



Date		Credits	3 Credits
Course Title	Hotel Operations	Course Number	HF 30720
Pre-requisite (s)	HFT 1101	Co-requisite (s)	None
Hours	45 Hours		

Place and Time of Class Meeting

San Ignacio University
3905 NW 107 Avenue, Suite 301
Miami, FL 33178

Name and Contact Information of Instructor

Book required

(The Institution recognizes the use of the textbook in the classroom as part of the educational methodology and strategy applied in diverse materials. The textbook is part of the curriculum and is used to reach the student in an effective manner in the classroom. Every student is expected to acquire and use the textbook.)

Hotel Management and Operations, 5/E
Michael J. O’Fallon & Denney G. Rutherford
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Classroom expectations for students

Attendance Policy

Students are expected to attend all scheduled university classes for the courses that they are registered for and to achieve the goals set forth by each class instructor. Attendance is taken daily. Enrolled students are permitted no more than **2** “free” absences in one semester. Students missing **3-5** classes over the course of the semester will receive a one-letter grade deduction from their final course grade; missing more than **6** classes will result in failure of the course regardless of grade average. It is the student's responsibility to arrange to make up work missed because of an absence.

Student Tardiness Policy

A student is considered tardy/late if he/she comes to class 15 minutes late. With three tardies the student accumulates one full absence. If the student misses half of the class period, it is a full absence. When a student has more than 6 tardies, the instructor will contact the San Ignacio University Coordinator of Student Affairs and Academic Department and request an intervention session with the student. The goal of the intervention session is to develop and implement an intervention program to help students learn new ways to save and manage time.

NOTE: Plagiarism is defined as the use, without proper acknowledgment, of the ideas, phrases, sentences, or larger units of discourse from another writer or speaker. Plagiarism includes the unauthorized copying of software and the violation of copyright laws. Students who commit plagiarism will obtain a grade of “Failure” on their exam or assignment.

Course Description

This course provides the student an overview of all hotel departments and their specific functions. The student will be able to analyze a variety of viewpoints on the duties, responsibilities, problems, and opportunities encountered there.

The course links theory with real-world problems and solutions. Students will be challenged to identify the main issues of hotel management, understand the structure of department resources, and harness those resources to solve problems in the workplace.

Learning Objectives

At the end of this course the student will be able to:

- To explain the hotel development process, describe the art of opening a hotel
- To analyze on-line pricing and evaluate hotel company practices
- To recognize organizational design and structure essential to hotel management
- To study general managers, grooming future hospitality leaders, learn the life of a hotel manager
- To evaluate a general manager of a Ritz-Carlton club and resort
- To assess a the life of the front offer manager in hotel management and operations
- To describe the roles and responsibilities of a concierge, and yield management in operations of a hotel
- To deduce management of the front office, and identify the pros and cons of change
- To explain the operations of a hotel like housekeeping, engineering and security
- To evaluate housekeeping organization, their history, purpose, structures and personal
- To assess the food and beverage division, explain the best practices in food and beverage management

- To describe how to form strategic alliances between hotels and restaurants’
- To explain the organization and management of hotel beverage operations
- To analyze marketing and associated activities in hotel management and operations
- To identify consumer decision rules and implications for hotel choice and the factors of hotel pricing
- To assess the financial control and information management of a hotel
- To describe budgeting and forecasting, the hotel purchasing function and data mining for hotel firms
- To distinguish human resources policy management and the knowledge, skills, and abilities for lodging management success

Topical Outline and Schedule

DATE		WEEK 1
SPECIFIC OBJECTIVES		<ul style="list-style-type: none"> • Explain the role of the development company in hotel development • Identify which hotel markets to serve, appropriate hotel design, selecting hotel brand • Analyze and create the ownership entity and finalize the development agreements • Describe financing the project, raising the equity investment funds, to selecting the management company • Explain blueprints, model room, pre-opening staff plan and budget, supplies and equipment, purchasing, interior graphics, vendors, human resources to opening day • Define online pricing and the vast opportunities technology facilitates growth in revenue and profits
TOPIC (S)		<p>Syllabus</p> <p>Discuss Library Orientation Course, Instructor to verify completion</p> <ul style="list-style-type: none"> • Describe the hotel development process • Explain the art and science of opening a hotel • Evaluate on-line pricing describe the analysis of hotel company practices • Identify face recognition and name recall describe the training implication for the hospitality industry • Summarize spas and the lodging industry • Discuss resorts spas and describe how they are massaging hotel revenues
LEARNING ACTIVITIES		<p>Discussion of Syllabus</p> <ul style="list-style-type: none"> • Study: Figure 1.1, 1.2,1.3 • Group activity led by instructor

	<ul style="list-style-type: none"> Participate in a forum
HOMEWORK & ASSIGNED READINGS	<p>Review the Syllabus Complete the Library Orientation Course. Instructor to verify completion.</p> <p>Homework: Chapter 1 pp. 1-62 Write a 1 pg summary for 1.2 pg 6 Write a 1 pg essay for 1.3 pg 14</p>
DATE	WEEK 2
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> Explain classic organization. Evaluate the hotel organization structure. Interpret the typical hotel organization chart. Analyze organizational design. List and recognize the elements of organizational structure. Recognize the strengths and weaknesses of a functional organization.
TOPIC (S)	<p>Discuss Final Class Project & Presentation.</p> <ul style="list-style-type: none"> Discuss classic organization. Define line functions and staff functions. Explain organizations for the modern era. Distinguish the elements of organizational structure. Discuss the static principles of organizational design. Explain the hotel functional organizational design. Summarize the strengths and weaknesses of a functional organization. Describe how meetings help coordinate the activities of a hotel. Show the typical meeting structure for a major hotel.
LEARNING ACTIVITIES	<p>Instructor led group discussion Chapter topic discussion Analysis of examples brought up in class</p>
HOMEWORK & ASSIGNED READINGS	<p>Homework: Chapter 2 pp. 69-86 Write a 2 pg analysis on 2.3 pg 86</p>
DATE	WEEK 3
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> Discuss introduction to a general manager's job. Show a conceptual framework of the hotel general manager's job. Define competency model. Apply a competency model for grooming future hospitality leaders. Analyze the leadership competency model for the lodging industry (Table 3.6). Visualize the reflections of a general manager in the hospitality industry.
TOPIC (S)	Discussion of student topic selection, library research, tentative bibliography.



	<ul style="list-style-type: none"> • Show influences that shape the general manager’s job. • List the key job demands and relationship issues of hotel GMs. • Describe the roles played by a general manager. • Discuss competency models. • List eight HR activities that can be guided or enhanced with the use of a well-developed competency model. • Identify leader competencies for the lodging industry. • Show self-management and its dimensions as a competency factor. • Apply industry-wide competency models. • Interpret the experience of a general manager in the hospitality industry.
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Group activity led by instructor • Group discussion • Analysis of assigned readings
HOMEWORK & ASSIGNED READINGS	<p>Investigate concepts and kinds of objectives. Library Research. Develop Tentative Bibliography</p> <p>Due: Project Topic Due: Tentative Bibliography</p> <p>Homework: Chapter 3 pp. 89-110 Write a 2 pg essay 3.2 p.91</p>
DATE WEEK 4	
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Summarize the experience of a general manager. • Evaluate a day of a general manager in the hotel industry. • Discuss the experience and daily contributions of a general manager of a Ritz Carlton Club and Resort. • Use leadership concepts used by experienced general managers in the industry. • Discuss the Sunset Hotels and Suites mini-case. • Judge the Sunset Hotels and Suites mini-case.
TOPIC (S)	<p>Due: Project Topic Due: Tentative Bibliography</p> <ul style="list-style-type: none"> • Visualize and interpret a day in the life of a hotel general manager. • List the activities of Tom Underwood as general manager of the Richmond Marriott Downtown. • Evaluate the snapshot from a general manager of a Ritz Carlton Club and Resort. • Judge the daily contributions of the general manager of a Ritz Carlton Club and Resort. • Evaluate the Sunset Hotels and Suites mini-case.

	<ul style="list-style-type: none"> List the frustrations of the unhappy managers at the Sunset Hotels and Suite .
LEARNING ACTIVITIES	<p>Discussion</p> <ul style="list-style-type: none"> Carry out a micro-class Check of reading Group discussion
HOMEWORK & ASSIGNED READINGS	<p>Continue research and work on final project</p> <p>Homework: Chapter 3 pp.112-115 Mini-Case: Sunset Hotels and Suites p.116</p>
DATE	WEEK 5
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> Define a front office manager. Show the centrality of the front desk in the modern hotel. Evaluate a day in the life of the front office manager. Define yield management. Interpret basic concepts of yield management. Discuss future trends in revenue management.
TOPIC (S)	<ul style="list-style-type: none"> Discuss the introduction of operations in regards to rooms. Interpret the complexity of a hotel's front office. Analyze a day in the life of a general manager. List the groups who benefit from enhanced profits. List the six impediments to implementing a yield management system. Define rate category controls. Explain length-of-stays- controls. Summarize groups and its rates, dates, and space as it relates to yield management. Evaluate the case study: The Power of Information. Analyze future trends in revenue management in the hotel industry based on interviews with industry leaders.
LEARNING ACTIVITIES	<ul style="list-style-type: none"> Review Tables Instructor led group discussion Participate in a forum
HOMEWORK & ASSIGNED READINGS	<p>Continue research and work on final project</p> <p>Homework: Chapter 4 pp. 120-143 Write 2 pg Critical essay 4.7 p. 162</p>
DATE	WEEK 6
SPECIFIC OBJECTIVES	<p>EXAM I</p> <ul style="list-style-type: none"> Discuss some important findings from concierge articles and interviews.

	<ul style="list-style-type: none"> • Evaluate the management of the front office. • Explain the importance and function of the bellstand and the front desk. • Describe guest relations. • Interpret a day in the life of a front office manager. • Evaluate a case studies of the front desk.
TOPIC (S)	<ul style="list-style-type: none"> • List the findings from concierge articles and interviews. • Describe the role of the bellstand and its main functions. • Describe the role of the front desk and its main functions. • List the criteria for allocating rooms. • Describe specific customer preferences and requests and incidents in guest relations. • Evaluate the experience of a front desk manager. • Judge the front desk case study <i>To Change or Not to Change</i>. • Discuss the <i>The New FOM</i> mini-case.
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Group activity • Analysis of assigned reading • Carry out a micro-class
HOMEWORK & ASSIGNED READINGS	Chapter 4 pp. 144-163 Mini Case: The New FOM p. 163
DATE	WEEK 7
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Define housekeeping • Explain the four major areas of responsibility of a housekeeper administrator • Explain housekeeping organizations their history, purpose, structures, and personnel • Explain the roles and responsibilities of an executive housekeeper • Describe the hotel engineering function and analyze organization, people, and issues in the modern era • Discuss the engineering department and summarize the financial information
TOPIC (S)	<ul style="list-style-type: none"> • Summarize the basic duties of housekeeping • Define engineering, and security and explain how it compares to housekeeping • Describe and summarize the origins of hospitality and housekeeping • Name and identify the duties of an executive housekeeper and contrast with housekeeping • Describe briefly the engineering department and history, and the evolutionary stimuli • Explain the importance of financial information, the compilation

	<ul style="list-style-type: none"> process and the use of computer technology and financial information
LEARNING ACTIVITIES	<p>Discussion</p> <ul style="list-style-type: none"> Analysis of examples brought up in class Analysis of pair-share activity Group discussion
HOMEWORK & ASSIGNED READINGS	<p>Continue research and work on final project</p> <p>Homework: Chapter 5 pp. 167-204 Write a 2 pg paper Summary 5.2 p. 173</p>
DATE	WEEK 8
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> Describe the legal environment of lodging operations. Explain law and the lodging industry when comes to food, safety and alcohol service. Summarize risk-management solutions for parking facilities. Analyze workplace violence in hotels. Explain and analyze the risks and challenges of hotel security in the 21st century. Evaluate a housekeeping, engineering, and security case study.
TOPIC (S)	<ul style="list-style-type: none"> Describe how the law works and list four sources of law. Explain the primary legal dangers in housekeeping and maintenance. Analyze parking facilities and crime. Describe civil liability in a parking facility. Discuss alcohol management in a parking facility. Describe environmental design in a parking facility. Analyze risk management strategies. Explain the security audit. Recognize violence as the leading cause of workplace fatalities in the hospitality crisis. Put into practice the management of crisis in regards to violence. Create research for training program. Apply management to the risks and challenges of hotel security. Judge a housekeeping, engineering, and security case study.
LEARNING ACTIVITIES	<p>Discussion</p> <ul style="list-style-type: none"> Instructor led group discussion Group activity Small group instruction
HOMEWORK & ASSIGNED	<p>Continue research and work on final project</p> <p>Homework: Chapter 5 pp. 204-240</p>

READINGS	Case Study 5.10 p. 241
DATE	WEEK 9
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Summarize the change in food and beverage. • Visualize a day in the life of a catering/convention services manager. • Describe the best practices in food and beverage management. • Analyze the strategic alliances between hotels and restaurants. • Define product branding. • Summarize the critical elements to consider when assessing which restaurant brand concepts will best match a particular hotel property.
TOPIC (S)	<ul style="list-style-type: none"> • Distinguish the organizational changes in the food and beverage division. • Evaluate the experience of a day in the life of a catering/convention services manager. • Judge the overview of food and beverage best-practice champions. • Evaluate the food and beverage best-practice cases, descriptions, implementations, and contact people (Table 6.2). • List the insights that food and beverage champions offer to managers seeking to implement similar programs. • Define alliances. • Analyze the selection process, marketing, operations, and finance in contract relationships. • Name critical elements to consider in contract relationships.
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Analysis of the examples raised in class • Discussion • Whole group instruction
HOMEWORK & ASSIGNED READINGS	Continue research and work on final project Homework: Chapter 6 pp. 246-285 Case Study 6.9 p. 300
DATE	WEEK 10
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Explain contemporary hotel catering. • Evaluate the experience of an executive director of catering sales and conventions services. • Analyze the organization and management of hotel beverage operations. • Explain the functions of a successful beverage manager. • Describe the future of beverage operations. • Evaluate case studies in the food and beverage industries.
TOPIC (S)	<ul style="list-style-type: none"> • Describe the department organization of contemporary hotel catering. • List the steps in selling and servicing a catering event. • List the important elements in the day of an executive director of

	<p>catering sales and convention services.</p> <ul style="list-style-type: none"> • Summarize the history of beverages. • List the managerial tasks with which beverage managers are occupied with on an ongoing basis. • Evaluate and judge the <i>Crisis in the Food Court</i> case study. • Evaluate and judge the <i>Outside the Box in the Food and Beverage Division</i> case study.
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Group discussion • Group activity • Analysis of readings
HOMEWORK & ASSIGNED READINGS	<p>Continue research and work on final project Homework: Chapter 6 pp. 285-300 Case Study 6.10 p. 302</p>
DATE	WEEK 11
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Discuss marketing and associated activities • List the strategic areas hotels often accumulate and interpret for creating a marketing strategy • Explain building market leadership and describe the marketing process • Describe consumer decision rules and implications for hotel choice • Analyze hotel pricing and compare and contrast traditional approach versus current pricing criteria • Described the role of technology and how it has changed hotel pricing
TOPIC (S)	<ul style="list-style-type: none"> • Define these four marketing areas that hotels target: Geographic, Demographic, Psychographic, and Behavioral • Describe the function of marketing from an international perspective • Discuss and define process, creating, sustaining , productive relationships related to marketing • Explain the goal of the marketing process and how to create one • Describe decision rules and define the term heuristic • Identify in hotel pricing who is in charge and describe the science, art, and intuition behind pricing
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Discussion • Whole group instruction • PowerPoint presentation
HOMEWORK & ASSIGNED READINGS	<p>Due: First Draft of Final Project Chapter 7 pp. 306-347 Write 2 pg paper Summary 7.5 p.324</p>
DATE	WEEK 12
SPECIFIC OBJECTIVES	<p>MIDTERM EXAM II 7.5</p> <ul style="list-style-type: none"> • Describe and explain the duties of a regional revenue manager • Identify the most important duty of a regional revenue manager

	<ul style="list-style-type: none"> • Explain sales organization and operations • List the components to hospitality and sales management • Describe how to put the public in public relations • Explain anticipating the unexpected, explain how hotel marketing evolves in Asia pacific
TOPIC (S)	<ul style="list-style-type: none"> • Explain how a regional revenue manager make daily, weekly, yearly, forecast • Break down the various meetings and strategies that take place in a regional revenue managers meetings • Describe sales and marketing and operations • Explain the management of the sales process and describe it in detail • Describe how community donations and strategic selection can benefit the directly and link others to your hotel
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Group Activity • Instructor led group discussion • Analysis of readings
HOMEWORK & ASSIGNED READINGS	Chapter 7 pp. 348-368 Mini-Case: Revamping the market research department p. 368
DATE	WEEK 13
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Explain financial control and information management • Describe the function of the lodging chief financial executive • List the profile and attributes of the lodging financial executive • Discuss the responsibilities and authority of a lodging financial executive • Study the controller position discuss and recognize if it is a viable career of hospitality students • Describe budgeting and forecasting and describe the current practice in the lodging industry
TOPIC (S)	<ul style="list-style-type: none"> • Describe how the position of financial controller has increased and new job duties have expanded • Compare and contrast the financial executive historically versus today • Explain the certifications and experience of a financial chief executive • Ascertain if statically significant difference exist between the characteristic and financial profile of the two major segment of the hospitality industry: hotels and clubs • Analyze if statistically differences exist between male and female controllers • Describe the purposes, methods in performing an operations budget

	<ul style="list-style-type: none"> • Explain the techniques used in forecasting revenues in various operating department in lodging properties
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Participate in a forum • Instructor led group discussion • Group activity
HOMEWORK & ASSIGNED READINGS	<p>Editing & Revision of Final Project Chapter 8 pp. 371-404 Write 2 pg Essay 8.3 p. 383</p>
DATE	WEEK 14
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Evaluate and judge the hotel controller position • Describe the hotel purchasing function • List and explain the history and present financial aspect of the hotel business • Review various job descriptions for the purchasing organization • Discuss data mining for hotel firms and explain use and limitations • Compare and contrast data mining versus statistical modeling
TOPIC (S)	<ul style="list-style-type: none"> • Describe the hotel controller position and define their role as administrator and supervisor • Describe and explain the purchasing organization • Define administrative, receiving, and issuing related to the purchasing organization • Evaluate a data mining toolkit • Analyze data mining information in hotel market • List and describe examples of data mining • Classify the data mining applications for the data mining application for the hotel industry in five categories
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Group activity • Participate in a forum • Whole group instruction
HOMEWORK & ASSIGNED READINGS	<p>Editing & Revision of Final Project Chapter 8 pp. 404-465 Write a 2 pg summary 8.6 409</p>
DATE	WEEK 15
SPECIFIC OBJECTIVES	<p>Final Project Final Presentation Final Exam</p> <ul style="list-style-type: none"> • Describe and explain human resources policy management • Explain the required knowledge, skills, and abilities for lodging management success • Identify the causes and consequences of turnover in the hospitality

	<p>industry</p> <ul style="list-style-type: none"> • Distinguish and identify the current issues in hospitality employment law • Describe the family and medical leave act of 1993 • Explain the immigration reform and control act of 1986 • Recognize the strategic and operational roles of human resources
TOPIC (S)	<ul style="list-style-type: none"> • Discuss diverging opinions and KSA requisites • Assess the survey and subjects of KSA and evaluate the implications of study • Explain the financial implication that occur and from turn over cost • Analyze and identify the high turnover rates and how it can be reversed • Define sexual harassment in the workplace and summarize the Americas with disabilities act • Describe the types of accommodations provided for individuals with disabilities • Explain Human resources and strategic planning and describe why its sometime has receive a negative image
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Group Activity • Instructor led group discussion • Analysis of readings
HOMEWORK & ASSIGNED READINGS	<p>Chapter 9 pp. 466-481 Write a 2 pg summary 9.5 pp 466</p>

Instructional Methods

In developing methodological strategies, it is best to discuss them between teachers and students in an environment of freedom and mutual agreement in order to ensure that the students make them their own and take responsibility for their execution and for attaining the goals of this course.

The following strategies may be used in this class:

1. A review of the literature.
2. Check of the reading.
3. Analysis of assigned readings.
4. Group discussions.
5. Individual and group discussions.
6. Preparation of reports.
7. Preparation of a didactic plan.
8. Carrying out a micro-class.

Additional Instructional Materials and References

- Hotel Operations Management by David K. Hayes, Jack D. Ninermeir (Paperback-December 30, 2005)
- Check-in Check-out: Managing Hotel Operations, 8/E by Gary K. Vallen, Jerome J. Vallen (Hardcover-April 4, 2008)
- The Essential HR Handbook: A Quick and Handy Resource for Any Manager or HR Professional by Sharon Armstrong (Paperback-August 1, 2008)

Assessment Criteria and Methods of Evaluating Students

96 – 100%	→ A
90 – 95%	→ A-
87 – 89%	→ B+
83 – 86%	→ B
80 – 82%	→ B-
77 – 79%	→ C+
73 – 76%	→ C
70 – 72%	→ C-
67 – 69%	→ D+
63 – 66%	→ D
60 – 62 %	→ D-
< 59%	→ F

Do not count on a curve!

Generally, the grades “A” through “C-” are considered passing grades. Grades “W” and “I” indicate that no grades were earned for the course. A “W” grade indicates that the student withdrew from the course. An “I” grade indicates that the student was passing the course, but failed to complete all the required course work. The instructor, in his/her discretion may grant an “I” grade instead of an “F”, pending completion of the course work by the student within a specified time arranged by the instructor and told to the student. It is the student's responsibility to follow-up with the instructor to complete the course work. If the course work is not completed by the arranged time, the “I” grade becomes an “F”.



Distribution of Grade Elements

Homework: 15% (5% each)

Exams I, II, III: 30% (10% each)

Final Presentation: 30% (15% each)

Final Research Project: 25%

Total: 100 %