



Date		Credits	3
Course Title	Lodging Management	Course Number	HFT2600
Pre-requisite (s)	None	Co-requisite (s)	None
Lecture Hours	45		
Out of Classwork Assignment Hours	90		

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

(San Ignacio University 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.)

Foundations of Lodging Management, 2/E
Hayes, Ninemeier, Miller
©2012 | Prentice Hall | Published: 03/10/2011
ISBN-10: 0-13-256089-5 | ISBN-13: 978-0-13-256089-4

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 (must correspond exactly to Catalog description)

This course will provide a theoretical perspective on service management and how service management concepts can be employed to the hospitality business. Students will gain an understanding of revenue management’s key concepts and applicability of revenue maximization strategies and their operational aspect. The latest industry issues and trends affecting the aspects of the lodging industry will be discussed and analyzed.

Learning Objectives

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

- Analyze issues related to yield and revenue management and how sales and marketing, front office and reservations departments work collaboratively
- Evaluate important security issues found in the hotel and related industry
- Recognize the concerns a hotel may face in regards to their environment and location
- Identify the roles that service management plays in the success of a hotel in respect to patronage and profitability

Topical Outline and Schedule

DATE	WEEK 1
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Describe the course. • Show how the Lodging Industry in U.S.is developing • Explain what it is the Segments of Lodging Industry • Identify what parts conform the Measuring Hotel Performance

	<ul style="list-style-type: none"> • Differentiate between Leisure Travelers and Business Travelers • Define what are the Partners in the Lodging Industry • Describe the four principal Trade Associations that assist and represent the Lodging Industry.
TOPIC (S)	<ul style="list-style-type: none"> • Syllabus • Discuss Library Orientation Course, Instructor to verify completion • Evaluate how much the costumer is available to pay to rent a room for a one night. (Measuring Hotel Performance). • Differentiate the four aspects of the Tourism Industry. • Identify how the transportation services affect the Tourism Industry • Show the importance of Internet to the Lodging industry
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Discussion of Syllabus • Engage in a group activity led by instructor • Think-pair-share
OUT OF CLASSWORK ASSIGNMENT, & ASSIGNED READINGS	<p>Review the Syllabus Complete the Library Orientation Course. Instructor to verify completion. Homework: Read Chapters 1& 2 pp. 1-42 Discussion Questions 1-10 - Even only</p>
DATE WEEK 2	
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Understanding who owns the hotels • Define Hotel Management Companies • Analyze what is and how the Franchising and the lodging industry works • Study how the owners confront different management alternatives and operational challenges
TOPIC (S)	<ul style="list-style-type: none"> • Discuss Final Class Project & Presentation, • List of Topics • Explain the difference between investors and owners/operators • Understanding the role and structure of management companies • List the major elements of management agreements. • Discuss what are the pros and cons of management company • Explain what it is the difference between hotel franchisors and hotel Franchisees. • Illustrate how the franchise rule requires that franchisors • Understand the variety of ways that hotels can be owned and managed, describe each one. • Discuss the different operational challenges and how to resolve the best manner.
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Participate in a forum. • Analyze examples brought up in class

	<ul style="list-style-type: none"> • Group discussion
OUT OF CLASSWORK ASSIGNMENT, & ASSIGNED READINGS	<p>Homework: Read Chapter 3 pp.44-63 Discussion Questions 1-10 - Odd only</p>
DATE	WEEK 3
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Recognize the importance of Quality Service in lodging • Determine how hotels can avoid the commoditization of lodging products and services. • Illustrate the ingredients in a quality service system. • Explain the “Moment of Truth” consists of • Identify who has the main responsibility regarding the service delivery by employees. • Explain the five aspects to consider for management tactics for superior guest service. • Understand why lodging property staff are service professionals
TOPIC (S)	<ul style="list-style-type: none"> • Discussion of student topic selection, library research, tentative bibliography • Differentiates service and servility and identify the two important aspects that will be considered on service concerns. • List the minimum service expectations during the visit to a hotel • Present the basic guest Service philosophy of the Ritz-Carlton Hotel Company.
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Group activity led by instructor • Small group activity • Open discussion
OUT OF CLASSWORK ASSIGNMENT, & 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: Read Chapter 4 pp.65-87 Discussion Questions 1-10 - Even only</p>
DATE	WEEK 4
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Determine the Role of Lodging Managers • Recognize the four major functions of management • List the Principles of Management • Describe the organizational structure of different size hotels • Differentiate the role of the Hotel General Manager • Explain the role of the General Manager’s Supervisors

TOPIC (S)	<ul style="list-style-type: none"> • Illustrate the management functions and explain each one • Identify how management of time is the most important thing managers do, in order to lead to success in their management position. • Discuss how management can be seen as a science or an art and show how the organizational charts help make the responsibilities clear inside the organization. • Illustrate and explain the organizational chart for a larger hotel and smaller works • Show and describe the five most important duties for which the general managers are responsible. • Explain the difference when the general manager will be supervised by a management company and when they are supervised by property owner. • Discuss the advantage and disadvantage when the general manager reports directly to the hotel's owner
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Discussion of chapter topics • Analysis of examples brought up in class
OUT OF CLASSWORK ASSIGNMENT, & ASSIGNED READINGS	<p>Continue research and work on final project</p> <p>Homework: Read Chapter 5 pp. 89-117</p>
DATE WEEK 5	
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Define how teamwork in lodging industry impact success • Explain the role of supervisors and their four principal aspects. • Describe the role of Entry-Level employees and their two main aspects. • Illustrate the most important issues for choosing and keeping the right staff members. • Analyze how all hoteliers take concern about safety hazards and health hazards. • Discuss the legal aspects of supervision
TOPIC (S)	<ul style="list-style-type: none"> • List the characteristics the supervisor must have to be an effective leader. • Analyze the expectation that staff members have with respect to their supervisor. • For the process of selection, analyze the different procedures to successful. • Discuss the five tactics that helps recognize the worth and dignity of individual employees on their jobs and experience fairness in their workplace.

	<ul style="list-style-type: none"> Show the benefits of recruiting employees with diverse backgrounds.
LEARNING ACTIVITIES	<p>Group activity led by instructor Small group activity Open discussion</p>
OUT OF CLASSWORK ASSIGNMENT, & ASSIGNED READINGS	<p>Continue research and work on final project</p> <p>Homework: Read Chapter 6 pp. 119-145 5 Page Paper Due</p>
DATE	WEEK 6
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> EXAM I Describe the importance of a front office responsibilities Explain the impact of a good forecasting demand One of most important tasks for a manager is the establishment of room rates. Describe the best way it can be formed Define the process of guest reservations and explain the three principal sources for made. Summarize the three stages of reception and guest Service. Discuss the process of guest accounting
TOPIC (S)	<ul style="list-style-type: none"> Illustrate the three most important areas that the front office is responsible for managing. Analyze the effect demand has on room rates. Discuss the term overbooking Developed the art of selling rooms by telephone and list what areas should be training. Recognize what information a salesperson must have and why its important
LEARNING ACTIVITIES	<ul style="list-style-type: none"> Engage in group activity led by instructor Small group activity Open discussion
OUT OF CLASSWORK ASSIGNMENT, & ASSIGNED READINGS	<ul style="list-style-type: none"> Homework: Read Chapter 7 pp. 147-173
DATE	WEEK 7
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> Discuss the importance of Sales and Marketing Describe the Sales and Marketing activities Difference the two kinds of hotel markets Developing the Sales and Marketing Tools Analyze the results and performance of sales and marketing labors.

TOPIC (S)	<ul style="list-style-type: none"> • The main goal of all hotel sales and marketing activities its increase sales and therefore, revenues. Explain the three phases of sale. • Identify the difference between On-Property Activities and Off-Property Activities. • Developing and understanding the sales and marketing plan • Discuss the importance of a feedback with a client, through (Client-Appreciation Activities). • List the four areas necessary to evaluate the sales and marketing team’s performance in implementing “the sales and marketing plan”
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Group activity led by instructor • Small group activity • Open discussion
OUT OF CLASSWORK ASSIGNMENT, & ASSIGNED READINGS	<ul style="list-style-type: none"> • Continue research and work on final project • Homework: Read Chapter 8 pp. 176-201
DATE	WEEK 8
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Explain de the role of the housekeeping department • Discuss the importance of excellent managing of housekeeping • Determine the two reasons why the employee accident rates in the housekeeping department are high. And how the safety training helps to control this tendency. • Describe how housekeeping clean the Guest Room and Public Space. • Show how to be the Laundry Operations.
TOPIC (S)	<ul style="list-style-type: none"> • List the areas to be responsible for cleaning and maintaining and explain the importance of the interaction between the housekeeping department and the front desk staff. • Summarize three issues that managers have to face in the housekeeping department. • Recognize the process in cleaning laundry and describe what is the Guest-Operated Laundry concept
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Group activity led by instructor • Small group activity • Open discussion
OUT OF CLASSWORK ASSIGNMENT, & ASSIGNED READINGS	<p>Continue research and work on final project Homework: Read Chapter 9 pp. 203-225 5 Page Paper Due</p>

DATE		WEEK 9
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Explain why the maintenance department has the most important role for the managers. • List and examine three principal areas that the maintenance Department has to cover. • Discuss the importance of managing maintenance. • Describe how to manage utilities and explain the term “Energy Management”. 	
TOPIC (S)	<ul style="list-style-type: none"> • Determine what are the most important goals of the maintenance department • To maintain the property the maintenance department must to be “Planned, Implemented, and Recorded”, Illustrate each them. • Illustrate what departments the maintenance department interact with 	
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Analysis of the examples raised in class. • Engage in group activity • Visual aids and review 	
OUT OF CLASSWORK ASSIGNMENT, & ASSIGNED READINGS	Continue research and work on final project Homework: Read Chapter 10 pp. 227-247	
DATE		WEEK 10
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Describe the meaning of range of food Services in limited service hotels. • Analyze the management issues when implementing a high-quality and cost-effective hotel lobby-based food services. • Discuss management of additional foodservices. 	
TOPIC (S)	<ul style="list-style-type: none"> • Compare the different types of food services offered by limited – Service and Full-Service Hotels • Explain the six steps that managers use to plan and deliver breakfast in a limited service hotel. • Menu Planning has critical factors that must be consider, Illustrate those factors. • List and describe the additional services that some limited – service properties offer. 	
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Group activity led by instructor • Small group activity • Open discussion 	
OUT OF CLASSWORK ASSIGNMENT, & ASSIGNED	Continue research and work on final project Homework: Read Chapter 11 pp. 250-276 Discussion Questions 1-10 - Even only	

READINGS	
DATE	WEEK 11
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Show how works an organization of hotel food and beverage operations, as a smaller than larger hotels. • Discuss the most important food services and control points to guarantee food and beverage products. • Show how management handles different concerns regarding to serving a la Carte Dining, Room Service, and Banquet Operations.
TOPIC (S)	<ul style="list-style-type: none"> • Analyze the two organizations of food and beverage management positions for both small and large hotels. • Describe the Menu Planning: Focus on Guests. • Explain the five special concerns in the food service purchasing process. • Develop the thirteen steps on the service sequence of dining process.
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Group discussion • Analysis of examples brought up in class
OUT OF CLASSWORK ASSIGNMENT, & ASSIGNED READINGS	<ul style="list-style-type: none"> • Due: First Draft of Final Project • Homework: Read Chapter 12 pp. 278-305
DATE	WEEK 12
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • MIDTERM EXAM II • Define the importance of managers having a good accounting system to reach the financial success of their properties. • Explain the difference between centralized accounting systems and decentralized accounting system • Show how the managers control the income and expenses • Explain the principal functions of Financial Reports
TOPIC (S)	<ul style="list-style-type: none"> • Show how good budgets help the managers and owners be successful • Explain the three principals budgets types • Define why it's important the "Controller" has a good policy of Cash Control.' • Identify the four principal areas to manage effective accounts payables management system. • Detailed the three principal financial statements
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Group activity led by instructor • Small group activity • Open discussion
OUT OF CLASSWORK	<ul style="list-style-type: none"> • Homework: Read Chapter 13 pp.307-331

ASSIGNMENT, & ASSIGNED READINGS	
DATE	WEEK 13
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Understand the importance of safety and security • Show the safety resources that are available for hoteliers • Identify the four most important areas of special concerns regarding a Special Safety-Related Threats. • Discuss the impact of terrorism to hotels
TOPIC (S)	<ul style="list-style-type: none"> • Explain the importance of keeping guests and employees safe. • Identify the three most important issues that Hotels have to demonstrate reasonable care. • Internal and External Resource exist to complement the Safety and Security policy, Detail each one.
LEARNING ACTIVITIES	
OUT OF CLASSWORK ASSIGNMENT, & ASSIGNED READINGS	<p>Editing & Revision of Final Project Homework: Read Chapter 14 pp. 333-361 Discussion Questions 1-10 - Even only</p>
DATE	WEEK 14
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Postulate an overview of career's in the lodging industry • Compare a different careers types of lodging industry • Understand how to get the first Full-Time Professional Position. • Explain the tactics that help you to be successful in the Lodging Industry. • Recognize the opportunity to work in another country.
TOPIC (S)	<ul style="list-style-type: none"> • Discuss the Figure 14.1 "Steps in Career Planning". • Identify the pros and cons of managing in a large or small hotel company. • Analyze the difference between Entrepreneur and Intrapreneur. • Fill and discuss the checklist of factors important to be success in Global Assignments.
LEARNING ACTIVITIES	<ul style="list-style-type: none"> • Group activity led by instructor • Small group activity • Open discussion
OUT OF CLASSWORK ASSIGNMENT, & ASSIGNED READINGS	<ul style="list-style-type: none"> • Editing & Revision of Final Project • Homework: Read Chapter 15 pp. 363-384

DATE		WEEK 15
SPECIFIC OBJECTIVES	<ul style="list-style-type: none"> • Explain the importance of (The Front Office Management Simulation) • Understanding Revenue Management Lessons • Understanding Reservation Management Lessons • Understanding Guest Stay Information Lessons • Understanding Guest Departure and Payment • Understanding Accounting and Financial Summaries • Show that you are understand the (FOMS) • Final Project • Final Presentation • Final Exam 	
TOPIC (S)	<ul style="list-style-type: none"> • Explain what information is for the Instructor and what for the Student • Understand how to read and modify a hotel's room demand forecast. • Understand the strategy to create a revenue forecast • Illustrate the twelve lessons of (FOMS) 	
LEARNING ACTIVITIES	Visual aids and/or video and review Analyze examples brought up in class Group discussion	
OUT OF CLASSWORK ASSIGNMENT, & ASSIGNED READINGS	Review all chapters	

Instructional Methods

The methods of instruction will be influenced by institutional constraints, class size, class meeting length, course length, and individual instructor style. Usually, student interest and learning is enhanced by the use of multiple instructional methods. Aside from the traditional assignment of textbook readings and presentation of lectures based on these readings, methods of instruction might include the following:

1. A review of the questions at the end of each chapter.
2. Check of the reading.
3. Analysis of assigned readings.
4. Group discussions.
5. Small group activities
6. Individual and group discussions.

7. Preparation of reports.
8. Preparation of a didactic plan.
9. Carrying out a micro-class.

Additional Instructional Materials and References

- Lodging and Food Services Industry by Gerald W. Lattin (7th 09)
- Hospitality Services: Food and Lodging by Johnny Sue Reynolds (2nd 10th)
- Hotel and Lodging Management by Stutts and Wortman (2nd 06)

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:	20%
Exams I, II, III:	30%
Final Presentation:	25%



Final Research Project: 25%

Total: 100 %

Date Syllabus Was Last Reviewed: Date: 07-01-2012