I. Course Description:

Senior management techniques required to operate a lodging facility applying strategic and critical thinking and work-site experiences in the management of rooms, guests, services, sales, financial issues, security and personnel. This course is taken concurrently with HAMG 3242 050P (HMS 380P).

NOTE: It is recommended that Hospitality Administration students take this course after taking HMS 302: Introduction to Lodging.

II. Intended Learning Outcomes/Goals/Objectives (Program/Student Learning Outcomes):

The mission of the College of Education is to prepare competent, successful, caring and enthusiastic professionals dedicated to responsible service, leadership, and continued professional and intellectual development. The goals of this course support the goals of the COE by:

- Preparing leaders in the hospitality and tourism field. As one of the largest industries in Texas, the hospitality industry needs competent and skilled leaders. The students will become familiar with the different aspects of the lodging industry in the course.
- Provide a variety of teaching venues incorporating the latest technologies to a range of diverse student interests, backgrounds, and aspirations. Students will be exposed
to online resources such Knowledge Matters, NBC Learn, webinars and others that are relevant to the course.

- Collaborate with external partners to enhance students’ knowledge, skills, and dispositions, and to influence the ongoing exchange of ideas for mutual benefit. Outside resources will be utilized to enhance the curriculum of this course through the utilization of guest speakers.

- Engage in outreach services. Each student will have an opportunity to contribute to the hospitality field through service learning component activities. Activities can be events around town and/or university where students are to work three 2-hour shifts to fulfill the requirements.

- Conduct research to advance knowledge and to contribute to the common good. This will be done through case studies, research and reflection papers.

**Hospitality Administration Program Learning Outcomes**

PLO 1 – **Resource Development**: The students will demonstrate the use of appropriate technology and sustainability in the hospitality industry.

PLO 2 – **Professional Behavior**: The students will exhibit the professional behavior (strong communication skills, a professional image, a good work ethic, and adequate preparation for employment in his/her specific discipline) expected in the field of Human Sciences and Hospitality.

PLO 3 – **Key Ratios**: The student will calculate, interpret and understand key ratios, financial statements and budgets, related to the hospitality industry.

PLO 4 – **Service Attitude**: The student will demonstrate a positive service attitude.

**Student Learning Outcomes**

At the completion of this course students will be able to:

- Explain how supply and demand influences the price of hotel rooms
- Describe differences between pricing hotel rooms (fixed quantity, perishable each night) and ordinary retail goods (variable supply, can be sold at later date)
- Vary prices based on demand by day of week or demand due to special events
- Use room restrictions to maximize revenue
- Understand measures of hotel revenue and pricing effectiveness, such as occupancy rate
- Explain what group sales are and why groups are important to hotel profitability
- Identify common types of groups served by hotels
- Learn to assemble a bid to win a group’s business
- Analyze the profit implications of seeking group versus transient business
- Understand the revenue and cost implications of providing banquet and meeting services for groups
- Successfully mix group business and transient business to meet a profit goal
- Explain the role of marketing in the hospitality business
- Give examples of marketing programs often used by hotels
- Explain the difference between paid advertising and public relations events
- Give examples of public relations events commonly used by hotels
- Analyze and compare the cost effectiveness of marketing campaigns
- Use marketing programs, within a budget, to meet revenue and occupancy goals
- Read and understand a daily revenue summary for a hotel
- Read and understand a monthly profit/loss summary for a hotel
- Understand the difference between a forecast and a budget
- Based on financial data, take action to decrease expenses and increase profit at a hotel
- Understand the basics of the Uniform System of Accounts for the Lodging Industry
- Understand the importance of competitive analysis within the hospitality industry
- Define “competitive set” within the context of the hospitality industry
- Explain occupancy, ADR, and RevPar
- Compare the performance of hotels using industry-standard comparative reports
- Take actions at their hotel to improve competitive positioning

III. Course Assignments, Activities, Instructional Strategies, use of Technology:

**Course Participation**
It is the student’s responsibility to keep up with assignments, activities and online readings for the class. Part of this course is doing a hands-on activity at The Fredonia Hotel. When the students are doing their activities at the hotel, they are required to wear black pants, non-slip black shoes and purple shirts with SFA logo. Wearing a uniform will distinguished the students’ affiliation being representatives of the hospitality administration program of the School of Human Sciences at Stephen F. Austin State University. The purple shirt can be purchased from the SFA Bookstore by the students.

**Instructional Strategies:**
Lectures, hands-on activity, simulation, interactive open discussions, videos and guest speakers will comprise the presentation of course content. Students will be called on to answer questions, explain material and provide relevant examples. Content includes pre-test, reading materials, reading quiz, math quiz, simulation exercises and the Hotel Mogul Project.

**Virtual Business Hotel**
In this course project, students take on the role of hotel general manager for a newly opened hotel. They must set room rates for multiple room types, plan a marketing program, staff their front desk, set key policies, sell banquets and meetings, staff to successfully execute banquets and meetings, plan housekeeping based on number of guests, create and price a dinner menu for the hotel restaurant, and more. Students are challenged to achieve a specific goal on their “balanced scorecard.” The balanced scorecard combines profitability versus budget with customer satisfaction and employee satisfaction. After meeting the goal, the student’s grade is finalized, but they can return to the simulation and continue to manage their hotel.
Desire2Learn
D2L will be used for the content of the course, to post grades, to post notes and assignments, and to make any announcements/notifications. Your success in this course will depend upon your ability to check D2L regularly for any updates and announcements.

STR Hotel Foundations and Introduction to Analytics. The SHARE Center.

IV. Evaluation and Assessments (Grading):

Determination of Grade:
In general, students can determine their standing in the course throughout the semester by keeping track of points on each assignment. Students can also access their grade and points for assignments by using their SFASU D2L account. If a student has questions regarding an earned grade on an assignment or need clarification regarding a grade, they should come to see the professor during office hours or should make an appointment to see the professor to discuss their questions. Grades will not be discussed during class hours.

If there is an opportunity to complete extra credit, the professor will announce it during class time to give opportunity to all students to be able to get an extra credit.

Pre-Test (40 points)
A pre-test on course content will be conducted on week three.

Attendance and Professionalism (110 points)
Attendance will be taken every class period. For every missed class period, a student will lose attendance and professionalism points. When a student misses class, it affects the professionalism grade. Excused attendance includes: ailment with Dr.’s Note; death in the family; participation in conferences/trips approved by the school; and other official school travels. There is no make-up for missed attendance and professionalism points. Students are expected to be professional and respectful in the classroom environment. Discourteous or offensive behavior directed toward the professor/instructor, students or others will not be tolerated. Examples of such behavior include, but are not limited to:

- Bullying or berating others
- Physical or verbal intimidation, such as shouting or angry outbursts directed toward others
- Derogatory verbal or physical behavior, such as name-calling
- Directing profanity toward others
- Behavior that has the effect of humiliating others
- Mobbing
- Other unprofessional or inappropriate behavior

Discourteous or offensive behavior also includes written or electronic communication, as well as group behavior (e.g. “mobbing”) which has a negative impact on the classroom and/or on others (https://www.pcc.edu/hr/contracts/behavior.html).

It is not enough to merely attend class, but participation in class activities, projects, and discussions are required. Participation is expected of all students in this class. And, it is expected to be active, enthusiastic, regular, intelligent, and with a highly visible role by the
student. This is a major course which will require you to get-involved, analyze cases, work in small groups, regularly challenge others around you, and constructively make lodging operations “come to life.” Everyone is expected to pull his or her weight in terms of class participation. Excessive absences, lack of participation in class, lack of regular contribution to in-class discussions based on readings in advance, etc. will all negatively affect your grade.

Getting to class on time is also important for a positive classroom environment. Please note that disruptive behavior, tardiness, tone and positive/negative comments will be a component of your attendance/professionalism grade. It is not enough to “come to class”- be involved and help yourself and others to learn.

Virtual Business Hotel - Online (200 points)
In this capstone project, students take on the role of hotel general manager for a newly opened hotel. They must set room rates for multiple room types, plan a marketing program, staff their front desk, set key policies, sell banquets and meetings, staff to successfully execute banquets and meetings, plan housekeeping based on number of guests, create and price a dinner menu for the hotel restaurant, and more. Students are challenged to achieve a specific goal on their “balanced scorecard.” The balanced scorecard combines profitability versus budget with customer satisfaction and employee satisfaction. After meeting the goal, the student’s grade is finalized, but they can return to the simulation and continue to manage their hotel.

Exams (150 points):
Students’ performance will be evaluated through 3 exams. Paper-based or Internet-based Exams will be given on the date on the syllabus unless prior approval is received by the professor due to emergency situations. No make-up exams will be given with the exception of serious illness or emergency. The professor must be contacted regarding such an emergency prior to the exam, and will follow SFASU policies regarding if the situation was indeed of a warranted, serious nature. All situations will be subject to proof of acceptable documentation from the student to the professor. A make-up exam is not guaranteed and is subject to the above-mentioned review by the professor and, if necessary, the administration. If an exam is not taken, the student will receive a zero on that exam. There will be no make-up exams given for unexcused absences. Excused make-up exams will be given on the day scheduled by both professor and student right after the student comes back to class.

There will be three exams. All exams may be multiple choice, true/false, or short answer in format. Cell phones will not be allowed to be used as a calculator for the exams…please bring a 4-function calculator on exam days to use it for the exam, in case it is needed.

Service Learning Component (must complete 6 hours of volunteer work to fulfill requirement = 50 points)
To prepare competent professionals for a global society, the faculty of the hospitality program had implemented a service learning component across multiple courses. Students are required to sign up for APPROVED events outside of class time to fulfill this component. Hours will be documented by both the student and the approved site supervisor. Failure to complete six hours of service learning will result in no points awarded. This is an “all or nothing” assignment.
Students must document all the hours that they have completed, verified and signed by the supervisor using the log sheet provided by the professor in D2L. Once the students have completed 6 hours of service learning activities, scan the completed log sheet and submit it to D2L Dropbox.

Additional information will be given in class for specific event times and dates. This service learning opportunity will expose students to the important cross-cutting themes within the Body of Knowledge of Human Sciences. These themes include: communication skills, critical thinking, diversity, global perspectives, professionalism, independence and community development.

**Extra Credit: Hotel Mega Mogul (50 points)**
This extra-credit project extends the concepts from the Hotel Mogul project. Students manage a much larger hotel, with 500 rooms. This is two and a half times the size of the hotel in the Hotel Mogul project. They learn what additional marketing, sales, and staffing are needed to run a major hotel. Because this is an extra-credit project, there is no specific goal given. Students are free to run their hotel for as long as they like.

**NOTE:**
Since this is a 300-level course, it assumed that you are to write in the professional manner with correct grammar, sentence usage and spelling. For every paper/project that you submit, points will be deducted for any violations. Tutors are available for assistance through academic Assistance and Resource Center (AARC) located in the Steen Library.

**Netiquette:** All work, including emails, assignments, and discussion boards must abide by “netiquette” rules. Professional and appropriate language, grammar, spelling and syntax must be used in all communications. Be respectful to your classmates and professor. **Do not use “IM-style” writing at ANYTIME.** Grades will reflect your level of professionalism.

ALL e-mails must contain grammar, spelling, and sentence structure. No ALL CAPS, run-on sentences, texting-type or IM-type of writing will be accepted. Improper e-mails will be returned, unanswered. This is a university-level course and students must use professional emails in preparation for future management positions.

Students should expect a response to emails and phone calls within 24-48 hours from your contact efforts. Allow 5 business days (Monday-Friday) to expect a response to your inquiries.

**Grading Requirements**

<table>
<thead>
<tr>
<th>Component</th>
<th>Points</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exams (2 x 50 points)</td>
<td>100</td>
<td>18.18%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>50</td>
<td>9.09%</td>
</tr>
<tr>
<td>Attendance &amp; Professionalism</td>
<td>110</td>
<td>20.01%</td>
</tr>
<tr>
<td>Pre-Test Virtual Business Hotel</td>
<td>40</td>
<td>7.27%</td>
</tr>
<tr>
<td>Service Learning</td>
<td>50</td>
<td>9.09%</td>
</tr>
<tr>
<td>Virtual Business Hotel (Online)</td>
<td>200</td>
<td>36.36%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>550</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

Revised December 4, 2019
Extra Credit:
Hotel Mega Mogul – 50 points

Grade Distribution

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points</th>
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<tbody>
<tr>
<td>A</td>
<td>495-550 points</td>
</tr>
<tr>
<td>B</td>
<td>440-494 points</td>
</tr>
<tr>
<td>C</td>
<td>385-439 points</td>
</tr>
<tr>
<td>D</td>
<td>330-384 points</td>
</tr>
<tr>
<td>F</td>
<td>Less than 330 points</td>
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</tbody>
</table>

There are enough assignment and exam points to GREATLY impact your grade. The grade you receive is the grade you will have earned. This is a university course and will be graded as such.

Guidelines for Evaluating Students in the Hospitality Administration Program

What is an “A” Student?

- Consistently goes above and beyond what is required in the experience
- Displays initiative
- Looks up information on own before asking questions of staff
- Contributes meaningfully to the faculty
- ACTS enthusiastic, even if he/she does not feel that way at the time
- Is open to criticism without getting defensive
- Does not like a “know it all”
- Displays maturity
- Is proactive – does not wait to be told to do everything; takes care of things before they become problems.
- Has good verbal and written communication skills
- Is willing to risk failure to learn something new
- Displays common sense
- Has strong “people skills”
- Is flexible
- Stays until the job is done – is NOT a “clock watcher”

Every student should not expect an “A”! It is the people who display the above characteristics, AS WELL AS HAVING SOUND TECHNICAL ABILITY AND THE THEORETICAL KNOWLEDGE who receives the “excellent” grade.

A grade of “B” or “C” should not be perceived as failure.

A grade of “B” means “good” and a grade of “C” means “average”. Not everyone is an “outstanding” student.

A grade of “D” or “F” is appropriate when a student does not perform, does not know basic information or display basic skills, or if a student has a “real” attitude problem.

V. Tentative Course Outline/Calendar: Note: Changes in the course outline are possible with the discretion of the professor.
<table>
<thead>
<tr>
<th>CLASS WEEKS</th>
<th>MEETING DATES &amp; TOPICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>WEEK 1</td>
<td>January 15: Review of Syllabus; Course Information and Expectations, Materials</td>
</tr>
<tr>
<td>WEEK 2</td>
<td>January 20: MARTIN LUTHER KING DAY: NO CLASS</td>
</tr>
<tr>
<td>WEEK 3</td>
<td>January 27: Overview of Knowledge Matters Virtual Business – Hotel Simulation</td>
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<tr>
<td></td>
<td>NOTE: Dr. Causin will attend the HEAT Meeting in San Antonio, TX. Students are tasked to complete the KM Virtual Business Hotel Tutorial Online and complete the Pre-Test Assignment.</td>
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<tr>
<td></td>
<td>Pre-Test Assignment Due (Online)</td>
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<tr>
<td></td>
<td>Pricing and Revenue Management Lecture (Online)</td>
</tr>
<tr>
<td></td>
<td>Assignment 1: Pricing and Revenue Management (Online) – Quizzes and Simulation Exercise</td>
</tr>
<tr>
<td>WEEK 4</td>
<td>February 3: Group Sales Lecture</td>
</tr>
<tr>
<td></td>
<td>Assignment 2: Group Sales (Online) – Quizzes and Simulation Exercise</td>
</tr>
<tr>
<td>WEEK 5</td>
<td>February 10: Marketing and Public Relations Lecture</td>
</tr>
<tr>
<td></td>
<td>Assignment 3: Marketing and Public Relations (Online) – Quizzes and Simulation Exercise</td>
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<tr>
<td>WEEK 6</td>
<td><strong>February 17: EXAM 1 (ONLINE)</strong></td>
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<tr>
<td></td>
<td>Customer Service: Front Desk (Online)</td>
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<td></td>
<td>Assignment 4: Customer Service: Front Desk (Online) – Quizzes and Simulation Exercise</td>
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<tr>
<td>WEEK 7</td>
<td>February 24: Customer Service: Social Media Feedback Lecture</td>
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<td></td>
<td>Assignment 5: Customer Service: Social Media Feedback (Online) – Quizzes and Simulation Exercise</td>
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<tr>
<td>WEEK 8</td>
<td>March 02: Operations: Restaurant and Culinary Lecture</td>
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<tr>
<td></td>
<td>Assignment 6: Operations: Restaurant and Culinary (Online) – Quizzes and Simulation Exercise</td>
</tr>
<tr>
<td>WEEK 9</td>
<td><strong>March 9: SPRING BREAK/NO CLASS</strong></td>
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<tr>
<td>WEEK 10</td>
<td><strong>March 16: EXAM 2</strong></td>
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<tr>
<td></td>
<td>Operations: Banquets and Meetings (Online)</td>
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<tr>
<td></td>
<td>Assignment 7: Operations: Banquets and Meetings (Online) – Quizzes and Simulation Exercise</td>
</tr>
<tr>
<td>WEEK 11</td>
<td>March 23: Operations: Housekeeping Lecture</td>
</tr>
<tr>
<td></td>
<td>Assignment 8: Operations: Housekeeping (Online) – Quizzes and Simulation Exercise</td>
</tr>
</tbody>
</table>
| WEEK 12 | March 30: Financial Reports Lecture  
|         | Assignment 9: Financial Reports (Online) – Quizzes and Simulation Exercise |
| WEEK 13 | April 13: Monitoring Competitors Lecture  
|         | Assignment 10: Monitoring Competitors (Online) – Quizzes and Simulation Exercise |
| WEEK 14 | April 20: Review of Hotel Mogul  
|         | Hotel Mogul Project (Online) – Simulation Activity |
| WEEK 15 | April 27: Review of Hotel Mega Mogul  
|         | Extra Credit Hotel Mega Mogul Project (Online) – Simulation Activity |
| WEEK 16 | May 6: 8:00 AM – 10:30 AM: FINALS WEEK (Comprehensive) - ONLINE |

**VI. Readings (Required and recommended—including texts, websites, articles, etc.):**

**Course Access/Required Textbook:**
Students are required to purchase the book/simulation access via Knowledge Matters Virtual Business Hotel at [https://vb.knowledgematters.com/](https://vb.knowledgematters.com/).  
Course Key: *To be provided by the professor.*

**VII. Course Evaluations:**

It is a must that students complete the course evaluations as scheduled by the university. Near the conclusion of each semester, students in the Perkins College of Education electronically evaluate courses taken within the PCOE. Evaluation data is used for a variety of important purposes including:

1. Course and program improvement, planning, and accreditation;  
2. Instruction evaluation purposes; and  
3. Making decisions on faculty tenure, promotion, pay, and retention.

As you evaluate this course, please be thoughtful, thorough, and accurate in completing the evaluation. Please know that the PCOE faculty is committed to excellence in teaching and continued improvement. **Therefore, your response is critical!**

In the Perkins College of Education, the course evaluation process has been simplified and is completed electronically through MySFA. Although the instructor will be able to view the names of students who complete the survey, all ratings and comments are confidential and anonymous, and will not be available to the instructor until after final grades are posted.

**VIII. Student Ethics and Other Policy Information: Found at [https://www.sfasu.edu/policies](https://www.sfasu.edu/policies)**

Revised December 4, 2019
Class Attendance and Excused Absence: Policy 6.7
Regular, punctual attendance, documented participation, and, if indicated in the syllabus, submission of completed assignments are expected at all classes, laboratories, and other activities for which the student is registered. Based on university policy, failure of students to adhere to these requirements shall influence the course grade, financial assistance, and/or enrollment status. The instructor shall maintain an accurate record of each student’s attendance and participation as well as note this information in required reports and in determining final grades. Students may be excused from attendance for reasons such as health, family emergencies, or student participation in approved university-sponsored events. However, students are responsible for notifying their instructors in advance, when possible, for excusable absences. Whether absences are excused or unexcused, a student is still responsible for all course content and assignments. Students with accepted excuses may be permitted to make up work for up to three weeks of absences during a semester or one week of a summer term, depending on the nature of the missed work. Make-up work must be completed as soon as possible after returning from an absence.

Academic Accommodation for Students with Disabilities: Policy 6.1 and 6.6
To obtain disability related accommodations, alternate formats and/or auxiliary aids, students with disabilities must contact the Office of Disability Services (ODS), Human Services Building, and Room 325, 936-468-3004 as early as possible in the semester. Once verified, ODS will notify the course instructor and outline the accommodation and/or auxiliary aids to be provided. Failure to request services in a timely manner may delay your accommodations. For additional information, go to http://www.sfasu.edu/disabilityservices/.

Student Academic Dishonesty: Policy 4.1
Abiding by university policy on academic integrity is a responsibility of all university faculty and students.

Definition of Academic Dishonesty
Academic dishonesty includes both cheating and plagiarism. Cheating includes, but is not limited to:
- using or attempting to use unauthorized materials on any class assignment or exam;
- falsifying or inventing of any information, including citations, on an assignment; and/or;
- helping or attempting to help another in an act of cheating or plagiarism.

Plagiarism is presenting the words or ideas of another person as if they were one’s own. Examples of plagiarism include, but are not limited to:
- submitting an assignment as one’s own work when it is at least partly the work of another person;
- submitting a work that has been purchased or otherwise obtained from the Internet or another source; and/or,
- incorporating the words or ideas of an author into one’s paper or presentation without giving the author credit.

Penalties for Academic Dishonesty
Penalties may include, but are not limited to reprimand, no credit for the assignment or exam, re-submission of the work, make-up exam, failure of the course, or expulsion from the university.
**Student Appeals**
A student who wishes to appeal decisions related to academic dishonesty should follow procedures outlined in Academic Appeals by Students (6.3).

**Withheld Grades: Policy 5.5**
At the discretion of the instructor of record and with the approval of the academic unit head, a grade of WH will be assigned only if the student cannot complete the course work because of unavoidable circumstances. Students must complete the work within one calendar year from the end of the semester in which they receive a WH, or the grade automatically becomes an F, except as allowed through policy [i.e., Active Military Service (6.14)]. If students register for the same course in future semesters, the WH will automatically become an F and will be counted as a repeated course for the purpose of computing the grade point average.

**Student Code of Conduct: Policy 10.4**
Classroom behavior should not interfere with the instructor’s ability to conduct the class or the ability of other students to learn from the instructional program. Unacceptable or disruptive behavior will not be tolerated. Students who disrupt the learning environment may be asked to leave class and may be subject to judicial, academic or other penalties. This policy applies to all instructional forums, including electronic, classroom, labs, discussion groups, field trips, etc. The instructor shall have full discretion over what behavior is appropriate/inappropriate in the classroom. Students who do not attend class regularly or who perform poorly on class projects/exams may be referred to the iCare: Early Alert Program at SFA. Information regarding the iCare program is found at [http://www.sfasu.edu/judicial/earlyalert.asp](http://www.sfasu.edu/judicial/earlyalert.asp) or call the office at 936-468-2703.

**IX. Other Relevant Course Information:**

**PROFESSIONAL STANDARDS**
1. Students should prepare themselves adequately for each semester. Professors are not able to provide effective student critique when student work is unavailable for review or student effort is lacking.

2. Students should exhibit professional courtesy and conduct. Examples include a positive work attitude, sensitivity to others, attentiveness, and cooperation.

3. Faculty are committed to provide information and prompt response to students on the web, return student work in a timely fashion, honored posted office hours, provide feedback on student progress, and work with field supervisors.

4. If student dissatisfaction arises, the student’s request for a private conference/phone call with the professor serves as the first step toward resolution.