

**HTM\*4250 Revenue Management**  
**Winter 22**  
**0.5 Credits**

### General Course Information

<b>Instructor</b>	<b>Alireza Zolfaghari</b>
<b>Email</b>	<a href="mailto:azolfagh@uoguelph.ca">azolfagh@uoguelph.ca</a>
<b>Office Location</b>	Room 222, MACS Building
<b>Office Hours</b>	Only by appointment
<b>Department/School</b>	School of Hospitality, Food & Tourism Management
<b>Class Schedule:</b>	Fridays, 01:00PM - 02:20PM
<b>Pre-requisites:</b>	HTM*3120 or FARE*3310
<b>Classroom:</b>	MCKN, Room 121

### Course Description

This course provides students with an opportunity to develop and apply their knowledge and skills in revenue management. The objective of the course is to provide students with a solid foundation in revenue management for careers in service industries. The topics that will be covered in this course include principles of revenue management, performance metrics, forecasting, inventory pricing strategies, strategic revenue management, restaurant revenue management, and revenue management in the service industries.

### Course Learning Outcomes

**Upon successfully completing this course, you will be able to:**

1. Utilize revenue management metrics to measure revenue performance of given examples and cases.
2. Understand and apply tactical revenue management to a service industry business.
3. Apply revenue maximization strategies to the analysis of case studies.
4. Explain how the revenue management tools can improve the profitability of the operations in the service industry.
5. Independently design an action plan for revenue management improvement in industry.

### Summary of Course Content and Materials

This course will use a combined learning approach: students will be expected to review online lectures, complete assigned readings and attend seminars, and work in teams to facilitate response to case studies.

## Course Schedule

Weeks	Class	Topics
Week 1	Friday, January 14	<ul style="list-style-type: none"> <li>• Introduction to course</li> <li>• Introduction to Revenue Management</li> </ul>
Week 2	Virtual Lecture	<ul style="list-style-type: none"> <li>• Performance metrics</li> <li>• Introduction to STAR reports and performance indices</li> <li>• Competitive fair market share and market penetration</li> </ul>
	Friday, January 21	<ul style="list-style-type: none"> <li>• Utilizing performance metrics</li> </ul>
Week 3	Virtual Lecture	<ul style="list-style-type: none"> <li>• Forecasting</li> </ul>
	Friday, January 28	<ul style="list-style-type: none"> <li>• Applying forecasting</li> </ul>
Week 4	Virtual Lecture	<ul style="list-style-type: none"> <li>• Differential Pricing</li> <li>• Strategic pricing</li> <li>• Displacement analysis</li> </ul>
	Friday, February 4	<ul style="list-style-type: none"> <li>• Application of displacement analysis</li> </ul>
Week 5	Virtual Lecture	<ul style="list-style-type: none"> <li>• Distribution channels</li> </ul>
	Friday, February 11	<ul style="list-style-type: none"> <li>• Utilizing different distribution channels</li> </ul>
Week 6	Virtual Lecture	<ul style="list-style-type: none"> <li>• Inventory and price management</li> </ul>
	Friday, February 18	<ul style="list-style-type: none"> <li>• Application of inventory and price management</li> </ul>
<b>Reading Week</b>	<b>Monday, February 21 to Monday, February 28</b>	<ul style="list-style-type: none"> <li>• <i>No Class</i></li> </ul>
Week 7	Friday, March 4	<ul style="list-style-type: none"> <li>• Midterm Exam (Weeks 1-5)</li> </ul>
Week 8	Virtual Lecture	<ul style="list-style-type: none"> <li>• Restaurant revenue management</li> <li>• Internal and external measures in restaurants</li> </ul>
	Friday, March 11	<ul style="list-style-type: none"> <li>• Application of revenue management in the restaurant industry</li> </ul>
Week 9	Virtual Lecture	<ul style="list-style-type: none"> <li>• Revenue management in services outside of hotels and restaurants</li> </ul>
	Friday, March 18	<ul style="list-style-type: none"> <li>• Revenue Management in Action</li> </ul>
Week 10	Friday, March 25	<ul style="list-style-type: none"> <li>• <i>Group Project Presentations</i></li> </ul>
Week 11	Friday, April 1	<ul style="list-style-type: none"> <li>• <i>Group Project Presentations</i></li> </ul>
Week 12	Friday, April 8	<ul style="list-style-type: none"> <li>• <i>No class- Final Project Preparation</i></li> </ul>

## Group Project Paper Submissions

For this project, you are to work in groups of five or six to research a service sector company to discuss how revenue management is applied. Just to get started, here is a list of just a few industries you may consider:

Transport: taxi, bus, limousine, rail, and air travel

Rentals: automobile, motorhomes, yacht charters

Accommodation: Hotels, vacation homes, timeshares, B&Bs

Sports and Entertainment: Ticket re-sellers, golf fees, ski lifts

Vacations: Cruise lines, all-inclusive resorts, adventure tours

Services: Canada's food terminal, Ontario flower growers auction), media advertising

Retail: Furniture, Fashion,

Food and Beverage: Banquet and event halls, restaurants,

For the benefit of the class, group projects should cover as many different industries as possible. To that end, when each group has agreed on their company, they will post it on the CourseLink Project pages.

Focusing on the business you have selected to research, the project will require you to identify how the operation utilizes revenue management, identify areas for improvement given your understanding of revenue management, and provide a plan for how you would implement revenue management going forward. A breakdown of your paper could look like this:

1. Provide a discussion of the business you are reviewing (3 - 5 pages):
  - o Name;
  - o Brief history;
  - o The product/service they sell;
  - o Fit within the seven characteristics of revenue management.
2. Discuss the current target market and revenue management practices employed at the organization (2 - 4 pages).
3. Identify areas that could be improved by implementing revenue management (3 - 4 page).
4. Focusing on one of the areas you identified, propose a revenue management strategy that could be implemented. (4 – 5 pages):
  - o Identify the area you will focus on;
  - o Propose the revenue management strategy that you would implement;
  - o Provide a timeline that could be used to implement the revenue management strategy, outlining your role and the role of other people in the organization.

The report should be approximately 20 (plus or minus 2) pages(double-spaced) in length.

Note: While exact numbers may be difficult to acquire for this assignment, so you will have to be creative and work with what you can get. Use your own contacts and experiences to select the company, search the internet, find people who have bought the product, dig around, see what you can find out. Also, you need to couch your recommendations in literature.

## Group Project Presentations

Presentations will be 12 – 15 minutes in length. It is not necessary for everyone in the group to present. However, all group members should be in attendance to answer questions.

Groups will be composed of 4- 5 students. Initially, students will have the option of making up their own groups. It is important to choose people you can work with, whose contacts, resourcefulness, and commitment to producing an excellent project is shared. The instructor will randomly assign any remaining students; however, it is much preferred for students to select their own group members.

### Course Assessment

			<b>Associated Learning Outcomes</b>	<b>Due Date/ location</b>
<b>Assessment 1:</b>	30%	Midterm Exam	LO 1 - 3	<i>In-class</i>
<b>Assessment 2:</b>	15%	Group Project Presentations	LO 4-5	<i>Weeks 10-11</i>
<b>Assessment 3:</b>	25%	Group Project Paper Submission	LO 4-5	<i>Week12</i>
<b>Assessment 4:</b>	30%	Final exam	LO 1-3	<i>See exam schedule</i>
<b>Total</b>	<b>100%</b>			

### Course Resources

#### Required Text:

There is no required textbook for this course. Given this, lecture materials (PowerPoint slides) and assigned readings will be posted on Courselink before each lecture. The tests in this class will be based on both the posted and non-posted material.

This course covers a significant amount of material, resulting in each class being comprised of many slides. The rationale for the large PPT decks is so that you have the key concepts and ideas covered in every class in material that you can refer to for tests and future use. Given the number of slides for each class, it is advised that you review all the slides before class and make notes, so that you do not become overwhelmed with the pace at which material is covered during each seminar.

## **Recommended Text:**

**Title:** Revenue Management for the Hospitality Industry

**Author(s):** David Hayes and Alisha Miller

**Edition / Year:** 2011

**Publisher:** John Wiley and Sons

**ISBN:** 978-0-470-39308-6 (paperback) or 978-0-470-91318-5 (e-text)

## Course Policies

### **Grading Policies**

Unless you have discussed an extension well ahead of the due date with the instructor, late penalties of 5% of the total grade earned per day (including weekends) will be assigned to any assessment (i.e. deducted from the total mark). Extensions will only be granted on the basis of valid medical or personal reasons, and need to be requested via email to the instructor as soon as possible. Late assignments will not be accepted once graded assignments have been returned officially to the class at large, unless circumstances permit and alternative arrangements have been made.

Students who find themselves unable to meet course requirements by the deadlines or the criteria expected because of medical or personal reasons, should review the regulations on academic consideration in the Academic Calendar and discuss their situation with the instructor, program counselor or other academic counselor as appropriate.

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

### Missed Assignments:

A grade of zero will be assigned if you fail to submit an assignment, unless you are ill or have other compassionate reasons. Please read your Undergraduate Calendar for the regulations regarding illness and compassionate grounds. Please note, vacation travel, moving house, or outside work commitments will not be accepted as valid reasons for missing deadlines.

If you have religious observances which conflict with the course schedule or if you are registered with Student Accessibility Services, please contact the course instructor in order to make arrangements for your assessment if appropriate.

### 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 of 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.

I am committed to working with students with pre-existing medical and mental health needs, as well as new needs that may arise within the semester. I encourage you to reach out to me as early as possible to discuss any adjustments you think may be necessary in this course. Reasonable accommodations may include leveraging the course modules that have been developed in creative ways to maximize your access during times when students need to quarantine due to COVID exposure, or during an absence related to a disability or COVID-19 diagnosis. While I cannot guarantee any specific outcome, I am committed to working with you to explore all the options available in this course.

## 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/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](mailto: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

Presentations which are made in relation to course work—including lectures—cannot be recorded or copied without the permission of the presenter, whether the instructor, a classmate or guest lecturer. Material recorded with permission is restricted to use for that course unless further permission is granted.

### Drop date

For regulations and procedures for Dropping Courses, see the Academic Calendar:

<https://www.uoguelph.ca/registrar/calendars/graduate/current/>

### 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, midterms, 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.

### Illness

Medical notes will not normally be required for singular instances of academic consideration, although students may be required to provide supporting documentation for multiple missed assessments or when involving a large part of a course (e.g., final exam or major assignment).

For information on current safety protocols, follow these links:

<https://news.uoguelph.ca/return-to-campuses/how-u-of-g-is-preparing-for-your-safe-return/>  
<https://news.uoguelph.ca/return-to-campuses/spaces/#ClassroomSpaces>.

Please note, these guidelines may be updated as required in response to evolving University, Public Health, or government directives.

<b>Date Submitted to Chair:</b>	
<b>Chair Signature (Approval):</b>	<i>S. Elliot</i>
<b>Date Approved by Chair:</b>	Jan 5/22



