



HTM*4060

Advanced Lodging Management

Winter 2021 (0.5 Credit weight)

Lecture: Pre-Recorded, self-paced

Seminar: Fridays 10:00-11:20 a.m. (Zoom)

General Course Information

This is a virtual class! We will be applying a ‘flipped classroom’ approach, in which students are expected to learn the concepts at home at their own pace, and then use the seminar to reinforce their understanding of the concepts and apply them with support from the instructor. To be able to complete this course successfully, students will need to ensure that they have a working and reliable internet connection, a computer capable of running a virtual classroom environment with 100 other people, a microphone and camera, and knowledge of the various tools and programs used in this course. All classes will require students to have their camera enabled, and each seminar will be recorded. By joining the class, you are agreeing to these terms.

<u>Lead Instructor:</u>	Michael Lever, MSc, PhD
<i>Pronouns</i>	He/him/his
<i>Office Location</i>	Zoom
<i>Office Hours</i>	Fridays 11:20-12:00 p.m., and by appointment
<i>Department/School</i>	Gordon S. Lang School of Business and Economics, HFTM

<u>Teaching Assistant:</u>	
<i>Pronouns</i>	
<i>Department/School</i>	

<u>Communication</u>	lever@uoguelph.ca – I will respond to your email within 24-48 hours from Monday-Friday between 9-5 p.m.
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Lecture Time and Location:

Lectures will be pre-recorded and upload to Courselink at 8:00 a.m. Monday morning each week. Students are expected to view the lecture during the week prior to the upcoming seminar.

Seminar Time and Location:

Seminars are mandatory and will take place on Zoom between 10:00 – 11:20am every Friday morning.

Prerequisites: 9.00 credits including HTM*2010, (HTM*1160 or HTM*2100), and HTM3060.

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

Upon successfully completing this course, you will:

1. Gain a thorough understanding of internal and external managerial issues involved in the lodging management.
2. Demonstrate the ability to use discipline-specific knowledge to plan and implement the core lodging business activities.
3. Exercise problem-solving and critical thinking skills in constructing strategic business plans and in evaluating the effectiveness of business outcomes.
4. Build skills in integrating and applying concepts, data, statistics, and theories to derive valid solutions to case studies and simulation-based activities.
5. Sharpen communication skills in writing and presenting a professional management reports discussing business plan, budget and control, performance measurement, and variance analysis.
6. Build teamwork skills by identifying and communicating team members' best quality and capability towards team common goals.

Summary of Course Content and Materials

There is no required textbook for this course. Journal articles and/or book chapters will be distributed via the Courselink site ahead of lecture each week. See note below on learning practices.

Course Assessment

			Associated Learning Outcomes	Due Date(s)
Assessment 1:	20%	Weekly Reflections	LO 1	<i>Weeks 2–10</i>
Assessment 2:	15%	Participation	LO 2, 4	<i>Weeks 2-12</i>
Assessment 3:	10%	Project Milestones	LO 1-4	<i>Weeks 3-8</i>
Assessment 5:	20%	HOTS Deliverables (Business Plan, Budgets, Annual Reports, Final Performance)	LO 1	<i>Weeks 7-12</i>
Assessment 4:	35%	Final Report (Team contract, final report, presentation)	LO 1-4	<i>Weeks 10–12</i>

Total: 100%

Teaching and Learning Practices

Lectures

This course uses a flipped classroom approach, which is exactly what it sounds like: instead of all sitting together and watching a lecture, followed by going home and trying to complete the homework by ourselves, we flip that: lectures will be self-paced and independently viewed from home (through pre-recorded videos posted to CourseLink), and then class will consist of reinforcing concepts and completing the tasks assigned that week. Studies show that this approach works better in contexts where you are not learning brand new concepts, but rather applying them in new ways, which is exactly what this course is. The course will progress one week at a time, with the upcoming week's content being available every Monday morning throughout the semester.

The choice to flip the classroom came from the rapidly changing world around us, and the university's requirement that all courses be taught virtually this semester. Rather than taking a chance on a potentially frustrating experience through a 40 person live virtual class where it can be difficult to gauge comprehension and engagement, I have decided to pre-record the lectures so you can watch at your own pace, being able to rewind, pause, or slow down the content until you feel comfortable with it. I will be just an email away if you have any challenges, and am happy to set up a one-on-one Zoom session to go over the concepts together before seminar.

Seminars

Each week, we will have a 1.5 hour seminar in Zoom. During each seminar, we will break into our project groups, and use the time to work on your simulated hotels. I will be there throughout this time to answer any questions your group may have. Since this is time for your group to work together, there are no expectations for your group to meet outside of this time throughout the course.

The participation component of the course is based on your contributions and efforts during seminar. Each seminar you can earn up to 1 point which is converted to a grade out of 15 (divided by 2 into a half-way and final grade). To effectively contribute means to arrive on time, stay in seminar until your entire group disconnects, and be a contributing member while you are there. It is important to arrive to seminar each week and participate along with your fellow group member in order to successfully complete the participation portion of the course. **If you are unable to attend seminar for a valid reason (e.g., illness, compassionate reasons, major life event, religious accommodation, etc.) you must let the instructor and your group members know before seminar in order to still receive the participation mark.** Any missed seminars without explanation will result in a '0' for that day's contribution, and an additional 0.5 deduction for the lack of explanation regarding the absence. For example, if you attend 5 out of 6 seminars, you will receive 4.5 (5 – 0.5) out of 6, or 75% for your participation.

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.

Course Resources

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 their own unique login ID and password.

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, 5th Edition. Hoboken, New Jersey, John Wiley & Sons.

Jon L. Pierce & John W. Newstrom. The Manager’s Bookshelf, 10th 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.

Schedule and Deliverables

WK	Date	Subject/Topic	Activities/Due Dates
1	Jan 15	Introduction& course outline review	Profile Index Card / HOTS Payment
		Introduction: HOTS Decision Making	HOTS Manual & background document
2	Jan 22	Review: Hotel Industry Profile & Operations	Review materials assigned / Meeting team
		Team building exercise /HOTS Set-ups	Members / Quiz on lodging terminologies
3	Jan 29	Issues & Challenges Lodging Industry	Team Charter
		HOTS (Practice round)	HOTS Weekly Reflection 1
4	Feb 5	External and Internal Assessment	HOTS Weekly Reflection 2
		HOTS – Year 1 (Months 1-3 & 4-6)	
5	Feb 12	Room Pricing & Distribution Channels Strategy Formulation	<i>Milestone 1: Environmental Scanning</i>
		HOTS – Year 1 (Month 7-9 & 10-12)	<i>Yr1 Annual Report / Yr2 Plan & Budget</i>
			HOTS Weekly Reflection 3

6	Feb 15-19	Winter Break (No Classes this week)	
7	Feb 26	HOTS – Year 2 (Month 1-3 & 4-6)	HOTS Weekly Reflection 4
8	Mar 5	STR Reports & Analysis	HOTS Weekly Reflection 5
		HOTS- Year 2 (Month 7-9 & 10-12)	
9	Mar 12	Customer Satisfaction and Loyalty	<i>Yr2 Annual Report / Yr3 Plan & Budget</i>
		HOTS –Year 3 (Month 1-3 & 4-6)	HOTS Weekly Reflection 6
10	Mar 19	Service Profit Chain/Customer Relationship Management	<i>Milestone 2: Building and Maintaining Relationships</i>
		HOTS – Year 3 (Month 7-9 & 10-12)	HOTS Weekly Reflection 7
11	Mar 26	Emotional Labor and Emotional Intelligence	<i>Yr3 Annual Report</i>
		Review of HOTS/ Performance Reporting	
12	Apr 2	Student Group Presentations	<i>Business Plan Final Report</i>

Online Course Etiquette – Zero Tolerance for Inappropriate Behaviour!

Despite being a virtual seminar, you are expected to behave the same as if you were arriving to class in person. It is crucial that each of you give (and receive!) respect to/from your colleagues within the online environment, and that at no point in time any student engages in behaviours that would be deemed as inappropriate or disrespectful in a non-virtual setting. This includes, but is not limited to, inappropriate virtual backgrounds, name-calling, verbal insults to the instructor/TA/other students, vulgar imagery or video content, intentional misuse of the Zoom system (e.g., repeatedly muting/unmuting oneself), sexually implicit comments or images, and so on. Essentially, nothing hurtful or offensive.

Please remember that the seminars will be recorded, and any such behaviours deemed inappropriate within the online context will result in the student being asked to leave the seminar, and possibly removed entirely from the course depending on the severity of their actions, and being reported to the program director. My top priority is to ensure that students have a safe space where they are free to learn and work without fear of judgment or harassment. Especially in these difficult times, it is important that we come prepared to build each other up, rather than tear each other down.

Late and Missed Assignment Penalties

Given the weekly nature of this course, milestones submitted after new content has already been introduced is not helpful to you or your group members. As a result, late penalties are very strict: Between 0-24 hours after the deadline, a penalty of 50% will be applied. More than 24 hours, the assignment will receive a 0% grade (although feedback may still be given depending on the circumstances).

Of course, life happens. If you are ill, have a religious reason, or provide ample notice of an upcoming conflict (e.g., telling me about an event planned at the start of the semester is okay, telling me the day before is not), then short extensions are possible in these circumstances.

Academic Consideration

When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please advise the course instructor by email, with your name, ID#, and a brief explanation. See the academic calendar for information on regulations and procedures for Academic Consideration:

https://www.uoguelph.ca/registrar/calendars/graduate/2018-2019/genreg/sec_d0e2502.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 Graduate Calendar:

https://www.uoguelph.ca/registrar/calendars/graduate/2018-2019/genreg/sec_d0e2952.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 Student Accessibility Services as soon as possible.

For more information, contact SAS at 519-824-4120 ext. 56208 or email sas@uoguelph.ca or see the website: <https://wellness.uoguelph.ca/accessibility/>

Course Evaluation Information

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

Recording of Materials

Presentations which are made in relation to course work—including lectures—will be recorded each week given the online format of the class. If you have any issues with being recorded in this way, please notify the instructor at the beginning of the semester and we can discuss options. Material recorded is restricted to use for the course, unless further permission is requested and granted.

Drop date

The last date to drop one-semester courses, without academic penalty, is April 12, 2021. For regulations and procedures for Dropping Courses, see the Academic Calendar:

<https://www.uoguelph.ca/registrar/calendars/undergraduate/current/pdf/files/calendar.pdf>

Date Submitted to Chair:	
Chair Signature (Approval):	
Date Approved by Chair:	