

**A HISTORIC AND THEORETICAL FRAMEWORK OF TOURISM AND HOSPITALITY
MANAGEMENT: IMPLICATION FOR SIERRA LEONE'S EDUCATORS, PLANNERS AND
POLICY MAKERS**

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Abstract

This article has examined the development of tourism from a minority activity of the privileged societies, to an international, mass participation industry. Tourism has debatably, been one of the most significant social phenomena of the past two hundred years, and, in particular, the post-war era. International tourism arrivals, which are just one barometer of this phenomenon, have risen from just 25 million in 1950, to a figure that is forecast by some researchers to reach 600 million by the end of this millennium. Within the context of this process, tourism has moved from elite status to that of mass consumption status in the developed world. Little attention has been paid to the changing nature of employment and, in particular, the relationship between those providing the tourism services as employees in the industry, and the tourists themselves as consumers. This article also explored the imperative of the theory of tourism management, the nature of tourism and hospitality, and the integration of management of hospitality theories for educators, planners and policy makers.

Keywords: Tourism & Hospitality Management, Policy, Sierra Leone, Tourism

INTRODUCTION

The Historic Perspective of Tourism and Hospitality

The historic nature of tourism and hospitality is well documented in Western Europe although little is published about early travel in Africa and Asia (Baum, 1996). In the case of Europe, Romans for example, besides extensive and well-documented military tourism, used island locations, such as Capri, for leisure and recreation purposes, (Baum, 1996). However, the origins of modern mass tourism can be traced to rather more recent European development. Pompl and Lavery (1993), argued that it was in Europe, particularly in Great Britain, that the tourist industry was invented, refined and developed.

The grand tour as the antecedent of contemporary mass tourism is well documented by writers such as Tower (1985), Feiffer (1985), and Turner and Ash (1975). The 'grand tour' was originally a selective, primarily aristocratic prerogative, providing a classical educational journey from Britain to cover France, Italy, Switzerland, Germany and the Low Countries. The original conception of the grand tour and related journeying to fashionable resorts and spas during the eighteenth century was very much an extension of the normal pattern of aristocratic living. The aristocratic standard of living is reflected in the employment structure that existed in support of this form of travel at that time. Essentially, the rich and well bred travelled with all or part of their normal retinue of servants to places such as Bath, Weymouth or Deauville. Accompaniment on the 'grand tour' followed similar principles but took place on a rather more modest scale. It can be argued that the fundamental principle of social distance between tourists and those providing service was established through early tourist travel of this nature and then widely adopted in the mass expansion of international travel (Tower, 1985).

The popularisation of travel came, not surprisingly, with industrialisation and the growth of increasingly leisured middle classes. It also benefited greatly from enhanced transportation, particularly the growth of the railways. "Indeed, changes in the nature of travel, transportation and, most importantly, those participating in travel, meant that the average length of the grand tour fell from 40 months in the mid seventeenth century to just four months in 1830, the dawn of the railway era" (Tower 1985:310). By that time, some 150,000 Britons a year were visiting Europe.

The early growth of tourism was based on replication in that the new economically enfranchised middle classes adopted the same patterns of travel that had previously been developed by the aristocratic classes. They followed the route of the 'grand tour', but at a speed and on a scale that would have been impossible without the technology of the railways and the organisational and entrepreneurial skills of travel industry innovators such as Thomas Cook (Baum, 1996). Thomas Cook, indeed, pointed the way towards the industrialisation of tourism, its presentation as a consumer commodity available to all who could afford the time and cost. The packaging of the tourist's experience, which was a key feature of this process, implicitly gave recognition to the complexity of assembling the diverse components of tourism - a process beyond the expertise and time of most potential travellers, then as now. Work in tourism also became, eventually, much more industrialised in focus, to the cost of individual service, what Ritzer (1993: 67) has so eloquently described as the process of "McDonaldization". The rapid changes in the character of our social structure, leading to the changing phase in tourism and hospitality would require a subsequent change in the way managers are expected to do their work as the industry moves towards the next millennium.

Reference has been made to the process of replication and this is an important, if not universally accepted, feature of much tourism development over the past 200 years, moving us from exclusivity to mass participation. This process of replication can also be seen in terms of a consequential displacement effect and a simple model can be constructed to describe the process. The initial stage is one where the first contact between the tourism trendsetters, generally the affluent, and a specific destination is established. In the eighteenth and nineteenth centuries, this may have been Brighton, Nice or the Alps (Burkart and Medlik, 1981). This early phase relationship survives for a limited period of time, whereupon popularisation of the destination leads to the arrival of more and more imitators, generally seeking lower-cost alternatives in the same locale. Local provision develops to cater for this group through newer, lower-cost accommodation and related provisions (Baum, 1996).

Despite the slowing down of the growth in economic wealth of developed countries that generate tourist flows to developing countries including Sierra Leone, the world, and in consequence tourism, is in a period of rapid transition. Some nations are moving from an industrial society to a post-industrial one with changing life styles and values. The present desire to accumulate material possessions is also showing signs of lessening. There are also improvement in air transport and other modes of transport. Forecasts are continuously being revised and in spite of some constraints and setbacks, the world's political and economic atmosphere today seems better disposed to increase growth in the tourism sector at any time in history.

With the emphasis put on tourism development by the government, Sierra Leone stands to benefit from the current favourable global tourism trend, as the Western European market is showing signs of steady growth. The considerable North American market potentials will also begin to be tapped as soon as Airline services to the region are established.

With tourism still in the infancy in Sierra Leone, exploiting the international tourist industry can be a major long-term advantage. In adopting in planned and regulation development approach, Sierra Leone, by and large is still in a position to expand its tourism sector in a way which would emphasize on environmental conservation with a view to enhance the quality of the overall tourist products. This will no doubt, contribute substantially towards improving the standard of living and quality of life of her people.

The total value, in economic terms, of the new visitors may not be that much higher than the original group and the amount spent per head will be lower but, certainly, the environmental and social cost will be greater. The popularisation of the destination leads to its abandonment by its original group of visitors, who established the destination as a tourist resort in the first place. They, in turn, move elsewhere, frequently further afield or to relatively underdeveloped

tourist destinations. The process is repeated at both ends of the economic/social range. Continued development of the original desiccation and downward pressure on cost attracts visitors in large numbers and from groups previously unable to avail themselves of the resort for cost and access reasons. This popularisation will lead to the migration of those using the destination or resort to alternative locations, possibly those to which the original group of tourists moved earlier. This group then move on to new destinations and the process continues, in effect, in a continuous spiral of tourism development through imitation.

The drive for change comes from a combination of fashion, economic, lifestyle and technological factors which work together to provide tourism opportunities to an increasingly large proportion of the population. Steinecke (1993) calls this model one of "imitation - segregation" and Table 1 depicts his model at work over the past 300 or so years.

Table 1: Periods of Development of Tourism

PERIOD (CENTURY)	LANDED CLASSES	CLASS BOURGEOISIE	LOWER CLASS	CAUSES OF CHANGE
Seventeenth/Eighteenth	Grand Tour Spa	Grand Tour/educational journey		Growing Industrial Middle Class
Eighteenth/Early Nineteenth Mid-nineteenth	Seaside resort Mediterranean in Albinism	Spa Seaside resort Travel; paid holidays	Excursion train <i>Winter/Rhine</i> tour	Advent of railway (<i>domestic</i>)
Late nineteenth	Albinism/ Mediterranean in summer	Rhine tour/ Mediterranean in winter	Seaside resort (<i>domestic</i>)	
Early twentieth	World Tour	Albinism/ Mediterranean in summer	Spa (<i>domestic</i>)	Early impact of the motor car on leisure travel
Mid-twentieth	Multiple vacations (<i>domestic and international</i>)	Long-haul destinations	Holiday camps Mediterranean in <i>summer</i> ; social tourism	Jet airline Transport; Reductions in travel formalities/ restrictions
Late twentieth	Multiple, activity-linked vacations, long and short-haul		Long-haul sun destinations	Jumbo jet travel
Twenty-first	<i>Increasingly blurred destinations between three groups within developed countries as discussed above?</i>			

Source: Steinecke (1993)

The model is defined in fairly crude class terms – although this may be debatable - and, through the additions in italics, Steinecke's model is extended in both temporal and explanatory terms. The extended version of Steinecke's model is useful in understanding aspects of the popularisation of tourism in Western Europe and United States America over the past 200 years. It is particularly attractive for a tourism development model and policy for Sierra Leone now trying to build its tourism sector about fifteen years after the civil war. Sierra Leone, the only country in the sub-region classified as a top 10 tourist destination for 2009 by Lonely Planet as a small, beautiful country with a varied and impressive landscape of white sand and golden beaches with dramatic tropical backdrops on the elbow of Africa, on the west coast of the continent.

The country got its rather poetic name from the Portuguese ship captain, Pedro da Sintra, who sailed southwards down the coast of West Africa and saw the long range of mountains of what is now the Freetown peninsula, which he called Sierra Lyoa, meaning lion mountains. In the sixteenth century an English sailor changed the name to Sierraliona; which later became Sierra Leone.

Only a three-hour flight away the major regional market of Lagos, a six-hour flight from London and Brussels, and eight-hour flight from the United States, Sierra Leone is described by visitors, and its people as a lush tropical paradise with a unique cultural heritage, un-spoilt natural landscapes characterize by exotic flora and fauna.

Coast line of white clean sandy beaches stretches over 360 kilo meters starting from the peninsular in Freetown along the Atlantic Ocean, down to the interior of the country. Sierra Leone is an emerging Tourism Market with a lot of investment opportunities. Tourism in Sierra Leone, as in other developing countries, has become the most dynamic and fastest growing industry. It is an aggregate of many different industries and services, and is influenced by almost every facet of society.

Many governments in developing countries including Sierra Leone expect economic and social benefits from tourism development such as: -

- foreign exchange earnings
- the development of areas with no other immediate possibilities of expanding economic activity
- creation of employment opportunities
- a boost for the local production of the goods and services consumed by the tourists
- more tax revenue for the State
- the integration of national cultures and societies and safeguarding of the national cultural identity from foreign culture influences

- reasonable returns on investment in the sector
- the promotion of the true image of the country to attract holidaymakers and foreign entrepreneurs as part of the drive to step up international political and economic cooperation
- encouraging fair distribution of national income and creating new markets for consumer goods
- providing additional infrastructure and amenities that will encourage and support the tourist industry as well as benefit local and national interests

It is in pursuit of these benefits that the government of Sierra Leone had identified tourism as a priority sector for development – thus tourism has now become the largest contributor to the economy of Sierra Leone after mining and agriculture.

According to the United Nations World Tourism Organisation (UNWTO) Barometer (2010), Global Tourism is currently generating US1.2 trillion in foreign currency receipts on the basis of about 940 million global tourist arrivals. In Sierra Leone the sector is contributing 1.8% to GDP and generates close to a ten dollars in revenue. The policy at hand seeks to ensure tourism plays an increasing role in economic development and ensure that by 2015 the sector contributes about 5% to GDP. The distribution between hotels and restaurant sector has seen a rapid growth of 5.3% in 2011, being higher than the growth of 0.5 in 2010. It should be noted that this can be attributed to growth in both the distribution and the appreciation of the tourism subsectors. Success from the aggressive marketing efforts by Sierra Leone Tourism Authority (SLTA) including the re-branding of the destination – coupled with the self-evident reduction of internal political disharmony over the last 5 years, have seen the tourism sector continue to improve in its performance. Besides international tourism, the increased disposable income among the local residents has also seen an increase in domestic tourism throughout the country.

Policy makers and planners should be made aware of the great impact of tourism activities on the environment and the rapid damage an uncontrolled tourism development can cause to the environment. The government of Sierra Leone is very conscious of the importance of the conservation and protection of the environment in the development of the tourism resources. In this vein, government adopted a policy of developing Sierra Leone as middle and up market destination and to ensure that the environment is maintained in a condition, which corresponds to the needs of the tourists, the local habitants and to national objectives.

The historical development of the tourism and hospitality industry, especially the profit sector, is unavoidably linked with the development of transportation, economic prosperity, the

general development of tourism destination and the total product. The location of industry and trade and the expansion of the highway networks in most developing countries have created a demand for accommodation, food and drink, especially for business travellers. The growth in the number of package holidays, since their beginning in the 1960's, has meant that more people have stayed in hotels and this trend is expected to continue well into this millennium.

THE SIGNIFICANCE OF TOURISM AND HOSPITALITY

Tourism and hospitality plays a significance role in the growth and job creation across the economy. Tourism and hospitality are woven into the fabric of domestic and international commerce through travellers' actions and consumption patterns. The components of tourism such as transport, catering, accommodation, entertainment and travel services are closely linked to other industries and are a catalyst for their goods and services. The size, scope, growth and dynamism of tourism and hospitality should be taken into account in broad government policy decisions in such areas as employment, infrastructure, budget, national and regional development, trade, environment and social regeneration.

Governments that recognise the real value of tourism and hospitality and make it a major part of its millennium strategic policy issue will be positioned to capitalise on the industry's social and job creation potential. Middle Eastern governments were asked to make travel and tourism a key strategic development industry in support of the peace process by the president of the World Travel & Tourism Council (WTTC) (Lipman, 1995). During the first Arabian travel market in May 1996; Lipman (1996) called on governments and the private sector to support travel and tourism in the region to help build economic ties.

According to Lipman (1995:214), with peace, travel and tourism can give a huge lift to the economies of the region. It will generate wealth and investment faster than any other industry. The WTTC estimated that, during the next ten year period, between one and two million new jobs and US\$100 billion to US\$470 billion of new Gross Domestic Product (GDP) can be generated across the economies of the Middle East, through dynamic tourism growth. Capital investment in travel and tourism facilities, which include hotels, airports and roads, is forecast to grow at more than twice the world average (Lipman, 1995).

As modern tourism and hospitality develops, the industry overshadows even the world's biggest trade in oil and arms. Today it enjoys an undisputed position as the world's foremost industry, whose field of influence infiltrates every possible area of economic activity. In 1995 we witnessed global arrivals of approximately 569 million, thus creating a wealth of US\$372 billion (excluding international transport, estimated at US\$60 billion) (Singh, 1997). Since hospitality and tourism enterprises capitalise heavily on manpower resources, it has also established itself

as the largest generator of jobs providing both direct and indirect employment for more than 212 million for one in every nine workers, world-wide (Lipman, 1995). As the population of Sierra Leone is growing steadily, this is particularly important, as tourism is known to create relatively more jobs for semi-skilled and unskilled workers when compared to job requirements in other export industries.

Statistical information on trends in tourism indicates that the tourism and hospitality is the fastest growing industry. Forecasts for this millennium project a doubling increase in tourist traffic in the coming 15-20 years, from 661 million in 2000 to 937 million in 2010 (WTO News, 1995). The WTTC predicts that in the decade following 2005, it will add one job every 2.5 seconds and create approximately 125 million new direct and indirect jobs, thereby accounting for 350 million jobs.

Geographically, international tourism and hospitality grew faster in developing countries in terms of arrivals and receipts, reflecting in 1995, the emergence of new destinations in places like South Africa. East Asia and the Pacific regions occupy the lead position in growth records (Waters, 1996). These indicators suggest the continued growth for the industry, especially for the developing countries, well into this millennium.

THE MANAGEMENT THEORIES IN TOURISM AND HOSPITALITY DOMAIN

This section attempts to discuss the foundation of modern management theories. The researcher has chosen to look specifically at strategic management and motivation theories. There have been many changes since the foundations were laid thousands of years ago, and many striking changes have taken place (Appleby, 1991). These theories are addressed in relation to the tourism and hospitality industry.

Management has been practised for thousands of years and early and modern civilisations that rose to prominence and power employed management tools and techniques effectively. The Egyptians and the Greeks provide representative examples. The Egyptians are best known for their construction of the pyramids, a massive engineering and management feat. The Greeks also had a working knowledge of effective management practices. For example, they were aware that using uniform methods at a set work tempo could attain maximum work output most easily. They found the principle of effective management practice to be especially true in the case of monotonous, repetitive, or difficult tasks, and they set the pace with music (Appleby, 1991). The latter approach is still used today, in companies that pipe soft music into their work surroundings to make the environment more pleasant, especially at the hotel front office and restaurants. Tourism and hospitality managers in this millennium will have to find ways of mixing business with pleasure in a more acceptable way (De Kadt, 1979).

Strategic management theory

To say that strategic management is the management of the process of strategic decision-making is not sufficient. This view fails to take into account a number of important issues both in the general management of an organisation and in the area of tourism and hospitality which is the focus of this article. First it should be pointed out that the nature of strategic management is different from other aspects of management (Johnson and Scholes, 1993). Strategic management is considered by Armstrong (1993), as a visionary management, concerned with creating and conceptualising ideas of where the organisation is going. However, it must be translatable into empirical management, which decides how, in practice, it is going to get there (Armstrong, 1993).

While this article examines historic and theoretical perspective of tourism and hospitality management we will be forced to apply the principles of strategic management and creates an approach which people can share and that which will guide their decisions and actions. The focus is on identifying the organisation's mission and goals, but attention is also concentrated on the resource base required to create value. Managers who think strategically will have a broad and long-term view of where they are going. Their main responsibilities are, firstly, to plan and allocate resources in order to exploit opportunities that present themselves in the environment, and secondly, to manage, implement, and control the activities of the organisation in order to achieve its objectives.

Theories of motivation

The word motivation originates from the Latin word "movere", which means to move. The term is currently used to mean *to induce people to action* by means of incentives or rewards. This process is often generated through an external action such as offering someone more money to do more work. People are driven or motivated towards an objective only if they feel it is in their own best personal interests (Cavanaugh, 1984). There are three basic ingredients in motivation. They are best described as the motivation formula, which states that motivation is a function of ability, effort and desire.

The best known "needs approach" to the study of motivation is that of Maslow (1943:370). His theory is based principally on his clinical experience (cited in Appleby, 1991). Maslow's need theory holds that an individual strives for need-satisfaction at a particular level. When needs at one level are basically satisfied, they no longer serve as motivators, and the individual moves on to the next level in the hierarchy. Here, the priority needs (physiological needs, safety needs and social needs) of hotel receptionists were measured and the model proved to be highly reliable. When tested on young hotel managers, it was found that changes

in managers' needs were attributed to the developing career concerns and not to the desire for the need satisfaction that Maslow described.

Wahab and Birdwell (1973) made a comprehensive review of other motivation theories and found no support for Maslow's contention that satisfaction at one level led to activation of the next highest level. In addition, they found two primary clusters of needs, not five. The conclusion one can draw from this research is that, while Maslow's theory may give some insights into motivation, its value is limited. For example, the link between needs and motivation at work is not very clear and well established. It is not exactly clear also how many levels of needs each person has or whether everyone is motivated by all of these need levels.

CURRENT TOURISM AND HOSPITALITY POLICIES

Managers attach the same importance to strategies as governments attach to policy. Policy provides guidelines for the various actions of the government. Policy can be defined as an overall set of guidelines (Doswell, 1997:22). Policies and strategies are the basis for planning domestic and international tourism and hospitality. In this regard, industrial countries, especially in North America and Western Europe, have several common characteristics. Some of these characteristics include,

- Together, they represent a very large percentage of international tourism, approximately 70 percent.
- They are both main generating countries and main receptor countries of international tourism.

International tourism is largely within the private sector although national administrations play an important role. The influence of the public sector is diminishing. Usually, private and public sector actions are co-ordinated in flexible agreements or budgetary incentives. The responsibilities for formulating tourism policies and strategies in most countries rest in the hands of a body bearing such name like the Sierra Leone Tourism Authority (SLTA), in the case of Sierra Leone. National Public Sector Tourism Organisations are responsible for the organisation, development and operation of a country's tourism industry. They organise tourism promotion at a national level, control the activities of all tourism sectors and provide national co-ordination for regional development. A more centralised system has a Ministry of Tourism, where the national tourism policies and strategies are developed and filtered through to provincial or local governments. In this millennium, when the demand for tourism increases and competition intensifies, we will see more pressure being placed on the central system to promote tourism in the West African region extensively on the global market.

The responsibilities of the national tourism organisations as mandated by WTO (1979:45):

- to represent the government's tourism interests on an international scale,
- to negotiate bilateral and multilateral agreements with the objective of increasing tourism flows between participating states,
- to organise joint marketing studies of tourism markets; to optimise tourism sites and well-known national resources,
- to encourage technical and financial co-operation
- To support reciprocal relaxation of customs, police and monetary regulation and to carry out technological transfers (for instance, in hotels, winter sports resort equipment).

In the context of Sierra Leone tourism, the activity of promoting Sierra Leone as a desirable destination should be a major policy focus and should attract investment by the national government in order to remove negative publicity. Individual government at provincial and at local levels should make sure that efforts by the national government to promote tourism at an international level are assisted by campaigns that:

- create safe and conducive tourist destinations,
- organise tourism services on a national and an international scale,
- plan and develop tourism (formulating a tourism development plan), and
- Regulate and control enterprises involved in tourism (regulations and legislation in the hotel trade, classification of hotels and restaurants, inspections and the issue of operating licences).

International tourism makes a major contribution to the total Gross National Product (GNP) of the national economic and general employment. Therefore, it is imperative that whatever planning, regulations and control that are put into place should cater more for our international visitors, so that when they return home they carry with them positive impressions in order to counteract any negative publicity by international press. Word-of-mouth advertising is more powerful than media advertising (Buttle, 1986:300). Any publicity should cover the following:

- to publish statistics, surveys, studies and market research (opinion polls, consumer behaviour studies),
- to promote the destination in other countries (establishing tourist offices abroad to provide information and promotion; the publication of brochures, leaflets, guides and specific tourism information),
- to promote the destination domestically (publicity campaigns in the press, on the radio and on television),

- to initiate actions to relax, simplify or eliminate customs and border police controls,
- to create structures to welcome visitors and provide tourist information (special police units have been set up in nineteen countries specifically to help domestic and international visitors),
- to preserve, protect and utilise cultural tourism resources and those unique to the country's heritage (monuments, historic sites, cultural and artistic conservation campaigns),
- To protect the environment (setting up campaigns to protect nature, creating national parks and protecting nature reserves).

The promotion of sustainable and ecotourism of Sierra Leone, its culture and heritage, should be a priority by the national government at local and international level as these aspects of tourism are becoming very popular now and in this millennium for tourist seeking alternative tourism. In order for the national tourism organisations in various countries to carry out their responsibilities successfully, the necessary powers and resources in terms of personnel and budgetary must be made available to them. A national tourism and hospitality policy is expected to include the following:

- Development of tourism in a balanced and sustainable manner which is in harmony with the country's economic and social goals, and according to the national priorities as set from time to time.
- Creation of employment, to generate income, foreign exchange earnings and government revenues, and to stimulate regional development.
- Encouragement of local entrepreneurship, with linkages established to stimulate the economic growth of other sectors.
- Securing foreign investment when it contributes towards the country's tourism development plan and conforms to the regulations and controls established.
- Using tourism to conserve the uniqueness of the country's heritage, its history, its culture, and way of life.
- Using tourism to stimulate the expression of all forms of contemporary culture, through a wide range of events, festivals and other activities.
- Development of tourism to help to conserve and protect the physical environment, enhancing the use of sites and attractions.

If tourism is expected to make any meaningful contribution to the general economy and the well being of Sierra Leone, it must be integrated into provincial and local level development

programmes. As tourism is set to be the industry of the future, it should receive greater attention in terms of investment from both the public and the private sector. The investment should be directed at roads, transportation and the general infrastructure. It is wonderful to create sustainable tourism development, especially that which takes into account the needs of the local community. Any development that undermines the social and economic goals of the nation, such as building hotels in the community that do not create employment for the locals would be counterproductive.

All National Governments should provide guidelines for tourism development in every country such as:

- Develop tourism facilities only in areas judged appropriate, in accordance with zoning and land use control.
- Permit tourism infrastructure, facilities, services and attractions to be enjoyed by the resident population and visitors alike. In this way, to ensure that the development of tourism contributes to the quality of life of local residents as well as visitors.
- To keep various components of the tourism product in balance in both quality and capacity, for example, infrastructure and the environment, accommodation and transportation, attractions and services etc.
- To develop strategies to attract only the quantity and types of visitors that are able to contribute most readily to the values outlined in the statement of policy.
- To promote the development of appropriate training facilities and programmes, to both maximise employment opportunities and achieve the desired standards of quality.
- To co-ordinate all public and private sector agencies, organisations and interests, involved with tourism.
- To keep the general public informed about the growth of tourism, explaining its development and its contribution to the country's social, cultural, political and economic well being.
- To also explain to the general public how it can help and support the development of both international and domestic tourism.
- The policy to develop tourism facilities in areas judged to be suitable or appropriate would mean that the so-called unsuitable areas would be deprived of the benefits that tourism brings to the community such as employment and a higher standard of living.

It should be noted that these policies, though general in nature, nevertheless, can fit into any tourism programme and can be recommended for subsequent tourism and hospitality planning, development and promotion well into the future.

THE INTEGRATION OF MANAGEMENT, TOURISM AND HOSPITALITY THEORIES

Studies of managerial work in the tourism and hospitality industry have tended to follow the general pattern of the field, in terms of attempting to identify the activities and characteristics of managerial work in the industry, the functions of managers, and the context within which managerial work occurs and how theories have made it possible to better understand management functions. In this section, the integration of management and theories in the context of tourism and hospitality is examined in order to prepare tourism and hospitality managers of the futuristic industry and its associated products.

In recent years the growth of tourism has been accompanied by increasing volumes of research in an attempt to define, understand, develop, new concepts, theories and better management principles. Forecasting the future of tourism and assessing its impacts and significance have been important to researchers too.

Tourism management has been approached via many theories, for example, the managerial wheel (Hales and Nightingale, 1986), managerial work and behaviour (Stewart, 1982), and agenda setting and network building (Kotter, 1982), yet there has never been one acceptable method of approaching the subject. The following are some of the various methods that have been used:

Institutional Method

The institutional method to the study of tourism looks at the various intermediaries and institutions that perform tourism activities. It emphasises institutions such as the travel agencies. This method requires an investigation of the organisation, operating systems, problems, costs, and economic place of travel agents who act on behalf of the customer, purchasing services from airlines, car rental companies, hotels, and many more (Knowles, 1998).

Historical Method

The historical method is not widely used. It involves an analysis of tourism activities and institutions from an evolutionary perspective. It looks for the cause of innovations, their growth or decline, and shift in interest. Because mass tourism is a fairly recent phenomenon, this method has limited usefulness (Butler, 1980).

Product Method

The product method involves the study of various tourism products and how they are produced, marketed, and consumed. For example, one might study an airline seat - how it is created, the people who are engaged in buying and selling it, how it is financed, how it is advertised, and so

on. Replicating this procedure for rental cars, hotel rooms, meals and other tourist services gives a full picture of the tourism industry. Unfortunately, the product method tends to be time consuming; it does not allow the many practitioners to grasp the fundamentals of tourism quickly (Doswell, 1997).

Managerial Method

The managerial method is business oriented in that it is seen from a microeconomics perspective, and tends to focus on the management activities necessary to operate a tourist enterprise, such as planning, research, pricing, advertising, control, and the like. The managerial method also offers a relevant conceptualisation of the different approaches to understanding strategy and provides a critical insight into the strengths and weaknesses of each perspective (Evans et al 2003).

It is a popular method, using insights gleaned from other methods and disciplines. Although a major focus of this study centred on managerial approach, other perspectives are integrated in the study. The emphasis on management in this study is because management is trusted with an important responsibility of integrating the other approaches to tourism in order to achieve the industry's objectives. Products change, institutions change, society changes, and this means that managerial objectives and procedures must be geared to change to meet shifts in the tourism environment (Mullins, 1988).

The starting point for customer satisfaction is good manager - subordinate relationships. Supportive and harmonious working relationships are more likely to create a healthy working environment, which results in high levels of both staff and customer satisfaction. The concept of customer satisfaction takes us to the theory of motivation (Maslow, 1943). "The emphasis on the role of interpersonal skills in customer satisfaction is of great relevance to the tourism industry ... a good customer care does depend on staff care being attended first" (Klein, 1988:22).

Managers need to adopt a positive attitude towards staff and to develop a spirit of mutual co-operation. Staff should feel that they are working with the manager rather than for the manager. As an overriding principle on which to guide managerial behaviour, it is difficult to argue against putting people first and a philosophy based on the Golden Rule of life - manage others as you would like to be managed yourself. Venison (1983) draws a striking comparison between the hotel industry and the retail industry. An interesting and enlightened example of a people approach to management based on the golden rule is that of Mary Kay Cosmetics in America (Ash, 1985).

Interdisciplinary Method

Tourism encompasses almost all aspects of our society. We even study cultural tourism, which calls for an anthropological approach. As people behave in different ways and travel for different reasons, it is necessary to use a psychological approach to determine the best way to promote and market tourism products. However, since tourists cross borders and require passports and visas from government offices and since most countries have government-operated tourism development departments, we find that political institutions are involved and these call for a political science approach. Any industry that becomes an economic giant affecting the lives of many people, attracts the attention of legislative bodies (along with that of the sociologists, geographers, economists, and anthropologists), which create laws, regulations, and legal environment in which the tourist industry must operate. Hence we also have a legal approach. The fact is that tourism is so vast, so complex, and so multifaceted, makes it necessary to have a number of approaches to studying the field, each geared to a somewhat different task or objective.

The best tourism product will not sell itself, therefore tour operator, travel agents, hotels and tourism authorities associated with the product need to understand the theory and principles of management in order to plan, develop and control the activities of tourism. It is equally important for managers to understand the theory of tourism its links and associations for a complete understanding of the system.

The hospitality industry does have a number of characteristic features, but it also shares important common features with other business industries and faces the same general problems of organisation and management. Focus should be given to ways in which ideas drawn from general management theory and practice can be applied with advantage to the industry (Mullins, 1988). Hospitality managers in the next millennium can see themselves at the centre of a very dynamic industry with technology playing a major role in their operation, especially with hotel reservation. As the hotel is the core product of the hospitality industry, it has been used to illustrate the integrated structure of the industry. The integrated system is composed of the following: technology, structure, hotel operation, hotel staff and management process.

Technology - refers to the equipment, machines, materials and work layout, and the methods, systems and procedures used in the conversion of inputs, for example, the use of computers, microwaves and cook/chill methods of food preparation, booking and reservation systems, and procedures and methods of cleaning bedrooms.

- (a) Structure** – refers to the design of organisation, channels of communication among members of the hotel and customers (in the case of customers' method of reservation and complaint system), and lines of authority.
- (b) Hotel Operation** – refers to the functions of the hotel, its mission statement, the goals and objectives and how these could be achieved. It refers to the entire operation of the hotel, and the rating, whether a one star or a five star, which gives an indication of the quality of services provided. It also gives an indication of the type of product and the target market, whether family, conference or leisure facilities, the nature of accommodation, speciality menus, standards of meals and service in the restaurant, and opening times of bars.
- (c) Hotel Staff** – refers to the essential qualities of the hotel staff undertaking the series of activities, for example, their training and qualifications, skills and abilities, commitment, attitudes and interpersonal relationships, cultural influences, needs and expectations, group functioning and leadership styles. It is also important for staff to have customer care skills.
- (d) Management Process** – refers to ensuring the survival of the hotel through the process of the planning and co-ordination of hotel staff, structure, technology and hotel operations, organisation, direction and control of activities, motivation of staff; and good and healthy relationships with the external environment. The development and implementation of strategies to achieve hotel objectives are included.

CONCLUSION

The article has attempted to consider the historical and theoretical framework of tourism and hospitality, its significance and general management theories focusing on scientific management, strategic management and motivation theories. The policies of tourism and hospitality in general, were discussed, as well as the integration of management theories with those of tourism and hospitality. To put the preceding discussion into perspective, various tourism and hospitality and management literature was reviewed in order to create a platform for the discussion. This review clearly showed that managers in the hotel and catering side of the hospitality industry often tend to view the industry as unique. This is not necessarily the case: the hospitality industry does have a number of distinctive features but it also shares important features with other industries. Hospitality and tourism education and research is in need of further development, and focus should be given to potential applications of general management theory. It is anticipated that the general management theory within the hospitality industry is set to take centre stage within few years as the industry grows.

The interrelationship of people, policies, objectives, structure, operation, technology and management will prescribe the effectiveness and success of the hospitality and tourism

industry. Looking back at the evolution of tourism and hospitality, it is through an integrated process that the industry finds itself at its current position. The next study will look at the contemporary models of tourism and hospitality management.

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