

## General Course Information

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|---------------------------|--|
| <b>Instructor:</b>        | 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              | 1- 3 p.m., Wednesdays or by appointment                  |
| Department/School         | The School of Hospitality, Food and Tourism Management   |
| Class Schedule:           | 07:00PM - 09:50PM, THRN Rm 1307                          |
| Pre-requisites:           | 9.00 credits including HTM*2100                          |
| <b>Teaching Assistant</b> | Yoonah Kim   |
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## 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.

The first part of each class period focuses on utilizing critical analytic thinking to involve oneself at a high level in the interactions, responsibilities, and understandings teamwork.

The second part of each class focuses on 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. All lecture materials (class notes) will be posted on CourseLink prior to each lecture. Students are highly encouraged to print a copy of the lecture notes before class and add additional materials during the lecture.

### Simulations

This course uses a software simulation program called **HOTS** (Hotel Operations Tactics and Strategies), 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 PRIOR to the first class on September 15.**

### HOTS log-in purchase

The software fee of \$100 must be paid to Brigid Flucker

- on September 10 between 9:30- 11AM (MACS 202)
- on September 15 at 7:00PM (THRN Room 1307)
- only Cash or Cheque is accepted

### Required Text:

There is *no* required textbook for this course.

### Recommended Texts

Copies of following books are reserved at the McLaughlin Library for your reference.

*Michael J. O'Fallon, Denney G. Rutherford. Hotel Management and Operations, 5<sup>th</sup> Edition. Hoboken, New Jersey, John Wiley & Sons.*

*Jon L. Pierce & John W. Newstrom. The Manager's Bookshelf, 10<sup>th</sup> Edition. Upper Saddle River, New Jersey, Pearson Prentice Hall.*

### Other Resources

Additional reading articles and course related materials are either shared on CourseLink or found via Course Reserves at the McLaughlin Library. Students are responsible to read these materials and be prepared for class discussions and/or assignments.

## Course Assessment

### Exams

Two exams are given in this course. All exams will be based primarily on class lectures, discussions, readings, and HOTS simulations.

### Assignments

Assignments are designed to enhance the attainment of course objectives. Students are to demonstrate what they have learned from the readings and class discussions. Further guidelines will be provided in class. Due dates for the assignments are indicated in the syllabus.

- **Assignment 1: Environment Scanning.** You will be asked to choose an environmental change (among technological, demographical, economical, ecological, political/governmental or other kinds of changes, which any particular individual or company cannot control), which is taking place now or expected to happen in the near future. Based on your analysis, you will be asked to suggest actions for an individual hospitality entity to take for better performance in the future in response to the threats and opportunities which the environmental change would bring.

- **Assignment 2: Building and Maintaining Relationships with Customers.** You will be asked to identify a service organization (no hotels and restaurants) that retains you as a loyal customer. Then you will be asked to answer to the following questions. Why are you loyal to this service provider? What are benefits to you of staying loyal and not switching to other service providers? What would it take to get you switch to others? Finally, you will be asked to provide suggestions that hospitality managers can learn from your experiences (how to develop beneficial relationships with customers, how to make customers loyal, and/or how to get customers not to switch to others).

## 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 company, its mission, peer evaluation guideline, and termination policy.

## HOTS

The HOTS simulations are major part of this course. Through group participation and instructor guidance, student teams develop objectives and performance measures for operating a 250-room hotel in a medium-size city. Each management team of the hotel begins the game with identical competitive positions and then quickly establishes unique competitive strengths based on team decisions. The computer program analyzes each team's decisions and determines demand, sales, costs, profitability, etc. Each team is comprised of four to five students.

## Business Plans and Annual Reports

As part of the simulation, management teams will be required to submit the following criteria to the Regional VP:

- **Business plans and budgets** are to be submitted each year (completing each year simulation).
- **Annual reports** will consist of the previous year performance summary and variance analyses. The components of these reports and more detailed instructions will be provided in class.

**Final report** is a complete case study analysis of your firm's actions and results. 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.

## Presentation

Each team will make a 10 to 15 minute presentation on the scheduled date (December 1<sup>st</sup> and 3<sup>rd</sup>) including Q&A. Each student must participate in the presentation.

- Audience evaluation – 15 points; Instructor's evaluation – 15 points
- Final presentation grade is the average between the student and instructor evaluations.

## Hotel Performance

The emphasis on this class is not on competitive behavior but on *cooperative* behavior. The entire team will receive the same points for this component of the grade based on the overall performance of the hotels. There will be one class session devoted to analysis of performance. Net profits, market share, and financial ratios will be considered.

## 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.).

### Joint Concept and Peer Evaluation

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 this group project, 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 case study 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. Students will have the opportunity to evaluate the efforts of their team members at the end of the semester. Peer evaluation is done on the contributions of each team member toward the HOTS simulation activities. Detailed guidelines will be given in class.

### Course grading/ evaluation

| Assessments                   | Points         | Weights     | Due Date   |
|-------------------------------|----------------|-------------|--|
| Personal Profile              | 10             | 1.57%       | <i>On an index card/ in class</i>  |
| Midterm Exam                  | 50             | 7.87%       | <i>In class</i>  |
| Final Exam                    | 50             | 7.87%       | <i>December, Online Exam</i>   |
| Assignments                   | 100 (50 pts*2) | 15.75%      | <i>CourseLink Submission</i>   |
| Quizzes/Class Activities      | 50             | 7.87%       | <i>Varies</i>  |
| Team Charter                  | 40             | 6.30%       | <i>Sep. 29/ hard copy due in class</i>   |
| Final Report                  | 100            | 15.75%      | <i>Dec. 1 /<br/>an electronic and a hard copy</i>                                  |
| Team Presentation             | 30             | 4.72%       | <i>Dec. 1 &amp; 3/<br/>In class</i>  |
| HOTS Participation            | 35 (5 pts*7)   | 5.51%       | <i>After each simulation/<br/>Online survey</i>                                    |
| HOTS Business Plans & Budgets | 60 (30 pts*2)  | 9.45%       | <i>Before beginning of each year simulation/<br/>an electronic and a hard copy</i> |
| HOTS Annual Reports           | 60 (20 pts*3)  | 9.45%       | <i>After each year simulation/<br/>an electronic and a hard copy</i>               |
| HOTS Hotel Performance        | 50             | 7.87%       | <i>Upon completion of HOTS simulations</i>   |
| <b>TOTAL</b>                  | <b>635</b>     | <b>100%</b> |  |

### 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 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 syllabus will be evaluated at the instructor's discretion.

### Late assignments

All assignments are due by **5:00 p.m.** on the due date.

Students are encouraged to submit their assignments even it's late for partial points.

Late assignments are 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 due on 5p.m. Friday, and you submitted yours at 7p.m. that 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** for the assignment.

### Attendance

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. (don't text)
- End your email with your signature (i.g., John Smith, HFTM3060, email address or phone number)

### Communicate through University email and CoursLink.

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 CoursLink.
- 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 CoursLink.

## 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/>

## **Course Evaluation Information**

Please refer to the [Course and Instructor Evaluation Website](#)

## **Drop date**

The last date to drop one-semester courses, without academic penalty, is **Friday, Nov. 6, 2015**. For regulations and procedures for Dropping Courses, see the Academic Calendar:

<https://www.uoguelph.ca/registrar/calendars/undergraduate/2015-2016/c03/c03-fallsem.shtml>

**Tentative Class Schedule Fall 2015**

| <b>WK</b>  | <b>Date</b> | <b>Subject/Topic</b>   | <b>Activities/Dues</b>  |
|--|-------------|--|---|
| 1  | TU 9/15     | Introduction & course outline review<br>Introduction: HOTS Decision Making                                   | Profile Index Card / HOTS Payment<br>HOTS Manual & background document  |
| 2  | TU 9/22     | Review: Hotel Industry Profile & Operations<br>Team building exercise /HOTS Set-ups                          | Review materials assigned / Meeting team<br>Members / Quiz on lodging terminologies   |
| 3  | TU 9/29     | Issues & Challenges Lodging Industry<br><b>HOTS (Practice round)</b>   | Team Charter<br>HOTS Participation Survey1  |
| 4  | TU 10/6     | External and Internal Assessment<br><b>HOTS – Year 1 (Months 1-3 &amp; 4-6)</b>                              | HOTS Participation Survey2  |
| 5  | TU 10/13    | NO Class – Thanksgiving Holiday<br>(Rescheduled : Thursday December 3)                                       |   |
| 6  | TU 10/20    | Room Pricing & Distribution Channels Strategy<br>Formulation<br><b>HOTS – Year 1 (Month 7-9 &amp; 10-12)</b> | <i>Assignment 1: Environmental Scanning</i><br><i>Yr1 Annual Report / Yr2 Plan &amp; Budget</i><br>HOTS Participation Survey3 |
| 7  | TU 10/27    | <i>Mid Term Exam</i><br><b>HOTS – Year 2 (Month 1-3 &amp; 4-6)</b>   | HOTS Participation Survey4  |
| 8  | TU 11/3     | STR Reports & Analysis<br><b>HOTS- Year 2 (Month 7-9 &amp; 10-12)</b>  | HOTS Participation Survey5  |
| 9  | TU 11/10    | Customer Satisfaction and Loyalty<br><b>HOTS –Year 3 (Month 1-3 &amp; 4-6)</b>                               | <i>Yr2 Annual Report / Yr3 Plan &amp; Budget</i><br>HOTS Participation Survey6  |
| 10   | TU 11/17    | Service Profit Chain/Customer Relationship<br>Management<br><b>HOTS – Year 3 (Month 7-9 &amp; 10-12)</b>     | <i>Assignment 2: Building and Maintaining<br/>Relationships</i><br>HOTS Participation Survey7                                 |
| 11   | TU 11/24    | Emotional Labor and Emotional Intelligence<br><b>Review of HOTS/ Performance Reporting</b>                   | <i>Yr3 Annual Report</i>  |
| 12   | TU 12/1     | Student Group Presentations  | <i>Business Plan Final Report</i>   |
| 13   | TH 12/3     | Student Group Presentations<br>Review for Final Exam   |   |
| <b>FINAL EXAM (ONLINE)</b><br><b>8:00 a.m., Monday 12/ 7 – 5:00 p.m., Tuesday 12/8</b> |             |  |   |