

International Hospitality Management

Concepts and Cases

Clarke and Chen



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Preface



The development of hospitality and the issues with hospitality management have been growing rapidly. It is an area of study and practice which has emerged and established itself in Universities and Colleges around the world. Alongside these courses, there has been an explosion in text books and journals that explore the industry and the concerns with its development. We are now adding to that collection with this book.

We believe that the study and the practice of hospitality management is a significant area in contemporary lives and that it deserves serious consideration. Moreover we believe that hospitality is an area of activity that is sufficiently different to be considered separately from other aspects of management. This differentiation does not mean that hospitality has to discover everything for itself but it does mean that we have to look carefully at the translation of management studies into this field. There is a culture identifiable within hospitality that requires general notions to be translated, adapted and developed to fit the working conditions of the industry.

The focus of this book centres on the development of the hospitality industry in the context of international markets and operations. These also call into question the applicability of general notions as we believe that local cultural conditions, organisational cultural contexts and the processes of international management only make sense when these conditions are recognised. We are against simplistic universalistic applications and hopefully demonstrate our reasoning in the following chapters.

Our thoughts have been shaped in many ways and over many years. However, one simple message that comes through these experiences and which hopefully is borne out in the book is that we can never take anything for granted. Just because we are used to doing something in one particular way does not make that the right way or the only way. We would urge you to develop a critical approach to what you think you know and to question where the basis for that knowledge comes from. This will help you to explore your own cultural inheritance and question your expectations.

We began as you are now and would urge you to maximise your potential through your studies and your work in the industry. We share a wonderful experience of studying for our PhDs with supervisors who encouraged us to think and question our subjects. We owe them our thanks and our gratitude for giving us far more than the formal qualification. We hope that the approach taken in this book will help you develop that approach also.

We would like to recognise the contributions of some of our colleagues including Prof. Stephen Ball, Peter Spencer, Sue Horner, Dave Egan, Emma Martin, Mike Rimmington, Mike Mathews, John Swarbrooke, Kitty Wang, Jenny Wade, Jenny Cockill, Zhao Haolu, Li Gang, and Huang Rong. There are others, such as Stuart Hall and Raymond Williams, who inspired the questioning of culture and many more in Universities in Sheffield (both of them), North London, Milton Keynes, Derby, Nottingham and Veszprém who have given us ideas and questions that we continue to work with. Their friendship and their academic support continue to be important to us.

Further more over the years we have worked with students at Diploma, Undergraduate, Masters and PhD levels and learned more from these encounters than we knew before. A particular mention is due to all the Sheffield Hallam University Hospitality Business Management course students because it was thinking through their needs that gave rise to this specific project. It is a pleasure to see the growth of students and watch the responses to seeds of ideas that are taken away and developed. It is a source of great satisfaction to us to be involved in this process.

We have drawn widely from material that is available to any of you if you know where to look. We have done our best to identify copyright holders where ever possible, but particularly with some of the web sources this proved difficult. We have also raised the question with some who were not sure how to respond, so we apologise for causing alarm and grateful for their help in resolving the concerns. If an unknowing use of copyright material has been used please contact the authors, via the publisher, as every effort was made to contact the owners of the material. We are grateful for their work as it adds richness to our arguments and we would encourage them to keep up the work of monitoring and examining our industry.

■ ■ ■ Acknowledgements ■ ■ ■

We would like to thank the people who have made this book possible. We have benefited greatly from the supportive and critical dialogues with our friends and colleagues, both in the industry and in Universities around the world. We have met many people who gave us the belief that this was an important book – and some who asked why we were doing it. All of them kept us going. Special thanks has to go to our students, wherever we found them, who made the book possible with their constant questioning of what we thought we knew – they were and continue to be a constant source of inspiration. We have had wonderful support from Sally North and Francesca Ford at Elsevier and we hope that they feel their patience was worthwhile. Our wives must have sympathized with them, surely knowing how they felt and we are unbelievably grateful for their love and understanding as the book interrupted what passes for normal in our lives – thank you.

As usual we accept that we are indebted to many people for the sources and contacts that produced this book, but they also know that all the errors in the book are ours.

We dedicate this book to our children: Ruth, Jamie, Dan, Ben and Alex – they are the future of international hospitality.