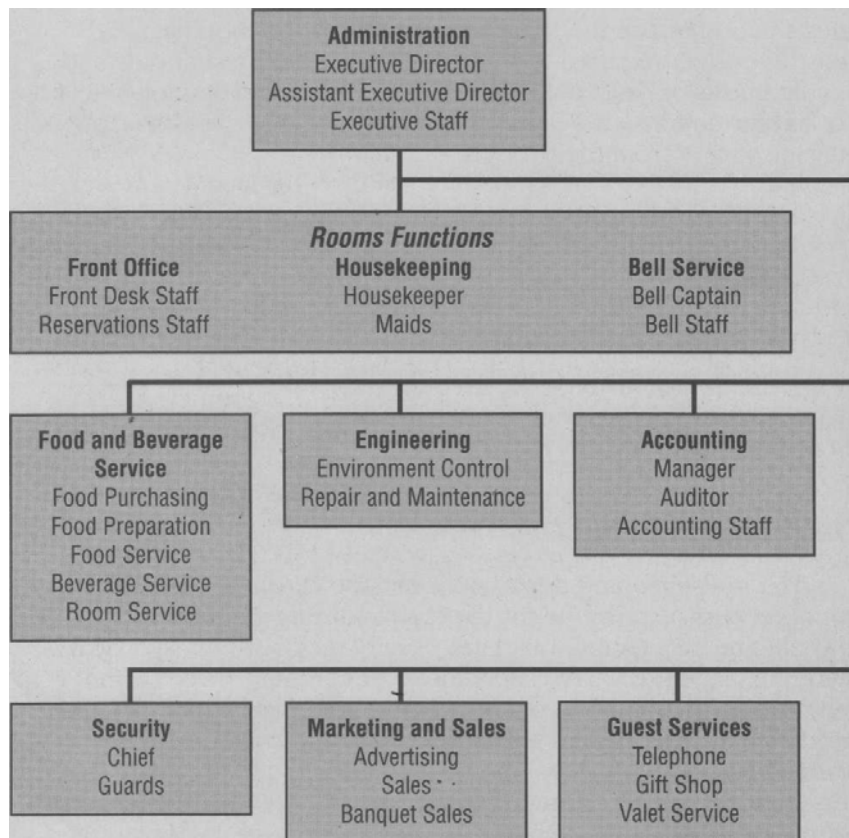
7 _____ is responsible for supervising and coordinating the work of the managers of all departments of the hotel.

8 _____ is responsible for negotiating rates for organisations that are planning meetings, conventions, or conferences.

9 _____ is responsible for arranging services outside the hotel, such as theatre tickets, guided tours, or car rental.

10 _____ is responsible for performing all bookkeeping related to money owed by the hotel to vendors and employees.

3 Present the structure of a typical mid-market hotel using the following organization chart.



TEXT 5

OWNERSHIP AND MANAGEMENT IN HOSPITALITY

Many lodging establishments, especially small motels and inns, are managed by their owners. But it is also common for a hotel to be owned by one party but managed by a different party. The relationship between ownership and management may be one of three basic types: proprietary ownership, franchise, management contract.

Proprietary ownership is the direct ownership of one or more properties by a person or company. Small motels that are owned and operated by a couple or family are common examples of proprietary ownership. Larger properties that are owned by a major hotel company such as Hilton also belong to this category.

A chain is a group of hotels that are owned or managed by one company. In general, three or more units constitute a chain, but major hotel chains have from 300 to 5,000 properties. A proprietary chain is owned entirely by one company. In a co-owner chain, ownership of individual properties is shared by the hotel company and by independent investors.

A franchise is a license given by a company, or franchisor, to use the company's ideas, methods, and trademarks in a business. By paying a fee, a private investor, or franchisee, can obtain a trademark license, architectural plans, blueprints, designs, training, and operating methods. The franchisee is responsible for financing the construction of the property, although some franchisors offer construction loans. The

franchisee may be an individual, a partnership, a small corporation, or a group of investors.

The franchise agreement, a contract between a franchisor and a franchisee, describes the obligation of the franchisee. Operations manuals cover such subjects as accounting practices, maintenance procedures, sales and marketing, advertising, personnel hiring and training, and inventory control.

Under a management contract, property owner contracts with a hotel management company to operate the establishment. The management company must submit periodic financial reports to the owners and comply with policies regarding operation, management, maintenance, staffing, and appearance of the hotel.

Management contracts free a large chain from the difficulties of managing hundreds of properties in various locations, without forcing it to give up any of the advantages of ownership. A local management firm is usually more knowledgeable about the market, economic conditions, real estate prices, and wage scale of the area.

1 Make a list of types of the relationships between ownership and management of a hotel:

2 Find the statement which is not true according to the text.

- A There are three basic types of the relationship between ownership and management of a hotel.
- B Franchisor never gives any loans to franchisee for the construction of properties.
- C Franchisee has to pay a fee to obtain a trademark license.
- D The owner of a property sometimes signs the contract with the management of the hotel concerning the operation of the hotel.

3 The word '*franchisee*' in the text means:

- A the license given to the company
- B the company which obtain the right to use ideas, methods and trademarks of another company
- C initial fee, which is paid to the parent company
- D the company which gives the right to use its ideas, methods, and trademarks to another company

4 Try to explain what rights are obtained with a franchise.

5 Find the word in the text meaning 'a formal agreement between two or more parties to perform the duties as stated' _____

TEXT 6

HOSPITALITY MARKETS

A market is the group of potential customers for a product, service, or company. The hospitality market is divided into two broad categories: the commercial market and the leisure market. The commercial market includes business travellers, such as sales representatives, executives, and attendees of conventions, banquets, and meetings. The leisure market consists of people travelling for recreation, sport, or personal enlightenment, such as vacationers, sightseers, and adventurers.

Although every hotel has some clients from both markets, most properties are designed and promoted in such a way as to attract either business travellers or leisure clients. Within each market, customer needs may vary. For example, vacationing families require facilities that cater to children and, sometimes, pets. But single travellers often prefer accommodations that are oriented to adults, with the opportunity to meet travellers of the opposite sex. Sporting travellers require specific recreational facilities such as golf, tennis, or scuba diving facilities, whereas health-conscious travellers may require exercise facilities or counseling services.

The commercial market tends to remain constant year-round, whereas the leisure market is mainly seasonal. Most resort areas have distinct tourism seasons, usually corresponding with periods of fair weather. A regular period of high room occupancy is called the high season, and a period of low room occupancy is called the low season. A transitional period between a low season and a high season is called a shoulder period.

The convention market is a significant source of business for many hotels. Some hotels specialize in conventions and meetings, and many resorts rely on convention business to fill rooms during the low season. To support the convention business, a hotel must have a large number of rooms and an extensive range of facilities and services, including banquet service, meeting rooms, an auditorium, audiovisual equipment, and recreational facilities.

Most hotel rooms are sold directly to customers, or end-users, by the internal reservations department or the reservations center of a chain, referral organization, or hotel representative. However, rooms are also sold through independent outlets such as tour wholesalers and travel agencies. Any outlet or vendor that sells room space to the public on behalf of a hotel is called a distribution channel. Retail travel agencies sell services directly to customers, including business travellers as well as vacationers. When a travel agency sells an airline ticket or a hotel reservation, it receives a commission based on the selling, or retail price. The average commission for the sale of an airline ticket is 10 percent, but, for booking a hotel reservation, a travel agency may receive from 5 to 15 percent, depending on the property.

The front office is responsible for maintaining accurate statistics of understays, overstays, early arrivals, cancellations, walk-ins, and no-shows. Understays are guests who depart in advance of their stated check-out date. Overstays are guests who stay on beyond their stated check-out date. Early arrivals are clients who check in before their stated check-in date. Cancellations are clients who notify the hotel that

they will not check in as planned. Walk-ins are guests who check in without a prior reservation. No-shows are clients who placed reservations but do not arrive on the stated check-in date and do not cancel the reservations.

Statistics related to these factors are used to estimate how many rooms will be available on a particular date. The percentages are constantly updated by the reservations department. The front office creates regular room forecasts, showing the estimated number of rooms that will be available on a particular date and the projected occupancy rate.

1 Read the text and answer the following questions.

- 1 What is the *hospitality market* supposed to mean?
- 2 What main parts does the hospitality market comprise?
- 3 What categories of travellers does the commercial market consist of?
- 4 What travellers does the leisure market include?
- 5 In what way can the specific needs of the leisure market travellers differ from the needs of the commercial market travellers?
- 6 What hospitality market is more sensitive to the seasonal fluctuations?
- 7 Why is the interest of many hotels to conferences and conventions organizations steadily growing?
- 8 How are most hotel rooms sold to customers?
- 9 What statistics of arriving guests does the front office usually maintain? What does this statistics provide?

2 Check up your memory and name the notions the following definitions correspond to.

- | | | |
|---|---|-------|
| 1 | guests who stay on beyond their stated check-out date | _____ |
| 2 | the part of the hospitality market comprising business travellers | _____ |
| 3 | the part of the hospitality market comprising travellers on leisure | _____ |
| 4 | clients who check in before their stated check-in date | _____ |
| 5 | the part of the year with the most guests | _____ |
| 6 | guests who depart in advance of their stated check-out date | _____ |

- 7 guests who check in without a prior reservation _____
- 8 the number or percentage of rooms that are occupied by guests _____
- 9 the time of the year when fewer people are travelling or using facilities _____
- 10 estimated check-in date _____
- 11 clients who notify the hotel that they will not check in as planned _____
- 12 clients who placed reservations but do not arrive on the stated check-in date and do not cancel the reservations _____
- 13 a transitional period between a low season and a high season _____

MODULE 3

TEXT 1

FUNCTIONS OF A FOOD AND BEVERAGE SERVICE



The provision of food and beverages is one of the oldest services associated with lodging establishments. The food and beverage department of a modern full-service hotel is a complex operation involving numerous, highly specialized functions. Part of the department is organized like a restaurant, with separate divisions devoted to food preparation, food service, and beverage service. Other parts of the department may be

responsible for room service and banquet/catering service.

The size of the food and beverage department depends on many factors, including the size and type of hotel, its commitment to food and beverage service, and the number and type of meetings and conventions that the hotel hosts. A typical mid-market hotel has at least one restaurant. Many hotels have both a coffee shop for

casual dining and a fine restaurant with a more formal atmosphere. A typical resort or convention center may have several restaurants on the grounds.

Food and beverage service is sometimes provided by an independent restaurant operator who leases space from the hotel. The restaurant agrees to provide room service and banquet services in addition to the dining room. This type of arrangement frees the hotel from the complexities of managing food and beverage operations, while maintaining a high level of service to guests.



At most hotels, the profits from operating a dining room and cocktail lounge are relatively small compared to those from room sales. In fact, some properties do not expect to earn a profit from food and beverage service. Other hotels rely on the food and beverage division to offset low room rates or to supplement room sales.



A good food and beverage operation provides a service both to guests of the hotel and to the community. Many travellers judge the overall quality of a hotel by its food and beverage service. If the quality and service are good, members of the community will also patronize the dining room, helping to supplement food and beverage sales.

Whether the hotel's main objective is to generate additional profits or to provide a valued service, controlling costs is a significant concern of the food and beverage division. Numerous cost control measures have been developed over the last 50 years, and new techniques continue to be introduced every year.

1 Read the text and answer the following questions.

- 1** What service apart from the primary one (providing accommodation) is considered to be one of the oldest provided in lodging establishments?
- 2** How is the food and beverage department of a typical modern full-service hotel organized?
- 3** What factors determine the size of the food and beverage department?
- 4** Why can a hotel prefer to use the services of an independent restaurant operator?
- 5** How does the quality of food and beverage service contribute to the overall standards of a hotel services?
- 6** Why do some hotels support the idea of visiting their restaurants by not only hotel guests and welcome outside clients as well?
- 7** What has been a significant concern of the food and beverage division for years?

2 Match the following word pairs from the text to make word partnerships. Make the sentences of your own with the partnerships formed.

- | | |
|--------------|-----------------|
| 1 lodging | a operation |
| 2 complex | b dining |
| 3 room | c establishment |
| 4 casual | d food |
| 5 formal | e profits |
| 6 dining | f room |
| 7 supplement | g atmosphere |
| 8 additional | h service |

3 Complete the following sentences with the appropriate words from the text.

- 1 _____ service is the service of food made in the kitchen and drinks prepared in the bar to the customers (guests) at the Food & Beverage premises.
- 2 _____ service is a hotel service enabling guests to choose menu items for delivery to their hotel room for consumption there.
- 3 A _____ is an elaborate and formal evening meal for many people, often followed by speeches.
- 4 A _____ is a small, informal restaurant in a hotel serving coffee and light refreshments.
- 5 Some fine dining restaurants have a very formal _____ which is created by the dress and attitude of the staff, the decor of the restaurant, the service accompaniments, the type of clientele that frequent these restaurants, etc.
- 6 Some restaurants _____ space from a hotel for a specified period in exchange for a specified rent.

TEXT 2

RESTAURANT TYPES

Despite the broad range of restaurant concepts, most are classified by one of three major restaurant types, including full-service, fast-casual and quick-service.



Full-service restaurants encapsulate the old-fashioned idea of going out to eat. These restaurants invite guests to be seated at tables, while servers take their full order and serve food and drink. Full-service restaurants are typically either fine dining establishments or casual eateries, and in addition to kitchen staff, they almost always employ hosts or hostesses, servers and bartenders. Two standard types of full-

service operations include fine dining and casual dining restaurants.

Fine dining restaurants top the ladder when it comes to service and quality. Fine dining restaurants usually gain perceived value with unique and beautiful décor, renowned chefs and special dishes. Service style for fine dining restaurants is top-notch. Well-trained and experienced servers and sommeliers attend guests, providing excellent knowledge of food and wines. The atmosphere in a fine dining establishment is one of the keys to its perceived value.



Fine dining establishments strive to create an overall exceptional dining experience for guests. They probably face their biggest challenges in poor economic times. People who do not feel that they can afford to eat at upscale restaurants often cut them out of the budget. Fine dining restaurants must constantly maintain an elevated level of service and quality in every aspect, from dinner service to food presentation and to restroom cleanliness.

Managers are frequently experienced and typically require five to seven years of experience as well as immense knowledge of food and wine. Chefs need to be experienced as well, perhaps even requiring a culinary degree. Celebrated chefs will also give a fine dining restaurant the upper-hand when it comes to quality food and artistic presentation.



Another type of full service eatery, casual dining restaurants are typically more affordable and often geared toward families. Casual dining restaurants offer full table service but the décor, food and service is usually less remarkable than a fine dining establishment. Guests are seated by a host or hostess. Servers help explain menu items and take orders.

Service style for casual dining restaurants is usually not as formal as for fine dining service. Servers may act more casually around diners, but guests still expect professionalism and service throughout the meal. The casual restaurant atmosphere is

often family-friendly, with decorations adorning the walls, or themed posters and colourful paint and booths. Like fine dining restaurants, casual eateries can specialize in a certain regional cuisine or a fusion of several dishes. The menu and concept usually determine the atmosphere. Casual dining restaurants may find challenges in keeping up with competitors. They compete both with fine dining restaurants and fast-casual places, depending on subtleties in menu pricing and atmosphere. Casual dining restaurants have an advantage as they are often able to attract a wider customer base than fine dining restaurants. Casual restaurants are especially appealing as they are more accessible for families with children.

Fast-casual is relatively modern terminology for a restaurant that falls between full-service and quick-service. Also called quick-casual and limited-service, these types of restaurants are typically distinguished by service type and food quality. Fast-casual restaurants are often perceived to offer better quality food and a more upscale dining area than quick-service restaurants, but with less expensive menu items than full-service restaurants. Guests will often walk up to a service counter where they will



choose menu items from a menu board and place their orders with a cashier. The guests may also choose their food first, perhaps walking along an assembly line for their sandwich or burrito, and then pay when they receive the food. Like quick-service, speed and convenience are important aspects of fast-casual restaurant concepts, although fast-casual restaurants arguably demonstrate better quality food and service than fast-casual restaurants. As with any restaurant, the menu items and restaurant culture will likely affect what the restaurant looks like inside. Some are very basic, while others use colours and signs to demonstrate their style and create a low-key ambience. Lighting and music definitely play a role in creating atmosphere. The fast-casual concept as a whole has a lot of strong advantages over other restaurant types. For example, the idea of fast-casual has a lot of wiggle room. It can be a totally organic eatery, or showcase a certain regional fare, or even stick to the classics, all while attracting customers with affordable menu prices. Fast-casual restaurants are extremely versatile. Since many obtain liquor licenses, they attract a large portion of the adult clientele, but still cater to families and students. Many also



believe fast-casual restaurants provide more healthful food than what quick-service restaurants have to offer.

Quick-service is the term for restaurants that capitalize on speed of service and convenience. Fast-food restaurants often fall under the umbrella of quick-service restaurants, but not all quick-service places serve fast-food. Quick-service restaurants are characterized by simple décor, inexpensive food

items and speedy service. They are the least expensive establishments. They often provide "combo" meal choices which can add on extra for sides and drinks, but food items are also available a la carte. Service style at quick-service restaurants typically includes a service counter with one or more cashiers working to take orders. Customers order off a menu board hanging on the wall or from the ceiling. It is not unusual to see a drive-thru at a quick-service restaurant. In comparison to full-service restaurants, quick-service establishments generally have simpler dining areas with fewer decorations. However, quick-service chains in particular often strive to achieve a very specific, individual "look and feel" in their restaurants. Quick-service restaurants often succeed in a big way because of speed of service and overall consistency.

1 Read the text and answer the following questions.

- 1 What features have to be taken into consideration to classify restaurant establishments?
- 2 What are the major restaurant types?
- 3 What standard types do full-service restaurants comprise?
- 4 What catering establishments provide the highest level of service, quality and exceptional dining experience for guests?
- 5 Where are substantial experience, immense knowledge of food and wine and possessing a culinary degree obligatory?
- 6 What do casual dining restaurants provide?
- 7 What is the main advantage of a casual dining restaurant over a typical fine dining restaurant?
- 8 What concept are fast-casual restaurants based on?
- 9 What services do clients expect to obtain in quick-service restaurants?

2 Determine the type of the restaurant taking into consideration the traits mentioned.

quick-service restaurants, fast-casual restaurants, full-service restaurants

1	<ul style="list-style-type: none"> • limited-service restaurant establishments • provide quality food at affordable menu prices • guests walk up to a service counter and choose menu items from a menu board • very basic décor • cater to families and students 	
	<ul style="list-style-type: none"> • guests sit at tables to eat the meal • orders are taken by servers • food and drinks are served by waiters and 	

2	waitresses <ul style="list-style-type: none"> • hosts or hostesses are employed • servers and bartenders are available • provide high quality service 	_____
3	<ul style="list-style-type: none"> • guarantee speed of service and convenience • quite simple décor with fewer decorations • inexpensive food items • sometimes serve fast-food • orders are taken by cashiers at a counter • simpler dining areas 	_____

3 Match the words from the text with the definitions.

- | | | | |
|---|--|---|-------------------------|
| 1 | a takeaway restaurant designed so that customers can use it without leaving their cars | a | special dish |
| 2 | a meal with a combination such as a burger with fries and a drink | b | bartender |
| 3 | the first and the last person in a restaurant the guests interact with, greets the guests and escorts them to their table | c | a drive-thru restaurant |
| 4 | a restaurant or other commercial establishment serving food | d | regional cuisine |
| 5 | a person who serves usually alcoholic beverages behind the bar in a licensed establishment | e | sommelier |
| 6 | food prepared and cooked in a particular way | f | hostess |
| 7 | cuisine based upon national, state or local regions | g | combo meal |
| 8 | a trained and knowledgeable wine professional, normally working in fine restaurants, who specializes in all aspects of wine service as well as wine and food pairing | e | eatery |

TEXT 3

FOOD AND BEVERAGE ORGANISATION



A food and beverage department is traditionally divided into the following areas:

- food purchasing
- food production or preparation
- food service
- beverage service
- banquet/catering

Depending on the size of the hotel and its commitment to food and beverage service, each

area may be handled by a separate staff.

A food purchasing staff is responsible for purchasing foodstuffs and ingredients for the kitchen.

A food production or preparation staff is responsible for designing menus and preparing meals served in the restaurant and may include an executive chef, one or more assistant chefs, and various cooks and stewards.



A food service staff is responsible for



greeting, serving, and attending guests in the dining room, and may consist of a restaurant manager; a host, hostess, or headwaiter; food servers; and bus attendants. A room service staff may also be part of this department.

A beverage service staff is responsible for dispensing alcoholic beverages and other drinks (except dairy products) in the cocktail lounge and dining room, and may consist of a lounge manager, a wine steward, a head bartender, and various shift bartenders and bar attendants.

A banquet/catering staff is responsible for catering banquets, meetings, and conventions, and may consist of a banquet manager, a sales manager, and a service manager.

The overall management of these specialized staffs may be handled by a food and beverage manager. Reporting to the executive director or assistant manager of the hotel, a food and beverage manager coordinates the various activities of the staffs, prepares budgets, and monitors costs in the kitchen, dining room, and lounge. A typical manager routinely inspects the food and beverage areas and ensures that employees adhere to service and preparation policies and procedures. The food and beverage manager may also be responsible for balancing food and beverage accounts at the end of each day and devising, implementing, and evaluating cost control measures. In a restaurant, the position of food and beverage manager is usually held

by an executive chef, who manages both the kitchen and the dining room. Because cost control is so important in a lodging operation, a hotel food and beverage manager usually has accounting and management skills, rather than food preparation ability.

1 Decide whether the following statements are true (T) or false (F).

- 1 Each area of a food and beverage department demands separate staff to be responsible for its successful operation. _____
- 2 Being responsible for the successful running of the whole restaurant, a maître d'hôtel usually designs the menu. _____
- 3 A room service staff may be part of a food service department. _____
- 4 A beverage service staff usually works in the cocktail lounge and dining room and is responsible for dispensing only alcoholic beverage. _____
- 5 To cater for banquets, meetings, and conventions a hotel employs a banquet or catering staff. _____
- 6 At the end of each day food and beverage accounts are prepared and balanced. _____
- 7 A hotel food and beverage manager should possess good accounting and management skills. _____

2 Indicate the subdivisions of the food and beverage department according to the functions they perform.

- 1 the staff responsible for designing menus and preparing meals _____
- 2 the staff responsible for dispensing alcoholic beverages and other drinks (except dairy products) in the cocktail lounge and dining room _____
- 3 the staff responsible for purchasing foodstuffs and ingredients for the kitchen _____

- 4 the staff responsible for greeting, serving, and attending guests in the dining room _____
- 5 the staff responsible for catering banquets, meetings, and conventions _____

2 Complete the sentences with the necessary words from the box.

Food and Beverage Manager, banquet, head cook, sommelier, cocktail lounge, bartender, hostess, head chef

- 1 All restaurants require a person in charge of cooking the food. In a fine restaurant, this person is the _____, while in a fast-food chain it may be the _____.
- 2 Today _____ is a wine specialist in a restaurant who should have extensive knowledge of wines and menu pairings.
- 3 A _____ is an upscale bar that is typically located within a hotel, restaurant, or airport.
- 4 The _____ is in charge of all aspects of the food and beverage operations, including revenues, food costs, budgets, inventories, sanitation onboard and discipline in his department.
- 5 A _____ can generally mix classic cocktails such as Mojito, Manhattan, Cosmopolitan.
- 6 A _____ is usually dinner, prepared and served by the hotel exclusively for a group that have a predetermined menu, or food stations set up for self service.
- 7 The responsibilities of the _____ include monitoring the open dining sections of the restaurant for empty and cleaned tables, estimating wait times for guests, monitoring the guest waiting list, and ensuring that the needs of the guests are met while they are waiting

TEXT 4

CATERING



Catering is the activity of providing food and beverage for a full range of events, including business meetings, conferences, exhibitions, special events, weddings, and other social occasions. Caterers are either independent vendors or

individuals within a particular department of a facility such as a hotel, restaurant,

institution, venue, etc. In addition to responsibilities for food and beverage, many caterers also handle event decor, a/v and other aspects of the program. The catering manager will typically manage the staffing of servers, chefs and others.

The event manager organizes a fund-raising of a special event at a hotel, and the catering department handles all logistics associated with food, beverage, decor and entertainment. Catering includes a cocktail hour and a formal sit down meal.

Before designing a restaurant menu the competition is usually studied to see the price range of the meals, to find the similarities and differences between the prospective restaurant menu and competitors' menus. It is necessary to decide what will separate the restaurant food from the masses. Not everything on the menu has to be 100% original. Similar items can be offered, but something special should be added. The restaurant menu pricing has to match the competitors' prices.



Once the competition has been studied and the dishes have been chosen, it is necessary to design the perfect restaurant menu. An effective menu design is more than just printing out a list of items. Colours, fonts and borders are all integral parts of an effective menu design. The menu font and colour scheme should reflect your restaurant theme. For example, if you are opening a Mexican themed restaurant, vibrant colours such as red, turquoise, purple and green would be good choices for a menu. These same colours would look out of place on the menu of a French bistro or Italian restaurant.

If you have a look at a menu of a restaurant, you will see that it is arranged sequentially: appetizers, soups & salad, main entrees, desserts and beverages. It is important to have sections clearly identified by either bold headings or boxes. Highlighting special dishes with a star or other insignia, such as a house favourite or chef's specialty is one way to draw a customer's attention to popular dishes. Daily specials can be easily changed with a clear menu insert. It is better to avoid adding too many pictures or busy backgrounds that makes the menu hard to read.

The menu description should make a guest's mouth water. It is recommended to explain what is in a dish, and use ethnic names if they fit, to add a bit of authentic flair to the menu description. For example, Chicken Margarita sounds better than Chicken topped with spicy tomatoes. You can explain what is in the dish (spicy tomatoes) in the description itself. Incorporating geography or local history into a menu item name is also a way to make your restaurant menu unique. For example, Maine Lobster Roll sounds inviting, whether you eating it in Maine. Avoid making descriptions too long. You can intrigue a customer. If they have more questions, a waiter should be able to give further information about a dish or recommend a house favourite.

When planning the food and beverage for any event, it's important for event planners to consider several 'not-so-obvious' catering menu planning items to help

ensure a successful programme. It is important to know the guest profile: the professional level of the guest, the frequency your guest attends similar events, the location where guests reside, and their ethnic background. The profile of the guest allows the event planner to begin considering what menu options to offer. The following will help you better plan to meet their needs: older groups of attendees may prefer a milder menu, attendees concerned about health may prefer more seafood and vegetables options, while younger or middle-aged attendees may prefer spicier, more adventurous meals.

Anyone planning an event should offer several choices so that all guests will be pleased with what is available. Some general guidelines are:

- offer at least two choices of entrees (three is better);
- offer three or more salad dressing options;
- serve all condiments on the side;
- offer two dessert options (one very indulgent, one healthy).

When selecting the menu, the time of year should play a significant factor in determining food and beverage. Take into consideration which items are in season for spring or winter menus. Another important factor is to consider the region or location of the event and popular food items from the area. Incorporate fresh seafood or regionally grown produce.

Sometimes the clock will be the greatest guide to determining the menu for an event. Box lunches are best if you have 30 minutes or on the go. Plated meals usually requires at least 1.5 hours. Buffets may be finished in about 1 hour. Cocktail receptions require a minimum of 1 hour before dinner. Working breakfasts or lunches should incorporate menu items that can hold up for longer periods of time than others.

Before any event, it is critical for an event planner to find out if any of the guests have a special need so that the catering manager can address those needs prior to the event. Considerations may include food allergies, religious requirements dietary restrictions.

People eat with their eyes and nose before tasting it. Whether it is served plated or buffet, a catered meal should visually colourful and fragrant. Therefore, the presentation of food should make your guests want to eat it. This means linens and decorations that complement the theme of the meal. If it does not look good and smell good, your guests will not be happy.

1 Read the text and answer the following questions.

- 1 What services are meant when we speak about catering?
- 2 What events can demand for catering services?
- 3 What can caterers be responsible for in addition to providing food and beverage?
- 4 Who is in charge of a fund-raising of a special event at a hotel?
- 5 What is desirable to do before designing a restaurant menu? Why?
- 6 What is necessary to take into consideration while developing a restaurant price policy?

- 7 How must the perfect restaurant menu be designed?
- 8 How is a typical menu arranged? What is a common sequence of dishes?
- 9 How should a menu description be presented? What can make a restaurant menu unique?
- 10 What information should the guest profile comprise? Why can it be helpful for catering menu planning?
- 11 What are the general guidelines to menu planning? What particular factors should be taken into consideration?
- 12 In what way can the time at the disposal determine the menu?

2 Match the left and the right side to make up word combinations. Make up the sentences of your own with them.

independent	menu
price	specials
business	restriction
event	dishes
restaurant	range
special	planner
daily	vendor
menu	option
dietary	meeting

3 Complete the sentences with an appropriate form of the word in brackets.

- 1 _____ are the providers of food and beverage services for different events such as business meetings, conferences, exhibitions, weddings, and other social occasions. **(CATER)**
- 2 The catering department deals with all logistics associated with food, beverage, decor and _____ (entertain).
- 3 You have to be _____ in restaurant business, so before designing a restaurant menu it is necessary to compare the prospective restaurant menu and competitors' menus. **(COMPETE)**
- 4 Having studied the competition, it is necessary to design an _____ menu. **(EFFECT)**
- 5 A menu of any restaurant is arranged _____ : appetizers, soups & salad, main entrees, desserts and beverages. **(SEQUENCE)**
- 6 To draw a customer's attention to popular dishes, you should highlight a house favourite dishes or chef's _____. **(SPECIAL)**
- 7 To satisfy your guests' needs, it is of great _____ to know the guest profile which includes the professional level of the guest, the frequency the guest attends similar events, the location where guests reside, and their ethnic background. **(IMPORTANT)**

- 8 While selecting the menu, you should take into _____ the time of year and which items are in season, the region or location of the event and popular food items from the area. **(CONSIDER)**
- 9 Event planners should know guests' special needs which may include food allergies, religious _____ or dietary restrictions. **(REQUIRE)**

TEXT 5

HOW TO DELIVER QUALITY AND SERVICE IN A RESTAURANT

When guests come to a restaurant, they should be treated as if they are friends visiting your home. Treating guests with care and providing an exceptional place for them to enjoy a meal is part of the reason they will come back to the restaurant again. When customers come through the doors of a restaurant, they expect quality in every aspect of it. Guests are looking for a value in the things they see, taste and touch, and so providing them with exceptional quality will certainly leave a good taste in their mouths.

Food and beverages can be probably the biggest indicator of quality that a customer notices. Food quality is not only important to the customers' impressions of the overall restaurant experience, but it is important for their health, as well. Guests' health should never be compromised. Although not all restaurants can boast the best quality food, they can still take measures to ensure that food is stored and prepared safely. The following considerations should be taken when assuring food quality in a restaurant:

- be sure to follow proper first-in, first-out (FIFO) rotation with all food products
- properly label and date all food products
- never serve food that has expired
- prepare products safely, avoiding cross-contamination with dangerous bacteria or cross-contact with allergens
- wash hands before and after handling food products
- prepare and serve foods at proper, safe temperatures
- learn more about how to maintain exceptional food quality and safety.

1 Decide whether the following statements are true (T) or false (F).

- 1 Friendly treatment of guests can be part of the reason they will come back to the restaurant again. _____
- 2 The quality of all aspects of restaurant operation, even it is exceptional, cannot influence the satisfaction of guests because the main thing they expect is tasty food. _____

- 3 The quality of food and beverages is the biggest indicator of restaurant operation because it is not only important to the customers' impressions, but for clients' health, as well. _____
- 4 The first thing any restaurant should care is to ensure that food is stored and prepared safely. _____

2 Interview your partner. Ask him or her to evaluate the restaurant they visited last time using the following criteria.

Factors/opinion	strongly disagree	somewhat disagree	neutral	somewhat agree	strongly agree
<i>The food is served hot and fresh.</i>					
<i>The menu has a good variety of items.</i>					
<i>The quality of food is excellent.</i>					
<i>The food is tasty and flavourful.</i>					
<i>The food order is correct and complete.</i>					
<i>Employees are patient when taking an order.</i>					
<i>The clients are served promptly.</i>					
<i>Availability of sauces, utensils, napkins, etc. is good.</i>					
<i>The menu board is easy to read.</i>					
<i>Employees speak clearly.</i>					

<i>Employees are friendly and courteous.</i>					
<i>The service is excellent.</i>					
<i>Value for price paid</i>					
<i>Quality of food</i>					
<i>Quality of beverage</i>					
<i>Prices are competitive.</i>					

MODULE 4

TEXT 1

GLOBALISATION AND THE TOURISM INDUSTRY

Tourism is one of the world's largest multinational economic activities; it ranks among the top five export industries for 83% of countries. Tourism involves the greatest flows of goods, services, and people on the surface of the earth, and it is, therefore, the most visible expression of globalisation. Although the role and share of tourism in international trade is constantly increasing in importance, trade in tourism services has been concentrated mainly in the developed countries, such as North America and the European Union. The share of developing countries in total world tourism is comparatively low, although rising significantly.

Globalisation has opened new opportunities for developments in tourism. Globalisation has facilitated growth in tourism through developments in electronic technology, communication, and transportation. It has affected worldwide suppliers and computerized information and reservation systems, which have become more flexible and cost-effective; decreased costs of air travel; and offered easier access to destinations. The rapid spread of information technology has improved the efficiency of the industry's operations as well as the quality of services provided to consumers. It has also generated increased demand for new travel services, such as computerized hotel and car bookings, online reservation services, teleconferencing, video brochures, smart cards, and electronic funds transfer. The increasing use of the Internet in destination marketing, direct sales, and bookings has given rise to electronic tourism markets.

Globalisation in tourism has taken many forms. Examples of globalisation in the accommodation sector have included hotel cooperation and chain creation, joint

ventures, franchising, management contracts, and consortia of independent hotels. Major international hotel groups include Intercontinental Hotels (the United Kingdom); Accor (France); and Cendant, Marriott, and Starwood Hotels and Resorts (the United States). These hotel corporations are involved in various countries worldwide.

Examples of globalisation in the retail sector include partnerships, integration, and franchising. Tour operators and travel agencies entered into partnerships and/or integrated with hotels, charter airlines, retail distributors, and cruise companies. American Express developed a range of products in various sectors of the industry. Since it focuses on the activities of 3,200 travel agencies, it has become the largest tour operator in the United States, Australia, Canada, Mexico, and France. Franchising and management contracts are used as management strategies by food-service companies. Another example is the German group TUI, leisure tourism world leader. This integrated company owns travel agencies, tour operators, airlines, cruise ships, and hotels in more than 30 countries.

Globalisation presents the world and the tourism industry with a new set of challenges. The most important is that businesses operating in foreign host countries with different cultural, political, economic, technological, and legal practices must adapt to the local environments. Practices and strategies that are perfectly acceptable in one country can be taboo in another country. Complexities of globalization call for understanding and accommodating different worldviews, variations in employers' business practices, and differences in national cultures of employees and consumers. Global tourism managers and marketers must develop high levels of intercultural communication and competencies and make appropriate adjustments to their business practices to suit a particular international environment. Global tourism managers must effectively deal with communication difficulties, control legal and political decisions. They must accommodate the structure and composition of the workforce and its requirements to culturally different business practices. They must develop international human resources policies; provide cross-cultural training in the accommodation, transportation, and catering sectors; and develop awareness of the different cultural norms, for example, in work and leisure patterns, health, safety and occupational standards, as well as hiring, dismissal, discrimination, and workers' rights.

1 Read the text and answer the following questions.

- 1** Why is tourism considered to be one of the world's largest multinational economic activities and the most visible expression of globalisation?
- 2** Where is the trade in tourism services mainly concentrated?
- 3** How can the share of developing countries in total world tourism be estimated?
- 4** What opportunities has the process of globalisation created for tourism development?
- 5** What has improved the efficiency of the tourism industry's operations?
- 6** What caused the appearance of electronic tourism markets?

- 7 What are the examples of globalisation in the accommodation sector?
- 8 How has the process of globalisation changed the retail sector?
- 9 What challenges does the tourism industry have to deal with under globalisation?

2 Fill in the remaining gaps with the corresponding word forms.

noun (person)	noun(phenomenon)	verb	adjective
		involve	
	development		
facilitator			
		operate	
			dependant
	improvement		
			managerial
employer			
		occupy	
	accommodation		

3 Match the words with the definitions.

- | | | | |
|---|---------------------------|----------|--|
| 1 | globalization | a | a contractual arrangement involving two or more separate parties in the joint ownership of business units and joint participation in their financial outcome, as well as usually an involvement of the parties in the management and operation of the venture, as defined in the agreement |
| 2 | electronic funds transfer | b | a contractual arrangement between two separate parties for the provision of organizational and operational expertise, in which one party (the owner or principal) engages the services of another (the contractor or agent) to manage a business for an agreed remuneration |
| 3 | joint venture | c | the process enabling financial and investment markets to operate internationally, largely as a result of deregulation and improved communications |

4	franchising	d	form of ownership of business carried on by two or more people in common, sharing risks, profits and losses; normally each partner is responsible for the debts and for the actions of others to the full extent of his or her own possessions
5	management contract	e	the merging of two or more firms
6	consortium	f	a voluntary group of independent business or other organizations joined together for a common purpose.
7	partnership	g	a contractual relationship between two parties for the distribution of goods and services, in which one party (the franchisee) sells a product designed, supplied and controlled by and with the support of the other party
8	integration	h	transfer of money between accounts through an electronic communication system, which provides direct links between terminals in retail outlets and computers in banks

TEXT 2

COLLABORATION IN HOSPITALITY

The hospitality industry which consists of hotels, motels, casinos and resorts is a highly competitive industry. Customer service and a rewarding guest experience are critical to a company's success and can be a major competitive differentiator. Customer loyalty is another key metric which is one reason for the abundance of frequent stay programmes.

Those companies that do the best job delighting customers are often the most successful. But managing multiple locations, handling specific guest requirements and coordinating a highly dynamic workforce is not an easy task. Communications - both on - property and between properties - will play a major role in determining the operational efficiencies and guest satisfaction levels that these companies expect.

The challenges facing hospitality companies today are primarily focused on operational efficiencies that lead to service differentiation. By using voice and video conferencing and collaborative solutions, hospitality companies have the solutions,

applications and tools to become more responsive to customer needs, more efficient in their operations and more successful in the long run.

Voice communication is a given in today's business world - telephones are everywhere. But yesterday's telephone is not necessarily today's telephone. Recent enhancements to voice technology have created a number of new products and solutions that make audio communications more life-like and more productive. The proliferation and adoption of Wi-Fi wireless networks in the hotel industry for guest access has spurred the introduction and use of wireless telephones (Wi-Fi, DECT, 900 MHz). As with Wi-Fi computer networks, these wireless phones are normally limited to inbuilding connectivity. Repeaters, access points and other wireless range extenders enable connectivity to a larger area, but this is typically limited to premise-wide coverage. Wireless phone users can now stay in touch throughout a property with easy access to key resources and information. Housekeeping data, maintenance requests and concierge services can be shared in real time while personnel roam the property. The difference in response can be in seconds instead of minutes or longer. Housekeeping can send wireless messages to CRM solutions when rooms are cleaned. Engineering staff received alerts when services are interrupted or equipment is failing. Security personnel can be notified immediately in emergency situations. Management has access to information in real time resulting in rapid decision making. Some hotels are now providing wireless telephones to VIP guests while on premise to conveniently order services. And, in some cases, event planners and coordinators are given wireless handsets to manage logistical operations.

Voice over IP (VoIP) telephony refers to the use of the Internet Protocol (IP) and packet-switched networking to enable voice communications. Traditionally, voice communications has been done over circuit-switched connections of a public switched telephone network (PSTN). By using IP, calls can be made using packets of data on shared lines (such as a Local Area Network or the Internet). The savings can be significant especially when considering the recurring costs of domestic long distance calling, international long-distance and local telephony connections. For hospitality companies, IP telephony allows high quality, reliable communications between remote hotel locations at a fraction of the cost of traditional analog lines.

Conference speakerphones are ideal for both internal cross-functional discussions and for business meetings. Conference speakerphones with HD voice technology enable conference calls that sound as natural as actually being in the room. Advanced designs including echo cancellation, acoustic clarity technology and room-wide audio system integration ensure everyone in the conference is heard.

To enhance audio-only calls and to further increase communication effectiveness, many companies are implementing video conferencing solutions. Visual communication plays a major role in the overall effectiveness of communication by providing visual, non-verbal cues that aid in comprehension. The combination of the aforementioned voice solutions with video conferencing results in a complete communication and collaborative experience. HD video, however, is expected to be a catalyst in video conferencing implementation. By removing the face-to-face distance barrier, HD video not only minimizes the impact on the

environment, but also helps to maintain personal relationships with customers, suppliers and partners. The guest room of the future may also see the use of video conferencing for direct, visual communication with the front desk or a concierge. Another major trend in video conferencing has been the emergence of immersive telepresence solutions. These solutions provide the most realistic video conferencing experience possible - true-to-size dimensions, exceptional HD voice, high quality video - to create the illusion of being in the same room. A relatively new implementation of video conferencing is the video conferencing-enabled customer service kiosk. This "video concierge" application provides guests with information through face-to-face, interactive communications with remote personnel. Typically integrated into a call center application, these kiosks enable remote experts to provide local services to hotel guests.

1 Choose the right option.

1 The most important thing determining the hotel establishment success is ...

- | | | |
|---|--|--|
| a the history of the hotel chain this establishment belongs to | b the efficiency of customer service and guest experience | c the segment this establishment belongs to |
|---|--|--|

2 Frequent stay programmes in the hospitality are based on ...

- | | | |
|-----------------------|----------------------------|---------------------------|
| a fixed prices | b regular discounts | c customer loyalty |
|-----------------------|----------------------------|---------------------------|

3 The operational efficiencies of a hotel establishment and guest satisfaction levels substantially depend on ...

- | | | |
|--|---|---|
| a the situation on the hotel market | b a hotel organization structure | c communication within a property and between different properties |
|--|---|---|

4 Using voice and video conferencing and collaborative solutions, hospitality companies are becoming...

- | | | |
|--------------------------|---|---------------------------|
| a more profitable | b more responsive to customer needs and more efficient | c more independent |
|--------------------------|---|---------------------------|

5 Wireless phones have made communication between different hotel departments ...

- | | | |
|-------------------------|------------------------|----------------------|
| a more demanding | b more reliable | c less costly |
|-------------------------|------------------------|----------------------|

6 Video conferencing solutions introduced in hotels have increased the overall effectiveness of communication ...

- | | | |
|--|--|--|
| a providing personal touch to every hotel guest | b simplifying the hotel management operations | c providing visual, non-verbal cues that aid in comprehension |
|--|--|--|

2 Match the words and phrases with the definitions.

- | | | |
|-----------------------------|---|---|
| 1 rewarding | a | decisions taken by two or more parties working together |
| 2 customer loyalty | b | networks which are generally implemented and administered using radio communication |
| 3 video conferencing | c | a person or thing that corresponds to or has the same function as another person or thing in a different place or situation |
| 4 collaborative solutions | d | giving personal satisfaction; gratifying |
| 5 wireless networks | e | likelihood of previous customers to continue to buy from a specific organization |
| 6 long-distance connections | f | intensify, increase, or further improve the quality, value |
| 7 enhance | g | communication by long-distance telephone |
| 8 counterpart | h | conducting a conference between two or more participants at different sites by using computer networks to transmit audio and video data |

3 Complete the following sentences with words from the vocabulary box.

<i>planned</i>	<i>staff</i>	<i>guests</i>
<i>options</i>	<i>desk</i>	<i>messages</i>

Some guests prefer to interact with hotel _____ through technology rather than picking up the phone. The Hyatt Union Square New York offers three check-in _____ for guests: an iPad check-in with a staff member called Gallery Host, a self-serve check-in kiosk and a traditional front _____. About 40% of _____ at the hotel select the iPad option. According to Roe, Marriott recently launched a test in 31 hotels that will allow for remote check-in. She said the hotels send _____ to guests 24 hours ahead of arrival asking for their _____ check-in time, and the hotel answers back to let them know when their rooms will be ready.

TEXT 3

MARKETING ORGANISATION IN THE HOTEL BUSINESS

Identifying potential markets and developing distribution channels are responsibilities of the marketing and sales division. This division has the following basic functions:

- researching markets
- cultivating corporate accounts
- selling the hotel's convention and banquet services

- negotiating discounts to tour wholesalers, large corporations, and groups
- promoting the hotel to its primary customers

In many hotels, the marketing and sales division is called the sales department, but sale is only one aspect of marketing. The responsibilities of a modern hotel marketing and sales division are divided into five areas: market planning, tour and travel sales, conventions and meetings, corporate sales, and advertising and public relations.

The market planning staff is responsible for performing market research and identifying prospective customers. This staff prepares market studies and strategies for attracting new business and maintains statistics regarding the hotel's primary customer base.

The tour and travel sales staff is responsible for soliciting business from tour wholesalers and travel agents, setting objectives for tour and travel business, and setting wholesale prices or discounts.

The conventions and meetings staff has the responsibility of selling the hotel's convention services. The convention sales manager solicits business from corporations and meeting planners, determines prices, and prepares the specifications. The convention service manager is responsible for handling the numerous details and coordinating them with other managers. A banquet/catering sales manager might be part of the conventions and meetings staff.

The corporate sales staff consists of account executives who call on businesses, give sales presentations, and set up client accounts.

The advertising and public relations staff is responsible for planning, budgeting, implementing, and evaluating advertising campaigns and promoting the hotel to the public through the media.

The responsibility for promoting the hotel and marketing its services is not confined to the marketing and sales department. When clients check in, they become a captive audience for all of the services and facilities that the hotel has to sell. An important goal of internal selling is to motivate guests to obtain as many services that are available inside the hotel as possible.

Employees who have personal contact with guests have a responsibility to promote food and beverage services, entertainment, recreational facilities, laundry and valet services, and any other revenue-producing activities that the hotel may conduct. All the personnel should be thoroughly knowledgeable about the hotel's services and facilities and trained to promote them whenever the opportunity arises. Some hotels offer bonuses or incentives, such as complimentary meals or rooms, to staff members who promote the property's services and facilities.

Other internal selling methods include signs and posters displayed in public spaces and elevators, and brochures and directories placed in guest rooms. Many hotels also print promotional messages on napkins, menus, place mats.

1 Read the text and answer the following questions.

1 What is a hotel marketing and sales division responsible for? What are the main areas of the marketing and sales division operation?

- 2 What are the primary functions of the marketing and sales division?
- 3 How can the employees having personal contact with guests contribute to the popularization and promoting their hotel?
- 4 How do hotels encourage their employees to promote the properties' services and facilities?

2 Join the first part of a sentence in the left-hand column with a second part from the right-hand column, using an appropriate word or expression from the central column.

The market planning staff	is responsible for has the responsibility of deals with	performing market research and identifying prospective customers, developing strategies to attract new business, maintaining statistics regarding the hotel's primary customer base.
The tour and travel sales staff		soliciting business from tour wholesalers and travel agents, setting objectives for tour and travel business, and setting wholesale prices or discounts.
The conventions and meetings staff		selling the hotel's convention services, soliciting business from corporations and meeting planners.
The corporate sales staff		calling on businesses, giving sales presentations, and setting up clients' accounts.
The advertising and public relations staff		for planning, budgeting, implementing, and evaluating advertising campaigns and promoting the hotel to the public through the media.

3 Choose the corresponding headline to each of the following steps to better sales.

Learn the 'why.'

Talk less; listen more.

Be proud of what you're selling.

Ask open-ended questions.

Create a sales pitch based on what the client has told you.

- 1 During the average customer interaction, most salespeople talk 80% or more of the time and let the prospect speak little. That's a mistake. The first step to good salesmanship is to get the customer talking about what they want, when they need it and why they want it. This gets the customer involved and active in the sales practice and gives the salesperson important information for developing an effective pitch.
- 2 The trick to getting the customers to tell you more is to ask good questions. This is best accomplished with open-ended questions that do not only generate useful information, but also help the customers think the way through what they really want to buy.
- 3 The customers consider giving you money not just because they might want to buy one of your products or services, but because that product or service will bring them something they want. You can obtain this kind of information by asking your prospect, 'Why?'
- 4 Using information you have obtained from the customers to craft a personalized pitch is key to helping your customers believe you care about their needs and are looking out for their best interests. At this point, you are not so much a salesperson as you are a consultative partner, educating your customers and helping them come to the right decision.
- 5 You should create a targeted message for your customers and show how a certain solution will meet all their needs. If you have done this properly, there is no need to look or sound awkward or uncertain, even if your solution is a bit on the expensive side. The customers must truly believe their product is a good value for the price and the only way they can satisfy a certain need. Be confident about your product.

TEXT 4

SUCCESSFUL NEGOTIATION TECHNIQUE



One of the most important skills anyone can hold in daily life is the ability to negotiate. In general terms, a negotiation is a resolution of conflict. We enter negotiations in order to start or continue a relationship and resolve an issue. Some people are naturally stronger negotiators, and are capable of getting their needs met more easily than others. Without the ability to negotiate, people

break off relationships, quit jobs, or deliberately avoid conflict and uncomfortable situations.

In the world of business, negotiating skills are used for a variety of reasons, and can be of three different types. The first type supposes the situation when two parties have a shared objective: to work together in a way which is mutually beneficial. Proposals and counter proposals are discussed until agreement is reached. Both sides hope for repeat business. This is an agreement-based negotiation, sometimes referred to as a win-win negotiation. Two other types of negotiation are less founded on mutual benefit, but on gaining the best deal possible for your side. In the first type, both teams negotiate to independent advantage. This means that each team thinks only about its own interests. A third type is the negotiation to resolve conflict. Each party regards the other as an opponent and seeks to win the argument.

Negotiating is often referred to as an "art". While some people may be naturally more skillful as negotiators, everyone can learn to negotiate. Some techniques and skills that aid people in the negotiating process include: aiming high, visualizing the end results, treating one's opponent with respect and honesty, preparing ahead of time, exhibiting confidence.



Being prepared is the most important thing. If you have not had time to prepare properly, you will be wasting your time. You must have a clear set of objectives. It is of importance to list your main objectives and your secondary objectives, define what the minimum position you are prepared to accept is. You should take what you need - documents, materials, people and dress appropriately. If you are hosting the negotiation, then you have to think carefully about the arrangement of the room and the layout of the furniture. It must create the atmosphere of mutual cooperation.

Your behaviour should be polite and respectful - you will not gain anything by being rude. In international negotiations you may also find you are talking to

someone whose first language is not the same as yours, so make sure you understand what the other person is saying and the other person understands you properly, offer and ask for clarification. If it is necessary, employ an experienced interpreter. Allow time for social conversation and do not use threatening body language or gestures. Show respect for different cultures and find out about them before your meeting - it may help you get what you want.



Even if everything is going on smoothly you have to keep alert during the meeting, and respond to developments effectively. Prepare a strategy, but be ready to adapt. Flexibility is always vital. If you are negotiating in a team, then think about your different roles and strategies - you may each have a different area of expertise, or you may each decide to take a different approach. Make

concessions if it helps to achieve your main objectives. Avoid an atmosphere of conflict. Listen to the other speaker. Don't interrupt - let them finish their points. Respond to the points they make with respect avoiding saying "No."

A successful negotiation can be destroyed if you do not spend time confirming what has been agreed. You should keep notes of the main points as the meeting progresses - even if there is a minute-taker or it is being recorded. Make sure all parties agree on what has been agreed before you leave the meeting. A few days later you should follow up the meeting with a formal letter or a contract listing the terms on which you agreed.

1 Read the text and answer the following questions.

- 1 Why are negotiating skills considered to be the most important in the business world?
- 2 How does the type of negotiating skills depend on the reason for negotiation?
- 3 What does the preparation for the negotiation involve?
- 4 Why is it necessary to keep alert during the negotiation?
- 5 What should a successful negotiator do when an agreement has been reached?

2 Match the words and phrases with the definitions.

- | | |
|---------------|---|
| 1 unrealistic | a the offer/request which is presented second in response to the first proposal |
| 2 ultimatum | b strategies used to get one's goals met |

- | | | | |
|---|------------------|---|---|
| 3 | tension | c | a display of opposition |
| 4 | tactics | d | make up for a loss |
| 5 | flexible | e | very unlikely to happen |
| 6 | resistance | f | a final term that has serious consequences if not met |
| 7 | counter proposal | g | feeling of stress/anxiety caused by heavy conflict |
| 8 | compensate | h | open/willing to change |

3 Complete the sentences using the words from the box.

<i>collective</i>	<i>compromise</i>	<i>indecisive</i>
<i>alternatives</i>	<i>counterpart</i>	<i>consensus</i>
<i>point of view</i>	<i>proposal</i>	<i>demands</i>

- 1 It would be great if we could come to a _____.
- 2 I tried to close the discussions, but my _____ would not stop talking.
- 3 We are willing to _____ on this issue because there seems to be no other ways to resolve the conflict.
- 4 We can't offer you the discount you requested, but let's discuss some other _____.
- 5 I have appreciated your _____, it is really very valuable for company's development.
- 6 This is a _____ concern, so we can't take a decision right now.
- 7 Their _____ was entirely unrealistic, as the room rates increase couldn't change the situation.
- 8 We have to take into consideration all their _____.
- 9 They were really _____ while trying to implement a new strategy.

TEXT 5

THE EMPLOYMENT OUTLOOK IN THE HOSPITALITY INDUSTRY



Hospitality is a broad service industry that includes hotels and resorts, restaurants, airlines, cruises, theme parks and attractions, event planning, and other leisure and recreation activities within the tourism field. A career in the hospitality field is one of the most challenging, yet most highly specialized, professions. When people stay in a hotel or dine in a restaurant, few of them realize how many

different skilled workers are required to make the operation run smoothly — and profitably. Career opportunities abound for trained workers entering the hospitality field. Jobs include those working directly with clients such as waitresses, concierges, and travel agents, or those working behind the scenes in planning and preparatory positions such as chefs, event planning, or hotel housekeeping. The work environment is interesting, with numerous opportunities for advancement.

Excellent customer service skills and the desire to cater to people are essential for anyone interested in working in hospitality. This field is competitive and demanding, with ambitious employees needed that are able to meet customer requests in a timely manner. Business skills have also become increasingly important for management professionals. Additional skills vary depending on the job, such as culinary skills required to be a chef, or strong computer skills for a travel agent.

Educational requirements vary greatly depending upon the specific job. Many occupations only require a high school diploma, such as housekeeping or waitressing, with most jobs requiring a combination of hands-on-experience and some form of higher education. A bachelor's or master's degree has become increasingly important for individuals interested in a management position. Many vocational schools, community colleges, and public and private colleges and universities offer certificate and degree programs focusing on a segment of the industry such as culinary, hospitality management, and travel and tourism. These programmes provide a wide variety of options, from more skills-oriented certificates to graduate degree programs.

Generally, recruiting people to fill new or existing positions is a crucial element of human resource activity in all tourism and hospitality organizations irrespective of size, structure or activity. The importance of service quality has increased the pressure on organizations to select the 'right' kind of individual. If decisions are made in an informal, ad hoc manner especially in smaller organizations that may not have well developed HRM functions or recruitment and selection systems, it may lead to expensive use of management time, retraining performers, recruiting replacements for individuals who leave very quickly,

high-labour turnover, absenteeism, ineffective management and supervision, disciplinary problems, dismissals.

A growing number of companies are no longer satisfied with traditional job interviews. Instead, they are requiring applicants to submit to a series of paper-and-pencil tests, role-playing exercises, simulated decision-making exercises and brainteasers. Others put candidates through a long series of interviews by psychologists or trained interviewers. Employers want to evaluate candidates on intangible qualities. They want to understand how creative the candidate is, if he can lead and coach, if he is flexible and capable of learning, or how he will function under pressure and if the potential recruit will fit the corporate culture. These tests can take from an hour to two days. Companies want to know how an executive will perform, not just how he or she has performed. Years ago employers looked for candidates' experience, but having experience in a job does not guarantee that they can do it in a different environment. Even companies that have not started extensive testing have toughened their hiring practices.



Staff is a crucial but expensive resource and it is important to optimize their contribution to improving effective organizational performance. A significant factor in the image of the hospitality industry, in the performance and retention of employees and in levels of productivity is the extent and quality of staff education, training and development.

The ultimate purpose of training is to help the industry improve its operational effectiveness and its economic and competitive performance, including the ability to cope with future challenges. Closer links between different countries emphasize the importance of vocational education and training. And training is clearly an important feature of international hospitality management.

The constant development of new hotels, the expansion of existing chains, and the opening of new resorts create a continual demand for trained professionals in all employment categories of hospitality. A steady supply of job openings is usually available almost everywhere. Many individuals start at low-level positions and move to higher level jobs through on-the-job training and experience.

1 Read the text and answer the following questions.

- 1** What activities and companies does the hospitality industry comprise?
- 2** Why is a career in the hospitality considered to be one of the most challenging and most highly specialized?
- 3** What most essential skills do people working in hospitality have to possess?
- 4** What are the educational requirements for those who want to work in the hospitality industry?

- 5 How has the importance of service quality in hospitality influenced the process of recruitment?
- 6 Why are many companies no longer satisfied with traditional job interviews?
- 7 What is the principal aim of testing at job interviews?
- 8 What is crucial for the hospitality companies to improve their operational effectiveness and competitive performance?

2 Match the adjectives describing different personal qualities a candidate to a position in hospitality can possess with their definitions:

- | | | | |
|----|-------------|---|---|
| 1 | reliable | a | can be trusted or depended on |
| 2 | friendly | b | showing or expressing liking, goodwill, or trust |
| 3 | creative | c | characterized by originality of thought; having or showing imagination |
| 4 | polite | d | showing regard for others, in manners, speech, behaviour |
| 5 | helpful | e | providing useful help in making a situation better or easier |
| 6 | resourceful | f | good at finding ways of dealing with practical problems |
| 7 | punctual | g | arriving at exactly the time that has been arranged |
| 8 | ambitious | h | determined to be successful |
| 9 | hardworking | i | tending to work with energy and commitment |
| 10 | competent | j | having enough skill, knowledge, or ability to do something to a satisfactory standard |

3 Complete the sentences with an appropriate form of the word in brackets.

- 1 You should discuss with your team what your guests expect and how to meet those _____. (**EXPECT**)
- 2 When your hotel is looking someone to hire, not only do you need to be sure that your potential employees are going to be _____ (**VALUE**) member of you team, but as a hotel, you need to be sure that you can trust them with your guests all times.
- 3 Often current employees are willing to take on new _____ (**RESPONSIBLE**) for a higher position.
- 4 Conduct daily briefings to cover such information as: VIP guests, special needs, regular guests and any known _____ (**PREFER**) so staff can anticipate their requirements, today's menu and details of all ingredients, special offers and events or deals, other activity in or around the hotel that could impact the guest in any way.

5 In many hospitality organizations, physical _____ (ATTRACT) is unquestionably a factor used to select employees in such positions as front - of - the - house food servers and hotel front desk agents.

6 One of the key elements in the employee selection process is to ensure that we are matching the right (APPLY) with the right job.

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Навчальне видання

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