



School of Hospitality & Tourism Management
College of Management and Economics
Winter 2014

Lodging Operations - HTM*2100

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Office Hours:	1:00p-2:00p Macs 205 on T/TH
Teaching Assistant:	Hildegard van Niekerk (hvanniek@uoguelph.ca)
In-Class Period:	2:30-3:50p in MCLN, Rm. 102
Textbook:	Hayes, D., Ninemeier, J., & Miller, A. (2012). <i>Foundations of Lodging Management: Second Edition</i> . Upper Saddle River, NJ: Prentice Hall Publishing.

Course Description:

The course is a study of the nature of unit operations in the various sectors of the lodging industry and of the functions and systems of lodging operations. Topics will include organization structure and responsibilities, socio-technical systems, and legal and security aspects.

Course Objectives:

For class periods there are questions that both you and I are accountable for answering:

1. What do we need to know about the topic at hand to better understand and succeed in the lodging industry?
2. What is the point? What is its significance? What we will discuss is relatable to the lodging industry. It is our job as a TEAM to identify, critique, and understand the “point” and its significance each class period.
3. What do we do with this? We will learn and explore concepts that are applicable to decision-making in the lodging industry. It is our job as a TEAM to comprehend the application of concepts from class.
4. How will the information provided affect others, from employees to customers, from bosses to your personal career trajectory?

Instructor Objectives

I am responsible for providing you with the tools and capabilities to complete assignments and answer the aforementioned questions. Furthermore, I am accountable for the following:

- Making students feel welcome and invited in the classroom.
- “Coaching” to promote success in the classroom.
- Being empathetic to your needs.
- Being enthusiastic about the material being covered.
- Completing tasks in a timely manner.

If you are failing to meet your responsibilities during the semester I will not hesitate to let you know. If I fail to meet my goals during the semester please do not hesitate to let me know.

Assignment Protocols:

There will be three types of Assignments: a Report, a Presentation, and Exams.

Assignment Grading

Table 1. Grade Breakdown

Assignment	No.	%/ea.	Total
Midterms	2	19	38
Final Exam	1	30	30
Hotel Report	1	22	22
Hotel Report Present.	1	10	10
TOTAL			100

Participation

Participation in the classroom is necessary for learning to occur in this class. If you fail to participate in class I will assume you are not prepared. If you are consistently not prepared for class you will be docked points.

Class participation will include:

- staying abreast of current news stories as they relate to the MICE Industry and discussing them in class during “Water Cooler Talks”,
- being an active participant in class,
- reading course materials that are assigned,
- dressing appropriately when guest speakers are present,
- using proper email etiquette
- your performance during the negotiation exercise and In-Class Meetings (incl. preparations)
- and topics deemed necessary throughout the semester.

This is a large class but I will be able to identify individuals who deserve participation points, and some who should have participation points taken away, during the semester. I reserve the right to alter your Participation grade up to 10% of your final grade at the end of the semester. If I choose to take away more than 4% of your marks I will request a meeting with you beforehand and discuss this.

Cell Phones, Food, Etcetera

You are expected to respect your peers and me. Cell Phones should be turned off before class begins. You may bring a drink to class with you. Food, including gum, is not permitted. If you foresee a circumstance where your cell phone must be left on or you must eat during the class period please speak with me.

Assignment Explanations:Presentation

“If you can do a half-assed job of anything, then you’re a one-eyed man in a kingdom of the blind.”

Your group will provide a 7-8 minute presentation about your hotel organization at the beginning of class, after the Water-Cooler Talk. Your group “Director” must send the TA and Professor the PPT by 11:59pm the day before you present. The hotel organization will be chosen at random in class. Thus, groups are random.

The information presented about each hotel organization is up to each individual group. I would like to see creativity and a focus on providing information to the students, rather than a summarization of information and/or reading from paper or a PPT. You WILL LOSE POINTS if you bring notes to the front of the classroom when you speak. You are being graded solely on the style of the dissemination of information, the interest of the information to the class, and the content of the information.

Report

“Effort is only effort when it begins to hurt.”

The Report should be submitted via Courselink no later than 11:59p the day prior to the Presentation. The Report can include no attachments. This needs to be ONE FLOWING DOCUMENT!

Although each Report is turned in as a “group project” you are being primarily graded as an individual (see Grade Sheet posted on Course website for more information on grading). All Reports will have an individual responsible for each of the following:

Director: Cover Page, Table of Contents, Executive Summary, Introduction, Conclusion, Responsible for putting Report into one flowing document and submitting the Report in a professional manner

Historian: Company Background and History, Historical Ownership Structure, 2 Reference Pages: one for Works Cited and one is not cited information, but rather a collection of 10-20 excellent sources of information about the company anyone can locate online

Brand Manager: Analysis of each flag (description, market segment, type of clientele, in-room and property amenities, number of properties), A Perceptual Map (price and perceived luxury of the property’s flags),

Director of Marketing: A company pamphlet (tri-fold) with creativity, company logos (each flag must be included), and colour; relevant Reward Program Information

Project Manager: Franchising Information for each brand, one additional section that is relevant to your company but perhaps not other companies (e.g. sustainability certification, programming in the company, internship and leadership positions for students, etc)

Finally, each Report must have a personal analysis/reflection from each group member (no more than one page) and a functioning Excel spreadsheet Grade Sheet. These must be included in the Report; these documents cannot be sent as additional attachments. Each Report will be uploaded to a shared Dropbox folder for the entire class to access.

Exams

“My morning choices are having a good tussle. Procrastination was winning, but make your bed and good breakfast just kicked his butt.”

The Midterm Exams will consist of approximately twenty M.C. and six Short Answer questions. The Final Exam will consist of approximately twenty M.C. questions and twelve Short Answer questions.

Extra Credit Opportunities

“We lack resolve and blame fate, mistaking the drift for the tides.”

You can receive a maximum of .5% to your final grade for each HTM event you attend this semester. The more events you choose to attend the more extra credit you can earn. The maximum extra credit is 10% to your final grade. To receive the extra credit you must do the following:

- Attend an HTM event, take a picture of yourself at the event, and describe your interaction(s) with three individuals you met while attending the event.
- Complete the Extra Credit sheet posted on the course website;
- and submit the Extra Credit sheets via Courselink in a Word document prior to the last day of class.

Academic Integrity

Academic misconduct is behaviour that erodes the basis of mutual trust on which scholarly exchanges occur, undermines the University’s exercise of its responsibility to evaluate students’ academic achievement or restricts the University’s ability to accomplish its learning objectives. The University of Guelph is committed to upholding the highest standards of academic integrity and requires all members of the University community to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring. All information you should know about academic integrity at the University as it applies to this course can be found here:

<http://www.open.uoguelph.ca/prospective/distance-education/academic-integrity.aspx>

Furthermore, I reserve the right to use Turn It In, a website that detects plagiarism, at any time during the semester for any of your assignments. Please visit turnitin.com or see me for more on this resource if you have questions about how the website is used in this course.

Table 3. Lectures, Readings, Exams, and Assignments Outline

Date	Topic	Readings and Assignments
07-Jan	Syllabus and Expectations (Hildegard van Nierkerk & Justin Taillon)	
09-Jan	Introduction to the Accommodation Sector	Terminology; p. 1-20
14-Jan	YHS (Young Hotelier Summit)	
16-Jan	A Hotel's Organizational Structure (Ownership to Dishwasher/Bellhop)	325, Organiz. Structure, 21-43
21-Jan	Operations: Front Desk, PBX, Concierge, & Bellmen (Lena Liang & Justin Taillon)	119-122, 137-146
23-Jan	Operations: Housekeeping	176-202
28-Jan	Operations: Sales & Marketing	147-169
30-Jan	Operations: Accounting & Revenue Management	278-306, 123-136
04-Feb	Operations: Food Service, Catering, & Banquets	SKIM: p. 227-277
06-Feb	Operations: Risk Management (e.g. Safety, Security)	218-219, 307-332
11-Feb	Midterm Exam Review	
13-Feb	Exam #1	
18-Feb	No Class - Winter Break	
20-Feb	No Class - Winter Break	
25-Feb	Corporate Offices of Hotels (Hildegard van Nierkerk)	89-112, 333-362
27-Feb	Guest Service	44-64
04-Mar	Measuring Hotel Successes	Benchmarking
06-Mar	The Soft Skills of the Hotel Industry (Hildegard van Nierkerk)	
11-Mar	Hotel Certification, Sustainability, & Niche Market Hotels	Sustainability, Oddities, 65-88
13-Mar	Programming	Programming
18-Mar	Midterm Exam Review	
20-Mar	No Class - Prepare for the Exam	
25-Mar	Exam #2	Exam #2
27-Mar	The Emerging Asian Hotel Market (Lena Liang)	
01-Apr	Consulting in the Lodging Industry and YHS	STR Reports, PKF Report, 170-174
03-Apr	Final Exam Review	