



School of Hospitality & Tourism Management
College of Management and Economics
Fall 2013

Lodging Management - HTM*3060

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Office Hours:	Tuesdays and Thursdays from 10-11:00am in Macs 205
Lectures:	7-9:50pm Tuesdays in RICH 2520
Text required:	Pierce, J. & Newstrom, J. (2005). The Manager's Bookshelf. Upper Saddle River, New Jersey, Pearson Prentice Hall.
Teaching Assistant:	Fanyi Wei (weif@uoguelph.ca)

Course Description:

The intent of this course is to explore and analyze the principles and practices of lodging management and related sales activities. The management of and interaction among various divisions of lodging operations are addressed, including general management front office/housekeeping/engineering divisions, food and beverage operations, sales and marketing, accounting and finance. Focus of the course is on communication both within and among departments, divisions, and most importantly, with the customer.

The half of each class period will focus on building critical analytic and decision-making skills necessary to manage hospitality operations. These are paramount skills to success post-graduation as a manager in the lodging industry. The other half of each class period will focus on utilizing critical analytic thinking to involve oneself at a high level in the interactions, responsibilities, and understandings between and within lodging industry departments.

Course Prerequisites:

9.00 credits including HTM*2100

Course Objectives:

OUR 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?

YOUR Objectives

1. Understand the history, organization, complexity, and scope of not only the lodging industry but also the people and roles (stakeholders) involved in the lodging industry.
2. Speak and write using terminology appropriate to the lodging industry.
3. Understand the roles of professional associations, government agencies, trade and professional literature, and organizations.
4. Understand different types of lodging industry establishments.
5. Understand approaches to problem-solving and be able to apply these concepts.
6. Understand motivations in the Lodging Industry for different levels of stakeholders.
7. Understand the various career directions within the Lodging Industry.
8. Most importantly, we must all be able to apply the successful managers' philosophy: "You are the only reason for everything that happens to you" throughout the entire semester.

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 goals 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.

Participation

Participation in the classroom is necessary for learning to occur in this class. Therefore, you are expected to participate in the course. If you fail to participate in class I will assume you are not prepared. If you are consistently not prepared for class I may request a meeting with you.

Class participation will include staying abreast of current news stories as they relate to the Lodging 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, and other activities and topics deemed necessary throughout the semester.

Although this is a large class, I will be able to identify certain individuals who deserve additional participation points, and some who should have participation points taken away. This will be based upon interactions in class, via email, and at events related to class. I reserve the right to alter your Participation grade by up to 10% of your final grade plus or minus at the end of the semester. If I choose to take away more than 4% of your Participation marks I will request a meeting with you and offer you an opportunity to explain your actions during the semester.

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. Gum is my pet peeve and I highly recommend you heed this. If you foresee a circumstance where your cell phone must be left on or you must eat during the class please come speak to me so we may discuss and agree upon special arrangements.

Assignment Protocols:

Introduction

There will be three types of Assignments.

1. First, there are Drafts. These are short assignments. There are four Drafts. Each Draft is worth 10% of your final grade (40% of Final Grade).
2. Second, there are Presentations. There are two Presentations. The Presentations make up 15% of your final grade.
3. Finally, there are two Midterm Exams. Each Midterm Exam is worth 22.5% of your final grade. There is no Final Exam in this course.

An electronic copy via Dropbox on Courselink is necessary for all assignments. All assignments are due by 6:45p the day of class. No hard copy is necessary for any assignment in this course unless you are re-submitting an assignment. All assignments submitted should be in bullet-point form.

If you need an extension you must request one by 5pm on the day it is due by notifying the Teaching Assistant in writing. I would prefer you notify the Teaching Assistant by email. If you are unable to contact the Teaching Assistant via email then contact me via telephone. Do not miss the 5pm deadline. In the email, phone conversation, or voicemail message you must state the date and time you will have the assignment completed by. We DO NOT want or need an excuse (“Excuses are useless. Your friends don’t need them and your enemies won’t believe them anyway”). You will receive an email stating whether the time you requested will suffice or whether we need to further discuss the assignment. If you fail to notify the Teaching Assistant or Professor by 5pm you will lose 25% of the grade for that assignment each week you fail to complete the assignment.

All assignments must include a completed grading sheet and cover page – formatted correctly. Examples of each will be made available on the course website prior to the due date for each assignment. Each assignment will be graded using the same criteria that you grade yourself on. All assignments must be completed using APA format. If you want to use MLA or another format we are open to this so long as there is just cause. You must get the format approved by the Professor beforehand if you are not using APA.

All page lengths below are for framing your assignment only. You will not be graded on page length. You will only be graded on content.

If you are unhappy with your performance or our grading on an Assignment you do have an opportunity to improve the grade. We will allow you to re-submit for full credit one assignment prior to the end of the semester. Your resubmission must be received as a hard copy on November 26th (place in black folder on my door). A copy of the original with comments must accompany the re-submission. Please staple all pages (old and new assignments).

Assignment Grading

Table I. Grade Breakdown

Assignment	No.	%/ea.	Total
Drafts	4	10	40
Hotel Presentation	1	5	5
M.B. Presentation	1	10	10
Midterm Exams	2	22.5	45
TOTAL	12	N/A	100

Assignment Explanations:

Drafts

Draft #1: “A Resume is a written exaggeration of only the good things a person has done in the past, as well as a wish list of the qualities a person would like to have.”

Your first Draft is to submit:

Part #1: Your resume with a section titled “Objective” that in one sentence explains a position you are most likely to apply for post-graduation;

Part #2: A picture of you enjoying something in the hospitality industry;

Part #3: Create a set of three to five indicators to gauge your success in this course.

Part #4: Create a set of two to four indicators to gauge your success in the following three areas: one, five, and ten year personal and professional goals (total of six to twelve indicators).

Length: 2 pages.

Draft #2: “Sometimes a man hits upon a place to which he mysteriously feels that he belongs.”

Part 1: Choose a professional organization that mirrors your professional goals. Note the mission statement, vision statement, philosophy, activities, and who their members are. This information should be available on the organization’s website.

Part 2: Conduct an analysis of the professional organization. Thinking of your one, five, and ten year goals, how could this organization help you achieve your goals?

Length: 2 pages.

Draft #3: “Either we’re going to solve this by realistic negotiation or there will be blood...Flattery is the infantry of negotiation.”

You will be provided a stakeholder role in a negotiation case study titled “Candidates”. The exercise will take place in class, but you will be required to complete a pre-negotiation plan and a post-negotiation analysis. The pre-negotiation will be completed prior to class. The post-negotiation will take place in class on the date of the negotiation. You will not be graded on the outcome of the negotiation; you will only be graded on your understanding of the material. The pre-negotiation plan must include:

- A one paragraph summary of the negotiation problem;
- Your BATNA, Reservation Point, and Target;
- Your goal in the negotiation;
- And the problems you foresee occurring in the negotiation and how you plan to deal with them.

Your post-negotiation analyses must include:

- A discussion of those involved in the negotiation and how their approach impacted the outcome;
- How did the outcome of the negotiation compare to the outcome you sought in pre-negotiation?
- How did your pre-negotiation plan impact your performance in the negotiation?
- What caused the outcome of your negotiation to differ from others in the class?
- Identify a minimum of two things you would do differently in a similar future negotiation.

Length: 2 pages.

Draft #4: “See everything; Overlook a great deal; Correct a little.”

You will be analyzing your self and your actions during the semester in this Draft. First, re-read Draft #1. What did you do this semester to bring yourself closer to achieving your stated Objective in your resume and Part #3? Did you achieve your goals set for yourself in Part #2? Analyze your actions and why you achieved or did not achieve your goals.

Length: 1 page.

Presentations

Presentation #1: “Be careful whose advice you buy, but be patient with those who supply it. Advice is a form of nostalgia. Dispensing it is a way of fishing the past from the disposal, wiping it off, painting over the ugly parts and recycling it for more than it’s worth.”

Presentation #1: You will be assigned a hotel of importance to the industry for a variety of reasons. You will provide the reason(s) the hotel is important to the industry and basic information about the property (e.g.

history, theme, space available, number of rooms, etc). You are allowed no ancillary tools for this presentation. You will present from your seat (standing up), not at the front of the classroom. You will know the day of your presentation, but not when during the class period you will be asked to present.

Length: 1 minute.

Presentation #2: "Ideally a book would have no order to it, and the reader would have to discover his own."

You will be assigned a Chapter from "The Manager's Bookshelf". You will bring the chapter's learning to life for the class with your group. Here is what your group will be responsible for:

- Provide a PPT. This will not be used in class – it will be posted online for the class to read. Your peers will study from this for the exam. The PPT must be received no later than 11:59p the day before you present.
- Convey the information from the book in a creative manner for the class. This should include an approximately short summary of the book and then an activity and/or game for the class that will function as a conduit for conveying the information the book provides to the class. Have fun with this! The audience is your peers, not the Professor and/or TA. We are grading on your connection with your peers and ability to convey the material. Your summary can be as short as 1-minute if your game is 9 minutes in length. Your summary cannot be longer than 3 minutes, which would leave 7 minutes for the game that brings to information to life.
- You will present and be graded as a group. Not everyone needs to speak. Every group member can be involved in their own way.

Length: 10 minutes.

Exams

Midterm Exams #1 & #2: "Granted, prostate exams aren't the most enjoyable things in the world, but they only last about 10 seconds. It's well worth it. Just think of the possible consequences if you don't get it done."

The Midterm Exams will consist of approximately twenty-five MC questions and ten Short Answers.

Extra Credit Opportunities

Extra Credit #1: I will post on the course website a budget outline. You will need to complete the forecast for the month prior to Oct. 1st. Then, on Nov. 5th, you will submit your actual P&L statement for the month of October. The Extra Credit is worth a maximum of 4% to your final grade in the course.

Extra Credit #2: If you are an active member of a professional organization in the hotel and/or tourism industry this semester you can receive a maximum of 7% added to your final grade in this course (receiving the full seven points is rare and would require extraordinary efforts. More likely, 2.5-4% would be added to your final grade. This Extra Credit needs to be completed and submitted via Courselink no later than November 26th. To receive the E.C. you need to complete the worksheet on the course website.

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, the Teaching Assistant and 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 functions as it relates to this course.

Lectures, Readings, Exams, and Assignments Outline:

Date	Topic	Assignment	Reading
10-Sep	Go over Syllabus, Schedule, Expectations, and Assignments		"Top 10 Mistakes..."
10-Sep	History of Hospitality & Lodging – Review of HTM*2100		
17-Sep	Indicators, Motivation, and Power		Indicators
17-Sep	Hotel Industry Terminology		Terminology
24-Sep	Careers and Stakeholders in the Hotel Industry		Organizational Charts, "Hedonism Handbook"
24-Sep	Networking Hospitably	D1	"Professional Associations"
1-Oct	Guest Speaker: Hotel Consulting Panel		What is Consulting?
1-Oct	Safety & Security in the Lodging Industry		Enz's Safety and Security
8-Oct	Analytic Foundations, Math Fundamentals, & STR Reports		STR & HVS Postings (bring to class)
8-Oct	Review: Midterm Exam #1 & Critical Analysis and Pop Culture	D2	New York Times' J. Blair, "Wolves Among Sheep"
15-Oct	Exam #1	E1	
15-Oct	ONLY Exam – No 2 nd part of class today!		
22-Oct	Guest Speaker: Stefania D'Antonio		"The Mind and the Heart" and "Preparation"
22-Oct	Negotiation		
29-Oct	Hotel Operations	D3	"The Best General Manager I Ever Met"
29-Oct	In-Class Exercise: Negotiation		"Chapter 14: Marketing Hospitality"
5-Nov	Service Encounters in Catering, Banquets, Sales, & Marketing		"Psychology of the Experience"
5-Nov	Employee Productivity		"Health Status and Employee Productivity"
12-Nov	Financial Management		Chap. 1, 2, & 5 from CND Hospit. Finance Mgt.
12-Nov	Review: Midterm Exam #2		"Increasing F&B Revenues in Hotels"
19-Nov	Midterm Exam #2	E2	
19-Nov	ONLY Exam – No 2 nd part of class today!		
26-Nov	No Class – Get final Draft turned in!	D4	