Class Time and Place:
Section 101, Tuesdays and Thursdays 9:25-10:40, Room 400 Bell Building
Section 102: Tuesdays and Thursdays 9:25-10:40, Room 400 Bell Building

Instructor: Dr. John C. Crotts
TEL: 953-6916; cell 860-4323
E-Mail: crottsjohn@gmail.com

Office Hours: Tuesday and Thursdays, 1:00-2:30, Wednesday 1:00-4:00 or by appointment

Course Prerequisites: HTMT 210 and Junior Standing

This course is designed to explore, challenge and refine the principals of guest-services management -- be it a hotel, restaurant, attraction, airline, special event, etc. The course is built upon our understanding that service excellence is achieved through design, systems and staff. By the end of this course, you should have an understanding and appreciation for: (1) facility designs and layouts; (2) planning and analyzing service delivery systems (3) defining and measuring service quality; (4) service recovery; (5) strategies for managing demand (i.e., queue psychology, yield management, etc.) and supply (i.e., employee scheduling, cross training, etc.); (6) interpersonal communication (i.e., employee motivation, empowerment, conflict management and resolution, managing diversity); and (7) making continual improvements a competitive strategy.

This course is consistent with the mission the Department of Hospitality and Tourism Management whose goals is to graduate future leaders who are entrepreneurial, guest focused, ethical, and whose ventures can succeed in a competitive marketplace that constantly evolves. Furthermore it addresses the following learning goals of the School of Business. They are:

- **Communication Skills**: Students will demonstrate the ability, via both written and spoken word, to effectively present, critique, and defend ideas in a cogent, persuasive manner.

- **Quantitative Fluency**: Students will demonstrate competency in logical reasoning and data analysis skills.

- **Global And Civic Responsibility**: Students will be able to identify and define social, ethical, environmental, and economic challenges at local, national, and international levels. Students will also be able to integrate knowledge and skills in addressing these issues.

- **Intellectual Innovation And Creativity**: Students will be able to demonstrate their resourcefulness and originality in addressing extemporaneous problems.

- **Synthesis**: Students will demonstrate the ability to integrate knowledge from multiple disciplines incorporating learning from both classroom and non-classroom settings in the completion of complex and comprehensive tasks.
Required Readings
Readings on OAKS

Academic Integrity
The College of Charleston’s Student Honor Code is in effect in this course. Any student caught cheating will receive a failing grade in the course and additional appropriate action will be taken. Cheating includes copying someone else's work in the exams, quizzes, cases, and assignments. It includes using notes and other aides during exams, using someone else's ideas without referencing them, turning in an assignment for this class that was turned in whole or part for another class. Cheating also includes students that allow their work to be copied or who do work for another individual. If you are unclear about what is considered cheating what is not considered cheating, please see the instructor.

Grading

<table>
<thead>
<tr>
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<th>Grading</th>
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<tbody>
<tr>
<td>Observational Case (1)</td>
<td>10</td>
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<tr>
<td>Fact-Sheets (2)</td>
<td>30</td>
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<td>Pop Quizzes (5)</td>
<td>20</td>
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<td>Exam(2)</td>
<td>40</td>
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<td>100</td>
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Grades

- A  93-100
- A- 91-92
- B+ 88-90
- B  82-87
- B- 80-81
- C+ 78-79
- C  72-77
- C- 70-71
- D+ 68-69
- D  62-67
- F  61 or below

Class Attendance and Participation
Class attendance is expected. Students are responsible for all content and assignments for each class. See next section.

Quizzes (5)
Five quizzes will be administered this semester on random days based on the reading to be covered that day in class. One discussion question will be drawn from the discussion questions for each reading. No makes up quizzes are available. Each quiz will be worth 5 points. The lowest quiz grade will be dropped.

Exams
A mid-term and final exam will be given. A too be determined number of questions will be drawn from the discussion questions for each reading while the remaining questions will be drawn from information presented in class (e.g., lectures, case studies, guest speakers etc).

Observational Case Analysis
In teams of three, conduct one (1) of the three (3) living cases found on the last page of this course syllabus. These living cases are designed to enhance the courses foundation on building competitive advantage through quality. In our September 12 class, you will turn it in and be prepared to discuss your case. Each paper should be 3-4 pages or moreover represent a full response to the situation/concept you have selected to observe. Contrary to the old adage "Don't judge a book by its cover," written summarizes should be professional in appearance.
Fact Sheets
This is not a group project. The project entails the selection of two service operations management topics to research from the list of provided, culminating in two short written fact sheets. An example of an acceptable fact-sheet is provided on OAKS. The purpose is to provide you an opportunity to delve into a topic to a deeper extent than the readings and class time.

Format of one Fact-Sheet:
1-2 sentence fact found in the academic research literature (peer reviewed.)  Therefore, 1-2 sentence tip based upon the fact.

Each tip-fact sheet contains a minimum of 10 (preferably 12) of these facts in a bullet format followed by a reference list.

• Choose your first from topics 1-5, and second from topics 6-10.
• Each Fact-sheet must be presented in class by the author to be graded.
• Each Fact-sheet must contain at least 4 cited peer reviewed journals articles or book sources.
• A single source cannot be cited more than three times.
• No direct quotes are permitted, nor referencing any of the assigned readings as a source.
• Each fact sheet should contain no less than 10 facts in a bullet format followed by a reference list.
• Reference lists should be formatted in accordance with the APA style
• They will be evaluated as to their insightfulness, understandability, relevance to HTM

TOPIC OUTLINE: Subject to change by the instructor

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
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| January 10 | Course Overview  
Implementing Quality Service through Design, Systems & Staff |
| 12 | Reading 1 - The basics of the WOW experience  
Identifying and measuring key drivers of guest satisfaction |
| 17 | Reading 2 – The customer delight principle |
| 19 | Reading 3- Meeting guest expectations through planning |
| 24 | In Class Exercise: Bring to class laptops if you have one |
| 26 | Observational Cases 1, 2, 3 |
| 31 | Reading 4: The Service Profit Chain |

February 2 | Implementing Service Quality Through Design and Systems  
Readings 5: Designing the Servicescape: Setting the Scene for the Guest |
| 7 | Walking tour with Shannon Hall, Shannon Hall Designs |
| 9 | Reading 6 - Planning and Analyzing Delivery Systems |
Guest Speaker: Vipin Menon, Director of Catering Conference Services & Banquet Operations, The Sanctuary at Kiawah Island Golf Resort

14 In Class Exercise: Bring to class laptops if you have one
16 Reading 7: Managing Quality, Labor Costs and Labor Scheduling
21 Reading 8: Managing Guest Waits
23 Case Study: Playa Dorada Tennis Club: Expansion Strategy
28 Open

March
1 Mid-Term Exam
3-11 Spring Break

Implementing Service Quality Through Staff

13 Reading 9: Understanding Organizational Culture
15 In class case study: The Panalba Case
20 continued
22 Reading 10: Aligning Organizational Processes with Mission
27 Reading 11- Staffing & Reading, & Reading 12- Motivation
29 Reading 13- Co-Production

April
3 Reading 14- Service Delivery/ Service Recovery
5 No Class
10 Reading 15- Measuring Service Quality
12 Guest Speaker: Mickey Bakst, Manager, Charleston Grill
17 Reading 16 – Achieving Service Excellence
19 Review for final exam
26 9AM, Final Exam- for section 02 (10:50 class) OR 9AM, Final Exam- for section 01 (9:25 class)

May
1 9AM, Final Exam- for section 02 (10:50 class) OR 9AM, Final Exam- for section 01 (9:25 class)

Topics for Fact-Sheets (choose 2)

The libraries databases of online journals will be invaluable for this project; particularly the Hospitality & Tourism Index and Business Source Premier found at http://www.cofc.edu/library/find/databases/index.php. Google Scholar will also be a good source for Topic 9. It is important to me that you do not wait until the last 3 topics to turn in and submit your 2 fact sheets. Choose your first from topics 1-5, and second from topics 6-10. Again, no factsheet will be accepted if it is not presented in class by the author or turned in late.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>Topic 1: Customer Satisfaction, Customer Delight, or Service Surprise</td>
<td>Jan 17</td>
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<tr>
<td>Topic 2: Service-Profit Chain</td>
<td>Jan 31</td>
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<td>Topic 3: Servicescape, Physical Environment, Music, Color, Ambient Conditions, Temperature, or Sensory Marketing</td>
<td>Feb 2</td>
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<td>Topic 4: Pert charts, Gantt charts, Blueprinting services, or Fishbone analysis</td>
<td>Feb 14</td>
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<td>Topic 5: Total quality management, Labor scheduling, Labor costs, or Forecasting Demand</td>
<td>Feb 16</td>
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<td>Topic 6: Queue psychology, Managing queues or waits</td>
<td>Feb 21</td>
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<td>Topic 7: Workplace environment, organizational culture</td>
<td>March 13</td>
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<tr>
<td>Topic 8: Employee Empowerment, Employee Motivation, or Employee Engagement</td>
<td>March 27</td>
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Observational and Analysis Cases

Choose One of the Following:

1. Conduct a mystery shop examining a servicescape of your choice of an upscale hotel lobby, restaurant, or coffee shop in the Charleston area. Evaluate the firm through a detailed mystery shop form you design the service environment on its architecture, layout, interior design, furnishings, cleanliness, background sounds (music etc), and aromas as well as the service in terms of staff appearance, competence, and helpfulness. Include in your rating scales open ended comments on all of the above. In addition, comment if all these elements work together. *I encourage you to read ahead to Readings 5 and reflect these authors’ comments into your evaluations.*

2. The principles of guestology are not confined to the luxury segments of the hospitality industry as evidenced by Chick-Fila, Inc. applying them as a test in their Mount Pleasant restaurant. Conduct a mystery shop of this restaurant as well as one in its competitive set (e.g., Arby’s, McDonalds, Zaxaby’s, etc). What are the similarities as well as the differences. What impact do you believe the strategy has on this Chickfila’s customers in terms of demand, loyalty, and willingness to pay? What do you believe are the key drivers?

3. Visit Nason Emergency Medical Clinic (in Mount Pleasant or North Charleston) and compare the patient experience with those in a typical hospital emergency room. How do they compare; including what does it mean to patients and how does it impact the clinic financially? What do you see have they borrowed from the hospitality industry? What could they improve? *I encourage you to read ahead to Readings 5 and reflect these authors’ comments into your evaluations.*