Assessment of the Role of Top Management in the Egyptian Hospitality Industry through All-Inclusive Sales: The Case of Hurghada

Mostafa Attia Abd El-Fattah
Faculty of Tourism and Hotel Management, Beni-Suef University

Abstract

The major role of top management in the hospitality industry represents includes planning, supervision, regulation, follow-up stimulus and top management operations, in addition to the main role in the marketing and sales and achieving the desired goals of the organization's operations. Achieving these tasks can be judged or evaluated the performance of this management. This study aims to examine assessment of the role of top management in the Egyptian hospitality industry through the All-Inclusive sales, through a case of Hurghada destination in the Red Sea Governorate in order to reach the best recommendations and suggestions for the improvement and development of the real role of top management and this will be of great benefits to the Egyptian hospitality industry in general.

In order to achieve this aim, mixes of quantitative and qualitative data collection methods were used. Where it was used semi-structured personal interview with some of hotel general managers and their assistants. Also, two types of questionnaire forms were conducted with hotel employees and hotel. Meanwhile, the investigated hotels are limited to five and four star categories in Hurghada destination.

Keywords: Top management, Hurghada, Hotel sector, All-inclusive

Introduction

Top management in the hospitality industry represents a major role in the planning, supervision, regulation, follow-up stimulus and other business functions and top management operations, in addition to the main role in the marketing and sales and achieves the desired goals of the organization's operations. Through completing these tasks can be judged or evaluated the performance of this management (Barrows, and Powers, 2008). ACS[1] Distance Education (2015) added that a hotel manager is a person who efficiently manages employee members so that hotel guests have a positive experience. Also, the hotel manager will contribute to the business' profitability. The hotel manager of the property is a multi-talented individual who represents many interests. As a general statement, they are responsible for the standards and profit of a complex business. Additionally they are responsible for protecting their business asset for the owners. They represent the hotel to the community and frequently represent the community to the hotel (Venison, 2005).

AGCAS[2] (2014) agreed with Bureau of Labor Statistics, U.S.[3] Department of Labor (2014) when mentioned that a hotel manager is responsible for the day-to-day management of a hotel and its staff. Also, hotel manager is someone who manages the operation of the hotel or other lodging related establishment. Management of a hotel operation includes but is not limited to management of hotel staff, business management, upkeep and sanitary standards of hotel facilities, guest satisfaction and customer service, sales marketing management, revenue management, financial accounting, purchasing, and other functions. Moreover, Morey and Dittman (2003) and O'fallon and Rutherford (2011) declared that the title "hotel manager" often refers to the hotel's general manager who serves as a hotel's head executive, though their

[1] Australian Correspondence Schools
[2] Association of Graduate Careers Advisory Service
[3] United States

duties and responsibilities vary depending on the hotel's size, purpose, and ownership. Generally, the hotel manager will contribute to the business' profitability.

Literature Review

The Concept of Hotel Manager and Management

A manager is an executive member who works with and through other people by coordinating their work activities in order to accomplish organizational goals. The changing nature of hotel and hospitality industry related organizations resulted in high level of professionalism among staff at all levels and it has blurred the distinction between managers and non-managerial staff (Chen, 2009). Meanwhile, Galičić (2000) agreed with Kainthola (2009) that management is a process that refers to the functions and ongoing activities of the managers. It is also a process of coordinating and integrating work activities so that they are completed efficiently and effectively with and by other people. Managers job scope differs from non-managerial staff in coordinating others work activities efficiently and effectively.

Griffin (1999) defined that management is a set of activities (including planning and decision making, organizing, leading, and controlling) directed at the organizations resource (human, financial, physical and information) with the aim of achieving organizational goals in an efficient and effective manner. Meanwhile, a manager is someone whose primary responsibility is to carry out the management process. In particular, a manager is someone who plans and makes decisions, organizes, leads and controls human, financial, and physical and information resources. While, Walker (1999) agreed with Harper, Brown, and Wilson (2005) when declared that managers forecast, plan, organize, communicate, motivate, make decisions, and control the efforts of a group to accomplish predetermined goals. Management establishes the direction that the organization will take. Sometimes this is done with the help of employees or outside consultants, such as marketing research specialists.

1.1.Functions of Managers

Functions of managers can be categorized into five schemes: functions and processes; roles; skills; managing systems; and situational analysis (Sian, Subramonian, Tung, San, Hui and Kulampalil, 2009). Moreover, Walker (1999) as well as Vrtiprah (2001) agreed that in addition to the management functions of forecasting, planning, organizing, communicating, motivating, and controlling, there are other major skill areas: conceptual, human, and technical. While, Venison (2005) and Frolick, and Ariyachandra (2006) added that management is important for organizations. People interact with organizations every day of their lives. Every product in use and every action people take is provided or affected by organizations. These organizations require managers. Organizations that are well managed develop a loyal customer base, grow, and prosper. By studying management, a person will be able to recognize good management and encourage it, as well as to recognize poor management and work to get it corrected. Vrdoljak and Bukvić (2004) declared that modern management of the hotel excelsior entails the execution of planning, organising, human resource development, leadership and control as the fundamental functions of management. Management in this hotel deals with people and their relation within the organisation, as well as their knowledge and leadership styles. It is also focused on strategy, design, technology, planning and control. The characteristics of the managers at the hotel excelsior are:

- Motivating operational team and profound understanding of work
- Understanding and helping of subordinates

- Selection of the best employees and giving them enough freedom
- Greater autonomy and know how to listen
- Full commitment to the work and self-confidence
- Lower organizational dependence
- They are ready to reach a compromise and flexibility

On the other hand, Foskett, Ceserain and Kinton (2008) agreed with Ingram (2014) when highlighted that there are some key skills for management: (Self-management; Time management; Decision making; Resource management; and Communication). But, Venison (2005) agreed with both Santoro (2015) and ACS Distance Education (2015) that as hotel manager duties vary depending on the size and type of hotel, but may include:

- Planning and organizing accommodation, catering and other hotel services
- Satisfying the guests
- Promoting, sales and marketing the business
- Managing budgets and financial plans as well as controlling expenditure
- Maintaining statistical, financial records and setting and achieving sales targets
- Analyzing sales figures and devising marketing and revenue management strategies
- Recruiting, training, monitoring staff and planning work schedules for individuals and teams
- Meeting and greeting customers and also, dealing with customer complaints and addressing problems and troubleshooting also, ensuring events and conferences run smoothly
- Supervising maintenance, supplies, renovations, furnishings, and controlling the assets
- Dealing with contractors and suppliers
- Ensuring security is effective and carrying out inspections of property and services
- Ensuring compliance with licensing laws, health and safety and other statutory regulations

Vrtiprah, (2001) and Vrdoljak, and Bukvić, (2004) mentioned that the manager of a large hotel may have less contact with guests but will have regular meetings with heads of department to coordinate and monitor the progress of business strategies. In a smaller establishment, the manager is much more hands-on and involved in the day-to-day running of the hotel, which may include carrying out reception duties or serving meals if the need arises. Ahmmad (2013) added that a significant number of hotel managers are self-employed, which often results in a broader set of regular responsibilities, from greeting guests to managing finances. Morey, and Dittman, (2003) and Bresciani, Thrassou, and Vrontis, (2012) found that the managers of the future will need to be able to respond to continuously changing environments. They will need both formal and informal learning processes, and will need both know-how (skill, competence, tacit knowledge) and know-that (propositional, cognitive knowledge).

Management requirements and responsibilities:

To be successful in hotel management career must need more than just a good knowledge of the hotel industry. Need to develop excellent management, time management, interpersonal and research skills, and good interpersonal skills (Rue and Byars, 2000). A good hotel manager knows how to delegate, but always keeps a close eye on every aspect of the business such as: front desk; kitchen; service; cleaning; and maintenance etc., and is always moving, always in touch with staff and guests (ACS Distance Education, 2015). Meanwhile, James, Freeman and Dawel (2000) agreed

with Robbins and DeCenzom (2003) when they stated that also, management should be working on the follow-up and monitoring of guest satisfaction constantly, and ensure the proper handling with all problems that arise during the work. But, Walker (1999) highlighted that hotel manager must be maintain relations with others working in hospitality industry the media and the community in order to promote your business and also, to keep abreast of issues, trends, and possibilities that can affect your business. This makes hotel management an exciting, challenging career, with much opportunity for personal and professional growth and social interaction. On the other hand, Lakshmi (2011) agreed with Taylor, and Enz, (2012) that there are many task and responsibilities that are incumbent on the top management in hotels, also the top management must be fully aware of them and these tasks and responsibilities can be represented as follows:

1- Guest Service: Maintaining guest service; responding to guests' needs; achieving the guest's satisfaction; ensuring the quality of the performance of all employees; and implementing and practicing guest service initiatives (Edmunds, 2016).
2- Human Resource Management: Managing human resources functions including recruiting, selection, orientation, training, performance planning and evaluation and pay/reward programs to maintain a qualified workforce; ensuring all hotel employees know hotel objectives; and resolving employee grievances in a fair and timely way (Bigliardi, Galati, and Petroni, 2011)
3- Marketing and Sales Management: Deals with such matters as advertising and sales promotion techniques; pricing product; channel of distribution; commission; discount; placements; training; remuneration promotion; appraisal of performance etc. of the personnel, and etc. (Lakshmi, 2011).
4- Profit Management: Meets or exceeds budgeted profit margin for hotel; Accurately forecasts revenues/expenses; Prepares annual budget that accurately reflects the hotel's business plan; Anticipates revenue/cost problems and manages the timing of discretionary expenditures to stabilize cash flow; Analyzes financial and operating information on ongoing basis to adjust business plans, labor requirements and operating costs; and all things that relate to the procurement of funds, source of finance, management of earning, etc. (InnovationManagement.se, 2013).
5- Others management: (Safety and security management; quality of products; Assemble the Resources; and asset management, etc. (Lakshmi, 2011).

Research Methods

This study aims to examine assessment of the role of top management in the Egyptian hospitality industry through the All-Inclusive sales at Hurghada four and five star hotels. In order to achieve this aim, a mix of quantitative and qualitative data collection methods were used, which are as follows:

1. Personal interviews with some of hotel manager and their assistants
2. Employees' questionnaire forms
3. Guests' questionnaire forms

Limitations

Indubitably; it was too difficult to sample all resort hotels, because it is prohibitive in terms and conditions of cost, time and accessibility. Also, Hurghada destination has a large number of hotels and most of them operate by All-inclusive sales. Therefore, the investigated hotels are limited to four and five star hotels in Hurghada.

The Sample

The research hotels' samples were chosen a semi-based random sample. According to The Egyptian Hotel Guide (2016), there are about 73 four and five star hotels and resorts in Hurghada (49 four star and 24 five star). It should be noted that it was difficult to reach many hotels due to the refusal of many officials. While it was able to reach a sample consisting of 10 four and five star resort hotels (5 four star and 5 five star resort hotels) which represents 14% of the total number of these categories in Hurghada was investigated.

Research Tools

Personal interviews with some of hotel manager and their assistants

Personal interviews were conducted with some of hotel manager and their assistants in the investigated hotels in order to identify the real role of top management in the implementation of the tasks and responsibilities of the management, as well as estimate the extent of their awareness of those tasks and responsibilities. Table 1 shows the investigated hotels and personal interviews.

Table 1: The investigated hotels and personal interviews

Category	Investigated Hotels	Interviewed
Four Star Hotels	A.B.A.V.H.H	General Manager
		Assistant General Manager
	B.A.H.H	General Manager
		Assistant General Manager
	C.A.R.H	General Manager
		Assistant General Manager
	R.A.R.H	General Manager
		Assistant General Manager
	S.I.H.R.H	Assistant General Manager
Five Star Hotels	D.B.R.H	General Manager
		Assistant General Manager
	D.P.S.H.H.S.H	General Manager
		Assistant General Manager
	M.P.H.H	General Manager
		Assistant General Manager
	S.H.R.S.H	General Manager
		Assistant General Manager
	T.B.S.A.P.S.H	Assistant General Manager
Note: The investigated hotel sample names were used by coding methods		

Employees' questionnaire

An employees' questionnaire was designed and distributed to a sample of hotel employees who worked in the investigated hotels. A number of 350 forms (The total number of forms that were able to distribute) were distributed, among them 253 completed forms were valid which represents 72.3% response rate. The results obtained from valid forms were statically computed and tabulated (see Table 2).

Table 2: Number of employees' questionnaire forms distributed in the investigated sample

Category	Investigated Hotels Code	No. of Forms distributed	Valid forms	
			No.	%
Four Star	A.B.A.V.H.H	35	26	74

Hotels	B.A.H.H	35	31	86
	C.A.R.H	35	24	69
	R.A.R.H	35	25	71
	S.I.H.R.H	35	26	74
Five Star Hotels	D.B.R.H	35	23	66
	D.P.S.H.H.S.H	35	22	63
	M.P.H.H	35	24	69
	S.H.R.S.H	35	30	86
	T.B.S.A.P.S.H	35	22	63
Total		350	253	72

Guests' questionnaire

A guests' questionnaire was designed and distributed to a sample of hotel guests who stay in the investigated hotels. A number of 150 forms (The total number of forms that were able to distribute) were distributed, among them 110 completed forms were valid which represents 73.3% response rate. The results obtained from valid forms were statically computed and tabulated (see Table 3).

Table 3: Number of guests' questionnaire forms distributed in the investigated sample

Category	Investigated Hotels Code	No. of Forms distributed	Valid forms	
			No.	%
Four Star Hotels	A.B.A.V.H.H	15	11	73
	B.A.H.H	15	10	67
	C.A.R.H	15	11	73
	R.A.R.H	15	12	80
	S.I.H.R.H	15	8	53
Five Star Hotels	D.B.R.H	15	13	87
	D.P.S.H.H.S.H	15	11	73
	M.P.H.H	15	10	67
	S.H.R.S.H	15	13	87
	T.B.S.A.P.S.H	15	11	73
Total		150	110	73

Results and Discussion

The analysis of personal interviews

As previously mentioned, the aim of the personal interviews were conducted with some of hotel manager and their assistants in the investigated hotels in order to identify the real role of top management in the implementation of the tasks and responsibilities of the management, as well as estimate the extent of their awareness of those tasks and responsibilities. The following paragraphs explain this issue in all the investigated resorts.

Question (1) what is the total number of years of your experience in the hospitality industry?

Table 4: The total number of the respondents experience years in the hospitality industry

Category	Investigated Hotels	Interviewed	Total Number of

			Experience Years
Four Star Hotels	A.B.A.V.H.H	General Manager	15
		Assistant General Manager	10
	B.A.H.H	General Manager	18
		Assistant General Manager	12
	C.A.R.H	General Manager	20
		Assistant General Manager	18
	R.A.R.H	General Manager	22
		Assistant General Manager	18
	S.I.H.R.H	Assistant General Manager	20
Five Star Hotels	D.B.R.H	General Manager	20
		Assistant General Manager	14
	D.P.S.H.H.S.H	General Manager	18
		Assistant General Manager	12
	M.P.H.H	General Manager	18
		Assistant General Manager	14
	S.H.R.S.H	General Manager	20
		Assistant General Manager	18
	T.B.S.A.P.S.H	Assistant General Manager	15

Through analyzing the results of the previous table (4), it can be concluded that the average number of years of experience for the hotel managers was nearly 19 years. While the average number of years of experience for the assistant hotel managers was nearly 15 years in the investigated hotels.

Question (2) what is the total number of years of your experience in the field of hotels?

Table 5: The total number of experience years of the respondents in the field of hotel management

Category	Investigated Hotels	Interviewed	Total Number of Experience Years
Four Star Hotels	A.B.A.V.H.H	General Manager	5
		Assistant General Manager	3
	B.A.H.H	General Manager	7
		Assistant General Manager	4
	C.A.R.H	General Manager	9
		Assistant General Manager	5
	R.A.R.H	General Manager	10
		Assistant General Manager	7
	S.I.H.R.H	Assistant General Manager	10
Five Star Hotels	D.B.R.H	General Manager	8
		Assistant General Manager	4
	D.P.S.H.H.S.H	General Manager	6
		Assistant General Manager	5
	M.P.H.H	General Manager	8
		Assistant General Manager	4
	S.H.R.S.H	General Manager	10
		Assistant General Manager	6
	T.B.S.A.P.S.H	Assistant General Manager	5

From the results of the previous table (5), it can be concluded that the average number of years of experience for the hotel managers was nearly 8 years in the field of hotel management. While the average number of years of experience for the assistant hotel managers was nearly 5 years in the field of hotel management in the investigated hotels.

Question (3) in any sections/departments of the hotel you are working?

The purpose of this question is to determine the department which was staffed by hotel manager and their assistants before reaching the hotel manager or assistants' job. The results of the analysis of this question that 75% of the total numbers of managers of the investigated hotels were working in the front office department and there was a 25% were working in the food and beverage department. While 70% of the total numbers of assistant hotel managers were working in the front office department. There was 30% of them are working in the food and beverage department.

Question (4) what is the definition of the management?

The purpose of this question is to identify the concept of management's point of view of the hotel manager and their assistants in the investigated hotels. The vast majority of managers and their assistants (85%) agreed that the management can be defined as: "Management in hotel or hospitality industry is the function that coordinates the efforts of employees to accomplish goals and objectives using available resources efficiently and effectively. Management includes planning, organizing, staffing, leading or directing, and controlling an organization to accomplish the goal. Resourcing encompasses the deployment and manipulation of human resources, financial resources, technological resources, and natural resources". These findings are agreed with O'fallon and Rutherford (2011); Griffin (1999); and Walker (1999) when they defend the management. While 15% were unable to clarify the specific definition of management.

Question (5) what are the principles of management?

The purpose of this question is to identify the extent of familiarity of hotel manager and their assistants in the study hotel samples regarding the principles of hotel management. 55% of the hotel manager and their assistants stated that the basic principles of hotel management can be represented in the following points:

- Planning: it involves organizing ideas, forecasting and setting targets and policy formation in running the hotel from time to time and there must be clarity and objectives of purpose.
- Organizing: identifying specific task to be performed by each department where authority and responsibility must be observed.
- Staffing: recruiting qualified personnel's who are to run the hotel where division of labor must be reorganized.
- Communication: passing of useful information's to different departments of the hotel for the smooth running of the hotel and there must be unity of commands.
- Motivation: welfare packages including salaries, bonus, and canteen facilities to boost workers' productivity and they must be well remunerated. These findings are agreed with Al-Batouty (2002) when explained the principles of management.

While, 35% of the hotel manager and their assistants defined that the principles of management are the activities that "plan, organize, and control the operations of the basic elements of people, materials, equipment, tools, methods, money and markets etc., also providing direction and coordination, and giving leadership to employee efforts, so as to achieve the sought objectives of the enterprise." For this reason, principles of management are often discussed or learned using a framework, which

stands for planning, organizing, leading, and controlling. These findings are agreed with Harper, Brown, and Wilson (2005) when stated about the principles of management. Finally, 10% of the hotel manager and their assistant are not familiar with the principles of hotel management.

Question (6) what are the decision-making process steps?

The purpose of this question is to identify the extent of familiarity of hotel manager and their assistants in the investigated hotels regarding the decision-making process steps. 65% of the hotel manager and their assistants stated that the decision-making process steps in the hotel management can be represented in the following points:

1. Identify the problem
2. Develop the options
3. Gather or seek the information
4. Evaluate the alternatives
5. Analyze the situation
6. Select a preferred alternative
7. Act on the decision.

These findings are agreed with Ingram (2014) when declared the decision-making process steps in the hotel management. While 35% of the hotel manager and their assistants were not familiar with the decision-making process steps in the hotel management.

Question (7) what are the procedures of handling guest complaints?

The purpose of this question is to identify the extent of familiarity of hotel managers and their assistants in the investigated hotels regarding the handling with guest complaints. The results showed that 80% of the hotel managers and their assistants were aware of the procedures of handling guest complaints in the investigated hotels. While 20% of them they were not aware enough of the procedures of handling guest complaints in the investigated hotels.

Question (8) what is the functions of management "theoretical"?

The purpose of this question is to identify the extent of familiarity of hotel manager and their assistants regarding the functions of management. The results showed that 60% of the hotel manager and their assistants stated that there are seven functions of management (Planning; Organizing; Coordinating; Staffing; Directing; Controlling; and Evaluating). These findings are agreed with El-Batouty (2002) when explained that there are seven functions of management. While 25% of them stated that there are five functions of management (Planning; Organizing; Staffing; Coordinating; and Controlling). These findings also are agreed with Roberts (2015) when mentioned that there are five functions of management. On the other hand, 15% were not aware enough of the functions of management.

Question (9) what is the real role or functions of management now?

The main objective of this question is to identify the real role that played by the hotel management during the stages of daily work in the investigated hotels. The results showed that the fast majority of the hotel manager and their assistants (80%) declared that the real functions of management that are used now limited to three functions of management (staffing; directing; and controlling). While, 5% of them confirmed that they use all of the functions of management. On the other hand, 15% were not aware enough of the functions of management.

Question (10) what is the real role of the manager today?

The purpose of this question is to identify the extent of the point of view of the hotel manager and their assistants in the investigated hotels regarding the real role of manager today. The results showed that there were 75% of the hotel manager and their assistants believe that the real role of hotel manager today is very limited, as it is limited to employment, search for employees, supervision and follow-up work. While

business management and other of planning, organization, evaluation and so was no longer applied properly due to a variety of reasons which include:

- Preoccupation with the hotel management of internal problems, which include the low level of employees and the lack of manpower.
- Preoccupation with the hotel management of the daily guest's problems.
- Separation of marketing and sales for hotel management in many hotels.
- Preoccupation with hotel management measures to reduce costs and supplier problems.

While 25% of the hotel manager and their assistants confirmed that they often are the special role of hotel management to the fullest.

Question (11) Are there daily tasks related to marketing and sales?

The purpose of the question is to find out if there is the role of the hotel manager and their assistants in the investigated hotels regarding marketing and sales. The results showed that there were 85% of the hotel manager and their assistants in the investigated hotels do not have a daily tasks directly to the marketing and sales as most of hotel's today separate marketing and sales department and break them down into two departments (tourism companies department and individuals guests department) so they see that real role of the hotel manager and their assistants confined only in the follow-up of marketing, sales reports and there is no intervene with respect to the development of strategies and marketing and sales plans. These findings are disagreed with Lakshmi (2011) when stated that the follow-up marketing and sales is one of the major tasks of the function of hotel manager. While 15% of the hotel manager and their assistants stated that they have daily tasks that related to marketing and sales.

Question (12) Are the all-Inclusive system used in this hotel?

The purpose of this question is to identify whether the hotel were used the system of all-Inclusive or not in the study hotel samples. The results showed that 100% of the hotel manager and their assistants are agreed that their hotels using the all-Inclusive system.

Question (13) what is the percentage of sale by the all-Inclusive system in your hotel?

The purpose of this question is to identify whether the percentage of sale by the all-Inclusive system in the investigated hotels. The results showed that 100% of the hotel manager and their assistants are agreed that the percentage of sales by the all-Inclusive system could reach nearly 95% of the total hotel sales.

Question (14) Are there any positive and negative impacts from using the all-Inclusive system on the hotel? If yes, what are the positive and negative effects?

The purpose of this question is to identify the positive and negative impacts from using the all-Inclusive system in the study hotel simples by identifying the point of view of the hotel manager and their assistants about this matter. The results showed that 100% of the hotel manager and their assistants agreed with that there are number of positive and negative impacts from using the all-Inclusive system in hotels and it can be represented as follows:

1- The positive impacts:

- Occupancy rates high majority of days of the year
- Method of unified action where that food service system, for example, be buffets system is considered easier than other methods of service
- Guests requirements less because the quality of the guests today are responding, including the hotel significantly and do not have a tough applications

2- The negative impacts:

- The price of raw materials is increasing however it is difficult to increase all-inclusive package prices and less profitability
- Faster depreciation of hotel equipment and increase in wasted materials which leads to increasing operational cost
- Reduce the opportunities of up selling
- Causing continuous strain to all staff working in all-inclusive
- Reduce the staff income because of the low tipping and charge of service
- The low level of employee skills as a result using all-inclusive system
- Increase the number of guest complaints for lack of diversity and innovation, the use of the types of food and drinks less quality
- The lower income level of the hotel or staff
- Increase the number of daily working hours for workers, which affects the quality of performance and satisfaction guests

Question (16) what are your most important achievements as a manager during the period of working in this hotel?

The purpose of this question is to identify the most important achievements of the hotel manager and their assistants during their term in the investigated hotels. The results showed that 100% of the hotel manager and their assistants in the study hotel samples confirmed that they have many achievements during their term in their hotels and these achievements are as follows:

- Develop and improve food and beverage services provided
- Personnel training and increase their skill
- Renovation and modernization of many areas of the hotel
- Study and handling guest complaints and work to resolve them

This question it is clear that all the achievements of the hotel manager and their assistants in the investigated hotels was only related to development, modernization, handling guests complaints, recruitment and training employees. It also did not have any achievements related to sales and marketing or increasing income or planning and organizing and any others of management functions or tasks. Therefore it must be make clear that hotel manager and their assistants in the investigated hotels need to training and development. Also, the current system is working the hotel needs the other to the growth and development so that there is a variety of markets, so as not to affect more on the level of performance of hotel management.

Question (17) Are there any suggestions and recommendations?

This question aims to identify the interviewers' suggestions concerning the real role of the current hotel management in the Egyptian hospitality industry during the all-inclusive sales system application. This can be summarized as follows:

1- Emphasis on attention to the quality of hospitality education and ensure that the generation output has the practical and theoretical experience and skill.
2- Need to ensure that the passes who is entitled to work in the post of manager with the job degrees according to the organizational structure of the hospitality industry, and to ensure that the hotel managers were familiarity with the basic skills.
3- It must be imposed a hospitality management workforce development skills training programs for the top management in the hospitality industry, and clear criteria for those who can pass these courses.
4- Work on the development and improvement of existing working conditions in the hospitality industry in general by providing the marketing programs to attract new segments and nationalities can elevate the physical level of tourism, which can be beneficial to all employees, including managers.

7.2.The analysis of employees' questionnaire

The aim of the employees' questionnaires which were conducted with the samples of the employees in the investigated hotels was to identify their opinion about the role of the current management in the Egyptian hospitality industry through the all-inclusive sales. The employees' questionnaire form was divided into two main sections: "demographic data" and "personal opinion".

Demographic data

This part was concerned with the demographic data of the respondents including gender, age, educational level, department, experience and nationality. Table 6 declared the results of demographic data (see Table 6).

Table 6: Demographic data analysis

Demographic data		Observed N	%	Expected N	Residual	Test Statistics	
Gender	Male	248	98	126.5	121.5	Chi-Square	2.334E2[a]
	Female	5	2	126.5	-121.5-	df	1
Total		253	100			Asymp. Sig.	.000
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 126.5.							
Age	Under 20 years	27	11	63.2	-36.2-	Chi-Square	54.557[a]
	From 21 to 30	108	43	63.2	44.8	df	3
	From 31 to 40	52	20	63.2	-11.2-	Asymp. Sig.	.000
	Over 41 years	66	26	63.2	2.8		
Total		253	100				
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 63.3.							
Educational Level	Unqualified	0	0	0	0	Chi-Square	124.561[a]
	Secondary or technical	98	39	84.3	13.7	df	2
	University/higher	149	59	84.3	64.7	Asymp. Sig.	.000
	Postgraduate	6	2	84.3	-78.3-		
Total		253	100				
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 84.3.							
Department	Accounting	10	4	42.2	-32.2-	Chi-Square	100.051[a]
	Front office	18	7	42.2	-24.2-	df	5
	Housekeeping	35	14	42.2	-7.2-	Asymp. Sig.	.000
	Kitchen	65	26	42.2	22.8		
	Food & beverage	87	34	42.2	44.8		
	Other	38	15	42.2	-4.2-		
Total		253	100				
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 42.2.							
Experience	Less than 1 year	0	0	63.2	-15.2-	Chi-Square	14.146[a]
	From 1 to 3 years	48	19	63.2	-3.2-	df	3
	From 3 to 5	60	24	63.2	24.8	Asymp. Sig.	.003

	years						
	From 5 to 10	88	35	63.2	-6.2-		
	More than 10	57	22				
Total		253	100				
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 63.3.							
Nationality	Egyptian	250	99	126.5	123.5	Chi-Square	241.142[a]
	Foreigner	3	1	126.5	-123.5-	df	1
Total		253	100			Asymp. Sig.	.000
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 126.5.							

The aim of the previous table (6) is to analyze the demographic data of employees who are working in the investigated hotels. The illustrated results in Table 6 indicate that the majority of respondents were male employees with a percent of 98; female employees constitute only 2%. As tabled in Table 6 this question addressed four age groups of respondents. It could be seen that the majority of employees were from 21 to 30 years of age 43%. The following age group ranges above 40 years 26%, also, 20% for age group ranges from 31 to 40, and finally, the lowest percent of employees aged under than 20 years 11%. In terms of education Table 6 show that the majority of respondents 59% are university/higher education graduates 39% of respondents are secondary school graduates while, only 2% of respondents are postgraduate students, while it was not any of them unqualified. Also, the same Table (6) shows that the majority of the respondents are working in the food and beverage department with a percent of 34. Kitchen employees are ranked the second with a percent of 26 while 15% of those working in the others departments (maintenance, security, purchasing, receiving and storing departments). Also, 7% are working in the front office department and 4% of them were working in the accounting department. Meanwhile, the results in Table 6 illustrate that the majority of respondents who have 5 to 10 years of work experience constitute 35%. Those who have experience from 3 to 5 years are 24% whereas those who have more than 10 years are 22%, but 19% for who have experience from 1 to 3 years, less than one year of experience are 9.9%, while it was not any of them have experience less than 1 year. Finally, regarding the nationalities of investigated hotels' employees, the data shown in Table 6 emphasized that there are 99% of respondents are Egyptian employees and 1% of the respondents are foreigner (see Table 6).

Personal opinions

This part was designed to identify the point of view of the hotels' employees about the role of the current management in the Egyptian hospitality industry through the all-inclusive sales. Also, this part includes nine questions were arranged as shown in Table 7.

Table 7: The point of view of employees data analysis

Questions		Observed N	%	Expected N	Residual	Test Statistics	
Do you know the name of the general manager of this hotel?	Yes	202	85	126.5	75.5	Chi-Square	90.123[a]
	No	51	15	126.5	-75.5-	Df	1
Total		253	100			Asymp. Sig.	.000
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency							

is 126.5.							
Do you think that your experience increased after joining with the team of this hotel?	Yes	165	65	126.5	38.5	Chi-Square	23.435[a]
	No	88	35	126.5	-38.5-	Df	1
Total		253	100			Asymp. Sig.	.000
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 126.5.							
Do you see that your hotel is successful?	Yes	210	83	126.5	83.5	Chi-Square	110.233[a]
	No	43	17	126.5	-83.5-	Df	1
Total		253	100			Asymp. Sig.	.000
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 126.5.							
If yes, What is your assessment of the level of hotel?	Excellent	46	22	50.6	-7.6-	Chi-Square	40.735[a]
	Good	76	36	50.6	-4.6-	Df	4
	Acceptable	69	33	50.6	25.4	Asymp. Sig.	.000
	Weak	19	9	50.6	18.4		
	Not satisfied	0	0	50.6	-31.6-		
Total		210*	100				
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 50.6							
What is your assessment of the current top management in the hotel?	Excellent	63	25	50.6	12.4	Chi-Square	69.431[a]
	Good	76	30	50.6	25.4	Df	4
	Acceptable	76	30	50.6	25.4	Asymp. Sig.	.000
	Weak	25	10	50.6	-25.6-		
	Not satisfied	13	5	50.6	-37.6-		
Total		253	100				
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 50.6.							
Does your manager inspection you at work?	Yes	154	61	126.5	27.5	Chi-Square	11.957[a]
	No	99	39	126.5	-27.5-	Df	1
Total		253	100			Asymp. Sig.	.001
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 126.5.							
If yes, How many times a week your	Once a week	105	68	50.6	54.4	Chi-Square	187.415[a]
	Twice a	37	24	50.6	-13.6-	Df	4

managers do that?	week						
	Three times	9	6	50.6	-41.6-	Asymp. Sig.	.000
	More than three	3	2	50.6	-47.6-		
Total		154*	100				
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 50.6.							
Do you feel that there is a planning, supervision, monitoring and directing by top management in hotel?	Yes	175	69	126.5	48.5	Chi-Square	37.190[a]
	No	78	31	126.5	-48.5-	Df	1
Total		253	100			Asymp. Sig.	.000
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 126.5.							
Do you remember the name of successful general manager from your opinion you are working with him before?	Yes	243	96	126.5	116.5	Chi-Square	214.581[a]
	No	10	4	126.5	-116.5-	Df	1
Total		253	100			Asymp. Sig.	.000
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 126.5.							

* In this question, the total was calculated by who said yes in the previous question

The purpose of this question was to illustrate the awareness of the respondents regarding the name of the general manager to insure if the investigated hotels were interesting with the training and knowledge of the respondents. Table 7 show that there are 85% of the respondents was familiar with the name of the general manager while 15% of them were not familiar. In Table 7 question no. 2 aims to identify whether workers feel that their experience has increased after joining the team in their hotel or not. The illustrate data shows that 65% of the respondents are agree with they are feeling that their experience has been increased, while, 35% of the respondents are not agree. This illustrates that the hotel management taking into account this matter of interest and follow-up training for employees. In the same Table (7) the purpose of question no. 3 is to illustrate the views of the respondents regarding the success of their hotel or not, in order to knowing their views on how to manage their hotels. The illustrate data shows that there are 83% of the respondents they were satisfied with their hotels and feel they are working in successful hotels, while there are 17% of them believe that their hotels are unsuccessful. Question no. 4 aims to identify the evaluation of respondents who believe they are working in successful hotels in the previous question and how to see this success through their opinions. This results showed that 36% of employees believe that their hotels the level of "good", while there are 33% believe their hotels level of "acceptable", also, 22% of the respondents believe that there hotels level is "Excellent", on the other hand, there are 9% of the respondents was believe that their hotels level of "Weak". While there are no any of

the respondents choose level of "Not satisfied". Question no. 5 also, aims to identify the views of the respondents about their evaluation of the top management level in their hotels. The results shows that 30% of the respondents was assesses the level of top management "Good", also there are anther 30% of the respondents was assesses the level of top management "Acceptable". While, there are 25% of the respondents was assesses the level of top management "Excellent", then came later, who was assesses the level of top management "Weak" by scoring 10%, and finally, the results shows that the lowest rate of the respondents 5% were assesses the level of top management assesses "Not satisfied". The mean goal of the question no. 6 was to check if there was an inspection and follow-up procedure by the top management to the respondents in hotel samples. The illustrate data shows that there are 61% of the respondents they were confirms that there are regularly inspection and follow-up procedures by top management, while, there are 39% of the respondents was Said the opposite, there are not regularly inspection and follow-up procedures by top management in their hotels. The aims of the question no. 7 were to determine the number of times that the top management making inspection and follow-up procedures. The illustrate data show that there are 68% of the respondents stated that the top management making inspection and follow-up procedures "Once a week", While 24% of the respondents confirmed that the top management making inspection and follow-up procedures place "Twice a week". But there are 6% of the respondents confirmed that the top management making inspection and follow-up procedures place "Three time per-week", and finally, there are 2% of the respondents confirmed that the top management making inspection and follow-up procedures place "More than three time per-week". It should be noted that these differences of the choices can be a result of a difference between the grades of respondents, as well as the diversity of departments. Also, the results show that must emphasize the importance of the application of inspection and follow-up procedures by top management at all the different departments of the hotel to ensure the quality of performance (see Table 7).
The aim of the question no. 8 is to identify the views of the respondents about if they are feeling that there is application of management principles and rules of supervision; planning; follow-up etc. by the top management. The results show that 69% of the respondents confirmed the application of the management principles, while, there are 31% of the respondents not feeling that there is application of management principles and rules, so it must be noted here that the top management in hotels taking into account this issue. Finally, question no. 9 aims to identify if the respondents can remember the name of a successful general manager has been working under his administration before. The results show that the majority of the respondents 96% confirmed they are can remember the name of a successful general manager has been working under his administration before, while, there are only 4% of the respondents was cannot remember (see Table 7).

7.3.The analysis of guests' questionnaire

The aim of the guests' questionnaires which were conducted with the samples of the guests in the investigated hotels was to identify their opinion about the role of the current management in the Egyptian hospitality industry through the all-inclusive sales. The guests' questionnaire form was divided into two main sections: "demographic data" and "personal opinion".
Demographic data

This part was concerned with the demographic data of the respondents including gender, age, educational level, and nationality. Table 8 declared the results of demographic data.

Table 8: Guests' Demographic data analysis

Demographic data		Observed N	%	Expected N	Residual	Test Statistics	
Gender	Male	74	67	55.0	19.0	Chi-Square	13.127[a]
	Female	36	33	55.0	-19.0-	Df	1
Total		110	100			Asymp. Sig.	.000
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 55.0.							
Age	Under 20 years	7	6	27.5	-20.5-	Chi-Square	67.818[a]
	From 21 to 30	63	57	27.5	35.5	Df	3
	From 31 to 40	26	24	27.5	-1.5-	Asymp. Sig.	.000
	Over 41 years	14	13	27.5	-13.5-		
Total		110	100				
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 27.5.							
Educational Level	Unqualified	0	0	0	0	Chi-Square	48.018[a]
	Secondary or technical	48	43	36.7	11.3	Df	2
	University/higher	59	54	36.7	22.3	Asymp. Sig.	.000
	Postgraduate	3	3	36.7	-33.7-		
Total		110	100				
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 36.7.							
Nationality	Egyptian	4	4	55.0	-51.0-	Chi-Square	94.582[a]
	Foreigner	106	96	55.0	51.0	Df	1
Total		110	100			Asymp. Sig.	.000
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 55.0.							

The aim of the previous table (8) is to analyze the demographic data of guests who are staying in the investigated hotels. The illustrated results in Table 8 indicate that there are 67% of the respondents are male, while, the female constitute 33%. As tabled in Table 4 this question addressed four age groups of respondents. It could be seen that the majority of employees were from 21 to 30 years of age 57%. The following age group ranges from 31 to 40 years 24%, also, 13% for age group ranges above 40 years, and finally, the lowest percent of guests aged under than 20 years 6%. In terms of education table 8 show that the majority of respondents 54% are university/higher education graduates and 43% of respondents are secondary school graduates while, only 3% of respondents are postgraduate students, while it was not any of them unqualified. Finally, regarding the nationalities of investigated hotels' guests, the data

shown in Table 8 emphasized that there are 96% of respondents are foreigner employees and 4% of the respondents are Egyptian (see Table 8).

Personal opinions

This part was designed to identify the point of view of the hotel's guests about the role of the current management in the Egyptian hospitality industry through the all-inclusive sales. Also, this part includes nine questions were arranged as shown in Table 9.

Table 9: The point of view of guests data analysis

Questions		Observed N	%	Expected N	Residual	Test Statistics	
Is this your first visit to Hurghada?	Yes	31	28	55.0	-24.0-	Chi-Square	20.945[a]
	No	79	72	55.0	24.0	Df	1
Total		110	100			Asymp. Sig	.000
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 55.0.							
If no, how many times you visit Hurghada?	Once a year	62	78	22.0	40.0	Chi-Square	1.165E2[a]
	Twice a year	13	16	22.0	-9.0-	Df	4
	Three times	3	4	22.0	-19.0-	Asymp. Sig	.000
	More than three	1	2	22.0	-21.0-		
Total		79*	100				
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 22.0.							
Also, if no, are you staying at the same hotel every time?	Yes	19	24	36.7	-17.7-	Chi-Square	24.236[a]
	No	60	76	36.7	23.3	Df	2
Total		79*	100			Asymp. Sig	.000
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 36.7.							
If yes, What are the reasons for choosing the same hotel?	Feeling of Comfortable	9	47	22.0	-13.0-	Chi-Square	2.720E2[a]
	Quality of Service	5	28	22.0	-17.0-	Df	4
	Feeling of loyalty	1	5	22.0	-21.0-	Asymp. Sig	.000
	Others	4	20	22.0	-18.0-		
Total		19*	100				
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 22.0.							
If no, What are your	Problems related to the hotel	17	22	18.3	-1.3-	Chi-Square	16.982[a]
	Search for	23	29	18.3	4.7	Df	5

reasons for changing the hotel?	renewal and change						
	Not enjoy to stay in the previous time	14	18	18.3	-4.3-	Asymp. Sig	.005
	Lack of feeling attention	17	22	18.3	-1.3-		
	Others	8	9	18.3	-10.3-		
Total		79**	100				
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 18.3.							
From your opinion, Do you feel there is a management controlling in this hotel?	Yes	68	62	55.0	13.0	Chi-Square	6.145[a]
	No	42	38	55.0	-13.0-	Df	1
Total		110	100			Asymp. Sig	.013
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 55.0.							
If yes, What are the reasons that explained the control of the manageme nt?	Quality of service provided	22	33	22.0	.0	Chi-Square	35.182[a]
	Friendship and team work	28	41	22.0	6.0	Df	4
	Comfortable feeling	9	13	22.0	-13.0-	Asymp. Sig	.000
	Others	9	13	22.0	-13.0-		
Total		68*	100				
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 22.0.							
During the period of stay, have you talked with the hotel general manager or their assistant?	Yes	57	52	55.0	2.0	Chi-Square	.145[a]
	No	53	48	55.0	-2.0-	Df	1
Total		110	100			Asymp. Sig	.703
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 55.0.							
If yes, Are you satisfied with this conversation?	Yes	52	91	36.7	15.3	Chi-Square	41.036[a]
	No	5	9	36.7	-31.7-	Df	2
Total		57*	100			Asymp. Sig	.000
a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 36.7.							

* In this question, the total was calculated by who said No in the previous question
** In this question, the total was calculated by who said No in the question no. one

The first question aims to identify the number of times by the guests to visit Hurghada. The results show that there are 72% of the respondents were not visit Hurghada before, while 28% stated that they are had visited the Hurghada before. The second question is designed to determine the number of times that the respondents were annual visits to Hurghada by the guests who have visited Hurghada before. The results showed that the majority (78%) of the regular guests on the Hurghada do only one visit every year, while there were 16% of the regular guests on the Hurghada do two visits every year, also, there were 4% of the regular guests on the Hurghada do three visits every year. And finally there were 2% of the regular guests on Hurghada they were more than three visits every year. The third question was aims to see if the regular guests on Hurghada staying in the same hotel or not. The results showed that 76% of the respondents were not staying in the same hotel, while only 24% of them prefer to stay in the same hotel. The fourth question aims to identify the main reasons why the regular guests on the same hotel prefer those hotels. The results showed that 47% of the guests prefer the same hotel for "Feeling comfortable", while followed by 28% of the guests prefer the same hotel were chose "Quality of service", then the guests prefer the same hotel were chose "Other" by 20% and represented in (habitual place - the hotel location - away from noise - hospitality). While, finally it came guests who chose "Feeling of loyalty" 5%. The fifth question aims to identify the main reasons why the regular guests on the same hotel did not prefer those hotels. The results showed that 29% of the regular guests did not prefer the same hotel for " Search for renewal and change", while followed by 22% of the regular guests did not prefer the same hotel were chose " Problems related to the hotel" and the same percentage for who were chose "Lack of feeling attention", then the regular guests did not prefer the same hotel were chose " Not enjoy to stay in the previous time" by 18%. While finally it came guests who chose "Others" 5% which is: (bad dealing - lack of food and beverage quality - prices).

The sixth question aims to identify if the respondents feeling there is a management controlling in the hotel. The results showed that 62% of the respondents were feeling there is a management controlling in the hotel. While, there are 38% of the respondents were not feeling there is a management controlling in the hotel. The seventh question aims to identify the reasons that explained the respondents feeling there is a management controlling in the hotel. The results showed that 41% of the respondents were feeling there is a management controlling in the hotel from the "Friendship and team work", while there are 33% of the respondents were feeling there is a management controlling in the hotel from the "Quality of service provided". On the other hand there are 13% of the respondents were feeling there is a management controlling in the hotel from both "Comfortable feeling" and "Others" which is: (feeling with safe - the variety of services – management follow-up). The eighth question aims to identify if the respondents have been talked with the hotel general manager or their assistant during their period of residence in the hotel. The results showed that 52% of the respondents stated that they were talking with the hotel general manager or their assistant during their period of residence in the hotel. While, there are 48% of them stated that they were not talking with the hotel general manager or their assistant during their period of residence in the hotel. The ninth question aims to identify if the respondents satisfied with this conversation with the hotel general manager or their assistant during their period of residence in the hotel. The results showed that 91% of the respondents were satisfied with this conversation with the hotel general manager or their assistant during their period of residence in the hotel. While, there are 9% of the respondents were not satisfied with this conversation with

the hotel general manager or their assistant during their period of residence in the hotel (see Table 9).

Conclusions and Recommendations

It should be emphasized that the results of this study cannot be circulated to all hotels in Hurghada. The study showed that there is a decrease in the level of performance of the top management in the investigated hotels as a result of a lot of challenges which include: total relying on the all-Inclusive sales system; lower prices; increase the size of the business and increase employee turnover rates etc. In addition to preoccupation of management with the daily working problems and challenges which, has become in the other than direction of it was supposed at the top management performance as preoccupied with management today only to monitor the performance of employees and in many cases help employees perform their daily business as a result of the many problems which include the lack of labor and increased turnover rates and the weakness of the level of performance and training etc. As a result, it's began with a kind of untrained managers show the low level of skill to some extent which has a negative impact on the performance of top management and the quality of the service provided. Therefore, we find that all this led to a preoccupation of the top management burdens of daily service control and sometimes help employees and thus led to the negligence of a number of tasks and duties that must be at the top management attention from other management processes of planning, organizing, supervision and other management process tasks. As well as the top management was no longer in the investigated hotels find time to pay attention to training and developments which can be a result of management preoccupation of with other things. This also could be argued that the low level of the performance of the top management in the investigated hotels was the result of many reasons, which include the following:

- Upgrade speed
- The low level of salaries
- The low level of experience

Therefore it can be inferred that these reasons had the main role in the emergence of a generation of management with the low level of skill and experience. Thus it must be working to put an end to that case/situation through attention to the following:

- Establish uniform standards to measure performance in line with the basic tasks and responsibilities for evaluating the performance of hotel managers and their assistants, with to ensure these application standards by the effective ways.
- Work to improve the effectiveness of operational performance through the imposition of management application of effective methods such as total quality management (TQM) and other effective management programs manage a real application.
- Working to develop a long-term national strategy to work on the production of a number of hotel managers and assistants who can contribute to the development and improvement of performance in the hospitality industry.
- It must be imposed a hospitality management workforce development skills training programs for the top management in the hospitality industry, and clear criteria for those who can pass these courses.
- Need to ensure that the passes who is entitled to work in the post of manager with the job degrees according to the organizational structure of the hospitality industry, and to ensure that the hotel managers were familiar with the basic skills manager job.

- Emphasis on the need for preference to be hotel managers of the holder of bachelor degrees with a minimum experience in hotel management.
- Emphasis on attention to the quality of hospitality education and ensure that the generation output has the practical and theoretical experience and skill.
- Work on the development and improvement of existing working conditions in the hospitality industry in general by providing the marketing programs to attract new segments and nationalities can elevate the physical level of tourism, which can be beneficial to all employees, including managers.
- The need to develop specific rules and a system through which the selection of managers.

References

ACS Distance Education, (2015). "How to become a Hotel Manager - Manage Hotels". [Online]: May, 7, Available from: http://www.acs.edu.au/info/hospitality/hospitality/man age-hotels.aspx. [Accessed on 14- 01- 2016].

AGCAS (2014). "Hotel Manager: Job Description". Association of Graduate Careers Advisory Service (AGCAS) and Graduate Prospects Ltd. [Online]: March, 01, Available from: http://www.prospects.ac.uk/hotel_manager_job_ description.htm. [Accessed on 18- 01- 2015].

Ahmmad, S., (2013). "Importance of Training in Hotel industry - A Case Study of Hilton Hotel, Cyprus". Södertörns University, School of Business Studies, Master´s Thesis 30 Credits, Tourism Studies, Spring semester.

Barrows, W., and Powers, T., (2008). "Introduction to Management in the Hospitality Industry", 9th Edition. Hoboken, NJ: John Wiley and Sons.

Bigliardi, B., Galati, F., and Petroni, G. (2011). "Collaborative Modes of R&D: The New Challenges for Personnel Management". International Journal of Business management and Social Sciences, Vol. 2, No. 3, pp. 66-74.

Bresciani, A. Thrassou, S., and D. Vrontis, P. (2012). "Human Resource Management – Practices, Performance and Strategy in the Italian Hotel Industry," World Review of Entrepreneurship, Management and Sustainable Development, Vol. 8, No. 4, pp. 405-423.

Bureau of Labor Statistics, U.S. Department of Labor, (2014). "Occupational Outlook Handbook: Lodging Management", 15 Edition, Lodging Managers Publish Date: Wednesday, January 8, 2014. [Online]: January, 8, Available from: http://www. bls.gov/ooh/management/ lodging-managers.htm [Accessed on 02- 02- 2015].

Chen, T. (2009). "Performance Measurement of an Enterprise and Business Units with an Application to a Taiwanese Hotel Chain", International Journal of Hospitality Management, 28(3), pp. 415-422.

Edmunds, S., (2016), "The Role of Top Management in Helping a Company Achieve", Global Post, [Online]: January, 22, Available from: http://everydaylife. globalpost.com/role-top-management-helping-company-achieve-36365.html. [Accessed on 08- 02- 2016].

Egyptian Hotel Association, (2016). "Egyptian Hotel Association: The Guide". 35th Edition 2015 – 2016, Cairo, Egypt

Foskett, D., Ceserain, V., and Kinton, R., (2008). "The Theory of Catering". 10th Edition. Hodder Headline Group. Pp. 432

Frolick, M and Ariyachandra, T. (2006). "Business Performance Management: One Truth. Business Intelligence", Winter. Pp. 41-47.

Galičić, V., (2000), "Transformational Management in Hotel Industry", Hotel 2000, 15th International Congress Opatija, Faculty of Tourism and Hospitality Management, Opatija

Griflin, R. (1999). "Management". 6th Edition, Houghton Mifflin Company, Boston, New York, USA. Pp. 7, 8

Harper, S., Brown, C., and Wilson, I., (2005). "Qualifications: A First-Track to Hotel General Manager?", International Journal of Contemporary Hospitality Management, 17 (1): pp. 51-64.

Ingram, D., (2014). "What Are the Steps in the Decision-Making Process of a Manager?", Small Business Index. Driven by Demand Media. [Online]: [Accessed on 01- 02- 2015].

InnovationManagement.se, (2013), "The Role of Top Management in Open Innovation". [Online]: August, 9, Available from: http://www.innovation management.se/2014/02/19/the-role-oftopmanagement-in-open-innovation/. [Accessed on 10- 07- 2014].

James, F., Freeman, E., and Dawel, G., (2000), "Management". 6th Edition Prentice Hall of India, New Delhi.

Kainthola, P. (2009). "Principles of Hotel Management", First Edition, Global Media, Delhi, pp. 1-25.

Lakshmi, D., (2011), "Role and Responsibilities of Top Level Management". Study Management, [Online]: [Accessed on 11- 03- 2015].

Morey, C., and Dittman, D., (2003). "Evaluating a Hotel GM's Performance: A Case Study in Benchmarking", Cornell Hotel and Restaurant Administration Quarterly 44 (5/6): 53-59.

O'fallon, M., and Rutherford, D., (2011). "Hotel Management and Operations". First Edition, John Wiley & Sons, Inc., Hoboken, New Jersey. Pp. 5-18

Robbins, S., and DeCenzo, D., (2003), "Fundamentals of Management: Essential Concepts and Applications". 4th Edition, Pearson Prentice Hall, New Jersey, pp. 2.

Roberts, C., (2015). "Five Functions of Management and Leading". Small Business Index. Driven by Demand Media. [Online]: September, 13, Available from:.com/five-functions-management-leading-56418.html. [Accessed on 15- 01- 2015].

Rue, L., and Byars, L., (2000), "Management Skills and Application". 9th Edition, McGraw-Hall Higher Education, pp. 138-160.

Santoro, G. (2015). "Evaluating Performance in the Hotel Industry: An Empirical Analysis of Piedmont". Journal of Investment and Management. Special Issue: Attractiveness and Governance of Tourist Destinations. Vol. 4, No. 1-1, 2015, pp. 17-22.

Sian, L., Subramonian, H., Tung, L., San, W., Hui, K. and Kulampalil, T. (2009). "TQOUI Fundamentals of Hospitality and Tourism Management". Open University Malaysia (OUM), September 2009, pp. 22-25

Taylor, S., and Enz, C., (2002). "Voices from the Field: GM's Responses to Events of September 11, 2001". Cornell Hotel and Restaurant Administration Quarterly 43 (1): 7-20.

Venison, P., (2005). "100 Tips for Hoteliers: What Every Successful Hotel Professional Needs to Know and Do". iUniverse, Inc. New York, United States of America. ISBN-13:978-0-595-36726-9, pp. 22-145.

Vrdoljak, I., and Bukvic, I., (2004). "New Management Practice in the Hotel Business – the Case of the Hotel Excelsior". Management, Vol. 9, 2004, 1, pp. 93-112

Vrtiprah, V., (2001). "Managing Quality in Hotel Excelsior". Journal of Quality Assurance in Hospitality & Tourism, The Harworth Hospitality Press, Vol. 2, No. 3-4, New York.

Walker, J., (1999). "Introduction to Hospitality". 2nd Edition. Prentice Hall, Inc., New Jersey, USA. Pp. 439:450

سعيد البطوطي، (2002). "إدارة الفنادق"، مكتبة الانجلو المصرية، القاهرة – جمهورية مصر العربية، ص 45-32