

# HFTM\*4250 Service Operations Analysis (0.5) W2017

## General Course Information

**Instructor:** J.E. (Joe) Barth  
*Email* jbarth@uoguelph.ca  
*Office Location* MACS124  
*Office Hours* Wednesdays 9:00AM -11:00AM, or by appointment  
*Department/School* School of Hospitality Food and Tourism Management

**Class Schedule:** Tuesday and Thursdays, 1:00 PM – 2:20 PM, CRSC 117.

<b>Jan. 10-12</b>	Introduction to Revenue Management
<b>Jan. 17 - 19</b>	Understanding Supply and Demand, Value Creation
<b>Jan. 24 - 26</b>	Negotiating Skills
<b>Jan. 31 – Feb. 2</b>	Revenue Management Today Benchmarks for Measurement
<b>Feb. 7 - 9</b>	Forecasting Price Management
<b>Feb. 14 – 16</b> <b>Feb. 19</b>	Pricing Management <b>Assignment #1: Problems Due in Courselink Dropbox by midnight</b>
<b>Feb. 20 - 24</b>	Spring Break – no Classes!
<b>Feb. 27</b>	<b>Assignment #2: Individual Easyjet Case Write-up due in Courselink Dropbox by midnight.</b>
<b>Feb. 28 – Mar. 2</b>	Inventory Management
<b>Mar. 7 – 9</b> <b>Mar. 10</b>	Joint Optimisation EMRR Model <b>Last day to drop without penalty</b>
<b>Mar. 14 – 16</b>	Distribution Channels Special Guest: Michael Beckley, Director CBRE Hotels
<b>Mar. 21 – 23</b> <b>Mar. 24</b>	<b>Assignment #4: Group Project Presentations</b> <b>Assignment #3: Individual Avari Hotel case assignment due in Courselink Dropbox by midnight.</b>
<b>Mar. 28 – 30</b>	<b>Assignment #4: Group Project Presentations</b>
<b>Apr. 4 - 6</b> <b>Apr. 7</b>	Review <b>Assignment #4: Group project write-ups due</b> <b>Assignment #5: Individual Problem assignment due in Courselink Dropbox by midnight.</b>

**Pre-requisites:** HTM\*3120 or FARE\*3310

**Restrictions:** *Must Be registered in BCOMM:HAFA, BCOMM:HAFA:C or BCOMM:TMGT*

## Course Description

This course is an advanced exploration of revenue management concepts, tools and application. The objective of the course is to provide a solid foundation in revenue management for careers in tourism, services, and hospitality management.

## Course Learning Outcomes

Upon successfully completing this course, you will be able to:

### Knowledge and Understanding:

1. *Demonstrable understanding of key characteristics for effective revenue management*
2. *Demonstrable understanding of basic elements of value and revenue management strategy*
3. *Demonstrable understanding of tools for managing revenue in service industries*
4. *Ability to analyze revenue and recommend strategies for improvement where possible*

### Discipline/Professional and Transferable Skills:

5. *Be able to use Excel to do revenue management analysis*
6. *Be able to use STAR reports.*
7. *Be able to negotiate effectively.*

## Course Assessment

			<b>Associated Learning Outcomes</b>	<b>Due Date/ location</b>
<b>Assignment 1:</b>	10%	Individual Problem Assignment	As above	Feb. 19, 2017
<b>Assignment 2:</b>	10%	Easyjet Hand-in Case Analysis	As above	Feb. 27, 2017
<b>Assignment 3:</b>	10%	Avari Hotel Case	As above	Mar. 24, 2017
<b>Assignment 4:</b>	30%	Group Project	As above	Apr. 7, 2017
<b>Assignment 5</b>	10%	Individual Problem Assignment	As above	Apr. 7, 2017
<b>Assessment 5:</b>	30%	Final Examination	As above	Mon. Apr. 10, 2:30 - 4:30PM
<b>Total</b>	<b>100%</b>	70% individual / 30% group		

## GROUP PROJECT

The group project has multiple purposes. It is an opportunity to research one of the many industries where revenue management takes place. The project is also an opportunity to examine a company within an industry to see what revenue strategies are employed, where opportunities exist, and how they might benefit the performance of the business. The second purpose is to share the findings with the class through class presentations. Just to get started, here's a list of just a few industries you may consider:

Transport: taxi, bus, limousine, rail and air travel

Rentals: automobile, motorhomes, yacht charters

Accommodation: Hotels, vacation homes, time shares, B&Bs

Sports and Entertainment: Ticket re-sellers, golf fees, ski lifts

Vacations: Cruise lines, all-inclusive resorts, adventure tours

Services: Canada's food terminal, Ontario flower growers auction), media advertising sales,

Retail: Furniture, Fashion,

Food and Beverage: Banquet and event halls, restaurants,

For the benefit of the class, group projects should cover as many different industries as possible. To that end, when each group has agreed on their company, they will post it on the CourseLink Project pages.

The Project write-up will be approximately 20 (plus or minus 2) pages in length, including all exhibits and appendices. The project will describe your particular company, the product or service they sell, who the buyers are, an analysis of their value proposition, revenue management strategy, pricing and inventory practices, and an evaluation of how well it is working (or not). You may conclude with recommendations and ideas, if any, to enhance their revenue management practices. The written submission will be based on content, but also on organisation, writing and overall quality of the report.

You are very unlikely to get exact numbers or operating details, so you will have to be creative and work with what you can get. Use your own contacts and experiences to select the company, search the internet, find people who have bought the product, dig around, see what you can find out. Presentations will be 10-12 minutes in length. It is not necessary for everyone in the group to present, however all group members should be in attendance to provide answers to questions.

Groups will be composed of 4-5 students. Initially, students will have the option of making up their own groups. It is important to choose people you can work with, whose contacts, resourcefulness and commitment to producing an excellent project is shared. Any remaining students will be randomly assigned by the instructor; however it is much preferred for students to select their own group members.

### **Peer Evaluation:**

Ideally, students work well together and participate fully as team members according to their strengths. However, in some cases, certain team members may contribute disproportionately, and should thus receive a higher or lower grade than other members of the team. A numerical peer evaluation procedure is used in this course to recognize the performance of each team member appropriately.

### **How peer evaluation works:**

Suppose there are 5 people in your group and the project has received a grade of 15/20 (75%) from the instructor.

You have a total of 100 points to allocate among every member of your group except yourself. Each student submits a Peer Performance Evaluation form (next page). Evaluation forms are submitted (on paper or by email) before the projects are graded.

**Only the instructor and the Director of the School will see the peer evaluations. These are kept in the strictest confidence and never revealed to any student.**

### PEER PERFORMANCE EVALUATION FORM

You have 100 points to allocate to each member of your team other than yourself according to their contribution and participation in the project. You must allocate all 100 points.

Team Number:   6   Your Name:   Roger  

Signature: \_\_\_\_\_

Name:   Jim   Points:   30  

Name:   Hanna   Points:   30  

Name:   Wenli   Points:   20  

Name:   Khalil   Points:   20  

Total: 100 points

The Instructor enters the allocations from each student's Peer Performance Evaluation Form into a spreadsheet column from top to bottom, as below. Total Points scores for each student are obtained by adding across, and each students' final project grade is calculated by multiplying the Total Points  $\div$  100 X the project Grade as follows:

	Jim ↓	Hanna ↓	Roger ↓	Wenli ↓	Khalil ↓	Total Points → (across)	Final Student Grade
Jim	n/a	30	30	30	25	115	17.25
Hana	25	n/a	30	25	25	105	15.75
Roger	25	25	n/a	25	25	100	15.00
Wenli	25	25	20	n/a	25	95	14.25
Khalil	25	20	20	20	n/a	85	12.75
Total	100	100	100	100	100	500	

Notes:

- (1) The final mark for each student is obtained by multiplying the (Total Points X project Grade)  $\div$  100.
- (2) A grade of more than 100% will not be awarded, even though it is mathematically possible.
- (3) A student who does not submit a form is deemed to have allocated their points equally.

## Teaching and Learning Practices *(as appropriate)*

### Lectures

Lecture notes are posted on the Courselink site for this course. Students are advised to download and print lecture notes from the Courselink site and bring them to class. It is further advisable to prepare for class by reading the notes and working through any examples.

## Course Resources

## **Required Texts:**

There is no text book for this course. Lecture materials (PowerPoint slides) will be posted on Courselink before each lecture. It is recommended that students print a copy of the lecture slides before each class and annotate the slides with additional materials as necessary.

## **Optional Resources:** (not required)

Hayes, David K. and Miller, Alisha A. (2011), "Revenue Management for the Hospitality Industry", John Wiley and Sons, Inc. ISBN #978-0-470-39308-6.

## **Course Policies**

### **Grading Policies**

The evaluation for this course is back-loaded: 80% of the assignment and examination grades take place after the mid-point of the course (Feb. 27). This is due to the amount of material that must be learned prior to tackling revenue management tactics and strategies.

### **Course Policy on Examinations:**

No computers, phones or other electronic devices are permitted. Students may use a basic (non-programmable) calculator, pencil, eraser and a memory aid during exams. The memory aid consists of ink-on-paper notes (no paste-ups) on both sides of a single sheet of 8.5" X 11" paper.

### **Course Policy regarding use of electronic devices and recording of lectures**

Students are permitted to record my lectures (including labs), and share them freely. Classroom chatter interferes with other students listening and participation, and is disrespectful to the instructor. Students are encouraged to use email, twitter and other social media in class as an alternative to chatter during lectures and labs.

## **University Policies**

### **Academic Consideration**

When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please advise the course instructor in writing, with your name, id#, and e-mail contact. See the academic calendar for information on regulations and procedures for

Academic Consideration:

<http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-ac.shtml>

### **Academic Misconduct**

The University of Guelph is committed to upholding the highest standards of academic integrity and it is the responsibility of all members of the University community, faculty, staff, and students to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from

occurring.

University of Guelph students have the responsibility of abiding by the University's policy on academic misconduct regardless of their location of study; faculty, staff and students have the responsibility of supporting an environment that discourages misconduct. Students need to remain aware that instructors have access to and the right to use electronic and other means of detection. Please note: Whether or not a student intended to commit academic misconduct is not relevant for a finding of guilt. Hurried or careless submission of assignments does not excuse students from responsibility for verifying the academic integrity of their work before submitting it. Students who are in any doubt as to whether an action on their part could be construed as an academic offence should consult with a faculty member or faculty advisor.

The Academic Misconduct Policy is detailed in the Undergraduate Calendar:

<http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08...>

## **Accessibility**

The University of Guelph is committed to creating a barrier-free environment. Providing services for students is a shared responsibility among students, faculty and administrators. This relationship is based on respect of individual rights, the dignity of the individual and the University community's shared commitment to an open and supportive learning environment. Students requiring service or accommodation, whether due to an identified, ongoing disability or a short-term disability should contact the Centre for Students with Disabilities as soon as possible.

For more information, contact CSD at 519-824-4120 ext. 56208 or email [csd@uoguelph.ca](mailto:csd@uoguelph.ca) or see the website: <http://www.csd.uoguelph.ca/csd/>

## **Course Evaluation Information**

Please refer to the [Course and Instructor Evaluation Website](#)

## **Drop date**

The last date to drop one-semester courses, without academic penalty, is **Friday, March 10, 2017**. For regulations and procedures for Dropping Courses, see the Academic Calendar:

<http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08>