

## The Hospitality Industry and You

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### LEARNING OUTCOMES

- Understand the definition, roots, and history of the hospitality industry.
- Identify types of businesses that comprise the hospitality industry.
- Understand the unique characteristics of the hospitality industry.
- Identify the reasons why people study hospitality management.
- Understand the value of a degree in hospitality.
- Understand the subject areas that lodging and restaurant managers consider important in the workplace.
- Understand the significance of internships, industry work experience, and study abroad for landing a job after graduation.
- Identify the many career opportunities available in the hospitality industry.
- Familiarize yourself with the knowledge, skills, and abilities (KSAs) that are necessary to succeed in the hospitality industry.
- Understand the various roles that a hospitality manager fills.
- Understand the capability of a successful student in a hospitality management program.
- Understand the importance of sustainability in the hospitality industry.

## Introduction

This chapter (a) provides an overview of the hospitality industry, (b) explains what studying hospitality management entails, and (c) provides strategies and suggestions to help students excel in a hospitality management program as future hospitality managers. We review the history of the hospitality industry and define key terms and also discuss the importance of this industry and learn about its constituents (market segments and subsegments). The first part of the chapter focuses on hospitality management students and covers career options and reviews the necessary knowledge and skills needed to succeed in a hospitality management program and the dynamic hospitality workplace.

## What Is Hospitality?

Humans need food and shelter. **The hospitality industry** is one of the oldest industries known to humankind, dating back to the earliest civilizations, catering mostly to travelers. When someone thinks of the word *hospitality* often, only hotels and restaurants spring to mind. There is no doubt that lodging and foodservice are two major components of the hospitality industry. However, in its entirety, the scope of hospitality services is much broader. The *Oxford English Dictionary* defines *hospitality* as “the reception and entertainment of guests, visitors or strangers with liberality and good will.” The word *hospitality* is derived from *hospice*, which refers to a medieval house of rest for travelers and pilgrims. *Hospice* – a word that is clearly related to *hospital* – also referred to an early form of what we now call a nursing home.

Indeed, hospitality consists of a diverse group of industries including lodging, foodservice, travel, leisure, attractions, and conventions/meetings (note: there is no consensus as to the number of these industries across disciplines or in the existing literature). The common element tying these industries together is their emphasis on service. The hospitality industry therefore is a section of the broader service sector. The broader service sector is also referred to as a tertiary industry and includes components such as banking, insurance, retail trade, and accounting. The hospitality industry comprises only the six abovementioned fields and the businesses



Courtesy Public Hotel. Photo by Nikolas Koenig.

The rooftop view of Public Hotel.



Courtesy Pineapple Hospitality Company

Pineapple is historically the symbol of hospitality.

operating under them such as hotels, motels, hostels, inns (including bed-and-breakfast operations), restaurants, bars, private clubs, cruise lines, casinos, theme parks, public parks, recreational facilities, event spaces, meeting spaces, and conference facilities.

A variety of models describe the hospitality industry. One of the more widely used models presents each of the six industries as independent under the broader umbrella of hospitality. However, the interdependence of these independent industries is noted. In essence, each hospitality industry takes input from the hospitality field either directly or indirectly for its survival and success and, in turn, offers products that promote the hospitality field.

Finally, four primary external forces or factors provide strength and direction to the hospitality industry: tourism, academia, economic and cultural forces, and sociopolitical forces all contribute vitally to the hospitality wagon wheel (see Figure 1.1). For instance, if more tourists visit an area, demand for accommodations and foodservice will rise. Economic downturns and political instability discourage people from traveling for pleasure, reducing demand for accommodations and foodservice. Academia equips the workforce with essential knowledge, education, and training and helps the industry through cutting-edge research and consulting. All these factors or forces direct the course of the hospitality field.

Now that we have some understanding of what makes up the hospitality field, let us explore the six segments of the industry: lodging, foodservice, leisure, attractions, travel, and conventions and meetings. Table 1.1 lists hospitality entities grouped under each of these industries,

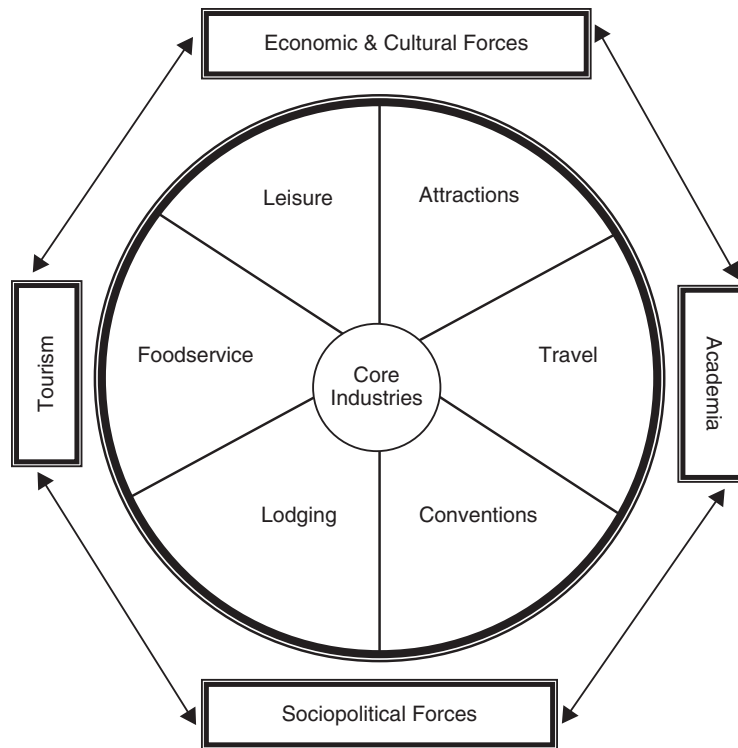


FIGURE 1.1 The hospitality wagon wheel.

TABLE 1.1

The Scope of the Hospitality Industry

Lodging industry	Foodservice industry	Leisure industry	Travel industry	Attractions industry	Conventions and meetings industry
Hotels	Restaurants	Indoor leisure	Modes of transportation	Natural attractions	Conventions
Motels	Chain restaurants	Outdoor leisure	Cruises	Man-made attractions	Trade shows
Resorts	Independent restaurants	Public parks	Airlines	Community attractions	Conferences
Mega resorts	Fast-food restaurants	Outdoor games	Car rentals	Casinos	Special events
Hostels	Casual restaurants	Camping	Distribution channels associated with travel	Spas	Exhibitions
Bed-and-breakfast inns	Family restaurants	RV parks	Travel services	Private clubs	Catering and banquets
Lodges	Ethnic restaurants	Bowling facilities	Travel agents	Amusement parks	Weddings
Inns	Fine-dining restaurants	Arcades	Tour operators	Festivals	Expositions
Service apartments	Bars and night clubs			Social-historic-religious-military attractions	
Vacation rentals	Coffeehouses			Museums	

TABLE 1.1

The Scope of the Hospitality Industry (continued)

Lodging industry	Foodservice industry	Leisure industry	Travel industry	Attractions industry	Conventions and meetings industry
Luxury hotels	Noncommercial restaurants				
Suite hotels	Onsite restaurants				
Mid-level hotels	Street vendors				
Economy and budget hotels	Mobile food carts				
Boutique hotels	Snack shops				
Green hotels	Pastry shops				
The sharing economy (peer-to-peer accommodation)					

offering an early glimpse at how broad the hospitality industry is. This breadth means that there are many career options from which to choose. With service at the core of hospitality, a degree in hospitality is the common basis for anyone working in any of these segments.

## Unique Characteristics of the Hospitality Industry

The hospitality industry is distinguished from most other industries by its heavy emphasis on service. A number of characteristics make this industry unique. We introduce each of these characteristics – intangibility, inseparability, perishability, heterogeneity, inconsistency, ownership, and fixed supply but varying demand – in this section.

### Intangibility

Hospitality products offer a combination of **tangible** products and **intangible** services. The service component of the hospitality industry is *intangible*. Customers *experience* it. On the other hand, for example, the furniture in a hotel room, such as a bed and a sofa, are tangible aspects of a hotel stay.

### Inseparability

The production and consumption of hospitality services occur simultaneously. This underscores the importance of the **servicescape** or service setting – the ambiance and physical environment where the service takes place. For example, a guest reserves a hotel room and later (nowadays perhaps only a few minutes later) goes to the hotel where the service is produced and consumed at the same time. Most manufactured goods are produced in a factory, transported to wholesalers and retailers, and then sold at another location where consumers purchase them. In hospitality, inseparability of the production and consumption process makes such mass production difficult. In manufacturing, you can produce 30,000 toys, for instance, on a single day and need not worry about their same-day consumption. However, selling 30,000 hotel rooms on a given day requires that large-scale resources be available to facilitate same-day production and consumption of the services a hotel brand sells.

## Perishability

Hospitality services are **perishable**. A hotel room that is not sold on a given night will remain forever unsold on that night, so the revenue the sale would have generated is lost forever. A hotel cannot go back in time and sell that room, nor will selling the room tomorrow recover the revenue lost by not being able to sell it the previous night. Airline seats illustrate the same principle. This concept of perishability is perhaps most familiar in foodservice. If cooked food goes uneaten, it cannot be served the next day. This is why perishability is so important in the hospitality business. Every day matters, so room occupancy and meals eaten must be maximized every day to maintain a revenue stream needed to support operations. This underscores the importance of the revenue manager in hospitality organizations.

## Heterogeneity

Hospitality services are heterogeneous. One person cannot take care of all the guests in a hotel if it has more than a few rooms. Moreover, it is not possible for one person to offer the same quality of service to every one of the guests. Each service experience is unique in its own way. Service quality and content vary from provider to provider. When a guest checks into a hotel, the service experience depends in many ways on the desk agent's mood, feelings, experience, attitude, and knowledge. Each service experience is therefore unique and can be challenging to replicate. In manufacturing, automation and routinization make it possible to produce a product whose quality almost never varies. In hospitality, it is almost impossible to offer such consistency – but it does not mean that hospitality service providers should not try.

## Inconsistency

It is difficult to produce exactly the same service in the same way every time it is provided. Some standards of service can, of course, be established and maintained. This is why hospitality education and training is so important to hospitality organizations. Hospitality businesses that are known for excellent services are adept at providing quality guest/customer service consistently. Their employees have strong interpersonal skills, with high levels of **empathy** and **emotional intelligence** as well as **service orientation**.



Courtesy Southwest Airlines.

Airline seats are highly perishable.

## Ownership

Purchase and consumption of most hospitality services does not result in the transfer of ownership from the producer to the consumer. In manufacturing (in most cases), a person purchases a product and with that purchase becomes the owner of the product. In the lodging and airline industry, a person consuming a service does not become the owner of that “product.” The person is only buying the right to use the service for a limited period of time. Additionally, in most hospitality segments, services cannot be consumed at home. In the foodservice industry, however, food can be bought and taken elsewhere or delivered directly to the consumer. So in foodservice, consumers do indeed own the food they buy (but not the service through which it is delivered, wherever that is).

## Fixed Supply but Varying Demand

**Demand** for hospitality services tends to vary based on a number of factors such as income, the health of the economy, political stability, and events in a given area, weather. **Supply**, however, is usually fixed. If all a property owner’s hotel rooms are occupied, he or she cannot increase the number of available rooms overnight. To increase supply – the number of rooms in a property – requires additional resources such as land, capital, and labor. Restaurants face a similar constraint, as the number of seats in a venue also cannot be increased overnight.

## Origin and Brief History of the Hospitality Industry

Our understanding of the hospitality industry begins by explaining how it all started and how it evolved over time. The industry can trace its roots as far back as biblical times. Elements of hospitality can be traced to Sumerian civilization, perhaps as early as 4500 BC. Roadside taverns and inns became more and more visible between 4000 and 2000 BC.



Courtesy Nishiyama Onsen Keiunkan. Photo by Simon Göckeritz.

Nishiyama Onsen Keiunkan –  
World’s Oldest Hotel in Operation.

in many parts of the world. Earlier hoteliers were known for being highly hospitable as they cared as much about the well-being of their guests as of their own. By around 40 BC hospitality services for social and religious gatherings were commonplace. During these times, the Greeks started building **thermal baths**, which we regard as early versions of modern spas.

During the Roman era, luxurious mansions accommodated mostly travelers on government business. **Caravanserais** appeared soon after along Middle Eastern routes that provided resting places for caravans. The Middle Ages marked a period during which monasteries and abbeys offered shelter to travelers. The ancestor to the modern hotel dates back to medieval Europe, which provided both lodging and food for travelers and their horses. An eating place for the common people called the **ordinary** began to appear in England, serving low-priced, fixed-menu meals in the sixteenth century. Soon after, coffeehouses started to spring up all over Europe. During the French revolution (1789–1799), most of the top French chefs who survived the revolution left France, many moving to America and French colonies across the world.

The nineteenth century marked a period during which restaurants and hotels flourished everywhere, especially in big cities in the United States and throughout Europe and England. This proliferation of hospitality venues was the direct result of the industrial revolution that began in 1760. New York City began witnessing a hierarchy of eating places by type – a period often said to be the birth of the various price scales of restaurants. As incomes rose and people became more interested in eating out and traveling, hotel “palaces” appeared in large American cities.

Following World War II, rapid development of road, rail, and air transportation infrastructure was fueled by federal investments. Various classes of hotels and restaurants emerged in abundance as the hospitality industry became a lucrative investment. The growth continued until the late 1980s as baby boomers attained adulthood. At the end of that decade, however, the American economy was hit by a recession. Growth stagnated for a few years but picked up after 1993.

The beginning of the new millennium was a mixed period as travel in the United States slowed due to the rising threat of terrorism, especially following the 9/11 attacks. The two periods of recession immediately following 9/11 and the massive recession that occurred in 2008 slowed growth in the hospitality industry to some extent. However, as



Courtesy Union Oyster House.

Union Oyster House – America’s Oldest Restaurant.

has occurred throughout history, the industry was quick to bounce back and continue its robust growth. As we will see later in this chapter and the next one, the outlook for the industry is indeed very bright, although the recovery time from the COVID-19 pandemic is still in question.

Having provided a brief synopsis of the history of the hospitality industry, we now share some fun facts about the history of the hospitality industry. The first hotel in the United States was built in 1792 in New York and was named The City Hotel. America's first five-star hotel, the Tremont House, opened in Boston at the beginning of the nineteenth century. It featured single or double rooms, lockable doors, wash bowls, and free soap. According to the Guinness Book of World Records, the oldest hotel in operation today is the Nishiyama Onsen Keiunkan in Yamanashi, Japan. The hotel has been in operation for more than 1300 years, run by members of the same family spanning over 46 generations. The oldest operating restaurant in the world, Restaurante Botin, famous for its *cochinillo asado* (roast suckling pig), has been serving diners since 1725 in Madrid, Spain. In the United States, Union Oyster House in Boston has been in operation since 1826.

## Why Study Hospitality Management?

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Prospective students looking at hospitality management as an option might be wondering why anyone should study this subject. We will address that question here. The time just before entering college and the first year of college are probably among the most important phases of one's life. The decisions and investments made during that time lay the foundation for future careers.

### Why Not Liberal Arts?

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Our contemporary education system incorporates experience-based learning in the curriculum. That is why applied career-oriented fields such as marketing, management, hospitality management, and others have progressed so well over the years. Many hospitality programs require students to work in the industry as they earn their degrees. That approach extends the setting in which learning takes place beyond the classroom. Moreover, successful hospitality programs create an environment in which industry leaders and practitioners visit classrooms to share their experiences and accomplishments. This process is beneficial for both students and practitioners. Students learn directly from people who are working in the industry and develop connections to employment opportunities. Practitioners find some of the best-trained workers for their businesses. Additionally, such programs are also increasingly ensuring that their faculties have the necessary work experience to better inform their teaching. These active, engaging, and applied learning processes offer a unique industry-focused, experience-based learning environment that is difficult to find in many other subject areas.

### The Working Laboratory

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Another unique feature of many hospitality degrees across the world is an emphasis on [experimental learning](#). It is not uncommon to find a working laboratory in the most successful hospitality programs to which students have access as part of the curriculum. The availability of a working kitchen and food lab enables students to develop the technical skills needed to succeed in foodservice operations. Some of the most successful hospitality programs house on-campus hotels where students are able to work and learn in real time. Many programs have developed unique partnerships with such hotels whereby they are actively involved in the operations of these facilities. Hospitality management programs at the University of Houston, Cornell University, and Auburn University, among others, have successfully used this educational arrangement for their students. Liberal

arts programs rarely offer such arrangements. Therefore, if one's ultimate goal is to work in the hospitality industry, enrolling in a hospitality management program makes a great deal of sense.

## Why Not Business Administration?

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Business administration offers an approach similar to that of hospitality management, and many hospitality managers have degrees in marketing, management, or another area of business administration. Business administration is, however, concerned principally with the manufacturing and marketing of physical products in national and international markets. By contrast, hospitality is a service industry, and managing a service institution involves many unique factors. Food may be a foodservice establishment's primary product, but most of the "manufacturing" is done where the service is delivered. A hospitality management degree is also much more explicit and specialized. Students who study hospitality management are passionate about the industry, where the effectiveness of person-to-person interaction with guests or employees can determine success or failure. Hospitality operations also tend to be smaller (at service sites if not at corporate headquarters), so the problems associated with running a large bureaucracy are not as significant as the problems associated with face-to-face relationships with guests and employees.

## Focus on the Guest's Experience

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The hospitality industry has many unique characteristics that underscore the wisdom of earning a specialized degree. In hospitality, many people work weekends and odd hours. Hospitality workers are expected by both guests and colleagues to be friendly and cheerful. They are also expected to care about what happens to guests. The hospitality product is, to put it simply, the guest's experience. In addition, the industry has its own unique culture. An important task for both schooling and work experience, then, is acculturating people to the work and life of hospitality industry professionals. A private club, for example, offers a unique setting and exemplifies this point. An employee working in an exclusive limited membership private club interacts repeatedly with the same customer base. Here, the level of personalization differentiates one operation from another as well as from operations in many other industries. In many cases, hospitality employees are expected to know their customers by name and always to be courteous. Perhaps because of this unique care for people, hospitality managers never refer to customers as customers. In hotels, customers are **guests**; in restaurants, they are **patrons**; and in clubs, they are **members**.

## Emphasis on the Industry

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The point of a specialized degree is to prepare graduates who are familiar with the unique nature of a given industry. Liberal arts and business management degrees are all well and good, but they don't prepare the workforce in that way. Hospitality specialization and emphasis makes those programs more relevant to students looking to work in hospitality or services in general. That is why most hospitality students are keenly interested in and passionate about the industry. Students who commit themselves to hospitality management already know that this is where they want to be in the future.

## Education versus Experience

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Our emphasis on experience as a success factor in hospitality may lead one to ask whether one must also obtain a college education to succeed. Surely, it is possible to succeed in most entry-level jobs with hourly pay, such as front-desk workers, housekeepers, wait

staff, and bellhops. That may well be true, but earning a degree in hospitality management can only enhance one's prospects for success as a manager. A specialized hospitality management degree moves job candidates ahead of the curve in this industry compared with other degrees.

To be sure, the industry offers many stories of line employees moving up the ladder into management jobs without having college degrees. On the other hand, those interviewing candidates will have earned college degrees. A hospitality degree also expedites the promotion process to the next level. Some of the competencies acquired in college are priceless and cannot be learned elsewhere.

A hospitality degree, much like any other college degree, hones generic skills in such areas as communication, writing, interpersonal relations, critical thinking, decision-making, ethics, and teamwork. Additionally, a college degree specific to hospitality provides the knowledge needed to be successful in hotel operations, marketing, strategic management, foodservice operations, human resources, law, and so on. Moreover, college provides opportunities to develop lasting connections with people in the industry, [internship](#) experiences, [study abroad](#) experiences, and lifelong friendships with students and faculty members that represent a great return on the investment and great value for a future career as well as personal development.

## What Motivates One to Study and Work in Hospitality?

The goal of every academic program is to prepare students for the future and, in most cases, to help students find and win the most appropriate jobs. The strongest motivating factor for studying hospitality management is the prospect of becoming part of the industry. Many people who study hospitality management have had the privilege of working in the industry prior to enrolling in college. For those who have already learned to appreciate the work and love the industry, the decision to study hospitality is likely an easy one. Such students should be motivated to hold managerial positions or even start their own hotels or restaurants. For the entrepreneurially minded it is indeed a smart decision, as a college degree will build industry connections and provide clear directions about how to start a hospitality business. For the career-driven individual, the industry offers many opportunities for growth and promotion.



Courtesy Kimpton.

Pacci Italian Kitchen + Bar Team,  
Kimpton Brice Hotel, Savannah,  
Georgia.

## Dynamic Work Environment

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The hospitality industry offers a dynamic environment for those who enjoy the work. Hospitality managers and their subordinates interact with new people every day. They solve new problems every day. They make new decisions every day. Although they will work long hours and often work nights and weekends, in most cases they will find their jobs to be fulfilling in themselves. Moreover, as we have said, hospitality organizations such as hotels and restaurants tend to be small organizations where it is rare to get lost in organizational bureaucracy. Those who move on from hospitality management programs to jobs in the industry will almost always feel that they belong there.

## High Rewards

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The work of a hospitality manager is highly rewarding. Although the pay is often very competitive for hourly paid workers and supervisors, departmental managers, general managers, and regional managers tend to be well compensated. The higher one moves up the hierarchy, the better the pay. In hospitality, the scope of promotion generally leads to rapid progress depending on performance. The perks and benefits associated with these jobs can also be remarkable. Even many entry-level hourly workers receive paid leaves, vacation days, and attractive employee discounts. Such additional benefits make hospitality jobs truly satisfying. Table 1.2 lists hospitality jobs and corresponding salaries, taken from various sources such as horizonhospitality.com, glassdoor.com, salary.com, hcareers.com, bls.gov, and payscale.com. Salaries vary greatly, however, based on location, type of property, corporation, and education and experience.

## Many Career Options

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Although the heart and soul of any hospitality-related job involves serving people, across the industry jobs can vary widely in nature. For example, a general manager's responsibilities can differ in many respects in hotels, restaurants, bars, country clubs, casinos, and cruise ships. Moreover, general managers in economy-class hotels and luxury five-star properties will face challenges that are unique to the business models of hotels in those segments. The same situation exists in restaurants. Managing a quick-service restaurant that sells fast food is dramatically different from managing a fine dining restaurant. Even within a given hotel, there are distinct types of managerial positions across departments. Within a single property, one might choose between working as a housekeeping manager, a front desk manager, a sales manager, a revenue manager, a human resources manager, a catering and banquet manager, or a restaurant manager. The options and opportunities the industry presents are endless, and obtaining a comprehensive education in hospitality management will only expand the scope.

## Luxury and Grandeur Associated with the Industry

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Some people are motivated by the luxury and grandeur the hospitality industry offers. Indeed, working in a high-end casino in Las Vegas or a five-star beach resort in Hawaii can be very satisfying. Moreover, the prospect of working in such glamorous locations has its own allure. Major hotel and restaurant chains operate all over the world, making it possible to live and work in multiple countries. Almost all hospitality facilities are maintained meticulously, as curb appeal is highly important for attracting first-time customers. The physical work environment itself motivates many people to consider a career in hospitality.

TABLE 1.2

## Salaries of Hospitality Professionals

Career title	Lower	Median	Upper
President of a Chain Hotel/Resort Company	\$360,000	May vary	\$1,000,000
President of a Chain Restaurant Company	\$185,000	May vary	\$470,000
Vice President of a Hotel/Resort Company	\$260,000	May vary	\$520,000
Vice President of a Restaurant Company	\$95,000	May vary	\$270,000
Hotel/Resort General Manager	\$96,000	\$114,000	\$342,000
Casino Property General Manager	\$113,000	\$199,000	\$283,000
Motel/Hostel General Manager	\$49,000	\$100,000	\$158,000
Country Club General Manager	\$92,000	\$128,000	\$278,000
Membership Director	\$40,000	\$55,000	\$67,000
Restaurant General Manager	\$67,000	\$88,000	\$118,000
Hotel/Resort Assistant General Manager	\$61,000	\$82,000	\$108,000
Hotel/Resort Rooms Division Director	\$90,000	\$136,000	\$183,000
Hotel/Resort Human Resources Director	\$74,000	\$117,000	\$106,000
Hotel/Resort Sales Director	\$64,000	\$81,000	\$105,000
Hotel/Resort/Casino Food and Beverage Director	\$67,000	\$92,000	\$117,000
Regional Chef	\$124,000	\$155,000	\$187,000
Executive Chef	\$66,000	\$87,000	\$161,000
Executive Pastry Chef	\$54,000	\$98,000	\$123,000
Regional Restaurant Manager	\$85,000	\$96,000	\$114,000
Rooms Division Manager <sup>a</sup>	\$72,000	\$86,000	\$100,000
Catering/Meeting/Event Manager <sup>a</sup>	\$44,000	\$78,000	\$99,000
Slot Operations Manager <sup>a</sup>	\$75,000	\$80,000	\$101,000
Hotel/Resort Food and Beverage Manager <sup>a</sup>	\$67,000	\$83,000	\$98,000
Hotel/Resort Executive Housekeeper <sup>a</sup>	\$56,000	\$78,000	\$95,000
Revenue Manager <sup>a</sup>	\$38,000	\$59,000	\$105,000
Restaurant Manager <sup>a</sup>	\$32,000	\$57,000	\$93,000
Sous Chef/Kitchen Manager <sup>a</sup>	\$33,000	\$49,000	\$67,000
Front Office Manager <sup>a</sup>	\$26,000	\$48,000	\$96,000
Club House Manager <sup>a</sup>	\$55,000	\$67,000	\$82,000
Sommelier	\$38,000	\$57,000	\$76,000
Front Desk Agent	\$18,000	\$22,000	\$59,000
Server	\$19,000	\$24,000	\$68,000
Line Cook	\$20,000	\$26,000	\$54,000
Event Planner <sup>a</sup>	\$26,000	\$47,000	\$82,000

<sup>a</sup>Common entry-level career options for hospitality graduates with limited experience.

## Opportunities for Growth and Promotion

The hospitality industry features many opportunities for growth and promotion, making it one of the most promising industries in which people prefer to work. In many industries across the world, particularly in manufacturing and information technology, starting salaries tend to be high, but many in these industries spend a lot of time in one position because demand for workers with technical skills is much stronger than demand

for workers with managerial skills. As a service industry, hospitality greatly appreciates leadership and management skills. As a result, the scope of promotion and advancement is broad. The high **turnover** in the industry indicates that people are constantly changing and switching jobs both within and across organizations. New opportunities open up frequently. Still, overall, nothing is more likely to lead to promotion than strong performance. Perhaps because there are so many opportunities for promotion, working in hospitality can be highly competitive. Most hospitality organizations are known to emphasize promoting their workers internally. Hiring new workers from outside can be an expensive process due to the costs involved in advertising jobs, conducting interviews, and training new employees. Again, though, the industry rewards top-notch performance, so progress up the organizational ladder can be remarkably rapid.

## Industry Outlook and Opportunities

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### Projected Job Growth

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The outlook for hospitality and related industries is bright, with steady revenue growth predicted for the near future. Not long ago the hospitality industry (along with most others) was hit by a recession. When people are uncertain about their financial condition, they travel less often and shorter distances. Due to economic uncertainty, people tend to save more and spend less on leisure travel and eating outside the home. As a result, hotel and restaurant sales typically decline during recessionary periods. The 2008–2009 global **recession** affected the hospitality industry dramatically, with sales plunging. However, the industry recovered strongly and has been growing at a steady pace since the recovery began. That said, COVID-19 has put short-term growth in question. Yet projections for future growth issued by the Bureau of Labor Statistics (BLS) and IBIS World are positive. Employment in the vast majority of hospitality industry segments is expected to grow as well. Table 1.3 presents these estimates.

As the table shows, job growth should remain positive for the vast majority of these segments related to the hospitality industry. A student planning to graduate within the time period covered by the projections should benefit from the positive growth the industry anticipates. Moreover, managerial jobs in the lodging industry are expected to grow at 8%, and in the foodservice industry the growth rate should be 5% through 2024. This is a highly positive outlook for the industry. We discuss the projected industry growth and forces of change at greater length in the next chapter.

### Opportunities and Decisions

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The hospitality industry offers many opportunities for building a highly successful career. The first step for a student in a hospitality program is to ask her- or himself what she or he wants to do after graduating. With many options available for gaining job experience in part-time jobs, internships, summer jobs, and so on, many students formulate clear career objectives. Students who do so often opt to specialize in their degree programs. Many hospitality programs offer majors or concentrations in lodging management, restaurant management, event management, tourism management, club management, casino management, and other areas. Those who prefer to focus on a more narrowly targeted career path can benefit from developing the knowledge and skills needed for that area of specialization.

The hospitality industry's focus on service takes the pressure off any student wishing to establish a broad base of education and experience, so there is no need to specialize and changing areas of focus is easy. An internship in a restaurant, for example, will help a student develop skills that are beneficial for working in a hotel property because the dynamics of customer service are similar. However, one might be competing with candidates who would have experienced hotel internships. It is therefore advantageous to decide

TABLE 1.3

## IBIS World's Five-year Annualized Job Growth in Hospitality Industry Segments

Hospitality industry segment	Job growth (%) <sup>a</sup>
Hotel and Motels	2.1
Casino Hotels	1.4
Bed and Breakfast & Hostel Accommodations	1.3
Campgrounds & RV Parks	1.1
Ski & Snowboard Resorts	1.0
Coffee & Snack Shops	3.2
Foodservice Contractors	2.5
Street Vendors	2.4
Chain Restaurants	1.9
Fast Food Restaurants	1.5
Bars & Night Clubs	0.9
Tourism	1.7
Historic Sites	1.7
Museums	2.0
National & State Parks	0.7
Amusement Parks	2.3
Arcade, Food, & Entertainment Complexes	0.7
Lotteries & Native American Casinos	1.5
Bowling Centers	-0.6
Concert & Event Promotion	2.2
Wedding Services	0.6
Golf, Driving Ranges & Family Fun Centers	1.6
Golf Courses & Country Clubs	0.4

<sup>a</sup>The projected annual job growth is for the period 2016–2021.



Courtesy Kimpton.

Kimpton Brice Hotel team members.

LODGING

- Sales Managers
- Front Office Managers
- Guest Services Managers
- Revenue Managers

FOODSERVICE

- Restaurant Managers
- Banquet Managers
- Foodservice Managers
- Bar Managers

CULINARY

- Chef Supervisor
- Banquet Cook
- Station Cook

TRAVEL AND TOURISM

- Meeting and Convention Planner
- Festival Manager
- Market Researcher

**FIGURE 1.2** Potential Starting Positions for Hospitality and Tourism Management Graduates.

early and remain in a particular area of specialization (Figure 1.2) that brings enjoyment. Doing this you will make it possible to accumulate an array of relevant experiences prior to graduation. This will provide the ideal platform on which to begin work as a manager in a particular area of interest.

## Adopting Goals

Our experience tells us that there are four general types of students who study hospitality management – the entrepreneurially minded student, the ambitious student, the stability-seeking student, and the globally oriented student. Our somewhat crude classification does not fit everyone, and many students will fall into more than one category.

The entrepreneurially minded student typically wants to start a new business in the hospitality industry. There are many options for opening either franchised or independent facilities. These students will benefit from short-term job experience as they look forward to mastering a given trade before opening their own facilities.

Ambitious students have big goals, often involving higher-level management of multiple properties. Working in a corporate chain or multiunit management company may be the best choice for these students. Here experience in the industry often opens opportunities in such organizations. District or regional managers typically oversee multiple properties in a region. For ambitious students, big corporations offer opportunities to move up the corporate ladder. Opportunities in small companies operating single-unit independent or franchised hotels or restaurants or perhaps country clubs may lead many students to become general managers of such properties.

Managing a single-owner property can be an attractive proposition for many. For stability-seeking students, a position of authority in a single property can be highly satisfying. Working in the same property for a number of years provides a sense of ownership and accomplishment. Such positions can be most conducive to raising a family, providing

the stability that some seek. It is not uncommon to see such managers spend 20 years or more managing a single property, providing job satisfaction for stability-seekers. Many in such positions have high stakes invested in a property in the form of ownership shares, partnerships, or performance bonuses.

Finally, we have the adventurous globally minded students whose goal is to try out new opportunities that await them off the beaten path. Many students in the millennial cohort (those born between 1981 and 2000, whom we discuss at length in Chapter 2) belong to this group. Because of their strong propensity for travel and their desire to experience new cultures and food, they are often open to relocating abroad. International hotel and restaurant chains as well as cruise lines are among the options available for this group of mobility-oriented people who prefer at least occasionally switching jobs. As time passes, however, they too might seek some degree of stability, opting for a single location for the sake of raising a family.

## The Value of a Graduate Hospitality Degree

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Some students might be interested in earning a graduate degree in hospitality. Most of them pursue after a few years of work experience. In many cases, the companies for which they are working might agree to finance all or part of the cost of obtaining a graduate degree. An increasingly popular option is to pursue a master's degree through distance education. Under such an arrangement, students do not need to be physically present to take classes, which are offered entirely online. This option allows hospitality professionals to work and pursue graduate degrees simultaneously.

The decision to pursue a graduate degree depends on a number of factors. First, students must determine their career goals. Second, one must consider the necessary investment in time and money. Graduate education can be expensive. Moreover, some who shift to graduate studies will find themselves losing their regular earnings to attend an on-campus program. Apart from this **opportunity cost**, the student or practitioner contemplating graduate trading must consider what sorts of positions a master's degree makes possible. Will such positions pay significantly more than a current job? Are there scopes of promotion with a master's degree in one's current organization? A recent study has shown that master's degree holders tend to earn \$17,000 more in annual salary than bachelor's degree holders, but this difference varies widely by discipline.

The decision to pursue a graduate degree, like all decisions in most fields of business, depends on a person's career goals. Many of us are highly motivated to work in the academic world. For people like us, the obvious option is to seek a master's degree, or possibly a doctoral degree, because we share the goal of teaching and undertaking research. It is possible to become an instructor or lecturer with a master's degree alone, but if one wishes to become a professor and earn a salary that is commensurate with those of some hospitality managers, one will likely need a PhD. A graduate degree can open up other avenues for income as well, as some hospitality graduate degree holders have become consultants or opened their own consulting firms. Others combine teaching and research with consulting work, in some cases teaching as adjuncts at universities.

The traditional Master of Science in Hospitality degree is often viewed as a gateway to the academic world because of its heavy emphasis on research. Such a degree is not available in most universities across the world. Some universities, mostly those where hospitality programs are housed in business colleges, offer MBA degrees with a concentration in hospitality or tourism. Other hospitality graduates prefer to pursue generic MBA degrees. MBAs are generally regarded as practical degrees that are best suited for someone aiming to work in the industry rather than teach and conduct research. Nevertheless, a graduate degree can be fulfilling in its own right, increasing one's knowledge base, broadening one's perspective, opening up new opportunities, and even enhancing one's social status.

## INDUSTRY NOTE 1.1 | David Williamson – A Professional Helping Other Professionals

David Williamson is the Owner and Principal Consultant of Williamson Strategy, a full-service consulting firm that specializes in helping world-class hospitality firms. Over the years David has worked as a professional chef, an adjunct lecturer, and a principal consultant, assuming a range of roles in hospitality organizations. In addition to managing his consulting firm, David is currently enrolled in Temple University's Executive Doctorate of Business Administration (DBA) program with an emphasis on Hospitality & Tourism Management. David represents the true blend of an industry professional and an academician.

### What made you decide to work in the hospitality industry?

My mother says it's always been a thing with me: that I have always loved cooking and my interest in hospitality was a natural fit. One of my earliest jobs was dishwashing for a sandwich shop, and later making and delivering sandwiches for the same shop. When I went to college I continued to work in foodservice, advancing over the years toward fine dining, and it really got into my blood. In general, I like the lifestyle: I am a night owl; and I really like the fast pace of foodservice, particularly when the team has to dig in to get something hard finished quickly. Very high-end fine dining is a full-contact professional sport.

### What kinds of projects have you worked in? What role do you typically play in such projects?

My clients tend to be in the extreme high end of the culinary world. I have clients with properties that are *New York Times* Four Star/AAA Four Diamond/Relais & Châteaux and even one that was a Zagat Top 10 in the US. But I've also helped clients with food carts, an ice cream shop, giant high-volume beachside family-style places cranking out fried scallops and the like, a national barbecue sauce line, and a ski area looking to transform its position to four seasons with a \$140 MM restructuring, for which I wrote the strategic plan. I also have clients that are not in the hospitality industry, such as a boutique software development company, but my wheelhouse is most certainly high-end F&B.

There are two things that are critical to understanding my relationship with clients: firstly, if they've called me, chances are something has gone horribly



Courtesy David Williamson.

David Williamson

wrong; and secondly, unlike most people, I work toward the objective of showing up one day and saying to myself, "Hmm, I am not needed here anymore." Meaning, I have done my job, and I should go on home.

In many of my professional relationships, I will take over the complete operations of a business, acting as the GM or even owner functionally. This requires a sense of ownership and responsibility which I find comes very easily to me. I care for my clients, so I view myself in a fiduciary role when I am handling their assets.

### What do you enjoy most about the work you do?

This will sound crazy, but I love crisis. When things are going off the rails, and everyone else is pulling their hair out and believing with certainty that total calamity is about to strike, I am completely comfortable. Time slows for me, like in a car crash, and I am able to look around and see the moving pieces and make changes to avoid the impending doom. I love the feeling of stepping in and rescuing people and businesses.

### What are some qualities, skills, and competencies you look for in a new hire?

When I am hiring for myself, I look for people who are eager to learn. I do not care much about experience, because I know I can train them, but they have got to possess a desire to learn. They need to

have that lifelong desire to always improve themselves. If they have that, I want to work with them.

When I am hiring for a client – like if I am hiring a new chef – the first thing I want is honesty. In the case of a chef, I have the candidates cook for me. If their résumé has a history of working in French restaurants, then I expect them to cook from a French culinary tradition. If that's not there, I suspect they might be lying, and that's a deal breaker. I check references! You would not believe how many people do not. If the person says they were head chef, but they were actually the Sous Chef, then they have lied! I want managers who know how to manage, and that means understanding how to budget and reconcile inputs and outputs. I seek out employees who are known to show up on time, work hard, and desire to always be learning.

Here is the single most important thing I look for when hiring in the hospitality industry: are they hospitable? Many people are adverse to the idea of "serving" a guest. They think it is demeaning, but it is not. It is a joy to serve others; to bring pleasure to another person is one of life's great gifts. So, I look for people who are service oriented and particularly attuned to creating experiences for guests. I am devoted to the motto of the Ritz Carlton: "We are ladies and gentlemen, serving ladies and gentlemen."

#### **How valuable do you feel are higher degrees in the hospitality industry?**

The hospitality industry in practice is so much about soft skills that personality is a main driver of success, so educational attainment is of value, but

personality is of higher value to me. This is not to say that I do not value degrees, I very much do, but I do believe a person can be successful in the industry without any higher education. The key with degrees in hospitality to me is that they are ways to jump forward. An M.S. or M.B.A. is almost ready to take over any restaurant, inn, or smaller hotel, right after graduation, provided they have an understanding of what it means to be hospitable, and a drive to be of service. Still, if you are a person with a boat-load of progressive experience, but no degrees at all? Yes, I would interview you.

#### **Do you have any advice for current hospitality students?**

Current hospitality students need to work in the hospitality industry. They should be working in internships if possible – so they can get some college credit – but if they can't get an internship they should absolutely get a job doing anything they can within the industry. Experience is priceless within the industry. I cannot emphasize enough that even entry-level professional experience is valued highly by hiring managers. Also – and this is a general bit of advice for college students – college should be fun, but for hospitality students this is particularly true. If a student is going to throw a party, great! Throw the best party! Not the biggest, the best! Put all those hospitality skills to use and WOW your guests, knock their socks off, and make your party the party that everyone will remember. When I was in college I went to lots of parties, but there was one guy who threw a black tie dance, and I can tell you that all these years later, that's the one people still talk about.

## What Is Needed to Be Successful?

### The Applied Approach

Hospitality management programs are known for their applied approach, which means understanding how the principles of hospitality management operate in the real world of restaurant, hotel, and other service-oriented operations. Most programs have strong ties with the industry. Because of this connection, programs normally feature a curriculum offering up-to-date knowledge of industry requirements and expectations. There is great emphasis on developing skills, knowledge, and competencies that are valuable in the hospitality workplace. Almost every hospitality management program utilizes the service of an advisory board of industry leaders who interact with students, help them develop realistic goals and expectations, prepare them for industry employment, and contribute to curriculum development.

## Important Subject Areas to Consider

Another approach is to consider subject areas. Table 1.4 lists these subject areas.

This table highlights the importance of internships/industry experience in both lodging and restaurants. Most hospitality programs mandate internships. Many programs incorporate standard industry work hours outside of internships. Many college students work in hourly paid jobs to help with day-to-day expenses anyway, but hospitality students can begin accumulating industry experience through working in hourly jobs in the hospitality industry. Such experience can pave the way for internships and full-time management-level jobs after graduation by catching recruiters' attention. Companies acknowledge this and therefore give preference to students who have accumulated relevant industry work experience.

## The Importance of Industry-Specific Skills

Table 1.4 indicates that jobs in hospitality require both **generic skills** and hospitality-specific skills. Generic skills in areas such as leadership, ethics, and computer/information technology are important both in lodging and restaurants. Yet in most of the listed subject areas industry practitioners value industry-specific skills. This reinforces the earlier point that hospitality companies prefer hiring graduates of hospitality degree programs because of their specialization and experience in and understanding of the industry. If companies hire graduates with non-hospitality degrees, they will almost certainly need to invest resources in specialized on-the-job training.

Table 1.4 also shows that there is considerable overlap between lodging and restaurants, as lodging managers often need to understand foodservice-related subjects, while restaurant managers often need to understand lodging-related subjects. After all, many hotels, especially

**TABLE 1.4**

**Course Subject Areas Rated by Industry Professionals**

Lodging industry subject areas		Restaurant industry subject areas	
1	Internships/Industry Experience	1	Food and Beverage Management
2	Leadership	2	Foodservice Operations and Controls
3	Preparation for Industry Employment	3	Internships/Industry Experience
4	Hospitality Management and Organization	4	Hospitality Operations Analysis
5	Overview of the Hospitality Industry	5	Leadership
6	Ethics	6	Ethics
7	Lodging Operations	7	Preparation for Industry Employment
8	Hospitality Operations Analysis	8	Food Safety and Sanitation
9	Revenue/Asset Management	9	Service Management
10	Strategic Management	10	Hospitality Management and Organization
11	Service Management	11	Human Resource Management
12	Finance	12	Hospitality Marketing Strategy
13	Foodservice Operations and Controls	13	Computer/Information Technology
14	Sales/Sales Management	14	Overview of the Hospitality Industry
15	Food and Beverage Management	15	Strategic Management
16	Computer/Information Technology	16	Beverage Management – Production, Sales, Service
17	Social Media Management	17	Principles of Marketing
18	Statistics for Management Decision Making	18	Lodging Operations
19	Human Resource Management	19	Social Media Management
20	Hospitality Marketing Strategy	20	Finance

those operating above economy segments, include onsite restaurants. Hotel operations also increasingly employ catering and banqueting services. As a result, practitioners look for versatile workers with the capacity and expertise to work in any area in a hotel or restaurant.

## Important Knowledge, Skill, and Abilities

The ultimate goal of combining a hospitality degree with industry experience (through employment or internships) is to develop the **knowledge, skill, and abilities (KSAs)** – a catchall term used in business, management, and marketing studies to designate a model of competencies for success) that help entry-level hospitality managers succeed. Hospitality scholars have sought the ideal set of KSAs for entry-level hospitality managerial positions for decades. In the 1970s and 1980s, research focused on the technical skills needed at the hospitality workplace, but that focus shifted to a management-oriented approach. Generic management-based KSAs such as leadership, the ability to apply ethics at the workplace, and strategic thinking became the center of attention. Experience-based learning became more and more important, underscoring the value of internships. Many researchers have investigated whether student and employer opinions regarding the most important KSAs for entry-level managerial positions differ, as hospitality programs design curricula that reflect key KSAs. Researchers from Purdue University’s School of Hospitality and Tourism Management proposed a set of entry-level hospitality management requirements, which we list in Tables 1.5 and 1.6.

**TABLE 1.5**

### Top 10 KSAs for Entry-level Hospitality Managerial Positions Ranked by Hospitality Recruiters

1	Maintaining ethical standards no matter the circumstances
2	Displaying a positive attitude toward the job
3	Having a suitable personality
4	Maintaining a professional attitude no matter the circumstances
5	Being willing to address and resolve customer complaints in a professional manner
6	Providing a high-quality service experience to external customers
7	Demonstrating empathy when dealing with internal and external customers
8	Anticipating clients’ needs
9	Remaining calm and working effectively in crisis situations
10	Self-motivation

**TABLE 1.6**

### Top 10 KSAs for Entry-level Hospitality Managerial Positions Ranked by Undergraduate Students

1	Effective time management
2	Maintaining a professional attitude no matter the circumstances
3	Being willing to address and resolve customer complaints in a professional manner
4	Displaying a positive attitude toward the job
5	Maintaining ethical standards no matter the circumstances
6	Remaining calm and working effectively in crisis situations
7	Conveying information effectively to customers and coworkers
8	Leading oneself and one’s coworkers in accomplishing tasks
9	Self-motivation
10	Anticipating customer needs

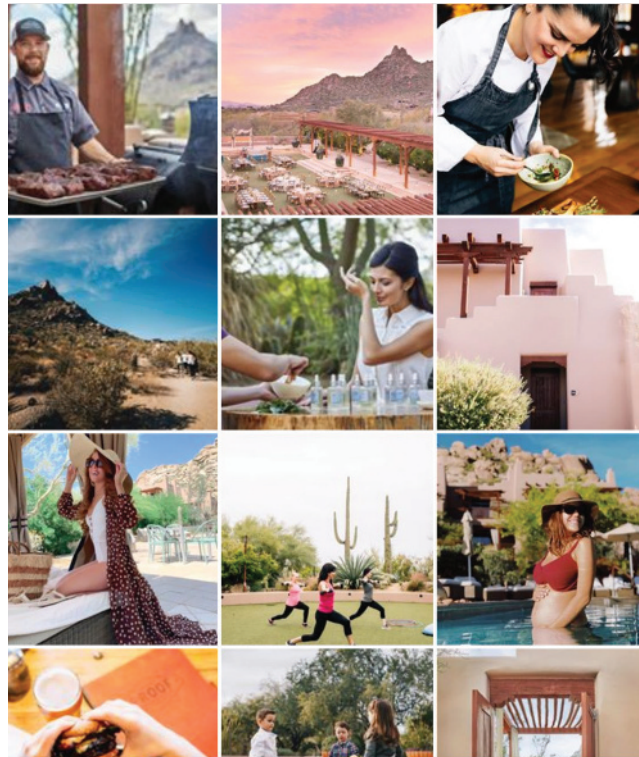
In Tables 1.5 and 1.6, 7 of the 10 KSAs are common to both lists. Only “maintaining ethical standards no matter the circumstances” was found to have a statistically significant mean difference. Considering its position at the top of the list for practitioners and recruiters, hospitality programs should emphasize workplace ethics.

## Social Media, Sustainability, and Study Abroad Management

Before we close this chapter with a focus on how best to leverage a hospitality management degree or major into a hospitality career, we cover three important subject areas, only one of which is mentioned explicitly in the rankings listed in Tables 1.5 and 1.6, **social media management**, awareness of **sustainability**, and **study abroad**. These three subject areas are or, we anticipate, will become increasingly important.

**Social media** Hospitality facilities have embraced the rapidly expanding use of social media and are striving to develop a strong online presence. Almost every hospitality facility makes its presence known through Facebook, Twitter, Instagram, and YouTube. This practice has become so popular that, as shown in Table 1.4, both lodging and restaurant practitioners rank it as one of the top 20 subject areas. Indeed, 87% of hotels use social media in their marketing efforts. It is, therefore, more likely that new managerial candidates will need to understand how to manage a property’s social media platforms, especially for independent hotels or restaurants without major corporate communications resources. Learning social media management skills prior to hitting the job market will therefore provide a competitive advantage.

**Sustainability** Hospitality operations have discovered both ethical and business benefits from pursuing business strategies that support sustainability with respect to the environment and energy use. We discuss sustainability at the end of each chapter to



Courtesy Four Seasons Scottsdale Instagram Profile.

Marriott International and Four Seasons Scottsdale Use Instagram to Showcase Their Offerings.

help students develop relevant knowledge and competencies. Most hospitality programs do not offer standalone courses on sustainability in their curricula. However, sustainability and environmentally friendly or “green” solutions are embedded in many courses. Many other departments in universities offer electives with considerable sustainability-related content that hospitality students can take (which we highly recommend!).

When we discuss sustainability, we require students to consider sustainability from a **triple bottom-line** perspective – environmental sustainability, financial sustainability, and social sustainability. In other words, firms striving to operate sustainably should emphasize on people, the planet, and profits. Many hospitality businesses seem to understand this approach and are making progress toward operating sustainably. Future managers must therefore understand the triple bottom-line approach and familiarize themselves with the rationale for making a facility more sustainable. Hospitality majors and degree candidates should also familiarize themselves with the industry’s best practices. We offer some rationales for greening a hospitality facility at the end of the chapter (“Sustainability in Focus”). We also list a few of the greenest hotels in America.

**Study abroad** The hospitality industry is highly globalized, adding significance to study abroad opportunities that many college students enjoy. International tourists account for a major portion of total tourism proceeds in the United States. Almost anybody working in a hotel or restaurant will at some point interact with a customer from another country. In many markets, **cultural adaptability** enables hospitality workers to interact more effectively with customers from other countries. Although it might be difficult to communicate with a guest who is fluent in another language, those who have traveled internationally and interacted with foreigners can better manage such situations. To see the world through alternative lenses makes it easier to appreciate a diversity of cultures, lifestyles, and customs.

Another prominent feature of the hospitality industry is the widespread practice of hiring immigrants and foreign nationals representing the full range of cultures, nationalities, and backgrounds that makes America unique. Many of these employees may have poor English-speaking skills, so hospitality managers with fluency in or some knowledge of other languages will find it easier to communicate with them. Hospitality students who learn a second language might offer a pleasant surprise to employees and guests in many situations.

## INDUSTRY NOTE 1.2 | Ryan Penso – The Versatile Globally Minded Hospitality Professional

Ryan Penso is the Director of Operations – Global Brand Development at P. F. Chang’s China Bistro. Originally from Atlanta, Georgia, Ryan graduated from Auburn University in 2006 with a Bachelor of Science in Hotel and Restaurant Management. Ryan joined the West Paces Hotel Group (now the Capella Hotel Group) as the first inductee into the Leadership Development Program at the Hotel at Auburn University. In summer 2007, Ryan moved to Ireland where he assisted in the opening of two

hotel properties and advanced to become Food & Beverage Manager at Solis Lough Eske Castle in Donegal, Ireland. Ryan transferred to Chicago in the fall of 2008 to join the Operational Support staff at Hotel 71 (an independent hotel under the West Paces Hotel Group umbrella). In 2010, Ryan embarked on a new opportunity, relocating to the Middle East where he worked with P. F. Chang’s international partner, Alshaya, tasked with growing and expanding the brand throughout the region. Ryan worked his way up

(Continued)



Courtesy Ryan Penso.

Ryan Penso

the ranks during his tenure, enjoying promotions from General Manager at the first location to Area Manager of Kuwait and eventually becoming Operations Manager for Lebanon, Turkey, Abu Dhabi, Dubai, Jordan, Saudi Arabia, and Bahrain. During his time in the Middle East, Ryan helped open, support, and oversee 15 restaurant locations in seven countries, supervising more than 1500 employees. In late 2014, Ryan moved back to the United States to join P. F. Chang's Global Brand Development team to expand and oversee operations in the Americas. In his current role, Director of Operations, Ryan supports 42 restaurants across Canada, Puerto Rico, the Dominican Republic, Hawaii, Mexico, Guatemala, Costa Rica, Panama, Colombia, Brazil, Argentina, and Chile.

#### **Why did you decide to work in the hospitality industry?**

My love for hospitality was found when I began working with Houston's restaurant in Atlanta as a silverware roller and bus boy at the age of 16. I really enjoyed connecting with people and working in a fast-paced environment. I was surrounded by young leaders in the industry, which definitely grabbed my attention.

#### **What kind of job opportunity were you interested in when you were about to finish college?**

During my junior year I had to find an internship. Since I had worked at Houston's on and off since high school, I immediately wanted to start my career with them. After interviewing with Houston's in California, I was not selected. It was hard to accept, but it opened a new door for me and it was also a good

lesson that things do not always go as planned. I met executives with the West Paces Hotel Group through Auburn's hospitality program and applied for an internship with them. I received the internship and worked at a five-star resort in Sedona, Arizona. A year later I graduated, and the West Paces Hotel Group offered me a job working at the Auburn Hotel and Conference Center. I learned so much about hotel management as I worked in almost every department of the hotel. After learning the ropes, West Paces gave me the opportunity to move and work in different locations around the world.

#### **What are some top motivating factors that keep you going?**

Many pieces come to mind . . . people, travel, experience, and creating a successful business model (with the support of the entire team) that sustains itself in different parts of the world. Nothing is more enjoyable than watching people around you develop and succeed.

#### **To what extent do you feel your global experiences contributed to your success and personal development?**

I have been extremely lucky as my parents have always enjoyed and promoted travel, and at a young age I was able to travel abroad. It sparked my interest to learn more about people and their culture. I would encourage everyone to travel and work abroad if given the opportunity. Visiting a country and working in a country can be totally different. Working in a country opens your eyes to so many different experiences and teaches you patience and to be respectful of the differences. Global experience creates versatility, networking, and allows you to encounter new things and different situations. Traveling and working abroad pushes me to look at each challenge in a new light.

#### **How important is it for a new hospitality management graduate to be globally oriented and versatile?**

It is very important to be versatile and connected to what is going on globally. I believe it depends on your career choice, but the most important aspect is understanding who your customers are and what type of product you are creating. There is much to be learned from all aspects of the hospitality business, and having global knowledge gives you a definite edge. However, it is also important not to make things more difficult than they need to be.

**How important is hospitality education?**

Hospitality education is very important. However, there are many people in the industry that have degrees in all fields of business. Our business is not easy and demands hands-on experience, which is just as important. Working in the hospitality field not only gives you education but also teaches important lessons in life and how to deal with people. That knowledge is invaluable no matter what career direction you might take.

**What advice do you have for a hospitality student who wants to be a successful professional in the future? What skills and competencies do you feel are needed to be successful?**

Find your passion and it will help to define what hospitality means to you. It is important to get your

hands dirty and be humble. Learn from your mistakes but do not be afraid to make mistakes. Just because things do not always go your way or how you imagined does not mean you have hit a dead end; sometimes this leads you to a better decision or a better direction. Good communication, teamwork and interpersonal skills, intuitive reasoning, creative thinking, business acumen, and practical hands-on experience are the skills that I feel are important for a hospitality student to have to be successful.

**What career opportunities does your company have for a hospitality student (internships?) and a recent graduate or soon-to-be graduate?**

P. F. Chang's offers many internship and career opportunities. These can be viewed on P. F. Chang's website: <http://jobs.pfchangs.com>.

## The Ideal Hospitality Management Student

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### The Value of Early Decision

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In the last section of this chapter, we offer suggestions regarding how to advance as an ideal hospitality management student and land that dream job. Although one need not have to decide on a narrow career path early on in a hospitality program, any student who is fortunate enough to choose a career option early in the process will enjoy several advantages. College offers opportunities for exploring options, and we strongly advise taking one's time to determine the best career path. However, someone who is highly passionate about the hospitality industry and has already made up his or her mind about this field as a career will likely enjoy some advantages over other students at graduation. A student who feels passionate about this industry can select an industry segment on which to concentrate. There are many options to choose from such as lodging management, restaurant management, club management, and casino management.

### The Importance of Professional Associations

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A student who has selected an area of emphasis should consider joining a **professional association** in that area. For example, a student who has decided to work in the club industry should join the Club Managers Association of America (CMAA). Through such associations, students can connect with industry professionals and like-minded individuals. Networking with professionals can help prospects identify and even land desirable jobs. Most of these associations have student chapters that encourage the development of leadership and teamwork skills. Industry Note 1.3 provides information about some of these associations. The list of organizations is not comprehensive as there are others with which to associate.

## INDUSTRY NOTE 1.3 | Professional Associations in Hospitality

### International Council on Hotel, Restaurant, and Institutional Education (ICHRIE)

ICHRIE is a nonprofit professional association that provides programs and services to continually improve the quality of global education, research, service, and business operations in the hospitality and tourism industry. Members have access to the largest international network of hospitality and tourism educators, industry professionals, students, corporations and associations, academic and industry resources, opportunities, and publications with the latest research, innovations and trends in hospitality and tourism, providing invaluable resources for both the classroom and business operations.

Source: [www.chrie.org](http://www.chrie.org)

### Eta Sigma Delta (ESD) Honor Society

ESD is the leading Honor Society in the field of hospitality and tourism. Founded in 1978, ESD has 90 active chapters throughout the world. Supported by ICHRIE, ESD offers numerous professional, organizational, and educational benefits. The professional benefits include an opportunity for outstanding students to distinguish themselves in the eyes of educators, recruiters, and industry executives in an increasingly competitive industry. Moreover, ESD provides a networking system through their chapters that enables interaction and exchange of information between students. From an organizational standpoint, ESD helps to unite outstanding students for campus activities, fundraisers, and volunteer programs. From an educational standpoint, the benefits include a stimulus for students to strive for academic excellence.

Source: <https://www.chrie.org/14a/pages/index.cfm?pageid=3278>

### Club Managers Association of America (CMAA)

The CMAA is the professional association for managers of membership clubs. The CMAA has close to 6500 members across all classifications. Its objectives are to promote and advance friendly relations among people connected with the management of clubs and other associations of similar character; to encourage the education and advancement of members; and to assist club officers and members, through their managers, in establishing the most efficient and successful operations possible. The CMAA offers numerous professional development, networking, training, and educational programs and

opportunities through their business management institute, CMAA University, and conferences. They also offer certification programs for club managers. The CMAA offers students professional development experiences through meetings, events, practical experiences, internships, education, and conferences. As of now, there are 45 active student chapters in the country.

Source: [www.cmaa.org](http://www.cmaa.org)

### National Restaurant Association (NRA)

The NRA is the largest foodservice trade association in the world by membership – supporting over 500,000 restaurant businesses. The NRA represents and advocates for foodservice industry interests – taking on financial and regulatory obstacles before they hit members' bottom line. The NRA provides tools and systems that help members of all sizes significantly improve their operating results. In addition, the NRA offers the kinds of networking, education, and research resources that are possible only through its vast and active membership base.

Source: [www.restaurant.org](http://www.restaurant.org)

### American Hotel and Lodging Association (AH&LA)

For more than 100 years, the AH&LA has been the foremost representative of and advocate for the US lodging industry. The association currently has more than 24,000 members representing 80% of all franchise hotels and 90% of all top hotel brands. The AH&LA's educational foundation (AHLEF) is the primary source of financial support for industry-related scholarships and research. The AHLEF offers a wide array of scholarship opportunities – available to incoming freshmen through graduate students. In 2016, more than \$860,000 was budgeted to be awarded to several hundred hospitality management students. The AH&LA's educational institute, the AHLEI, offers a variety of hospitality solutions, including online learning, professional certification, and resources for high schools, colleges, and workforce agencies. The AHLEI is the global leader in hospitality training and hotel management certifications and offers online learning and courses with textbooks and digital material to enhance the hospitality learning experience. Universities can form student chapters under the AH&LA.

Source: [www.ahla.com](http://www.ahla.com)

### **National Society of Minorities in Hospitality (NSMH)**

The NSMH is the premier professional organization for hospitality students that addresses diversity and multiculturalism as well as the career development of its student members. The NSMH provides events and programs that bring together college-level and high school students with company sponsors, industry representatives, other hospitality organizations, advisors, and mentors. The NSMH is a resource that helps the industry provide dynamic, talented students with expert answers to relevant questions, opening a window to the industry. The NSMH currently has more than a thousand student members across the country.

Source: [www.nsmh.org](http://www.nsmh.org)

### **The International Association of Exhibitions and Events (IAEE)**

The IAEE is the leading association for the global exhibition industry, representing over 10,000 individuals in 52 countries who conduct and support exhibitions around the world. Benefits of IAEE Membership include professional development, industry news and publications, industry and professional resources, service partner discounts, advocacy

before government and media, leadership development, and local chapter membership. The world famous Certified in Exhibition Management™ (CEM) designation is offered through the IAEE.

Source: [www.iaee.com](http://www.iaee.com)

### **The Hospitality Sales and Marketing Association International (HSMAI)**

The HSMAI is committed to growing business for hotels and their partners and is the industry's leading advocate for intelligent, sustainable hotel revenue growth. The association provides hotel professionals and their partners with tools, insights, and expertise to fuel sales, inspire marketing, and optimize revenue through programs such as the MEET (Meetings, Events, Education, Technology) Exchange, the Adrian Awards, and Revenue Optimization Conference. Benefits of student membership include industry contacts, business experience, key industry knowledge, scholarships, internships, job fairs, and participation on HSMAI chapter boards and in its various programs. The HSMAI also offers a wide range of certifications for hospitality professionals.

Source: [www.hsmal.org](http://www.hsmal.org)

## **Part-time Jobs and Internships**

We strongly suggest that students enrolled in a hospitality program attempt to secure a job in a hospitality facility, ideally in an area of interest. This will most likely involve working in a part-time job while in college. Working in the industry will provide relevant experiences that can help immensely in one's career. Most hospitality programs have mandatory internship requirements, so most students will need to learn how to conduct research to understand the companies for whom they will intern. This chapter's Case in Point illustrates the characteristics of a good internship program. A student's university or professional association network will help in securing a useful internship.

## **Certifications and Study Abroad**

Earning certifications can support a job prospect depending on one's area(s) of interest. Certifications represent relevant experience or training in specific aspects of hospitality operations, but are not required by any government agency or regulations. Some of the professional associations mentioned in Industry Note 1.3 offer certifications for students. Some college courses may also have certifications integrated into the curriculum. ServSafe, Certification in Hotel Industry Analytics (CHIA), and the introductory Sommelier course are popular courses that offer certifications.

## **Decisions to Consider**

As a student approaches graduation, he or she will likely be increasingly concerned about landing a job. Many students will be hired by the same company for which they

interned. A student who is highly satisfied with an internship experience might have found the ideal career path. For those students who are asking themselves where they want to be or what they want to do for next five years, we have provided examples illustrating the four common types of students we see in hospitality programs. It is important to select a job based on one's career aspirations, setting all other factors aside. In the end, the most important goal is to work for a company where people enjoy the work that values its employees and offers opportunities to grow. Make such decisions wisely.

## The Importance of Academics

Finally, we advise students to focus intently on their studies and maintain a healthy grade point average (GPA). Many scholarships have GPA requirements. Professional association memberships and study abroad programs can impose minimum GPA requirements as well. Although work experiences help, hospitality courses provide invaluable benefits. It is important to maintain strong connections with a program and its faculty. Students who develop lasting relationships with their instructors enjoy the benefits of strong recommendations that can help them secure the best positions in the field. These professors and other instructors serve as mentors and can guide a student in the right direction. Additionally, universities that house hospitality management programs offer many resources, such as career fairs, advisory board activities, and workshops that offer training in preparing a strong résumé as well as developing effective interview skills and long-lasting connections. Do not hesitate to use these resources.

### Industry Exemplar – Kimpton Hotels and Restaurants

For eight years, the Kimpton Hotels and Restaurants brand has been featured in *Fortune* magazine's 100 Best Companies to Work For. In 2018, the famous boutique hotel and restaurant chain sits at number 14 in the list. The hotel ranks first in the best places to work for Gen X employees and number 11 for millennials (we discuss these and other major subpopulations at length in Chapter 2). The company is known for a culture that embraces diversity, as reflected in its *Fortune* rankings as one of the 50 best workplaces for diversity and one of the top 10 best workplaces for African Americans and Latinos. The hotel and restaurant chain has received a perfect score of 100 on the Human Rights Campaign for Corporate Equality Index for many years running.

Currently, Kimpton operates 60 hotels and 82 restaurants and bars in 33 cities in the United States. Another 17 properties are scheduled to open soon, signifying the company's rapid growth, especially after it was acquired by InterContinental Hotels Group (IHG), the world's largest hotel company, in 2015. Seventeen of their hotels are named best in their cities by the *U.S. News and World Report* in 2016. Kimpton also went global in recent years and as of now has properties in Amsterdam and the Grand Cayman Islands.

#### What makes Kimpton one of the best hospitality companies to work for?

Its many benefits include a six-week parental leave benefit (for both mothers and fathers, and this extends to adoptions

as well), hearing and vision care, backup childcare and elder care, and preventive health coverage for women. Director-level and above are eligible for month-long sabbaticals after seven years with the company. The company has been a leader in providing benefits for same-sex couples and transgender employees. Kimpton also extends its benefits to employees' nonhuman buddies, as workers are provided with pet insurance and pet bereavement leaves. Kimpton Hotels and Restaurants employ more than 8500 workers overall. Compared with industry standards, they have a very low voluntary turnover rate.

Not surprisingly, the competition for jobs at a company with such a stellar reputation can be fierce. According to company records, Kimpton received 122,238 applications last year and filled 1474 positions; 40% of their new recruits were employee referrals, suggesting that they value their employees very much. Finally, Kimpton is known for an organizational culture that builds on relationships between people and encourages caring for one another. This philosophy has yielded one of the highest employee satisfaction rates in the industry.

Sources: [www.kimptonhotels.com](http://www.kimptonhotels.com); <http://fortune.com/best-companies/kimpton-hotels-restaurants-20>; <http://reviews.greatplacetowork.com/kimpton-hotels-restaurants>

## CASE IN POINT

## The Ideal Internship

Internships represent a win-win situation for both an intern and the company for which he or she works. For example, the company can save money on training by hiring an intern to start in a position for which the internship already provided such training. For any student in a hospitality management program, the chance to learn on the job that supplements university coursework can be supremely important career training. Especially for hospitality students with little experience in the industry, selecting the right internship can seem like a daunting task. In this section, we discuss the characteristics of effective internship programs to inform the approach a student should take.

1. Ideally, an intern works in a position that requires direct interaction with guests/customers. The hospitality industry is dynamic and people oriented. The core of the industry is service. Although managerial positions inevitably involve routine office work without much interaction with guests and staff, an effective internship program will enable interns to serve guests/customers and work with other staff members at multiple levels.
2. Rotation: Most hospitality facilities comprise several departments or areas of operation. An effective internship program will involve working in several departments on a rotational basis. For both an intern and a company, exposure to a variety of work experiences reveals the strengths and weaknesses of the intern in the context of the company's workplace culture.
3. Avoid internships that emphasize petty work. The worst internships involve routine work such as making copies, running errands, and answering phones, minimizing interaction with the customers and participation in the decision-making process.
4. Most internships involve some form of shadowing or working with a mentor. Effective internship programs assign interns to high-performing managers with the goal of enabling interns to learn from the best. In the most effective internship programs, companies train interns with the objective of hiring them for the long term later.
5. Focus on experience, not pay. Internships should be educational experiences, and, therefore, even unpaid internships can pay dividends. An effective unpaid internship is better than a dreadful paid internship. An internship lasts for only a short time and the goal should be to learn as much as possible.
6. Some internship programs involve supervisory or managerial positions, especially for students with previous work experience in the industry. Do not be afraid to embrace such opportunities and do not be afraid to make mistakes.
7. Many students forgo excellent internship opportunities that do not take them to glamorous locations. Keep in mind that internships are temporary experiences. Practical experience matters much more than after-hours entertainment. Moreover, an internship with a chain hotel or restaurant can lead to work at another location.
8. Every effective internship program should focus on the student's ability to learn through the experience. Seek a program that emphasizes what it can teach rather than how it can leverage interns to save labor costs.

#### Discussion Questions

1. What are the three most important characteristics of an ideal internship program?
2. What steps should be taken to select the right internship?



Kimpton Hotels and Restaurants Employees.

Courtesy Kimpton Hotels.

## Sustainability in Focus – Embracing Sustainability as a Newly Hired Manager

How can a newly hired manager make a difference? The lodging industry has embraced sustainability wholeheartedly since the start of the new millennium as hotels are increasingly climbing aboard the sustainability bandwagon. About 85% of US hotels currently have some form of green practice in place. Managers in the lodging industry must therefore understand the current trends and practices in which hotels are engaging. There are good reasons for every hotel to adopt green practices.

According to Tripadvisor, the world's largest online travel site, 79% of all travelers find eco-friendly practices important when booking a hotel stay. According to the Green Hotels Association, green hotels are environmentally friendly properties whose managers are eager to institute programs that save water and energy and reduce solid waste – while saving money – to help protect our planet. While hotel guests want green hotels, they complain of feeling ill-informed the eco-friendly practices of green hotels. Approximately 64% of hotel guests fall into this group, and about 93% feel no responsibility to confirm a hotel's green practices. Lodging managers should therefore not only adopt green practices but also make sure consumers are well-informed about such practices. That is a great way to showcase leadership skills.

In what follows, we list several key benefits of going green, from a managerial perspective. We then list America's top green hotels.

### Benefits of going green

1. Moral obligation – It is the right thing to do.
2. Promotes a healthy environment – The use of natural lighting, large windows, roof-top gardens, and natural ventilation improves environmental quality in and around a hotel.
3. Makes our world more sustainable – Green hotels consume less energy, produce less waste, use less water, and recycle resources.
4. Saves on operating costs – Solar panels, low-flow faucets and shower heads, automated light and motion sensors, in-room temperature controllers, energy-efficient appliances, and towel and linen reuse programs reduce operating costs.
5. Improves long-term property value – Green building recognition through LEED, Green Globe, and Living Building certifications maintain a property's long-term value because they indicate a combination of functionality, aesthetic appeal, and resource efficiency.
6. Improves the reputation of a property and a brand – Brand and property reputations improve when guests perceive

a property's active engagement in protecting the environment and helping its community.

7. Increases demand – According to Tripadvisor nearly two of every three customers prefer staying in hotels that engage in environmentally friendly practices.
8. Helps retain existing customers and staff – Higher satisfaction results in enhanced customer and staff loyalty. This translates into lower staff turnover and higher revisits from customers.
9. Higher rates – Customers are generally willing to pay more for green hotels. They expect to pay a premium of \$9–\$26 for a standard room in a green hotel.
10. Boosts employee morale – Employees working in a healthy and sustainable environment – a good cause – are motivated to work harder.
11. Tax benefits and government incentives – Numerous tax benefits and incentives are offered by the government at all levels to promote businesses and facilities that actively engage in sustainable operations.
12. Improves community relations – Green hotels buy, display, or serve locally made furniture, artwork, and food. They typically also donate heavily to local communities and sponsor charity and social events.
13. Enhances the social status of employees and guests – It is a matter of pride to work or stay at a hotel that actively takes part in protecting our environment.

Hotel managers can draw on abundant resources to make a facility more sustainable and efficient. The website [www.greenhotels.com](http://www.greenhotels.com) offers a comprehensive list of green products, ideas, and resources that managers can use to make their facilities more environmentally friendly. Cutting-edge academic research and the popular press also offer useful ideas. As we will emphasize later in this book, managers seeking to go green would do well to follow the best practices of industry leaders.

We end this section by offering a list of the top 10 environmentally friendly American hotels.

1. The Gardens Hotel – Key West, Florida
2. Bardessono – Yountville, California
3. Hilton Garden Inn Fayetteville/Fort Bragg – Fayetteville, North Carolina
4. ARIA Sky Suites – Las Vegas, Nevada
5. Ponte Vineyard Inn – Temecula, California
6. Cedar Glen Lodge – Tahoe Vista, California
7. Allison Inn & Spa – Newberg, Oregon
8. Post Ranch Inn – Big Sur, California
9. Townsend Gateway Inn – Townsend, Tennessee
10. Hotel Floyd – Floyd, Virginia

## Managerial Implications

A successful manager in the hospitality industry must exhibit many skills and command much specialized knowledge, all directed at achieving a variety of management objectives. The manager's role is wide and varied. Let us now consider three general hospitality objectives with which management must be concerned:

1. A manager wants to make the guest feel welcome. This requires both adopting a friendly manner toward guests and fostering an atmosphere of “liberality and good will” among the people who serve them. That almost always translates to an organization in which workers get along well with one another.
2. A manager wants to make things work for guests. Food has to be savory, hot, or cold by design, and delivered in a timely way. Beds must be made and rooms cleaned. Gaming facilities must be service oriented. A hospitality system requires a lot of work, and the manager must see that it is done. In short, the manager must exhibit a high degree of **service orientation** – the predisposition to be thoughtful, considerate, and helpful toward guests.
3. A manager wants to make sure that an operation provides high-quality service while also making a profit. When we speak of “liberality and good will,” we do not mean giving the place away! In a restaurant or hotel that is operated for profit, portion sizes are related to cost, and so menu and room prices must factor in building and operating costs. This enables an establishment to recover its operating costs and make sufficient additional income to pay its debt service as well as provide a return to the owner (or investor), who risked a good deal of money – and time – to make the establishment a reality. The key lies in achieving a controlled profit, loss, or break-even operation. A good term to describe this management concern is “conformance to budget.”

Simply stated, these objectives suggest that managers must be able to relate successfully to employees and guests, direct their operations, and achieve operating goals within a budget – that is, to run a productive operation within certain constraints.

We will close each of the remaining chapters of this book by discussing the managerial implications of each chapter's subject matter to indicate how each chapter would benefit managers in the hospitality workplace.

## Key Words and Concepts

hospitality industry

tangible

intangible

servicescape

perishable

empathy

emotional intelligence

service orientation

demand

supply

thermal baths

caravanserais

ordinary

experimental learning

guests

patrons

members

internship

study abroad

turnover

recession

opportunity cost

generic skills

knowledge, skill, and abilities (KSAs)

social media management

sustainability

study abroad

triple bottom-line

cultural adaptability

professional association

service orientation

## Review Questions

1. Name the various segments of the hospitality industry. Provide three examples of businesses in each of these segments.
2. What are three unique characteristics of the hospitality industry? Explain each of them.
3. Why would a student enroll in a hospitality management program?
4. How does a hospitality management degree differ from liberal arts or business degrees?
5. What are the top three motivations for studying hospitality management or working in the hospitality industry? Why are these important to you?
6. Name 10 course subject areas that are important to you.
7. What do you think are the top five knowledge, skills, and abilities (KSAs)? Why are these important?
8. What professional association in hospitality would you consider joining and why?

9. Why are study abroad programs important?
10. Name the top three countries where you might want to enroll in a study abroad program. Why those countries?
11. Why are internships important? What would be your strategy for selecting an internship?
12. Why are green practices important?

## Internet Exercises

1. Find the website of a professional association in hospitality that you would want to join. List the following: (a) membership eligibility/requirements, (b) membership benefits, (c) membership dues. How does this information affect your initial choice?
2. Visit the Facebook page of a popular hotel chain such as Marriott, Hilton, and Hyatt. Browse through their posts and media. What unique features of these social media pages draw your attention?
3. Select three green hotels from the list we provided in the Sustainability in Focus section. Search their names and visit their websites. List as many green practices they use as you can identify.

**4. Site name:** Résumés and Cover Letters

**URL:** <http://www.wku.edu/~hrtm/resumes.htm>

**Background information:** This site provides a listing of Internet resources for writing résumés and cover letters.

**Exercises**

- a. Surf the résumé and cover letter websites for information on writing résumés and cover letters. Write a simple résumé and cover letter for an entry-level hotel, restaurant, or tourism position in which you are interested and for which you are qualified. Refer only to experience that you have already acquired in the industry.
  - b. After writing the résumé and cover letter, describe the experience you will need to acquire to obtain an entry-level management position in the hospitality industry.
- 5. Site name:** Hospitality Job Search Websites

**URL:** <http://www.wku.edu/~hrtm/hrtmjobs.htm>

**Background information:** This site is a launch pad for hospitality management career websites. The site provides links to generic hospitality websites such as HCareers.com and HospitalityJobsOnline.com as well as sites that specialize in hotels, foodservice/restaurants, casinos, and travel.

**Exercises**

- a. Explore at least two of the abovementioned websites. Review the job opportunities in your area of interest.
  - i. What job opportunities are available for entry-level management positions (recent graduates of hospitality management programs)?
  - ii. Are there abundant job opportunities in a place where you would like to be located after graduation?
- b. Which support/career services does the website provide candidates to assist them with their job searches

(for example, help writing résumés, cover letters, electronic résumés)?

- c. Explore the “Career Services” website at the college or university you are currently attending.
  - i. What types of services does your career services office offer to students (résumés and cover letters, job search assistance, etc.)?
  - ii. Is there a person in your career services office who has been specifically designated to assist hospitality management students? If so, what is the name of this person?
  - iii. Does the career services office hold job/career fairs for students on your campus? If so, when are these job fairs typically held and do they include potential hospitality employers as exhibitors?
  - iv. Does your career services office maintain a database of current job opportunities for students? If so, how do they make this information available to students?

**6. Site name:** Council on International Educational Exchange

**URL:** [www.ciee.org](http://www.ciee.org)

**Background information:** Study abroad or work abroad opportunities – CIEE provides quality programs and services.

**Site name:** Accounting Internships Abroad

**URL:** <https://www.goabroad.com/intern-abroad/search/accounting/internships-abroad-1>

**Background information:** GoAbroad.com was conceptualized to provide a one-stop information center for students wishing to travel internationally. GoAbroad.com was created to link prospective travelers with organizations providing international opportunities.

**Site name:** Idealist.org

**URL:** [www.idealists.org](http://www.idealists.org)

**Background information:** Enables searching for worldwide internship opportunities by location, dates, and required skills.

**Exercises**

- a. Browse through the three abovementioned websites and describe the countries that are represented and the hospitality job opportunities available on each one.
- b. Choose an international internship website and select an internship that you might be interested in pursuing. Describe the benefits and drawbacks of pursuing an international internship.