Instructor: Dr. Susan Gordon  
E-Mail: susangordon@sar.usf.edu  
Office: Sarasota Campus – A317  
Office Telephone: 941-359-4327  
Office Hours: 11:00am – 2:00pm Wednesdays & By Appointment

Classroom: SMC B226  
Time: Tuesdays, 3:30pm - 8:00pm

PREREQUISITES: None

COURSE DESCRIPTION: This course uses textbooks, articles, and discussion sessions to examine lodging management in the hospitality industry. Course topics include strategic planning, organization, operations, and control systems. The course will also focus on developing students' ability to critically evaluate theory and practice and formulate and present original ideas.

COURSE GOALS: The goal of this course is to explore lodging management practices in hotel organizations. The competencies acquired include a detailed learning of the principles, practices, and procedures of managerial functions and operating procedures related to lodging management.

COURSE OBJECTIVES: This course is designed to educate students who are pursuing a Masters degree in hospitality management about the importance of lodging management for hotel organizations. This course also continues to expose students to the University Core, which includes the Pillars of Intellectual Engagement. The Pillars of Intellectual Engagement express the qualities every student graduating from USFSM should be able to demonstrate - they are critical thinking, communication, ethics, leadership, community engagement, and diversity.

MASTER OF SCIENCE IN HOSPITALITY MANAGEMENT: The Master of Science in Hospitality Management is a 36-credit hour program offered through USFSM’s CHTL. The program will educate students to use strategic development techniques in a variety of private, public and institutional sectors of hospitality environments. Graduates of this program will go on to play a vital role in addressing the changes and challenges in the hospitality industry within our region, state, nation and world. An effective hospitality leader must possess a wide range of strategic and conceptual skills. Our program is designed to foster strong analytical skills, technological abilities, effective communication and strong logical ethical approaches to the hospitality industry and academia. Case studies, experiential learning, research projects, and presentations are utilized, along with the more traditional lecture-discussion approach.

Students graduating with this degree will be attractive to corporate offices of hospitality businesses where they will focus on strategic decision-making in the development of hospitality models in the areas of organizational effectiveness, finance, marketing, and technology of hospitality ventures and the expanded use of the Internet to improve and expand customer service. Upon graduation, some students may continue their education and pursue a Ph.D. degree.

COURSE STUDENT LEARNING OUTCOMES: After reading and studying the text, participating in lectures, and analyzing case studies, students who have successfully completed the course should be able to:

1. Analyze the context in which individual hotels are managed by studying the external environment and the internal operating issues they face.
2. Assess the management functions of planning, organizing, directing and controlling as they relate to hotel general managers.
3. Explain the role of each of the major departments within a hotel.
4. Carryout a major research paper to explore in depth a particular issue relating to hotel management and/or a hotel general manager.
TEXT AND MATERIALS:
The required textbook and materials for this course are:
• Journal articles which can be accessed via the online USF library system

CANVAS USE:
The class syllabus is posted in CANVAS, an online course management system. In this class CANVAS will be used for course announcements, grading, and assignment information. Information on how to use CANVAS is available at: http://www.sarasota.usf.edu/Academics/DE/current_students.php. Other sources for assistance are the toll-free hotline, which is (866) 974-1222 and the live online help site: http://usfsupport.custhelp.com/app/chat/chat_launch.

GRADING, EVALUATION AND ATTENDANCE POLICIES:
Grades are issued based on the total grades earned for class attendance, participation, assignments, presentations, and a final paper. Grades will not be negotiated or curved. This means you should invest time in preparing for class and submitting your best effort on all assigned work. Since this is a Masters-level course, you are expected to write in a scholarly manner using proper grammar, punctuation, and sentence structure. Research sources are to be properly cited using APA format.

The tables below show the percentage worth of each course component towards your final grade and the grade cutoffs that will be used for this course.

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percentage of grade</th>
<th>Overall Percentage</th>
<th>Letter Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Article Reaction Discussions</td>
<td>5%</td>
<td>94 - 100%</td>
<td>A</td>
</tr>
<tr>
<td>Class Attendance/Participation</td>
<td>10%</td>
<td>90 - 93%</td>
<td>A-</td>
</tr>
<tr>
<td>Exam</td>
<td>15%</td>
<td>87 - 89%</td>
<td>B+</td>
</tr>
<tr>
<td>Hot Topic Presentation</td>
<td>20%</td>
<td>84 - 86%</td>
<td>B</td>
</tr>
<tr>
<td>Reflection Papers</td>
<td>25%</td>
<td>80 - 83%</td>
<td>B-</td>
</tr>
<tr>
<td>Final Paper &amp; Presentation</td>
<td>25%</td>
<td>77 - 79%</td>
<td>C+</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td>74 - 76%</td>
<td>C</td>
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<tr>
<td></td>
<td></td>
<td>70 - 73%</td>
<td>C-</td>
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<td>67 - 69%</td>
<td>D+</td>
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<td>64 - 66%</td>
<td>D</td>
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<td></td>
<td></td>
<td>60 - 63%</td>
<td>D-</td>
</tr>
<tr>
<td></td>
<td></td>
<td>59 or below</td>
<td>F</td>
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</table>

Class Attendance/Participation - 15%
This course will be taught as a mixture of lecture and seminar where discussions and participation by all students are key to learning. Therefore, it is critical that students are present and prepared to participate in class each week. In addition, this full-semester course is compressed into eight (8) weeks, so attending and participating is critical. Each missed class will result in a 10% reduction of the overall grade for the course unless prior approval from the course instructor is received and an appropriate make-up assignment is satisfactorily completed. **NOTE The in-class session for February 17, 2015 not be held due to students working the Hospitalbull event. However, the course exam will be administered online in lieu of this face-to-face class session. Please see information pertaining to the exam in the section about the exam.

Article Reaction Discussions - 5%
Each week an online article will be posted in CANVAS for discussion. Each student should read the article, formulate comments in reaction to the article, find another article online on a related topic, and post his or her comments and the link to the additional article on the weekly discussion board. All students should be prepared to share their thoughts on the article provided as well as their own article with the class on a weekly basis. These comments and links are due by 12:00pm on Tuesdays via the discussion board on CANVAS.
Exam – 15%
There will be one online exam based on the textbook chapters. The questions will be short answer questions of which students will randomly receive a portion of the available questions (for example, 20 of the 50 available questions). Students may utilize the course textbook and class notes when answering questions, but should work alone while completing the exam. The exam will be conducted via CANVAS and will open on February 11, 2015 at 12:00am and close on February 20, 2015 at 11:59pm.

Hot Topic Presentation – 20%
Each week at least three (3) students will present a “hot topic” in hotel management to the class. Students must obtain topic approval from the course instructor at least one (1) week prior to their scheduled presentation date (those presenting on week two may obtain approval as late as January 9th, 2015). This presentation should educate the class on a current trend that hotel management companies may be facing, should be aware of, could pursue, etc., so sufficient research is required to thoroughly present the topic. Presenters are encouraged to utilize any tools such as videos, websites, activities, discussions, etc. that will enhance student learning on the topic. Presentations must be kept to a minimum of 30 minutes including any class discussions, activities, etc. Presenters are not required to submit a written paper on this topic, but must cite work as appropriate in the presentation and include a reference slide at the end of the slide deck. Slides are due via upload to the assignment on CANVAS by 12:00pm on the Tuesday of the scheduled presentation.

Reflection Papers – 25%
Prior to each class for weeks 2-6, each student will write a reflection paper on the assigned weekly article. The write-up can be anything as long as it reflects your thoughts on that article and shows learning beyond the article itself. For example, what do you find particularly interesting or puzzling about the article? What did you learn from reading the article? How can the information in the article be applied to industry? Do you have another way to approach the research in the article? Are you able to show how the article relates to other articles that you have read? Be thoughtful and critical as you craft your reflection paper. Papers are due by 12:00pm on Tuesdays via upload to the assignment on CANVAS.

Final Paper and Presentation- 25%
Each student will individually write a research paper on a hotel management topic and present their paper to the class on the last week of classes. Students have the option of approaching the paper in one of two ways. The first option is as an academic research proposal such as would be carried out for a thesis or journal article. This approach should include an introduction with the statement of the problem and research objectives, review of the related literature, proposed methodology, expected findings or results, and conclusion and/or recommendations. The second approach is to analyze a critical problem faced by a hotel, a hotel department, a hotel company, or the hotel industry in general and present solutions. This approach should include an introduction with the statement of the problem, review of the related literature, proposed solutions to the problem, and conclusion. Presenters are not required to submit a written paper on this topic, but must cite work as appropriate in the presentation and include a reference slide at the end of the slide deck. Slides are due via upload to the assignment on CANVAS by 12:00pm on February 24, 2015.

Students should submit their project idea for approval via upload to the CANVAS assignment by January 23, 2015 at 12:00pm. This submission should include which type of paper you are going to write and a brief description of the topic idea. The final paper should be approximately 3,000 words, excluding figures, tables, and references. Papers are due via upload to the assignment on CANVAS by 12:00pm on February 24, 2015.

Presentations will take place on the last class session on February 24, 2015. Presentations must be kept to 15 minutes including Q & A per student in order to allow sufficient time for all to present. Presentations should include the key information from paper, any relevant figures and tables, and references. Presentation slides are due via upload to the assignment on CANVAS by 12:00pm on February 24, 2015.

Late Work
Late work will be penalized 10% of the total points per day (weekends, i.e., Saturday and Sunday, are counted as two days and USFSM recognized holidays are not counted). **NOTE: The weekends proceeding and following Semester Break holidays, if applicable, will be counted.
Disputing a Grade
Every student has two (2) weeks after receiving a graded assignment to dispute the actual grade. Specific or detailed grading issues are not discussed over email due to FERPA regulations. If you need to discuss a grade on an assignment please make an appointment with your instructor to meet on campus. Prepare an explanation for why you believe there is an error before coming to this meeting. Also, make sure to bring the graded assignment with you to the meeting.

*Students do not have permission to sell notes or tapes of class lectures. Students are not permitted to use smart phones to text or “surf” the web during class unless there is an emergency. Students may use laptop computers to type notes, but may not “surf” the web during class.

USFSM Policies

A. Academic Dishonesty: The University considers any form of plagiarism or cheating on exams, projects, or papers to be unacceptable behavior. Please be sure to review the university’s policy in the catalog, USFSM Undergraduate Catalog or USFSM Graduate Catalog, the USF System Academic Integrity of Students, and the USF System Student Code of Conduct.

B. Academic Disruption: The University does not tolerate behavior that disrupts the learning process. The policy for addressing academic disruption is included with Academic Dishonesty in the catalog: USFSM Undergraduate Catalog or USFSM Graduate Catalog, USF System Academic Integrity of Students, and the USF System Student Code of Conduct.

C. Contingency Plans: In the event of an emergency, it may be necessary for USFSM to suspend normal operations. During this time, USFSM may opt to continue delivery of instruction through methods that include but are not limited to: CANVAS, Elluminate, Skype, and email messaging and/or an alternate schedule. It’s the responsibility of the student to monitor CANVAS site for each class for course specific communication, and the main USFSM and College websites, emails, and MoBull messages for important general information. The USF hotline at 1 (800) 992-4231 is updated with pre-recorded information during an emergency. See the Safety Preparedness Website for further information.

D. Disabilities Accommodation: Students are responsible for registering with the Office of Students with Disabilities Services (SDS) in order to receive academic accommodations. Reasonable notice must be given to the SDS office (typically 5 working days) for accommodations to be arranged. It is the responsibility of the student to provide each instructor with a copy of the official Memo of Accommodation. Contact Information: Disability Coordinator, 941-359-4714, disabilityservices@sar.usf.edu; http://www.usfsm.edu/students/disability.

E. Fire Alarm Instructions: At the beginning of each semester please note the emergency exit maps posted in each classroom. These signs are marked with the primary evacuation route (red) and secondary evacuation route (orange) in case the building needs to be evacuated. See Emergency Evacuation Procedures.

F. Religious Observances: USFSM recognizes the right of students and faculty to observe major religious holidays. Students who anticipate the necessity of being absent from class for a major religious observance must provide notice of the date(s) to the instructor, in writing, by the second week of classes. Instructors canceling class for a religious observance should have this stated in the syllabus with an appropriate alternative assignment.

G. Web Portal Information: Every newly enrolled USF student receives an official USF e-mail account. Students receive official USF correspondence and CANVAS course information via that address.

Student Wellness
The Counseling and Wellness Center is a confidential resource where you can talk about incidents of sexual harassment and gender-based crimes including sexual assault, stalking, and domestic/relationship violence. You can receive assistance in confidence. This confidential resource can help you without having to report your situation to the Office of Student Rights and Responsibilities (OSSR) or the Office of Diversity, Inclusion, and Equal Opportunity (DIEO); unless you request that they make a report. Please be aware that educators must report
incidents of sexual harassment and gender-based crimes including sexual assault, stalking, and domestic/relationship violence. If you disclose any of these situations in class, in papers, or to me personally, I am required to report it to OSSR or DIEO for investigation. The Deputy Coordinator for USFSM is Mary Beth Wallace, AVP for Student Enrollment, Engagement and Success, 941-359-4330 or marybeth@sar.usf.edu.

Other numbers and resources are: Counseling Center and Wellness Center 941-487-4254 and Victim Advocate (24/7) 941-504-8599. Some off-campus resources are: Hope of Manatee: 941-755-6805, Safe Place & Rape Crisis Center (SPARCC)- Sarasota: 941-365-1976, First Call for Help- Manatee: 941-708-6488 / Sarasota & North Port 941-366-5025, and Manatee Glens: 941-782-4800.

COURSE SCHEDULE:
The following course schedule is subject to change. Please pay attention to updates delivered in class and on CANVAS. Reading assignments come from the required textbook as well as those article found via the online USF library system and made available through CANVAS.

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic Area</th>
<th>Textbook Chapters to Be Read Prior to Class</th>
<th>Articles to Be Read Prior to Class</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>6-Jan</td>
<td>Course Overview &amp; Hotel Management Overview</td>
<td>Chapter 1</td>
<td>New Employees' Turnover Intentions and Organizational Commitment in the Hong Kong Hotel Industry</td>
</tr>
<tr>
<td>2</td>
<td>13-Jan</td>
<td>Hotel Organization &amp; General Managers</td>
<td>Chapters 2 &amp; 3</td>
<td>Who’s In Charge Now? The Decision Autonomy of Hotel General Managers</td>
</tr>
<tr>
<td>3</td>
<td>20-Jan</td>
<td>Front Office Operations</td>
<td>Chapter 4</td>
<td>Customer Response to Intangible and Tangible Service Factors</td>
</tr>
<tr>
<td>4</td>
<td>27-Jan</td>
<td>Housekeeping, Engineering, &amp; Security Operations</td>
<td>Chapter 5</td>
<td>Service Unseen: The Hotel Room Attendant at Work</td>
</tr>
<tr>
<td>5</td>
<td>3-Feb</td>
<td>Food and Beverage Operations</td>
<td>Chapter 6</td>
<td>Service Failures in Restaurants: Which Stage of Service Failure is the Most Critical?</td>
</tr>
<tr>
<td>6</td>
<td>10-Feb</td>
<td>Marketing, Finance, &amp; Human Resources</td>
<td>Chapters 7, 8, &amp; 9</td>
<td>The Postmerger Financial Performance of Hotel Companies</td>
</tr>
<tr>
<td>7</td>
<td>17-Feb</td>
<td>No Class due to Online Exam (due February 20, 2015 at 11:59pm)</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>8</td>
<td>24-Feb</td>
<td>Student Presentations</td>
<td>None</td>
<td>None</td>
</tr>
</tbody>
</table>