

EuroCHRIENews

EuroCHRIE: The European Federation of International CHRIE
The Hospitality and Tourism Educators



Freiburg 2013



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Letter from the president

By the time you read this message, many of you will be busy teaching with the academic year in full swing. Your summer holidays may be just a distant memory with the last of your tans fading. At the time of writing though, I am still looking forward to going on vacation. As I sit here looking out my window at another dull and leaden sky, that time cannot come soon enough. While many of you in Southern Europe and the Middle East have enjoyed a hot and sunny summer, many of us in Northern Europe have been challenged by the weather. In the UK, in particular, we have witnessed at least 'fifty shades of grey' in our daily skies.

Despite the gloomy skies, we do have a lot to look forward to. With every new academic year, we see a whole new intake of fresh faced, first year students eager to begin their journey towards successful hospitality and tourism careers. I know we all welcome the opportunity to work with our students to help them realise their career goals and that we take great reward in the success of our students. Fortunately, even during the current challenging economic climate, the international hospitality industry continues to grow, providing our graduates with exciting and diverse career opportunities.

We also continue to witness growth in the size of our EuroCHRIE network. Our Area Consultants have been working hard to introduce new members to our 'family' and the Executive Board of Directors is endeavouring to increase the benefits realised from membership. Most recently we have introduced our Mentoring Program-

me and our newsletter pages to share best pedagogic and research practice. We are lucky that we have members from such diverse countries and cultures who bring a broad range of practices that we can share and learn from. We have also negotiated an increase in the number of members that can join our network from emerging markets at a reduced rate. Finally, we will be introducing a new 'Buddy System' for first time attendees at our annual conference.

Of course, we have our next annual conference to look forward to; a perfect opportunity to network and share best practice and our current research findings. I look forward to seeing as many of you as possible in Lausanne, Switzerland, October 25th -27th. Our conference hosts, Ecole hôtelière de Lausanne have been working hard to ensure that our 30th conference, themed 'Hospitality for a Better World' will be one to remember.

Sincerely yours,
Maureen Brookes

EuroCHRIE Membership



It gives me great pleasure to write to you as your EuroCHRIE Director of Membership. Thanks to the members who have renewed their membership for 2012. For those memberships that may have lapsed our area consultants will be contacting you if they have not done so already. We are also welcoming new individuals and Institutions, from our emerging

nations, at a reduced rate. If you would like more information about this please contact me. EuroCHRIE membership gives access to the following benefits and opportunities in addition to International CHRIE benefits:

- EuroCHRIE Conferences, held annually, with conference themes ranging from entrepreneurship to travel and tourism; marketing, restaurant management, quality and education to name a few!
- Reduced registration fees to ICHRIE, EuroCHRIE and APacCHRIE conferences
- Eligibility for EuroCHRIE awards.
- World-class publications dedicated to hospitality education and training issues, industry developments and research, plus EuroCHRIE region-specific information.
- Active participation in a rapidly expanding network of hospitality and tourism professionals that bridges education with industry.
- Twice yearly EuroCHRIE Newsletter.
- Professional recognition for institutions by being able to use the EuroCHRIE logo on your website
- A dedicated website www.eurochrie.org with all the latest developments and news

EuroCHRIE www.eurochrie.org offers members a number of opportunities to find out the latest news in EuroCHRIE, who are on the Board of Directors and we link to International CHRIE www.chrie.org Being regularly updated by our webmaster, it is an ideal medium for advertising job vacancies at member schools at very competitive rates and great for those of you seeking new jobs internationally.

In addition we offer you the opportunity to showcase activities at your member schools. Why not download the EuroCHRIE newsletter and other useful publications and visit our famous photo gallery. Through the research and Education pages you can access conference speaker presentations in PowerPoint and download refereed papers in PDF format. Educators will also be able to link and view other superb teaching materials in a variety of different formats. In Amsterdam, we started to web stream the EuroCHRIE conference speakers so that you can listen again to the presentations. Visit the www.eurochrie.org and find out what our members are saying about being a member of EuroCHRIE

We also offer special recognition to our premium members with a direct link to their websites. EuroCHRIE is grateful that many of you have decided to take up Premium Membership this year. This is a multi-type membership category that includes member benefits for one institution/association/corporation/organization contact and for two additional individuals. The Schools that have opted to take Premium Membership are as follows:

Cyprus International University
www.ciu.edu.tr

Haaga-Helia University of Applied Sciences
www.haaga-helia.fi

University of Surrey
www.surrey.ac.uk

Ozyegin University
www.ozyegin.edu.tr

Napier University
www.napier.ac.uk

Hotelschool The Hague
www.hdh.nl

Coventry University
www.coventry.ac.uk

Ecole Hôtelière de Lausanne
www.ehl.edu

Institut Paul Bocuse
www.institutpaulbocuse.com

Angell Akademie Freiburg GmbH
www.angell.de

Oxford Brookes University
www.brookes.ac.uk

Manchester Metropolitan University
www.mmu.ac.uk

Free University of Bolzano
www.unibz.it

Leeds Metropolitan University
www.leedsmet.ac.uk

Shannon College of Hotel Management
www.shannoncollege.com

Hotel Management School Stenden University
www.stenden.com

César Ritz Colleges Switzerland
www.ritz.edu

Cyprus University of Technology
www.cut.ac.cy



Publications: Premium I-CHRIE members receive printed copies of the CHRIE Communiqué; the Journal of Hospitality & Tourism Education (JHTE); and the Journal of Hospitality & Tourism Research (JHTR).

Other: Premium I-CHRIE members receive additional recognition as a premium member in all I-CHRIE publications including the Annual Conference Program Book; Free logo placement in the Guide to College Programs (a \$250 value); Discounts on Eta Sigma Delta ceremony kits; A 50% discount on any I-CHRIE online professional opportunity (a \$550 savings); Additional acknowledgement during the Annual Awards celebration.

Status: 3 voting members

Annual Dues: US\$1030. All monies listed are in US dollars.

It is not too late to change. If you wish to upgrade your membership then this can be paid on a pro rata basis. Please let me know if you wish to change. I hope that we will be meeting some of you in Providence where we will have our usual EuroCHRIE dinner

and many more of you in Lausanne in October 2012 where we will have our usual new members and first time attendee's reception.

If you have any questions please do not hesitate to contact me or your area consultants. Their details can be found on www.eurochrie.org/management. Everybody please try and recruit new members. Our target for this year is to gain 200 members.

With Best Wishes

Rai Shacklock
Director of EuroCHRIE Membership
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Cooperative Education & Research for Hospitality & Tourism Educators

31th EuroCHRIE Annual Conference 2013 Freiburg, Germany



**EuroCHRIE
Freiburg 2013
Germany**

Cooperative Education & Research
for Hospitality & Tourism Educators

Dear Friends and Colleagues,

the EuroCHRIE Board cordially invites you to the 31th EuroCHRIE Conference that will be held from 16th – 19th October 2013 in the beautiful city of Freiburg, capital of the Black Forest, in Germany.

We are convinced, that you will enjoy a great destination, culinary delights and that you will benefit from the most interesting conference-theme "Cooperative Education & Research for Hospitality & Tourism Educators".

Host in 2013 is the ANGELL educational group, a major player in the private educational industry in Germany; it offers vocational and academic qualifications in Tourism, Hospitality and Events Management since 1992.



As immediate past-president of EuroCHRIE and Managing Director of the ANGELL Akademie I am honoured and proud to host the 2013-conference on our 23'000

m² campus in the city center of Freiburg. Our conference-team will not only prepare an effective, academically valuable conference for you, but also offer numerous networking opportunities while presenting German hospitality at its best as well as the beautiful sites of Freiburg and its surroundings.

We look forward to seeing as many of you as possible in Freiburg 2013.

Sincerely yours,
Robert Wetterauer

Provisional Conference Programme

Wednesday 16 October

15:00 Registration Desk opens on campus
16:00 EuroCHRIE Board Meeting
18:30 First Time Attendee Reception
19:00 Welcome Reception

Thursday 17 October

8:00 Registration Desk Opens
09:30 Opening Ceremony
of the EuroCHRIE Conference 2013 Freiburg
12:30 Lunch
14:00 An afternoon of parallel sessions
19:00 Dinner out and about Freiburg

Friday 18 October

9:00 Full day of parallel sessions
12:00 Lunch
16:30 Set-up stands
for International Cooperative Education Fair
19:00 Gala Reception

Saturday 19 October

09:00 Half-day of parallel sessions
12:00 International Cooperative Education Fair
13:00 Oktoberfest
18:00 Close

Fees

| | Members | Non Members | Student |
|-----------------|-----------|-------------|-----------|
| Early Bird fees | EUR 460.- | EUR 560.- | EUR 100.- |
| Full fees | EUR 500.- | EUR 600.- | EUR 100.- |

End of early bird Registration: 31.04.2013

For more information please contact

Ludwig Quaas
l.quaas@angell.de
+49 761 70329-226

or visit our website
www.eurochrie2013-freiburg.de

Host and Venue

The ANGELL educational group is a major player in the private educational industry in Germany and feels confident to host the conference on its 23'000 m² campus in the city centre of Freiburg Germany. Its ANGELL Akademie Freiburg offers vocational and academic qualifications in Tourism, Hospitality and Events Management since 1992. It has to be noted that the ANGELL Akademie – founded by Antoinette Klute-Wetterauer (EuroCHRIE President 2005/2006) was the first institution in Germany to design these state accredited programmes which are nowadays adopted by a large number of schools around the coun-

try. ANGELL students receive a diploma after two years and have the opportunity to continue with a top-up year at level three at ANGELL or at partner universities such as the University of Brighton (Hospitality, Tourism and Travel Management), Leeds Metropolitan University (Event Management), Victoria University Melbourne (Tourism and Event Management) as well as HAAGA-HELIA University of Applied Sciences Helsinki (Hotel and Restaurant Management). Since 1994 more than 2000 ANGELL alumni have started their career in the tourism, hotel and events industry.



Theme and Concept

The conference shall be centred around the theme of Cooperative Education and Research for Hospitality and Tourism Educators. The conference gives both educators, professionals from the industry and students an opportunity to get together during a three-and-a-half-day long event, which places emphasis on the mutual relationship between Education and Industry. Academic excellence in combination with work-integrated learning and applied and transfer-

oriented research shall be the main focus. You will have the opportunity to exchange information, ideas, research, products and services related to education, cooperative education and work-integrated learning. The conference also offers the opportunity for delegates to learn from experts about the latest developments, trends and techniques, to share ideas with colleagues in an international atmosphere, to catch up with old friends and make new ones.

A great destination!

Because of its scenic beauty, the historic old town with Freiburg Münster, which was already completed by 1330, because of its relatively warm and sunny climate and easy access to the Black Forest, Freiburg is a hub for regional tourism.

The city has around 200,000 inhabitants, among them 30,000 students at the university, polytechnic colleges and the teaching college. Many research institutions also benefit from the proximity of the university. Freiburg is known as an „eco-city“. In recent years it has attracted solar industries and research; the Greens have a stronghold here (the strongest in any major German city; up to 25% of the vo-

tes city-wide, in some neighbourhoods they reached 40% or more). The newly built neighbourhoods of "Vauban" and "Rieselfeld" were developed and built according to the idea of sustainability. The citizens of Freiburg are known in Germany for their love of cycling and recycling.

Easy accessibility

Located in the southern part of Germany, the location is easily accessible via airports in Frankfurt, Zürich, Strasbourg, Basel and Karlsruhe/Baden-Baden. There are direct speed trains (ICE) from Frankfurt and Zürich International Airport reaching Freiburg within 2 hours.



Black Forest Impressions





Perspectives On ... Ethics in Hospitality

One topic that has been attracting more attention in higher education over the last few years is that of ethics. What we mean by ethics however, is not always clear. For those of us engaged in research, we often think of ethics as the increasingly laborious procedures and documents required by our institutions prior to beginning a project. While these processes may be time consuming they are important for ensuring that we conduct research around some fundamental principles such as honesty, integrity, objectivity and social responsibility. Across our different institutions however, we adopt a wide range of practices to embed ethics into our research.

These principles are equally important when it comes to learning and teaching practices and to imparting these principles to our students. However, how best to embed

ethics into our programmes and overcome the challenges faced to prepare students for careers in an industry where individual and corporate social responsibility is high on the agenda, is still the subject of much debate.

In this newsletter, EuroCHRIE members share their thoughts, current practices and challenges faced when it comes to ethics in research and learning and teaching.

Maureen Brookes
President EuroCHRIE
Teaching Fellow
Oxford Brookes University

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All research has to be ethical and comply with ethical regulations, which are provided by University Committees and Structures. Every researcher, whether doctoral student or senior professor, has to understand and adhere to the professional standard set by respective bodies. Practices surrounding the acquisition of ethical approval for research projects have become standardised and to an extent also bureaucratised.

These developments have not been without consequences: On the one hand there is now greater awareness and scrutiny of ethical procedures and on the other hand there are increasingly complaints that over-bureaucratising the ethical process has resulted in unnecessary and meaningless form filling and shifted responsibility for ethical and appropriate engagement from the individual researcher to a faceless technocracy: ethical decision making by committee. Frequently and particularly so in the field of business and management research, it is also stated that research engagement is based on the involvement of consenting adults such as managers and practitioners and that therefore such 'bureaucratic requirements' about ethical engagement are unnecessary at best and delaying research progress and overcomplicating matters at worst.

A more helpful way to think about one's own engagement with research projects, inducing one's relationships with participants, the way in which data is generated, but also disseminated and 'put into the world' as reliable and valuable knowledge, is to think through one's intended research plans in terms of their 'research integrity'. Here, the simply moral imperative to treat others as one would want to be treated oneself, goes a long way to reflect upon what constitutes ethical practice. Once such reflections have taken place, the completion of 'ethical approval forms' are then only the 'outcome', rather than the driver for ethical engagement.

The protocols for how to gain access to an organisational setting, how to protect participants' identity and how to write letters of consent are all well established and many a textbook on research methodologies provides templates

about how to design and phrase such documents. A more problematic area is perhaps the publication of research findings and research accounts as this step entails providing written accounts of events or phenomena, which are under the (almost) whole control of the researcher and frequently a research account differs immensely from what may have been the perceptions of participants of 'what goes on'. Research accounts may also present findings and analysis which are not in line with the perspectives and worldviews of participants, or of what they deem is 'acceptable' to be put into the world for public scrutiny and consumption. For example, sponsor of a research project may have particular views about what they accept to be important findings, yet whether they would want these findings to be made available and discussed is a different matter.

The conduct of research occurs in a context of power. The researcher - while dependent on getting access to organisations and people in the early stages of the research - is also the interpreter of findings and the writer of research accounts. In this regard, the relative power between all research participants shifts toward the researcher in the latter stages of the research process.

While there is plenty information and guidelines how to manage the earlier stages of the research process, the latter stages where issues of interpretation of findings, worldviews, different interests and stakes in the research come more to the fore, are less well regulated. This is to be considered as helpful and does not require further bureaucratisation disguised as professionalization. It places responsible agency for ethical engagement back where it needs to be - into the relationship between the researcher and the researched.

Susanne Tietze
Professor and Head of Research
at Sheffield Hallam University



Faking It – While The Economist recently ran an article on the growth of fake ID's (<http://www.economist.com/node/21560244>), as academics our concern should probably be more focused on fake degrees, fake research, fake universities and even fake accreditation bodies. Unfortunately there are literally hundreds of 'degree mill' institutions around the world, and too many of them able to slip under the radar or through loop holes in existing legal registrations. Not so long ago I came across a candidate for employment who had a Bachelor degree from Pebble Hills University (PHU) (<http://www.pebblehills.edu>). It seems that at one point PHU used to be registered in Seborga, Italy. It appears that it was eventually found by the Italian authorities to be no more than a room in a building used as a cellar, and was also apparently the home of 10 other universities – including St Bernard University, St Paul Ottawa College & University, James Monroe Intl' University, Eurasia Community College, Instituto Latinoamericano de Psicobiología amongst others. Over time, and like many others it seems that PHU has claimed registration and accreditation from many places (including the State of Delaware, USA) and from unrecognised accreditation bodies such as the International Accreditation Organisation (<http://www.iao.org>). As you can see from their website, PHU are hardly hiding who they are - and their supposed accreditations, listings, memberships of bodies and other recognitions fill their home page.

One of the leading offices in the US that deals with fake degree, diploma mills etc, is the Office of Degree Authorization (ODA) that has been set up by the State of Oregon (<http://www.osac.state.or.us/oda/unaccredited.aspx>). Along with many hundred of other institutions, PHU is clearly listed on their website there as a 'Fake' university. According to Oregon's ODA, PHU initially not only claimed authority from sub-national entities in Italy (Principality of Seborga) but also Australia (the rather infamous and self-styled Hutt River Province in Western Australia), and notes that, "Approval is not recognized internationally and the entity should be viewed as not a degree-granting institution". A number of fake institutions have apparently claimed at one time to be incorporated in the State of Delaware, which as the State of Oregon notes has "No effective enforcement. All unaccredited degrees assumed invalid unless evaluated. Many fake colleges registered as corporations". Such is the problem of enforcement/accre-

ditionation within the USA itself – let alone internationally – which makes enforcement of education organisations registered in such places as Vanuatu a complex task.

Not only are there are thousands of universities in the world (which is often confusing at best), but there are many jurisdictions and quasi-jurisdictions which allows for considerable opportunity to either create completely 'fake' universities which offer completely unregistered qualifications. Recent cases in Malaysia have included degree being issued for Glastonbury University, and in Singapore for Brookes University (which was apparently based in Taunton, Somerset, England).

Second, is the problem of people copying legitimate degrees. The Malaysian Sunday Star (<http://thestar.com.my/columnists/story.asp?file=/2012/7/29/columnists/thestarsays/11753548&sec=thestarsays>) reported earlier this year that "hundreds of Malaysians have reportedly bought fake university degrees from scam artists in a multimillion-ringgit business". While most involve foreign "universities", but with 20 fake degrees supposedly issued by the Universiti Sains Malaysia (USM) which were in fact copies of real degree certificates that had the names changed.

Third, is the problem of people getting real degrees, but by 'faking' the research on how they earned them. Lest we think the issues discussed here are just a USA or Asian problem, recent examples here include several German politicians (including a past Minister of Defence) who have been forced to step down – as well as the President of Hungary who had to step down in May, 2012 for faking his PhD research too.

While a number of ethical issues are staring universities in the face, the questions of fake qualifications and institutions is a significant one for employers, governments and society. After all, who wants to find out that their doctor graduated from the loftily sounding but non-accredited University of Knightsbridge (that is actually based in Denmark), or that the engineer that designed the building they are sitting in picked up his degree from MIT at a copy shop in Patpong in Bangkok.....or that the research that got them their PhD was based on faked calculations and research.

Professor J. S. Perry Hobson, Ph.D
Pro-Vice Chancellor
Division of Tourism, Hospitality, and Culinary Arts
Taylor's University, Malaysia



The Deeper Ethical Problem of Staff Turnover in the Hospitality Industry – The international hospitality and tourism industry is one of the largest employers in the world. At the same time, the industry has the highest negative staff turnover and internal theft figures for years. The financial damage is immense, costing the industry billions of dollars per year. There are ongoing tensions on the work floor itself, suggesting a problem not only with the way hospitality workers are being treated, but also how they are being perceived, from an ethical perspective, as fellow human beings.

Glen Hepburn, Senior Lecturer in Business Ethics at Hotelschool The Hague, investigated this issue as part of his Master's in Applied Ethics degree at Utrecht University. Glen received a government grant in order to extend his expertise in the field of business ethics in the hospitality industry. For his thesis he investigated the ethical problem of how hotel managers perceive staff. He used exploratory observation techniques to obtain further insight into the very nature and scope of currently strained relationship between hotels and their staff.

To see what others had written on the subject Glen turned to the organizational sciences in a quest to understand the true nature of the problem. He concluded that motivational theory - with its focus on empirical data and observable behaviours – can only address issues at that level. The real problem is in essence deeper; the heart of the matter being not just how hotel workers are being treated but how they are being perceived, not just as workers but as fellow members of the human family. For example, in his observation study he found that the hotel industry to some extent still is characterised by outmoded attitudes entrenched in traditional mentalities and outmoded perceptions regarding the employer-employee relationship. Another key finding was that a great deal of unethical treatment of employees by managers, particularly those in direct contact with staff, is actually unintentional, resulting more from a lack of ethical awareness than conscious intentions to exploit, abuse, deceive or manipulate.

The issue of negative staff turnover and internal theft is thus more than an organisational problem; it clearly is at the core a deeply ethical one. Glen therefore turned to the discipline most able to address issues at this level, that of ethical theory, and Kantian normative theory in particular. In his view, what is currently lacking is a normative justification for the moral status and rights of the hotel employee.

Immanuel Kant (1724–1804) is probably one of the most important moral philosophers of the last two centuries. Kant provides a coherent framework of three universal principles that can be surprisingly practical and applicable to a range of human situations. First of all, we should live by the rule: "what's fair for one must be fair for all". For example, a restaurant manager who insists that a waitress wears revealing tops or uncomfortably short skirts clearly does not maintain an action that is universalizable. Secondly, humanity should be seen as end in itself. That is, we can safely assume that managers who consistently respect the dignity of their staff as ends in themselves - rather than as means to company ends - do not abuse, exploit, control, disrespect or discriminate against those under their care. Rather, they would consider management to have an imperfect duty to provide employees with meaningful work and a decent standard of living. Finally, Kantian theory argues that everyone possesses the same human dignity. Therefore, no one, from top to bottom in the organizational structure, should be treated as a mere means to someone else's ends.

Glen concludes that long term solutions will remain elusive until the hospitality industry adjusts its ethical perception of its most valuable resource – its staff. And to meet this challenge he finds the Kantian ideal - with its emphasis on human dignity and respect for persons – a more than adequate candidate to deal with this problem. So, what do you think? Have you ever felt treated unethically?

To download the full thesis, please visit <http://www.hotelschool.nl/about-us/research/publications.html>.

Jean-Pierre van der Rest, Ph.D.
Professor & Director, Research Centre
Hotelschool The Hague

**The Ethical dilemma in the hospitality and tourism industry in Ghana – “Ethics is a way of life”**

Hospitality and tourism industry is experiencing continuous steady growth globally, employing more people and becoming a major source of revenue to most countries. With this status, the hospitality and tourism industry has become a strategic business and investment sector for emerging economies, like Ghana looking for new economic platforms in addition to their usual extractive and agrarian economies on which to nurture growth. But just as the industry is becoming significant so are issues such as ethics that underpins it, given that in both the demand and supply side it is people, and the way they behave as guests, hosts, or common operative that make the industry thrive.

On the supply side, the industry in recent years is emphasising the significance of ethics, which is largely driven by customer choice, the demand side seen as ethic dependent in recent years. The heightened demand for ethical and responsible practices in the tourism and hospitality industry therefore intensifies pressure on stakeholder responsibility everywhere across the globe. And Ghana is no exception.

For example, fairness and respect of others’ values are some of the qualities on which organisation’s ethical behaviour is evaluated. Weaved into qualities of fairness for example are factors such as equal pay for equal responsibilities for all employees regardless of gender, fit for purpose services commensurate to its price tag. In respect of others’ values, race, religion and sexuality have always been the headlines. How tolerant a tourism and hospitality organisation is to these factors has come to define business models of most of the industry’s top players based on which organisational vision, marketing strategy and operational activities are developed.

On the demand side, organisations, especially multinational companies are increasingly demanding high ethical standards of behaviour from their personnel who travel to do

business in their name. These individuals are referred to corporate disciplinary processes when they have disregarded such standards.

In Ghana, the hospitality and tourism industry has become one of the pillars of the country’s economy, and is the fastest growing sector. Statistically it is the fourth major contributor of foreign exchange injecting 6.7 per cent GDP into the economy. With the expansion of the Ghanaian hospitality and tourism market as a result of increased international tourist arrivals, Ghana is equally facing the ethics question as any other tourist and hospitality destination. And although there is fundamental recognition of ethical standards within the regulatory codes of practice established by the Ghana Tourism Authority, the challenge lies in the awareness of these standards amongst frontline staff of member tourist and hospitality companies, and the enforcement of these standards. For example, amongst some local operators of tourist and hospitality facilities the quest to maximize profit at the expense of service quality could never be an ethical issue but a business model necessary to ensure survival despite its being a false choice. In the same way, the opportunity and the ability to pay less wage in exchange for more work is not a question of fairness, but a business model to ensure continuity in business. In some cases it is argued to benefit employees’ continuity of employment. These and other ethical issues must be addressed as Ghana strives to make economic gains in the tourism and hospitality industry in the midst of intense competition from its neighbours. But for now, it is evident that the Ghanaian hospitality and tourism industry faces enormous ethical dilemmas, one that borders on fairness and survival, at least in the minds of some industry players.

Adiza Sadik

Senior Lecturer
Department of Hotel Catering and Institutional Management
Tamale Polytechnic, Ghana

**The importance of ethics from a doctoral student perspective**

The term ethics often conjures fear in many doctoral researchers, what does it mean, why are they important and what are the implications? Many think of ethics as either a set of rules between right and wrong, a professional code of conduct or a religious creed (Resnik, 2011). A common definition however is ‘norms of conduct that distinguish between acceptable and unacceptable behaviour’ (Resnik, 2011). In research, ethics can be viewed as moral principles guiding the research from inception to completion, publication and beyond (Kenyon and Wood, 2009). Within social sciences the research into individual lives raises multiple ethical issues (Kenyon and Wood, 2009 and Mauthner et al., 2002).

Through the course of research training doctoral researchers are made aware of the need for ethical awareness but in reality does this prepare them to deal with the ethical quandaries that may arise from the research. For example what is the appropriate course of action when a participant divulges some key organizational information or indeed a violation of the law? Does the principle of confidentiality remain or does the need for public accountability and responsibility as a researcher supersede this? (Mauthner et al., 2002).

A common difficulty within the research process is that despite all people recognizing some common ethical norms, these are subjective values, beliefs and experiences, resulting in individual interpretations and applications (Resnik, 2011).

How the researcher deals with these issues and balances the need for research agent’s ethical practice is crucial in building a reputation, attracting funding opportunities and establishing people within the research community. It is because of this that ethics should penetrate every level of the research and remain throughout a process of reflection and reevaluation rather than be a stand-alone factor.

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Claire Holland

Hospitality Business Management Lecturer
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Ethics in Tourism: A Cross-cultural Perspective –

There is no much doubt that the tourism industry would be the most appropriate field of studying the rule of ethics. It requires a high density of face-to-face interaction and communication among the group of people representing various social groups or cultures. Specifically, tourism is a primary ground for the creation of cultural misperceptions and misunderstanding, especially in an increasingly globalised and interconnected world (Hottola, 2004; Reisinger & Turner, 2003). The potential for tensions and conflicts between culturally different people is considerable in such a world (Reisinger, Kozak & Viesser, 2012). There is a dilemma in some cases because some people want service as it would occur in their own culture whereas some others want to experience a different culture (Mo, Howard & Havitz, 1993). Thus, the concept of ethics needs to be taken into consideration from the following perspectives:

Customer-to-customer interaction: As underlined above, the hospitality industry is a perfect platform to experience a high density of customer-to-customer interactions; and as a result, can be annoyed because the problem is likely to appear out of their control even though the service providers willingly take measures to provide a better standard of services. Yvette et al. (2012) have provided an extensive list of examples on the basis of how both visitors and local people perceive others visitors' misbehaviour and miscommunication while on a vacation to a certain business or destination, e.g. food and drink consumption in an excessive amount either in the business or open to the public, noisy partying, cutting in line, treating others, disrespecting providers, and invading personal space. These would be considered as an additional matter to mention the presence of ethical problems in the customer side. A possible reason to be speculated at this point is associated with some tourist groups thinking that they are on a holiday to enjoy themselves and would not prefer caring about others, but they would prefer acting freely without any cons-

straints. All these incidents could be a good example as to why and how the ethical rules can be initiated and maintained for the benefit of two parts.

Customer-to-business interaction: Quality with tourism services depends on the form of human relations (Johns, 1999). As defined as the interactive quality, how you may serve your customers can be more significant than what you are supposed to serve. Regardless of what you may have better facilities and better quality physical materials, the style of communicating with our customers would be of help to keep a higher impression in their minds. Any kind of misbehaviour towards customers such as verbal abuse and sexual harassment means loosing your prestige and competitiveness in the market. Specifically, the study by Kozak (2007) has taken into account five specific types of harassment for further consideration, namely harassment by vendors, sexual harassment, verbal abuse, physical abuse, and peddling of drugs. He has found that the clearly dominant harassment is vendor persistence and provided a list of suggestions to handle with such a negative outcome.

Taking the issue from the perspective of how customers may see the others as the local people, again we must emphasize the value of ethics to respect for the local culture. In one hand, locals perceive visitors of different nationalities to be different and behave in different ways (Kozak & Tasci, 2005). On other hand, customers usually have the feeling of freedom to act towards the direction of their preferences during their vacations in a foreign community; however, there is a restriction not to pass the border to indulge into the living styles of the local people. The style of speaking, dressing and socialising can be potential reasons to be misunderstood by the locals due to the presence of cross-cultural differences. Given the presence of many negative impacts on the local residents' quality of life, the local people are likely to experience several sorts of difficulties, including loss of privacy, extra expenditures, hard physical work, and mental stress deriving from continuous worries and obligations of hosting or even the feeling of being exploited by their guests (Shani & Uriely, 2012).

Moreover, the intense interaction between service employees and customers in the hospitality industry creates an environment for studying customer deviance against employees (Urry, 1990). This is another side of the coin to be emphasised in the context of maintaining ethical standards on the customer side. According to the findings of an empirical study conducted among those employees affiliated with the Turkish tourism industry, the most common types of misbehaviours include the physical abuse (stabbing, throwing a hazardous material), verbal abuse (yelling at employees and behaving impolitely) and sexual harassment of customers towards employees who are in charge of providing a service (Aslan & Kozak, 2012). Called as deviant behaviour, such an undesired behaviour would lead to a lower motivation and morale within the business. Such an incident might be a potential reason both for the employees and service providers not being able easily to internalize the idea of "customers are always right".

Business-to-business interaction: The main problem that can be observed in such a case would include the lack of communication between businesses doing a business with each other. The lack of communication leads to various potential problems such as the disability of establishing common guidelines or standards to be followed in order to keep the industry's business practices under control and maintain a consensus among all parts. A further case can be discussed as underestimating the presence of counterparts as the main competitors in such a noble competitive environment. A list of practices can be addressed such as paying not their debts to other businesses, working in overbooking without transferring their visitors to other similar businesses, encouraging the instant transfer of well-educated employees from others, and diminishing the level of prices applied for their products as compared to other similar businesses through breaking the rule of competi-

tion. As a consequence of such practices, the hospitality industry at the macro level has to remain without any support but must pay the cost, e.g. an increasing number of complaints with quality and loosing the competitive advantage with lower prices versus higher quality.

Staff-to-staff interaction: This is also one of the most sensitive issues of understanding the importance of ethics in tourism. As a part of the weak style of human resource management strategies in a business,



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we can see much evidence of how the employees at the managerial level may lean towards unethical behaviours within diverse practices. These could include discrimination at recruitment (Warhurst & Nickson, 2007), deploying unfair tasks among employees, and abusive supervision (Bloisi & Hoel, 2008) which all could be based on demographic, racial, gender and sexual issues (Adkins, 1995). However, unethical behaviours could not be restricted merely within managers but also employees could face unethical behaviours by their counterparts. Regardless of its source, abusive supervision and perceived injustice could also trigger employees' unethical behaviours targeted to co-workers and the organization itself (Bennett & Robinson, 2000). To eliminate unethical organizations and encounters, it is important to take into consideration that unethical behaviours are like "toxic" (Stein, 2007). For example, a rude or too demanding customer could make employees to behave unethically; or an employee, abused by the upper management, could serve unwillingly to visitors as a reaction.

In sum, the cost of unethical behaviours can sometimes be unpredictable for all parts taking place either as visitors or service providers within the industry, e.g. diminishing the quality of life, loosing profits etc. If so, what would be the solution to come up with such problems as noted above? Talking briefly, developing education and training programs not only for customers but also for employees and managers in order to respect the presence of each part as human beings within the social environment and as businesses within the economic environment. As indicated by Yvette et al. (2012, p. 25), "the cultural relativism perspective is appropriate in many respects, e.g. eating, drinking, communication, and many other rules are different within cultures, and it is important to accept these differences when one travels to other cultures although these rules are not universally right and wrong". Then, the only key would be respecting others either as co-visitors or co-workers that means enforcing the power of understanding the meaning of ethics in a multi-cultural environment such as tourism and hospitality.

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Nestlé study suggests significant influence of chewing on satiety

The length of time you spend chewing food may be at least as important as how full your stomach is when it comes to how much you consume, according to a new study by Nestlé.

Scientists from the Nestlé Research Center, in collaboration with Wageningen University in The Netherlands, carried out what is thought to be the first examination of the effect of simultaneous oral and gastric stimulation on satiety.

The results suggest the time people spend chewing may be an important factor in determining their energy intake. This supports earlier research suggesting drinks may not be the most effective format for developing food products for satiety.

In the Nestlé study, participants were monitored on five non-consecutive days. They were asked, in random order, to chew but not swallow food for one or eight minutes while having different amounts of the same food infused into their stomachs.

In a control condition, participants did not receive any food and were not given any food to chew.

Half an hour later, all participants were given a meal and invited to eat as much as they liked until they were comfortably full.

The study found that when participants chewed food for one minute, they ate the same amount as they did on an empty stomach, regardless of how much food had already been infused in to their stomach.

However, when participants chewed for eight minutes they consumed significantly less than they did on an empty stomach.

Lowering energy intake

"Our findings suggest longer oral-sensory stimulation may be an important factor in lowering energy intake," said Dr Alfrun Erkner, a Nestlé Research Center scientist involved in the study.

"This doesn't necessarily mean specially-designed nutrition beverages can't have a satiating effect, but that products that provide increased oral stimulation could be more effective.

"Follow-up studies are needed for a better understanding of the impact of the interaction of oral and gastric factors on eating behaviour," she added.

"Our findings suggest longer oral-sensory stimulation may be an important factor in lowering energy intake." Dr Alfrun Erkner, a Nestlé Research Center scientist.

Study variables

The study involved 26 fit young men of healthy weight. On one day they chewed cake for one minute without swallowing it while receiving 24g of cake in a 100ml solution through a nasogastric tube.

On another day they chewed cake for one minute without swallowing it while receiving 24g of cake in an 800ml solution.

On two other days they chewed cake for eight minutes without swallowing it while receiving either 100ml or 800ml of



New Research: The study examined the effect of simultaneous oral and gastric stimulation.

the same solution. On another day they did not chew any cake or receive any liquid, but wore a nasogastric tube. This was the control condition.

The participants rated their appetite and hunger immediately before and after the tests, then 15 minutes afterwards and then again before and after the meal.

Participants were not allowed to eat any food or drink any energy-containing beverages for two and a half hours before the tests began. They were also asked to avoid intensive physical exercise throughout the study.

Complex signals

Nestlé ultimately aims to use research of this kind as the scientific basis for developing foods that could help consumers feel satisfied and less hungry between meals.

The study, published in the scientific journal *Obesity*, is part of Nestlé's ongoing research into the factors that help people feel satiated.

This includes studies examining the effects of various protein sources on energy metabolism, satiety and glucose control and the complex signals sent by the gut to the brain.

Related information

Nestlé Research Center
Study: 'Effects of oral and gastric stimulation on appetite and energy intake', published in *Obesity*
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