

HOTEL OPERATIONS & MANAGEMENT

STUDY GUIDE FOR MODULE ONE

(A full 'Study & Training Guide' will accompany the Study or Training Manual(s) you will receive soon by airmail post.)

This Study Guide - like all our Training Materials - has been written by professionals; experts in the Training of well over three million ambitious men and women in countries all over the world. It is therefore essential that you:-

- * Read this **Study Guide** carefully and thoroughly BEFORE you start to read and study Module One, which is the first '**Study Section**' of a CIC Study or Training Manual you will receive for the Program for which you have been enrolled.
- * Follow the **Study Guide** exactly, stage by stage and step by step - if you fail to do so, you might not succeed in your Training or pass the Examination for the CIC Diploma.

*** STAGE ONE**

Learning how to **really STUDY** the College's Study or Training Manual(s) provided - including THOROUGHLY READING this **Study Guide**, and the full '**Study & Training Guide**' which you will soon receive by airmail post.

*** STAGE TWO**

Studying in accordance with the professional advice and instructions given.

*** STAGE THREE**

Answering Self-Assessment Test Questions/Exercises.

*** STAGE FOUR**

Assessing - or having someone assess for you - the standard of your answers to the Self-Assessment Test/Exercises.

*** STAGE FIVE**

Preparing for your Final Examination.

*** STAGE SIX**

Sitting the Final Examination.

Remember: your CIC Program has been **planned** by experts. To be certain of gaining the greatest benefit from the Program, it is **essential** that you follow precisely each one of the **SIX stages** in the Program, as described above.

STAGE ONE is your thorough reading of this 'Study Guide'

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ABOUT CIC STUDY and TRAINING MANUALS

A CIC Study or Training Manual (which comprises 4 or 6 Modules - the first Module of which follows) supplied by the College as part of your Course or Program is **NOT** simply a text book. It must therefore **not** be read simply from cover to cover like a text book or another publication. It **MUST** be **studied**, Module by Module, exactly as explained in the following pages. Each CIC Study or Training Manual has been designed and written by specialists, with wide experience of teaching people in countries all over the world to become managers, administrators, supervisors, sales and accounting personnel, business-people, and professionals in many other fields.

Therefore, it is in **your own best interests** that you use the Study or Training Manuals in the way CIC's experts recommend. By doing so, you should be able to learn easily and enjoyably, and master the contents of the Manuals in a relatively short period of time - and then sit the Final Examination with confidence. Every Study Manual and Training Manual is written in clear and easy to understand English, and the meanings of any "uncommon" words, with which you might not be familiar, are fully explained; so you should not encounter any problems in your Studies and Training.

But should you fail to fully grasp anything - after making a thorough and genuine attempt to understand the text - you will be welcome to write to the College for assistance. You must state the **exact** page number(s) in the Study or Training Manual, the paragraph(s) and line(s) which you do not understand. If you do not give full details of a problem, our Tutors will be unable to assist you, and your Training will be delayed unnecessarily.

Start now by reading **carefully** the following pages about Stages Two, Three and Four. Do **NOT**, however, start studying the first Study or Training Manual until you are **certain** you understand **how** you are to do so.

STAGE TWO - STUDYING A CIC MODULE

STEP 1

Once you have read page 1 of this document fully and carefully, turn to the first **study section** - called **Module One** - of **Study or Training Manual One**. (Note: In some Manuals the term "Chapter" is used instead of "Module").

Read the whole of Module One at your normal reading pace, without trying to memorise every topic covered or fact stated, but trying to get "the feel" of what is dealt with in the Module as a whole.

STEP 2

Start reading the Module again from the beginning, this time reading more slowly, paragraph by paragraph and section by section. Make brief notes of any points, sentences, paragraphs or sections which you feel need your further study, consideration or thought. Try to absorb and memorise all the important topics covered in the Module.

STEP 3

Start reading the Module again from its start, this time paying particular attention to - and if necessary studying more thoroughly - those parts which were the subject of your earlier notes. It is best that you do **not** pass on to other parts or topics until you are **certain** you fully understand and remember those parts you earlier noted as requiring your special attention. Try to fix everything taught firmly in your mind.

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Note: You may not wish to, or be able to, carry out Steps 1, 2 and 3 one after the other. You could, for instance, carry out Steps 1 and 2 and then take Step 3 after a break.

STAGE THREE - ANSWERING SELF-ASSESSMENT TESTS

STEP 4

When you feel that you have **fully understood and learned everything** taught in the whole Module (and if necessary after a further careful read through it) turn to the Self-Assessment Test set at the end of it, and read the Questions/Exercises in it carefully. You do not have to attempt to answer any or all of the Questions/Exercises in the Test, but it is **best** that you do so, to the best of your abilities. The reasons for this are:-

- ❁ By comparing your answers with the Recommended Answers printed in the Appendix at the end of the Module, you will be able to assess whether you **really have** mastered everything taught in the Module, or whether you need to study again any part or parts of it.
- ❁ By answering Questions/Exercises and then comparing your attempts with the Recommended Answers, you will gain experience - and confidence - in attempting Test and Final Examination Questions/Exercises in the future. Treat the Self-Assessment Tests as being “*Past Examination Papers*”.

Professional Advice on Answering Self-Assessment Test (and Examination) Questions and Exercises

1. You may answer the Questions/Exercises in a Self-Assessment Test in any order you like, but it is best that you attempt **all** of them.
 2. Read very carefully the first Question/Exercise you select, to be quite **certain** that you really **understand** it and what it requires **you to do**, because:
 - ★ some Questions/Exercises might require you to give full “written” answers;
 - ★ some Questions/Exercises (e.g. in English) might require you to fill in blank spaces in sentences;
 - ★ some Questions/Exercises (e.g. in bookkeeping) might require you to provide “worked” solutions;
 - ★ some Questions/Exercises (called “multiple-choice questions”) might require you only to place ticks in boxes against correct/incorrect statements.
- In your Final Examination you could **lose marks** if you attempt a Question/Exercise in the wrong way, or if you misread and/or misunderstand a Question/Exercise and write about something which is not relevant or required.
3. Try to answer the Question/Exercise under “**true Test or Examination conditions**”, that is, **WITHOUT** referring back to the relevant section or pages of the Module or to any notes you have made - and certainly **WITHOUT** referring to the Recommended Answers. Try to limit to about two hours the time you spend on answering a set of Questions/Exercises; in your Final Examination you will have **only two hours**.
 4. Although you are going to check your Self-Assessment Test answers yourself (or have a friend, relative or colleague assess them for you) practise writing “written” answers:-

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★ in clear, easy-to-read handwriting;

and

★ in good, grammatical language.

The Examiner who assesses your Final Examination answers will take into account that English might not be your national or main language. Nevertheless, to be able to assess whether you really **have** learned what we have taught you, he or she will need to be able to read and understand what you have written. You could lose marks if the Examiner cannot read or understand easily what you have written.

5. Pay particular attention to neatness and to layout, to spelling and to punctuation.
6. When “written” answers are required, make sure what you write is **relevant** to the Question/Exercise, and concentrate on **quality** - demonstrating your knowledge and understanding of facts, techniques, theories, etc. - rather than on quantity alone. Write fully and clearly, but **to the point**. If you write long, rambling Final Examination answers, you will waste time, and the Examiner will deduct marks; so practise the **right** way!
7. When you have finished writing your answer, read through what you have written to see whether you have left out anything, and whether you can spot - and correct - any errors or omissions you might have made.
Warning: some Questions/Exercises comprise two or more parts; make **certain** you have answered **all** parts.
8. Attempt the next Question/Exercise in the Self-Assessment Test in the same manner as we have explained in 1 to 7 above, and so on until all the Questions/Exercises in the Test have been attempted.

Note: There is no limit on how much time you spend on studying a Module before answering the Self-Assessment Test set on it, and some Modules are, of course, longer than others. You will, however, normally need to spend between twelve and fifteen hours on the thorough study of each Module - and that time may be spread over a number of days if necessary - plus approximately two hours on answering the Self-Assessment Test on each Module.

STAGE FOUR - ASSESSING YOUR ANSWERS

STEP 5

When you have answered all the Questions/Exercises set in Self-Assessment Test One to the best of your ability, compare them (or ask a friend, relative or a colleague/senior at work to compare them) with the Recommended Answers to that Test, printed in the Appendix at the end of the Module. In any case, you should thoroughly study the Recommended Answers because:-

★ As already explained, they will help you to assess whether you have really understood everything taught in the Module;

and

★ They will teach you how the Questions/Exercises in subsequent Self-Assessment Tests and in your Final Examination **should** be answered: clearly, accurately and factually (with suitable examples when necessary), and how they should be laid out for maximum effect and marks.

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MARKS AND AWARDS

To assist in the assessment and grading of your answers, the **maximum number of marks** which can be earned for each answer to a Self-Assessment Test Question/Exercise is stated, either in brackets at the **end of each one**.

The maximum number of marks for any one Test is 100.

Your answers should be assessed fairly and critically. Marks should be awarded for **facts** included in your answer to a Question/Exercise, for presentation and for neatness. It is **not**, of course, to be expected that your answers will be identical to all those in the Appendix. However, your answers should contain the **same facts**, although they might be given in a different order or sequence - and any examples you give should be as appropriate to the Questions/Exercises as those given in the relevant "Recommended" Answers.

Add together the marks awarded for all your answers to the Questions/Exercises in a Self-Assessment Test, and enter the total (out of 100) in the "Award" column in the **Progress Chart** in the middle of the full '**Study & Training Guide**' when you receive it. Also enter in the "Matters Requiring Further Study" column the number(s) of any Question(s)/Exercise(s) for which you did not achieve high marks.

GRADES

Here is a guide to the grade your Self-Assessment Test Work has achieved, based on the number of marks awarded for it:

50% to 59%	PASS	60% to 64%	HIGH PASS
65% to 74%	MERIT	75% to 84%	HIGH MERIT
85% to 94%	DISTINCTION	95% to 100%	HIGH DISTINCTION

STEP 6

Study again **thoroughly** the section(s) of the Module relating to the Question(s)/Exercise(s) to which your answers did not merit high marks. It is important that you understand where or why you went wrong, so that you will not make the same mistake(s) again.

STEP 7

When you receive the complete Study or Training Manual One** from the College by airmail post, '**revise**' - study again - Module One printed in it, and then turn to **Module Two** and proceed to **study it thoroughly** in exactly the same way as explained in Steps 1, 2 and 3 in this '**Study Guide**'.

When you have completed your **thorough study**, follow steps 4, 5 and 6 for the **Self-Assessment Test on Module 2**.

Continue in the **same way with each of Modules 3, 4, 5 and 6** until you have attempted and assessed your work to Self-Assessment Test 6, and have completed the study of Study or Training Manual One. But - and this is **important** - study the Modules **one by one**; complete Steps 1 to 6 on **each** Module **before** you proceed to the next one (unless during the course of your reading you are referred to another Module).

****Note:** When you receive Study or Training Manual One by airmail post, it will be accompanied by a 20-page '**Study & Training Guide**' (containing a '**Progress Chart**') which you **MUST read very carefully** before starting your study of Module Two.

TRAINING ON

HOTEL OPERATIONS & MANAGEMENT

Module One

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FUNCTIONS AND TYPES OF HOTELS

Introduction - the Functions of Hotels

There are many different types of hotels. They cater for - or serve - different types of customers - which in this case are called '**hotel guests**' - and we consider many of them in this Training Program. All hotels, however, have one common function, which is:

To provide accommodation.

In the hotel context, the word '**accommodation**' means a place to stay, and especially a place in which to sleep, that is, a "lodging place". In addition to a room in which to sleep, furniture - and particularly a bed - will be provided, as will wash/bathing facilities and toilet facilities. Some hotels provide accommodation for long-staying guests, sometimes called "*permanent residents*". But the majority of hotels provide accommodation for relatively short-staying and **temporary** residents, and a very large proportion of such people are '**travellers**'.

By "travellers" we mean those who are **away from their "homes"** - the places where they normally reside. With the exception of commercial travellers and others whose occupations require them to be constantly "on the move", most people live the greater part of the year *at home*. In the course of their daily lives most people leave their homes quite often for one reason or another: to go shopping, to go to work, to attend educational and/or training classes, to visit friends and relations, to engage in sporting activities or for recreation, and so on; the reasons can be many and varied. But, in general, they return to their **homes** at night.

However, more and more people are spending **part** of the year "**away from home**" - on business, on holidays/vacations, or for other reasons - and many of them stay in hotels whilst they are away from home. Many travellers require **more** from hotels than accommodation alone; they have other **needs** or **wants** to be provided for. We therefore see that the **primary function** of hotels is:

**To provide accommodation for those away from home,
and to supply such people with at least their **basic** needs.**

Categories of Travellers

Hotels are located in many different areas: in town or city centres, in the countryside, at or near seaside/beach resorts, near airports or seaports, along main or trunk roads, near sporting or recreational or entertainment facilities, and so on.

Different hotels are able to serve - or '**cater**' for - the needs or the demands of different categories of "travellers", such as:-

- ★ businessmen,
- ★ tourists
- ★ holidaymakers/vacationists
- ★ motorists

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- ★ sea or air-travellers
- ★ permanent residents
- ★ semipermanent residents (e.g. those who require accommodation whilst seeking employment and/or another, perhaps more permanent, type of accommodation) and others, as well as
- ★ “local” residents of the areas - and perhaps combinations of two or more categories.

And of necessity hotels vary considerably in size, as well as in the ranges and the qualities of *‘amenities’* or services which they provide to satisfy the needs or wants or demands of their particular guests.

What Distinguishes Hotels

Other establishments, such as hostels, hospitals, health centres or “health farms/centres”, boarding schools, colleges and universities, and others, may provide accommodation, meals, etc, for people away from home. But in general each does so to **supplement** its primary function, be that medical treatment or education or whatever else, and **not** as its primary function.

The distinction between the provision of accommodation by hotels and the “letting” or “renting” of accommodation (apartments, flats, houses, rooms, etc.) on a tenancy basis is easy to see. But the distinction might not be quite so clear between hotels and guest houses, organisations which provide “service apartments”, and others which all have the same basic function as hotels.

However, a brief but clear general description of a hotel is:

“An establishment which provides - for reward - accommodation, meals and other refreshments for travellers and in general for temporary residents.”

Certain features distinguish a hotel, even a small one, from a bed-and-breakfast establishment letting or renting out a few bedrooms, or a private house providing some holiday accommodation. These factors are:-

- ★ Hotels usually require the investment of more than minimal capital;
- ★ Hotels make use of non-family employees;
- ★ Hotels are run commercially as “businesses”.

Hotels as Businesses

The hotels in a country can - taken together - be looked upon as forming an **industry**; the *“hotel industry.”* That is because hotels produce, market and provide **‘products’**; we look at the main hotel products in Module 2.

Much of the hotel industry of a country might today be controlled by large groups or “chains” of hotels, but nevertheless in many countries the bulk of the industry is still made up of very many small, individual and “independent” units - and it is likely to remain so. The demarkation line between some small hotels and some larger guest houses might be a very narrow one in some cases; and it might

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only be because of licensing or other laws in a particular country that a large guest house is not actually called a hotel.

People might become involved in or with the hotel industry for many different reasons, and in different ways. Some people might secure employment in a hotel, perhaps starting in a fairly junior position and gradually gaining promotion as practical experience is gained and as theoretical knowledge is acquired from on-the-job training and/or the study of a Program such as this one; eventually managerial positions might be reached. Other people might decide - as individuals or as groups (e.g. in partnerships) - to start, or to take over the running of, a small hotel; commonly this is done by a husband and wife "team", frequently one or both of the "partners" having had some prior hotel experience.

Whether a person is working - or plans to work - in a hotel as its owner- manager, as part of a team or partnership, or as a "paid manager" (and these roles can vary at different stages in one's career) it is essential that he or she never forgets that a hotel is **a business**. In effect, he or she is involved in *business management*; and the aim of any business is to produce rewards or "returns" for its owner(s) in the form of **profits**. And in order to secure such gains, the resources of a hotel - its buildings, equipment and staff, must all be wisely used, and every effort must be made to *satisfy* guests: the '**paying customers**' of a hotel business.

The foregoing apply whether a particular hotel is small or very large. Of course there are many variations, but the basic principles remain the same. In a small hotel its manager might, of necessity, perform a variety of jobs; a larger hotel will be "departmentalised" so that most of its managerial staff perform specialised work, whilst its general manager may be remote from the actual day to day running of the business. Despite those differences, their common aims **MUST** be:

✿ to **satisfy their guests**,

and

✿ to **run profitable businesses**,

and the second cannot be achieved unless the first is **regularly achieved**.

✿ **Satisfied** guests of a hotel might: (a) return to that hotel for further stays, and/or (b) recommend that hotel to other potential guests. In either case the income or revenue of the hotel will **increase**, and that in turn is likely to **increase its profitability** as a business.

✿ **Dissatisfied** guests of a hotel might: (a) decline to return to that hotel for further stays, and/or (b) not only not recommend that hotel to other potential guests, but perhaps even dissuade other people from staying at that hotel. In either case the income or revenue of the hotel will **be less than it should be**, and that in turn is likely to **decrease its profitability** as a business - and perhaps even result in it making a **loss**.

You can therefore see how **essential** it is that a hotel's guests are satisfied with their stays at it. In this Program we examine together the many and varied amenities and services which hotels need to provide in the best and most efficient ways in order to ensure '**guest satisfaction**'.

The Functions of Hotels

Although all hotels have the same **primary function**, as we have already defined, you should also note that:-

- ★ Different potential hotel customers can have greatly differing ideas as to what constitute their “basic needs”, and so their **expectations** from those hotels at which they elect to stay will also differ considerably;

and

- ★ Many hotels go a good deal **further** than providing for just the “basic” needs of their customers.

Situations can and do vary from country to country, and from one area or region of the same country to another, and hotels - like any other commercial ventures, or businesses - can survive **only** by catering for the demands of their particular customers.

In most countries there are many different types of hotels, catering for different types of customers. But there are **some** hotels which, because of their size or the quality of the services they offer, play roles of importance to the areas or countries in which they are located. These can include:-

*** The Attraction of Tourists**

Many people select a holiday/vacation “spot”, or destination, as much for the hotel in which they can stay as for the other attractions - be they sea, sun and sand, or historical or cultural or religious interests, or sporting activities, or others - of the particular destination in which that hotel is located.

Holidaymakers or vacationists - often called “*tourists*” - **spend money**, not only at the hotel itself, but on many other items and services, such as on entertainment, sightseeing and souvenirs, sold by other business - and often at a higher rate than they do when at home. Therefore, many other businesses and sections of the local community also benefit.

And, particularly in countries with limited exports or other sources of foreign income, such “**tourist generating**” hotels may be most important “**foreign currency earners**” because they encourage foreign visitors to those countries; visitors who bring with them, and spend, badly needed foreign currency.

*** The Provision of Venues and Special Facilities**

Hotels might be “centres” for meetings, conventions, conferences, recreation and entertainment, and for the transaction of business. In many cases this factor is linked to the preceding one, in that many meetings, conventions and conferences attract foreign participants who also spend valuable foreign currency in a variety of ways in the “host country”, and who often can, or must, spend at a higher rate than many tourists can afford to do.

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* *Employment Opportunities*

Hotels provide their guests with a range of “services” - mainly through the medium of people, and so they are of necessity “labour intensive”; they employ many people in many different occupations. In developing areas or countries, or those with few if any alternative sources of employment, the employment of staff by hotels can be a most important factor in the prosperity and development of those areas - in addition to bringing “*tourist money*” to those areas. What is more, managements of hotels in such areas often provide **training** for local residents, to equip them for various hotel jobs.

* *The Use of Local Products*

Hotels need to purchase - frequently on a daily basis - local produce for consumption by their guests (and employees). This applies in particular to items of food and drink and to other “consumables”. Therefore, many local industries, as well as farmers and fishermen, can benefit considerably from the establishment of hotels and the filling of their requirements. That, in turn, provides additional employment opportunities and prosperity for the area.

* *The Encouragement of Local Businesses and Industries*

Some countries, newly emerging as “*tourist destinations*”, cannot meet locally the many and varied demands of tourists - many of which might differ in various respects from those of their indigenous populations. Many items - ranging perhaps from building materials, kitchen and restaurant equipment, furnishings, and sports equipment, to foodstuffs and beverages of many kinds, and even souvenirs for sale to tourists - might have to be “**imported**” (brought in) from other countries. Such “imports” have to be **paid for in foreign currency**, which can reduce the advantage to a country of earnings from tourism.

The need to “meet” the requirements of tourist hotels has in some countries led to the establishment of local industries. Their output reduces the necessity to spend valuable foreign reserves on imports from other countries, and yet again provides employment opportunities and prosperity for the community as a whole.

Local builders and building maintenance organisations (both of which are also usually labour intensive) also benefit from the construction and upkeep of hotels and the utilities they require (access by air, road or rail, electricity and water supplies, waste disposal, etc).

Few hotels can meet all the requirements of all their guests. Therefore, the development of tourist hotels can encourage the establishment of many “ancillary” businesses, ranging from restaurants, cafes and bars, to those which sell souvenirs and local crafts, and those which provide entertainment and sporting facilities, organise sightseeing tours and excursions, provide car hire/rental, and many more. Such businesses also provide employment opportunities, and also help to “spread” income from tourism more widely throughout the population.

* *The Provision of ‘Local’ Amenities*

Some hotels - in addition to providing amenities for their actual staying or resident guests - also open their doors to those who live in the areas in which they are located. Much depends on specific

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facilities and licensing laws, but some hotels open their coffee shops and/or other restaurants, bars, recreation and/or sporting areas (swimming pools, tennis courts, gymnasiums or fitness centres, etc.) beaches, and so on, to those not actually staying with them as guests, that is, to “nonresidents”.

The foregoing can be a useful source of additional income, and indeed some hotels encourage the use of their amenities by nonresident, or “local custom”. At the same time, the availability of the amenities provided by hotels can be very useful to local people - if they can afford to use them - particularly in areas in which such amenities are otherwise scarce. Some hotels become “social centres” in their communities, for meetings, for functions (weddings, birthday and anniversary parties, dances, and the like), for recreational and entertainment fixtures.

There are, of course, in virtually every country, many other types of hotels whose contributions might not be as noticeable as those mentioned above, but which nevertheless in their own ways play important, and even essential, roles in the areas or communities in which they operate. Whatever its type or size, to be profitable a hotel must fulfil its primary function as demanded by its particular guests, and to do that successfully it must be **well managed**.

Describing and Rating Hotels

There is a very wide variety of hotels. Many of them can be categorised broadly into **types** - for example “motel” or “country hotel” or “town hotel” or “resort hotel” or “tourist hotel” or “airport hotel” or “beach hotel” or “business hotel” or “transit hotel”, and so on. But the use of one of these terms does not, in itself, describe the main characteristics of a **particular** hotel. To describe a hotel as, for example, a “resort hotel” gives an indication of its likely location and the type of guest most likely to use it, but gives very little other information about that hotel.

The authorities or trade associations in different countries may “categorise”, “classify” or “grade” hotels (and other accommodation units) in different ways and according to different criteria. That can be confusing for tour operators and travel agents, as well as for tourists and other travellers trying to select their accommodation directly or from tour or hotel brochures. Even some countries which operate “official” classification and grading schemes might not make registration compulsory, which can complicate the situation still further.

If upset and dissatisfied customers - and complaints - are to be avoided, hoteliers, tour operators and travel agents must be able to give their customers *adequate guidance* on the standards and amenities of hotels and catering which can be expected (in the country or countries concerned).

The terms “categorisation”, “classification” and “grading” are unfortunately often taken to have similar meanings, and they might be interchanged. There is **no** common agreement, but the following are, however, widely accepted meanings of the terms within the industry:-

Categorisation is the separation of hotels according to **types**, some of which were mentioned above.

Classification is the separation of hotels according to certain set **physical features**, such as the number of bedrooms, and/or its bedrooms with “en suite” (private) bathrooms, the numbers and sizes of public rooms, etc.

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Grading is the separation of hotels according to **verifiable objective features of the services offered**, such as the availability of meals, whether there is a night porter service, and so on.

In addition to the foregoing, it is often necessary to provide a **qualitative assessment** of various **subjective features**, such as the quality of catering, the “atmosphere” of the hotel and/or its restaurant(s), and so on.

The most common systems used in countries attempt to describe, assess and identify hotels according to:-

- ✦ The nature of the buildings and the services provided;
- ✦ The numbers and sizes of the buildings and the services provided;
- ✦ A subjective assessment of the quality of the buildings and the services provided.

In many countries, published *hotel guides* rate the featured hotels mainly according to the **standards** of their buildings and the services which they provide.

Star rating systems are commonly devised and used, which might range from the “award” of “one star” (★) up to “five star” (★★★★★); establishments which do not rate one star might, however, be “approved”. Hotel rating/grading systems used in some countries award crowns or diamonds instead of stars, but we shall use stars in our examples and illustrations.

As an alternative to awards by symbols (stars, crowns or diamonds) in some countries various **descriptions** might be used, such as “standard”, “deluxe”, “luxury”, “super-deluxe”, or “first category” or “first register”, “second category” or “second register”, and so on. Various “awards” might also be granted for the standards of catering. Of course, standards often vary between different countries.

A hotel rated *luxury* might be awarded ★★★★★, whereas one rated as providing only *basic* or *economy* standard might be awarded only ★. In such a rating system, a ★★★ rated hotel would be the “average” - without any special claim to merit, whilst a ★★★★★ rated hotel should be above average but below luxury, and a ★★ rated hotel should be below average but not basic. In countries with many hotels offering a wide range of standards, it might be necessary to introduce “half stars” in order to provide greater flexibility and fairer rating/grading.

To give some guidance to their potential customers, some tour operators use their own systems for rating or grading the hotels which they “feature” in their tour brochures (see Module 2). Although these systems can often be helpful, they can sometimes be confusing to travel agents and potential guests, as one tour operator might award a particular hotel 4 stars, whilst another tour operator might award the same hotel, say, only 3 stars, or even 3½ stars!

Whatever its type or style, when used in conjunction with the categorisation by type, a rating by standard does help to build up a description, or “picture”, of a particular hotel. For instance, if a hotel is described as a “**luxury or five-star beach hotel**”, one can visualise it as being a high quality hotel, offering excellent accommodation and other amenities, located right on the sea shore, probably catering mainly for holidaymakers/vacationists interested in “sea, sun and sand”, who might stay for

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a week or two.

But what about its other important characteristics: its size, the number of its bedrooms, the range of its amenities, its exact location (is it in or near a town or resort or in a secluded area), and so on? More information than just type and standard are needed in order to describe a particular hotel adequately.

At this point you might be wondering why it might be necessary to provide a fuller description of a particular hotel. The answer is not far to seek; it is for **advertising and publicity** purposes. Not all hotels need to advertise, of course, but many hotels depend for their prosperity and survival:-

* On their own **descriptive brochures** (which are dealt with fully in Module 2).

and

* On **advertisements** in travel brochures, hotel guides, touring guides, newspapers and magazines (which at certain times of the year might produce special "holiday supplements"), and in many cases on posters or display boards at airports, sea and ferry ports, railway and coach or bus stations, tourist information offices, television information services, etc.

Many people select their holidays/vacations, and the hotels at which they will stay during them, from hotel and/or travel brochures and other advertising media. Many who prefer motoring holidays by car/automobile, plan their trips with reference to publications such as hotel and/or touring guides (which are frequently produced by motoring organisations).

In recent years, particularly when depressed economies have made planning ahead difficult, the phenomenon of "**last minute**" or "**on the spur**" holidays has appeared. People may turn up at resorts or other tourist destinations - by car or automobile, ship, ferry, aeroplane, train or coach (as appropriate) **without** having made "**advance bookings**" or "**reservations**". Posters displayed or local guides or leaflets handed out at arrival terminals or at local tourist or information offices, are important in helping people to select quickly hotels (or guest/boarding houses) located in areas which appeal to them, which cater for the standard of living to which they are accustomed, and which suit their pockets - what they can afford to pay.

It is therefore very important that any advertisement - whether it is a large "display" in a guide or magazine or brochure, a poster or board or leaflet, or simply a few lines in a guide - gives sufficient information about a hotel to enable a reader to decide whether it is likely to be the right hotel for him (and possibly for his family) or whether it is unsuitable. (Some organisations which run groups or "chains" of hotels, perhaps of differing standards suitable for different categories of guests, might incorporate brief details of many or all their hotels in the same advertisement - see Fig.1/2 - to give readers an "instant choice", as it were).

At the same time, it is important that the information provided about a hotel is clear but **brief**, as people do not want to have to read a mass of text.

We have already mentioned description by *type* and by *standard* (of accommodation and service), so what other details are potential guests likely to want?

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They might include some or all of the following:-

* Location

Some people like to stay right in town; other people prefer to be on the town outskirts but want to be within “easy reach” of shops and other local amenities, whilst yet other people prefer more secluded, quieter areas. Some people want to be close to the objects of their particular interests: the sea or beach, or historical, archaeological, cultural or religious attractions, or a ski slope or a golf course, or an airport, and so on.

Business travellers often need to stay in hotels located in close proximity to the people and/or organisations whom they are to meet and on whom they might have to call.

We consider hotel location again later, as it can often have an important bearing on the type(s) of guests for whom a particular hotel must cater, which in turn relates to the ‘*motives*’ - or **reasons** - people have for travelling, that is, for needing somewhere to stay away from home.

* The Range of Amenities Offered

Guest requirements - or demands - from hotels can vary considerably; different people might want to stay in hotels which offer some or all of these facilities or amenities:-

- ★ swimming pools and/or other sporting facilities
- ★ bedrooms with private (en suite) bathrooms
- ★ gymnasiums
- ★ cafeterias or coffee shops, and/or a variety of other types and standards of restaurants
- ★ television lounges or televisions in bedrooms
- ★ entertainments
- ★ organised activities
- ★ facilities for children
and/or others

Much depends on peoples’ motives for travel, their expectations and their standards of living - what they can afford (and it must not be overlooked that some people “save up” so that they can live at a “better” standard during their holidays/vacations than during their normal, home lives).

Whether some or all of a hotel’s amenities are available to nonresident as well as to residents might also be of importance, particularly to business people who may wish - or need - to entertain nonresident “guests” of their own, e.g. business acquaintances, at the hotels at which they are staying..

* Bar Facilities

It might be of importance to some people whether a hotel holds a licence for the sale of alcoholic drinks (which are not available at all in some countries, or are available only under certain restrictions in others).

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The availability of this service to nonresident might also be of importance, particularly to business people with nonresident “guests” of their own to be entertained at the hotels at which they are staying.

* Size

Some small hotels might lack amenities, but might offer a more “personal” and friendly service and atmosphere which are appreciated by some travellers.

On the other hand, medium-size hotels might be most suitable at larger resorts; but when they are full, they might appear to be overcrowded and uncomfortable, and dissatisfaction amongst guests can arise if public rooms and other services cannot cope adequately.

Larger hotels and complexes might be suitable for large groups of “*package tourists*”, but by their very nature they are often “impersonal” - particularly when they also cater for business travellers and/or conferences.

Note: For the purpose of this Program we call a *small* hotel one with a relatively small number of beds or bedrooms, a *medium-size* one with up to 2/300 bedrooms, and a *large* hotel one with a greater number - there are **no** firm demarcations.

* Style

Some people have a preference for “older buildings”, such as converted farmhouses, country or manor or plantation houses, or even castles, and so forth. (In fact some more recently constructed hotels have been built to **look** like old-fashioned or “period” buildings!). Generally, however, those same people still want all the comforts of “modern” hotels! Other people want to stay in modern-style, modern looking hotels.

* Ownership/Management

Some people prefer the “owner-run” or “private” hotel, where they might receive the personal attention of the owner-manager.

Other people prefer the management styles of well-known national or international chains or groups of hotels. For example, there are people who travel all over a country or to a number of different countries, staying - wherever possible - at a hotel owned by, managed by or operated under a franchise from one particular hotel group or chain.

Sometimes, when one group or chain has two (or more) hotels in the same resort or area, guests staying at one hotel might be permitted to use the amenities of the other(s). Some amenities, e.g. swimming pool or beach, might be similar at each hotel, but their use will provide for variety, whilst discouraging guests from visiting other - competitive - hotels. Other amenities might be available at only one hotel; for example, a hotel in the group might have a golf course within its grounds, on which guests at other associated - or “sister” - hotels may play, and again the facility will keep guests “within” the group.

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* *The Category of Guest/Purpose of Visit*

It might be of importance to potential guests to know whether a particular hotel is, say, primarily for holidaymakers/vacationists, or for business people, or for transients, or for mixtures of two or more types of visitors.

* *Prices - Tariffs*

The prices which guests can afford to pay - or are willing to pay - is an important factor in many instances, and will greatly influence choice. The tariffs set by a hotel's management will depend on many factors and the many types of costs which must be paid to keep the hotel operational. Some of the characteristics already described will have a bearing, of course, but not all of them; for example, a small, privately owned "exclusive" hotel might be able to charge higher tariffs than a much larger hotel, even if they are both graded as being 5 star or luxury.

Note that prices may not be as important to senior business travellers (see following section on "Motivations for Travel") whose hotel expenses are paid by their companies or other organisations, as they may be to holidaymakers/vacationists.

Advertisements for Hotels

By putting all the various characteristics of a particular hotel together in a logical sequence, it should be possible to give a good description of that hotel in relatively few words. Figs.1/1 and 1/2 provide a few examples for you to study; but do look for other examples in travel agencies, tourism offices, hotel guides, travel magazines and other publications as and when the opportunity arises.

Some advertisements for hotels, especially those which are designed to attract holidaymakers/vacationists, incorporate pictures - usually photographs taken from "advantageous" perspectives - and describe the special attractions of the hotel (beach, scenery, swimming pool, ballroom, conference room, and so on, as appropriate).

Such descriptions, very often accompanied by black and white or colour photographs, are particularly commonly printed:-

★ in a hotel's own **brochure** (see Module 2);

and/or

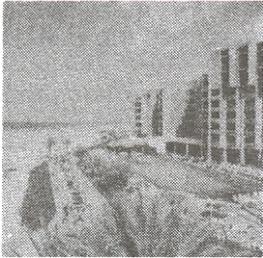
★ in **tour brochures** issued by tour operators and organisers, tourist organizations, etc., and which are of great importance to the many hotels which depend for all or a major part of their custom on "package tourists" (see Module 2).

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Fig.1/1. A variety of advertisements for hotels

The Grand Hotel * * * * *

A large independent luxury hotel with direct access to private beach, but within easy strolling distance of town centre. Heated swimming pool, all twin-bedded rooms with en suite bath and shower, colour television and telephone, balcony and sea-views. Five bars, dining room and grill room. Shops and a hairdressing salon.



Shellcomb Beach, Brambwell, Tel: 4578332, Fax: 8900113,
 Email: 5star@an.com Website: www.grandhotel.com

Highlands Hotel * * *

Upper Harding, Thorpe, Telephone 03-25678, Fax 03-34890, Email: high@net

A small, licensed, comfortably modernised, private country hotel, set amongst beautiful grounds. Very conveniently situated for tourists visiting the historic town and castle and the truly magnificent surrounding scenic countryside.

The Grosvenor Hotel *

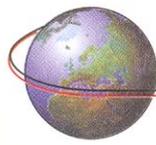
A medium-size economy town centre licensed transit hotel, operated under a franchise, serving mainly travelling businessmen and tourists. From \$35 per night B&B.

12/16 Broad Street, Haverley 3, Tel: 21145, Fax: 22267, Email: bb@accom.itl.

Purposes of Travel - Motivations

People today travel - within their own countries and/or to "foreign" (to them) countries - for many different reasons, which are called '**motivations**'. Some motivations are connected with business or employment, others with leisure or sports or special interests. To a great extent peoples' motivations for travel dictate the types and standards of hotels in they people will aim - or can afford - to stay whilst away from home, the amenities they expect from the hotels they choose, and the locations of those hotels (but there are other influences, of course).

The management of each hotel must know to which category or categories of guests the hotel concerned will most appeal, and what the demands of guests on the hotel are likely to be, so that the correct hotel products and services will be available for them. The management must also take steps to attract the largest possible number of potential guests to the hotel. There is little chance of success in either endeavour unless management has a knowledge of and an understanding of peoples' motives for travel.



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Fig.1/2. An advertisement for a hotel group

PrimeStyle Hotel Group Ltd.

super value bargain breaks!

For details contact the hotel of
 your choice or Central Reservations

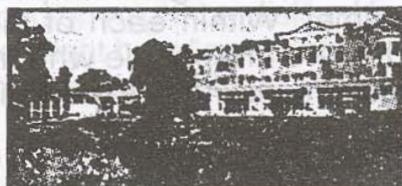
Office on freephone 0023 459099 Website: <primotel@xxx.net>



BOURNEMOUTH, EAST CLIFF. Woodcroft Tower Hotel. ETB 4 Crowns Commended. Superior hotel centrally situated in an acre of gardens. 40 en-suite rooms, every facility. MIDWEEK BREAKS 3nts £105 DBB. 4th night free! EASTER 3nts £120 DBB. Dancing nightly in our superbly refurbished ballroom. Our food is our reputation. Phone: Val/Mike Kemp (chef/prop.) 01202 558202. Fax: 01202 55180



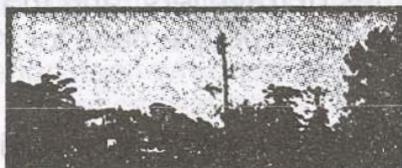
NEW FOREST, HANTS. Tyrrells Ford Hotel, Nr. Ringwood. AA***RAC. 4 Crowns Highly Commended. 18thC Manor House in 10 acres. AA Rosette for superb cuisine. Log fires, luxury ensuite rooms. Bargain Breaks 3nts £130 p.p. DBB, 4th night Free B&B. Tel: 01425 67264



CHELTEMHAM, GLOUCS. The Cheltenham Park Hotel. RAC**** ETB 5 Crowns Commended. Recently extended Georgian manor house surrounded by beautiful gardens in the heart of the Cotswolds. The Lakeside Restaurant offers superb cuisine and the luxurious bedrooms all have the facilities you would expect of a 4-star hotel. BREAKS: Mar.1st - Apr.30th £46.00 pppn DB&B min. 2 nights. Tel: 01242 22202



PEEBLES, BORDERS EH45 8PL. Cringletie House Hotel. Family owned, personally run, in 28 acres, only 20 miles from Edinburgh. Magnificent views; new tennis court; near golf courses. Consistently recommended for good food and warm hospitality since 1971. AA*** STB 4 Crowns Highly Commended. Recommended by all main guides. Tel: 01721 73023 Fax: 0172 73024



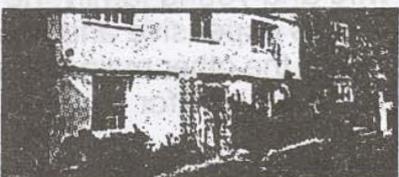
FRESHWATER BAY, ISLE OF WIGHT. Farringford Hotel. Country House Hotel with FREE 9-hole golf course. Special early and late season breaks. Tel: 01983 52500/75270



PERSHORE, WORCS. WR10 2PZ. Chequers Inn, Fladbury. Village Inn. Stay any Friday and Saturday £80 per room. Stay Sunday night free, ensuite room. Tel: 01386 86027



HASLEMERE, SURREY. Lythe Hill Hotel. A country hotel just one hour from London. Three-day Easter Break £178.00 per person inclusive dinner Friday, Saturday, Sunday, accommodation, breakfast each day and Easter Day Lunch. AA & RAC**** AA Two Rosettes, RAC Restaurant Awards. For our Easter programme please tel: 01428 65125



PULBOROUGH, WEST SUSSEX. Chequers Hotel. AA**RAC + Merit Awards & Rosette. Country hotel overlooking the South Downs. Luxury en-suite bedrooms. Dogs welcome. EASTER Three-Day Break £132 per person. DBB. Tel: 01798 87248

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We now describe the most common travel motivations which are of interest to hoteliers. But you must appreciate that there are likely to be many others, as well as many possible combinations; for example a person might combine a business trip with a holiday/vacation.

★ *Holidays/Vacations*

This is a wide-ranging and very important classification, and there are many different reasons why people take holidays and vacations: common ones include the need for a “break” from routine; the opportunity for rest, relaxation and leisure; the desire for a change of climate; for entertainment; for enjoyment and pleasure; for adventure; romance; the opportunity to engage in sport whilst on holiday/vacation; and many more.

★ *Culture and Religion*

Many people travel to visit exhibitions, art galleries, museums, historic places or buildings, to attend concerts and festivals, whilst others visit holy cities and shrines, buildings, etc., or make pilgrimages. Many people like to see and meet different peoples and to experience different cultures.

★ *Business*

The term ‘*business traveller*’ is commonly used to refer to all those people who travel for reasons of business, or to attend meetings, conferences, congresses and exhibitions in connection with their businesses, professions or vocations. The commonly used term is an unfortunate one, as many people who - in practice - fall into this classification, are not actually “in business” as such; examples include doctors, surgeons, lawyers, scientists, accountants, government officials, diplomats, and many others, as well as professional sportsmen and women. Business travellers contribute greatly to the prosperity of the hotel industry; many hotels depend on business travellers for all or part of their respective incomes.

★ *Hobbies*

An increasing number of people travel in connection with their hobbies or special interests, for example to see (and sometimes to study) and photograph wildlife, frequently whilst also on holiday/vacation; some hobbies may, of course, be cultural ones.

★ *Health*

Some people travel to visit medical specialists, spas, etc., whilst others may travel to areas in which the climate or other features may be beneficial to their ailments, or alleviate them.

★ *Sports, Activities and Recreation*

As we have already mentioned, in some cases such travel is in the nature of “business travel”, for example professional sports persons, such as golfers, footballers, boxers and athletes travel in pursuit of their vocations; many amateurs also travel to participate in sporting fixtures, although they have different motivations for doing so. Other people travel to attend - as spectators - sporting events, whilst yet others engage in sports or other activities as part of a holiday/vacation.

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★ *New Experiences*

Some people travel to visit places of renowned beauty or to be awed by spectacular natural (and in some cases, man-made) “wonders”, or in a search for the exotic or unusual, or something - to them - new and different.

Why Hoteliers Need to Know Peoples’ Motives for Travelling

The major categories of hotel users are tourists and business travellers, although, as we have seen, there are numerous other categories of people who might require hotel products from time to time. Within each of the broad categories of travellers we have described, there are people who travel for different reasons or motivations; and their requirements, their expectations and their financial positions also vary greatly.

It follows that different hotels - and the products which they offer - will appeal to different types and classes of potential customers. Although some hotels cater for a “mix” of different types or categories of guests, most hotels of necessity tend to specialise in catering for a fairly limited range. In order to maximise “sales” - that is, **occupancy levels** - hoteliers must understand why their particular hotels appeal to different types of travellers, and that will be influenced directly by the reasons (motivations) those people have for travelling and making use of hotels.

Take a simple example of a company executive travelling on business to a certain destination. Whilst on business he might need to stay in a 4-star or 5-star hotel located in the commercial or “business” centre of that destination. However, if he was later to return to the **same** destination for a holiday/vacation with his wife and young family, he might need to stay in quite a different hotel: possibly a less expensive and more casual 3-star hotel located on or near the beach (or near the other main “attractions” - see next section - of the destination) which offer amenities for children.

It should therefore be clear to you that once peoples' motivations are known and understood, steps can be taken by the management of a hotel:-

- ◆ to provide the products and services most likely to be demanded by the potential customers of that particular hotel;

and

- ◆ to sell the hotel’s products and services by advertising and publicising them in the most effective ways to attract the largest numbers of the most likely potential customers.

Attractions at Destinations

An ‘**attraction**’ is something which appeals to a particular potential traveller, something which creates and arouses interest and a desire to visit a specific destination, to see or to participate in. It is really an appeal to the senses or to the motivations for embarking on travel.

Business travellers might have little or no choice as to their destinations; they must go where their occupational interests dictate. Similarly, other people might travel to a particular destination because it has prospects for employment, or provides better facilities (e.g. for education or medical), to visit friends or relatives, for special occasions, and so on.

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But many other travellers want a **choice** of destinations, and their selections will be greatly influenced by the attractions offered by various destinations. Of course, attractions which appeal to one person might be disliked by another, and in many cases the destination selected might be a “compromise” between, say, the preferences of a husband and wife (and possibly the needs of children).

The range of “tourist attractions” is large and varied, and that range is continually being expanded by the tourism industry. Nevertheless, it is possible to categorise attractions as falling into:-

* **Site Attractions**

What are called ‘**site attractions**’ might be whole countries or areas of countries or geographical regions or cities or resorts; in effect it is the destination itself which appeals to tourists. Some site attractions might have appeal only at certain times or seasons of the year, or might appeal to different categories of travellers at different times or seasons of the year. For example, a range of snow-covered mountains might have appeal in the winter season to sportspeople called “skiers”. But at other seasons of the year, when most or all of the snow has melted, the appeal of the mountains will not be to skiers, but to people who wish to gaze at their beauty or majesty, and possibly to other sportspeople called “climbers”, who wish to climb the mountains.

* **Event Attractions**

What are called ‘event attractions’ might be exhibitions, or sporting fixtures or competitions (e.g. the Olympic Games or the World Cup Soccer) or international conferences, or carnivals, or festivals, or religious ceremonies, and so on. Tourists visit a particular destination because of what is taking place or happening there at a certain point in time.

* **Combined Site/Event Attractions**

Many events are likely to have greater appeal to tourists if they are held in locations with inherent site attractions. For example, events such as the Winter Olympics are held in areas of countries which have (at a certain time or season of the year) the suitable climatic conditions and the appropriate site attractions - such as snow-covered mountains - needed by competitors. The site attractions in the area of the country will “bring in” tourists every year, of course; but the number of them will be greatly increased during the time that an event is being staged there.

There is also a distinction between:-

- * **Natural attractions**, such as mountains (individual or ranges), volcanos, waterfalls, lakes, rolling countryside, beaches, game reserves, fjords, and so on; as well as climatic conditions such as sun, blue skies, clean/fresh air, etc.
- * **Man-made attractions**, such as holiday resorts, theme parks, zoos, wildlife parks and marine centres, historic and archaeological sites and buildings and other constructions, or those of architectural or religious interest, and so on.

Many tourist destinations depend for their success on a combination of both natural and man-made attractions; for example, expansive golden beaches might themselves be an attraction, but relatively

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few tourists will visit them unless hotels have been constructed near them. On the other hand, unless sufficient numbers of people, tourists in particular, are attracted to a destination - by its attractions - the existing hotels located in that destination are unlikely to prosper, and there will be no call to increase the number of hotels there. So the attractions at destinations and the hotels there are very closely linked.

It can happen that **hotels themselves** become attractions to destinations. For example, in some countries hotels have been constructed, sometimes in previously unexploited areas, offering a very wide variety of entertainments and other amenities which - in their own right - attract tourists in substantial numbers to those destinations.

The Location of Hotels

The most suitable location for hotels depends on the **'markets'** - the types of guests - for which they are intended to cater. Hotels catering solely for tourists need to be located in **close proximity** to the major tourist attractions of the particular destination. In a sun, sea and sand resort, for example, holidaymakers/vacationists will opt where possible for hotels on or very near to a beach, that is, for "beach hotels". Those interested in peace and quiet and scenic attractions will seek hotels well away from the hustle and bustle of busy towns and cities.

In contrast, business travellers will want or need to stay in hotels located in or near commercial or industrial centres or the specific organisations on which they will be calling. Air travellers in "transit" for a night will generally wish to stay in hotels located at or fairly close to the airport concerned. Motoring travellers might seek hotels or motels located on or near major traffic routes.

You will realise that the very location of a hotel will determine to a large extent the market(s) for which it can cater. Hotel location is **fixed**; it cannot be changed. Therefore, if markets - the types of guests and their requirements - change, a hotel must **adapt** to fill those changing requirements. Such changes can and do occur. A once "fashionable" part of town or resort might gradually become less so, or decline in popularity; hotels located in such an area, which might once have catered for the wealthy or "up-market" tourists must - if they are to survive - adapt to serving the needs of less affluent guests or **"package tourists"**.

In contrast, once "sleepy" and picturesque coastal villages might within a very short space of time become popular tourist destinations. Hotels in such areas which might once have served relatively small numbers of "relaxed" guests, must adapt to the almost frantic pace of large numbers of package tourists - or give way to new hotels better able to cater for them.

Because of their locations, some hotels are designed to, or able to, cater for a **'mix'** of different markets, for example for business travellers as well as for holidaymakers/vacationists. Some accommodate domestic business people (from other areas of the same country) as well as business people visiting the country.

Similarly, some resorts, and the hotels serving them, are popular with domestic tourists as well as with foreign tourists.

Then too, as we mentioned earlier, some hotels provide catering and other facilities for "local" people as well as for domestic and/or foreign travellers.

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Frequently, because of the location of an existing hotel, its management is 'tied' to catering for a particular market or mix of markets. An accurate assessment of the market(s) which can be catered for - and the potential for the future - is essential by those considering taking over the running of a particular hotel. We therefore look in detail at hotel markets in Module 2.

There are many matters to be considered by those involved with the development of tourism in a particular country or area of it, and by those involved in the establishment of new hotels to cater for the anticipated influx of tourists; *hotel location is one of the main ones*. Ideally, hotels should be located as close as possible or practicable to the major attractions which encourage tourists to visit a particular destination. If hotels are located too far from the attractions they are intended to serve and/or are difficult to access, their occupancy rates are likely to suffer.

Factors Bearing on the Location of New Hotels

Factors which might have a bearing on the **location of new hotels** include:-

- ✱ The availability of suitable sites; land costs must be considered, as well as the suitability of the soil and terrain for construction purposes, utilities and access already in existence or needed. Also the current or likely level of development of an area, as there might be disadvantages as well as advantages in the construction of hotels in already heavily populated areas. On the other hand, construction in sparsely populated areas is likely to attract local people (e.g. hotel employees and their families and others involved in tourism) to the areas, and many of those will require housing, and other amenities.
- ✱ In a resort popular with tourists, "prime sites" might have already been developed (with perhaps less modern, smaller and now less suitable hotels - which might need to be "upgraded", redeveloped and extended) resulting in new constructions having to be located more distant from attractions.

In some cases - for example on long coastal stretches - it might be possible for hotel development to be spread along a fairly wide area - provided that utilities can be extended and that new access roads, etc, can be constructed.

SELF-ASSESSMENT TEST ONE

Recommended Answers to these Questions - against which you may compare your answers - will be found on page 27. The maximum mark which may be awarded for each Question appears in brackets at the end of the Question. Do **NOT** send your answers to these Questions to the College for examination.

No.1. (a) Give a short, general description of a hotel, and state what you consider to be the primary function of hotels. (maximum 15 marks)

(b) Why must it always be remembered that a hotel is a business? (maximum 15 marks)

No.2. What features of hotels does a “star rating system” actually rate? Why is it often necessary to describe a hotel briefly but comprehensively? (maximum 20 marks)

No.3. How important to “tourist” hotels in particular are the “attractions” at the destinations in which they are located? Explain - with the help of some examples of your own - the differences between site attractions and event attractions, and between natural attractions and man-made attractions. (maximum 30 marks)

No.4. Place a tick in the box against the **one correct** statement in each set.

(a) *It is often necessary to provide a full description of a hotel:*

- 1 so that guests will recognise it quickly on arrival.
- 2 so that guests will be able to find their way to it easily.
- 3 so that potential guests can decide whether it is suitable for their needs.
- 4 so that guests can give taxi drivers the right directions to find it.

(b) *A hotel's profitability and prosperity can only be assured by:*

- 1 charging its guests as much as they are prepared to pay.
- 2 satisfying its guests during their stays at it.
- 3 using family members to perform work in the hotel whenever possible.
- 4 relocating it to suit the changing requirements and expectations of its guests.

(c) *The construction of a new hotel can:*

- 1 provide increased employment opportunities in the area.
- 2 reduce employment opportunities in the area.
- 3 make no difference to employment opportunities in the area.
- 4 increase the educational standards of schools in the area.

(d) *Hoteliers need to know peoples' motivations for travelling so:*

- 1 that they can arrange for them to be met at the appropriate airport.
- 2 that they will know their reasons for travelling.
- 3 that they can provide the products and services most likely to be demanded by the potential customers of their respective hotels.
- 4 that they can describe their respective hotels for greatest appeal.

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(e) *In the context of a hotel, the term “amenities” refers to:*

- 1 the features of the destination in which it is located which appeal to potential visitors.
- 2 the range of facilities and services which it offers to guests.
- 3 the times of the year which it is open for business.
- 4 advertisements about it placed in hotel guides and similar publications.

(4 marks for a statement correctly ticked - maximum 20 marks)

RECOMMENDED ANSWERS TO SELF-ASSESSMENT TEST ONE

No.1. (a) A good general description of a hotel is:

“An establishment which provides - for reward - accommodation, meals and other refreshments for travellers and in general for temporary residents”.

The primary function of hotels is:

“to provide accommodation for those away from home, and to supply such people with at least their basic needs”.

(b) Any business - and a hotel is no exception - is established and run with the intention of gaining a “return” for its owner(s) for the money, time and work “invested” in that business. That return will be a proportion of the profits made by the business from its activities.

A hotel can only make profits if:-

- (a) it satisfies its customers, by providing efficiently and courteously the services they require, at prices they can afford to pay; and
- (b) its resources - its buildings, furniture and equipment, and its staff - are utilised in the most effective ways, without wastage of money, materials or time.

And unless a hotel - like any other business - **does** make profits, it will not prosper, and might not even survive.

No.2. A star rating system actually rates the standards of the buildings (including their furnishing and fitting) used by hotels, and the standards of the services provided to guests by the hotels.

Basically it is necessary to describe a hotel by type, size, standard, style, location, facilities offered, and clientele, so that potential guests can decide whether or not it is a hotel which meets their needs. A brief - but clear - and comprehensive description of a hotel is very often used for advertising and publicity purposes: in its own brochures, in advertisements, on its website, in posters, etc.

No.3. Tourists are encouraged to visit a particular destination by the “attractions” of that destination. A destination which has few attractions, or whose attractions are little known, will be visited by relatively few tourists - and so a tourist hotel located there is unlikely to prosper. On the other hand, a tourist hotel located in a destination with popular and well known attractions should prosper - provided it takes advantage of its location and is well-managed.

Site attractions might be the beauty or scenery or climate of an area or country which appeal to visitors. Event attractions are sporting fixtures, exhibitions, conferences, religious or other ceremonies or other “happenings” which attract visitors to the destinations in which they are held.

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Natural phenomena, such as mountains, rivers, lakes, waterfalls, golden sandy beaches, rolling countryside, and so on, are referred to as being natural attractions. In contrast, holiday resorts and hotel complexes, theme parks, zoos and wildlife parks, marine centres, buildings of historic, archaeological, architectural or religious interest, etc., are all man-made attractions. In many cases man-made attractions are constructed in destinations with natural attractions; for example, ski resorts and hotels are constructed in snow-covered, scenic mountainous areas.

No.4. The correct statement from each of the sets selected and ticked:

- (a) 3 (b) 2 (c) 1 (d) 2 (e) 2

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WHAT YOU WILL LEARN IN MODULES 2 TO 12 OF THE CIC HOTEL OPERATIONS & MANAGEMENT PROGRAM

Module 2 - Hotel Products and Markets

Definition of products:
goods and services

Features of services of importance in hotel products:
cannot be tested in advance
quality dependent on providing personnel
dependent on guests' reactions
immobility
non-storability
supply cannot be increased quickly

The basic components of hotel products:
sleeping accommodation
food and beverages
organised functions

Factors contributing to product demand:
customers' requirements
willingness to trade-off or compromise

Definition of a market in relation to hotels

Make-up of the travellers accommodation market

Categories of hotel users:
tourists
business travellers
others

Socioeconomic characteristics of hotel users:
specimen socioeconomic classification chart

The marketing of hotels:
determining what customers really want
determining what the hotel is offering and giving
questionnaires

The selling approach:
passing trade
word of mouth
advertisements
other methods of advertising and publicity
special promotions
guest loyalty
public relations

Hotel brochures:
production
contents
distribution

Websites:
construction
contents
advantages
hotlinks

Selling the hotel's products:
direct sales
national tourism organisations and

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- tourist information offices
- travel agents
- hotel/accommodation agents
- tour operators
- group marketing consortia

Module 3 - Hotel Organisation, Management and Staff

Hotel “departments” according to services provided:

- accommodation services
- food and beverages services
- support services

Organisation charts

The organisation and management of a small hotel

Duties and responsibilities in a small hotel of:

- the manager
- the secretary
- the assistant to the manager

Recruitment of staff:

- work to be performed:
 - the job description
- personal qualities sought:
 - the employee specification
- employment interviews

Staff training:

- induction
- on the job training
- guest relations

Relations with and welfare of staff

Motivating staff

Gratuities or service charge

Different organisational structures of hotels

Computerisation in hotels:

- characteristics which make computers suitable for hotel use
- hardware and software, applications packages

Module 4 - The Hotel Reception (1)

The reception as part of the front office

Creating a good first impression on visitors

Shape, size, location or positioning, furniture,
furnishings, decor, theme or image

Reception desks or counters

The receptionist’s first and foremost duty -

- making each guest feel welcome

Personal qualities needed by good receptionists:

- physical qualities,
- mental qualities
- qualifications and experience
- character

Reception work

Making advance reservations, selling the hotel’s products:

- product knowledge
- reservations systems:
 - reservations forms

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- bedroom books
- charts
- bookings diary
- computerised reservations
- central reservation offices
- Guest registration - the check-in:
 - reservation confirmation
 - the registration process:
 - the book register
 - registration forms
 - computer assisted registration
 - on the spot room sales and registrations
 - room door locks, keys and key cards
- Room allocation:
 - manually
 - by computer

Module 5 - The Hotel Reception (2)

- Why the reception is the “information centre” and the focal point of guest relations
- Answering queries and providing information - about:
 - the hotel itself
 - local amenities/attractions
 - transport and travel
 - other hotels
 - information about guests:
 - taking and passing on messages
- Dealing with guests' complaints:
 - the nature of the complaint
 - the attitude of the complainant
 - remaining calm and polite - satisfying the customer
- Guest billing and accounting:
 - manual billing
 - electronic billing machines
 - computerised billing
 - paperwork
- Check-out and cashiering:
 - tasks involved
 - creating the right “lasting” impression
 - methods guests might use to pay hotel bills
 - foreign currency exchanges
- Sales of newspapers, postcards, postage stamps
- Security for guests' “valuables”:
 - the hotel's safe
 - safety deposit boxes
 - personal room safes:
 - key operated
 - combination or code operated
- Uniform staff and their duties:
 - the doorman or linkman
 - porters or bellhops
 - nightporters

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Module 6 - Hotel Bedrooms and Bathrooms

Guests' requirements and expectations
Single, double and family rooms
Single occupancy supplement
Bedroom doors
Bedroom windows
Desirable features of hotel bedroom furniture
Hotel beds:
 desirable features
 types of beds and mattresses;
 common bed sizes
 single, twin and double beds
Bedside units, wardrobes, dressing tables and writing tables,
 seating, luggage racks, waste bins and baskets
Other items of bedroom furniture and equipment:
 coffee/occasional table, radio, telephone, trouser press,
 electric kettle, hair dryer, mini-bar, refrigerator, personal safe
Patio and balcony furniture
Bedroom decor
Bedroom lighting
Heating/cooling/air conditioning
Interconnecting rooms
Fire instructions and other notices
Private or en suite bathrooms:
 converting bedrooms into private bathrooms
 bathroom furniture - toilet, wash basin, bath, shower
 bathroom fittings
 accessories
Guest bathrooms and toilets:
 furniture, fittings and accessories
 cleaning and hygiene
Corridors:
 lighting
 decor
 carpeting
 cleaning
Stairways:
 safety
 stair coverings
 lighting
 cleaning

Module 7 - Hotel Housekeeping

The role of housekeeping
Organisation of the housekeeping department
The housekeeping supervisor and subordinates:
 day room attendants,
 evening room attendants
 cleaners
 linen keepers
 seamstresses
 housemen
 part-time staff

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- Duties of room attendants
- Room supplies
- Room inspections
- Training, supervision and control of housekeeping staff
- Cleaning aids
- Stocks of linen, towels and accessories
- Service rooms:
 - their uses, equipment and stocks
- Linen and laundering:
 - in-house laundries
 - professional firms
- Room status classifications:
 - descriptions explained
- Returning rooms to reception:
 - rooms status indicators
 - computerised rooms management systems
- Other housekeeping services:
 - cleaning of public rooms
 - lost and found property

Module 8 - Hotel Catering (1)

- Meals: breakfast, lunch, brunch, dinner, afternoon tea
- Room rates which include meals:
 - bed and breakfast, half board, full board
- Menus:
 - courses and dishes
 - table d'hôte or set menus
 - à la carte menus
 - specimens of menus
 - orders for food
- Styles of service
- Service charges, taxes, cover charges
- Types of catering outlets:
 - in small, medium-size and large hotels
 - other factors which affect types
 - the status factor
- Types of customers for hotel catering

Module 9 - Hotel Catering (2)

- The hotel food chain
- Purchasing foodstuffs:
 - determining quantities required
 - deciding on suppliers - discounts, credit, reliability
 - placing orders
 - methods of purchasing
- Receiving foodstuffs:
 - checking delivery notes
 - inspections for quality and quantity
- Storing foodstuffs:
 - the food store:
 - objectives, layout, positioning of stored goods
 - stock records, stocktaking and spot checks

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- hygiene, cleanliness, protection of goods
- issues from the stores - requisition notes
- Food preparation:
 - methods of cooking
 - recipes
 - kitchen staff
 - kitchen features to be considered:
 - layouts
 - lighting
 - decor
 - floors
 - ventilation
 - surfaces
 - safety in the kitchen
 - kitchen cleanliness and hygiene
 - personal hygiene in the kitchen
 - food production methods:
 - the parti system, cook-freeze, cook-chill, sous-vide
 - convenience foods
 - defrosting
 - uses of microwave cookers
- Food cost control:
 - forecasts, recipes, yields, portions

Module 10 - Hotel Catering (3)

- Selling the prepared food
- Physical environment and atmosphere of restaurants:
 - interior design - making a good impression
 - restaurant layouts, seating, decor, furnishings,
 - lighting, carpeting/floor coverings
 - the atmosphere or ambience of a restaurant
 - temperature, air conditioning, cleanliness
- Menus:
 - content, presentation and production
 - menu variety, cyclical menus
 - menus for quality and haute cuisine restaurants
- Food service styles:
 - differences between self-service and waiter service
 - types of self-service:
 - vending machines
 - traditional and free-flow cafeterias
 - takeaway cafeterias
 - buffets and salad bars
 - carveries
 - counter or bar service
- Tableware:
 - crockery, cutlery and glassware
- Table service:
 - taking the meal order
 - place settings
- Types of table service:
 - plated, silver and guéridon
- Restaurant service staff:
 - qualities required and training

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- positions and duties in the hierarchy
- personal hygiene
- Restaurant cleanliness
- Lounge service
- Payments for food
- Function catering
- Staff catering

Module 11 - Beverages

- Types of beverages:
 - hot, alcoholic and nonalcoholic
- Hotel bars:
 - different bars according to:
 - types of customers
 - locations
 - food outlets served
 - dispense bars
 - functions bars
 - service in bars
- Sales of beverages in hotel restaurants:
 - circumstances in which beverages are treated as food
 - restaurant beverage service
 - the drinks list
 - wines:
 - wine lists
 - wine waiters
 - house wines
- Beverage vending machines
- The hotel beverage chain
- Purchasing alcoholic and nonalcoholic beverages
 - ordering the right qualities
 - brands and quantities
- Inspections of deliveries
- Storing alcoholic and nonalcoholic beverages:
 - the cellar:
 - storage conditions and layout
 - bins and bin codes
 - cellar control records and bin records
 - stocktaking and spot checks
 - issues from the cellar
- Units by which beverages may be sold:
 - measuring equipment or bar furniture
- Beverage prices - differences between outlets
- Beverage sales control:
 - possible reasons for reduced bar takings
 - detecting dishonest practices
- Service of wines in restaurants
- Payments for beverages in bars and in restaurants
- All inclusive terms
- Room service:
 - reasons for its decline
 - room service menus
 - room service staff
- Alternatives to waiter room service:

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- hot drinks made in guest rooms
- mini-bars - computerised and non-computerised
- refrigerators
- ice-making machines

Module 12 - Other Guest Services

Additional facilities guests may look for in hotels
Provision of ancillary services by other businesses:
advantages to the hotel
rental/leasing agreements
concessions and licences
types of merchandise and services which may
be provided to guests by tenant
and concessionary businesses
other revenue-earning uses of excess hotel space
In-house provision of ancillary services:
guest telephone services:
charging for calls via the switchboard
dialling out from guest rooms:
charging by meters
direct dialling with computerised billing
charges for calls from hotels
guest laundry and valeting services:
using an in-house laundry or an external firm
procedures and charging
the telephone guide
Directory of services

Financial Accounting

The importance to management of complete
and accurate financial statements
Practical example of a small business:
receipts and payments statement
taking account of other factors
revenue and expenditure statement
Showing the "true" picture" in financial statements
Meanings of some commonly used accounting terms
Capital
Profit and loss
The profit & loss account:
information it contains
what it is designed to show
The balance sheet:
what information it contains
its purpose

Business Ownership as it Concerns Hotels

Sole-proprietor businesses:
possible advantages and disadvantages
unlimited liability
Partnerships:
why people may pool their resources and abilities



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sharing profits and losses
Limited liability companies:
shares and shareholders
what limited liability means and its importance



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