



## General Course Information

Instructor:	WooMi Jo, Ph.D.
Email	<a href="mailto:woomi@uoguelph.ca">woomi@uoguelph.ca</a>
Phone	519-824-4120, Ext. 53633
Office Location	MAC 307
Office Hours	by appointment
Department/School	The School of Hospitality, Food and Tourism Management
Class Schedule:	Lecture: 2:30- 3:50PM, Tuesday, THRN 1307 Labs: 11:30AM- 12:50PM & 2:30- 3:50PM, Wednesday, MCLN 107
Pre-requisites:	9.00 credits including HTM*2100
TA	You Jia Lee <a href="mailto:ylee05@mail.uoguelph.ca">ylee05@mail.uoguelph.ca</a>

## Course Description

This advanced lodging course integrates knowledge and skills acquired from previous lodging operation course (HTM 2100) and other HTM courses including hotel operations, restaurant management, marketing and sales, managerial accounting and finance, and human resources. Students will formulate and implement strategic business plans and budgets and evaluate business performance utilizing a hotel simulation program in a team-based learning environment. This course particularly emphasizes development of analytical decision-making and problem solving skills which are paramount skills to success post-graduation as a manager in the lodging industry.

Each class focuses on utilizing critical analytic thinking to involve oneself at a high level in the interactions, responsibilities, and understandings teamwork as well as running a simulation program to build critical analytic and decision-making skills necessary to manage hospitality operations.

## Course Learning Outcomes

1. To gain a thorough understanding of internal and external managerial issues involved in the lodging management.
2. To demonstrate the ability to use discipline-specific knowledge to plan and implement the core lodging business activities.
3. To exercise problem-solving and critical thinking skills in constructing strategic business plans and in evaluating the effectiveness of business outcomes.
4. To build skills in integrating and applying concepts, data, statistics, and theories to derive valid solutions to case studies and simulation-based activities.
5. To sharpen communication skills in writing and presenting a professional management reports discussing business plan, budget and control, performance measurement, and variance analysis.
6. To build teamwork skills by identifying and communicating team members' best quality and capability towards team common goals.

## Course Resources

### Lecture

The weekly lectures cover the major topics that relevance to the course objectives. Not all lecture materials (class notes) will be posted on CourseLink. Students are highly encouraged to attend the class and take own notes throughout the semester.

### Simulations

This course uses a software simulation program called **HOTS** (Hotel Operations Tactics and Strategies) extensively, which is designed to help students learn management concepts in operations management, marketing, finance, accounting, strategic planning, situation analysis, and team decision-making. Each student has own log in ID and password and **must purchase the log-in by 4:30 p.m. Monday September 12.**

### HOTS log-in purchase

HOTS is \$65

Payments must be brought to Kandis Dyak in **MACS 101** by **4:30 p.m. Monday September 12.**

- only Cash or Cheque (made payable to HFTM, University of Guelph) is accepted

### Required Text:

There is *no* required textbook for this course.

### Recommended Texts

*Olsen, M.D., West, J.J., & Tse, E. (2008). Strategic Management in the Hospitality Industry. (3rd ed). Upper Saddle River, New Jersey: Pearson Education, Inc.*

### Other Resources

Additional reading articles and course related materials are shared on CourseLink. Students are responsible to read these materials and be prepared for class discussions and/or assignments.

## Course Assessment

### HOTS

The major learning tool in this course is the HOTS simulations which most of the student assessments are based off. Through group participation and instructor guidance, each student HOTS team (management team) develops objectives and performance measures for operating a hypothetical 125-room hotel in a medium-size city. All management teams (eight teams in each lab) begin with identical competitive positions and then quickly establish unique competitive strengths for their hotels based on managerial decisions. The computer program analyzes each team's decisions and determines demand, sales, costs, profitability, etc. The monthly simulations run for 12 HOTS months.

### Business Plans and Annual Reports

At the end of every 12th month, each management team will submit an annual report and a business plan. **Business plans and budgets** are for the up-coming year, and **Annual reports** will consist of the previous year performance summary and variance analyses. These reports are addressed to the regional VP of the hotel company. The guidelines and forms for these reports will be provided in class.

### EXAMS

There are two exams in this course. It will be based primarily on class lectures, discussions, readings, and HOTS simulations.

## **IN-CLASS ACTIVITIES**

Throughout the semester, various class activities will be assigned, some of these are group based (does not have to be the HOTS group) and some are individual. There is no make-up for these activities. If you miss the class, you will not earn the marks for the missing activities. Please check these on the class schedule and manage your attendance accordingly.

## **TEAM WORK**

**Team charter** should be developed by each team to work based upon. It's major responsibility for each team member to fully participate in the developing stage and understand each policy. Contents of the charter should include name of the hotel company, its mission, each team member's responsibility for the HOTS simulations and reports, peer evaluation criteria, and termination policy. Make it very clear how each team member will participate and contribute for the HOTS simulations, as well as how he/she will be evaluated for their performance. After each annual simulation cycle, each team member will be evaluated on their portion of the work.

## **FINAL REPORT**

A complete case study analysis of your firm's actions and results is due at the end of the three year of HOTS simulations. Each team is to include an examination of its intended strategic goals as well as realized results, plus a thorough discussion evaluating performance; especially deviations from intended plans. Since organizational performance is one of the primary measures of business success, the report should include a detailed analysis of the industry (competing firms, environment, etc.) and your hotel's results (financial, marketing, etc.). Lastly, a set of key recommendations for future action should be included. Specific guidelines will be given in class.

## **HOTEL PERFORMANCE**

The emphasis on this class is not on competitive behavior but on *cooperative* behavior. All eight teams will start the hotel with same hypothetical situation. The ending business performance results will differ depending on the decisions made through the simulations. Each team will receive a performance mark at the end of the three year simulation cycle. The net profits, market share, and financial ratios will be considered for the hotel performance. Of course, the teams with better performance will receive higher marks than teams with low performance. More details will be provided in class.

## **PARTICIPATION**

The HOTS simulation is a group based activity. Active class participation is **MUST**. Class participation starts with studying the HOTS manual and reading materials **before** the start of the simulation. There will be several classroom activities for active learning (group discussion, short response paper, group activities, etc.). Individual group member will be assessed based on their job and responsibilities assigned for the HOTS simulations. This is not only for the simulation sessions but also for the parts of reports (Business plans and annual reports) he/she is responsible for.

## **Joint Concept**

Teamwork is one of the best ways to achieve common goals. In reality, the business environment is moving rapidly toward teamwork. Consequently, teamwork skills are becoming more and more important. Through the HOTS simulations, you will learn how to collaborate with team members, or how to lead team members to achieve your goal. Students will be "joint and severally" liable for the actions and inactions of themselves and their team members. In essence, the entire team will be responsible for the quality of each member's simulation work and the performance analysis. If one student fails to submit or submits a poor quality piece of academic effort, the applicable grade will be earned by the entire team. Coordination, communication, and collective harmony among group members are essential to achieve a good grade.

## **Peer Evaluation:**

Students will have the opportunity to evaluate the efforts of their team members at the end of each annual HOTS cycle (thus, three times) as well as at the end of the semester. Each student will receive an average

contribution percentage of the team earned marks from their team members. Individual member's mark will be calculated based on the contribution percentage. For example, if a team receives 25 on an annual report, and a team member received 75% contribution percentage from his/her team. The team member's final mark for the report is 18.75 instead of 25.

### Grading Breakdown

A+	90-100%	A	85-89%	A-	80-84%
B+	77-79%	B	73-76%	B-	70-72%
C+	67-69%	C	63-66%	C-	60-62%
D+	57-59%	D	53-56%	D-	50-52%
F	0-49%				

Letter grades will be assigned based on the total points earned. More information on University Grading Policy, please see <http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-grds.shtml>

### Course grading/ evaluation

Assessments	Points	Weights	Due Date
Personal Profile	10	2%	9/14 in class
Exam 1 & 2 (50* 2)	100	16%	10/18, 11/29 In class
Quizzes: HOTS manual, course outline, lodging terminology, financial ratios, TFT Calculations	50	8%	9/20,9/27, 10/4, 10/5
Class Activities: Team activities	50	8%	10/4, 10/5, 10/11, 10/25, 11/1
Team Charter	40	7%	10/12 in class
Final Report	100	16%	12/2 in instructor's office an electronic and a hard copy
HOTS Business Plans & Budgets (30pts*3)	90	15%	10/14, 10/28, 11/11 an electronic copy and a hard copy
HOTS Annual Reports (30pts*3)	90	15%	10/28, 11/11, 11/25 an electronic and a hard copy
HOTS Hotel Performance	80	13%	11/30
<b>TOTAL</b>	<b>610</b>	<b>100%</b>	

## COURSE POLICIES

### Assignments

Students will honor deadlines for projects, evaluations and other assignments set forth by the instructor. Specific deadlines will be given in the related course outline, and the instructor has *the right not to accept* assignments after the stated date due. All special requests pertaining to projects, evaluation and exams not addressed on the course outline will be evaluated at the instructor's discretion.

### Late assignments

All HOTS reports need to be submitted in two forms (one hard copy and one electronic copy on CourseLink). The hard copy must be dropped off in the instructor's office on or before the due date. The CourseLink has a function to detect if an assignment is late. Both forms are due on the same time and date. Late submission of either form will be graded with point deductions.

- 10% deduction from your total earned points within the due date.

- For example, if the assignment is worth 50 points, and you submitted yours after the class on the due day, you will lose 5 points (50 points x 10%) off from what you earned.
- An additional 10% deduction for each additional day the assignment is late.

If the assignment is not received by end of **3<sup>rd</sup> day** from the deadline, a **zero point** will be given for the assignment, and the instructor has the right **not to accept** the assignment.

All other assignments are due at the **BEGINNING OF THE CLASS**; nothing will be accepted after the class. This is another good reason you want to be on time for each class.

If any online assignment is submitted on CourseLink during the lecture time and lab session, **50% reduction** from the earned mark will be applied to the final mark. The CourseLink will indicate what time and date each assignment is submitted.

### **Attendance**

You attendance is critical in this class as most of the activities are centered on the HOTS simulations. When you miss class, you cannot really contribute to the group simulations. Students are expected to attend classes on a regular basis. Be courteous to be **on time** and **stay until the class dismisses**.

### **Email Etiquette**

Students will practice proper email etiquette or “netiquette” when addressing faculty, staff, students and outside professionals. Students are expected to use University of Guelph assigned email accounts for all university related communication. Email use does not relieve students of the responsibility or confirming the communication with the instructor. A timely email response from the instructor should be expected, but the email response will be subject to her commitments beyond the classroom, such as research, scholarly activity and service.

- Properly address the recipient (i.g. Hi WooMi, please do not begin your message with “hey”).
- Indicate what class you are referring to and who you are (name).
- Write your message in full sentences (texting like sentences are not appropriate), yet precisely.
- End your email with your signature (i.g., John Smith, HTM3060, email address or phone number) – creating a signature line in your email is highly recommended.

### **Communicate through University email and CourseLink.**

Check the University email and visit the course website regularly.

- All class materials including updated schedule, assignments, class notes, extra readings, etc. will be communicated on CourseLink.
- Personal issues related to the class should be discussed only through email or in instructor’s office
- Be courteous for others when emailing or posting materials on CourseLink.

## **UNIVERSITY POLICIES**

### **Academic Consideration**

When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please advise the course instructor in writing, with your name, id#, and e-mail contact. See the academic calendar for information on regulations and procedures for Academic Consideration:

<http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-ac.shtml>

### **Academic Misconduct**

The University of Guelph is committed to upholding the highest standards of academic integrity and it is the responsibility of all members of the University community, faculty, staff, and students to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring.

University of Guelph students have the responsibility of abiding by the University's policy on academic misconduct regardless of their location of study; faculty, staff and students have the responsibility of supporting an environment that discourages misconduct. Students need to remain aware that instructors have access to and the right to use electronic and other means of detection. Please note: Whether or not a student intended to commit academic misconduct is not relevant for a finding of guilt. Hurried or careless submission of assignments does not excuse students from responsibility for verifying the academic integrity of their work before submitting it. Students who are in any doubt as to whether an action on their part could be construed as an academic offence should consult with a faculty member or faculty advisor. The Academic Misconduct Policy is detailed in the Undergraduate Calendar:

<https://www.uoguelph.ca/registrar/calendars/undergraduate/2015-2016/c08/c08-amisconduct.shtml>

### **Accessibility**

The University of Guelph is committed to creating a barrier-free environment. Providing services for students is a shared responsibility among students, faculty and administrators. This relationship is based on respect of individual rights, the dignity of the individual and the University community's shared commitment to an open and supportive learning environment. Students requiring service or accommodation, whether due to an identified, ongoing disability or a short-term disability should contact the Centre for Students with Disabilities as soon as possible. For more information, contact CSD at 519-824-4120 ext. 56208 or email [csd@uoguelph.ca](mailto:csd@uoguelph.ca) or see the website: <https://www.uoguelph.ca/csd/>

### **Drop date**

The last date to drop one-semester courses, without academic penalty, is **Thursday, Nov. 3, 2016**. For regulations and procedures for Dropping Courses, see the Academic Calendar:

<https://www.uoguelph.ca/registrar/calendars/guelphhumber/2016-2017/c03/c03-fallsem.shtml>

### Tentative Class Schedule Fall 2016

WK	Date	Subject/Topic	Assignments & Dues
1	TU 9/13	Introduction & course outline review	
	W 9/14	<ul style="list-style-type: none"> <li>• HOTS log-in &amp; Introduction</li> <li>• Assignment of teams</li> </ul>	<i>Due:</i> Profile index card <b>in class</b>
2	TU 9/20	Hotel industry profile	QZ1 & 2: Course outline & lodging terminologies
	W 9/21	<ul style="list-style-type: none"> <li>• HOTS set-ups</li> <li>• Dummy round (Month 1-3): 11 Decision areas</li> </ul>	
3	TU 9/27	Financial & STR reports	QZ3: HOTS Manual & background documents
	W 9/28	<ul style="list-style-type: none"> <li>• Dummy round (Month 4-6 &amp; 7-9) : Reading the results</li> </ul>	
4	TU 10/4	Business plan (BP) & Annual report (AR)	QZ4: Financial ratios and STR reports CA1: Excel worksheet for BP & AR, 1 <sup>st</sup> BP draft
	W 10/5	<ul style="list-style-type: none"> <li>• Team building &amp; charter</li> <li>• Adjust team member roles if necessary</li> </ul>	QZ5: FTEs CA2: group picture on CourseLink
5	TU 10/11	Strategy implementation and evaluation	CA3: article discussion- Strategic analysis for hospitality industry
	W 10/12	<ul style="list-style-type: none"> <li>• Dummy round (Month 10-12): 1<sup>st</sup> year analysis</li> </ul>	<i>Due:</i> Team charter before lab begins <i>Due:</i> YR1 BP by <b>5p.m. Friday 10/14</b>
6	TU 10/18	<i>Exam 1</i>	In-class exam
	W 10/19	<ul style="list-style-type: none"> <li>• HOTS- YR1 (Month 1-3 &amp; 4-6)</li> </ul>	
7	TU 10/25	Issues & challenges lodging industry	CA4: Specific issues and challenges
	W 10/26	<ul style="list-style-type: none"> <li>• HOTS- YR1 (Month 7-9, 10-12)</li> </ul>	HOTS PE1 in class <i>Due:</i> YR1 AR & YR2 BP by <b>5 p.m. Friday 10/28</b>
8	TU 11/1	Internal and external analysis	CA5: SWOT analysis
	W 11/2	<ul style="list-style-type: none"> <li>• HOTS- YR2 (Month 1-3 &amp; 4-6)</li> </ul>	
9	TU 11/8	Room pricing	
	W 11/9	<ul style="list-style-type: none"> <li>• HOTS- YR2 (Month 7-9 &amp; 10-12)</li> </ul>	HOTS PE2 in class <i>Due:</i> YR2 AR & YR3 BP by <b>5 p.m. Friday 11/11</b>
10	TU 11/15	Revenue management	
	W 11/16	<ul style="list-style-type: none"> <li>• HOTS- YR3 (Month 1-3 &amp; 4-6)</li> </ul>	
11	TU 11/22	Distribution channels	
	W 11/23	<ul style="list-style-type: none"> <li>• HOTS- YR3 (Month 7-9 &amp; 10-12)</li> </ul>	HOTS PE 3 in class <i>Due:</i> YR3 AR by <b>5 p.m. Friday 11/25</b>
12	TU 11/29	<i>Exam 2</i>	In-class exam
	W 11/30	<ul style="list-style-type: none"> <li>• Wrap-up</li> <li>• Peer evaluation</li> <li>• Course evaluation</li> </ul>	Final PE HOTS Group performance evaluation Pick up Profile index cards & YR3 AR
	F 12/2	<i>Due:</i> Final Report by <b>5 p.m. Friday 12/2</b>	

**\*Notes:** Minor changes to this schedule might be occurring without prior notice throughout the semester. Students can see the most updated copy on the CourseLink, and are highly recommended to check for any changes weekly. Shaded cells are the Wednesday lab sessions.

**\*\* Keys:** BP: Business Plan; AR: Annual Report; QZ: in-class Quiz; CA: in-class activity; PE: Peer Evaluation