



School of Hospitality & Tourism Management

College of Management and Economics

Fall 2013

HTM*4500 – Special Study in Hospitality & Tourism Hospitality Analytics & Consulting

Instructor	Office Phone	Email	Cell Phone	Office Hours
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In-Class Period: TBA, once we know everyone's schedule that is enrolled in the course.

Texts required

Each student will have access to a Dropbox folder created by the Professors. All readings and materials will be available in the Dropbox folder.

Course Description:

This course examines the overlap between the consulting, operations management, and ownership perspectives of the hotel industry. We will be involved in knowledge-building experiences stemming from real-world management situations. This includes a classroom setting component where we discuss the importance of consultants, the responsibilities and impacts of consulting services, and readings related to hotel industry upper-level management and consulting services. Also included in the course will be on-site consulting experiences. We will visit these hotel organizations and industry stakeholders involved in different aspects of the hotel industry, critically analyze these organizations, and work towards better understanding a management issues brought to our attention during interactions with at each consulting opportunity.

Course Objectives:

OUR Objectives

For class periods and during trips 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 hospitality consulting, upper-level management, and hotel ownership?
2. What is the point? What is its significance? What we will discuss is relatable to the hotel 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 hotel industry. It is our job as a TEAM to comprehend the application of concepts from class and provided by the management TEAM at each property.
4. How will the information provided affect stakeholders, from employees to customers, from bosses to your potential career trajectories?

YOUR Objectives

1. Understand the organization and complexity of not only the hotel industry but also the people and roles (stakeholders) involved in the industry.
2. Speak and write using terminology appropriate to the hospitality industry.
3. Understand the roles of governments and regulating agencies in the hotel properties.
4. Understand differences between the types of hotel industry establishments we visit (convention, urban, and resort settings).
5. Understand approaches to problem-solving and be able to apply these concepts.

6. Understand motivations in the hotel industry for different levels of stakeholders.
7. Understand the various career directions within hotel industry consulting.
8. Apply the successful managers' philosophy: "You are the only reason for everything that happens to you" throughout the entire semester.
9. Finally, being professional at ALL TIMES during our trips, particularly when we are meeting with industry professionals who are taking time out of their busy schedules to assist with this course.

INSTRUCTOR Objectives

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

- Making students feel welcome and invited in the classroom and during the excursions.
- "Coaching" to promote success.
- 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 we will not hesitate to let you know. If we fail to meet our goals during the semester please do not hesitate to make us aware in a professional approach.

Participation

There will be elements of participation necessary for learning to occur in this class. Your group participation grade will be provided to you by your peers at each of the properties and in the classroom setting.

As this is a small class, we 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 and on trips, via email, and at events related to class. We reserve the right to alter your Final Grade by up to 25% plus or minus at the end of the semester. If we choose to take away more than 5% of your Participation marks we 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 the individuals you are working with during the semester. Cell Phones should be turned off when appropriate. 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 come speak to us so we may discuss and agree upon special arrangements for you. Obviously, during the trips certain other rules pertain to cell phones and food as necessary.

While we are away on trips you are expected to behave according to the Ritz-Carlton motto: "We are ladies and gentlemen serving ladies and gentlemen." If you are short of professional at any time during a trip there will be disciplinary action taken as appropriate. We will discuss what is considered professional during our first meeting, which will include attire, mannerisms, speech, and interacting with each other and industry professionals.

Assignment Protocols:

Introduction

There will be four evaluation tools:

1. Report #1: We will work with the ownership team at Planet Bean in Guelph. The end-product should include a report with recommendations and conclusions leading to a better understanding of an operational issue facing the ownership TEAM in this organization. We will present our findings to the ownership and management and conduct a follow-up during the semester to learn how our work was instituted and how it impacted the operations.
2. Report #2: We will visit The Port of Call Resort in Turks and Caicos. Ownership is facing many difficult decisions. This includes two primary areas we will work with ownership and management on: marketing the product through MICE industry in the Toronto area and making decisions regarding the flagging of the property. We will build multiple feasibility studies for different brands while also understanding Cap Rates, ROI, and other ownership and upper-

level management decisions. There will be a presentation to ownership regarding our conclusions. We will also complete a written report for ownership.

3. Report #3: We will take an exam for CHIA certification, a designation designed for hotel industry consultants at company's such as STR, PKF, and HVS. This certification was as a collaboration by AH&LI, STR, and ICHRIE. The University of Guelph is the first Canadian school to take the exam!
4. Your understanding and application of course material and professionalism while conducting your consulting duties at each property as assessed by the Professors. This is a qualitative grade you earn based on our perceptions of your quality of work, teamwork, organization, ability to be professional, and anything else deemed important to the consulting positions we undertake during the semester.

Assignment Grading

Table 1. Grade Breakdown

Assignment	No.	%/ea.	Total
Project 1 – Planet Bean	1	25	25
CHIA Certification	1	25	25
Project 2 – Turks & Caicos	1	25	25
Qualitative Assessment	1	25	25
TOTAL			100

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 functions as it relates to this course.

Finally, all students are responsible for ensuring that they do not have a time conflict with examinations in other courses.