

A

- Access control, 221, 223
- Accessibility, 441
- Accor brands:
 - business structure of, 18
 - cost savings figures of, 28
- Accounting, 80–81. *See also* Chief financial executive; Financial control
- Active design concepts, 223
- ADA, *see* Americans with Disabilities Act of 1990
- Administrative law, 206
- ADR (average daily rate), 306
- The Advanced Seafood Handbook*, 398
- Advertising:
 - and attribute evaluations, 329
 - complimentary, 358
 - and selling, 349
- Affiliation and budgeting, 384, 385. *See also* Chains; Independent hotel(s)
- Affiliative management style, 170, 171
- Affinium software, 402
- Age Discrimination Act of 1967, 212
- Airport properties, foodservice at, 242
- Alcohol. *See also* Food and beverage department
 - blood levels, 297
 - legal issues involving, 209
 - management, 224
 - Prohibition, 235
- ALHI, business structure of, 18
- Aliens, employment rights of, 445
- Alliances, strategic, *see* Strategic alliances
- Allie's American Grill, 279
- Alternative Cuisine, 259–260
- Alternative medicine, 52–54, 56
- Amenity spas, *see* Resort spas
- Americans with Disabilities Act (ADA) of 1990:
 - legal issues involving, 212, 439–442
 - signage compliance with, 22, 25
- Anglo-Saxon motivation model, 421
- Anti-aging treatments, 63
- Application service provider (ASP) model, 42
- Architects, select of, 8
- ASAP (Assaulted Staff Action Program), 230
- ASP (application service provider) model, 42
- Assaulted Staff Action Program (ASAP), 230
- Assimilation, 421
- Assistant banquet manager, 283
- Assistant catering director, 282
- Associates, employees as, 86–88
- Association rules (in data mining), 401
- Associations, national meetings of, 354–355
- Attitude of customers, 321–322, 329
- Attractive nuisance doctrine, 209
- Attribute evaluations, 329
- Authoritative management style, 170
- Authority:
 - of chief financial executive, 374, 375
 - in organizations, 74
- Average check, 247
- Average daily rate (ADR), 306
- Average length of stay, 136, 137
- Average room-night contribution, 16–17
- Awareness, creating, 311–314

B

- Baby boomers:
 - impact of, 1–2, 423–424
 - and spas, 58
- Bacteria in food, 208
- Banks, Robert, 220
- Banks v. Hyatt Corporation*, 220
- Banquet business, 240
- Banquet manager, 282–283
- Banquet set-up manager, 283
- BAR (best available rates), 342
- Bar manager, *see* Beverage manager
- Bar operations, trends in, 248–249
- Bartenders:
 - role of, 283
 - turnover ratio of, 297
- Bass brands, 18
- Bearman v. University of Notre Dame*, 219
- Beckert, John, 270, 274
- Bellagio, 453
- Bell stand/staff:
 - in front office operations, 150–152
 - function of, 78
 - and guest information, 150
- Benchstrength Management System, 111
- Benihana, 266, 269
- Bennigans, 279
- Bergen, Victor, 266
- Best available rates (BAR), 342
- Best practices (for food and beverage), 253–264
 - cases/descriptions/implementation of, 255–258
 - champions in, 254, 264
 - and controlling costs, 261–262
 - and focus on product quality, 258–260
 - in restaurant design/conceptualization, 260–261
 - success of, 262–264
- Best Western:
 - business structure of, 18
 - focus of, 19
- Beverage clerk, 395–396
- Beverage manager:
 - and employee relations, 296, 297
 - roles/responsibilities of, 236–237, 294–295
- Beverage operations:
 - history of, 291–292
 - marketing/merchandising of, 295
 - organization/management of, 291–298
 - overview of, 292–294

- and personnel management, 296, 297
 - trends in, 248–249, 296–297
 - Beverly Hilton, 268
 - BFOQ (bona fide occupational qualification), 212
 - Bice Ristorante, 266, 269
 - Birth certificate, 444, 445
 - Bishop v. Fair Lanes Georgia Bowling*, 219
 - Black, Morgan, 297–298
 - Blimpies, 266
 - Blood alcohol levels, 297
 - Bloodborne pathogens, 187
 - Blueprints (architectural), 21–22
 - Boca Raton Resort and Club, 383
 - Bona fide occupational qualification (BFOQ), 212
 - Booking:
 - by director of catering, 288
 - group, 138–139
 - Internet, 339
 - and overbooking, 210
 - The Bottomline*, 367
 - Boudouris, Inger, 145, 147–148
 - The Boulders:
 - best-practices at, 253–255, 258
 - food forager at, 243, 262
 - HR at, 454
 - Brand(s). *See also* Franchise(s)
 - composition of major U.S., 44
 - consolidation of major, 14
 - and CRM, 42, 46, 48, 50
 - examples of, 18
 - growth of global, 14
 - and independent hotels, 15–16
 - and Internet competition, 339
 - and marketing, 319
 - on-line reservations at top international, 29–36
 - portfolio composition of U.S., 44
 - selection of, 7
 - specific belief ratings for, 329
 - as stake holders, 43
 - strategic alliances between, 265–267
 - Branded distribution company:
 - benefits of using, 19–20
 - characteristics of, 17–19
 - competitive advantage of, 20–21
 - drawbacks of using, 20
 - Branding:
 - in food and beverage service, 248
 - increasing importance of, 16
 - and reservations organizations, 17
 - and spas, 51–52
 - Brand loyalty, 36, 41, 47
 - The Breakers Hotel:
 - best-practices at, 253–255, 262
 - cross-training at, 243
 - food and beverage trends at, 248
 - restaurant design at, 260–261
 - Breakfast (free), 240
 - Bristol Bar and Grill, 271, 274
 - Bristol Hotel Company:
 - and contractual relationship, 278
 - and finance, 280–281
 - and Good Eats Grill, 267–275, 278
 - marketing of, 278–279
 - operating strategies of, 270, 274
 - and operations, 279–280
 - profit-loss comparison for, 280
 - restaurant brands of, 270, 271
 - in strategic alliance, 267–275
 - Bristol Suites, 268
 - British Columbia Telecom, 403
 - Budget(s):
 - chief financial executive and, 389
 - director of catering and, 290
 - engineering department and, 203, 204
 - for OS&E, 23
 - pre-opening, 23
 - reliable data for, 382
 - Budgeting and forecasting, 377–387
 - actual vs. budgeted costs, 380, 381
 - budgetary control in, 380, 381
 - difference between, 377–378
 - effects of affiliation, sales, and profitability in, 384–386
 - forecasting techniques in, 381, 384, 386
 - goal setting in, 379
 - literature review for, 382–383
 - Building operations, director of, *see* Chief engineer(s)
 - Building superintendent, *see* Chief engineer(s)
 - Burlington Industries v. Ellerth*, 437
 - Business maintainer, GM as, 97–100
 - Business problem analysis (for Spa Mystique), 65–67
 - Business structure(s). *See also* Franchise(s); Management contracts
 - benefits of branded distribution company, 19–20
 - choice of, 7
 - new, 15
 - types of, 18
 - Buzz, cost savings of, 28
 - ByRequest initiative (Wyndham International), 48, 49
- ## C
- Canyon Ranch, 51, 54
 - Capitol Hilton, 148
 - Captain, 283
 - Capture rate, 240
 - Career development, 103
 - Carlson, 259
 - Carlson brands:
 - business structure of, 18
 - strategic alliances of, 266
 - Carlson Hospitality Worldwide, 269
 - Case-based reasoning (in data mining), 401
 - Case law, 205

Case studies:

- CRM at Wyndham International, 49
- Disney Orlando resort hotels, 139–141
- extended-stay hotel development, 11–13
- food court crisis, 298–299
- interdisciplinary security plan, 230–231
- market research department revamping, 360–361
- new FOM, 161
- Seattle Sheraton Hotel and Towers, 353–360
- Spa Mystique business problem analysis, 65–67
- SunRise Hospitality outside the box thinking, 299–300
- Sunset Hotels and Suites, 118

Casinos:

- card-dealer training in, 422
- food and beverage operations at, 244–245
- Native American, 419–420
- Riviera Hotel and Casino, 242, 248

Catering, executive director of, 287–291

Catering department, 282–300

- future issues for, 286–287
- organization of, 282–284
- sales/service process for, 284–286
- as subunit, 80

Catering director (assistant), 282

Catering sales manager, 282

CBD (central business district), 2

Celebrity chef, 243

Cendant Corporation:

- business structure of, 18
- portfolio composition of, 44

Central business district (CBD), 2

Central reservations service (CRS):

- brands' usage of, 31
- in online pricing study, 30, 31
- rates available on, 32–34

Certified Hospitality Accountant Executive (CHAE), 368–369, 371

Certified Hospitality Technology Professional (CHTP), 368

CHAE, *see* Certified Hospitality Accountant Executive

Chains. *See also* Franchise(s)

- affiliation with, 385
- competition of independent hotels and, 16
- influence of, 42
- and marketing, 319
- and revenue management, 316

Chain of command, 76

Chalmers, Irena, 398

Champions (food and beverage):

- best-practice, 254
- insights from, 264
- and profit, 264

Change management, 103

Check-in/check-out procedures, 126, 152–156

Chef(s):

- celebrity, 243
- changing role of, 237
- in classic hotel organization, 69
- education of, 244
- executive, 243, 393

Chief engineer(s), 169–171, 193–195

- characteristics of typical, 200–202
- demographics of, 194
- evolving job of, 199

Chief financial executive (controller), 365–366, 368–377

- and accounting, 388, 390
- authority of, 374–376
- and budgets, 389
- certification of, 371
- committee involvement of, 376
- demographics of, 369–371
- roles/responsibilities of, 374–376, 387–391
- skills/knowledge of, 372–374

Child labor laws, 213–214

Children, swimming pools and, 209

Chili's, 269

Choice, optimization of, 322

Choice brands:

- business structure of, 18

Choice Hotels:

- strategic alliances of, 266

Choice Hotels International:

- competency models at, 102, 111

CHTP (Certified Hospitality Technology Professional), 368

Church's, 269

Citizenship, 445

City Development Commission (in Pacific Northwest), 11–13

Civil liability of landowners, 218–221

Civil suits, 206–207

CK's, 279

Clarion Suites, 268

Clerk, 283

Club spas, 57

Coaching:

- and competency models, 103
- management style, 171

Coercive management style, 170

Coffee, hot, 208

Coffee shop, 249, 292

Colombo, Patrick, 257

Comastro v. Village of Rosemont, 219

Comfort Inn Suites, 230

Command (in organizations), 76–77

Committees:

- and chief financial executives, 376
- Executive Operating Committee, 83–85
- and hotel organization, 83–85

Common law, 205, 206

Communication and communication skills:

- as a competency factor, 108, 109
- and FOMs, 121–122, 125, 127, 151, 152
- and GMs, 95, 100–101
- and purchasing, 399

- skills needed for promotions, 314
- tips for, 312
- Community involvement, 117
- Compensation:
 - of financial executives, 371, 372
 - of salespeople, 312
 - suggested HR practices for, 453
 - and turnover, 449
- Compensatory damages, 206, 208
- Compensatory decision rule, 323–325
- Competency model(s), 101–111
 - description of, 101–102
 - key competencies, 108–110
 - lodging-specific, 101, 110–111
 - using, 102–103
- Competition:
 - and engineering department, 192
 - between independent hotels and chains, 16
 - and the Internet, 339
 - in pricing, 334
- Computer technology. *See also* Internet
 - in bell stand, 150–151
 - engineering management of, 197
 - and financial information, 203
- Concierge, 123, 143–150
- Concorde, 18
- Conference services, 316
- Conjunctive decision rules, 328
- Consistency in service delivery, 157
- Constitutional law, 206
- Construction financing, 9, 12–13
- Consumer(s). *See also* Guest(s)
 - implications of decisions by, 328–331
 - online purchases by, 26–27
 - web site visits of, 29
- Consumer decision rules, 321–334
 - compensatory decision rule, 323–325
 - conjunctive decision rules, 328
 - elimination-by-aspects decision rule, 327–328
 - exercise for, 331–334
 - lexicographic decision rules, 326–327
 - marketing implications of, 328–331
 - noncompensatory decision rules, 325–328
- Consumer market (global), 14
- Continuing treatment, 442–443
- Contract(s):
 - franchise, 15
 - and loss prevention, 226
 - management, 15, 50, 278
 - negotiation of, 406
 - and strategic alliances, 278
 - terms of, 19
- Controller, *see* Chief financial executive
- Convenience Courts, 266
- Conventions, 80
- Convention service, 282
- Coordination of activities:
 - and meetings, 82–86
 - in organizations, 75
- Core values, 115–116
- Cornell University, 297
- Corporate accounts, 339, 342
- Corporate headquarters (HQ), 336, 341
- Corporate-level purchasing function, 398
- Corporate pricing structure, 341–343
- Cosponsorship of events, 359–360
- Cost(s):
 - of acquiring new customers, 38, 319
 - actual vs. budgeted, 380, 381
 - best practices for controlling, 261–262
 - of branded distribution company, 19
 - of energy, 199
 - and engineering department, 203, 204
 - food cost percentage, 247
 - of general contractor, 9
 - labor cost percentage, 247
 - of marketing, 306
 - in pricing, 310, 334
 - savings of, 28
 - of spa construction, 61
 - trends in marketing, 306
 - of turnover, 430
- Counseling, 103
- Country Inns and Suites:
 - best-practices at, 253–255, 259, 263
 - food and beverage trends at, 248
- Country Kitchen, 266, 269
- Courage, 113
- Courtyard by Marriott:
 - foodservice at, 242
 - as middle market brand, 268
 - portfolio composition of, 44, 45
- CPTED, *see* Crime Prevention through Environmental Design
- Creativity in pricing, 340
- Crime:
 - and alcohol management, 224
 - crime-prevention program, 220
 - and criminal prosecution, 207
 - and environmental design, 221–224
 - interdisciplinary security plan case study, 230–231
 - key control and, 214
 - and parking facilities, 214, 217–218
 - and security, 214
- Crime Prevention through Environmental Design (CPTED), 221–224, 226
- Crisis management theory, 228
- Critical thinking, 108, 109
- CRM, *see* Customer relationship management
- Cross-training of staff:
 - and the chief financial executive, 389–390
 - and foodservice, 243
- Crowd management, 225