



**HTM\*4060**  
**Advanced Lodging Management**  
Winter 2022 (0.5 Credit weight)  
Lecture: Thursdays 2:30 – 5:20 p.m. (MCKN 231)

### General Course Information

Lead Instructor: Michael Lever, MSc, PhD  
Pronouns He/him/his  
Office Location Zoom  
Office Hours Thursdays 1:00-2:00 p.m., and by appointment  
Department/School Gordon S. Lang School of Business and Economics, HFTM

Communication [lever@uoguelph.ca](mailto:lever@uoguelph.ca) – I will respond to your email within 24-48 hours from Monday-Friday between 9-5 p.m.

### Lecture Time and Location:

Lectures will take place each Thursday afternoon between 2:30 – 5:20 pm (EST). Students are expected to attend lecture to work with their teammates on that week's deliverables or simulation-tasks.

**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 introductory lodging course (HTM 3060) and other HTM courses including hotel/lodging operations, restaurant management, marketing and sales, managerial accounting and finance, and human resources. Students will formulate and implement hotel feasibility 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. Each class focuses on running a simulation program to build critical analytic and decision-making skills necessary to manage hospitality operations, with the remainder of the week focusing on utilizing critical analytic thinking to involve oneself at a high level in the interactions, responsibilities, and understandings of teamwork through personal reflections. The course concludes with a team-based final report and presentation based on the tasks completed throughout the semester.

### 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, weekly reflections, budget and control, performance measurement, and variance analysis.
6. Build teamwork skills by participating effectively within a team environment, and 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 may be distributed via the Courselink site on occasion to aid in your learning. See note below on learning practices.

### Course Assessment

|                      |             |   | <b>Associated Learning Outcomes</b> | <b>Due Date(s)</b> |
|----------------------|-------------|---|-------------------------------------|--------------------|
| <b>Assessment 1:</b> | 20%         | Weekly Reflections  | LO 1-2,5                            | <i>Weeks 4–10</i>  |
| <b>Assessment 2:</b> | 25%         | Participation   | LO 6                                | <i>Weeks 2-12</i>  |
| <b>Assessment 3:</b> | 20%         | HOTS Deliverables (Business Plan, Budgets, Weekly Reports, Final Performance) | LO 1-5                              | <i>Weeks 7-12</i>  |
| <b>Assessment 4:</b> | 35%         | Final Report (Team contract, final report, presentation)                      | LO 1-5                              | <i>Weeks 10–12</i> |
| <b>Total:</b>        | <b>100%</b> |   |                                     |                    |

### Teaching and Learning Practices

#### **Lectures**

Class each week (Thursday afternoons) will consist of two broad activities: (1) working with your functional business team to make strategic hotel-based decisions within your simulated environment, and (2) reviewing the results of your decisions with the class at large, relevant to STR data and your peers' performance. Given that this is a capstone course for your program, and that you have already learned the

fundamentals to hotel and lodging operations in your other courses, this course is about applying what you've learned in new ways that test your ability to effectively manage a hotel environment, and disseminating those decisions with your peers. The course will progress one week at a time, with chance to individually reflect on your group's decisions in the simulation throughout the semester. Though we're only meeting once per week, 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 next class.

## Participation

You must participate in class in order to make the discussions interesting, insightful, and fun. We should work together to make each class session a lively, stimulating, and intellectually rewarding venture in group learning. You are individually and collectively responsible to that end. Believe me, nobody (including me) wants to hear me ramble on endlessly about industry trends without engaging in class discussion. The best classes are those that are highlighted by an interactive discussion that arise from course concepts or from case issues. As such, we are all co-producers of knowledge.

This class is unique in the sense that you have to *buy* your participation mark! Don't worry, I found an ethical way to do this...You will be rewarded by DM Bucks at any time during class, a digital currency using the 'Bankaroo – for students' mobile app. The DM bucks will be awarded to students who participate in class discussion. Throughout the class, I will assign DM bucks to you through the app. If your participation has a greater value, you will get a bigger dollar value of DM bucks (e.g. 2 vs. 5 dollars). Your participation mark will be determined based on the accumulated DM bucks.

### The following participation marks cost the equivalent DM Bucks:

|                 |   |                        |
|-----------------|---|------------------------|
| 1 – 15 Bucks    | = | Level 1 Participation  |
| 16 – 30 Bucks   | = | Level 2 Participation  |
| 31 – 45 Bucks   | = | Level 3 Participation  |
| 46 – 60 Bucks   | = | Level 4 Participation  |
| 61 – 75 Bucks   | = | Level 5 Participation  |
| 76 – 90 Bucks   | = | Level 6 Participation  |
| 91 – 105 Bucks  | = | Level 7 Participation  |
| 106–120 Bucks   | = | Level 8 Participation  |
| 121 - 135 Bucks | = | Level 9 Participation  |
| 136 + Bucks     | = | Level 10 Participation |

**If you are unable to attend class 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* class in order to still receive the participation mark.** Any missed class without explanation will result in a '0' for that day's contribution.

## HOTS

The HOTS simulation is a major component 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 four to six 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. The cost of the HOTS simulation software is \$100 per student. Once payments have been received from all students, each team will be provided with their own unique login ID and password. The simulation can be accessed here: <http://guelph.nethots8.net/>

### Required Text:

There is *no* required textbook for this course.

### Recommended (Optional) Texts:

*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

| Week | Date       | Subject/Activities   | Individual-Based Due Dates (11:59pm)        | Team-Based Due Dates (11:59pm)        |
|------|------------|--|---|---------------------------------------|
| 1    | January 13 | Introductions to the course and HOTS simulation; How to access resources; Review of hotel industry and operations from HTM3060 | Student information questionnaire (Jan. 17) |                                       |
| 2    | January 20 | Team-building exercise; Logging in to HOTS, navigating simulation features   | HOTS orientation quiz (Jan. 24)             | Team contract (Jan. 24)               |
| 3    | January 27 | In-class: Building a feasibility report for your hotel   | Weekly Reflection # 1 (Jan. 31)             | Business Feasibility Report (Jan. 31) |

|    |             |  |                                 |   |
|----|-------------|--|---------------------------------|---|
|    |             | After-class: HAFA/HFTM Career Networking Night (6-8pm)<br>Registration:<br><a href="https://www.uoguelph.ca/hftm/2022-hafa-hftm-alumni-career-networking-night-student-registration">https://www.uoguelph.ca/hftm/2022-hafa-hftm-alumni-career-networking-night-student-registration</a> |                                 |   |
| 4  | February 3  | Team HOTS session / discussion   | Weekly Reflection # 2 (Feb. 7)  |   |
| 5  | February 10 | Team HOTS session / discussion   | Weekly Reflection # 3 (Feb. 14) |   |
| 6  | February 17 | Team HOTS session / discussion   | Weekly Reflection # 4 (Feb. 28) |   |
| 7  | February 24 | Winter Break – No class  |                                 |   |
| 8  | March 3     | Team HOTS session / discussion   | Weekly Reflection # 5 (Mar. 7)  |   |
| 9  | March 10    | Team HOTS session / discussion   | Weekly Reflection # 6 (Mar. 14) |   |
| 10 | March 17    | Final Team HOTS session / discussion / wrap-up   |                                 |   |
| 11 | March 24    | Assessing team final performance   |                                 | Final report (Apr. 4); Final presentation slides (Apr. 6) |
| 12 | March 31    | Final Presentations  |                                 |   |
| 13 | April 7     | Final Presentations / Awards Ceremony  |                                 |   |

### Late and Missed Assignment Penalties

A grade penalty of 10% per day will be applied to late submissions, up to a maximum of 5 days. After that point, you will receive a 0% on your submission.

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.

### 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 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](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](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](mailto:sas@uoguelph.ca) or see the website: <https://wellness.uoguelph.ca/accessibility/>

### **Equity, Diversity & Inclusion**

At the Lang School of Business and Economics, we are committed to developing leaders with a social conscience, an environmental sensibility, and a commitment to their communities. A core tenet within this vision is that diversity is a strength with which we can experience greater connection and understanding.

As such, we affirm the importance and shared responsibility of our students, faculty, and staff creating and promoting equity and inclusion within our learning spaces. Creating these kinds of learning cultures is a process, not a destination; it requires ongoing willingness on the part of each person to thoughtfully and critically listen, unlearn, learn, and engage as they are exposed to a multitude of perspectives and

lived experiences. We encourage dialogues between students and instructors to address and advance opportunities for fostering greater diversity and inclusion in the learning environment. Openness to conversations with each other enables us to reflect and grow as we learn from one another respectfully and holistically.

As a department that is training the professionals of the future, we expect our learning spaces to abide by all institutional policies and guidelines, in particular those outlined by the Office of Diversity and Human Rights and the [University of Guelph Human Rights Policy](#). Discrimination and harassment, as defined by our policies, will not be tolerated. Individuals should inform the appropriate party as per University policies if they experience any such behaviours.

Expected Behavior:

### **Wearing Masks in the Classroom is Mandatory**

It is necessary for all students, faculty, and staff to wear facemasks or cloth face coverings in classrooms, laboratories and other public spaces where in-person instruction occurs. We require the wearing of masks covering the nose and mouth in all physical classrooms to help mitigate the transmission of COVID-19. The University of Guelph as a community views the adoption of mask wearing as a sign keeping others safe. Students who cannot wear a face covering due to a medical condition or disability, or who are unable to remove a mask without assistance, should contact their professor.

### **Health-related Class Absences**

Please regularly evaluate your own health according to Guelph – Wellington Public Health (<https://www.wdgpUBLICHEALTH.ca/>) or <https://www.uoguelph.ca/covid19/covid-info-for-students>. Do not attend class if you are ill / having any COVID symptoms.

You are encouraged to seek appropriate medical attention, the UofG Student Wellness Centre (<https://wellness.uoguelph.ca/>) is available to book an appointment with a medical professional.

In the event of having COVID-19 or other contagious illness, please do not come to class. Instead, email me about your absence as soon as you are able so that appropriate accommodations can be explored.

Please note that documentation (a Doctor's note) for medical absences is not required. As part of their commitment to maintain confidentiality, to encourage more appropriate use of healthcare staff resources, and to support meaningful dialogue between instructors and students, Student Health Services will not provide documentation of illness.

### **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 8, 2022. For regulations and procedures for Dropping Courses, see the Academic Calendar:

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

**Disclaimer**

Please note that the ongoing COVID-19 pandemic may necessitate a revision of the format of course offerings, changes in classroom protocols, and academic schedules. Any such changes will be announced via CourseLink and/or class email.

This includes on-campus scheduling during the semester, mid-terms and final examination schedules. All University-wide decisions will be posted on the COVID-19 website (<https://news.uoguelph.ca/2019-novel-coronavirus-information/>) and circulated by email.

|                                    |                 |
|------------------------------------|-----------------|
| <b>Date Submitted to Chair:</b>    |                 |
| <b>Chair Signature (Approval):</b> | <i>S Elliot</i> |
| <b>Date Approved by Chair:</b>     | Jan 7/22        |