

# Hospitality and tourism: international industries experiencing common problems

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**Focuses on some international and generic issues of concern to the tourism and hospitality industries**

## Introduction

This review covers some 118 entries from the *International Journal of Hospitality Management (IJHM)* since 1989.

There are seven themes identified in the review which are categorized as issues relating to international locations and generic issues. The themes are presented in table form listing the author's, theme and the focus of the research (see Appendix): international tourism planning; the development and operation of hotels; Europe and the Single Market; planning issues and techniques; service improvement; finance and performance; and the psychology of management.

## International tourism planning

Tourism is an important international industry, generating welcome additional income for smaller countries, but needing to be carefully managed in an increasingly sophisticated market. The articles selected show the positive relationship between effective planning and successful national tourism, even for established tourism destinations. Countries new to tourism, however, need to consider the primary needs of discerning foreign visitors whose standards of living may differ from their own. In a study by Olokesusi[1] in Abeokuta in Nigeria, for example, tourists are encouraged to visit the densely populated town that is suffering from noise pollution, lack of telephones, unreliable water and electricity supplies. The recommendation is that physical infrastructure, facilities and security are a prerequisite for attracting foreign visitors to the area. Once established, tourism continues to present national government and hospitality operators with dilemmas concerning facilities which are difficult to reconcile. Such

a dilemma is shown in Gibbons and Fish's[2] analysis of international tourism in Indonesia where the small and densely populated island of Bali has become the primary tourist attraction. The pattern of growth in tourism is characterized by greater representation by lower-spending market segments whose average length of stay is only four days. The dilemma for Bali is to how to direct its marketing policy so as to meet its objectives, and to match hotel and recreation facilities to serve the market segment. Mexico is another country with a developed tourism industry which has planned effectively to maintain the comparative market attractiveness of its tourism. Faced with recent poor economic growth, political controversy and dire international debt, Mexico's international tourism plays an increasingly important part in contributing towards the country's gross national product. Fish and Gibbons[3] report the beneficial effects of periodic peso devaluation in Mexico in offsetting internal inflation and increasing tourism receipts. This strategy of manipulating currency devaluation has been successful in maintaining high levels of tourism volume that support the national economy (see Table I).

The message suggested by these articles is that tourism is an attractive and important industry for many small countries throughout the world. Continued success, however, depends on careful marketing planning in order to offer the international tourist benefits and facilities which compare favourably with competing tourism destinations.

## The development and operation of hotels

Many of the articles published in the *IJHM* originate from a variety of locations throughout the world, reinforcing the view that hospitality and tourism organizations are becoming truly international and the issues they face equally universal. The articles featured in this section reflect some of those problems, ranging from pre-opening development to key operational issues such as marketing

**Table I.** *International tourism planning*

Authors	Focus	Sub-theme
Gibbons and Fish[2]	Growth in Bali's international tourism and its effects on attracting both lower and higher spending tourists. Future policy in relation to the socio-economic objectives of the island	Tourism customer segmentation
Olokesusi[1]	An assessment of hotels in Abeokuta, Nigeria and its implications for tourists	Shortcomings of Nigerian infrastructure
Fish and Gibbons[3]	Assessment of the importance of tourism to Mexico in view of its falling market share, particularly since monetary devaluation	Tourism as a means of settling foreign debt
Slater and Cheung[4]	Assessment of residents' attitudes towards tourism in Hong Kong in the light of its position as a major tourist destination	Effects of high volume tourism
Bauer <i>et al.</i> [5]	The changing demand for hotel facilities in the Asia Pacific region	Comparative rating of hotel and service attributes

and safety. Kim and Olsen[6] emphasize the inter-relationship of development issues and suggest that "no organization can exist free of its external environment". They investigated the economic, sociocultural, political, technological and ecological factors which multinational hospitality chains should consider when contemplating expansion in newly industrialized countries in Asia. Scanning of the political domain is found to be particularly important as it is often the most volatile element in these areas (Table II).

Political upheavals have also affected the emerging development of hospitality in China and Yu's[9] article records the "devastating loss in international tourism as a result of political turmoil", in 1989[5]. International tourist arrivals decreased by almost one quarter while hotel beds continue to increase, resulting in a dramatic fall in hotel occupancy rates, especially in the major towns. Yu[9] suggests that co-ordinated planning is essential to the future success of China's hospitality industry with, for example, a central reservation system and systematic training programmes. Established hotels must also relate to their immediate environment by taking adequate precautions against fire, especially if they are situated in densely-populated urban areas. A study by Chow and Kot[7] of hotel fires in Hong Kong highlights estimated reports that up to 8,000 hotel fires worldwide may claim 10,000 lives annually. The authors were at pains to point out that the level of reported fires in Hong Kong hotels at the time of writing is small, but that the lessons of tragic past cases should influence future fire strategy. In particular, due emphasis should be placed on adequate fire awareness training for hotel managers and staff as well as the proper maintenance of fire protection systems.

The articles reviewed emphasize the need for hospitality firms, no matter where they are located, to be constantly aware of factors in the external domain that can have such a profound effect on levels of business and unit operations.

### Europe and the Single Market

The first issue of 1993 (Volume 12 Number 1) concentrates on the potential effects on hospitality and tourism sectors of the enactment of the Single European Market. At that time, many were excited at the new opportunities afforded by the lowering of European barriers (Table III), but Robinson and Mogendorff[15] argue that "some countries had not grasped the seriousness of the challenge that is presented to it by its declining share of global tourism receipts". They suggest that this lack of urgency should be replaced by a response from the sectors in terms of strategy, internal organization, and quality improvements if the traditional tourism market in Europe is to be successfully defended. Baum[18] points out that the sectors' human resources have an important part to play in this market defence. He suggests that increased tourism flows would be matched by greater labour mobility within the European Community resulting from enhanced education and training opportunities. Although central funding would concentrate on investment in peripheral regions of the community, labour mobility would flow in the reverse direction; that is from peripheral to core regions. The effects of this scenario would be local labour shortages in those poorer peripheral areas, which would also need to invest heavily in training to improve skill levels in line with those in other member states. Baum[18] argues for a strategic response to these important human resource issues.

**Table II.** *The development and operation of hotels*

Authors	Focus	Sub-theme
Chow and Kot[7]	A study of the fire risk of hotels in Hong Kong by carrying out a survey on the fireload, local design considerations and past records	Adequacy of safety and accident control
Falk and Pizam[8]	The significance of the US meetings market, projected growth in terms of revenue, occurrence and attendance	Variables which assist in obtaining meetings business
Yu[9]	Development of hotel structures in China	Need to systemize tourism in China
Chan[10]	Managerial roles of hotel pre-opening teams in developing countries such as China	Differences in Chinese work culture
Kim and Olsen[6]	A framework for the identification of political environmental issues faced by multinational hotel chains in newly industrialized countries in Asia	Importance of monitoring the political environment
Simons[11]	Resolving disputes in management contracts in Australia	Mediation as an alternative to litigation

**Table III.** *Europe and the Single Market*

Authors	Focus	Sub-theme
Hoffman and Schniederjans[12]	An international strategic management/goal programming model for structuring global expansion decisions in the hospitality industry of Eastern Europe	Use of technology to aid site location decisions
Smith[13]	Investigation of the specialized professional organizations in the European meetings industry	Increasing sophistication and competitive nature of this industry
Robinson[14]	Tourism and tourism policy in the European Community: an overview of the challenges it faces for the future	Problems such as mass tourism and the loss of global market share
Robinson and Mogendorff[15]	Assessment of the European tourism industry and its readiness for the Single Market in the light of Europe's declining share of global tourism receipts	Effects of cross-border mobility
Akehurst <i>et al.</i> [16]	Tourism policies in the European Community states and the link between clear central government strategy and tourism success	Trends towards self-financing tourism projects
Wanhill[17]	European regional development funds for the hospitality and tourism industries and the methodology of appraising projects for submission	The economies of this form of grand-in-aid
Baum[18]	Human resource concerns in European tourism which are important in retaining market share	Labour mobility in the Single Market
Lucas[19]	The Social Charter as an opportunity or threat to employment practice in the UK hospitality industry	Efficient employment of people in hospitality

A co-ordinated and strategic response is also advocated by Akehurst *et al.*[16] in a study which evaluates tourism policy in the European Community member states. The survey results show a clear link between coherent central government strategy through national tourist organizations (NTOs) in member states and success in attracting higher-spending international tourists. Although there is currently a heavy dependence on central government financing, the 1990s are likely to see NTOs being self-financing. The authors suggest that the European Commission should co-ordinate the efforts of

tourism in member states so as to develop national policies that clearly identify relevant problems and produce effective strategies to address them. This theme suggests that Europe should not be complacent about traditional tourism markets and that, although central planning bodies might provide co-ordinated support, member states should develop their own strategies to maximize tourism in their own countries. Fellow members are also in competition with each other for tourism revenue.

**Table IV.** *Planning issues and techniques*

Authors	Focus	Sub-theme
West and Olsen[20]	Environmental scanning, industry structure and strategy making: concepts and research in the hospitality industry	Planning in the restaurant industry
Gilbert and Kapur[21]	A study of contemporary strategic marketing planning and the hospitality industry through a comparison of strategic theory with practice from international hotel groups	Differences in hotels' strategic orientations
Jones[22]	The role of innovation in systems design to provide strategic competitive advantage for organizations. The need to understand and operate these systems efficiently over the long term	Improving productivity and efficiency
Dev and Brown[23]	Research investigating how the coalignment of an organization's task environment, business strategy and structure affects its performance	The relationship between environmental uncertainty and planning in the hotel sector
Quain <i>et al.</i> [24]	Using decision theory for strategic decision making in the convention industry	Techniques for attracting larger conventions
Tse[25]	An empirical analysis of the links between organizational structure and financial performance in the restaurant sector	Little "hard" research evidence in this area
Quain <i>et al.</i> [26]	Marketing decision making in the convention sector to determine the most important type of advertising medium used by the travellers in selecting a hotel	Using advertising for hotel selection between market segments
Gartrell[27]	Strategic partnerships for convention planning: the role of convention and visitor bureaux in convention management	Making convention events productive
Lucas and Jeffries[28]	The "demographic timebomb" and how some hospitality employers are responding to the potential challenge	The special problems which face the hospitality industry
Brotherton and Mooney[29]	Maximization of sales and profits using the technique of yield management in the profit-market configuration	Accommodation planning and budgeting
Reich[30]	Application of related economic theories to the emerging field of hospitality management	Optimal decision making for cost reduction

### Planning issues and techniques

The period since 1989 has been characterized by more difficult trading conditions in both hospitality and tourism sectors (Table IV). In 1989, the US restaurant sector in the USA experienced overcapacity and poor growth that particularly affected the performance of smaller operations. West and Olsen's[20] article of that year predicts greater difficulty in the operating environment of this sector and espouses systematic environmental scanning in order to monitor, and respond to, environmental changes[10]. West and Olsen note that the level of environmental scanning in the industry is unsophisticated and this is later supported by Gilbert and Kapur's[31] research into strategic marketing planning in the US hospitality industry. Their study shows that the four hospitality groups investigated follow very different planning processes in their attempts to gain inroads into the same market[11]. Interestingly, one group took a systematic and integrated approach to planning over the long term of ten years, while another group had no mechanism in place for long-term planning. The authors

comment on the polarity of approaches and suggest that further research is needed to link the success rates of each of these diverse approaches to business planning.

Hospitality planners were also concerned about the effects on marketing and employment of structural changes in the population of working age. The implication of this "demographic timebomb" for hospitality employers is studied by Lucas and Jeffries[28] who suggest that "the threats posed by the change in structure and the composition of the labour force can be turned into opportunities". In order to plan for this eventuality, the industry should develop a more systematic approach to manpower planning that is more anticipatory than reactive. The authors reject the view that the hospitality industry is lagging behind others in its planning, but recognize that it faces special problems. The articles reviewed suggest that there is a lack of systematic scanning of the environment by hospitality operators, and a diversity of approaches adopted. It would appear that more collaborative research is needed in this field to suggest ways in which hospitality firms

**Table V.** *Service improvement*

Authors	Focus	Sub-theme
Pavesic[31]	Quantitative and qualitative criteria in menu pricing and the role of psychological aspects of choice	The nature of the customer purchase decision
McCleary and Vosburgh[32]	An analysis of the value systems of food service managers and hospitality students, in order to improve communications and motivation	Differences in personal values in the fast-food industry
Brownell[33]	The role of effective communications strategies in managing the change process in services	Importance of listening skills by managers
Hsu <i>et al.</i> [34]	Restaurant managers' learning styles and their implications using the Kolb Inventory. The implications of convergent styles in management	Differences between unit and district-level managers
Gardner and Wood[35]	The role of theatricality in food service work in the expanding market niche of themed restaurants	Skills of service staff
Thomas and Thomas[36]	State regulation of the hospitality industry and the way in which units might influence local planning process	Hot food take-aways
Sparks and Callan[37]	Using the communication accommodation theory to investigate improving interpersonal communication in service encounters	Training of service staff
George and Tan[38]	A comparison of the importance of selected service-related factors as perceived by restaurant employees and managers	Service delivery quality and interpersonal relationships
Lennon and Mercer[39]	Service quality in practice: customer service in Scotland's tourist information centres	Service training and assessment

might further systemize their planning methods while enhancing the creativity of their people.

### Service improvement

Service improvement is a major concern for managers in the restaurant sector and it is linked with quality and customer satisfaction (Table V). This section features a cross-section of some of the articles which address the systems or the people involved in the provision of service delivery. McCleary and Vosburgh[32] suggest that interpersonal understanding and communication are at the heart of service improvement in the hospitality industry and that "understanding builds bridges". Their comparative study of the value systems of fast food service managers and hospitality students suggests differences in personal values which inhibit effective communication. They conclude that improved understanding of the way that employees' values change over time would be of assistance in addressing the enormous problems of recruitment and retention that face hospitality firms.

Understanding is linked with learning and Hsu *et al.*[34] contend that each person learns differently and displays a preferred learning method. They conducted a study of the learning styles of unit and district level managers using Kolb's Learning Style Inventory that identifies four

categories of learning styles: assimilators, divergers, accommodators and convergers. Both sets of managers exhibited a predominantly convergent style of learning; that is they learn best through "hands on" experiences. The study hypothesizes that an awareness of the learning styles of managers could assist in developing appropriate management development programmes. Managers with each type of learning style would benefit from instructional methods such as lecture, group discussion and self-instruction. The article by Gardner and Wood emphasizes the centrality of the server in the food service process and explores the role of theatricality in enhancing the meal experience. It is suggested that theatrical food styles in themed restaurants are becoming a growing market niche that relies on creating a physical atmosphere that is supported by, often costumed, staff service "performance". Effective meal "staging" can create enjoyment for both staff and customers. It depends on three factors; the relationship between diner and server; use of social and technical skills; rituals and the environment of the operation. These articles suggest that people involved in the provision of food need to be open to new and innovative ideas to improve service delivery. This implies that managers should seek to create an organizational "atmosphere" which both supports product quality and enhances communication with employees and customers.

**Table VI.** *Finance and performance*

Authors	Focus	Sub-theme
Wanhill[40]	Matching pricing strategies and company objectives to arrive at an optimal solution for pricing in event catering	Catering contracting
Spengler and Uysal[41]	Considerations in the hotel taxation process	Effects of elastic and inelastic demand
Harris[42]	An approach to financial planning using computer spreadsheets	Profit planning
Nichols[43]	Sound financial management for successful meetings	Standardization of financial techniques
Damitio and Schmidgall[44]	A comparison of hospitality executives', educators' and students' views on the importance of accounting skills	Accounting training in hospitality education
Cranage and Andrew[45]	A comparison of time series and econometric models for forecasting restaurant sales	Benefits of systematic approaches over judgement
Fields and Kwansa[46]	Assessment of a technique called "pure-play" to calculate the cost of equity capital in the divisions of multi-divisional firms in the restaurant industry	Financial frameworks for multi-divisional firms
Jeffrey and Hubbard[47]	A model of hotel occupancy performance for monitoring and marketing in the hotel industry	Local and national factors affecting performance

### Finance and performance

The principles of judicious planning apply equally to business finance, and the articles in this section show some techniques and skills which may be of interest to managers in the hospitality industry (see Table VI). Harris's[42] article offers an example of the expanding role of technology in supporting the finance function. He proposes an approach to financial planning using computer spreadsheets and suggests that these spreadsheet models need not be large or complex, yet provide a powerful aid to management decision making. Spreadsheet design principles may be applied to financial planning and control situations such as cost-volume-profit analysis, food and beverage budgeting, flexible budgetary control, comparative analysis, stock control, credit management, cash forecasting, menu engineering, profit sensitivity analysis, pricing decisions and so on.

Jeffrey and Hubbard[47] explore the use of hotel occupancy as a primary indicator of performance and an aid to marketing planning. They contend[47] that "occupancy data has not been analysed with sufficient rigour, or at a sufficient level of ... desegregation to exploit its diagnostic potential". It is suggested that a more rigorous approach to occupancy analysis is a useful tool in achieving high occupancy rates. The model assists in the identification of the strengths and weaknesses of the hotel's performance in relation to similar units and narrows the search for solutions to marketing and investment decisions. The inference from this article is that more systematic analysis of important generators of income, such as accommodation, may lead to greater overall performance in hospitality organizations.

Damitio and Schmidgall's[44] 1991 survey of executives, educators and students in the hospitality field sought to measure the extent of agreement of the importance of accounting skills. Respondents were asked to rate the importance of 31 accounting skills using a Likert scale both at the beginning of employment and after three years in the industry. The research shows that "all three groups considered accounting skills to be important to lodging managers and that there is good agreement among the three groups as to the top 15 skills that ought to be emphasised in hospitality and accounting courses". The articles selected demonstrate the need for systematic financial analysis and suggest a positive relationship between analytical rigour and organizational performance. Financial analysis and decision making can be improved by the use of computer technology, but there appears to be a consensus of agreement between the hospitality industry and its education providers of the importance of accounting skills to its managers.

### The psychology of management

The practice of management is constantly developing, altering the nature of the demands placed on managers and skills which may be needed by them (see Table VII). This section considers some articles which address psychological trends, particularly the mental qualities and behaviour of managers in the hospitality industry. In 1989, Worsfold[48] investigated the personality profile of the hospitality manager with a view to developing selection techniques that could effectively predict management performance. His study suggests that personality is considered less important than other

**Table VII.** *The psychology of management*

Authors	Focus	Sub-theme
Worsfold[48]	A personality profile of the hospitality manager	Management selection techniques
Shortt[49]	Application of Mintzberg's managerial roles to work activities of hospitality managers in Northern Ireland	Role of hospitality managers and their work
Whitney[50]	Ethics in the hospitality industry; with a focus on hospitality managers	Stress caused by the conflict between ethics and business realities
Worsfold[51]	Leadership and managerial effectiveness in the hospitality industry	Leadership requirements in hospitality
Chitiris[52]	A study of the relationship between demographic differences and work motivation of managers in the hospitality industry	Hospitality managements and culture in Greece
Brymer <i>et al.</i> [53]	Managerial job stress in the hospitality industry	Stress prevention
Brownell[54]	Hospitality managers' communication practices	Differences in perception
Yamaguchi and Garey[55]	The relationship between central life interest of restaurant managers and their level of job satisfaction	Motivation and ambition of managers
Ghei and Nebel[56]	The successful manager and psychological androgyny: a conceptual and empirical investigation of hospitality executives	Ideal management behaviours and success

necessary attributes such as "assertiveness, independence, mental stamina and low levels of anxiety". In addition, he found that hotel managers were more venturesome, uninhibited and imaginative than managers in other industries. Interestingly, he found that female managers had higher scores for independence and tough poise than their male counterparts.

Goal-oriented management behaviour is also studied by Whitney[50] who considers the conflicts caused by the business realities of the 1990s. He identifies "ethical dissonance" as a source of stress; that is, mental discord in managers that arises from conflict in "what they believe" and "what they practice". Managers particularly at risk from "ethical burnout" are those with strong traditional orientation and relatively weaker career orientation. Whitney[50] suggests that excellent managers are marked by the maturity to "hold high ethical ground under fire" as they have the internal qualities to deal with confusing external phenomena. Solutions to this increasingly common and complex problem require holistic and long-term responses and are philosophical as well as operational in nature. Managerial job stress was also studied in 1991 by Brymer *et al.*[53] who attempt to link the relationships between perceived job stressors and experienced strain. The study contends that "managers in the hotel industry not only perceived their jobs to be stressful, but experienced numerous strains as a result of perceived stressors". Some suggestions were made for strain reduction based mostly on greater employee control over their work. These articles infer that, although managers in the hospitality

industry may possess positive psychological attributes, they perceive that their jobs are becoming more stressful. This increased stress may be caused by mental conflicts between perceptions and reality, all of which reinforce the view that the practice of management is becoming more difficult in the 1990s.

### Summary

This review has identified seven themes which exemplify some emerging issues of importance to the hospitality and tourism industries in recent years. The first three themes address issues facing organizations and governments in international locations. They show the wealth of new opportunities that exist for the tertiary sector in many parts of the world, but emphasize that these opportunities need to be carefully managed if they are to be sustained over the long term.

The last four themes addressed generic issues concerning planning, service, finance and management. A common message is that organizations should adopt a more planned and professional approach to managing operations in the 1990s if they are to achieve and maintain long-term success.

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### Further Reading

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**Appendix: Editor's summary table and thematic relationship diagram****Table A1.** *Hospitality and tourism: international industries experiencing common problems – themes, sub-themes and observations based on a review of 118 entries (1989-1994) in the International Journal of Hospitality Management*

Themes	Sub-themes	Observations
Theme 1: international tourist planning	Tourism customer segmentation; the infrastructure for tourism; tourism as a means of settling foreign debt; the impacts of high volume tourism; the demand for hotel facilities and the comparative rating of hotel service attributes	Tourism is an attractive and important industry for many small and developing nations. Commercial success depends on careful marketing planning so as to offer the international tourist an array of benefits and facilities which compare favourably with competing tourism destinations
Theme 2: the development and operation of hotels	The adequacy of accident and safety controls; market segments and the importance of the meetings segment; the role of hotels in tourism development; culture and the working environment; monitoring the hotel operating environment; hotels and management contracting	Stresses the impact of internal systems and procedures and the need to monitor continually events occurring in the external domain and assess the potential impact on business and unit level operation
Theme 3: Europe and the Single Market	The application of technology to assist with selecting sites for European expansion; the nature of competition in Europe; European tourism policy and the impact of mass tourism; the effects of cross-border mobility; self-financing tourism projects in Europe; (European regional development funding; labour mobility in the Single Market; the European Social Charter and employment issues	Europe cannot afford to be complacent about traditional tourism markets. Although European tourism policies provide co-ordination and support on planning and other matters, member states need to develop their own strategies too if they wish to maximize incoming tourism. This is partly because fellow EU members compete with one another for tourism revenue
Theme 4: planning issues and techniques	Planning in the US restaurant sector; strategic marketing planning; improving productivity and efficiency by innovations in systems design; strategy, structure and the hotel business environment; decision theory and its application to strategic decision making; organizational structure and financial performance in the US restaurant sector; the role of advertising in marketing decisions; strategic partnerships for convention planning; demographics and human resource planning; the application of yield management to accommodation planning and budgeting; economic modelling and decision making	The broad-ranging nature of the material reviewed in this theme area points to a lack of systematic planning, especially in relation to external analysis and the application of decision-making models and techniques to planning tasks and activities. Evidence suggests that more collaborative research is needed in these areas with the objective of enabling hospitality firms to systemize their planning effort and release more time for creative thinking and innovation
Theme 5: service improvement	Criteria for menu pricing and the role of psychological aspects of choice; the relative value systems of food service managers and students in the US fast-food sector; the role of the effective communication strategies in managing the change process; differences between the learning styles of restaurant managers; interpersonal skills and food service staff; interpersonal communication and the service encounter; quality, service delivery and interpersonal relationships; service training and assessment	If service standards are to improve, food service personnel need to be open to new and innovative ways of improving service delivery. The key implication of this is that managers should seek to create an organizational atmosphere which supports efforts to improve quality and enhances the nature of communications between employees and customers

*(Continued)*

Table A1.

Themes	Sub-themes	Observations
Theme 6: finance and performance	Matching pricing strategies and company objectives in contract catering; hotels and the factors affecting demand; profit planning; the application of financial techniques; the importance of accounting skills and its relevance to hospitality education; methods for forecasting restaurant sales; assessing the cost of equity capital; modelling hotel occupancy performance	Evidence shows that systematic financial analysis produces a number of positive outcomes, especially in terms of organizational performance. While computer technology can assist financial analysis and decision making, a consensus of opinion exists both in industry and education that hospitality managers need to be able to interpret financial data in order to derive benefits from investing in financial information systems
Theme 7: the psychology of management	Management selection techniques; the managerial roles and work activities of hospitality managers; business ethics; leadership and managerial effectiveness; motivational factors; stress prevention; managerial communications; the motives and ambitions of hospitality managers; managerial behaviour, success and effectiveness	While many experienced hospitality managers have enjoyed successful careers and seem well suited to the nature of the work involved, it is generally felt that managerial roles are becoming more stressful. Further collaborative research is needed to identify the reasons for this more precisely and to assess the implications for management education and development

Figure A1. Service performance and competitiveness

