

Chapter 11 Outline

Hotel Activities and the Management Process
Organizing the International Hotel
Managing Corporate Culture in the International Hotel
 Exporting Corporate Culture
 Corporate Culture Impacts
 Cultural Perspectives at the Top
Managing Communication in the International Hotel
 Communicating with the Host Community
 Language Differences
Managing Guest Service
 Provisions for the International Guest
 Observing Protocol
 The International Business Traveler
Managing International Hotel Operations
 Accounting for International Hotels
 Purchasing
 Utilities
 Equipment Maintenance
 Security
Legal Issues
 Innkeepers' Liability
 IH&RA's Hotel Regulations
 UNIDROIT Efforts
 Environmental Regulations and Voluntary Guidelines

Competencies

1. Identify and give examples of seven broad management functions common to international hotel managers. (pp. 329–333)
2. List some of the differences between organizing an international hotel and a domestic one, and describe the role and effects of corporate culture in an international hotel. (pp. 333–337)
3. Summarize the cultural factors affecting the communication process in an international hotel, and suggest ways of improving such communication. (pp. 337–340)
4. Describe different cultural perceptions of hospitality among guests, and discuss the types of provisions that international hotel guests appreciate or demand. (pp. 340–346)
5. Summarize protocol issues that international hotels face, identify hotel features rated highly by international business travelers, and give examples of special business services offered by international hotels. (pp. 346–348)
6. Explain how international hotel accounting practices differ from those of domestic hotels, define the term *exchange rate exposure*, and describe three types of exchange rate exposure. (pp. 347–353)
7. Explain the importance of purchasing in an international hotel, and describe considerations in deciding whether to buy locally or import. (pp. 353–354)
8. Summarize international hotel operational considerations with regard to utilities, equipment maintenance, and security. (pp. 354–356)
9. Describe what international hotel managers need to know with regard to legal issues and innkeepers' liability, and discuss efforts to establish international hotel regulations, international environmental regulations, and voluntary guidelines. (pp. 356–359)