Instructor Information:
Dr. Brumby McLeod, Associate Professor
College of Charleston
School of Business
Department of Hospitality & Tourism Management
Beatty Center, room 315
843-953-0735
mcleodb@cofc.edu

Course Catalog Description:
This course examines hotel and resort management issues using project based learning pedagogy, emphasizing general management, service, sales, forecasting, financial aspects, rate efficiencies, labor management and guest relations. See the course overview section for details.

Class Time and Location:
HTMT 351-01 (10579): Monday & Wednesday | 1600 to 1715 | Beatty Center, room 320

Office hours:
Just before or after class and by appointment only on Monday & Wednesday between 1330 and 1530

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

Required Course Materials:
None

Required Technology:
Students are required to have a mobile device with high speed internet for accessing the course and related materials during class. In addition, students are encouraged to have a laptop for classroom interaction, class exercises, assignments and project based learning. Your mobile device will also need an app such as TurboScan or Dropbox for digitizing class exercises and turning them into PDFs for submission to OAKS.

OAKS:
The learning management system OAKS (a.k.a. Desire 2 Learn) is heavily utilized in this course. Grades, general communication, electronic documents, class exercises, assignments and such 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 a collection of hotel projects. This semester, the overarching project is called Raising Dorchester.

My course instruction style utilizes lectures, exercises, guest speakers, discussions, assignments, and a semester long group project. The typical class will consist of a conversation or guest lecture 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
Students are required to attend and participate in class to acquire the necessary materials for success in the course. Classroom discussion 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.

**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.

**Homework and Classroom Q & A:**

Top Hat is utilized as a homework classroom content manager to create an interactive and engaging environment during the course. Students are scored based on their participation within Top Hat. 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 and these are scored on a completed versus incomplete basis.

**Assignments:**

Three in-depth assignments are required during the course; details are provided in OAKS at the appropriate time. They require extensive application of the material discussed in class. The first assignment is the creation and narration of a personal operating budget. Each assignment takes a week to complete. The second assignment is a hotel property profile. The third assignment due is a market analysis. The assignments are worth 10% each.

**Exams:**

None. Pitch deck presentations are scheduled during our final exam period.

**Grade Determination:**

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<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Class Exercises</td>
<td>20%</td>
</tr>
<tr>
<td>Assignments</td>
<td>30%</td>
</tr>
<tr>
<td>Project Based Learning</td>
<td>40%</td>
</tr>
<tr>
<td>Team Scoring</td>
<td>10%</td>
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**Grading Scale:**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</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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<tr>
<td>C+</td>
<td>77 - 79</td>
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<tr>
<td>C</td>
<td>73 - 76</td>
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<tr>
<td>B-</td>
<td>80 - 82</td>
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<tr>
<td>C-</td>
<td>70 - 72</td>
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<tr>
<td>D</td>
<td>60 - 69</td>
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<tr>
<td>F</td>
<td>Below 60</td>
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</tbody>
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**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