HFTM*4250 Revenue Management

Winter 2018

Credit Weight: 0.50

Course Details

Calendar Description

This course provides students with an opportunity to develop and apply their knowledge and skills in revenue management. The objective of the course is to provide students with a solid foundation in revenue management for careers in service industries. The topics that will be covered in this course include principles of revenue management, performance metrics, forecasting, inventory pricing strategies, negotiation strategies, strategic revenue management, restaurant revenue management, and revenue management in the service industries.

Pre-Requisite(s): HTM*3120 or FARE*3310

Co-Requisite(s): None

Restriction(s): Must Be registered in BCOMM:HAFA, BCOMM:HAFA:C or BCOMM:TMGT

Method of Delivery: In-Class

Course Website Access Date: Monday, January 8, 2017

Course Start Date: Monday, January 8, 2017

Class Schedule: Monday and Wednesdays, 1:00 PM – 2:20 PM, MNS 300

Final Exam

There is no final exam in this course.

Instructional Support

Instructor

Mark Holmes

Email: mholme07@uoguelph.ca
Telephone: (519) 824-4120 Ext. 56309
Office: Room 305, MACS Building
Office Hours: Wednesdays 2:30 PM - 4:30 PM, or by appointment

Dr. Mark Holmes is an Assistant Professor in the School of Hospitality, Food and Tourism Management in the College of Management and Economics at the University of Guelph. He teaches revenue management and strategy in both the MBA and undergraduate programs. His research examines the topics of sustainability, diversity, food, wine and restaurants from an interdisciplinary perspective. Drawing on his interest in food and wine, and degrees in business, spatial analysis and environmental studies, he looks to understand how food related businesses utilize sustainable practices.

Learning Resources

Required Textbook

There is no required text book for this course. Given this, lecture materials (PowerPoint slides) and assigned readings will be posted on Courselink before each lecture. It is your responsibility to have printed a copy of the lecture slides before each class and read all readings assigned weekly.

Optional Textbook

Title: Revenue Management for the Hospitality Industry
Author(s): David Hayes and Allisha Miller
Edition / Year: 2011
Publisher: John Wiley and Sons
ISBN: 978-0-470-39308-6 (paperback) or 978-0-470-91318-5 (e-text)

Course Website

CourseLink (powered by D2L's Brightspace) is the course website and will act as your classroom. It is recommended that you log in to your course website every day to check for announcements, access course materials, and review the weekly schedule and assignment requirements.

https://courselink.uoguelph.ca/shared/login/login.html

Learning Outcomes

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

1. Utilize revenue management metrics to measure revenue performance of given examples and cases.
2. Define and practice negotiation strategies and skills.
3. Understand and apply tactical revenue management to a service industry business.
4. Apply revenue maximization strategies to the analysis of case studies.
5. Explain how the revenue management tools can improve the profitability of the operations in the service industry.

Teaching and Learning Activities

Method of Learning

This course will use a combined learning approach: students will be expected to attend class lectures, complete assigned readings and assignments, and work in teams to facilitate response to case studies.

Course Structure

Class	Topics
Monday, January 8	• Introduction to course • Definition and history of revenue management
Wednesday, January 10	• History of Revenue Management (Continued)
Monday, January 15	• Performance metrics • Competitive fair market share and market penetration
Wednesday, January 17	• Utilizing performance metrics • Calculating internal and external benchmarking • Understanding the challenges of revenue performance measurement
Monday, January 22	• Practical revenue management • Forecasting
Wednesday, January 24	• Applying practical revenue management and forecasting
Monday, January 29	• Inventory price strategy • Demand generation • Multi-tiered pricing structures • Dynamic pricing
Wednesday, January 31	• Marketing theories and applicability to revenue management • Displacement analysis
Monday, February 5	• Negotiation skills

Wednesday, February 7	• **Test 1**
Monday, February 12	• Strategic revenue management • Total revenue management
Wednesday, February 14	• Distribution channels • Strategic pricing
Monday, February 19 & 21	• *No Class – Reading Week*
Monday, February 26	• Inventory and price management
Wednesday, February 28	• Application of inventory and price management
Monday, March 5	• Restaurant revenue management • Internal and external measures in restaurants
Wednesday, March 7	• Application of revenue management in the restaurant industry
Friday, March 9	• *Last Day to Drop Classes*
Monday, March 12	• Revenue management in services outside of hotels and restaurants
Wednesday, March 14	• Technology in the revenue management process
Monday, March 19	• Review
Wednesday, March 21	• ***Test 2***
Monday, March 26	• ***Group Project Presentations***
Wednesday, March 28	• ***Group Project Presentations***
Monday, April 2	• ***Group Project Presentations***
Wednesday, April 4	• ***Group Project Presentations***

Assessment

The grade determination for this course is indicated in the following table

Table 1: Course Assessment

Assessment	Weight
Test 1	30%
Test 2	30%
Group Project Paper Submission	25%
Group Project Presentations	15%
TOTAL	**100%**

Group Project Paper Submissions

For this project, you are to work in groups of five or six to research a service sector company to discuss how revenue management is applied. 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
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.

Focusing on the business you have selected to research, The Project will require you to identify how the operation utilizes revenue management, identify areas for improvement given your understanding of revenue management, and provide a plan for how you would implement revenue management going forward. A breakdown of your paper could look like this:

1. Provide a discussion of the business you are reviewing (3 - 5 pages):
    o   Name;
    o   Brief history;
    o   The product/service they sell;
    o   Fit within the seven characteristics of revenue management.
2. Discuss the current target market and revenue management practices employed at the organization (2 - 4 pages).
3. Identify areas that could be improved through the implementation of revenue management (3 - 4 page).
4. Focusing on one of the areas you identified, propose a revenue management strategy that could be implemented. (4 – 5 pages):
    o   Identify the area you will focus on;
    o   Propose the revenue management strategy that you would implement;
    o   Provide a timeline that could be used to implement the revenue management strategy, outlining your role and the role of other people in the organization.

The report should be approximately 20 (plus or minus 2) pages in length.

Note: While exact numbers may be difficult to acquire for this assignment, 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.

Group Project Presentations

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 5 – 6 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.

Course Technologies and Technical Support

CourseLink System Requirements

You are responsible for ensuring that your computer system meets the necessary system requirements. Use the browser check tool to ensure your browser settings are compatible and up to date. (Results will be displayed in a new browser window).
http://spaces.uoguelph.ca/ed/system-requirements/
https://courselink.uoguelph.ca/d2l/systemCheck

Technical Skills

As part of your online experience, you are expected to use a variety of technology as part of your learning:

- Manage files and folders on your computer (e.g., save, name, copy, backup, rename, delete, and check properties);
- Install software, security, and virus protection;
- Use office applications (e.g., Word, PowerPoint, Excel, or similar) to create documents;
- Be comfortable uploading and downloading saved files;
- Communicate using email (e.g., create, receive, reply, print, send, and download attachments);
- Navigate the CourseLink learning environment (the instructions for this are given in your course);
- Access, navigate, and search the Internet using a web browser (e.g., Firefox, Internet Explorer); and
- Perform online research using various search engines (e.g., Google) and library databases.

Course Technologies

CourseLink

Online courses are offered entirely online using CourseLink (powered by D2L's Brightspace), the University of Guelph's online learning management system (LMS). By using this service, you agree to comply with the University of Guelph's Access and Privacy Guidelines. Please visit the D2L website to review the Brightspace privacy statement and Brightspace Learning Environment web accessibility standards.
http://www.uoguelph.ca/web/privacy/
https://www.d2l.com/legal/privacy/
https://www.d2l.com/accessibility/standards/

Technical Support

If you need any assistance with the software tools or the CourseLink website, contact

CourseLink Support.

CourseLink Support
University of Guelph
Day Hall, Room 211
Email: courselink@uoguelph.ca
Tel: 519-824-4120 ext. 56939
Toll-Free (CAN/USA): 1-866-275-1478

Walk-In Hours (Eastern Time):
Monday thru Friday: 8:30 am–4:30 pm

Phone/Email Hours (Eastern Time):
Monday thru Friday: 8:30 am–8:30 pm
Saturday: 10:00 am–4:00 pm
Sunday: 12:00 pm–6:00 pm

Course Specific Standard Statements

Acceptable Use

The University of Guelph has an Acceptable Use Policy, which you are expected to adhere to.

https://www.uoguelph.ca/ccs/infosec/aup

Communicating with Your Instructor

During the course, your instructor will interact with you on various course matters in class and on the course website using the following ways of communication:

- **In-Class:** Your instructor will not only host lectures during class time, but will also provide time for discussion and questions.

- **Announcements:** The instructor will use **Announcements** on the Course Home page to provide you with course reminders and updates. Please check this section frequently for course updates from your instructor.

- **Email:** If you have a conflict that prevents you from completing course requirements, or have a question concerning a personal matter, you can send your instructor a private message by email. The instructor will respond to your email within 48 business hours. When communicating by email, you MUST use your University of Guelph email address, and the subject line should read HTM 4250 – 'Insert your name, First and Last'

- **Office Hours:** Your professor will hold office hours every week, and you are free to just drop in.

Netiquette Expectations

For courses with online environments, the course website is considered the classroom and the same protections, expectations, guidelines, and regulations used in face-to-face settings apply, plus other policies and considerations that come into play specifically

because these courses are online. Inappropriate online behaviour will not be tolerated. Examples of inappropriate online behaviour include:

- Posting inflammatory messages about your instructor or fellow students;
- Using obscene or offensive language online;
- Copying or presenting someone else's work as your own;
- Adapting information from the Internet without using proper citations or references;
- Buying or selling term papers or assignments;
- Posting or selling course materials to course notes websites;
- Having someone else complete your quiz or completing a quiz for/with another student;
- Stating false claims about lost quiz answers or other assignment submissions;
- Threatening or harassing a student or instructor online;
- Discriminating against fellow students, instructors, and/or TAs;
- Using the course website to promote profit-driven products or services;
- Attempting to compromise the security or functionality of the learning management system; and
- Sharing your username and password.

Submission of Assignments to Dropbox

Assignments are required to be submitted electronically via the online **Dropbox** tool, and in hard copy in class. When submitting your assignments using the **Dropbox** tool, do not leave the page until your assignment has successfully uploaded. To verify that your submission was complete, you can view the submission history immediately after the upload to see which files uploaded successfully. The system will also email you a receipt. Save this email receipt as poof of submission.

Be sure to keep a back-up copy of all of your assignments in the event that they are lost in transition. In order to avoid any last-minute computer problems, your instructor strongly recommend you save your assignments to a cloud-based file storage (e.g., Google Docs), or send to your email account, so that should something happen to your computer, the assignment could still be submitted on time or re-submitted.

It is your responsibility to submit your assignments on time as specified on the Schedule. Be sure to check the technical requirements and make sure you have the proper computer, that you have a supported browser, and that you have reliable Internet access. Remember that **technical difficulty is not an excuse not to turn in your assignment on time.** Don't wait until the last minute as you may get behind in your work.

If, for some reason, you have a technical difficulty when submitting your assignment electronically, please contact your instructor or CourseLink Support.

http://spaces.uoguelph.ca/ed/contact-us/

Late Policy

If you choose to submit your individual assignments to the **Dropbox** tool late, the full allocated mark will be reduced by 10% per day after the deadline for the submission of the assignment to a limit of five days at which time access to the **Dropbox** folder will be closed, and you will receive a mark of zero.

Extensions will be considered for medical reasons or other extenuating circumstances. If you require an extension, discuss this with the instructor as soon as possible and well before the due date. Barring exceptional circumstances, extensions will not be granted once the due date has passed. These rules are not designed to be arbitrary, nor are they inflexible. They are designed to keep you organized, to ensure that all students have the same amount of time to work on assignments, and to help to return marked materials to you in the shortest possible time.

Obtaining Grades and Feedback

Unofficial assessment marks will be available in the **Grades** tool of the course website. Your instructor will have grades posted online within 2 weeks of the submission deadline, if the assignment was submitted on time. Once your assignments are marked you can view your grades on the course website by selecting **Grades** from the **Tools** dropdown menu on the navbar. Your course will remain open to you for seven days following the last day of the final exam period.

Final grades will be available at the end of the semester. Students can access their final grade by logging into WebAdvisor (using your U of G central ID).

https://webadvisor.uoguelph.ca

Rights and Responsibilities When Learning Online

The course website is considered the classroom and the same protections, expectations, guidelines, and regulations used in face-to-face settings apply, plus other policies and considerations that come into play specifically because these courses are online.

For more information on your rights and responsibilities when learning in the online environment, visit Rights and Responsibilities.

http://opened.uoguelph.ca/student-resources/rights-and-responsibilities

University Standard Statements

University of Guelph: Graduate Policies

As a student of the University of Guelph, it is important for you to understand your rights and responsibilities and the academic rules and regulations that you must abide by.

Consult the [Undergraduate Calendar](#) for the rules, regulations, curricula, programs and fees for current and previous academic years.

https://www.uoguelph.ca/registrar/calendars/graduate/current/

Email Communication

As per university regulations, all students are required to check their uoguelph.ca e-mail account regularly: e-mail is the official route of communication between the University and its students.

When You Cannot Meet Course Requirements

When you find yourself unable to meet an in-course requirement due to illness or compassionate reasons, please advise your course instructor (or designated person such as a teaching assistant) **in writing**, with your name, ID number and email contact.

Review the Graduate Calendar for information on regulations and procedures for Academic Consideration.

Drop Date

The last date to drop one-semester courses, without academic penalty, is indicated in the Schedule of Dates section of the Undergraduate Calendar. [Undergraduate Calendar](#)

Copies of Out-of-Class Assignments

Keep paper and/or other reliable back-up copies of all assignments: you may be asked to resubmit work at any time.

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 Accessibility Services as soon as possible.

For more information, contact Accessibility Services at 519-824-4120 ext. 56208, email Accessibility Services or visit the Accessibility Services website.

accessibility@uoguelph.ca

https://wellness.uoguelph.ca/accessibility/

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.

The Academic Misconduct Policy is detailed in the Graduate Calendar.

https://www.uoguelph.ca/registrar/calendars/graduate/current/

Copyright

Content within this course is copyright protected. Third party copyrighted materials (such as book chapters and articles) have either been licensed for use in this course, or have been copied under an exception or limitation in Canadian Copyright law.

The fair dealing exemption in Canada's Copyright Act permits students to reproduce short excerpts from copyright-protected materials for purposes such as research, education, private study, criticism and review, with proper attribution. Any other copying, communicating, or distribution of any content provided in this course, except as permitted by law, may be an infringement of copyright if done without proper license or the consent of the copyright owner. Examples of infringing uses of copyrighted works would include uploading materials to a commercial third party web site, or making paper or electronic reproductions of all, or a substantial part, of works such as textbooks for commercial purposes.

Students who upload to CourseLink copyrighted materials such as book chapters, journal articles, or materials taken from the Internet, must ensure that they comply with Canadian Copyright law or with the terms of the University's electronic resource licenses.

For more information about students' rights and obligations with respect to copyrighted works, review Fair Dealing Guidance for Students.

http://www.lib.uoguelph.ca/sites/default/files/fair_dealing_policy_0.pdf

Plagiarism Detection Software

Students should be aware that faculty have the right to use software to aid in the detection of plagiarism or copying and to examine students orally on submitted work. For

students found guilty of academic misconduct, serious penalties, up to and including suspension or expulsion from the University can be imposed.

Recording of Materials

Presentations which are made in relation to course work—including lectures—cannot be recorded or copied without the permission of the presenter, whether the instructor, a classmate or guest lecturer. Material recorded with permission is restricted to use for that course unless further permission is granted.