Instructor Information:
Dr. Brumby McLeod, Associate Professor
College of Charleston
School of Business
Department of Hospitality & Tourism Management
Beatty Center, Room 326
843-708-8814 (mobile)
mcleodb@cofc.edu (email)

Course Catalog Description:
This course examines hotel and resort management issues emphasizing general management, service, sales, forecasting, financial aspects, rate efficiencies, labor management and guest relations. See the Course Overview below for details.

Class Time and Location:
HTMT 351-01 (10579): Tuesday & Thursday 1050 to 1205, Beatty Center 220
HTMT 351-02 (13483): Tuesday & Thursday 1600 to 1715, Tate Center 131

Office hours:
By Appointment Only on Tuesday & Thursday, 1300 to 1500, Beatty Center, room 326
Walk-ins after class on Tuesday & Thursday, 1730 to 1800, Beatty Center, room 326

Prerequisites:
HTMT 210 & Junior Status (60 credit hours)

Required Textbook:
None.

Required Technology:
Students are required to have a mobile device with cellular data and wifi with a Top Hat subscription for accessing course interaction and access to materials during class. The subscription to the application is $26 per semester. In addition, students are encouraged to have a laptop for classroom interaction, class exercises, assignments, and exams.

OAKS:
The learning management system OAKS (a.k.a. Desire 2 Learn) is heavily utilized in this course. Grades, general communication, electronic documents, assignments, discussions, and exams are managed on this platform throughout the semester. Please develop a habit of checking the course management software frequently. Your current grade is also maintained in this system. An overview about my use of OAKS will be provided within the first few class sessions.

Course Overview:
This course is organized around four content modules: (1) Fiscal Matters, (2) Industry Overview, (3) Sales & Marketing, (4) Lodging Operations

My course instruction style utilizes lectures, exercises, guest speakers, discussions, assignments, and exams. The typical class will consist of a lecture and discussion about a current topic with extensive supplements from industry periodicals, classroom questions, and exercises. Resources and materials will be shared from industry organizations such as the American Hotel & Lodging Association (AHLA), Smith Travel Research (STR), the World Tourism Organization (WTO), Travel Industry Association (TIA),
Hospitality Valuation Services (HVS) and numerous industry periodicals such as Lodging, Hotel Business, and Hotel Management. These supplementary materials are critical to the learning experience.

The notes from the lectures will NOT be provided to students. Students are required to attend and participate in class discussion to acquire the necessary materials for success in the course. Classroom questions and exercises are used to expand beyond the classroom, to promote attendance, and to demonstrate understanding of the material. Assignments are used to benchmark your learning, demonstrate application of the material, improve retention, and migrate beyond the classroom. Students are highly encouraged to maintain a 3-ring binder with reading materials, class notes, exercises and assignments. Strong organization will assist you for exams as they are open note.

School of Business Learning Goals:

All of the Business Learning Goals listed below are addressed in this course via assignments and exercises.

Communication Skills—students demonstrate the ability, via both written and spoken word, to effectively present, critique, and defend ideas in a cogent, persuasive manner.

Quantitative fluency—students demonstrate competency in logical reasoning and data analysis skills.

Global and civic responsibility—students identify and define social, ethical, environmental and economic challenges at local, national and international levels. Students integrate knowledge and skills in addressing these issues.

Intellectual innovation and creativity—students demonstrate their resourcefulness and originality in addressing extemporaneous problems.

Synthesis—students integrate knowledge from multiple disciplines incorporating learning from both classroom and non-classroom settings in the completion of complex and comprehensive tasks.

Discipline Specific Learning Outcomes:

During classroom discussions students will incorporate key operating ratios, traditional hotel classifications, common hotel design features, typical organization structures, and other lodging terminology to demonstrate their knowledge about the industry.

Throughout the course, students will calculate key operating ratios through repetitive practice and discussion. This ability will be enhanced by openly discussing challenges associated with using these ratios to compare properties and organizations.

Students will be able to diagram and describe the traditional reservation system utilized by lodging organizations, distinguish key differences in transient versus group reservations, and prepare and explain a simple and adjusted room forecast. Students will understand the distribution network and systems necessary to sell room inventory and the pros, cons, market segments, and consumer behaviors attributed to the various distribution channels.

Students will recognize the importance of quality in lodging operations by learning to identify, categorize, inspect, and measure key characteristics regarding products and services. Students will be able to comfortably identify guest needs by developing a service blueprint of a typical stay from search to future stays.

Students will be able to articulate the importance of room rates and their importance in the hotel revenue cycle. Through lectures and discussions, students will be exposed to key concerns regarding these
processes.

Students will learn to develop and narrate an operating budget. In addition, students will be able to modify assumptions to the budget and describe their impact on the P&L statement. Students will learn to examine a P&L statement and recognize the type of hotel, departmental expenses, margins, and key operating ratios.

Classroom Q & A:

Top Hat is utilized as a classroom content manager to create an interactive and engaging environment during the course. Students are scored based on their participation. Please see the Technology Requirements for this course.

Exercises:

Exercises are provided to practice, reinforce, and detail concepts discussed in lectures. The concepts and problems from the exercises are included on the exams. Approximately, twelve exercises will be given during the course for a combined value of 20% of your overall grade; the two lowest will be dropped. There are no make-ups or excused absences for exercises.

Assignments:

Three in-depth assignments are required during the course; details are provided in OAKS at the appropriate time. Each assignment takes several weeks to complete. They require extensive application of the material discussed in class. The first assignment is the creation and narration of an operating budget. The second assignment is a hotel property profile. The third assignment is a market analysis. The assignments are worth 5, 10 and 15% respectively for a combined 30% of your overall grade.

Exams:

There are two exams in this course: a midterm and a comprehensive final exam. The midterm is worth 15% and the final exam is worth 20%. The midterm exam is scheduled on Tuesday, October 9, 2018 in lieu of class. The final exam is scheduled on Thursday, December 6, 2018 from 0800 to 1100 or Tuesday, December 11, 2018 from 1600 to 1900. Both exams are administered online via OAKS.

Grade Determination:

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<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Classroom Q &amp; A</td>
<td>15%</td>
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<tr>
<td>Exercises</td>
<td>20%</td>
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<tr>
<td>Assignments</td>
<td>30%</td>
</tr>
<tr>
<td>Midterm Exam</td>
<td>15%</td>
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<tr>
<td>Final Exam</td>
<td>20%</td>
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Grading Scale:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A</td>
<td>94 or above</td>
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<tr>
<td>A-</td>
<td>90 - 93</td>
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<tr>
<td>B</td>
<td>87 - 89</td>
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<tr>
<td>B-</td>
<td>83 - 86</td>
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<td>C</td>
<td>77 - 79</td>
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<tr>
<td>C-</td>
<td>73 - 76</td>
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<td>D</td>
<td>70 - 72</td>
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<tr>
<td>F</td>
<td>Below 60</td>
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Classroom Lecture Schedule:

Please follow the link to this Google Sheets Schedule
Disability Services:

If there is a student in this class who has a documented disability and has been approved to receive accommodations through the Center for Disability Services/SNAP (Students Needing Access Parity), please come and discuss this with me during my office hours.

This College abides by section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act that stipulates no student shall be denied access to an education “solely by reason of a handicap.” Disabilities covered by law include, but are not limited to, learning disabilities and hearing, sight or mobility impairments. If you have a documented disability that may have some impact on your work in this class and for which you may require accommodations, please contact an administrator at the Center of Disability Services, (843) 953-1431 and me so that such accommodation may be arranged.

Center for Student Learning:

I encourage you to utilize the Center for Student Learning’s (CSL) academic support services for assistance in study strategies, speaking & writing skills, and course content. They offer tutoring, supplemental instruction, study skills appointments, and workshops. Students of all abilities have become more successful using these programs throughout their academic career and the services are available to you at no additional cost. For more information regarding these services please visit the CSL website at http://csl.cofc.edu or call (843) 953-5635.

Writing Lab:

I encourage you to take advantage of the Writing Lab in the Center for Student Learning (Addlestone Library, first floor). Trained writing consultants can help with writing for all courses; they offer one-to-one consultations that address everything from brainstorming and developing ideas to crafting strong sentences and documenting sources. For more information, please call 843.953.5635 or visit http://csl.cofc.edu/labs/writing-lab/.

Honor Code and Academic Integrity:

Lying, cheating, attempted cheating, and plagiarism are violations of our Honor Code that, when identified, are investigated. Each incident will be examined to determine the degree of deception involved.

Incidents where the instructor determines the student’s actions are related more to a misunderstanding will be handled by the instructor. A written intervention designed to help prevent the student from repeating the error will be given to the student. The intervention, submitted by form and signed both by the instructor and the student, will be forwarded to the Dean of Students and placed in the student’s file.

Cases of suspected academic dishonesty will be reported directly by the instructor and/or others having knowledge of the incident to the Dean of Students. A student found responsible by the Honor Board for academic dishonesty will receive a XXF in the course, indicating failure of the course due to academic dishonesty. This status indicator will appear on the student’s transcript for two years after which the student may petition for the XX to be expunged. The F is permanent. The student may also be placed on disciplinary probation, suspended (temporary removal) or expelled (permanent removal) from the College by the Honor Board.

Students should be aware that unauthorized collaboration—working together without permission—is a form of cheating. Unless the instructor specifies that students can work together on an assignment, quiz and/or test, no collaboration during the completion of the assignment is permitted. Other forms of cheating include possessing or using an unauthorized study aid (which could include accessing information via a cell phone or computer), copying from others’ exams, fabricating data, and giving unauthorized assistance.
Research conducted and/or papers written for other classes cannot be used in whole or in part for any assignment in this class without obtaining prior permission from the instructor.

Students can find the complete Honor Code and all related processes in the *Student Handbook* at [http://studentaffairs.cofc.edu/honor-system/studenthandbook/index.php](http://studentaffairs.cofc.edu/honor-system/studenthandbook/index.php)
Classroom Lecture Schedule:

**Module 1: Fiscal Matters**

- Key Performance Indicators (Occ, ADR, RevPAR)
- Budgeting (Operating and Capital)
- A-1, Personal Operating Budget
- Hotel Budgeting
- Operating Statements
- Acquisitions and Development

**Module 2: Industry Overview**

- History of the American Hotel
- Great Hoteliers
- A-2, Hotel Property Profile
- The Hotel Business
- Ownership
- Franchising
- Management Companies
- Room Inventory Management

*Mid-term Exam, in lieu of class on October 9, 2018*

**Module 3: Sales, Marketing, & Distribution**

- Distribution Channels
- Competitor Analysis
- Market Segments
- A-3, Accommodation Market Analysis

**Module 4: Operations**

- Organizational Structure
- Human Resources
- Front Office Management
- Sales & Marketing
- Housekeeping
- Facilities, Maintenance & Engineering
- Safety & Security
- Systems & Technology

*Final Exam Review and Teaching Evaluations*

*Final Exam, December 6, 2018 (0800 to 1100) and December 11, 2018 (1600 to 1900)*