

The hospitality industry contains a very broad spectrum of career options. For example, if you want to work in hospitality, you have your choice of working in arts and entertainment, recreation, accommodation or food services. In this industry, you may be working for a private company or a government institution, including local, state and federal government agencies. One thing that all of these jobs have in common is that there needs to be effective leadership to manage diversity in the workplace.

1. Set an example for your employees. One way to manage the diversity in the hospitality workplace is to always be respectful and tolerant yourself. Show your employees how you want them to behave and treat each other. You can accomplish this by being fair, honest, a good listener, objective, trustworthy and open with your employees. Since customer service is a major aspect of the hospitality industry, your employees are bound to disagree and have different ways of dealing with the public and problems that arise. When such problems occur, practice the traits listed above and treat everyone equally.

2. Get support from an association that specializes in the type of diversity you're working with. Many of these organizations exist. For example, depending on the field you're in and the minority you're working with, you might join the National Association of Black Hotel Owners, Operators, & Developers or the Women's Foodservice Forum and take advantage of the support and resources these associations offer. More general association also exists, such as the National Society of Minorities in Hospitality or the National Center for Minorities in Hospitality.

3. Create a career-development program for your hospitality workers. In hospitality, there are often many opportunities to move up and learn new skills. Supervisory positions and workers with many skill sets are highly valued. Talk with all of your employees about their career goals and take active steps to help them achieve them, such as helping them fill out an application for an open position in another hotel or restaurant operated by your company.

4. Schedule diverse groups of employees for the same shifts. When you have employees from different cultural and religious backgrounds, it's important to expose them to each other. This will help them learn to get along with everyone, regardless of race, gender, religion or cultural beliefs. The hospitality industry often requires that many employees are scheduled for a single shift to keep everything running smoothly. This gives you an opportunity to help your employees get to know each other by scheduling them on at least one shift together each week or month, depending on how your company operates.

**Scale:** size of industry; turnover; number of businesses; number employed in industry; economic value of industry; turnover; purchasing power

**Diversity:** products and services e.g. food, drink, accommodation, conference and banqueting, leisure facilities; types of business; ownership e.g. owner-manager, partnership, private/public limited company, local/multinational; levels of service; customer types and requirements; current trends e.g. vegetarian menus, organic food, website reservations.

**Hospitality industry businesses:** hotels e.g. budget, one star; restaurants e.g. fast food businesses, fine dining; pubs, bars and nightclubs; contract food service providers e.g. education, healthcare; hospitality services e.g. retail, education, Government and local authority provision; membership clubs e.g. professional or employment association clubs, sporting clubs; events e.g. music events, meetings and conference.

The following showing few diagrammatical chart to indicate the diversity, types and range of hospitality Industries – (Indicating Hotel and tourism industries)

The International Hospitality Industry

General environment	Variable – general level	Local/national population	International markets
Economic	Levels and type(s) of economic development Distribution of income	Propensity to take trips away for home: business and leisure Amount of income devoted to consumption in leisure, tourism and hospitality	Economic attractiveness of destination for leisure and business purposes (e.g. relative cost levels, including cost of travel)
Social	Social customs and habits	Propensity to travel home and/or abroad Accommodation preferences when travelling	Appeal of national hotels to international markets attracted
Political	Provision of stable political environment	Legislation towards tourism movements/trips Attitude and legislation to foreign travel	Legislation affecting provision and operation of hospitality Safe environment Currency exchange/restrictions Travel visa/entry requirements Attitudes and policies to foreign investment Attitudes and legislation re national and international transport operators
Technological	Transport facilities and services	Public transport infrastructure Levels of car ownership	Availability of international transport facilities (airports/seaports etc.)

**Table 1** An indication of influences on markets for hotel consumption at a given location

The International Hospitality Industry

Region	Number of hotels*		Change from 1990 to 1998: 000s; (%)	Share of world total (%) 1998
	1990	1998		
Africa	333	428	95 (28.5)	2.8
Americas				
<i>(North America)</i>	<i>(3652)</i>	<i>(4133)</i>	<i>(481 (13.2))</i>	<i>(26.8)</i>
Total Americas	4308	5164	856 (19.9)	33.5
Eastern Asia and Pacific	2399	3487	1088 (45.4)	22.6
Western Asia	111	171	60 (54.1)	1.1
Europe	4912	5935	1023 (20.8)	38.5
Middle East	160	221	61 (38.1)	1.4
World	12223	15406	3183 (26.0)	100

\* Hotels and similar establishments  
Source: World Tourism Organization (2001) Trends in tourist markets, published by the World Tourism Organization, Madrid, Spain.

Table 1.1 Size of the international hotel industry, units\* (000s), 1990–1998

Region	Number of international tourists		Share of world total (%)		Average annual change: 1995–2000 (%)
	1990	2000	1990	2000	
Africa	15.0	27.6	3.6	4.0	6.6
Americas					
<i>(North America)</i>	<i>(71.7)</i>	<i>(92.0)</i>	<i>(14.6)</i>	<i>(13.2)</i>	<i>(2.7)</i>
Total Americas	92.9	128.0	19.8	18.5	3.4
Eastern Asia and Pacific	54.6	111.9	14.8	16.0	6.6
Western Asia	3.2	6.4	0.8	0.9	8.8
Europe	282.7	403.3	58.8	57.7	4.5
Middle East	9.0	20.6	2.2	2.9	10.7
World	457.3	698.8	100	100	4.9

Source: World Tourism Organization (2001) Trends in tourist markets, published by the World Tourism Organization, Madrid, Spain.

Table 1.2 International tourism trends, 1990–2000, by international travel to major regions (millions)

The International Hospitality Industry

Grouping	1950 Countries (world share of international tourists, % by grouping)	1970 Countries (world share of international tourists, % by grouping)	1990 Countries (world share of international tourists, % by grouping)	2000 Countries (world share of international tourists, % by grouping)
<u>Group A:</u> Top 5 international tourism destinations/ countries	USA, Canada, Italy, France, Switzerland (71%)	Italy, Canada, France, Spain, USA (43%)	France, USA, Spain, Italy, Hungary (38%)	France, USA, Spain, Italy, China (35%)
<u>Group B:</u> International tourism destinations/ countries 6–10	Ireland, Austria, Spain, Germany UK (17%)	Austria, Germany, Switzerland, Yugoslavia, UK (22%)	Austria, UK, Mexico, Canada, Germany (19%)	UK, Russia, Mexico, Canada, Germany (15%)
<u>Group C:</u> International tourism destination/ countries 11–15	Norway, Argentina, Mexico, Netherlands, Denmark (9%)	Hungary, Czechoslovakia, Belgium, Bulgaria, Romania (10%)	Switzerland, China, Greece, Portugal, Malaysia (11%)	Austria, Poland, Hungary, Hong Kong, Greece (11%)
<u>Group D:</u> Other destinations/ countries	(3%)	(25%)	(33%)	(38%)
<b>Total international tourists (millions)</b>	<b>25</b>	<b>166</b>	<b>457</b>	<b>699</b>

Note: Countries shown are listed in order of the magnitude of their international tourist numbers. Based on figures provided by the World Tourism Organization (2001) Trends in tourist markets, published by the World Tourism Organization, Madrid, Spain.

Table 1.3 Share of international world tourism by groupings of destinations 1950–2000

Hospitality is the relationship between guest and host, or the act or practice of being hospitable. Specifically, this includes the reception and entertainment of guests, visitors, or strangers, resorts, membership clubs, conventions, attractions, special events, and other services for travelers and tourists.

The word hospitality derives from the Latin *hospes*, which is formed from *hostis*, which originally meant to have power. The meaning of "host" can be literally read as "lord of strangers." *hostire* means equalize or compensate.

To the ancient Greeks and Romans, hospitality was a divine right. The host was expected to make sure the needs of his guests were seen to. The ancient Greek term *xenia*, or the *oxenia* when a god was involved, expressed this ritualized guest-friendship relation.

Celtic societies also valued the concept of hospitality, especially in terms of protection. A host who granted a person's request for refuge was expected not only to provide food and shelter to his/her guest, but to make sure they did not come to harm while under their care.

To some researchers, diversity is defined across a broad spectrum of individuals and, to others, it is narrowly focused. Cross, Katz, Miller, and Seashore (1994), stated that diversity deals with issues of racism, sexism, heterosexism, classism, ableism and other forms of discrimination at the individual, identity group, and system levels. Cox described diversity as the representation, in one social system, of people with distinctly different group affiliations of cultural significance (1993). Both Cox (1993) and Cross et al. (1994) presented narrowly focused definitions as they emphasized race, ethnicity and gender. Researchers such as Jamieson & O'Mara (1991) and Thomas (1991) supported the notion of a broader definition of diversity. A combination of demographics and psychographics provided more insight for Jamieson & O'Mara as they broadened the common interpretations of women and people of color to include characteristics such as values, beliefs, age, disabilities and education, to name a few. In 1991, in *Beyond Race and Gender*, Thomas stated that diversity "includes everyone." Thomas expanded his definition of diversity to include age, personal and corporate background, education, function, personality, lifestyle, sexual preference, geographic origin, tenure with the organization, exempt or non-exempt status, and management or non-management (1991).

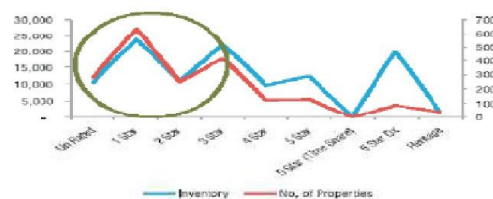
Five years later, Thomas' definition simply stated that "diversity refers to any mixture of items characterized by differences and similarities" (1996).

## Competition & Usage Rate

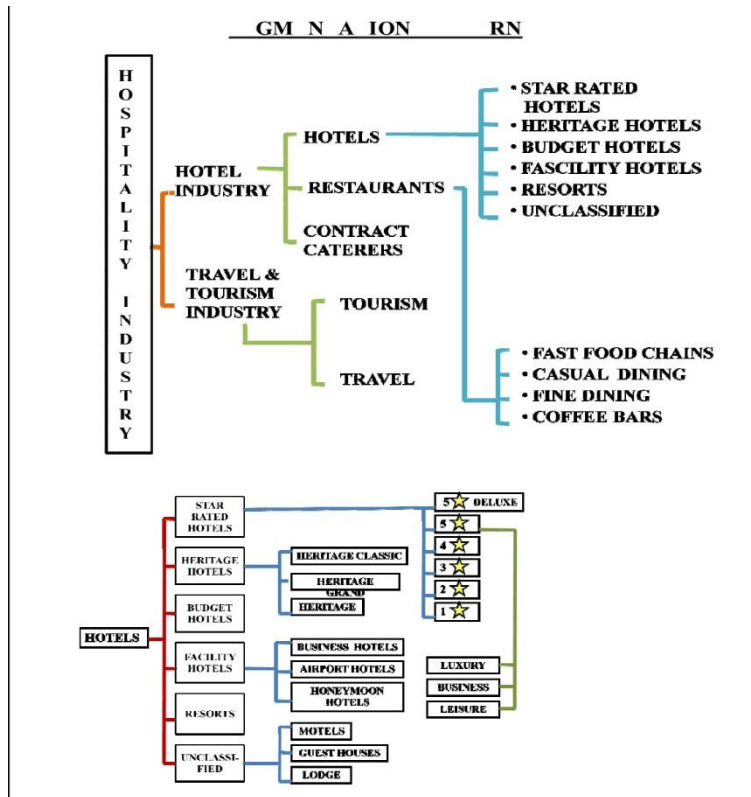
Usage rate is an important variable for the hospitality industry. Just as a factory owner would wish to have his or her productive asset in use as much as possible (as opposed to having to pay fixed costs while the factory isn't producing), so do restaurants, hotels, and theme parks seek to maximize the number of customers they "process" in all sectors. This led to formation of services with the aim to increase usage rate provided by hotel consolidators. Information about required or offered products is brokered on business networks used by vendors as well as purchasers.

In viewing various industries, "barriers to entry" by newcomers and competitive advantages between current players are very important. Among other things, hospitality industry players find advantage in old classics (location), initial and ongoing investment support (reflected in the material upkeep of facilities and the luxuries located therein), and particular themes adopted by the marketing arm of the organization in question (such as a restaurant called the 51st fighter group that has a WW2 theme in music and other environmental aspects). Very important is also the characteristics of the personnel working in direct contact with the customers. The authenticity, professionalism, and actual concern for the happiness and well-being of the customers that is communicated by successful organizations are a clear competitive advantage.

### Sample Hospitality Organogram: (Data Collected from Indian Restaurant and Tourism Industry)



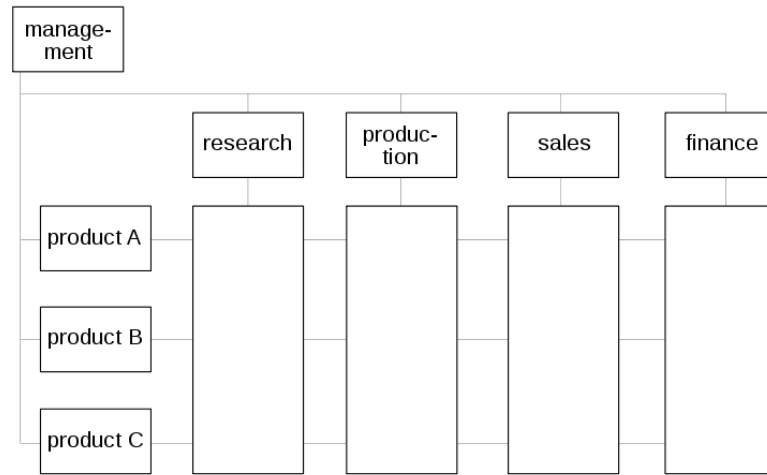
Source: Federation of Hotel & Restaurant Associations of India (FHRAI) & NirmalBang Research



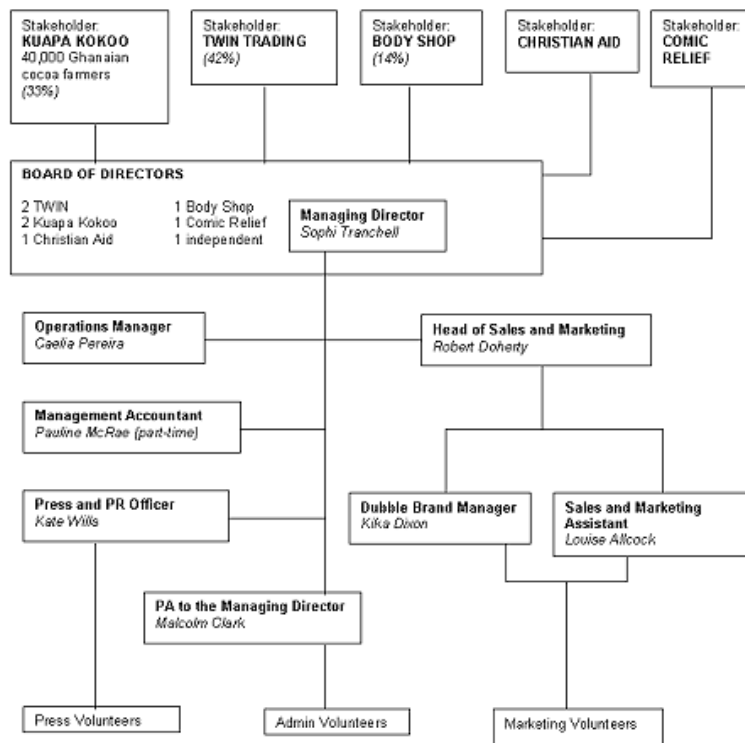
**A. Hierarchical of Organogram**



## B. Matrix of Organogram



## C. Flat (also known as Horizontal) of Organogram



Since the mid-1980s there has been growing interest in the concept of diversity and, relatedly, 'diversity management'. With its origins mainly in the USA, the term 'diversity management' in an organizational context refers to a set of evolving philosophies and practices concerned with the utilization of the variety of human characteristics, orientations and dispositions in satisfaction of ethical precepts and the pursuit of business goals.

Ethically, diversity management practices recognize both individual and systematic social and psychological differences between people. Thus, any individual is a unique person, with a unique psychological and social persona, but will also belong to clearly identifiable social groups by virtue of sharing characteristics with others – male/female; heterosexual/homosexual; black/white; working class/middle class and so on. In terms of business goals, a major purpose of diversity management is, through guaranteeing the dignity of people in the workplace through ethical treatment of individual and social differences, to utilize these differences to enhance organizational performance. Indeed, a central theme of the diversity management literature is that the celebration of diversity frees organizations from artificial constraints in a manner that can be built upon to yield positive bottom line results.

Here explore some of the key themes in the diversity management literature as it pertains to organizations, and as a feature of human resource management practice. Attention will be paid to both the advocacy and critique of diversity management at a conceptual level, as well as applications of diversity management in the context of hospitality organizations.

The hospitality and tourism industry is one of the largest and fastest growing industries in the world. In South Dakota, visitor spending in 2005 was \$807,029,057, a \$2.02 billion impact on the state's economy. This economic impact is expected to continue to grow. In South Dakota, there has been a 14.18% increase in the number of employees in the industry in the past 10 years. With this increase, there is a need for trained workers in the hospitality and tourism industry. Because many areas of this industry promote employees from within, a young part-time employee may work his/her way up to management in a short amount of time.

Students interested in pursuing a career in the Hospitality and Tourism cluster will need knowledge and experiences to prepare for on-the-job or post-secondary training. *Hospitality and*

*Tourism Management* is a course designed to provide this knowledge and training by focusing on the management skills needed in hospitality and tourism occupations. The course is based on National Family and Consumer Sciences standards and the National Association of State Directors of Career and Technical Education knowledge and skills statements.



Revised Bloom's Taxonomy	Standards and Examples
<b>Indicator #1: Investigate opportunities within hospitality and tourism management.</b>	
Analyze	<p><b>HTM 1.1 Comparison independently-owned and chain-affiliated facilities in hospitality and tourism.</b></p> <p><i>Example:</i></p> <ul style="list-style-type: none"> <li>• Compare the advantages and disadvantages of working for an independently-owned facility and working for a chain-affiliated facility with a chart or Venn diagram.</li> <li>• Use research and a personal reflection to evaluate which facility provides the best working environment to suit personal characteristics and values of the student.</li> <li>• Diagram career paths with a flow chart.</li> </ul>
Understand	<p><b>HTM 1.2 Illustrate career progression and promotion procedures.</b></p> <p><i>Example:</i></p> <ul style="list-style-type: none"> <li>• Develop a chart to show skills required in entry-level jobs compared with higher-level positions.</li> <li>• Respond to a case study describing the process of applying for promotional positions and the person(s) to contact.</li> <li>• Write a career pathway plan.</li> </ul>
<b>Indicator #2: Describe organizational structure of hospitality and tourism systems.</b>	
Understand	<p><b>HTM 2.1 Summarize the development and structure of hospitality and tourism businesses.</b></p> <p><i>Example:</i></p> <ul style="list-style-type: none"> <li>• Report on the early stages of the hospitality and tourism industry.</li> <li>• Prepare a PowerPoint presentation on the growth of the hospitality industry.</li> <li>• Participate in discussions with industry professionals on the responsibilities of teams and departments in achieving goals.</li> </ul>
Analyze	<p><b>HTM 2.2 Analyzing workplace operations to identify quality service.</b></p> <p><i>Example:</i></p>

		<ul style="list-style-type: none"> <li>• Develop a list of questions and interview managers about satisfaction and performance problems.</li> <li>• Respond to a case study identifying opportunities for improvement of a workplace system.</li> </ul>
Understand	<b>HTM 2.3</b>	<p><b>Illustration: how organizational structure impacts customer service and satisfaction.</b></p> <p><i>Example:</i></p> <ul style="list-style-type: none"> <li>• Use the problem-solving process to solve a customer service scenario.</li> <li>• Develop a flow-chart that illustrates all of the workers and areas involved in customer service.</li> <li>• Compare and contrast the front end and the back end of a restaurant.</li> </ul>
<b>Indicator #3: Analyze employer/employee relations.</b>		
Understand	<b>HTM 3.1</b>	<p><b>Description: skills needed to build effective working relationships.</b></p> <p><i>Example:</i></p> <ul style="list-style-type: none"> <li>• Interview managers and workers about effective relationship skills on the job.</li> <li>• Develop a checklist for positive working relationships.</li> <li>• Write a description of a manager who promotes effective working relationships.</li> </ul>
Understand	<b>HTM 3.2</b>	<p><b>Summarization: leadership and teamwork qualities necessary to successful organizations.</b></p> <p><i>Example:</i></p> <ul style="list-style-type: none"> <li>• Describe techniques a effective leader uses to motivate workers.</li> <li>• Role-play types of leadership styles.</li> <li>• Create a presentation to illustrate how to minimize staff turnover.</li> <li>• Write a character sketch for an effective leader.</li> <li>• Respond to a case study of Effective/ineffective leaders.</li> </ul>
Apply	<b>HTM 3.3</b>	<p><b>Conflict management to workplace situations.</b></p> <p><i>Example:</i></p> <ul style="list-style-type: none"> <li>• Brainstorm sources of conflict in the workplace.</li> <li>• Research steps of conflict resolution.</li> <li>• Write a skit to illustrate how to include stakeholders in a problem-solving situation.</li> <li>• Role-play the process of conflict resolution.</li> <li>• Design a plan used to follow up on the</li> </ul>

	implementation of conflict management solutions.	
<b>Indicator #4: Examine business procedures.</b>		
Understand	<b>HTM 4.1</b>	<p><b>Examine budgeting skills necessary in maintaining fiscal responsibility.</b></p> <p><i>Example:</i></p> <ul style="list-style-type: none"> <li>• Prepare an Excel spreadsheet to illustrate expense and income sources for hospitality and tourism sectors.</li> <li>• Discuss budget concerns with management personnel.</li> <li>• Use case studies to analyze the effect of current issues on organization's budget.</li> </ul>
Understand	<b>HTM 4.2</b>	<p><b>Summarization procedures used in various emergency situations.</b></p> <p><i>Example:</i></p> <ul style="list-style-type: none"> <li>• Collect and discuss news articles regarding current safety and security issues.</li> <li>• Role-play steps needed for medical emergencies.</li> <li>• Discuss resources for addressing crime, accidents and environmental issues.</li> </ul>
Analyze	<b>HTM 4.3</b>	<p><b>Examination security measures needed to ensure safety in the workplace.</b></p> <p><i>Example:</i></p> <ul style="list-style-type: none"> <li>• Invite security personnel to discuss safety and security measures.</li> <li>• Prepare a video-taped demonstration to explain locking systems to guests/customers.</li> <li>• Brainstorm security system features.</li> <li>• Describe ways to use lighting to increase security.</li> <li>• Prepare a presentation for employees to inform them about safety regulations and practices.</li> </ul>
Understand	<b>HTM 4.4</b>	<p><b>Identification ethical and legal responsibilities that apply to various positions within the organization.</b></p> <p><i>Example:</i></p> <ul style="list-style-type: none"> <li>• Research legal responsibilities of employees and write a paper.</li> <li>• Interview managers regarding laws and regulations that define responsibilities of businesses related to health, safety, environmental, and employment laws and regulations.</li> <li>• Compose and discuss a scenario dealing with</li> </ul>

	<p>professional and workplace ethics.</p> <ul style="list-style-type: none"> <li>• Review workplace handbooks and use class discussion to share information.</li> <li>• Prepare a handbook with rules for a student-designed business.</li> </ul>
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**Job in Hospitality Industry:**

The primary positions hired for by employers in the Hospitality industry are service jobs. These include Housekeepers, Guest Services, Valet, Bellhops, Front Desk Clerks, Laundry Attendants, Maintenance Engineers, Room Service Servers, Cooks and Kitchen Workers. There are also significant numbers of management and administrative jobs, though they are more numerous at larger properties than at smaller ones. These positions include General Manager, Assistant General Manager, Director of Human Resources, Director of Food & Beverage (F&B), Executive Chef, Controller, Front Office Manager, Front Desk Supervisor, Executive Housekeeper, Chief Engineer, Accountant and Night Auditor.

**Organizational Structure of a Hotel Staff**

Some properties have all of the departments and staff listed, while others do not. For example, a large property with three restaurants is certain to have an executive chef while a smaller motel property with no food services probably doesn't even have a Food and Beverage (F&B) department.

Each property will have a General Manager (GM) who is responsible for the overall operation of the facility. At smaller properties, the GM will normally be the decision maker with regards to recruitment advertising. At larger properties, the Human Resources Director is normally the decision maker. At still other properties, the Controller might be the one making the decisions.

Hotel jobs can range from seasonal to full-time employment. The hotel industry is a service industry and is often considered as a benchmark of economic health because it reflects disposable income and discretionary spending by consumers. The hotel industry is also very much demand driven, and demand can vary greatly. In tough times, the industry sheds staff rapidly. This is mainly to offset overheads and running costs. The upside is that the industry also hires just as quickly in peak demand periods. Experienced people in the industry follow the market trends, and plan their career moves to match the demand for employment.

### **Careers in the hotel industry: Overview**

Career progression at all levels in the hotel industry is based on job mobility as much as promotion. Unlike other industries, the traditional corporate chain of organizational promotions is uncommon in the hotel industry. Only the major hotel chains have this structure, and even so the upper levels of the corporations are relatively small. Senior staff and managers, being at the top of the industry, move according to salary opportunities.

This organizational structure also applies to other career prospects in the industry. Hotels tend to be local operations by nature, and opportunities for employment at all levels are only occasional in each hotel. However, one of the great advantages of working in the hotel industry is that job skills are very portable. Experienced staff can rely on their skills to find employment. Kitchen staff, bar staff and room staff can move around the industry easily.

### **Hotel business models and jobs**

The high overhead and economics of the industry have produced a business model which is much friendlier as an employer than the old style hotels. This is a class of modern budget hotel which targets middle demographic customers. These are nothing like the notorious budget hotels of the past. They're a much more advanced type of hotel which operates in conjunction with the tourist industry, does its bookings on the net, and caters to the cut price market. Their standards of accommodation are excellent by industry standards, and relatively cheap, in some cases 20% of the big hotels. These hotels can operate in the middle of major cities, with the costs of those locations, and be solidly booked year round.

These hotels have made big inroads on the industry simply because they provide both high quality and savings. Not surprisingly, experienced hotel industry staffs were quick to gravitate to a successful business mode. This trend continues as more new operators move in, having the additional advantage of not having commitments to expensive or high cost operations. The new business models are reworking the entire concept of the hotel business. That's excellent news for hotel staff at all levels and the industry itself. The net effect is a redistribution of the workforce, in many cases into better jobs with better working conditions.

The management positions of hospitality are handling administrative works, staffing and operational activities for the designated hotel or restaurant which provides hospitality. Food service managers in the restaurant or in the hotel are responsible for hiring the candidate, training, and supervision of workers in food and drink. Corporate world is the main client of the hospitality industry. Facilities food and service managers are responsible for all the work for supply and vendor management, record keeping, and for onsite crisis resolution. In hotel and facilities the hospitality managers will manage hiring and supervising the workers. They also look after the front side of the activities of the hotel. They are also responsible for

kitchen, housekeeping, and dining areas. These managers are also responsible and they also spend time in planning sales and publicity and in developing events. For the consideration of hospitality management you have to complete the college program or a bachelor degree. You should be specialized in hospitality management and in culinary arts. You have to spend time for two to four years to finish this course. The candidate, who has the four-year degree in liberal arts, will be hired as assistant managers or as management trainee. In the United States there are 150 universities providing the hospitality management. Hotel and travel management are expected to provide more jobs to the people who are looking for hospitality management jobs. Even at the time of recession the hospitality industry has leisure, travel and accommodations market to serve people.

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