



# FAIRLEIGH DICKINSON UNIVERSITY

## Vancouver Campus

**Vision Statement** – The International School of Hospitality, Sports, and Tourism Management will consistently deliver a unique academic experience to our students who will make a positive impact on industry and society.

**Mission Statement** – The mission of the International School of Hospitality, Sports, and Tourism Management is to deliver exceptional quality curricula and to produce world-class graduates who possess integrity and wisdom in preparation for leadership careers among culturally and commercially diverse organizations in the international hospitality and tourism industry.

**First Nations Acknowledgement** – FDU-Vancouver acknowledges that we are located in the traditional and unceded territory of the Coast Salish Peoples, the traditional territories of the Squamish, Musqueam, and Tsleil-Waututh First Nations.

<b>Course Title:</b>	Lodging Operations / Revenue Management	<b>Semester/Year:</b>	Spring 2024
<b>Course Catalog Number:</b>	HRTM 3207	<b>Instructor:</b>	Dr. Michael Lever
<b>Location:</b>	Campus: Vancouver - Cambie Classroom: 211	<b>Meeting Time:</b>	3:00 pm - 5:50 pm
<b>Contact Information:</b>	Email: <a href="mailto:m.lever@fdu.edu">m.lever@fdu.edu</a> Phone: 604-648-4409 Office: Cambie - Room 253 <b>Office Hours: Wed. &amp; Thurs 1:00 – 2:30 pm</b>	<b>Meeting Dates:</b>	Every Monday between 15-Jan-2024 and 27-April-2024 (unless otherwise posted)
<b>Course Description:</b>	Techniques and strategies in the organization and management of hospitality systems such as business, finance, work, marketing, reservations, food service, guest service, supply and control are studied. The course emphasizes quality assurance, guest satisfaction and process improvement. The culmination of the topics learned in this course will lead students to complete the Certification in Hotel Industry Analytics (CHIA) Academic Online Exam at the end of the semester.		
<b>Required Materials:</b>	All required materials for this course will be provided to you.  Additional free resources may be required as the semester progresses, including case studies, book chapters, journal articles, etc. These will be posted in the related week's folder in WebCampus.		
<b>Optional Materials:</b>	<b>Introduction to Revenue Management for Hotels: Tools and Strategies to Maximize the Revenue of your Property.</b> Gemma Hereter (2020).  <b>USALI 11<sup>th</sup> Edition Virtual Edition.</b> The cost for these resources is \$ 14.95 USD per month, a total of \$ 59.80 USD for the semester. Link: <a href="https://my.hftp.org/s/store#/store/browse/detail/a153i000000j2ydAAA">https://my.hftp.org/s/store#/store/browse/detail/a153i000000j2ydAAA</a>		

<b>Learning Outcomes:</b>	Upon course completion, students will be able to: <ul style="list-style-type: none"><li>• Demonstrate command of the course content</li><li>• Establish a general knowledge base for lodging operations</li><li>• Calculate property, competitive, and industry data using hotel math fundamentals</li><li>• Understand how to read and interpret STAR reports when conducting property-level benchmarking</li><li>• Identify and explain various hotel industry performance reports, including Trend, HOST/Profitability, Pipeline, and Destination Reports)</li></ul>																																								
<b>Learning Objectives:</b>	<ul style="list-style-type: none"><li>• Demonstrate evidence of a thorough knowledge of the foundational metrics, definitions, formulas, and methodologies that are used by the hotel industry</li><li>• “Do the math” of lodging operations and interpret the results</li><li>• Establish an ability to analyze various types of hotel industry data and make strategic inferences based on that analysis</li><li>• Understand benchmarking and performance reports</li><li>• Achieve CHIA Academic Certification distinction through their online exam</li></ul>																																								
<b>Evaluation and Grading:</b>	<p><b><u>Evaluation</u></b></p> <p>All the scores are <b>weighted</b>, and earned scores are added to the Grade Center on WebCampus as the semester progresses.</p> <table><tr><th colspan="2">Grading Breakdown</th></tr><tr><td>Weekly Quizzes (9 in total, 1.1% each)</td><td>10%</td></tr><tr><td>Hotelier Article Presentations</td><td>5%</td></tr><tr><td>Application Activities (7 in total, 5% each)</td><td>35%</td></tr><tr><td><del>Final Presentations</del> (Attendance during CoStar site demo and activities)</td><td>10%</td></tr><tr><td>CHIA Academic Exam</td><td>25%</td></tr><tr><td>Attendance/Participation</td><td>15%</td></tr><tr><td><b>Total</b></td><td><b>100%</b></td></tr></table> <p><b><u>Grading:</u></b></p> <p>For this course, the letter grades will be interpreted as follows:</p> <table><tr><th>Letter Grade</th><th>Numeric Grade</th><th>Letter Grade</th><th>Numeric Grade</th></tr><tr><td>A</td><td>94-100</td><td>C+</td><td>77-79.9</td></tr><tr><td>A-</td><td>90-93.9</td><td>C</td><td>74-76.9</td></tr><tr><td>B+</td><td>87-89.9</td><td><del>C-</del></td><td><del>70-73.9</del></td></tr><tr><td>B</td><td>84-86.9</td><td><del>D</del></td><td><del>60-69.9</del></td></tr><tr><td>B-</td><td>80-83.9</td><td><del>F</del></td><td><del>Below 60</del></td></tr></table> <p><i>Since this is a <b>CORE ISHSTM</b> class, students must receive a “C” or better. The class must be repeated if a student receives a grade below a C.</i></p> <p><b><u>Qualitative Grading Explanation:</u></b></p> <p>A = Is used to recognize excellent work, that is work that stands out in comparison with that of other students at FDU, now and in the past, and that might attract the interest and</p>	Grading Breakdown		Weekly Quizzes (9 in total, 1.1% each)	10%	Hotelier Article Presentations	5%	Application Activities (7 in total, 5% each)	35%	<del>Final Presentations</del> (Attendance during CoStar site demo and activities)	10%	CHIA Academic Exam	25%	Attendance/Participation	15%	<b>Total</b>	<b>100%</b>	Letter Grade	Numeric Grade	Letter Grade	Numeric Grade	A	94-100	C+	77-79.9	A-	90-93.9	C	74-76.9	B+	87-89.9	<del>C-</del>	<del>70-73.9</del>	B	84-86.9	<del>D</del>	<del>60-69.9</del>	B-	80-83.9	<del>F</del>	<del>Below 60</del>
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	<p>appreciation of others working in the field. The work is both competently presented and innovative. An "A" is typically reserved for a few elite individuals.</p> <p><b>B</b> = Is used to acknowledge competent treatment of assigned material. Competent treatment includes coherent, internally consistent writing, professionally presented (grammatically correct, etc.), as well as insightful and interpretive. The words “well done” are also used to recognize this level of work. A grade of "B" is reserved for students who exceed adequate performance and show considerable promise for being highly effective.</p> <p><b>C</b> = Is used to acknowledge adequate work acceptable in the reflected knowledge but is either flawed in its presentation or lacking in insight and interpretation. The word “ok” may be used to reflect this judgment.</p> <p><b>D</b> = Is used to acknowledge ineffective work at developing a subject. It is often a summary or information rather than an analysis of information and may miss parts of the required assignment. The sentences and overall organization are frequently awkward and ambiguous. There may also be frequent grammatical and spelling errors.</p> <p><b>F</b> = Is used to recognize unacceptable work. A failing mark of "F" is reserved for a few individuals (many of whom receive this mark because of circumstances that create difficulties with time and concentration or a lack of effort).</p>
<p><b>Assignments and Other Instructor Policy:</b></p>	<p><b><u>Application Activities – Weeks 2, 3, 5, 8-11 – 35% (7 submissions x 5% each)</u></b></p> <p>In certain weeks (refer to Course Schedule for exact dates), students will work individually to complete an assignment activity based on the material learned. Although the activities are individually graded, students are welcomed and encouraged to discuss their work together prior to submission. The purpose of the activities is to ensure there is an adequate comprehension of the material and to demonstrate an understanding of the learning objectives in this course.</p> <p>The seven assignment activities are as follows:</p> <ol style="list-style-type: none"> <li>1. Activity 1: Country Selection</li> <li>2. Activity 2: Competitive Set</li> <li>3. Activity 3: Hotel Math Fundamentals</li> <li>4. Activity 4: Monthly STAR Report</li> <li>5. Activity 5: Trend Report</li> <li>6. Activity 6: Pipeline Report</li> <li>7. Activity 7: HOST/Profitability Report</li> </ol> <p>Each activity associated with the assignment topic will be introduced during the class, where students will be given an example activity using alternate data. Then, they will have until the deadline (usually one week later) to complete the activity and submit it to WebCampus (one submission per student). Specific details of each submission, including any related templates, rubrics, and so on, will be given through WebCampus.</p> <p><b><u>Final Presentations – April 8 – 10%</u></b></p> <p><del>At the end of the semester, students will form one large group to present their findings from the assignments to the instructor. The presentation will take place on April 8<sup>th</sup>. The slides are due by 11:59 p.m. on April 7<sup>th</sup>. One submission per group. The presentation rubric can be found in WebCampus.</del></p>

	<p><b><u>Hotelier Article Presentations – Week 7 – 5%</u></b></p> <p>In teams of two, students will select an article from the Hotelier Magazine website (<a href="https://www.hoteliermagazine.com/">https://www.hoteliermagazine.com/</a>) to present in class to provide updated news and information from the hotel industry as it impacts hotel managers. The presentation must relate to one of the four main topics (hotel industry analytical foundations, hotel math fundamentals, improving property performance using STAR data, or analyzing market performance using STR industry data). Each presentation will take between 10-15 minutes and include the following components:</p> <ol style="list-style-type: none"> <li>1. <i>A summary of the article</i></li> <li>2. <i>The main actors from the article (e.g., Chief Brand Officer, Hotel Manager, guests, etc.)</i></li> <li>3. <i>A SWOT analysis of the content presented in the article. Students may need to go beyond the article to build a complete SWOT.</i></li> <li>4. <i>The students' overall impression of the article – did it impact you while you read it? Why or why not?</i></li> <li>5. <i>A list of discussion questions relating the article to Lodging Management.</i></li> </ol> <p>One submission per team. Please prepare your presentation in PPT format. Your presentation slides are due in WebCampus the night before the class you will be presenting.</p> <p><b><u>Other:</u></b></p> <ul style="list-style-type: none"> <li>- The class will be conducted as an interactive discussion between the instructor and the students. Prepare for each class to include individual/team-based activities, games, and examples to fuel learning.</li> <li>- Should you not be able to attend a class, please give advance notification to the instructor. Even valid excused absences will forfeit any bonus or dropped marks that those students in attendance earned that day.</li> <li>- No alternative assignments will be offered under any circumstances.</li> <li>- Late assignments will automatically receive one grade lower per day unless arranged with the instructor before the due date.</li> </ul>
<p><b>Academic Integrity Policy:</b></p>	<p>Students enrolled at Fairleigh Dickinson University are expected to maintain the highest standards of academic honesty. Students have the responsibility to each other to make known the existence of academic dishonesty to their course instructor and then, if necessary, the department chair or the academic dean of their college. Course instructors are responsible for stating in advance in their syllabi any policies and procedures concerning examinations and other academic exercises specific to their courses. Students should request this information if not distributed by the instructor.</p> <p>Academic dishonesty includes, but is not necessarily limited to, the following:</p> <ol style="list-style-type: none"> <li>1. Cheating—Giving or receiving unauthorized assistance in any academic exercise or examination. Using or attempting to use unauthorized materials, information, or study aids in an examination or academic exercise.</li> <li>2. Plagiarism—Representing the ideas or language of others as one's own.</li> <li>3. Falsification—Falsifying or inventing any information, data, or citation in an academic exercise.</li> <li>4. Multiple Submission—Submitting substantial portions of any academic exercise more than once for credit without the prior authorization and approval of the current instructor.</li> </ol>

	<ol style="list-style-type: none"> <li>5. Complicity—Facilitating any of the above actions or performing work that another student presents as an assignment.</li> <li>6. Interference—Interfering with the ability of a student to perform their assignments.</li> </ol> <p><b>Sanctions:</b> Any student found guilty of academic dishonesty will, for the first offence, receive one or a combination of the following penalties:</p> <ol style="list-style-type: none"> <li>1. No credit (0) or Failure for the academic exercise</li> <li>2. Reduced grade for the course</li> <li>3. A Failure in the Course is identified on the student's permanent record card as permanent and cannot be removed.</li> <li>4. Recommendation for Academic Probation to the dean's office.</li> </ol>
<b>Conduct Policy Statement:</b>	<p>FDU-Vancouver values respect for the person and ideas of all academic community members. Harassment and discrimination are not tolerated, nor is suppression of academic freedom. The Fairleigh Dickinson University Policy on Prohibited Discrimination, Harassment and Related Misconduct prohibits all forms of discrimination and harassment based on protected status. It also expressly prohibits related conduct, including sexual and gender-based harassment, sexual assault, sexual exploitation, stalking and interpersonal violence, which need not be based on the individual's protected status. In addition, the Policy prohibits complicity for knowingly assisting in an act that violates the Policy and retaliation against an individual because of their good faith participation in the reporting, investigating, or adjudicating violations of the Policy. University students and employees who violate the Policy will be met with appropriate disciplinary action, including dismissal, expulsion or termination from the University. The full policy can be found at <a href="https://portal.fdu.edu/studentlife/2018/policy-on-prohibited-discrimination.pdf">https://portal.fdu.edu/studentlife/2018/policy-on-prohibited-discrimination.pdf</a>. For reports of harassment against students on the Vancouver Campus, contact Jobin Mojtavavi, Director of Student Services, at <a href="mailto:jobin@fdu.edu">jobin@fdu.edu</a> or via phone at (604) 648-4465.</p>
<b>Student Academic Services:</b>	<p>Any student with documented medical, psychological or learning disabilities, who feels they may need in-class academic adjustments, reasonable modifications, and auxiliary aids and services while taking this course, should first contact the Disability Support Services (DSS) to discuss their specific needs. Once the academic adjustments, modifications, or auxiliary aids and services are approved by DSS, make an appointment to see the professor.</p>

### \*Course Schedule

Week	Date	Topic	In-Class Activity	Homework
1	15-Jan	Intro to the course; CHIA certification; Intro to Lodging Management; Canada/BC Lodging Statistics		
2	22-Jan	Hotel Industry Analytical Foundations (Part 1)	Quiz 1	Activity 1 – Country-level Statistics (due 28-Jan)
3	29-Jan	Hotel Industry Analytical Foundations (Part 2)	Quiz 2	Activity 2 - Competitive Set (due 4-Feb)
4	5-Feb	Hotel Math Fundamentals (Part 1)	Quiz 3	
5	12-Feb	Hotel Math Fundamentals (Part 2) Hotelier Presentation sign-up schedule, article selection, and instructions	Quiz 4	Activity 3 - Math Fundamentals (due 20-Feb)*
6	19-Feb	<b>No Class</b> – Prepare for Hotelier Presentations		
7	26-Feb	Improving Property Performance using STAR Data (Part 1)	Hotelier Presentations Quiz 5	
8	4-Mar	Improving Property Performance using STAR Data (Part 2)	Quiz 6	Activity 4 - Monthly STAR Reports (due 10-Mar)
9	11-Mar	Analyzing Market Performance using STR Industry Data (Part 1)	Quiz 7	Activity 5 – Historical Performance (due 17-Mar)
10	18-Mar	Analyzing Market Performance using STR Industry Data (Part 2)	Quiz 8	Activity 6 - Pipeline Reports (due 24-Mar)
11	25-Mar	Analyzing Market Performance using STR Industry Data (Part 3) Review of Final Presentation	Quiz 9	Activity 7 – P&L Report (due 2-Apr)*
12	1-Apr	<b>No Class</b> – <del>Prepare for Final Presentations</del> Review STR pre-recorded videos for all CHIA topics		
13	8-Apr	<del>Student Presentations (Results of Activities 1-7)</del> (CoStar Site Demo and Class Activity) – worth 10% of grade		
14	15-Apr	Class Discussion: Future of the Hotel Industry; Final Exam Review		
15	22-Apr	Final Exam		

\*Due date shifted to accommodate holiday

**The course syllabus is a general plan for the course; deviations announced to the class by the instructor may be necessary.**