



OPERATIONS MANAGEMENT

IN THE HOSPITALITY INDUSTRY

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Operations Management in the Hospitality Industry

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Preface

Welcome to the first edition of *Operations Management in the Hospitality Industry*. This introductory textbook provides students with fundamental techniques and tools for analyzing and improving operational capabilities within any hospitality organization.

Understanding hospitality operations is not easy. Services are intangible, highly variable, not transportable, and perishable. In addition, hotels, restaurants, and similar experiences involve more customer touchpoints and are significantly less productive than manufacturing sectors – and even other service industries like retail and professional services. As a result, hospitality operations often require specialized analytical frameworks and tools.

Traditionally, hospitality management programs have offered hotel and restaurant operations courses. These courses focus on industry-specific techniques for managing the service operations of a facility (i.e., how a hotel is organized, how to use a restaurant point-of-sale information systems, etc.) instead of incorporating concepts and tools for general operations management (i.e., how to assess and improve quality, how to procure supplies, etc.).

Intense competition in a fast-paced global hospitality scene requires organizations to determine the best, most efficient ways to improve services in terms of cost, quality, and innovation. As the COVID-19 crisis unfolded globally, hospitality organizations across the world additionally proved that risk and crisis readiness are necessary for business continuity and managerial success.

To address these challenges, we perceive that hospitality operations courses are gradually transitioning into – or being supplemented with – more traditional operations management courses, with embedded applications spanning hotels, restaurants, cruise lines, casinos, and other experiential services. We foresee that these courses will become increasingly critical in the curricula of academic hospitality management programs, as well as in operations management education programs that want to offer exploratory courses specific to this exciting industry.

Our book introduces some critical decision areas in which hospitality managers are involved, in chapters written by an assemblage of leading scholars and seasoned professionals – industry experts alike. Fundamental quantitative analytical tools are highlighted to support decision making, as are key theories and frameworks for managerial success. The wide range of pedagogical features will accommodate a variety of teaching and learning styles. Our streamlined approach focuses on key concepts in order to leave room for additional content, such as

case studies, simulations, or other class activities. Further, each chapter of this textbook offers a self-contained view of a specific aspect of hospitality operations management, providing the greatest instructional flexibility.

We present this book and wish the reader – students, instructors, and industry practitioners alike – success with operations management in the hospitality industry.

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Dr. Michelle (Myongjee) Yoo