

HTM*4060
Advance Lodging Management
Winter Semester 2023
0.5 Credits

General Course Information

Instructor	William C. Murray, PhD
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Phone	519-824-4120 x 52786
Office Location	MACS 205
Office Hours	By request (in person and/or virtual)
Department/School	School of Hospitality, Food & Tourism Management (HFTM)
Class Schedule	Mon & Wed @ 10:00 am – 11:20 am in MCKN 226
Pre-requisites	9.0 credits including HTM*2010, HTM*3060, and either HTM*1060 or 2100
Final Exam	NA

Course Description

This course integrates knowledge and skills in lodging operation, 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. This course particularly emphasizes development of analytical decision-making and problem solving skills.

Course Learning Outcomes

Upon successfully completing this course, you will:

1. Gain a thorough understanding of internal and external managerial issues involved in 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 professional management reports discussing business plans, weekly reflections, budgets and controls, performance measurements, and variance analysis.
6. Build teamwork skills by participating effectively within a team environment and identifying and communicating team members' best qualities and capabilities towards the common goals of the team.

Summary of Course Content and Materials

HOTS Simulation

This course uses a software simulation program called **HOTS** (Hotel Operations Tactics and Strategies), which is designed to help students apply management concepts in areas of lodging operational management, marketing, finance, accounting, strategic planning, situational analysis, and team decision-making. The cost of the HOTS simulation software is \$100 per student; in the winter term of 2023, we have received experiential learning support that should cover the cost of the software for all

students. Early in the course, students will be provided with their own unique login ID and password. Access information to the simulation will be provided on our CourseLink webpage.

Course Resources:

All students will need to gain access to the HOTS simulation software program. There are no required texts for this course.

Course materials will be drawn from a number of sources. Any articles and course related materials necessary will be shared either on CourseLink or found via the Course Reserves at the McLaughlin Library. Students are responsible to read these materials and be prepared for active class discussions and/or assignments.

Course Assessment: (Schedule provided in CourseLink)

Assessment	Value / Weight	Associated Period (Tent)
Team Contract / Charter (T)	5%	Week 2
Business Proposal (T)	10%	Week 3
Weekly Reflections (I)	25%	Weeks 3 – 9
Participation (I)	12%	Weeks 2 – 10, plus management meetings
Peer Evaluation (I)	3%	Week 11
Budget & Report Performance (T)	10%	Weeks 4 – 10
Final Presentation (T / I)	15%	Weeks 11 – 12
Final Report (T)	20%	Week 12

Teaching and Learning Practices

The focus of this course will be to increase and improve your lodging management operations skills. Classes each week will be focused on the integration of cross-functional skills and knowledge, strategic planning, execution, and analysis. Our work moves quickly, and much of it is grounded in team activities. As such, it is incredibly important that you attend all classes.

Weekly activities will include, but are not limited to, a) working with your functional business team members, b) analyzing outcomes, interpreting results, recording details, and crafting decisions, c) reviewing results of decisions with the class as a whole, relevant to STR data and the performance of your comp set (peers), and d) engaging in discussions at with both your team and the class group.

Given that this is a capstone course for your program, and that you have already learned the fundamentals concepts of lodging operations earlier in your studies, this course is focused on applying what you've learned in new and dynamic ways that test your ability to effectively manage a hotel environment, as well as analyzing and disseminating those decisions with your peers.

As part of this experiential learning process, you will be asked to complete and submit regular reflective learning documents that should help you to review and deconstruct both your individual and group decisions within the simulation and as a management team throughout the simulation. There will be ample time to ask questions and engage in conversation during the course, both in and outside of scheduled class time.

As the simulation unfolds, you will notice that the periods between receiving results, analyzing outcomes, planning next steps, and inputting decisions will grow shorter. As you and your team grow more skilled with the basics of the simulation, you will be asked to process more detailed information at a faster rate. Additionally, twice during the simulation, each management team will be called to a

team meeting with their Senior Leader (your instructor) to present results-to-date and explain your strategic direction moving forward.

Participation is critical in this course and your active engagement will lead to both energetic classes and increased learning. Participation will be assessed on a regular basis, with key performance indicators including engagement, involvement, contributions, and demonstrated preparation. Although particular attention will be made during management meetings, active participation will be assessed throughout the course, ranging from larger class discussions to in-class group work. If you are unable to attend class for valid reasons (illness, major life event, compassionate reasons, religious accommodations, etc.), please inform your instructor AND group members before that class and plan for work to be covered. Students who miss classes without explanation will miss on potential participation evaluations for that day.

Course Resources

There is no required textbook for this course. Journal articles and/or book chapters may be distributed via CourseLink as needed.

Available for 1-day loan (from instructor):

O'Fallon & Rutherford, *Hotel Management and Operations*, 5th Ed., Hoboken, NJ, Wiley & Sons.

Course Policies

Our course schedule has a variety of due dates and times. You should make careful note of these in your calendar and planning.

Grading

A significant portion of this course is based on team work and group accomplishments, from developing a team contract, to making performance decisions and analyzing results, to creating reports and presentations. Much of this work is time-sensitive, with the involvement of individuals impacting the flow and capacity of the team to continually move forward. Under normal circumstances, team-assigned grades will be the same for all group members; however, your instructor maintains the privilege to alter / adjust team grades based on evidence of exceptional performance (either positive or negative).

Assignments submitted late will incur a 10% grade reduction from the mark earned. Assignments that are more than 4 days late will receive a grade of zero. Extensions will only be granted based on valid medical or personal reasons and need to be arranged with the instructor via email as soon as possible. Please read your Undergraduate Calendar for the regulations regarding illness and compassionate grounds. Please note, vacation travel, moving to a new house, outside work commitments, etc.... will not be accepted as valid reasons for missing deadlines.

Students who find themselves unable to meet course requirements due to medical or personal reasons should review the regulations on academic consideration in the Academic Calendar. It is recommended that they discuss their situation with their instructor, program counselor or other academic counselor as appropriate as early as possible.

<http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-grds.shtml>

HOTS Simulation

During the simulation, it is expected that all group members will make appropriate arrangements to work closely with their team, maintain regular and clear communication, and contribute to the success of the team. Expectations on team dynamics and communication should be set out in the

Team Contract. The best experiences in this course come when all members are fully engaged and committed; this also creates an incredibly positive and fun class environment!

If challenges within team occur, teams (as a whole) may approach the instructor to express concerns over work issues and/or membership behavior. This will typically trigger a team meeting and some positive coaching from the instructor. Note that the instructor maintains the ability to remove group members who demonstrate *serious, ongoing deviations* from either acceptable group norms or continually fail to contribute expected work to the group.

Communication

There are numerous ways to communicate throughout this course. Naturally, our scheduled class time will be a great time to ask questions or seek clarification, and information shared in class to all is presumed to be received by all. Attendance and participation are expected in this course; if you must miss a class, it is your responsibility to collect missed information from your classmates / team members.

Email is the best method for communication outside of class. E-mail is the officially recognized means of communication between the university and its students, so be sure to check your email often. I work hard to respond as quickly as possible between Monday and Friday; reasonably expect a reply within 24-48 hours (likely faster but not guaranteed). I also am an active MS Teams user and can often pivot / schedule a time there for either a quick text chat or call. (Best practice: if you would like to schedule a quick meeting, either in person or online, please provide 1-2 options that you are available in your request. This greatly speeds up the entire process!)

Group members should establish their method(s) of team communication in their Team Contract. I would highly recommend one that can record the history of conversations and be used / reviewed by team members asynchronously.

NOTE: This is a capstone course in business management. As such, everything you do in class, in teams, and in your communication, should reflect professionalism, respect, and dignity. Practice proper etiquette in all of your communications. For emails, this means clear subject lines with course code identification, using greeting correctly, and extending polite courtesies. (This does not mean you must remove all of your personality! It just means that you should be practicing and applying your upper year skills.)

Please practice proper email etiquette in your communications. It is good practice to include our course code in your subject line. As per university regulations, all students are required to check their <uoguelph.ca> e-mail account regularly.

Guidelines around COVID

Ongoing health situations remain fluid. The University of Guelph sets the protocols and guidelines that must be followed by staff, students, faculty, and visitors. Please be sure that you have reviewed all information relating to COVID protocols and any other health-related restrictions for face-to-face interaction in class and on campus. Any changes made by the University once the course has started will be also shared through our CourseLink announcements and email.

Please remember that we are community members within the class and on campus. If you are experiencing symptoms of illness, it is always best to remain at home and connect with your peer team (see above section!) about missed content.

COVID Information for Students: <https://www.uoguelph.ca/covid19/covid-info-for-students>

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 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 in the Undergraduate Calendar: <https://www.uoguelph.ca/registrar/calendars/undergraduate/current/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 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/>

Equity, Diversity, and Inclusion Statement

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.

Course Evaluation Information

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

Recording of Materials

Recording and shared content in this course is provided for the sole use of authorized student and may not be reproduced or shared without the written consent of the instructor.

Important University Dates


The schedule of important university dates can be found at:

<https://calendar.uoguelph.ca/undergraduate-calendar/schedule-dates/>

Drop date

The last date to drop one-semester courses, without academic penalty, is **April 10, 2023**. For regulations and procedures for Dropping Courses, see the Academic Calendar:

<https://calendar.uoguelph.ca/undergraduate-calendar/>

Date Submitted to Chair:	
Chair Signature (Approval):	
Date Approved by Chair:	Jan 5, 2023