

**Book Review**

**Introduction to Management in the Hospitality Industry**  
(By Clayton W. Barrows, Tom Powers, & Dennis R. Reynolds)

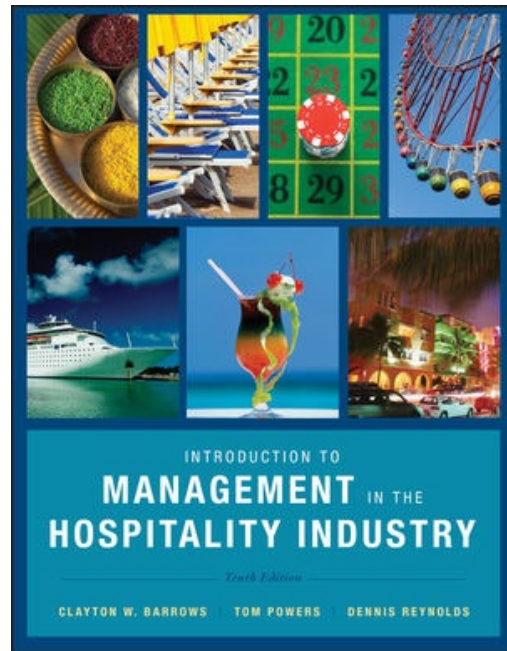
A Review by  
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**Title:** Introduction to Management in the Hospitality Industry (Tenth Edition)  
**Author:** Clayton W. Barrows, Tom Powers, & Dennis R. Reynolds  
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*Front Cover*

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The book "Introduction to Management in the Hospitality Industry" has been reprinted nine times prior to this edition, reflecting its significance in the field. Authored by Barrows, Powers, and Reynolds, the text is organized into six parts encompassing 21 chapters that address both operational and management perspectives. The authors are recognized experts in the hospitality industry and are affiliated with prestigious institutions such as the University of New Hampshire, the University of Guelph, and Washington State University. This comprehensive resource serves as a foundational guide for understanding the complexities of management within the hospitality sector. The authors begin by providing foundational knowledge for learners with limited familiarity with the hospitality industry, starting with essential definitions. They highlight that the characteristics of the hospitality and tourism sectors are marked by constant change. Factors such as worldwide recessionary conditions, globalization, a heightened focus on sustainability, and corporate responsibility contribute to this dynamic landscape. Consequently, the industry demands that future leaders in hospitality and tourism possess a comprehensive understanding of historical, contemporary, and emerging management practices to navigate these challenges effectively.

The initial section comprises two chapters that explore potential career paths within the hospitality industry for recent graduates. The authors aim to emphasize the significance of work

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in this field and the opportunities available for career development. They discuss the advantages of acquiring work experience and highlight various trends that are likely to influence the hospitality sector. Key trends identified include polarization in hospitality services, organizational dynamics, increasing competition, the role of service as a distinguishing factor, value consciousness among consumers, advancements in technology, the empowerment of employees, workforce diversity, and heightened concerns regarding security, food safety, sanitation, and sustainability. These factors are critical for students to consider and continually monitor as they prepare to enter the industry. The concluding chapter of this section addresses the importance of cultural diversity, both from the perspectives of customers and employees. The authors aim to foster a deeper understanding of this issue among students as they transition into their professional roles within the industry.

The second part consists of six chapters that delve into various aspects of the food service sector, which is a critical component of the hospitality industry. It begins with an examination of the restaurant business, providing comprehensive insights into its significance and the diverse types of restaurants that exist. The discussion extends beyond hotel restaurants to include establishments located in a variety of settings, thereby illustrating different management styles and approaches. This breadth of information equips students with essential management skills applicable across the industry. Additionally, this section addresses operational and management strategies, as well as the dynamics of working in a restaurant environment. It emphasizes marketing perspectives, particularly regarding competition within the business landscape. The inclusion of case studies and current trends serves to enhance students' understanding and application of theoretical concepts, fostering a more nuanced grasp of the food service industry.

Part three focuses on lodging within the hospitality industry, encompassing four chapters that explore various aspects of accommodations. This section addresses guest needs, the nature of hotels and lodging, the forces shaping the hotel business, and the competitive landscape within the lodging sector. The content provides a comprehensive overview of the development of the lodging industry, detailing the different types of hotels, the various categories of travelers, and the services provided. It further examines the structural characteristics of hotels, including the various departments integral to hotel operations. Additionally, this section offers insights into the economic factors and investment opportunities associated with the hotel business, a perspective often overlooked in similar texts. By incorporating these elements, part three enriches students' understanding of the complexities and dynamics of the lodging sector.

Part four focuses on the travel and tourism industry, providing a comprehensive overview of this vital sector. It begins by discussing the significance of tourism, highlighting current travel trends and the overall nature of the industry. Additionally, it includes an international perspective, offering case studies that allow students to compare various environments within the tourism sector. The section delves into the importance of destinations, examining market dynamics and the distinctions among different locations. It emphasizes that understanding a destination involves not only recognizing its prominent features but also considering less obvious aspects that may influence tourism. This multifaceted approach encourages students to think critically about the various elements that shape travel experiences and destination appeal.

Part five outlines essential management concepts and skills relevant to the hospitality industry, encompassing key perspectives such as managing, controlling, planning, organizing, staffing, and leadership. This section provides a thorough exploration of the principles and theories associated with these skills, emphasizing their necessity for management personnel to effectively oversee operations from the outset. Each topic is examined in detail, supported by diverse case studies and current trends that illustrate practical applications. Furthermore, this part offers strategies and techniques that management staff can employ to enhance their implementation efforts, ensuring that they manage business operations both correctly and efficiently. By equipping students with these foundational concepts, part five prepares them for the complexities of hospitality management.

The final part makes clear that the hospitality industry is fundamentally a service-oriented sector. It explores the unique characteristics and challenges inherent in this field, emphasizing the importance of service in driving business success. The authors provide a clear definition of the service industry and discuss various types of services, highlighting the critical role that both employees and customers play in the operation of the business. This section delves into the nuances of service delivery, offering detailed explanations and suggesting strategies for organizations to manage services effectively. Furthermore, it advocates for the establishment of sustainable practices, emphasizing the need for consistency and adherence to standards in service provision. By addressing these elements, the final part reinforces the significance of quality service in maintaining a competitive edge within the hospitality industry.

Overall, the book provides valuable insights for industry professionals, focusing on how to adapt and thrive in a constantly evolving service landscape. It serves as a foundational text for students and professionals seeking to understand the complexities of hospitality management. It outlines the various segments of the industry, including hotels, restaurants, events, and travel, providing a broad perspective on how these sectors interconnect (Walker, 2023). In regard to management principles, items such as planning, organizing, leading, and controlling are discussed, along with their specific applications within hospitality settings. The text emphasizes the significance of effective human resource management, practices, including recruitment, training, and employee engagement, which are crucial for maintaining high service standards (Kendricks, 2024). It explores marketing techniques tailored to the hospitality industry, focusing on proper marketing mix, guest relationship management, and digital marketing. Key financial principles relevant to hospitality, including budgeting, forecasting, and revenue management, are presented to equip managers with essential financial literacy (Nedzvedskiy, 2024). The book also addresses common operational issues, such as inventory management, quality control, and customer service, providing practical solutions and case studies. Finally, some emerging trends are provided along with current trends like sustainability, technology integration, and changing consumer preferences. These are analyzed to help readers understand the evolving landscape of the industry (Ogola et al., 2023).

After reviewing similar books from other scholars, it is evident that their overall topics and chapters remain consistent, while the ideas and case studies presented in this work differ significantly. This edition offers readers an invaluable opportunity to examine various writing styles and content details, which can enhance their learning experience. Additionally, the diverse perspectives provided by different authors allow learners to analyze and compare the

hospitality industry across various global contexts, enriching their understanding of the field. This comparative approach is particularly beneficial for fostering critical thinking and contextual awareness in hospitality studies.

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