



General Course Information

Instructor:	WooMi Jo, Ph.D.
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Office Location	MACS 307
Office Hours	
Department/School	HFTM
Class Schedule:	
Pre-requisites:	HTM* 2100, 3060 and 4250

Course Description

This advanced lodging course integrates knowledge and skills acquired from previous lodging operation course (HTM 2100 & 3060) and other HTM courses including restaurant management, marketing and sales, managerial accounting and finance, revenue management, and human resources management. 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 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.

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.

Required Text:

There is *no* required textbook for this course.

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.

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 125-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 maximum of four 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 project report is a complete case study analysis of your management team'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 including Q&A on the scheduled dates.

- 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.

Course grading/ evaluation

Assessments	Points	Weights	Associated Learning Outcome	Due Date
Personal Profile	10	2%	1	
Midterm Exam	50	10%	1,2	
Final Exam	50	10%	1,2	
Quizzes/Class Activities	30	6%	1,2	
Team Charter	40	8%	5,6	
Final Report	100	19%	2,3,4,5,6	
Team Presentation	30	6%	2,3,4,5,6	
HOTS Participation Surveys	35 (5 pts*7)	7%	6	
HOTS Business Plans & Budgets	60 (20 pts*3)	12%	2,3,4,5,6	
HOTS Annual Reports	60 (20 pts*3)	12%	2,3,4,5,6	
HOTS Hotel Performance	50	10%	5,6	
TOTAL	515	100%		

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 **3rd 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.

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 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 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 **XXXX**.
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 XXXX

WK	Date	Subject/Topic	Activities/Dues
1		Introduction & course outline review Introduction: HOTS Decisions/ Set-ups	Profile Index Card / HOTS Manual & background document
2		Review Background Document HOTS –Practice Round 1	Review materials assigned / Meeting team Members/ Quiz on HOTS materials
3		Financial Reports / STR Reports & Analysis HOTS – (Practice Round 2)	HOTS Participation Survey1 / Quiz on lodging terminologies
4		HOTS – Year 1 (Month 1-3 & 4-6) Team Building exercise	<i>Yr1 Business Plan & Budget</i> HOTS Participation Survey2 (by 5pm Friday)
5		NO Class – Thanksgiving Holiday	
6		HOTS – Year 1 (Month 7-9, 10-12) <i>Mid Term Exam</i>	Team Charter HOTS Participation Survey3 (by 5pm Friday)
7		HOTS- Year 2 (Month 1-3 & 4-6)	<i>Yr1 Annual Report / Yr2 Plan & Budget</i> HOTS Participation Survey4 (by 5pm Friday)
8		HOTS –Year 2 (Month 7-9 & 10-12)	HOTS Participation Survey5 (by 5pm Friday) <i>Yr2 Annual Report / Yr3 Plan & Budget</i>
9		HOTS –Year 3 (Month 1-3 & 4-6)	HOTS Participation Survey6 (by 5pm Friday)
10		HOTS – Year 3 (Month 7-9 & 10-12)	HOTS Participation Survey7 (by 5pm Friday)
11		Student Group Presentations	<i>Yr3 Annual Report</i>
12		Student Group Presentations Review for Final Exam	<i>Business Plan Final Report</i>