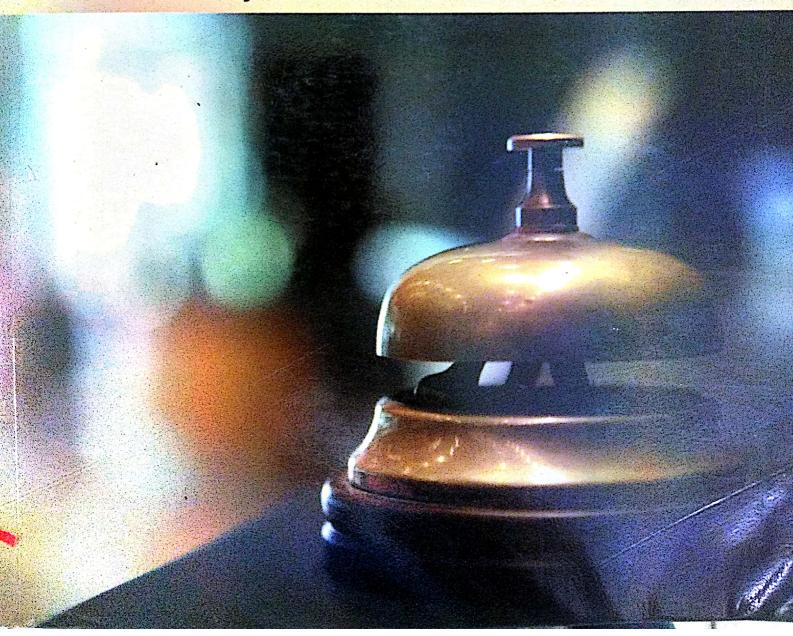


Check In Check Out Managing Hotel Operation

Eighth Edition

Gary K. Vallen • Jerome J. Vallen





EIGHTH EDITION

Check-In Check-Out

Managing Hotel Operations

Gary K. Vallen

Northern Arizona University

Jerome J. Vallen

University of Nevada, Las Vegas, Emeritus

Prentice Hall

Pearson Education South Asia Pte Ltd. 23-25 First Lok Yang Road, Jurong, Singapore 629733

Original edition, entitled CHECK-IN CHECK-OUT: HOTEL OPERATIONS, 8th Edition by VALLEN, GARY K.; VALLEN, JEROME J., published by Pearson Education, Inc., publishing as Prentice Hall, Copyright ©2009 by Pearson Education, Inc.

All rights reserved. No part of this book may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording or by any information storage retrieval system, without permission from Pearson Education, Inc.

PHILIPPINE edition published by PEARSON EDUCATION SOUTH ASIA PTE. LTD. (PHILIPPINE REPRESENTATIVE OFFICE), Copyright ©2010

This edition is manufactured in the PHILIPPINES, and is authorized for sale only in the PHILIPPINES.

ISBN 978-981-06-9752-5

987654321 13 12 11 10



www.pearsonhighered.com

Brief Contents

	Contents vii		
	Preface xi		
	Acknowledgements xiii		
	About the Authors xv		
PART I	The Hotel Industry 1		
	The Traditional Hotel Industry 3		
2	The Modern Hotel Industry 31		
3	The Structures of the Hotel Industry 73		
PART II	The Reservation Process 127		
	Forecasting Availability and Overbooking 129		
3	Global Reservations Technologies 161		
6	Individual Reservations and Group Bookings 203		
PART III	T III Guest Services and Rate Structures 243		
7	Managing Guest Services 245		
	Arrival, Registration, Assignment, and Rooming 287		
9	The Role of the Room Rate 325		
PART IV	The Hotel Revenue Cycle 371		
10	Billing the Guest Folio 373		
. 11	Credit and the City Ledger 415		
12	Cash Transactions 455		
	: 1) 20 M (1) CH (1) 마시크리아 (1) HO (1) IN (1		

PART V Technology 499

- 13 The Night Audit 501
- 14 Hotel Technology 541 Glossary 575 Index 591

Contents

Preface xi

Acknowledgments xiii

About the Authors xv

➤ PART I The Hotel Industry 1

CHAPTER 1 ➤ The Traditional Hotel Industry 3

Understanding the Hotel Business 4

The Service Culture 4 • A Cyclical

Industry 4 • How Hotels Count and

Measure 5 • Special Characteristics of the

Hotel Business 10

Traditional Classifications | 12 Size 12 • Class 13 • Type 18

• Plan 22 • Variations on the Themes 24

Summary 28

Resources and Challenges 28

Web Sites 28 • Interesting Tidbits 29

• True/False 29 • Problems 29

• An Incident in Hotel Management 30

Answers to True/False Quiz 30

CHAPTER 2 ➤ The Modern Hotel Industry 31

New Product Patterns 32

Segmentation, Brand, and Image 32 • New Product Segments 35 • Mixed-Use Projects and Other Hotel Segments 39

New Market Patterns 43

Marketing to the Individual Guest 43

Marketing to the Group 47

New Ownership Patterns 53

The State of the Industry 53 • Ownership and Financing Alternatives 57

New Management Patterns 61
Hotel Chains 61 • Management Contracts
and Management Companies 65

Summary 68

Resources and Challenges 69

Web Sites 69 • Interesting Tidbits 69

• True/False 70 • Problems 70

• An Incident in Hotel Management 71

Answers to True/False Quiz 71

CHAPTER 3 ➤ The Structures of the Hotel Industry 73

The Organizational Structure 74

Ownership 75 • The General Manager 75

The Hotel (or Resident) Manager 81 • The Rooms Manager 88 • Manager of Guest Services 96

The Building Structure 106

The Old versus the New 107 • Numbering for Identification 113 • Room Shape and Size 115 • Bed and Bath 117

Summary 122

Resources and Challenges 123

Web Sites 123 • Interesting Tidbits 123

True/False 124 • Problems 124 • An Incident in Hotel Management 125

• Answers to True/False Quiz 125.

➤ PART II The Reservation Process 127

CHAPTER 4 ➤ Forecasting Availability and Overbooking 129

Forecasting Available Rooms 130

The Simple, Unadjusted Room Count 130

• Adjusted Room Count 133

Overbooking 146

The Perfect Fill 146 • Reservations are Legal Contracts 147 • Minimizing the Overbooking Problem 153

Summary 157

Resources and Challenges 157

Web Sites 157 • Interesting Tidbits 157

- True/False 158 Problems 159
- An Incident in Hotel Management 159
- Answers to True/False Quiz 160

CHAPTER 5 ➤ Global Reservations Technologies 161

Global Distribution 163

Seamless Connectivity 163 • Application Service Providers 167 • Traditional

Reservation Channels 169 • Other Trends in Electronic Reservations 183

Automated Revenue Management

Systems 185

The Yield Management Revolution 186

Automated Yield Management Systems 195

Summary 199

Resources and Challenges 200

Web Sites 200 • Interesting Tidbits 200

- True/False 201 Problems 201
- An Incident in Hotel Management 202
- Answers to True/False Quiz 202

CHAPTER 6 ➤ Individual Reservations and Group Bookings 203

Components of the Reservation 204

Automated Phone Systems 204

• Information Contained in the

Reservation 206 • Reservation Information Flow 212 • Reservation Coding 218

Convention and Tour Group Business 220
The Group Rooms Contribution 222

- Segments of Group Business 226
- Booking the Convention 229
- Negotiating Convention Rates 232
- Handling Tour Group Reservations 237

Summary 239

Resources and Challenges 239

Web Sites 239 • Interesting Tidbits 240

- True/False Quiz 240 Problems 240
- An Incident in Hotel Management 241
- Answers to True/False Quiz 242

➤ PART III Guest Services and Rate Structures 243

CHAPTER 7 ➤ Managing Guest Services 245

Total Quality Management (TQM) 246 Total Quality Management in

Innkeeping 246 • The Real Components of TQM 250 • Total Quality Management Defined 256

Customer Relations Management (CRM) 264

Customer Relations Denied 264

- Measuring Guest Services 265
- Americans with Disabilities Act 270
- Complaints 274

Summary 283

Resources and Challenges 284

Web Sites 284 • Interesting Tidbits 284

- True/False 285 Problems 285
- An Incident in Hotel Management 285
- Answers to True/False Quiz 286

CHAPTER 8 ➤ Arrival, Registration, Assignment, and Rooming 287

Arrival 288

Moments of Truth 288

Registration 291

Walk-Ins 292 • Registered, Not Assigned (RNA) 293 • Waiting Lines 294

• The Registration Card 298

Assignment 305

No-Smoking Rooms 305 • Pets 306

• The Assignment Process 307 • Did Not Stay 309 • Establishing Credit and Identity 311

Rooming the Guest 311

The Uniformed Services 312 • Rooming Slips 315 • Arriving at the Room 317

• Green Hotels 319

Summary 321

Resources and Challenges 321

Web Sites 321 • Interesting Tidbits 322

- True/False 322 Problems 322
- An Incident in Hotel Management 324
- · Answers to True/False Quiz 324

CHAPTER 9 ➤ The Role of the Room. Rate 325

The Room Rate's Impact on Guest Demand 326

Hotel Room Demand 326 • Discounts off Rack Rate 334 • Additional Rate Factors 346 • Time is Money 350

Determining the Proper Room Rate 354

Traditional Rate Calculations 355

Summary 365

Resources and Challenges 366

Web Sites 366 • Interesting Tidbits 366

- True/False 367 Problems 368
- An Incident in Hotel Management 369
- Answers to True/False Quiz 369

➤ PART IV The Hotel Revenue Cycle 371

CHAPTER 10 ➤ Billing the Guest Folio 373

What the Chapter Is all About 374
Sale of Services 374 • Recording Sales 374

 Preparing the Folio 374
 Recording (Accounting) for Each Transaction 375

Accounts Receivable 375

Types of Accounts Receivable (A/R) 375

• The Folio: The Individual Account
Receivable 377 • The Folio: The Group
Account Receivable 379 • Understanding
Charges and Credits 384

Posting to the Folio (The Account Receivable) 388

Overview of the Billing Procedure 389

Recording Charges to Accounts
 Receivable 392 • Recording Credits
 to Accounts Receivable 398

Summary 410

Resources and Challenges 410

Web Sites 410 • Interesting Tidbits 411

- True/False 411 Problems 411
- An Incident in Hotel Management 413
- Answers to True/False Quiz 413

CHAPTER 11 ➤ Credit and the City Ledger 415

Review: The City Ledger 416 Credit Cards 416 Kinds of Credit Cards 418 • How the System Works 421 • Other Cards 424

Other City-Ledger Categories 426

Master Accounts 426 • Groups, Packages
and Company-Sponsored Functions 427

• Individual City-Ledger Receivables 428

Managing Credit 435
Weighing Costs Against Benefits 435

Components of Credit Management 437

• Monitoring Credit 438 • Collecting Receivables: Billing and Chasing 440

Mechanics of the Entry 443

Travel-Agency Records 444 • Frequent Guest Programs 447 • Electronic Draft Capture 448

Summary 449

Resources and Challenges 450

Web Sites 450 • Interesting Tidbits 450.

- True/False 451 Problems 451
- An Incident in Hotel Management 452
- Answers to True/False Quiz 452

CHAPTER 12 ➤ Cash Transactions 455

Handling Cash Transactions 456
Cash Paid-Outs 456 • Cash Receipts 465
House Receipts and Expenses 466

The Cashier's Daily Report 468

Preparing the Cashier's Report 469 • The
Income Audit 475

Cash and Cash Equivalents 481
Counterfeit Currency 482 • Check-Cashing
Safeguards 486

Summary 494

Resources and Challenges 495

Web Sites 495 • Interesting Tidbits 495

- True/False 496
 Problems 496
- An Incident in Hotel Management 497
- Answers to True/False Quiz 498

➤ PART V Technology 499

CHAPTER 13 ➤ The Night Audit 501

The Auditor and the Audit 502

The Night Auditor 502 • The Audit 503

• Posting Room Charges 504 • Revenue

Verification 508

Reconciling Using a Property Management System 508

Interfacing Different Systems 509

· Verifying Basic Data 509

· Reports from the Night Audit 513

· Reports to the Manager 524

Reconciling the Audit 528

Proving Room Charges 529 • Proving

Charges Other Than Rooms 531

Summary 535

Resources and Challenges 536

Web Sites 536 • Interesting Tidbits 536

• True/False 537 • Problems 537

• An Incident in Hotel Management 538

Answers to True/False Quiz 538

CHAPTER 14 ➤ Hotel Technology 541

Technology in the Guest Room: Historical View 542

A Look Back 542 • Costs-and
Benefits 544 • Locking Systems 545
Technology in the Room: The New
Generation 551

Biometric Locking Systems 551 • Radio Frequency Identification (RFID) 551

Energy Management and Climate Control
 Systems 552
 Networked Fire Alarm
 System 555
 Minibars 556
 Inroom
 Safes 560

Communication Systems 562

A Brief History of Telephone Service 563

Internet Access 563
 Future of Hotel
 Telephones 564
 Wake-Up Systems 565

• Voice Mail 566

Other Technologies 566

Inroom Entertainment Systems 566 • At the Desk 567 • Stages in Hotel
Technology 568

Summary 570

Resources and Challenges 570

Web Sites 570 • Interesting Tidbits 571

• True/False 571 • Problems 572

• An Incident in Hotel Management 572

Answers to True/False Quiz 573

Glossary 575

Index 591

Index

ACCOUNT CARD, See Folio
ACCOUNTING, 428
departmental duties of, 79-80, 475-76
controller, 106
internal control 466-67 in organizational structures, 16, 76
rules to remember, 385-88, 394, 396-98,
400-01, 403, 408, 429-31,
443-48, 457, 508
system of, 384, 388
ACCOUNT NUMBER. See Folio, numbering of
ACCOUNT(S) PAYABLE. See Room Tax,
liability for
ACCOUNT(S) RECEIVABLE
accounting for, 387, 392-408, 528
bad. See Bad Debts
definition of, 375, 386, 397, 416, 440
and incomes earned, 387, 388, 392, 508
ledgers, 384
city ledger, 375-76, 474. See also City
Ledger
transfers between. See Transfers
transient, 375-76
in the night audit. See Night Audit; See
also Night Auditor
reporting of, 526
types of and differences between, 375-77
ADDRESS(OF GUESTS)
for credit purposes, 431, 437. See also Credit
(Extension Of)
on registration cards, 300, 374. See also
Registration (Reg) Card
on reservations, 212. See also Reservations
See also Guest Identification
ADJOINING ROOMS, 110, 115. See also
Connecting Rooms
ADVANCE(D) DEPOSIT, 217 on the folio, 406-09. See also Folio
refund of, 217
report about, 219 in reservations, 144, 146, 156, 210,
217–18, 232, 311, 398, 466
See also Reservations, deposits
ADVANCES. See Cash Paid-Outs
ADVERTISING. See Markets and Marketing,
advertising AFFIRMATIVE ACTION, 261
"A" FOLIO. See Master Accounts (A and B
Folioch Can also Split (folio) Billing
Folios); See also Split (folio) Billing AFTER DEPARTURE (AD). See Late Charge (LC)
AGENT. See specific classifications: Guest-Service
Agent; Travel Agents (TA); etc
AGIO, 480
AIRCONDITIONING. See HVAC (Heating,
· Ventilation and Airconditioning)
ABLINE(S), See also Preferred Guest Programs
central reservation systems, 184, 192, 193,
195
commissions, 169-71, 428
crews as occupancy, 430
deregulation of, 329
promotions with, 420
in reservations, 47, 155, 163, 219, 430
similarities with hotels, 10, 11, 46-47, 132,
146, 186, 191, 199, 329, 434, 544
travel vouchers. See Miscellaneous Charge
Order (MCO) Airport Hotels, 20, 37, 176, 351, 354

ALARM CLOCKS. See In-room, glarm clocks

```
ALL-INCLUSIVE, 50, 300, 315
ALLOWANCES, 399-403, 561
  as adjustments (credits), 383, 388, 398-403,
         465. See also Credit (As An
         Accounting Term), changes in
         accounts receivable
  for complaints and errors, 279, 282, 399,
         401. See also Complaints; See also
         Errors
  for comps, 345, 400. See also Comp
         (Complimentary); See also Preferred
         Guest Programs
  definition, 389
  for errors, 401. See also Errors
  for late charges, 401, 431. See also Late
         Charge (LC)
  for lengthy stay, 401
  for poor service, 399, 400-01
  report of, 399-400, 431
  voucher illustrated, 399. See also Voucher(s)
ALL-SUITE HOTELS, 38-39, 107, 117
development of, 38, 112
  illustrated, 111-12
  as a market niche, 35, 45, 119
  operational aspects of, 74, 114, 348
  See also Suites
AMENITIES
  amenity creep, 14, 35-38, 46, 121, 246,
          542-43, 567
  concierge floor. See Concierge, floor
  kinds of, 16, 22, 36, 179, 251
AMERICAN ASSOCIATION OF RETIRED PERSONS
      (AARP)
  special rates for, 47, 211, 302, 334, 337.
          See also Room Rates, discounted
AMERICAN AUTOMOBILE ASSOCIATION (AAA),
      273, 306
  ratings by, 18, 82, 84, 118, 253, 267. See
          also Rating Systems
  special room rates for, 47, 211, 302,
          334, 337. See also Room Rates,
          discounted
  Web site, 178
AMERICAN EXPRESS (AMEX), 147, 429
  credit cards, 153-54, 403-04, 417-19, 424
          See also Credit Cards
  processed through the system, 432, 458 traveler's checks, 492-94. See also
          Traveler's Check
AMERICAN HOTEL & LODGING ASSOCIATION
      (AH&LA), 12
  directory of,
  services and studies provided by, 5, 87, 105,
          149, 248, 351, 509, 515, 547, 570
AMERICAN PLAN (AP), 300, 467
  arrival and departure hours, 350, 353
  codes and symbols for, 315, 353. See also
          Codes and Coding
  day defined, 353 definition of, 23-24, 40. See also en pension
  dining room procedures in, 215, 351
  marketing of, 49
  tray service, 353
American Society of Association Executives
      (ASAE), 227, 230. See also Shows and
      Meerings, planners of
AMERICANS WITH DISABILITIES ACT (ADA),
      101, 270-274
```

Adaptations required by, 270-71

Legislation, 270, 271 Penalties and civil suites, 270, 271 Physical accommodations, 271-273 Signage, signals and Braille, 273-74 Specifications, 271, 272 Terminology issues, 271 See also Handicapped; See also Quality Assurance: Managing Guest Services ANIMALS. See Pets ANTISERVICE SYNDROME, 217, 264-66, 489 See also Quality Assurance: Managing Guest Services Applications Service Provider (ASP), 167-69, 173, 183 ARCHITECTURE IN HOTELS, 100, 101, 113, 114, 116. See also Building Design Arrival(s), 288-91 date, 208 group, 313-15. See also Group(s) late. See Late Arrivals list of, 131, 517 by computer, 214, 313 illustrated, 215, 314 procedure illustrated, 289, 306 time, 210, 350-55 See also Change (rooms); See also Check-in ARRIVAL TIME. See Arrival(s), time ARTIFICIAL INTELLIGENCE, 195-97. See also Yield Management Asian American Hotel Owners Association (AAHOA), 57, 68 ASIAN HOTELS, 67, 116 floor numbering and design, 114 feng shui, 115 and the global village, history of, 14 services at, 16, 17, 291 See also China (PRC); See also Japan Assets, 377, 386-87, 435 ASSIGNMENT (OF ROOMS). basis of, 207 computerization of, floor, 210 procedures in, 218, 307-09, 427 See also Room Status Assistant Manager, 96, 102 duties of, 77, 530 See also Front Office, manager Association of Hospitality, Financial TECHNOLOGY PROFESSIONALS (AHFTP), 551 Associations, 145 billing of, 380-81 executives of, 426 See also specific associations (AH&LA; AHFTP; ASAE; etc.) ATRIUM, 100, 102, 114, 115 See also Building Design AT&T, See Telephone, AT&T AUDIO-VISUAL EQUIPMENT, 224 AUDIT, See Income (Day) Audit; See also Night Audit AUTOMATIC TELLER MACHINES (ATMS), 425 cash from, 440, 460-62, 492 registration by See Self-check in Check-our other capabilities, 462-63, 549 AVARABLE BASIS (ONLY), 236, 343, 351 AVAILABLE ROOMS, See Number of Rooms

Available for Sale

AVERAGE DAILY ROOM RATE (ADR), 10, 15-16 achieving, 8, 67, 182, 189-90 changes in, 186 92, 225, 256, 288-89, 463, 466, 530, 542, 548 counterfeiting. See Counterfeit Currency and Safeguards Against deposit, 443, 468. See also Bank, deposit equivalents, 398. See also Checks (Personal); See also Traveler's Checks in organizational structures, 92, 312 classification of hotels by, 14. See also
Classifications of Lodging Facilities rooming a guest, 265, 312-17. See also Rooming formula for computing, 8 rotation of fronts, 91, 312-13 tips earned, 91, 97, 239, 291, 312, 313, formula for incentives, 79 ideal, 359-61 losses, 425 457. See also Tips in the night audit. See Night Audit as a qualitative measure, 8, 334 See also Baggage in reservations, 217. See also Reservations, in room income determination, 357 BERMUDA PLAN, 23 deposit in reservations, 176, 193, 194 "B" FOLIO. See Master Account (A and B rule of thumb. See Building Cost Rate in yield management. See Yield Management See also Cash Sales Folios) CASH ADVANCE. See Cash Paid-Out **BIDET**, 121 See also Room Rates Cash Drawer BILLING amount in, 456 AVERAGE RATE PER AVAILABLE ROOM. See cycle, 390, 440 reconciliation of, 473-74. See also Cash RevPar for groups, 227, 426-28. See also Group(s) Over and Short AVERAGE RATE PER OCCUPIED ROOM. See guest's final, 390. See also Folio, settlement of CASHIER. See Departmental Cashiers; Average Daily Room Rate (ADR) of master accounts, 440. See also Master
Accounts (A and B Folios) Front-Office Cashier; General Cashier CASHIER'S BANK. See House Bank B & B. See Bed & Breakfast BILLING CLERK (Posting) Clerk, 379. See also CASHIER'S ENVELOPE, 475-77 BACK-TO-BACK, Guest Service Agent tour groups, 237, 314. See also Tours and illustrated, 476 BLOCK, 308. See also Room Rack, block on; Cashier's Report, 468–475 illustrated, 469–71 Tour Groups See also Reservations, block of rooms utility shafts, 110, 255. See also Room **BOUTIQUE HOTELS**, 26-28, 251 paid-outs on, 464. See also Cash Paid-Outs Design BOXED DATES. See Reservations, box CASHIER'S WELL (BUCKET, PIT, OR POSTING BAD CHECKS. See Checks (Personal), bad Brand Equity, 34-35, 63, 66-67 TRAY) BAD DEBTS, 48, 432-33, 441, 458-59, 462 BRAND STRETCHING. See Markets and as a folio file, 377-79, 391, 504, 507, 510 collection agencies and fees, 442-43 Marketing, segments; See also illustrated, 382 write-offs, 432 Segmentation CASH OVERAND SHORT, See also City Ledger BAGGAGE, 84, 288, 529 BREAKAGE computation illustrated, 472-74, 476 Cash Paid-Outs, 456–64 in conventions, 227. See also Conventions as a basis for credit, 437, 440. See also in tour groups, 49. See also Tours and Tour for check cashing. See Checks (Personal), Credit (Extension Of) cashing of float. See Credit Cards, float for guests, 458, 464, 472, 505 for house expenses, 467-68, 472, 477 Groups handling and delivery of, 91, 105, 225, 239, 260, 312, 317, 351. See also Break-even Point, 9-10, 12, 27 BREAKFAST, 9 Bellperson BRITAIN. See England light, 122, 397, 437, 440 BUCKET. See Cashier's Well (Bucket, Pit, or for loans, 460 rack for, 317 Posting Tray) as refunds, 464 BUDGET HOTEL/MOTEL. See Economy Class tags, 313-15 for tips. See Tips BALCONY. See Room Design, balcony Hotel/Motel CASH RECEIPTS BANK, 474 Building Cost Rate, 358–60. See also Room on account, 465-66 deposit, 468-69, 471. See also Cash, deposit Rates at check-out time, 398, 465 BUILDING DESIGN, 106-123 fees paid to. See Fees See also Net Receipts; See also Paid in machine. See Automatic Teller Machines atrium. See Atrium Advance (ATMs) size of, 295 balconies, 116 CASH REGISTER. See Property Management System, point of sale terminal (POS) Cash Sales, 503 elevators. See Elevators See also Credit Cards, bank cards; See also floor plan, 107-13. See also Floor Plans inside/outside room, 107 House Bank accounting for, 503 as distinguished from charge sales, 387, 388 BANK CARDS. See Credit Cards, bank cards patio, 107 CASH SHEET. See Cashier's Report BARBERSHOP. See Minor Departments public space, 117 Cash Turn-In (Drop), 427, 478 porte-cochere, 290 wings to, 114-15 BATH, 37, 121-22 computation, illustrated, 474-75 ADA requirements, 271-73 See also Room Design See also Net Receipts cleanliness of, 253 BUSINESS CENTER, 81, 109. See also Amenities CASINO ensuite, 38 in room design. See Room Design, bath BUSINESS TRAVELER. See Commercial Traveler; business of, 40, 49, 189, 225, 291 See also Corporate, market segment chips, 398, 474. See also Cash Turn-in size of, 121-22 Buzz, 33, 39, 87 (Drop) See also Amenities; See also Tub comps, 345, 382-84. See also Comp BEDS, 118-21, 208 (Complimentary) CABANAS, 59 configuration, 251 guests, 52, 186, 219, 225, 234, 569 /hotel, 16, 35, 39-40 CAFE COMPLET (COUETTE [brunch]), 23 See also bed types: Crib; King CALIFORNIA LENGTH, 119. See also Beds (Bed/Room); etc. CALL ACCOUNTING SYSTEM (CAS). See as part of a changing industry, 39, 61, 74 BED & BREAKFAST, 23-25 Telephone, Call Accounting System room rates, 9, 40. See also Room Rates BEDBUGS, 254-55 BEDDING, 251-55 security for, 88, 476. See also Security tracking guests, 549-51 (CAS) CANCELLATION. See Reservations, cancellation BED OCCUPANCY, 7 CAPSULE ROOM, 37, 116. See also Room win, 40 BED TAX. See Room Tax CASUALTY FACTOR. See No Show BELL CAPTAIN AND DEPARTMENT, 89-92, 215, Design CENTRAL RESERVATION OFFICE. See Reservations, CARD SWIPE. See Credit Cards, swipe 312, 517 CARIBBEAN(AREA), 17, 21, 24, 39 central (national) reservation bellstand, 84, 312 CASE GOODS, 119 call center office (CRO) income to, 315 CENSUS, 5, 12 CASH, in organizational structure, 76 as an accounting credit, 402. See also Credit CHAINS, 46, 61-68 size of, 313 benefits available to members of, 61-62 (As An Accounting Term) BELLPERSON, 98, 210 as an asset, 386-87 employees of, 105 in credit and security, 312. See also Security, foreign, 56, 61 count, 456. See also Cash Drawer use of employees for duties of, 91,

high speed internet connect, \$65 historical framework, 53-55, 62 identification of, 15, 33, 37, 55, 62 management of, 34 reservation systems of, 153, 166. See also Reservations, central (national) reservation call center office (CRO) CHAMBERMAID, See Room Attendant (Floor Housekeeper) CHANGE (ROOMS), 518, 526. See also, Coins; See also On Change Room CHARGE(S). See Debit (or Charge) As An Accounting Term; See also Departmental Charges CHART OF ACCOUNTS, 394-96, 470 CHECK-IN express, 46 using mobile units, 288, 296 procedures, 155 self check-in, 288, 296, 568 terminals. See Kiosks time, 293, 350-51 See also Arrival(s); See also Self-check-in/ check-out CHECK-OUT, 99 communications regarding, 301 express (or speedy zip-out), 430, 510-13 hour, 293, 294, 303, 350-51, 397 procedures at time of, 456, 480, \$10-11, 568 reminder to guests. 301, 350-51 See also Departures; See also Kiosks CHECKS (PERSONAL), bad, 156, 425, 432, 438, 440, 456, 460, 487 as cash equivalents, 474-75 cashier's, cashing of, 456, 462 checklist for forged and fraudulent, 487-91 equipment for detection, 491-92 for deposit, 217. See also Bank, deposit transit and routing numbers, 487-88, 494 traveler's checks. See Traveler's Checks See also Vouchers, departmental (guest check) CHINA (PRC), 38, 39, 56, 67, 423, 424. See also Asian Hotels CITY LEDGER billing from, 376, 430, 443, 504 classification and content of, 416, 429, 430. See also specific classifications: Late Charge (LC); etc. credit cards in, 376. See also Credit Cards definition of, 375-77, 406, 416, 426. See also Account(s) Receivable delinquent accounts. See Bad Debts direct billing from, 229, 383, 385, 406-07 due bills. See Trade Advertising Contracts executive accounts, 433 history of, 416-18 location of, 376 in night audit. See Night Audit transfers to and from, 379, 403-09, 416, 435 CLASSIFICATIONS OF LODGING FACILITIES, by plans, 22-24 by rate (class), 14-16, 107, 115, 191, 288, 387, 396, 439 by size, 12-14,115, 191, 288, 387 by type, 18-21,191, 288, 387, 396 See also Rating Systems CLEANLINESS, 253-55, 267, 328 CLERK. See specific classifications: Guest-Service

Agent, Posting Clerk; etc.

CLOSED DATE. See Reservations, closed dates to arrivals CLOSE-OUT HOUR (Close of the Day), 502-504, 509 CLOSET, 121. See also Linen Closet; See also Room Design CODES AND CODING for accounting and folios, 394-96, 402, 512 alphanumeric code, 512 front desk use of, 434 for housekeeping, 529–31 illustrated, 219 of keys and safes, 547-48, 552, 561-62. See also Keys; See also In-room Safes in reservations, 166, 218-20 See also Color, Use Of; See also Symbols COINS, 473-74, 475. See also House Bank COLLAR HOTEL, 34 COLOR, USE OF, 315, 434 in reservations, 176, 210. See also Reservations in room racks, 521. See also Room Rack with vouchers, 427. See also Vouchers COMMENT CARDS, See Quality Assurance: Managing Guest Services, comment cards COMMERCIAL HOTEL definition of, 18–20 market of, 292 seasons for, 11 See also Commercial Traveler COMMERCIAL RATES, 330, 339. See also Special Rates COMMERCIAL TRAVELER, 18, 20 accommodations for, 45, 116, 117, 122, 208 needs of, 11, 45, 293, 568, 569 reservations for, 138, 162, 165, 171, 207, 208. See also Reservations weekend business. See Weekends in yield management, 187-88. See also Yield Management COMMISSIONABLE. See Travel Agents (TA), fees and commissions COMMUNICATIONS, 390-91. See also Complaints interdepartmentally, 520-21 COMP (COMPLIMENTARY), allowances, in forecasting and statistics, 9 formula for conventions, 379, 383, 427 given to whom, 79, 219, 345, 382-84, misuse of, 400 report, 345, 518 COMPLAINTS, 274-283 accepting them, 106 comment cards, 276-78 cost of, 274, 275, 347 face-to-face, 278 iceberg effect, 275, 276 incentives, 278 numbers of, 274 preparing for and preventing, 150, 270, 276, 278-80 registering of, responding to and resolving, 280–83, 400–01 soliciting ideas, 275–77 written, 274 See also Quality Assurance: Managing Guest Service; COMPUTER. See Property Management System (PMS) Concession (AIRES), 6, 357

allowances for, 399. See also Allowances

cash advances for, 435, 462-64. See also

Cash Paid-Outs

fees and income from, 463, 464, 467, 568 rental arrangements, 88, 464 CONCIERGE, 81, 223, 257 acting as, 291 duties of, 92~94 electronic type, 95 floor, 93, 95, 310, 365, 549, 551 in organizational structure, 93, 98 illustrated 76, 93 pillow type, 216, 252 tips and commissions, 94 CONDOMINIUM, 6, 22, 39, 58-60 CONFERENCE CENTER, 24, 35, 222 illustrated, 41 CONNECTING ROOMS, 110, 115, 310 blocking and unlocking, 219, 308, 317 Consortia, 63-65 CONSTRUCTION COSTS, 107, 113, 358-61 CONSUMER PRICE INDEX (CPI), 326 CONTINENTAL PLAN(OR BREAKFAST), 23 as part of the rate, 17, 36 CONTROLLER'S DUTIES, 437. See also Income (day) Audit CONVENTION, 59, 95, 220-37 attendee (conventioneer), 18, 52-53, 220-22, 232, 237, 380 attrition (casualty), 228, 229, 234-36 billing. See Billing, for groups dates, 229, 234 economic impact of, 52-53, 97, 220-22, 231 handling of, 223. See also Front Office, procedures at hotel type, 18, 40, 51-52, 221-22, 226 how it works, 226-27, 380-82 marketing: as part of the hotel pattern, 51 planners and meeting companies, 221, 227, 268 rates, 222, 227, 228, 232, 305, 330, 348, 349. See also Special Rates report about, 229 reservations, 149, 233. See also Reservations security at, 87 site inspection, 238 See also Shows and Meetings CONVENTION AND TOURIST BUREAU (OR CENTER), 8, 44, 51-52, 87, 229-32, 332 expanded services, 231 housing bureau, 149, 229, 232 CONVERTIBLE BED. See Sofa Bed (Hideabed) CORNER ROOM, 108, 113. See also Building Design CORPORATE C-corporation, 58, 75 housing, 38-39 market segment, 208, 446 meeting package, 40 room rate, 208, 339 quotations, 187 training centers, 51 See also Commercial Hotel; See also Commercial Traveler; See also Special CORRECTIONS. See Errors CORRIDOR, 108, 115, 117, 121 fires. See Fire numbering along. See Room Design; See also Room Numbering security, See Security Costs, See Operating Expenses Cor. See Rollaway Bed (Cot) COUNTERFEIT CURRENCY AND SAFEGUARDS AGAINST, 456, 464, 481-86 Couron, 277, 406, 462 for packages, 427, 428, 477, 478

See also Vouchers

CREDIT (AS AN ACCOUNTING TERM) changes in accounts receivable, 383. See also Accounts Receivable definition of, 384-85, 395, 510 See also Credit (extension of); See also Transfers, as a credit CREDIT (EXTENSION OF) administration of, 407, 435-43 baggage. See Baggage, as a basis for credit billing and chasing, 440-43 collection agencies, 442-43 committee, 437 cost/benefit decision, 48, 435-37 credit continuum illustrated, 436 extending and establishing, 300, 388, 406, 437-39. See also Guest Identification management of, 435-43, 465 manager's duties, 390, 407, 421, 516, 530 handbook, 486-87 open, 430, 435 policy, 436 See also Credit Cards CREDIT CARDS, affinity cards, 420 authorization number, 311 bank cards, 418-19 cash from, 460 charge back, 155-56, 260, 423, 432, 438-40 city ledger category, 376. See also City Ledger cobranded, 420 commissions and fees paid by merchants, 217, 421-23 paid by users, 419 companies, 403 competition among, 423-24 deposits, 394 Diners Card. See Diners (Card or Club) Discover Card. See Discover Card electronic draft capture, 448-49 fees, 419, 421-23, 425, 430, 444, 448, 458-59, 464 float, 419-20, 425, 457-59, 462. See also Traveler's Checks, float floor, 439-40 foreign exchange, 480 hotel cards, 420, 542 identification of user, 390. See also Guest Identification as keys, 298. See also Keys kinds of, 492 legal issues with, 423-24 magnetic strip, See also Smart Cards, card swipe. MasterCard. See MasterCard private label, 420 procedures, 421-23 reader, 425 at registration, 305-06, 311. report of, 524 in reservations, 151-55, 184, 210, 216-17. See also Guaranteed Reservations sales made using, 377-88, 448 settling accounts, 395 smart card. See Smart Cards stolen, 440 swipe, 423, 439 tips on. See Tips terminology, 422 travel agency use, 445-47. See also Travel Agency transfer, 403-04 transmittal form illustrated, 449 travel and entertainment types, 418-20 uncollectible. See Credit Cards, charge back

use of, 510 Visa Card. See Visa Card CRIB, 120, 208, 400 CRUISE SHIPS, 24, 43, 167, 191 CURRENCY of foreign nations. See Foreign, currency as cash equivalent of the United States, 483-86 See also Cash Turn-In (Drop) CUSTOMER RELATIONS MANAGEMENT (CRM), 246, 264-283 See also Quality Assurance: Managing Guest Services CUTOFF HOUR. See Reservations, six p.m.'s CYCLICAL INDUSTRY, 37, 53 down, 4, 46, 186, 189, 326, 434 peak, 294 up, 65, 434 Daily report to the manager, 504. See also Reports DAY AUDIT. See Income (Day) Audit DAY (USE) RATE, 354, 397, 508 DEBIT (OR CHARGE) AS AN ACCOUNTING TERM changes in accounts receivable, 374, 392–98, 510. See also Account(s) Receivable definition of, 384-85 how shown, 392-98 See also Accounting, rules to remember; See also Credit (As An Accounting Term)
DEBIT CARD, 424-25, 492. See also Credit Card DELUXE, 15. See also Full Service (Luxury) Facility DEMAND, 6, 326, 328
DEMIPENSION (DP), 24. See also Modified American Plan (MAP) DEMOGRAPHICS, 11, 22, 39, 44-46, 204, 226, 255, 425 DEPARTMENT. See the particular department: Food and Beverage; Minor Departments; etc. DEPARTMENTAL CASHIERS duties of, 390-92, 448, 472, 478, 510. See also Front-Office Cashier DEPARTMENTAL CHARGES (REVENUES) audit of, 510. See also Night Auditor, reconciling departmental totals posting of, 390-91, 504. See also Vouchers, departmental (guest check) rooms. See Night Auditor, posting room charges See also Debit (or Charge) As An Accounting Term; See also Departmental Control Sheet DEPARTMENTAL CONTROL SHEET definition and illustration, 389, 391 reconciliation of, 528. See also Vouchers See also Departmental Charges (Revenues); See also Property Management System, (PMS), point of sale device DEPARTURES, 291 date of, 208, 300 early, 130, 155 time of, 350-53. See also Late Departure DESIGN. See Building Design; See also Front Office, design of; See also Room Design DESK. See Front Office DESK CLERK. See Guest-Service Agent DESTINATION MANAGEMENT COMPANY, 227, 231 DEVELOPERS, 39, 60, 62 DID NOT STAY (DNS), 309-11 DIFFERENCE RETURNABLE. See Exchange (Due Bank) DINERS (CARD OR CLUB), 153-54, 417. See also Credit Cards

billing from DISBURSEMENT. See Cash Paid-Outs DISCLAIMER OF LIABILITY, 302-04 illustrated, 303, 304 posting requirements, 302 See also Laws, Legal and Legislation DISCOUNTED TRAVEL SITES, 228 DISCOUNTING. See Room Rates, discounted Discover Card, 417-19, 422 reservations, 153, 154 DISTINGUISHED GUEST. See Very Important Person (VIP) DIVERSITY, 260-61 Do Not Disturb, 530 Door (Person) Attendant, 91-92 duties of, 256, 288-91 See also Bellperson; See also Parking. attendant Double (Bed/Room), 116, 118-19. See also Beds DOUBLE OCCUPANCY, 12, 40, 401 computation for, 9 rate charged for, 40, 189, 328, 348 in room rate calculations, 40, 357. See also Room Rates DUE BACK. See Exchange (Due Bank DUE BANK. See Exchange (Due Bank) DUE BILL. See Trade Advertising Contracts **DUVET**, 253 Early Arrivals, 139-40, 293-94. See also Arrival(s); See also Reservations, forecasting ECONOMY CLASS HOTEL/MOTEL, 15-16, 35-38, 97, 358 differences at, 288, 456 quality assurance in, 257 room size, 108, 115. See also Room Design, size; See also Size subdivisions of, 57 ECO-TOURISM. See Green Hotels ELASTICITY. See Room Rates, elasticity of ELECTRONIC FUND TRANSFER (EFT). See Debit ELECTRONIC LOCKS. See Locks and Locking Systems, electronic locking systems (ELS) ELEVATORS, 115 destination - a new type, 115 guest and service, 85, 91, 109, 272, 312 key to, 95, 549. See also Concierge, floor lobby bays, 115 operators, 94 security, 102 EMAIL marketing, 234, 235 reservations, 236. ENERGY MANAGEMENT SYSTEM (EMS), 553-55 card systems, 553-54 heat and motion detection systems, 554 See also HVAC (Heating, Ventilation and Airconditioning) ENGINEERING DEPARTMENT duties of, 88, 545, 553 on organizational structures, 76, 81 ENGLAND (UNITED KINGDOM), 17-18, 23, 24, 26, 38. See also European EN PENSION, 24. See also American Plan ERRORS, 505-07 avoidance of, 260 causes of, 214, 510 discovery of, 426, 502, 507, 525 kinds of, 217, 507, 509

DIRECT BILLING. See City Ledger, direct

by slides and transpositions, 506 See also Night Audit ETHICS AND ETHICAL BEHAVIOR, among employees, 46, 150, 474 among guests, 236 industry level, 227, 345 EUROPEAN, 5, 24, 39 currency. See Foreign, currency as a cash equivalent hotel companies, 14 operations, 16, 23, 24, 38, 67, 252-53 rating systems, 17-18. See also Rating Systems salon, 119 See also England EUROPEAN PLAN, 350 definition of, 23 rate quoted in, 23, 233 See also American Plan EVICTION (LOCKOUT), 440 EXCEPTION REPORTING. See Reports, by exception EXCHANGE (DUE BANK), 475-77 See also Foreign, currency exchange EXERCISE FACILITY, 16, 21 EXPANDED WATS, 517 EXPEDIA.COM, 157, 178, 182, 228 reports from, 193, 195
EXPENSE-ACCOUNT TRAVELERS, 16. See also Commercial Traveler Expenses, 189, 460 EXPOSURE IN RATE SETTING, 113. See also Floor Plans; See also Room Design EXPRESS CHECK-OUT. See Check-out, express (or speedy zip-out) EXTENDED STAY, 21, 38-39 FAMILY PLAN. See Special Rates, kinds of, family plan FAMILY ROOM, 119
FAM TRIP, 345. See also Travel Agents (TA) FARM OUT. See Overbooking, walking a guest FEDERAL COMMUNICATIONS COMMISSION, 563-64 FEDERAL TRADE COMMISSION, 347
FEES AND CHARGES, 153, 155, 265, 294, 397, 429, 444, 447, 460, 508, 561 attrition, 234. See also Convention energy surcharges, 346 resort fees, 346-48, 543 See also Credit Card, fees; See also Franchising, fees FENCES, 155 FF&E, (Furniture, Fixtures and Equipment), 267, 358 FINANCING HOTELS, 62 FIRE, 84, 85, 304 alarm systems, 555-57 cleanup, 83 codes, 556 Hotel and Motel Fire Safety Act, 341-42, 555-57 place, 21, 104, 117

protection, 87

watch, 84, 503

See also Security

smoke detectors, 556-57

Fitness Centers

FITNESS CENTER, 42-43. See also Spa and

FIVE-STAR RATING. See Rating Systems

FLAG, 518. See also Franchising, flag

FLOAT. See Credit Cards, float

(Floor Housekeeper)

FIXED COSTS, 9-11, 190, 191, 348, 384

FLOOR ATTENDANT. See Room Attendant

FLOOR BUTLER, 95 FLOOR CLERK. See Concierge, floor FLOOR NUMBERING, 114. See also Room Numbering FLOOR PLAN, 107–17 FLOOR SUPERVISOR (INSPECTOR/ESS), 83. See also Housekeeper and Housekeeping Department; See also Room Attendant (Floor Housekeeper) Folio, 44, 377-84 availability for guest viewing, 390 balancing (zeroing) of. See Folio, settlement charging to, 387, 391 content of, 350, 377, 389–90 definition of, 374–77 efolio, 432, 512, 513 electronic, 389, 393 file sequence and location, 377, 382, 391 form of. See also Property Management System, folio frequency of presentation, 390 hand-prepared. See Folio, pencil-and-paper illustrated. electronic, 378, 383, 385, 386, 393 manual, 380-81, 505 master account. See Master Accounts (A and B Folios) night audit of, 502. See also Night Audit numbering of, 302, 386, 389, 402 number of copies, 379 other names for, 377 pencil-and-paper, 379, 382, 389, 390, 403, 405, 504-07, 526 posting of, 388-410, 504-07. See also Night Auditor, posting room charges by preparation of, 374, 505 preparation by property management system, 377, 383, 389, 432, 510. See also Property Management System, folio; rate recorded on; See also Room Rates, posting of/to folios readiness, 374 reference codes, 394-96. See also Codes and Coding settlement of, 305, 379, 387, 390, 398-409. See also Transfers, as a credit source of data for, 291, 387, 389 split, 382. See also Master Accounts (A and B Folios); See also Split (Folio) Billing viewing on screen, 390, 465, 544 zero balance, 383, 384, 389, 397, 398, 402-03, 465 FOOD AND BEVERAGE DEPARTMENT economics of, 80-81, 97, 357, 436 income from, 224, 234, 374, 388, 392, 396 in organizational structures, 76, 80, 82 postings from, 390 Force Majeure, 85, 87 FORECASTING, 130-46 adjusted computation, 130-33, 140, 142 horizon, 140, 144 labor needs, 98-99. See also Labor Force simple computation, 130-33, 136 for yield management, 185, 188, 300. See also Yield Management FOREIGN, 56 currency as cash equivalent, 398, 456, 474, 477, 478-81 chart of, 479 currency exchange, 316, 460, 478 dynamic currency conversion (DCC), 480 curo, 479, 480-82

exchange fees and rate, 446, 480 hotels, 4 language, 297–98, 316, 478, 567 rooming slip, 315 visitors, 44, 446. See also Tourists See also Asian Hotels, China (PRC), England, Europe, Japan
FOUR-STAR RATING. See Rating System
FRANCHISING, 63-64, 66-68, 267, 362
companies, 57. See also Hotel Companies fees, 36, 64, 67, 174, 190, 447 flag, 34, 57, 67–68, 113 preferred guest programs, 384, 447. See also Preferred Guest Program reservation system, 44, 174 FRAUD ON INNKEEPERS, 300, 390. See also Laws, Legal and Legislation FREQUENT FLIER PROGRAMS. See Preferred Guest Programs FREQUENT GUEST PROGRAMS. See Preferred Guest Programs FRONT. See Bellperson, rotation of fronts FRONT OFFICE (FRONT DESK), 96-99, 177 definition of, 96-97, 247 design of, 102-03, 291 illustrated, 99, 102-03, 292 pod, 297 duties of, 97, 131, 212. See also Guest-Service Agent, duties of guest relations at, 97, 278, 530. See also Quality Assurance: Managing Guest Services log, 281, 530 manager/guest-service manager duties of, 8, 90-91, 96, 294, 308, 429 in organizational structures, 88, 92, 96 illustrated, 76, 92, 96 See also Resident Manager (Hotel Manager/House Manager) procedures at, 83, 101, 216, 225 work loads and schedules, 97-99 FRONT-OFFICE CASHIER, 102 balancing at day's end, 472-73. See also Cash Turn-in (Drop) duties of, 99, 106, 379, 397, 456, 466-67, 474, 477, 483, 487, 520. See also Guest-Service Agent, duties of handling currency and checks, 480, 482 in organizational structures, 106 work schedule, 98 See also Departmental Cashier; See also General Cashier FRONT-OFFICE CASH SHEET. See Cashier's Report FRONT-OFFICE LEDGER, 375-76 FRONT-OFFICE MANAGER. See Front-Office, manager/guest-service manager FULL HOUSE. See Percentage of Occupancy, at 100 percent FULL PENSION. See American Plan FULL SERVICE (LUXURY) FACILITY, 16, 17, 462 FUTON, 120-21. See also Beds Departments

GAMING. See Casino
GARAGE, 84-85, 290-91, 396. See also Minor
Departments
GENERAL CASHIER, 106
cash handling by, 468
duties of, 477
See also Departmental Cashier; See also
Front-Office Cashier
GENERAL MANAGER (GM), 74-79, 222,
224, 274

GENERAL SERVICES ADMINISTRATION, 340-41 GIFT SHOP. See Minor Departments
GLOBAL DISTRIBUTION SYSTEMS, 163-85, 191 providers of, 165, 167, 193-95 reports provided from, 191-94 GLOBALIZATION, 45, 55-56 GOOGLE, 176 GRATUITIES. See Tips
GRAVEYARD, 97–98, 503. See also Shift (Work)
GREEN HOTELS, 18, 252, 265, 317–20
Guest Involvement in, 305, 318 Leadership In Energy and Environment Design (LEED), 319-20 GREENS FEES, 189, 396, 398. See also Minor Departments GROUNDS, 19, 267, 319 GROUP(S), 148, 220-29 baggage for, 91, 239, 313-15. See also Baggage billing of. See Billing, for groups business, 44, 174, 188 economics of, 224, 332 handling of, 312–15 identification of (number assigned), 389 markets for, 237 report, 519 reservations for, 89, 142, 145, 149, 220. See also Reservations rooming lists, 168, 237, 313-14 single entity. See Tours and Tour Groups, single entity tour. See Tours and Tour Groups in yield management. See Yield Management GUARANTEED RESERVATIONS, 139, 144, 149, 184, 210, 216-17 forfeiture of, 151, 228 by third parties, 150, 155, 218. See also Third Parties In GUEST BILL. See Folio GUEST CHECK. See Vouchers, departmental (guest check) GUEST ELEVATORS. See Elevators, guest and service GUEST HISTORY, 215-16, 300 chain centralized, 216 profiles, 44, 185, 209, 544 GUEST IDENTIFICATION, 494, 518 in billing and posting, 391 during registration, 300, 311, 437 in reservations, 209-10, 212 GUEST LEDGER. See Accounts Receivable, ledgers GUEST NAME. See Guest Identification GUEST PROFILE. See Guest History, profiles GUEST ROOM. See Room Design GUEST SATISFACTION/SERVICE PROGRAMS. See Quality Assurance: Managing Guest Services GUEST-SERVICE AGENT, 96-99 duties of, 97, 99, 103-06, 114, 118, 139, 300, 355, 362-63, 379, 391, 397, 416, 434, 507, 510, 520-21, 547, during registration, 101, 138, 150, 209, 218, 288, 291, 437 identification of on forms, 302, 386 meeting and greeting, 101 in organizational structure, 76, 97, 106 and room rack use, selling up. See Room Rates, selling up work schedule. See Shifts (work) GUEST-SERVICE MANAGER. See Front Office, manager GYM. See Spa and Fitness Centers

HANDICAPPED, 101 in reservations, 210, 308 rooms for, 18, 271, 294, 306. See also **Building Design** security for 84, 85 See also Americans With Disabilities Act (ADA) HAND-PREPARED AUDIT. See Night Audit; See also Night Auditor HARD COPY. See Property Management System, printout (hardcopy) HARDWIRING, 548 HEADQUARTERS HOTELS, 228, 232. See also Convention HEALTH CLUB. See Spas and Fitness Centers. See also Minor Departments HIDEABED. See Sofa Bed HIGH TEA, 23 HOBIC, 543 HOLIDAYS, 11, 186, 198 HOLLYWOOD BED, 119. See also Beds HOSPITALITY INDUSTRY TECHNOLOGY INTEGRATION STANDARDS (HITIS), 571 Hostels, 38 HOTEL COMPANIES (Individual hotel properties are listed later. Only some subdivisions are included; names have been abbreviated). Accor, 36, 56, 116, 327 Adam's Mark, 13, 223 aloft, 42, 461 Amerisuites, 14, 54, 117, 132 Baymont, 14, 54 Best Western, 14, 46, 56, 57, 64, 67, 156, 172, 181, 184, 327, 424 Cendant, [No longer a hotel company], 38, 54, 165, 267 Choice, 32, 33, 42, 56, 57, 116, 173, 267, 298, 327 Club Meditérraneé, 22 Crown Plaza, 32 Days Inn, 37 Delta, 101 Disney, Doubletree, 32, 55, 259 Embassy Suites, 38, 270 Fairmont, 15, 54, 61 Four Points, 15, 33, 248, 307 Four Season, 15, 35 Guest Quarters, 117, 259 Hampton Inns, 14, 35, 38 Harrah's, 13 Hilton, 32, 46, 54–56, 59, 95, 155, 166, 179, 250, 259, 267, 327, 343, 347, 432, 446 Hilton International, 55 Holiday Inn, 14, 32, 35-36, 38, 166, 270, 446 Howard Johnson, 37, 343 Hyatt, 15, 32, 59, 95,100, 155, 166, 253, 297, 298, 327 InterContinental, 33, 56, 179, 327, 509 Kimpton, 36 LaQuinta, 14, 37, 54, 166 Le Meridien, 15, 27, 33, 56 Mandarin Oriental, 209, 320, 544 Marriott, 15, 26, 33, 35, 38, 39, 46, 58, 59, 61, 66, 75, 84, 165, 179, 216, 248, 251, 253, 261, 327, 420, 428, 432 Microtel, 14, 36 Motel 6, 14, 36, 37 Omni, 15 Promus, 38, 259

Radisson, 95, 249, 267, 270, 568 Ramada, 33, 166, 343 Red Roof Inns, 14, 37 Renaissance, 26, 33, 75, 248, 250, 339 Residence Inns, 38, 307 Ritz Carlton, 15, 33, 61, 75, 216, 248, 256, 270 Sandals, 21 Sandais, 21 Sheraton, 32, 166, 345, 253 Sofitel, 15, 109, 253 Sol Melia, 34, 56 Starwood, 26, 32, 33, 54, 56, 58, 155, 248, 318, 327, 346, 347 Staybridge Suites, 107 Super 8, 14, 37, 116 Taj, 34, 56, 318 Travelodge, 34, 37 Waldorf=Astoria, 55 Westin, 33, 179, 347, 179, 347 W Hotels, 15, 27, 33, 42 Wyndham, 34, 38, 46, 54, 61, 251, 267, 298, 327, 347 HOTEL GARNI, 17 HOTEL INDUSTRY, characteristics of, 4, 10-12, 53-56. See also Cyclical Industry definition of. See Classifications of Lodging Facilities; See also Economy Class Hotel/Motel; See also Full Service (Luxury) Facility; See also Motel (Motor Inn/Motor Lodge) economic health of, 53-54. See also Cyclical Industry history of before 1900, 4, 12, 23, 32, 416, 545 since 1900, 4, 14, 23, 25, 40, 47, 53–54, 57, 186, 246–48, 389, 416–17, 433, 502, 542–43, 545–47, 563–54 See also Property Management System, history in hotel industry nontraditional types, 25 number of hotels in, 5, 6, 327 (THE) HOTEL INDUSTRY SWITCHING COMPANY (THISC), 166-67 HOTEL MANAGER. See General Manager (GM); See also Resident Manager (Hotel Manager/House Manager) HOTEL PROPERTIES (Individual hotels in contrast to hotel chains previously listed.) Aladdin, 13, 115 Arizona Biltmore, 249 Atlantis, 13 Bangkok Shangri-La, 16 Beijing Shangri-La, 179 Bel Air, 358-59 Bellagio, 13 Benjamin, 251 Boston Ritz Carlton, 59 Boulder Resort, Broadmor, 40 Brown Palace, 28, 306 Caesars Palace, 13, 82 Chicago Hilton, 13 Circus Circus, 13, 82 Drake, 107 Excalibur, 13, 82 Flamingo, 13 Hilton Village, 13, 22 Hyatt Regency Atlanta, 100 Imperial Palace, 13 Las Vegas Hilton, 13

Luxor, 13 Marriott Marquis, 20 MGM Grand, 13, 39, 296, 319, 555 Mirage, 295 Netherlands Plaza, 107 New Otani, 14 New York Hilton, 13 Nine Zero, 551 Opryland, 13 Palmer House, 55, 121 Peabody Orlando, 249 Peninsula, 16 Plaza. 6, 59 Sagamore, 22, 65 San Francisco Hilton, 13 Shangri-La, 116 Treasure Island, 13 Waldorf=Astoria, 14, 21, 95, 107 HOTEL REPS (REPRESENTATIVES), 183 HOTELS.COM, 151 HOUSE BANK, 469-74. See also Bank HOUSE COUNT (NUMBER OF GUESTS), 7, 9, 300 computation of, 400, 528 definition of, 525 House Expenses. See Cash Paid-Ours, for house expenses HOUSEKEEPER AND HOUSEKEEPING DEPARTMENT, 81 - 83on change rooms. See On-Change Room communication with, 83, 519-21, 529 for credit and security, 83, 548 duties and responsibilities, 81-83, 88, 118, 253-55, 268, 293, 305 See also Security houseperson (houseman), 83 in organizational structures, 82 illustrated, 76, 81 linen room (housekeeping office), 83, 269, 348, 529-30, 531 quality of, 19, 265, 269 productivity of, 16, 37, 113, 120, 519, 523 sick guests, 83, 522 work schedule, 141, 225, 354, 523 See also Housekeeper's Report; See also Room Attendant (Floor Housekeeper) HOUSEKEEPER'S REPORT function and purpose, 307, 529-30 illustrated, 529-30 reverse report, 530 See also Housekeeper and Housekeeping Department HOUSEMAN (HOUSEPERSON), 83. See also Housekeeper and Housekeeping Department HOUSE MANAGER. See Resident Manager HOUSE PHYSICIAN, 88 HOUSE VOUCHERS. See Cash Paid-Outs, for house expenses; See also Vouchers, house HOUSING BUREAU, See Convention and Tourist Bureau (or Center)
HUBBART ROOM RATE FORMULA, 355-57. See also Rate, set and charged Human Resources Department, 79, 90 coming of age in hospitality, 247 role in Quality Assurances, 246, 262. See also Quality Assurance HVAC (Heating, Ventilation and Airconditioning), 255-56, 319, 359 airconditioning, 35, 110 control on systems, 553-55, 569-70 heating, 226, 279

savings in, 318

IDEAL ROOM RATE, 359-61. See also Rate INCENTIVE (COMPANY, GUEST, MARKET, TRIP), 145, 220, 221. See also Tours and Tour Groups INCLUSIVE TOUR PACKAGE. See Tours and Tour Groups INCOME. See income (sales) by specific departments INCOME (DAY) AUDIT, 471, 477, 503 tasks in, 468–69, 475–80, 524 INCOME PER OCCUPIED ROOM. See Average (Daily) Room Rate (ADR) INDEPENDENT HOTELS, 183 INELASTIC DEMAND. See Room Rates, elasticity of IN-ROOM FACILITIES, 36 alarm clocks, 36, 96, 256, 265, 273, 566, coffee makers, 23, 35, 36, 45, 251, 253, 347 control panels, 569-70 entertainment and films, 46, 279, 396, 464, 528, 544, 567-68 minibars and refrigerators, 122, 255, 316, 347, 396, 508, 557-561 safes, 302, 347, 508. See also Keys biometric, 561-62 illustrated, 562-63. See also Disclaimer of Liability Inside Room, 107. See also Floor Plan
International Association of Convention
AND VISITOR BUREAUS, 222, 229. See also Convention (and Tourist) Bureau (Center) INTERNATIONAL ASSOCIATION OF TRAVEL
AGENTS (IATA), 218. See also Travel Agents (TA) INTERNATIONAL HOTEL AND RESTAURANT Association, 5 Internet, 464-65, 568 reservations, 167-70, 172, 174-76, 204, 228 travel sites, 228. See also sites by name See also Web IRONING BOARD, 36 JAPAN, 17, 26 baths and beds, 121 credit card/smart card, 423 economy, 5 hotel history, 56, 118 hotels, 17, 24, 359

KEYS, 102-03, 568
audit trail, 550
cards as keys, 298, 547, 549-51, 552. See
also Keys, smart cards, locks and
keys
codes, 547-48, 552. See also Codes and
Coding
for concierge floor, 95, 549. See also
Concierge
control, 547
credit card/smart card as, 298, 512.
distribution of from kiosks, 428
envelope illustrated, 428
handling of, 11, 298, 568-69
identification of and on, 114, 547
kinds of, 85, 545-47

in quality assurance, 246

See also Asian Hotels

JOINT VENTURES, 61, 66

tourism, 46

control of HVAC, 553-54. See also HVAC electronic, 298, 512, 544 elevator. See Elevator, keys to for housekeeping, 83 magnetic stripe, 547, 549-551, 561 master, 83, 86 memory, 557 plastic, 547, 549, 552 radio frequency identification, 552 and lock systems. See Locks and Locking Systems lost, 561 re-keying, 546-47 reserve supply illustrated, 546 security of and with, 83, 544
See also Smart Cards KING (BED/ROOM), 118-19. See also Beds KIOSKS to check-in/check-out, 512, 568 illustrated, 569 substitute for front office, 432 KITCHEN(ETTE), 39, 44, 111 LABOR force, 74, 79 law, 77, 97-98, 294 scheduling, 266. See also Housekeeping, work schedule turnover, 82, 260-64 uniforms for staff, 83 unions, 98, 141, 263, 313 See also Quality Assurance: Managing for Guest Services, employees in LAST DAY ADDS. See Reservations, forecasting LATE ARRIVALS reservations and information for, 207, 210, 218 See also Arrival(s) LATE CHARGE (LC), 572 billing of, 391, 430-32. See also Folio, settlement of collection of, 374, 401, 438, 465 report of, 524 LATE DEPARTURE, 46 charge for, 508 See also Check-out; See also Departures LAUNDRY AND VALET, 21, 141 costs associated with, 119, 252 in organizational structures, 76, 81, 83 responsibilities of, 255 sales, 396, 462
See also Minor Departments
LAWS, LEGAL AND LEGISLATION, 16, 39, 43, 60, 75, 97 about checks and credit, 442 contracts, 65, 68, 88, 147-48. 228 disabilities, 270-73. See also Americans With Disabilities Act (ADA) disclaimer of liability. See Disclaimer of Liability about guest identification, 300. See also Guest Identification for and about guests, 87, 282, 298, 301 liability, 435, 546 about luggage. See Baggage overbooking, 147-48. See also Overbooking for posting rates, 302 illustrated, 303, 304 for responsibility of folio payment, 390

safes, 299, 390, 561. See also Safes telephones. See Telephone, FCC and other

governmental intervention

Housekeeper)

MAIL AND MESSAGES, 567

MAID'S CLOSET, 108. See also Housekeeper

and Housekeeping Department;

LEADING HOTELS OF THE WORLD, 65, 183 MANAGEMENT NIGHT AUDIT LEISURE GUESTS in organizational structure illustrated, 76 balancing (and cross-footing) the hand market for, 45-46, 138, 355 room rate charged, 226, 330 in yield management, 187. See also Yield responsibilities of, 74, 246, 268 audit (transcript), 533-35 closing balance in, 507, 510, 524-26 See also General Manager (GM) MANAGEMENT COMPANY, 63, 65-66 definition and purpose, 502, 503-04, 508, Management MANAGEMENT CONTRACT, 65-66 509, 522 LENGTH OF GUEST STAY, 576 MANAGING GUEST SERVICES. See Quality as an inventory of accounts receivable, among different markets, 221 Assurance: Managing Guest Services
MARKETS AND MARKETING, 43-53, 421, 437
advertising, 256, 266, 270, 433-35, 480. 522-24 errors in, 505-07, 525. See also Errors hours of, 97-98. See also Shift (work); See in yield management, 187. See also Yield Management LIFESTYLE HOTELS, 42 See also Trade Advertising Contract also Close-out Hour LIGHT BAGGAGE (LUGGAGE). See Baggage, budget for, 177 opening balance in, 507, 510, 523-26 paper-and-pencil audit, 531-35 light delineation of (niche), 16, 44, 45 LIGHT COURT, 107-109. See also Building the premise and search, 532 procedures during, 389, 399, 506, 525 department of, 76, 79, 141, 144 Design mix, 10, 187 LIMITED LIABILITY. See Disclaimer of Liability See also Income Audit; See also Night patterns, 32, 77 LIMITED SERVICE (BUDGET) FACILITY, 288. See Auditor; See also Reports; See also by reservation and other departments, also Economy Class Hotel/Motel Transcript 216 LINEN, 83, 251-53 NIGHT AUDITOR, 502-03 segments, 32-34, 38, 43, 113, 197. See in green hotels, 318. See also Green Hotels in cash handling, 468-69 also Segmentation in credit verification, 516 duties of, 345, 397, 502-04, 511, 516-17, 524, 531 sizes, 118-120 MASTER ACCOUNTS (A AND B FOLIOS), 379-84, LINEN CLOSET, 108, 521. See also Housekeeper 426-28, 443 billing for, 382 and Housekeeping Department, Linen Room folio preparation by, 374, 505 nonauditing duties, 503, 511 charges on, 313, 377, 379 LINEN ROOM. See Housekeeper and responsibility for payment, 426 Housekeeping Department, Linen Room Liquid Crystal Display, 545 See also Groups MASTERCARD, 379-84, 417-20, 424, 460 posting room charges, 300, 396-97. See also Room Rates, posting of/to folios LOBBY, 16, 19, 564
design of, 99-101, 102, 292-93
for the handicapped, 101. See also
Americans with Disabilities Act reconciling departmental totals, 528, 531-33. reservations guaranteed by, 153-54. See See also Departmental Control Sheet report preparation by, 399, 514–20, 524, also Guaranteed Reservations traveler's checks, 492, 494. See also Traveler's Checks 528, 560. See also Reports (ADA) Seealso Credit Cards report to the manager, 524-28 equipment in, 100, 461-62 MATTRESS, 15, 118-121, 250-51. See also Beds; traits of, 503 working hours, 97-98, 503. See also Shift group registration in, 102, 239. See also See also Futon Group(s) MEDICAL, 88 (work) illustrated, 99, 100-03 space, 36, 99 MEETING AND MEETING PLANNERS. See Shows See also Night Audit and Meetings, planners of MEGARESORT, 13, 21-22. See also Resort METASEARCH, 182. See also Web NONGUEST BUYERS, 47-49. See also Third Party Nonsmoking/Smoking Rooms, 132, 210, tenants in, 88 LOBBYIST, 100 212, 256, 310, 568 LOCATION, 11, 15 METERS (AND SQUARE METERS), 107, 116-17. costs associated with, 305-06, 438 as a factor in guest selection, 20, 26, 187 LOCKOUT, 440. See also Keys; See also Locks See also, Room Design, size No Show, 294, 517 MEZZANINE FINANCING, 62 charging for, 153, 156, 216-18, 438 at conventions, 229, 232. See also and Locking Systems MEZZANINE FLOOR, 114. Seealso Building LOCKS AND LOCKING SYSTEMS, 545-51 audit trail, 548 Design Convention MICROPROCESSOR. See Smart Cards in forecasting, 132, 144. See also Forecasting MICROS SYSTEMS, 509, 515 MINE HOST, 77–78 in reservations, 139-40, 146, 151, 152. See batteries for, 547-48, 552 biometric systems, 551 also Reservations card-controlled locks, 84 MINISUITE. See Suites Number of Employees, 7, 12, 16, 37, 459 MINOR DEPARTMENTS, 141, 391, 396, 462-64, 478, 508. See also specific departments contactless locks, 425 NUMBER OF GUESTS. See House Count (Number of Guests) deadbolt, 85 MISCELLANEOUS CHARGE ORDER (MCO), 430. electronic locking system (ELS) 84, 512, NUMBER OF ROOMS (INTHE HOTEL) 546, 547-49 See also Vouchers for reservation computations, 110, 133-37. MIXED USE FACILITIES, 21, 39-40, 51, 58, 60 MOBIL TRAVEL GUIDE, 267. See also Rating one-way communication, 547-50 See also Reservations, forecasting for two-way communication, 549 NUMBER OF ROOMS AVAILABLE FOR SALE as a measure of property's size, 12 Systems hardwire/wireless, 547-50 illustrated, 548-50, 552 MODIFIED AMERICAN PLAN (MAP), 24, 334. nationally, 327 See also American Plan mechanical, 545-47 in occupancy computations, 6-9. See also MOM-AND-POP, 14, 37, 74. See also Small microprocessor, 547-48 Occupancy radio frequency identification, 552-53 Hotel in reservation computations, 89, 133-37, 145, 527-28 worldwide, 5 MORNING CALL. See Wake-up Systems Logo MOTEL (MOTOR INN/MOTOR LODGE), 23 as identification, 63, 67, 86 description of, 12, 14, 567 highway location, 20, 113, 291 market(ing) for, 292-93. See also Markets NUMBER OF ROOMS SOLD, as a quality measure, 266 in occupancy computations, 6, 9, 99, LONG TWIN (CALIFORNIA LENGTH). See Beds LOST AND FOUND, 83, 311. See also 300, 357 and Marketing See also Occupancy; See also Room Count Housekeeper and Housekeeping See also Small Hotel LUGGAGE. See Baggage MURPHY BED, 121, 130 LUXURY HOTEL, 16, 17, 461 OCCUPANCY Mystery Shoppers, 268-69 definition of, 6-8 double. See Double Occupancy Main, See Room Attendant (Floor

NCR (NATIONAL CASH REGISTER), 508, 524

NEWSSTAND AND NEWSPAPERS, 16, 46, 467. See

NET RECEIPTS, 472-73. See also Cash

also Minor Departments

in forecasting, 133-37. See also Forecasting industry concern with, 11 low occupancy, 10, 54, 181, 436. See also

Cyclical Industry

patterns of, 4, 191 percentage of Occupancy report of, 516, 524 tax. See Room Tax on weekends. See Weekends, in yield management, 49. See also Yield Management OIL EMBARGO, 466
OLDER HOTELS, 6, 12, 107, 108, 113, 121
ON-CHANGE ROOM guest assigned while, 293-94. See also Assignment (of Rooms) status, 83, 293, 518-20. See also Room Status OPERATING EXPENSES, 189, 460 ORBITZ, 151, 171, 178, 228 ORGANIC RESULTS. See Web, search engines ORGANIZATIONAL STRUCTURE OF HOTELS, 74-106, 246, 258 illustrated, 76, 79-81 support departments in, 79, 191
Out of Order (OOO)/Out of Inventory
(OOI), 9, 132–37, 519
report of, 142, 519 in reservation computations, 133-137, 140, 146 OUTSIDE (OFF-PREMISE) LAUNDRY/VALET, 83. See also Laundry and Valet OUTSIDE ROOM. See Building Design OVERBOOKING, 89, 146-57, 301 action to follow, 150, 210 antiservice syndrome, 150-51. See also Antiservice Syndrome definition of, 165 forecasting, 132, 140, 144. See also Forecasting, room needs FTC action, 148, 151 legal view of, 147-48 overflow hotel (farm out), 150, 232 pledge not to, 149 report of, 518
trade off against, 130
walking a guest, 147, 150, 292
See also Quality Assurance: Managing **Guest Services** OVERAND SHORT. See Cash Over and Short OVERBUILDING, 4 OVERRIDES, 171 Overstays, 138-39, 153. See also Stayovers Ownership, 57-63 joint ventures, 61 and management, 57, 65-68, 74-76 See also Hotel Companies

PACKAGE (PLANS), 49-50 billing for, 382, 427. See also Breakage coupon use in, 478. See also Coupon illustrated, 209 IT tours. See Tours and Tour Groups, inclusive tours rates of, 185, 189, 348 reservations for, 185, 208 PAID IN ADVANCE, 401, 438, 464, 512 advance deposit. See Advance(d) Deposit credit problems. See Baggage, light posting procedure for, 311, 397, 466, 508 Paid-Ours. See Cash Paid-Ours. PAID SEARCH. See Web, search engines PARKING, 91, 272 attendant, 279, 288-91. See also Door (Person) Attendant fees, 290-91

PARLOR, 120, 110 as part of a suite, 107, 310. See also Suite PART-DAY RATE. See Day Rate PAYMENTS. See Credit (as an accounting term) PENSION. See American Plan PERCENTAGE OF DOUBLE OCCUPANCY. See Double Occupancy Percentage of Occupancy computation of, 5-10, 528 at 100 percent (Full House) 89, 146, 185, 298, 301, 362 See also Occupancy; See also Double Occupancy
Per Diem Rates, 45, 302, 328–29, 340–42.
See also Special Rates PER-KEY VALUE, 5 PERMANENT GUEST, 145, 522
PER-ROOM RATIOS, 359. See also Ratios PERSONAL DIGIT ASSISTANT (PDA), 162 PERSONAL IDENTIFICATION NUMBER (PIN), 162, 288, 561-62 PETITE SUITE. See Suite Pets, 93, 272 limits for hotels, 303, 316 as a market, 305-07 PETTY CASH, 467-68, 477 vouchers, 473-74, 475 illustrated, 468 See also Cash Paid-Outs PICK-UP RATE. See Convention, attrition PILLOWS, 120, 216, 256 PKF, 5 PLAN. See specific plan: American Plan; Continental Plan, etc. POINT OF SALE TERMINAL (POS). See Property Management System, point of sale device PORTE COCHERE, 290 POSTING, 388-410, 504-08 by computers, 391-92, 504, 507. See also Property Management System, errors on, 506. See also Errors manually, 391, 504 understanding each posting line, 392-94 See also Room Rates, posting of/to folios POSTING CLERK, 379. See also Guest-Service Agent POSTING MACHINE (NCR), 508, 524 PREASSIGN, 308. See also Assignment (of PREFERRED GUEST PROGRAM, 39, 418, 549 billing methods, 384, 447-48 names of hotel programs, 33, 216, 294, 432 special services offered to, 36, 46, 216, 294-95, 309, 420, 432, 460
PREFERRED HOTELS AND RESORTS, 64-65, 183, 216, 249, 267 PRICELINE.COM. 18, 35, 228, 344-45
PRICE/OCCUPANCY MIX, 189-90. See also Yield Management PRICEWATERHOUSECOOPERS, 5 PROFIT, 9-10, 365 PROPERTY MANAGEMENT SYSTEM (PMS) algorithm, 309-10 alphanumeric codes, 512. See also Codes and Coding back-up, 516 call-accounting, 509 capability of, 401 clock and time, 389 communications with, 519-20, 523 crash, 507, 509 and credit cards, 311. See also Credit Cards

currency conversion, 480 download, 302 downtime, 507, 509 elevators, 115 energy management. See Energy Management System (EMS) errors and error avoidance, 401, 431, 512. See also Errors
folio, 377, 389, 465, 515
posting to, 397. See also Folio, posting
of; See also Posting guest history, 185 hard copy. See Property Management System, printout (hard copy) hardwire, 548. See Locks and Locking Systems history in hotel industry, 168, 509, 514, 542. See also Hotel Industry, history of hospitality information technology integration standards (HITIS) 509, 515, 570-71 hospitality technology next generation (HTNG), 571 housekeeper's report, 530 identification of user, 302 integrated systems, 514 interfaces, 509, 544 with PÓS terminals, 514 for reservations, 298 key. See Keys, kinds of, electronic kiosks, 297 mask and menu illustrated, 207, 215, 392, 506, 519, 520 memory, 389 microprocessor, 551 minibars, 558-60. See also In-room Facilities, minibars and refrigerators monitor use, 390 new developments, 514-15 night audit, 508-09 off the shelf, 515 personal computer in-room, 521 point of sale device, 390–91, 509–10, 568 illustrated, 392, 506 terminal, 391, 423, 512 posting, 510. See also Room Rates, posting of/to folios printout (hard copy), 507, 515, 517 in registration, 298, 569 reports derived by, 439, 513, 527 in reservations, 162, 212, 214 automated, 173-74 coding, 212. See also Codes and Coding forecast report, 131-32. See also Forecasting as a room rack, 518-20 in room rates, 397, 507, 509 safes, 561 screen, 519-20, 521 software, 168, 176-77 taxes, 507 terminal, 311, 448, 510, 515 location of, 99, 102, 376, 521 vendors (turnkey), 515, 571 virus. See Property Management System, crash voice activated, 184 Web interface, 515 in yield management. See Yield Management, artificial intelligence PROSTITUTES, 86-87, 311 PUBLICATIONS, 18 PURVEYORS, 65

QUAD, 118-19 RATIOS QUALITY ASSURANCE: MANAGING GUEST SERVICES examples of, 6-9, 196. See also specific circles, 258-260, 278 comment cards, 253, 276-78 components of, 250-56 ratios: Percentage of Occupancy; etc. regrets, 518 REAL ESTATE, hotel as, 4, 53, 58, 88 customer relations management, 246 defined, 249, 255, 256-64 as an influence in operations, 247 location, 187 room revenue, 524 detined, 249, 253, 256-64 discipline, 281 employees in, 246, 249-50, 257-64, 312 empowerment, 258-60, 262, 264, 278-79, 399, 402 examples of, 248-50 guests in, 256-57 skippers, 516 status, 310, 522 stayover, 518 REAL ESTATE INVESTMENT TRUST (REIT), 34, 54, 57-58, 62-63, 66 REBATE. See Allowances RECEIVABLE. See Accounts Receivable RECEPTION, 103, 363. See also Guest-Service three-day, 517 VIP, 519 the guest room, 250-56 hiring for, 260, 262-63, 271 history of, 246-49 REFERRAL, 64-65 REFUNDS, 464. See also Cash Paid-Outs RESERVATIONS, 127-242 REGISTERED, NOT ASSIGNED (RNA), 293-94 incentive (rewards) within, 261, 365 REGISTRATION leadership, 258-60 arrival process, 298 managing for, 248, 255, 257 moments of truth, 266-67, 274, 288, 295 organized for, 250 by computer, 298, 569 by email/Web, 235 information obtained during, 311 programs in place, 248-49 retention, 260-63 payment method resolved during, 311 portable, 295, 297 wireless, 297, 568, 569 See also Check-in quality circles, 258 arrivals. See Arrivals quality control, 266-70 quality guarantees, 269-70 rewards, 261-62, 269 REGISTRATION (REG) CARD, 298-305 agent's identification, 302 service culture, 258 agelt's identification, 302 analysis of, 362 content of, 299, 300–05, 374, 389, 390 disclaimer of liability, 302–04 guest asked to do, 299, 305, 390 illustrated, 299 total quality management, 246-64 box, 197-98 training, as part of, 263, 278, 281, 364 turnover, 260 See also Antiservice Syndrome; See also Complaints international, 299. See also Foreign QUEEN (BED/ROOM), 118-19. See also Beds name and number in the party, 371. See also QUEUING, 294-97 Guest Identification QUICK CHECK-OUT. See Check-out, express number of cards to be use, 300 illustrated, 172 (or speedy zip-out) preprinted, 298 payments made to, presentation of, 293 rate recorded on, 301 RACK. See Room Rack signature, 298-99 184, 221-22 RACK RATE, 187, 236, 334, 337, 343, 346, REPORTS, 502 351, 384, 447 accounts receivable, 524, 526 allowance, 399-400, 516 339 RATE CUTTING, 8, 181, 328, 336, 349, 355, arrivals, 517 429 172 cancellation and changes, 517 RATE SET AND CHARGED, See also ROOM RATES changes in, 214 building cost rates, 358-60 cash over and short, 516 check cashing, 440 categories of, 357 city ledger, 524 comps, 345, 400, 516 changes in, 107 charged, 8 convention, 517-18 credit, 439, 513, 517 corporate. See Corporate, room rate cutting of. See Rate Cutting number, 212, 214 fenced, 199 daily report to the manager, 504 contact, 220 flat, 233, 236, 348 ideal, 359-61 daily revenue report, 524 departmental control (revenue) sheet, 524 departure, 518 data, 133, 140 rack. See Rack Rate deposit, 518 rate schedules, 336 downtime, 516 exception, 197, 514, 515-17 rule-of-thumb. See Building Cost Rate run-of-the-house, 233, 236 flag, 518 folio balance, 439, 516 setting of, 328 special rates. See Special Rates spread, 233, 236 guest ledger summary, 524 guest list, 516 time as a factor in, 351 housekeeper's. See Housekeeper's Report war. See Rate Cutting See also Room Rates; See also Special Rates RATING SYSTEMS, 20, 35, 334 house use, 519 inspector's, 268 late charges, 524 fenced rates, 199 American Automobile Association. See American Automobile Association to management, 131, 526-28 mini-bar restocking, 558-60 futuristic view, 162 (AAA), ratings by European, 17–18. See also European guaranteed. See Guaranteed Reservations no baggage, 516 guest history, 215 occupancy, 142, 518 by governments, 17-18, 26 hotel's inhouse reservation office, 174, 175 out of order, 519, 521 illustrated, 19 overbooking, 518 identification of guest. See Guest inspectors in, Michelin, 17-18 Mobil, 18, 19, 43, 267 Identification overlimit, 517 pick-up, 519 independent systems, 173, 175, 183 Zagat, 18

posting, 524 productivity, 519 reservations, 131, 143, 517, 518 room occupancy, 516, 527 room rate analysis, 516–19 wake-up. See Wake-up Call yield management, 191-95 acknowledgment. See Reservations, confirmation of advance deposit. See Reservations, deposit agent. See Reservations, reservationist by airlines. See Airline(s), in reservations application service provider. See Application Service Provider (ASP) arrival date (and time), 208, 212 automated tracking system, 131 blanket, 229, 232, 234 block of rooms, 47, 168, 181, 196–97, 227–29, 234, 236, 519 cancellation and cancellation numbers, 131–36, 139–40, 146, 151–52, 156, 217–18 central (national) reservation call center/office (CRO), 89, 172–74, 204 location of, 172–73 mapping capability, 184 relation to individual hotel, 163, 165, tracking corporate room commitments, central reservation system, 63, 163, 165-68, closed dates to arrivals, 198, 227 codes, 212, 218-20. See also Codes and Coding Confirmation of, 155, 179, 212–14, 219 illustrated, 213, 214 content, 89, 184-85, 204-12, 350, 437 for conventions, 149, 233 denial of. See Reservations, refusal of departmental duties, 98, 131, 133, 212, 237 departure date in, 208 deposit, 139, 149. See also Advance Deposit, in reservations dishonored. See Overbooking electronic switch, 166-67 by fax, 214 fees and commissions, 168, 174-75. See also Franchising, fees forecasting, 130-46. See also Forecasting

by Internet. See Internet, reservations last room availability, 165-66, 168, 197, 509 as a legal contract, 147–48 length of stay, 198, 208 list of. See Arrival(s), list of manager, 89, 165, 174, 192 duties of, 206 name. See Guest Identification nests and hurdles, 198-99 nonessential information on, 206-07, 210 no show. See No Show number in the party, 208 numbering of, 152 on-line, 298 optional fields, 206 in organizational structures, 26, 89 outsourcing, 173 overbooking. See Overbooking overstay, 397 perfect fill, 146 pictures, 177 procedures used in taking, 205-06 and property management systems. See Property Management System, in reservations quality of, 144-46, 151-53, 210 rate quoted, 208. See also Special Rates refusal of (regrets), 174, 185, 196 reports, 131–32, 142–43 required fields, 206–10 re-routing of, 174 reservationist, 89, 173-74, 204 duties of, 152, 184, 185, 196, 206, 208, 210–16, 348, 355, 362–63 in organizational structures, 173 time pressure on, 175, 217 riding, 220 room types requested, 208 rules and triggers, 186, 196-97 screen, 179-80, 207, 209 seamless connectivity, 163-67, 197 single image inventory, 165 six pm's., 131, 139, 146, 149, 163 smoking/no smoking, 206-07 star. See Very Important Person (VIP) from travel agents. See Travel Agents (TA), in reservation and hotel systems Web based. See Web, in reservations; See also specific Web names, Travelocity.com RESIDENTIAL HOTEL, 18 as condo/timeshare 59-60 definition of, 21 RESIDENT MANAGER (HOTEL MANAGER/HOUSE MANAGER) duties and responsibilities, 79, 81-88, 557 illustrated in organizational structures, 76, 81, 84 See also General Manager (GM) RESORT, 18, 447 all-inclusive, 300. See also All-Inclusive; See also American Plan definition of, 21-22 destination type, 45, 122. See also Destination Hotel illustrated, 22 markets for, 11,12, 21, 51, 53, 293. See also Markets and Marketing mega, 13, 21-22 rates charged at, 384. See also Room Rates, reservations at, 153, 232. See also Reservations

"resort fees," 346-48, 543. See also Fees seasonal, 21, 227. See also Seasonal

Variations

special issues at, 97, 226, 351, 401 at timeshare locations, 59-60 REVENUE CONTROL, 76, 81 REVENUE PER AVAILABLE ROOM (REVPAR), 8-9, 10, 27, 54, 59, 182, 438 computation of, 190 in price/occupancy, 190. See also Price/ Occupancy Mix ROLLAWAY BED (COT), charge for, 208, 348 size and shape of, 120 storage of, 120 See also Bed ROOM ATTENDANT (FLOOR HOUSEKEEPER) communications with interdepartmentally, 520-21, 529-30 duties of, 82, 83, 253-55, 351, 530 key security, 548-49. See also Security in organizational structures, 82 illustrated, 76 productivity of, 83, 519, 531 report illustrated, 523 See also Housekeeper and Housekeeping Department ROOM BLOCK, 308 ROOM CHANGE, 2, 518, 526 report illustrated, 527 ROOM CLERK. See Guest-Service Agent ROOM COUNT computation of, 93, 131-35, 400 definition of, 525 formula for, 527 room count sheet, 524-25 ROOM DESIGN, 21 bath, 107, 111, 117, 121-22 doors, 84, 110, 116 for the handicapped. See Handicapped, rooms for shape, 107-09, 115-17 size, 19, 36-38, 197-09, 115-17, 328, 358. See also Meters (and Square Meters) in total quality management, 250-55 usage by guests, 51, 117 wet bar, 107, 111 See also Building Design; ROOM INCOME. See Room Sales (Incomes/ Revenues) ROOMING, 311-17. See also Bellperson, rooming a guest
ROOMING LIST. See Groups, rooming lists ROOMING SLIP content and distribution of, 315-17. See also Bellperson, rooming a guest as identification card, 315. See also Guest Identification illustrated, 117 ROOM NUMBER (ING), 114-15, 386 as guest identification, 114, 300, 416. See also Guest Identification on keys, 547 for posting, 394-98 ROOM RACK block on, 308 computerized, 518 illustrated, 519-21 report, 527 ROOM RATES, 10, 35 See also RATE SET AND CHARGED basis of, 301 building cost rate, 358-60 categories/classes, 361-62 changes in, 107

competing factors, 354 components of, 24, 107, 113, 354-55 computations, calculations and formulas for, 355-65 for conventions. See Convention, rates discounted, 181–82, 188, 211, 232, 302, 330, 333–37, 384. See also Corporate, room rate; See also Per Diem Rates; See also Special Rates determining, 355-65 dynamic pricing, 333–34 elasticity of, 45, 117, 328–33, 355 fenced, 199 flat, 232 ideal, 359-61 incentive, 351 per diem. See Per Diem Rates posting of/to folios, 396-97, 400, 504-08. See also Folio, posting of range of, 107 on reg cards, 301 seasonal. See Seasonal Variations, rate during sell(ing) up, 103, 208, 269, 308, 355, 359, 362, 365 ROOM SALES (INCOMES/REVENUES), 67 economics of, 97, 374 recording of, 388–89, 392–97 in statistics, 527–28 ROOM SERVICE, 16, 19, 141, 396 hours offered, 257, 328 on the folio, 396 as security watch, 440 ROOM SIZE. See Room Design, size ROOM STATUS, 218 computerized, 310, 518-20 on housekeeper's report. See Housekeeper's Report
ROOM TAX, 9, 21
elasticity of, 330–33
liability for, 379, 397–98, 408 posting of, 393, 396, 397. See also Folio, posting of use of, 229, 397 ROOMS AVAILABLE, See Number of Rooms Available for Sale ROOMS LEDGER. See Folio ROOMS MANAGEMENT SYSTEM. See Property Management System ROOMS MANAGER, 88-96, 224, 437. See also Resident Manager ROOMS OCCUPIED. See Number of Rooms Sold; See also Room Status ROOMS REPORT. See Room Count RULE-OF-THUMB RATE. See Building Cost Rate RUN OF THE HOUSE RATE, 233 SABRE. See Airline(s), central reservation SAFES AND SAFE DEPOSIT BOXES, 102-03, 106, 302-04 notice of, 299 See also In-Room Facilities, safes SALE AND LEASEBACK, 66 SALES/SALES MANAGER, 174, 226, 232, 407 group business, 208, 222, 224, 237. See also Group(s) markets pursued, 188-89, 230. See also Markets and Marketing

SALES TAX. See Room Tax

SAUNA, 15, 398. See also Spa and Fitness Center; See also Minor Departments

SEARCH ENGINES. See Web, search engines SEASONAL VARIATIONS, 60, 98, 173, 182, 224 rates during, 191, 234, 329, 337–38, 349

형 하늘은 이번 등 점점이다. 그런 것 같아 그렇게 뭐 하는 만큼 요		
SECRET SHOPPERS, 343	definition of, 14	SWIMMING POOL, 16, 36, 59, 107, 176
SECURITY, 84-88	See also Mom-and-Pop; See also Motel	in organization, 81, 82
design for, 86, 99, 102, 272. See also	(Motor Inn/Motor Lodge)	in rating systems, 19. See also Rating
Building Design	SMART CARDS/SWITCHES, 425	Systems
duties of, 84, 530	capacity of, 425	use of, 45, 207, 274, 549
equipment, 84, 87, 312-13	content held, 425	waterpark, 145
fire alert. See Fire	digital cash, 415	SYMBOLS of beds, 118-20. See also Beds
of and by guests, 87	contactless (RFIO), 425	
in organizational structures, illustrated, 76,	as a microprocessor, 551	See also Codes and Coding; See also
84, 548	for safes, 561	Housekeeper's Report
and theft, 86-87, 547, 561	See also Credit Cards; See also Keys; See	Tives A
use of employees for, 83, 86, 253, 269,	also Locks and Locking Systems	TAXES, 4
291, 312–13, 440, 503	SMERF, 51, 188	income taxes. 53, 57–58, 225
watch, 510	SMITH TRAVEL RESEARCH, 5, 11	See also Room Tax
wireless locks, 545	SOFABED (HIDEABED), 38, 110, 112, 120, 348	TEA TIME, 23
See also Bellperson; See also Room Attendant	SOFT GOODS, 251, 360	Technology, 162
(Floor Housekeeper)	SOFTWARE. See Property Management System,	costs, 545
SEGMENTATION, 32–35	software	in guest rooms, 542-551
of guests, 197. See also Demographics	SOLD OUT. See Percentage of Occupancy, at	in innkeeping, 542
and quality assurance, 256. See also Quality	100 percent	TELEPHONE,
Assurance: Managing Guest Services	SPA AND FITNESS CENTER, 35, 36, 41–44, 46,	AT&T, 543
and yield management, 197. See also Yield	58, 81, 82, 105, 179, 274	automated systems, 96, 173, 204-06
Management	SPACE AVAILABLE BASIS. See Available Basis	automatic call routing, 173
SELF-CHECK-IN/ CHECK-OUT	(Only)	bundling services, 565
terminals, 296-98. See also Automatic	SPECIAL ATTENTION (SPATT). See Very	call accounting systems (CAS), 509, 543,
Teller Machines (ATMs); See also	Important Person (VIP)	563-64, 568
Kiosks	SPECIAL RATES, 47, 302, 336–46	commissions and fees, 563-64
illustrated, 297	auctioning, 334–35	department, 95-96
See also Check-In; See also Check-out,	for conventions. See Convention, rates	illustrated, 76, 95
express (or speedy zip-out)	kinds of	deregulation of, 563-64
		direct-dial, 35, 563
SELL-UP. See Room Rates, sell(ing) up	complimentary. See Comp	economics of, 564
SERVICE CHARGE, 365. See also Tips	(Complimentary)	FCC and governmental intervention, 563-64
SERVICE DEPARTMENT. See Bell Captain	employees, 342–43	foreign language, 205. See also Foreign,
SERVICE ELEVATOR. See Elevators	family plan, 336–337, 348–49	
SHEETS, 251-53. See also Linen	per diem. See Per Diem Rates	language
SHIFT (WORK), 97-99, 104-05, 503	seniors, 337, 343. See also American	history in hotels, 543, 563–64
SHOULDER SEASON, 60	Association of Retired Persons	HOBIC, 543
SHOWER, 37, 45, 121-22, 253, 273. See also	(AARP)	holding time, 173
Bath	travel clubs, 343-44	incoming calls, 96
SHOWS AND MEETINGS	weather related, 337-39	internet access, 564
billing of. See Master Accounts (A and B	for reservations. See Reservations, rate	interstate, 543, 563
Folios); See also Split Billing	quoted	intrastate, 563
how they work, 227	See also Rate Set and Charged; See also	instrument, 565
planners of, 221, 228, 267, 269-70, 426.	Room Rates	local, 392, 393
See also American Society of	SPECTRADYNE, 512	long-distance, 508
Association Executives (ASAE)	SPLIT (FOLIO) BILLING, 382-84, 426, 427, 447.	messages taken by the equipment, 96, 565,
trade, 51, 220, 228-29, 330	See also Master Accounts (A and B	567
See also Convention	Folios)	operator, 95–96, 566
SIGNATURE. See Guest Identification	SQUARE FEET, 358. See also Meters (and	profit/loss, 543
Cross 97 114 272-74	Square Meters)	in reservations, 147, 163, 204-06. See also
Signs, 87, 114, 273-74	STATISTICS, 5-10	Reservations
SINGLE BED, 118, 251. See also Beds	meaning and use of, 524-28	revenues/sales from, 80, 97, 388-89, 564-65
SINGLE ENTITY, 380, 427. See also Tours and	in reports, 191, 193, 197, 525–26	surcharge, 543
Tour Groups		
Size, 12–14	See also specific statistic: Number of Rooms	toll-free, 183, 277
as a factor in operations, 35	Sold; Percentage of Occupancy,	voice mail boxes, 567
measuring the number of rooms, 13, 55.	etc.	voice recognition, 205
See also Number of Rooms	STATLER, ELLSWORTH, 11, 111, 248, 349	VoiP (Voice Over Internet Protocol). See
Available for Sale	STAYOVERS, 99, 130, 225, 253	Voice Over Internet Protocol (VoiP)
See also Room Design, size; See also Small	in reservation computations, 132-34, 140,	wired/wireless, 564
Hotel	144	TELEVISION
	See also Forecasting, overstays	as an amenity, 35, 543, 567. See also
SKIPPER, 406, 460	STORE RENTALS, 81. See also Concession(aires)	Amenities
as a city ledger category, 432. See also City	STUDIO (BED/ROOM), 119, 121. See also	closed circuit, 84
Ledger	Beds	as computer equipment, 390, 432, 544, 566
description of, 440		
handling records for, 530	SUITE, 107	See also Property Management Systems,
Sleeper, 530	all suite hotel. See All-Suite Hotel	input/output devices
SLEEP OUT, 529	charge for, 348	use of, 45, 122, 390, 432, 566
SMALL BUSINESS ADMINISTRATION (SBA), 57	floor plan illustrated, 109-110. See also	TENANTS. See Concession(aires)
SMALL HOTEL, 9, 15	Building Design	THIRD PARTIES IN, 406
audit for, 502, 503, 510. See also Night Audit	hospitality, 381	check payments, credit card systems, and
changes in procedures attributable to, 77,	names used, 111	fees, 305, 429
98, 104	SUPPLY AND DEMAND, 6, 326, 328	conventions, 51-52, 426
2002년 1일 1일 4 Y 1 4 Y 1 등입는 1일 일이 그만 하면 먹는 다리 하면 하는 것 같다.		교통 얼마나 뭐 그 이 사이를 하는 바람이 뭐 하나 뭐 하는 것 같아 모든 이 이번 때가 되었다.

efolios, 432. See also Folio, efolio garage service, 290-91 packages, 49 rate negotiations, 339 reservation systems, 154, 178, 179, 180-82, 204, 212, 228 trade advertising, 434. See also Trade Advertising Contracts See also Nonguest Buyers THISCO, See The Hotel Industry Switching Company TIME SHARE, 55, 58-61. See also Condominium TIPS as a cash advance, 457 how charged on folios, 423, 457-60, 472. See also Cash Paid-Outs, for guests and the IRS, 457 paid to whom, 435, 457 service charge, 365 See also Bellperson, tips earned TOILET, 121, 253, 273. See also Bath TOURISM AND TRAVEL, 4, 8 integrated with hotel keeping, 49 international, 17, 45-46, 56, 478, 480, 568. See also Globalization TOURISTS, 44, 45, 47, 145, 226 TOURS AND TOUR GROUPS, 44, 148, 221 assignment of rooms, 237 back-to-back, 237 billing for, 382, 477. See also Master Accounts (A and B Folios) elasticity of, 187. See also Room Rates, elasticity of handling of, 47-48 incentive companies, 254, 427 incentive tours, 53 inclusive tours (IT packages), 49-50, 237 registration and registration desk, 102, 239, reservations, 145 shares with, 237 single entity, 52-53, 427 See also Groups; See also Wholesaler(s) TRADE ADVERTISING CONTRACTS, 219, 305, 311, 433-35 TRADE ASSOCIATIONS. See specific association: AH&LA, etc. TRADE SHOWS. See Shows and Meetings TRANSCRIPT closing balance. See Night Audit, closing balance in columns of, 524 errors on. See Errors illustrated, 525 mathematical proof of, 533-36 opening balance on. See Night Audit, opening balance on procedures, 508 sheet, 510 TRANSFERS, 402-409 as a credit, 383, 384, 402-09, 465 from (debit)/to (credit), 403-09 definition of, 403 on the folio, 383 group, 239 illustrated, 380-81, 404-05 between ledgers, 403-09, 416, 443, 524 See also Credit (As An Accounting Term); See also Debit (or Charge) As An Accounting Term TRANSIENT HOTEL, 18-21, 117

TRANSIENT LEDGER, 375-76. See also Account(s) Receivable TRAVEL See Tourism and Travel TRAVEL AGENTS (TA), 169-71, 428-30, 444-47 coupons. See Travel Agents (TA), vouchers fam trips, 337 fees and commissions, 163, 168, 169, 171-72, 185, 218, 429, 444, 445 identification of, 517 international, 430 love-hate relationship with hotels, 171-72, 428, 444 marketing through, 49, 227 mega size, 171 miscellaneous charge order (MCO), 430 receipts from, 311, 444-46 in reservation systems, 155, 156, 163, 165-71, 192, 212, 218, 406, 445 vouchers, 305, 406, 445, 446 See also Third Parties, in reservation systems TRAVEL CLUBS/VACATION CLUBS, 47 TRAVEL DESKS, 45, 47, 257 TRAVEL AND ENTERTAINMENT CARDS (T&E), 418-20. See also Credit Cards Traveler's Checks, 474, 492-94 cash equivalency of, 456, 477 counterfeit, 464 float from, 493 foreign, 480, 481. See also Foreign, currency as cash equivalent illustrated, 493 Travelocity.com, 151, 171, 178 TROPHY HOTELS, 28, 358-59 Tub, 37, 253, 273. See also Bath; See also Cashier's Well (Bucket, Pit or Posting Tray) TURN-AWAY. See Overbooking, walking a guest TURN-DOWN, 16. See also Housekeeper and Housekeeping Department Turn-in. See Cash Turn-in (Drop) TWIN (BED/ROOM), 118-19, 251. See also Beds and Bedding, TWIN-DOUBLE, 119. See also Beds and Bedding TWIN TOWERS. See World Trade Center UNDERSTAY, 138-39, 146, 153 UNIFORMED SERVICES. See Bell Captain United States Department of Labor, 104 UNITED STATES TRAVEL DATA CENTER, 18,

Uniformed Services. See Bell Captain
United States Department of Commerce, 222
United States Department of Labor, 104
United States Travel Data Center, 18,
318
Upgrade, 46, 298
as a complaint settlement, 147, 282. See also
Complaints
for certain guest classes, 309, 339
Upsell. See Room Rates, selling (up)
Upstairs/Downstairs, 44
U.S. Census, 5, 12
Use Rate. See Day (Use) Rate
Utell International, 67, 429

VACANT ROOMS, 9
VACATION CLUBS AND OWNERSHIPS, 47. See also
Time Share; See also Condominium
VALET. See Laundry and Valet; See also Parking,
attendant
VANS AND VAN DRIVERS, 92, 210
VARIABLE COSTS, 190-91

VENDING MACHINES, 16, 467, 474. See also In-Room Facilities VERY IMPORTANT PERSON (VIP), 19 identification of, 219, 220, 315 report, 519 special handling of, 220, 295, 308, 309 VISA CARD, 417-18, 424, 460 reservations guaranteed by, 153-54. See also Guaranteed Reservations traveler's checks, 492, 494. See also Traveler's Checks See also Credit Cards VOICE MAIL, 567 VOICE OVER INTERNET PROTOCOL (VOIP). 544, 564, 565 Voice Recognition, 184 Vouchers, 427 allowance. See Allowances as a communication device, 390-91, 506. See also Departmental Charges coupon. See Coupon; See also Travel Agents (TA), vouchers departmental (guest check), 390-91, 528. See also Departmental Charges house, 472-77. See also Cash Paid-Outs, for house expense for the minibar, 557

in the night audit, 528, 505-06 petty cash, 473-74, 475 Wage and Hour Laws, 97, 98, 262 WAITING LINE THEORY. See Queuing WAKE-UP SYSTEMS, 96, 250, 565-66 WALK A GUEST, 147, 150, 292 WALK-IN, 290 acceptance of, 217 dependence on, 99, 153, 232 extending credit to, 437-38 in forecasting and reservations, 140, 144, 219 registering, 292-93, 297, 393 sizing up, 336 WATCH. See Shift (Work) WEATHER, 462 as a factor in arrivals, 12, 145 Web, 308 with ATMs, 462-63 auction pricing, 344-45 blogs and complaints, 277-78 cancellation policies, 151 chain controlled, 178-82 click-throughs, 176-78 in overbooking, 151 meta-search, 182 queuing theory, 294 registration on, 234, 568 in reservations, 163, 168, 169, 170, 174-78,

search engines, 176-78
screens, 175, 179-81
sites, 47, 54, 178, 181, 262. See also specific
sites, Priceline.com
WEDDINGS, 220, 221
WEEKENDS, 337
business on, 11, 40, 185
WELL. See Cashier's Well (Bucket, Pit or

Posting Tray)
Western Union, 416, 460
Who, 138, 530

183, 195, 430, 480

WHO, 136, 330 WHOLESALERS AND TOUR COMPANIES, 49 billing, 379, 427 business of, 226–27 Wholesalers and Tour Companies, 49 (cont.)
reservations for and by, 47–49, 145, 196
See also Groups
Wide Area Telephone Service (WATS),
517
Wilson, Kemmons, 14, 35, 67
Wireless Technology, 237
Women Travelers, 44–46, 84, 100
Work Force. See Labor Force
World Tourism and Travel Council
(WTTC), 16
World Tourism Organization (WTO), 5,
17, 45, 333

WORLD TRADE CENTER event and aftermath for lodging, 4, 6, 20, 46, 54, 84, 181, 246, 300, 326, 420

YAHOO, 176, 178
YELLOW PAGES, 26
YIELD MANAGEMENT, 183, 186-99
airlines as the source of, 153, 186-87, 329
artificial intelligence (expert systems), 195-97
chain centralized, 197
components of, 191, 195-99, 292, 300,
355-56
computer implementation of, 195-99

ZERO OUT. See Folio, zero balance