



USAID | **ARMENIA**
FROM THE AMERICAN PEOPLE

ENTERPRISE DEVELOPMENT AND MARKET COMPETITIVENESS (EDMC)

**REPORT ON HOSPITALITY & TOURISM CURRICULUM ASSESSMENT AND
DEVELOPMENT FOR EDUCATIONAL INSTITUTIONS IN ARMENIA**

November 7, 2012.

This document was produced for review by the United States Agency for International Development. It was prepared by the USAID Enterprise Development and Market Competitiveness Project implemented by The Pragma Corporation and its partners.

ENTERPRISE DEVELOPMENT AND MARKET COMPETITIVENESS PROJECT

REPORT ON HOSPITALITY & TOURISM CURRICULUM ASSESSMENT AND DEVELOPMENT FOR EDUCATIONAL INSTITUTIONS IN ARMENIA

NOVEMBER 7, 2012

Contract Number: AID-111-C-11-00001

USAID COTR: Diana Avetyan

Acting Chief of Party: John Downes

Developed by: Mahmood Khan

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

Table of Contents

Objectives	4
Tasks Accomplished.....	4
Curriculum Assessment	5
Basic Constituents of Hospitality & Tourism programs	6
Bachelor's Degree in Hospitality & Tourism Management	6
Essential Components	7
Academic time Table	7
Typical Hospitality & Tourism curriculum	7
Track 1. Hospitality and Tourism Emphasis	10
Track 2. Tourism Emphasis	11
Course Descriptions	12
Course Syllabus	
Introduction to Hospitality and Tourism Management	16
Introduction to Service Management	20
Catering Management	24
Purchasing, Production, and Management for Food Operations	28
Introduction to Travel and Tourism Management	32
Financial Management and Cost Control for Hospitality Organizations	36
Socio-Cultural Impacts of Tourism	40
Events Management	44
Hospitality Marketing Management	48
Purchasing, Production, and Management for Food Operations	52
Introduction to Meetings and Convention Management	56
Lodging Management	60
Human Resources Management in the Hospitality Industry	64
Business Policy and Strategy	68
Private Club Management	72
Tourism Analysis	76
Revenue Management	80
Winery Tourism	84
Examples of Graduate Degree Programs [M.S.&MBA], Courses and Syllabi	88
Graduate Courses Currently Offered in Hospitality & Tourism Management	89
Course Syllabus of Graduate Level Courses for M.S. and MBA Programs	91

Marketing Policy and Strategy	91
Franchising in Hospitality Management	95
International Services Management	99
International Marketing Strategy	104
MBA Program with emphasis in Hospitality and Tourism Management	109
American University of Armenia Extension (AUE-E) courses	110
Food and Beverage Management	110
Destination and Resort Marketing	111
From B&B to Restaurant and Hotel Management	113
Sales and Service Management	114
Principles of Event Management	115
Food Safety Management	116
Business Entrepreneurship Capstone	117

Objectives

The objectives of this report are to provide:

1. An assessment of the curriculum offered by selected institutions in Armenia offering hospitality and tourism management programs.
2. Recommendations and a listing of possible courses and syllabi within the existing curriculum that will enhance the educational outcome in line with the current trends in hospitality education and industry.
3. Course contents for selected extension courses to be offered by the American University of Armenia.

In order to achieve the abovementioned objectives the following tasks were completed.

Tasks Accomplished

- (a) Visited Russian Armenian Slavonic University on Oct 16th and met with the Head of the Tourism Chair Mr. A. Danilyan. Discussed curriculum issues with him and planned for arranging a presentation to the faculty and students.
- (b) Visited Armenian State University of Economics on Oct 16th and met with Ms. N. Shahnzarayn and other faculty members. An overall description of the curriculum and industry linkages was provided by the faculty. Further discussion involved development of an agenda for presentation to faculty and students during this visit. Also discussed the need for faculty and student exchanges.
- (c) Visited American University of Armenia on Oct 17th and met with Dr. Arpie G. Balian, Director of the Extension at the University. The discussion focused on extension programs offered by the University. Dr. Balyan provided a list of suggested extension courses related to Tourism and Hospitality program and needed help in developing contents for those courses. She also wanted a critical assessment of the listed courses related to their suitability as extension offerings.
- (d) Visited European Regional Academy and met with the Head of the Tourism Chair, Mr. G. Manukyan on Oct 17th. Discussed the current courses and curricula offered within the hospitality and tourism management program.
- (e) Visited Armenia Travel and met with Ms. Marina Kpryan, President and Dr. Nina Dadayan, Head of Incoming Department on Oct 22, 2012 and discussed how mutual collaboration can take place between their business and universities offering tourism/hospitality management programs. Various possible suggestions were discussed in this meeting.
- (f) Visited Ararat Restaurant on Oct 22, 2012. Discussed the possibility of collaboration between tourism/hospitality universities with Mr. Tigran Karapetyan, director of the restaurant and the American Dance Show. The importance of

training was emphasized by Mr. Karapetyan particularly at the lower levels of management.

- (g) Visited Ararat Hotel and met with Ms. Gayane Ghardyan, Commercial Director of the Corporation and the General Manager of the Hotel. The meeting focused on the collaboration with educational institutions and related activities. The manager emphasized the need and importance of training programs both at the lower level as well as the management level.
- (h) Visited Congress Hotel and met with Ms. Chiara Figini, General Manager at the Congress Hotel as well as the Golden Tulip Hotel. She was very appreciative of the programs being offered and stressed the need to have training programs at different levels. She assured future support for any educational programs and her willingness to help educational institutions.

Curriculum Assessment

Based on the visits to the educational institutions, meeting with faculty at respective institutions, discussions with industry professionals (tour operators, restaurant managers, and hotel managers), and informal meetings with professionals at the United Nations WTO conference, the following observations were made:

1. The hospitality and tourism management programs are based on traditional models with very little flexibility.
2. The curriculum focus is very broad providing limited concentration on subject matter that deals with hospitality and tourism management.
3. Students and faculty had very limited exposure to current developments and trends in the hospitality and tourism management.
4. There was a desire to further strengthen the curriculum and need to overhaul the current offerings.
5. Laboratory facilities to offer practical applications for restaurant or hotel operations are almost non-existent.
6. Students do get exposure to hospitality businesses by internships and job experiences. However these opportunities are limited and not supervised or concentrated for providing specific skills.
7. Faculty and students are interested and eager to benefit from any enhancement that can be recommended to the existing curriculum.
8. There is a wide gap between the hospitality industry and academia. Industry professionals are unaware of the existence of hospitality programs.
9. There are limited faculty or student exchanges between other national or international hospitality programs.

10. Students avail of opportunities to attend extracurricular academic activities as witnessed by their overwhelming presence at seminars and tourism conference.
11. Hospitality industry personnel are willing to support academic ventures and would like to have a joint meeting with academia involved in hospitality and tourism education.
12. An overwhelming demand from the industry personnel was related to the need for training programs at line, supervisory and management levels. The desire for availing from certification programs was evident from the fact that some travel to other countries to attend such training sessions.

Basic Constituents of Hospitality and Tourism Programs

Hospitality and Tourism academic degree or diploma programs represent a relatively new discipline which is rapidly growing worldwide due to the demand for trained professionals by the hospitality industry. These programs represent applied business discipline utilizing a unique combination of arts and science courses. Irrespective of the origin and nomenclature these programs are heavily people oriented, thereby utilizing all learning components: (a) knowledge, (b) skills and (c) attitude.

The description of curriculum and syllabi are based on the programs offered at Virginia Tech, which is among the top ranked programs in the United States. Also this curriculum was designed after assessing programs offered at other major universities and consultation from the industry professionals. The curricula in many universities mirror each other with minor changes based on the areas of specialization.

All of the above mentioned factors were considered in recommending the curriculum for institutions in Armenia. Enough flexibility is built into the suggested listing of courses to suit the currently offered programs. However since these curricula are subject to pretesting and possible changes based on the local needs and demands.

Bachelors' Degree in Hospitality & Tourism Management

This degree can be Bachelor of Science (B.S.) or Bachelor of Arts (B.A.) and can also include concentration courses. The three main areas that can be emphasized include (a) Food Service; (b) Lodging; and (c) Tourism. Based on the emphasis of the program, the degrees/diplomas can be titled either Tourism & Hospitality Management; Hospitality & Tourism Management; or any combination of the terminology. The courses and syllabus listed in this report are given as example and changes can be made depending on whatever is feasible. Therefore, equivalent courses can be replaced without changing the suggested matrix.

Ideally, any program should have a mix of general education, science, and business courses within Hospitality or Tourism curriculum. In addition, hands-on experience and internships/field studies/study abroad should be included in order to provide rich experience in the area of specialization. Special emphases should be on developing leadership, communication, decision making, problem solving and ethics. Emphasis on global or international issues is important for hospitality and tourism students. Also it is highly advisable for students to learn foreign language(s) whenever it can fit into the program. The intent should be to provide information that will make students grow and develop into a professional, well rounded, world citizen.

Essential Components

The selection, placement, and sequencing of courses should include the following essential competency areas irrespective of whichever major is pursued. These are core functional areas which are essential for any hospitality or tourism management. They are:

1. Operations
2. Strategy
3. Marketing
4. Finance
5. Human Resources
6. Research & Development

Core courses selected should address at least one of the functional areas within the courses included in the curriculum. The courses then should be supplemented by elective courses.

Academic Time Table

Suggested coursework listed here is based on semester system, assuming that a student will graduate with a B.S. or B.A. degree within four years. One semester is based on 15 weeks with each course carrying 3 credits. One credit is worth one hour of class lecture time. Thus $15 \times 3 = 45$ hours of class lecture time will be needed per semester for each course. The numbering sequence can vary according to the institutional norms, however, the most common way of course numbering is as follows: (a) the first three alphabets denote the major area of study such as HTM (Hospitality & Tourism Management) followed by four numbers such as 1554, wherein the first number denotes the year (first year in this example), the succeeding numbers can be used for designating course level or concentration.

Typical Hospitality & Tourism curriculum

As an example, typical flow of courses in a four year degree program is listed below. This is the pattern followed by Virginia Tech's Hospitality & Tourism Management program.

Freshman [First Year]

During first year students normally take general courses and basic level courses in different departments. Each course is 3 credit hours and courses listed below have to be taken and the rest filled from other courses offered at the University. It should be noted that due to tight schedule of courses there is very limited choice available for selecting other non-required courses. However limited, there are choices available for students to select courses they like irrespective of the area of concentration.

Students select 30 semester hours during their first year of studies including the following required courses:

Introduction to Business Information Systems
Communication Skills or Any Language ENGL
Elementary Calculus with Matrices
Scientific Reasoning and Discovery

Introduction Psychology or Sociology
Social Science
Introduction to Hospitality & Tourism Management

Sophomore [Second year]

Students select 33 semester hours during their second year of studies including the following required courses:

Principles of Accounting
Quantitative Methods
Society and Human Behavior
Principles of Economics
Ideas, Cultural Traditions and Values
Introduction to Service
Public Speaking or any other communication course
Travel & Tourism Management

Junior [Third year]

Students select 31 semester hours during their third year of studies including the following required courses:

Introduction to Finance
Production and Operations Management
Hospitality Purchasing, Production and Management
Legal Environment in Business
Management Theory & Leadership Practice
Marketing Management
Lodging Management
Financial Management & Cost Control
Hospitality Organizations
Electives

Senior [Fourth year]

Students select 31 semester hours during their fourth year of studies including the following required courses:

Field Study or Internship (taken during summer)
Business Policy & Strategy
Food and Beverage Management
Human Resources Management in Hosp Industry
Hospitality Marketing Management
Electives

Total Credit Hours required for graduation = 126

List of Electives

One of the most distinctive characteristics of the hospitality and tourism management programs is the extent to which electives can be added to enrich the academic offerings. Based on the location of the program as well as the specialization of the faculty these courses can be added. For example, heritage tourism, franchising, medical tourism, rural tourism, culinary arts, cakes and pastries, religious tourism, history of museums, amusement parks, attractions, etc. can be added to enrich the program. This should be seriously considered in any program specializing in the hospitality and tourism area. Electives currently offered by Virginia Tech include the following:

Hospitality Sales
Catering
Meetings & Convention Management
Private Club Management
Hospitality Facilities Planning
Socio-cultural Impacts of Tourism
Tourism Analysis
Study Abroad
Event Management
Winery Tourism
World Geography
Hospitality Design

Field Studies/Internships (at least 600 clock hours)

Field Studies or Internships are important part of hospitality and tourism management education. This is an opportunity for students to get firsthand knowledge about the industry and will help in their professional development. Positions selected should provide operations and management skills. This should be a supervised experience and should be at a position/business which will help in the application of theoretical knowledge received in the class room. This can be completed in one or two summers and should involve working preferably at two different positions. Institutions are well served by having ongoing relationships with different segments of the industry so that students can select internships in the area of future career pursuits.

Considering the above listed information and important constituents of any hospitality and tourism program the following curriculum is recommended for consideration by schools and universities in Armenia. As indicated earlier this pattern is suggested, but it should be blended with some of the courses that are currently offered. Therefore the suggested curriculum is for last two years of studies, giving enough opportunities to offer mandated courses in the first two years of studies. This would include the language and other courses in humanities. Considering that some programs have emphasis on tourism and some on hospitality, two tracks (a) hospitality and tourism management and (b) tourism are recommended.

TRACK 1. HOSPITALITY AND TOURISM EMPHASIS

Course Title	Term	Credit Hours
Introduction to Hospitality & Tourism Management	First	3
Introduction to Service Management	First	3
Introduction to Catering	First	3
Purchasing, Production, and Management for Food Operations	First	3
Other course requirement [local]	First	TBD
Introduction to Travel & Tourism Management	Second	3
Financial Management & Cost Controls	Second	3
Socio-cultural Impact of Tourism	Second	3
Events Management	Second	3
Other course requirement [local]	Second	TBD
Internship or Field Studies	Summer	At Least 300 hrs
Hospitality Marketing Management	Third	3
Food & Beverage Management	Third	3
Introduction to Meetings and Convention Management	Third	3
Lodging Management	Third	3
Other course requirement [local]	Third	TBD
Human Resources in Hospitality Management	Fourth	3
Business Policy & Strategy	Fourth	3
Elective [Select from the list]	Fourth	3
Hospitality & Tourism Project [thesis]	Fourth	6
Internship or Field Studies	Summer	At Least 300 hrs
<u>Elective Courses</u>		
Tourism Analysis		
Private Club Management		
Winery Tourism		
Other elective courses [Languages, Independent Studies, Research]		
TBD – To Be Decided		

TRACK 2. TOURISM EMPHASIS

Course Title	Term	Credit Hours
Introduction to Hospitality & Tourism Management	First	3
Introduction to Service Management	First	3
Socio-cultural Impact of Tourism	First	3
Elective [Select from the list]	First	3
Other course requirement [local]	First	TBD
Introduction to Travel & Tourism Management	Second	3
Human Resources in Hospitality Management	Second	3
Tourism Analysis	Second	3
Elective [Select from the list]	Second	3
Other course requirement [local]	Second	TBD
Internship or Field Studies	Summer	At Least 300 hrs
Hospitality Marketing Management	Third	3
Events Management	Third	3
Meetings and Convention Management	Third	3
Elective [Select from the list]	Third	3
Other course requirement [local]	Third	TBD
Financial Management and Cost Control	Fourth	3
Winery Tourism	Fourth	3
Elective [Select from the list]	Fourth	3
Tourism Project [thesis]	Fourth	6
Internship or Field Studies	Summer	At Least 300 hrs
<u>Elective Courses</u>		
Introduction to Catering		
Private Club Management		
Food & Beverage Management		
Purchasing, Production, and Management		
Lodging Management		
Other elective courses [Languages, Independent Studies, Research]		

The catalog description of the listed courses is listed against the courses. These are given as examples from what is now listed by Virginia Tech and given here as examples. Based on the requirements of the respective schools and universities these can be modified. If there are no such

catalog descriptions offered, it is highly recommended that those should be developed and made available to students. This is a good way students would be able to decide which courses to select. In addition, it will be a way of exposing the interesting aspects of the courses being offered.

It should be noted that some of these courses are already being offered by schools and universities in Armenia. Since during this visit it was not possible to review course descriptions or syllabi, it is recommended that those descriptions and titles be replaced by the ones that are being offered, if desired.

Course Descriptions

Introduction to Hospitality and Tourism Management

This course provides an overview of the entire hospitality and tourism industries emphasizing on the scope forms of organization, and professional opportunities.

Purchasing, Production and Management

This course deals with purchasing, preparation and management as it relates to a commercial food service operation. It deals with quantity food preparation in a laboratory.

Financial Management and Cost Control for Hospitality Organizations

The application of accounting, finance and cost control principles to hospitality industry organizations. The focus of this course is to provide future food service and lodging organization managers with the ability to handle the unique problems regarding financial analysis and cost control in this industry.

Lodging Management

Organization, function, and management of lodging operations. Current issues and management challenges in the lodging industry. Applications of revenue management to lodging systems.

Food and Beverage Management

Organization, administration and operation of food service operations. Opportunity is provided for administration of the departmental table service restaurant. Course should be taken senior year.

Hospitality Marketing Management

Application of marketing principles and practices for the specialized needs of the hospitality industry.

Human Resources Management in the Hospitality Industry

An overview of the concepts of human resources management as applied to the specific environments within the hospitality industry.

Field Studies

Students receive supervisory internship experience or placement in management training positions. A total of 300 to 600 clock hours of experience is desirable. The assignment should be based on careful selection of businesses that are capable of supervising as well as helping student learn while they are working at different systematically planned positions.

Business Policy and Strategy

This course deals with developing business policy and strategy as it pertains to hospitality industry.

Hospitality Sales

Students will learn through class discussion and practical application how to establish a working hotel sales office system. Concepts addressed include developing, product knowledge, seeking out prospects, applying selling techniques and improving communication skills.

Catering Management

Concepts of management related to the effective organization and operation of food service organizations within a framework involving menu planning, type of service, customer relations and production/service techniques in catering situations.

Introduction to Travel and Tourism Management

A survey of travel and tourism internationally with focus on terminology, demographics, and financial significance. Related trends in the travel and tourism will be emphasized.

Introduction to Service Management

An overview of the service industries, history, current status, and future trends. Emphasizes the unique characteristics and operations of service organizations.

Introduction to Meetings and Convention Management

General overview designed to provide students with information about meetings and convention planning and the industry and define activities of key participants.

Study Abroad

A course that offers travel abroad experiences combined with intense teaching in a controlled setting.

Private Club Management

Develop an understanding of the private club sector of the hospitality industry. Topic areas are divided into club fundamentals, revenue-generating operations within clubs and support functions/departments of club operations. Junior standing as well as background courses in basic financial management are suggested.

Special Topics in Hospitality and Tourism Studies

Variable content that addresses timely and complex issues of the hospitality and tourism industry from a variety of disciplines or intellectual domains. This course provides students with knowledge that is not formally part of the curriculum.

Legal Aspects of Hotel, Restaurant and Institutional Management

Examination of laws and regulations which exert control on the food service, tourism, and lodging industry. The focus of the course is preventive legal management with major emphasis placed upon recent litigation.

Tourism Analysis

Designed to acquaint students with different aspects of tourism, including spatial patterns of leisure travel, tourism flow models, demand-supply interaction, attractiveness of destination, and assessment of tourism potential, analysis of tourism supply, tourist market analysis, and allocation of resources.

Hospitality & Tourism Research Methods

An introduction to various research methods and techniques, which would be most appropriate in the analysis of problems in the hospitality field.

Hospitality Facilities Planning and Management

Layout and design for efficient management of hospitality facilities. Organization and management of a facilities maintenance system and preventive maintenance and energy management programs.

Socio-Cultural Impacts of Tourism

A study of both historic and current socio-cultural impacts of tourism on family, community, culture, government, and the environment. The course examines the ways in which tourism has both affected and been affected by modern society worldwide.

Events Management

Designed to acquaint students with organizational functions necessary for producing special events, as well as analyzing the factors that influence an event's success, such as organizational structure, risk management and the impact of tourism activity.

Winery Tourism

The course focuses on the role of wine and wineries in tourism, wine marketing and management in the hospitality industry, and examines the components of a winery. Wine tasting and assessment of quality are learning parameters.

Hospitality Management Policy

Integrates business principles and practices related to hospitality management. Cases involving hospitality industry organizations are analyzed extensively.

Revenue Management

Examines revenue management issues as they relate to the lodging and foodservice industries. Application of the theoretical concepts to hospitality organizations.

The following course syllabi are provided for courses that are listed in the recommended curriculum. Course contents were modified to provide the most essential aspects that should be included in each syllabus. These templates can be used for introducing new courses.

University's Name/Logo

Syllabus for INTRODUCTION TO HOSPITALITY AND TOURISM MANAGEMENT Course

Course Title: Introduction to Hospitality & Tourism
Management

Time:

Instructor:

Office Hours:

E-mail:

Phone:

Course Description:

This course provides an overview of the entire hospitality and tourism industries emphasizing on the scope, forms of organization, and professional opportunities.

Prerequisite:

None

Course Objective:

The objectives of this course is to:

- Provide an introduction to the hospitality and tourism industry
- Introduce segments of the industry; their similarities and differences.
- Develop an understanding of management's role within the industry.
- Introduce students to professions within the hospitality industry.
- Develop student's interest in the hospitality and tourism industry.

This is an introductory course in hospitality and tourism management and it will be assumed that the student has little or no knowledge of the industry. Therefore, the purpose of this course is to give an overview of as many aspects of the discipline as possible.

Course Resources

Textbook: Walker, J. Introduction to Hospitality, Prentice Hall, 2013.

Readings: Will be assigned separately each week before the class session.

Topics and Assignments

[The following schedule is flexible. Any changes will be announced in class and/or confirmed by e-mail. Changes will be made to accommodate professional presentations and special needs. Any classes missed due to inclement weather or other valid reasons will be made up]

Date	Topic	Assignments (to be prepared before class)
	Welcome Introduction	
	Hospitality Business	
	Tourism	
	Restaurant Business	
	Special Events	
	Managed Services	Exam 1.
	Restaurant Operations	
	Hotels & Lodging Services	
	Meetings	
	Hospitality Research	Exam 2
	Beverages	
	Recreation and Resorts	
	Gaming	
	Hotel Environment	Exam 3
	Leadership and management skills	
	Student Presentations	

Course Work

i. Class Participation/Assignments [20%]

This course relies heavily on class discussion that is based in large part on the assigned readings. To further encourage this discussion, a class participation grade will be allotted to each student based on his or her **active, positive** and **consistent** participation. This may include in-class assignments involving small group work or problem-solving related to the readings and lectures, short homework assignments that require reflective thinking and/or current events research on a specific topic. Consistent and exemplary participation that could include a student discussion of current events and how they may play a part in the socio-cultural impacts of tourism, personal experiences both as a tourist and as a host will be highly desirable.

ii. Individual/Group Written Cases [20 %]

Individual assignments will be given or Groups will be formed in the beginning of the session and students will be required to write two analyses of the assigned cases. These assignments are intended to elicit a more thorough and polished analyses than what is used during class discussions. Also these assignments will facilitate teamwork and sharpen writing/presentation skills. Quality and quantity of the contributions of group members will be considered in final grading. Strong contributions and competitiveness of groups are highly encouraged.

iii. Exams [60%]

There will be three exams on the dates mentioned on the assigned textbook chapters. In addition to questions from assigned chapters, materials from lecture will also be included.

Course Policies

Honor Code. All aspects of your work for this course are governed by Honor Code. Any violations will be duly reported. You should pay special attention to the requirements of the Honor Code. Be sure to clearly distinguish your ideas from those of others. If you are using quotes or references, provide that information clearly. For cases, do not use any other information than what is provided in the cases. Be sure that you do not use any material that does not belong to you.

Class Preparation. Read all assigned textbook chapters and other assigned readings prior to the class period and come prepared to discuss. The quality of class discussion will depend on preparation, so it is highly desirable that for both individual and group presentations adequate preparation be done before the class time.

Missed and Late Assignments. Points will be deducted for missed and late assignments. Any valid reasons for missing a class or for late submissions should be approved in advance. Each situation will be judged on the basis of circumstances.

E-mail. Feel free to contact by e-mail. Also you may be contacted by e-mail frequently and you should check your e-mail for important information related to this class. This may include changes and other pertinent information.

Grading. Grading scales used for this course are A (93+); A- (90-92); B+ (87-89); B (83-86); B- (80-82); C+ (77-79); C (73-76); C- (70-72); D+ (67-69); D (63-66); D- (60-62); F (59 or Less). Requests for re-evaluation of a grade or assignment must be made in writing giving reasons.

Special Needs. If you need adaptations or accommodations because of a disability (learning disability, attention deficit disorder, psychological, physical, etc.), if you have emergency medical information to share with me, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible. My office location is listed on the first page of this syllabus.

Changes. Although all possible effort will be made to stick to the contents of this syllabus, it may be necessary to make changes due to unavoidable circumstances and/or at the discretion of the instructor. Assigned dates are tentative and will depend on the length of lectures and discussions. Extra class timings may be assigned based on circumstances.

University's Name/Logo

Syllabus for INTRODUCTION TO SERVICE MANAGEMENT Course

Course Title: **Introduction to Service Management**
Time:
Instructor:
Office Hours:
E-mail:
Phone:

Course Description:

An overview of the service industries, history, current status, and future trends. Emphasizes the unique characteristics and operations of service organizations.

***Prerequisites:* Any student, who has not completed this requirement and remains in this course without the consent of the Program Director or the Department Head, may be dropped from the course with or without penalty.**

Course Objectives

By the end of this course student should be able to:

- Develop an understanding of service.
- Understand the importance of service.
- Introduce traditional service functions.
- Provide an overview of the characteristics of service industries.
- Provide an understanding of the nature of service in the hospitality and tourism field, and the responsibilities and activities of managers on a national and international basis.
- Help students expand opportunities in the international marketplace.
- Expand opportunities for students to learn from practical exercises and understand the managerial service style and philosophy.

Course Resources

Textbook: Noe, Francis, Uysal, Muzzafer, & Vincent Magnini (2010). Tourist Customer Satisfaction: An Encounter Approach; London: Routledge.

Readings: Will be assigned separately each week before the class session.

Topics and Assignments

[The following schedule is flexible. Any changes will be announced in class and/or confirmed by e-mail. Changes will be made to accommodate professional presentations and special needs. Any classes missed due to inclement weather or other valid reasons will be made up]

Date	Topic	Assignments (to be prepared before class)
	Introduction to Service	
	Different types of Services	
	Overview of the Service Industries	
	Good and Bad Service	
	Customer Expectations	
	Providing Efficient Service to meet Customer Expectations	Exam 1.
	Characteristics of Service: Intangibility	
	Characteristics of Service: Heterogeneity	
	Characteristics of Service: Perishability	
	Characteristics of Service: Simultaneous production and consumption	Exam 2
	Styles of Service	
	Tourists Expectation and Service	
	Training for providing service	
	Difference between good service and bad service	Exam 3
	Student Presentations	

Course Work

Class Participation/Assignments [20%]

Class sessions will comprise of a combination of lecture and discussions related to food safety and quality issues as well as analyses of cases. Some of the best learning can result from class discussions and will make understanding of concepts easier and interesting.

Individual/Group Written Cases [20 %]

Individual assignments will be given or Groups will be formed in the beginning of the session and students will be required to write two analyses of the assigned cases. These assignments are intended to elicit a more thorough and polished analyses than what is used during class discussions. Also these assignments will facilitate teamwork and sharpen writing/presentation skills. Quality and quantity of the contributions of group members will be considered in final grading. Strong contributions and competitiveness of groups are highly encouraged.

Exams [60%]

There will be three exams on the dates mentioned on the assigned textbook chapters. In addition to questions from assigned chapters, materials from lecture will also be included.

Course Policies

Honor Code. All aspects of your work for this course are governed by Honor Code. Any violations will be duly reported. You should pay special attention to the requirements of the Honor Code. Be sure to clearly distinguish your ideas from those of others. If you are using an quotes or references, provide that information clearly. For cases, do not use any other information than what is provided in the cases. Be sure that you do not use any material that does not belong to you.

Class Preparation. Read all assigned textbook chapters and other assigned readings prior to the class period and come prepared to discuss. The quality of class discussion will depend on preparation, so it is highly desirable that for both individual and group presentations adequate preparation be done before the class time.

Missed and Late Assignments. Points will be deducted for missed and late assignments. Any valid reasons for missing a class or for late submissions should be approved in advance. Each situation will be judged on the basis of circumstances.

E-mail. Feel free to contact by e-mail. Also you may be contacted by e-mail frequently and you should check your e-mail for important information related to this class. This may include changes and other pertinent information.

Grading. Grading scales used for this course are A (93+); A- (90-92); B+ (87-89); B (83-86); B- (80-82); C+ (77-79); C (73-76); C- (70-72); D+ (67-69); D (63-66); D- (60-62); F (59 or Less). Requests for re-evaluation of a grade or assignment must be made in writing giving reasons.

Special Needs. If you need adaptations or accommodations because of a disability (learning disability, attention deficit disorder, psychological, physical, etc.), if you have emergency medical information to share with me, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible. My office location is listed on the first page of this syllabus.

Changes. Although all possible effort will be made to stick to the contents of this syllabus, it may be necessary to make changes due to unavoidable circumstances and/or at the discretion of the instructor. Assigned dates are tentative and will depend on the length of lectures and discussions. Extra class timings may be assigned based on circumstances.

University's Name/Logo

Syllabus for **CATERING MANAGEMENT** Course

Course Title: **Catering Management**
Time:
Instructor:
Office Hours:
E-mail:
Phone:

Course Description:
Concepts of management related to the effective organization and operation of food service organizations within a framework involving menu planning, type of service, customer relations and production/service techniques in catering situations.

Prerequisite:
None

Course Objective:

This course introduces students to the fundamentals of catering, special events and sales in the hospitality industry. Discussion will include the various venues in which catering services can be offered, and present an overview of the functions, processes, and control found in successful catering operations. Other relevant topics such as contracts, checklists, legal considerations, staffing and training, food production, and sanitation will be included. The class is presented utilizing a total business approach to opening and operating a successful catering operation. This course is project driven and will require creative and independent work.

Upon completion of this course, the student will be able to demonstrate an informed understanding of catering management that includes:

- Different styles of catering operations.
- How to develop a catering business.
- Catering menu development and design
- Pricing methods and cost percentages
- Basic catering financials
- Operational controls for catering
- Human relations (employees and customers)
- Catering marketing and sales contracts.

Course Resources

Textbook: Bruce Mattel & the Culinary Institute of America (2008). *Catering: A guide to managing a successful business operation*. John Wiley & Sons, Inc.

Readings: Will be assigned separately each week before the class session.

Topics and Assignments

[The following schedule is flexible. Any changes will be announced in class and/or confirmed by e-mail. Changes will be made to accommodate professional presentations and special needs. Any classes missed due to inclement weather or other valid reasons will be made up]

Date	Topic	Assignments (to be prepared before class)
	Introduction & Syllabus Review	Web Site Review
	Catering Overview	Web Site Review
	Starting a Catering Business	Web Site Review
	Pricing and Controls	
	Kitchens and Equipment	Web Site Review
	Staffing and Human Capital	Web Site Review
	Exam 1.	Web Site Review
	Marketing and Sales	Web Site Review
	Event Planning	
	Services	Web Site Review
	Exam 2.	Web Site Review
	Food Preparation	
	Dining Room Management	
	Beverages	Web Site Review
	Final Project	Web Site Review
	Final Exam	

Course Work

Class Participation/Assignments [20%]

This course relies heavily on class discussion that is based in large part on the assigned readings. This may include in-class assignments involving small group work or problem-solving related to the readings and lectures, short homework assignments that require reflective thinking and/or current events research on a specific topic. Consistent and exemplary participation that could include a student discussion of current events and how they may play a part in the socio-cultural impacts of tourism, personal experiences both as a tourist and as a host will be highly desirable.

Individual/Group Written Cases [20%]

Individual assignments will be given or Groups will be formed in the beginning of the session and students will be required to write two analyses of the assigned cases. These assignments are intended to elicit a more thorough and polished analyses than what is used during class discussions. Also these assignments will facilitate teamwork and sharpen writing/presentation skills. Quality and quantity of the contributions of group members will be considered in final grading. Strong contributions and competitiveness of groups are highly encouraged.

Exams [60%]

There will be three exams on the dates mentioned on the assigned textbook chapters. In addition to questions from assigned chapters, materials from lecture will also be included.

Course Policies

Honor Code. All aspects of your work for this course are governed by Honor Code. Any violations will be duly reported. You should pay special attention to the requirements of the Honor Code. Be sure to clearly distinguish your ideas from those of others. If you are using quotes or references, provide that information clearly. For cases, do not use any other information than what is provided in the cases. Be sure that you do not use any material that does not belong to you.

Class Preparation. Read all assigned textbook chapters and other assigned readings prior to the class period and come prepared to discuss. The quality of class discussion will depend on preparation, so it is highly desirable that for both individual and group presentations adequate preparation be done before the class time.

Missed and Late Assignments. Points will be deducted for missed and late assignments. Any valid reasons for missing a class or for late submissions should be approved in advance. Each situation will be judged on the basis of circumstances.

E-mail. Feel free to contact by e-mail. Also you may be contacted by e-mail frequently and you should check your e-mail for important information related to this class. This may include changes and other pertinent information.

Grading. Grading scales used for this course are A (93+); A- (90-92); B+ (87-89); B (83-86); B- (80-82); C+ (77-79); C (73-76); C- (70-72); D+ (67-69); D (63-66); D- (60-62); F (59 or Less). Requests for re-evaluation of a grade or assignment must be made in writing giving reasons.

Special Needs. If you need adaptations or accommodations because of a disability (learning disability, attention deficit disorder, psychological, physical, etc.), if you have emergency medical information to share with me, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible. My office location is listed on the first page of this syllabus.

Changes. Although all possible effort will be made to stick to the contents of this syllabus, it may be necessary to make changes due to unavoidable circumstances and/or at the discretion of the instructor. Assigned dates are tentative and will depend on the length of lectures and discussions. Extra class timings may be assigned based on circumstances.

University's Name/Logo

Syllabus for PURCHASING, PRODUCTION AND MANAGEMENT FOR FOOD OPERATIONS Course

Course Title: **Purchasing, Production, and Management for Food Operations**

Instructor:
Office Hours:
E-mail:
Phone:

Course Description:

This course deals with purchasing, preparation, and management as it relates to a commercial food service operation. It deals with quantity food preparation in a laboratory.

Prerequisite:

Students must have certificate of completing food safety ServSafe before they can enroll in this course.

Course Objective:

By the end of this course student should be able to:

- Recognize different processes in foodservice production
- Identify the microorganisms that can result in food safety problems
- Understand all processes that are involved in food production
- Recognize the key elements of the success of food service operations
- Understand the role of each system within food service operations.
- Explore how the various aspects of production and service to the customers
- Assess the needs of different types of menu items in different food service operations.

Course Resources

Textbook: Khan, M. Concepts of Food Service Operations and Management, John Wiley & Sons and ServSafe Manager, Prentice Hall, New Jersey.
Ronbauer, Becker & Becker. Joy of Cooking. ISBN#: 9780743246262

Readings: Will be assigned separately each week before the class session.

Topics and Assignments

[The following schedule is flexible. Any changes will be announced in class and/or confirmed by e-mail. Changes will be made to accommodate professional presentations and special needs. Any classes missed due to inclement weather or other valid reasons will be made up]

Date	Topics	Assignments (to be prepared before class)
	Introduction to food service management	
	Different types of food services: Commercial and Non-commercial	
	Understand the food service operations using systems approach	
	Functions of a food service manager	
	Menu Planning and Different types of Menus	
	Forecasting menu production	Exam 1.
	Purchasing: All Aspects	
	Receiving: Different types of Storage	
	Issuing and food production	
	Different types of food production	
	Different types of food production	Exam 2.
	Different types of food production	
	Serving Foods in different establishments	Field Trip
	Food Safety and Sanitation	
	Group Presentations	

Course Work

Class Participation/Assignments [20%]

This course relies heavily on group work and team work that is based in large part on the assigned responsibilities. Students will be working hands on in an operating restaurant. Professional attitude and performance is required. They will be evaluated at different levels while performing.

Individual/Group Written Cases [20 %]

Individual assignments will be given or Groups will be formed in the beginning of the session and students will be required to write two analyses of the assigned cases. These assignments are intended to elicit a more thorough and polished analyses than what is used during class discussions. Also these assignments will facilitate teamwork and sharpen writing/presentation skills. Quality and quantity of the contributions of group members will be considered in final grading. Strong contributions and competitiveness of groups are highly encouraged.

Exams [60%]

There will be three exams on the dates mentioned on the assigned textbook chapters. In addition to questions from assigned chapters, materials from lecture will also be included.

Course Policies

Honor Code. All aspects of your work for this course are governed by Honor Code. Any violations will be duly reported. You should pay special attention to the requirements of the Honor Code. Be sure to clearly distinguish your ideas from those of others. If you are using quotes or references, provide that information clearly. For cases, do not use any other information than what is provided in the cases. Be sure that you do not use any material that does not belong to you.

Class Preparation. Read all assigned textbook chapters and other assigned readings prior to the class period and come prepared to discuss. The quality of class discussion will depend on preparation, so it is highly desirable that for both individual and group presentations adequate preparation be done before the class time.

Missed and Late Assignments. Points will be deducted for missed and late assignments. Any valid reasons for missing a class or for late submissions should be approved in advance. Each situation will be judged on the basis of circumstances.

E-mail. Feel free to contact by e-mail. Also you may be contacted by e-mail frequently and you should check your e-mail for important information related to this class. This may include changes and other pertinent information.

Grading. Grading scales used for this course are A (93+); A- (90-92); B+ (87-89); B (83-86); B- (80-82); C+ (77-79); C (73-76); C- (70-72); D+ (67-69); D (63-66); D- (60-62); F (59 or Less). Requests for re-evaluation of a grade or assignment must be made in writing giving reasons.

Special Needs. If you need adaptations or accommodations because of a disability (learning disability, attention deficit disorder, psychological, physical, etc.), if you have emergency medical information to share with me, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible. My office location is listed on the first page of this syllabus.

Changes. Although all possible effort will be made to stick to the contents of this syllabus, it may be necessary to make changes due to unavoidable circumstances and/or at the discretion of the instructor. Assigned dates are tentative and will depend on the length of lectures and discussions. Extra class timings may be assigned based on circumstances.

Class Etiquette Students are not allowed to use electronics such as laptops and cell phones during class. Laptops will be used for software practice with permission.

University's Name/Logo

Syllabus for INTRODUCTION TO TRAVEL AND TOURISM MANAGEMENT Course

Course Title: **Introduction to Travel & Tourism Management**

Time:

Instructor:

Office Hours:

E-mail:

Phone:

Course Description:

A survey of travel and tourism internationally with focus on terminology, demographics, and financial significance. Related trends in the travel and tourism will be emphasized.

Prerequisite:

None

Course Objectives

This course is a survey of travel and tourism in a global context. Students will become acquainted with the economical, socio-cultural, demographic, and environmental impacts that tourism has on the world community. Special emphasis will be placed on issues faced by tourism developers in businesses and governments of all sizes.

Upon completion of this course, the student will be able to demonstrate an informed understanding of the evolution, organization, complexity and scope of tourism as a system. The student should be able

- To define the terminology appropriate to the travel and tourism industry.
- To explain the roles of national and international professional associations and government agencies.
- To understand the global changes which impact tourism destinations.
- To analyze the external and internal factors that influence individuals' travel behavior.
- To relate the principles of service marketing to travel and tourism.
- To demonstrate an understanding of the economic, cultural, and environmental impacts of tourism on both the host and world communities.

- To explain the role of tourism as a vehicle for understanding different cultures and values of places.
- To create a detailed, week-long travel itinerary to an international tourism destination.

Course Resources

Textbook: Walker, J. Introduction to Hospitality, Prentice Hall, 2013.

Readings: Will be assigned separately each week before the class session.

Topics and Assignments

[The following schedule is flexible. Any changes will be announced in class and/or confirmed by e-mail. Changes will be made to accommodate professional presentations and special needs. Any classes missed due to inclement weather or other valid reasons will be made up]

Date	Topic	Assignments (to be prepared before class)
	Introduction & Orientation Tourism Perspectives	Chapter 1. Orientation Quiz
	History of Tourism Careers in Tourism	Chapter 2 & 3
	Tourism Organizations	Chapter 4. Quiz 1.
	Traveler Transportations Distribution Channels	
	Travel and Motivation	Chapters 5 to 9 Quiz 2.
	Culture and Tourism Sociology of Tourism	Chapter 10 & 11
	Components of Tourism	Chapter 12
	Measuring Demand	Chapter 13 Quiz 3.
	Tourism's Economic Impacts	
	Tourism Policy	Chapter 15
	Tourism Planning	Chapter 16
	Tourism & the Environment	
	Travel Research	

	Tourism Marketing	Chapter 19
	Future of Tourism	Chapter 20 Quiz 5.
	Final Exam	

Course Work

Class Participation/Assignments [20%]

This course relies heavily on class discussion that is based in large part on the assigned readings. To further encourage this discussion, a class participation grade will be allotted to each student based on his or her **active, positive** and **consistent** participation. This may include in-class assignments involving small group work or problem-solving related to the readings and lectures, short homework assignments that require reflective thinking and/or current events research on a specific topic. Consistent and exemplary participation that could include a student discussion of current events and how they may play a part in the socio-cultural impacts of tourism, personal experiences both as a tourist and as a host will be highly desirable.

Individual/Group Written Cases [20 %]

Individual assignments will be given or Groups will be formed in the beginning of the session and students will be required to write two analyses of the assigned cases. These assignments are intended to elicit a more thorough and polished analyses than what is used during class discussions. Also these assignments will facilitate teamwork and sharpen writing/presentation skills. Quality and quantity of the contributions of group members will be considered in final grading. Strong contributions and competitiveness of groups are highly encouraged.

Exams [60%]

There will be three exams on the dates mentioned on the assigned textbook chapters. In addition to questions from assigned chapters, materials from lecture will also be included.

Course Policies

Honor Code. All aspects of your work for this course are governed by Honor Code. Any violations will be duly reported. You should pay special attention to the requirements of the Honor Code. Be sure to clearly distinguish your ideas from those of others. If you are using an quotes or references, provide that information clearly. For cases, do not use any other information than what is provided in the cases. Be sure that you do not use any material that does not belong to you.

Class Preparation. Read all assigned textbook chapters and other assigned readings prior to the class period and come prepared to discuss. The quality of class discussion will depend on preparation, so it is highly desirable that for both individual and group presentations adequate preparation be done before the class time.

Missed and Late Assignments. Points will be deducted for missed and late assignments. Any valid reasons for missing a class or for late submissions should be approved in advance. Each situation will be judged on the basis of circumstances.

E-mail. Feel free to contact by e-mail. Also you may be contacted by e-mail frequently and you should check your e-mail for important information related to this class. This may include changes and other pertinent information.

Grading. Grading scales used for this course are A (93+); A- (90-92); B+ (87-89); B (83-86); B- (80-82); C+ (77-79); C (73-76); C- (70-72); D+ (67-69); D (63-66); D- (60-62); F (59 or Less). Requests for re-evaluation of a grade or assignment must be made in writing giving reasons.

Special Needs. If you need adaptations or accommodations because of a disability (learning disability, attention deficit disorder, psychological, physical, etc.), if you have emergency medical information to share with me, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible. My office location is listed on the first page of this syllabus.

Changes. Although all possible effort will be made to stick to the contents of this syllabus, it may be necessary to make changes due to unavoidable circumstances and/or at the discretion of the instructor. Assigned dates are tentative and will depend on the length of lectures and discussions. Extra class timings may be assigned based on circumstances.

University's Name/Logo

Syllabus for **FINANCIAL MANAGEMENT AND COST CONTROL FOR HOSPITALITY ORGANIZATIONS** Course

Course Title: **FINANCIAL MANAGEMENT AND COST CONTROL FOR HOSPITALITY ORGANIZATIONS**

Time:

Instructor:

Office Hours:

E-mail:

Phone:

Course Description:

The application of accounting, finance, and cost control principles to hospitality industry organizations. The focus of this course is to provide future food service and lodging organization managers with the ability to handle the unique problems regarding financial analysis and cost control in this industry.

Prerequisites:

Accounting, Economics, and Finance (introduction level course)

Course Objective:

By the end of this course student should be able to:

- Provide a conceptual understanding of the concepts related to hospitality finance and cost control.
- Apply concepts of finance and cost control in a practical setting.
- Understand real life utilization of cost control and financial theory.
- Prepare budgets and pro-forma's for valuing investments.
- Know how projects are funded and the ownership perspective.
- Develop an understanding of strategic financial decision making in the hospitality industry from a large corporate and small business owner perspective.

Course Resources

Textbook: Pearson Custom Library – Hospitality – Hospitality Financial Management.

Readings: Will be assigned separately each week before the class session.

Topics and Assignments

[The following schedule is flexible. Any changes will be announced in class and/or confirmed by e-mail. Changes will be made to accommodate professional presentations and special needs. Any classes missed due to inclement weather or other valid reasons will be made up]

Date	Topic	Assignments (to be prepared before class)
	Introduction to Course	
	Business Structures	
	REIT's	
	Wealth Maximization	
	Agency Relationship	
	Uniform Systems of Accounts – Key Ratios	Exam 1.
	Statement Format, Analysis of Data, Flow-Thrus, M3 Software	
	Budgeting	
	Franchising	
	Management Contracts STAR	Exam 2
	Time Value of Money	
	Cost of Capital	
	Capital Budgeting Decisions	
	Ownership Perspectives	Exam 3
	Student Presentations	

Course Work

Class Participation/Assignments [20%]

Class sessions will comprise of a combination of lecture and discussions related to food safety and quality issues as well as analyses of cases. Some of the best learning can result from class discussions and will make understanding of concepts easier and interesting.

Individual/Group Written Cases [20 %]

Individual assignments will be given or Groups will be formed in the beginning of the session and students will be required to write two analyses of the assigned cases. These assignments are intended to elicit a more thorough and polished analyses than what is used during class discussions. Also these assignments will facilitate teamwork and sharpen writing/presentation skills. Quality and quantity of the contributions of group members will be considered in final grading. Strong contributions and competitiveness of groups are highly encouraged.

Exams [60%]

There will be three exams on the dates mentioned on the assigned textbook chapters. In addition to questions from assigned chapters, materials from lecture will also be included.

Course Policies

Honor Code. All aspects of your work for this course are governed by Honor Code. Any violations will be duly reported. You should pay special attention to the requirements of the Honor Code. Be sure to clearly distinguish your ideas from those of others. If you are using an quotes or references, provide that information clearly. For cases, do not use any other information than what is provided in the cases. Be sure that you do not use any material that does not belong to you.

Class Preparation. Read all assigned textbook chapters and other assigned readings prior to the class period and come prepared to discuss. The quality of class discussion will depend on preparation, so it is highly desirable that for both individual and group presentations adequate preparation be done before the class time.

Missed and Late Assignments. Points will be deducted for missed and late assignments. Any valid reasons for missing a class or for late submissions should be approved in advance. Each situation will be judged on the basis of circumstances.

E-mail. Feel free to contact by e-mail. Also you may be contacted by e-mail frequently and you should check your e-mail for important information related to this class. This may include changes and other pertinent information.

Grading. Grading scales used for this course are A (93+); A- (90-92); B+ (87-89); B (83-86); B- (80-82); C+ (77-79); C (73-76); C- (70-72); D+ (67-69); D (63-66); D- (60-62); F (59 or Less). Requests for re-evaluation of a grade or assignment must be made in writing giving reasons.

Special Needs. If you need adaptations or accommodations because of a disability (learning disability, attention deficit disorder, psychological, physical, etc.), if you have emergency medical information to share with me, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible. My office location is listed on the first page of this syllabus.

Changes. Although all possible effort will be made to stick to the contents of this syllabus, it may be necessary to make changes due to unavoidable circumstances and/or at the discretion of the instructor. Assigned dates are tentative and will depend on the length of lectures and discussions. Extra class timings may be assigned based on circumstances.

University's Name/Logo

Syllabus for SOCIO-CULTURAL IMPACTS OF TOURISM Course

Course Title: **Socio-Cultural Impacts of Tourism**

Time:

Instructor:

Office Hours:

E-mail:

Phone:

Course Description:

A study of both historic and current socio-cultural impacts of tourism on family community, culture, government and the environment. The course examines the ways in which tourism has both affected and been affected by modern society worldwide.

Prerequisite:

None

Course Objective:

By the end of this course student should be able to:

- Describe the quantitative and qualitative methods of inquiry appropriate to the study of the complex relationship between societal institutions, patterns of culture, and tourism.
- Explain specific patterns and processes in tourism that affect the relationship between tourism and society.
- These can include, but are not limited to, the socio-economic divisions that often occur between host and guest in tourism.
- Understands the issues of over-and- under-development and tourism.
- Understands the issues related to sex tourism and the politicization of tourism.
- Compare alternative theories about the interaction of human society, culture, and behavior with tourism.
- Identify pattern in tourism, specifically the host-guest relationship, that involve inclusion or exclusion pertaining to racial/ethnic identity, class, community, gender, and other forms of social grouping.

Course Resources**Textbook:** Course Website, accessible through www.learn.uv.edu**Readings:** Will be assigned separately each week before the class session.**Topics and Assignments**

[The following schedule is flexible. Any changes will be announced in class and/or confirmed by e-mail. Changes will be made to accommodate professional presentations and special needs. Any classes missed due to inclement weather or other valid reasons will be made up]

Date	Topics	Assignments (to be prepared before class)
	Welcome Tourism and tourists: Definitions and Scope	
	Dimensions of tourism	
	Tourism and globalization	
	Tourism and the Environment Sustainable tourism	
	Tourism and politics The politics of tourism	
	Political impact of tourism	Exam 1.
	Tourism and the Community	
	Tourism and Culture	
	Tourism and Race Ethnicity/Class/Gender	
	Tourism and Family	Exam 2
	The tourist	
	The future of Tourism	
	Training for providing tourism services	
	Course Wrap-up and Review	Exam 3
	Student Presentations	

Course Work

Class Participation/Assignments [20%]

This course relies heavily on class discussion that is based in large part on the assigned readings. To further encourage this discussion, a class participation grade will be allotted to each student based on his or her **active, positive** and **consistent** participation. This may include in-class assignments involving small group work or problem-solving related to the readings and lectures, short homework assignments that require reflective thinking and/or current events research on a specific topic. Consistent and exemplary participation that could include a student discussion of current events and how they may play a part in the socio-cultural impacts of tourism, personal experiences both as a tourist and as a host will be highly desirable.

Individual/Group Written Cases [20 %]

Individual assignments will be given or Groups will be formed in the beginning of the session and students will be required to write two analyses of the assigned cases. These assignments are intended to elicit a more thorough and polished analyses than what is used during class discussions. Also these assignments will facilitate teamwork and sharpen writing/presentation skills. Quality and quantity of the contributions of group members will be considered in final grading. Strong contributions and competitiveness of groups are highly encouraged.

Exams [60%]

There will be three exams on the dates mentioned on the assigned textbook chapters. In addition to questions from assigned chapters, materials from lecture will also be included.

Course Policies

Honor Code. All aspects of your work for this course are governed by Honor Code. Any violations will be duly reported. You should pay special attention to the requirements of the Honor Code. Be sure to clearly distinguish your ideas from those of others. If you are using an quotes or references, provide that information clearly. For cases, do not use any other information than what is provided in the cases. Be sure that you do not use any material that does not belong to you.

Class Preparation. Read all assigned textbook chapters and other assigned readings prior to the class period and come prepared to discuss. The quality of class discussion will depend on preparation, so it is highly desirable that for both individual and group presentations adequate preparation be done before the class time.

Missed and Late Assignments. Points will be deducted for missed and late assignments. Any valid reasons for missing a class or for late submissions should be approved in advance. Each situation will be judged on the basis of circumstances.

E-mail. Feel free to contact by e-mail. Also you may be contacted by e-mail frequently and you should check your e-mail for important information related to this class. This may include changes and other pertinent information.

Grading. Grading scales used for this course are A (93+); A- (90-92); B+ (87-89); B (83-86); B- (80-82); C+ (77-79); C (73-76); C- (70-72); D+ (67-69); D (63-66); D- (60-62); F (59 or Less). Requests for re-evaluation of a grade or assignment must be made in writing giving reasons.

Special Needs. If you need adaptations or accommodations because of a disability (learning disability, attention deficit disorder, psychological, physical, etc.), if you have emergency medical information to share with me, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible. My office location is listed on the first page of this syllabus.

Changes. Although all possible effort will be made to stick to the contents of this syllabus, it may be necessary to make changes due to unavoidable circumstances and/or at the discretion of the instructor. Assigned dates are tentative and will depend on the length of lectures and discussions. Extra class timings may be assigned based on circumstances

University's Name/Logo

Syllabus for EVENTS MANAGEMENT Course

Course Title: **Events Management**
Time:
Instructor:
Office Hours:
E-mail:
Phone:

Course Description:

Designed to acquaint students with organizational functions necessary for producing special events, as well as analyzing the factors that influence an event's success, such as organizational structure, risk management and the impact of tourism activity.

Prerequisites:

Any student, who has not completed this requirement and remains in this course without the consent of the Program Director or the Department Head, may be dropped from the course with or without penalty.

Course Objective:

By the end of this course student should be able to:

- Critique an event based upon the key attributes of successful event management.
- Articulate the impact of events on communities and the tourism industry.
- Develop a complete plan to execute a successful event that achieves stated goals.
- Apply professionalism in the execution of events.
- Get exposed to a variety of career options within event management.

Course Resources

Textbook: Getz, D. (2005). *Events Management & Event Tourism*, 2nd Edition. Cognizant Communication Corporation, New York.
Complete Idiots Guide to Meeting and Event Planning.

Readings: Will be assigned separately each week before the class session.

Topics and Assignments

[The following schedule is flexible. Any changes will be announced in class and/or confirmed by e-mail. Changes will be made to accommodate professional presentations and special needs. Any classes missed due to inclement weather or other valid reasons will be made up]

Date	Topics	Assignments (to be prepared before class)
	Introduction to Course Overview	
	Introduction to Event Studies, Event Management, and Event Tourism	
	Event Management: Practice and Professionalism	
	Planning Events	
	Site Planning, Operations, and Logistics	
	Destination Planning and Marketing for Event Tourism	
	The Event Experience, Programming and Quality	
	Organization and Coordination	Exam 1.
	Human Resources Management	
	Acquiring Resources, Sponsorship, and Financial Management	
	Marketing	
	Marketing Research – Understanding the Customer	
	Communication and Sales	
	Evaluation and Impact Assessment	Exam 2
	Student Presentations	

Course Work

Guest Speaker Presentation

Throughout the semester, several guest speakers will be planned to join and talk about various experiences within the event management industry. Part of the grade will be allocated to attending the speaker presentations and submitting a speaker evaluation prior to leaving the classroom. These speakers give generously of their time and provide “real-world” exposure to the event industry. Their time is worth at least mandatory attendance for those days.

Class Participation/Assignments [20%]

Class sessions will comprise of a combination of lecture and discussions related to food safety and quality issues as well as analyses of cases. Some of the best learning can result from class discussions and will make understanding of concepts easier and interesting.

Individual/Group Written Cases [20 %]

Individual assignments will be given or Groups will be formed in the beginning of the session and students will be required to write two analyses of the assigned cases. These assignments are intended to elicit a more thorough and polished analyses than what is used during class discussions. Also these assignments will facilitate teamwork and sharpen writing/presentation skills. Quality and quantity of the contributions of group members will be considered in final grading. Strong contributions and competitiveness of groups are highly encouraged.

Exams [60%]

There will be three exams on the dates mentioned on the assigned textbook chapters. In addition to questions from assigned chapters, materials from lecture will also be included.

Course Policies

Honor Code. All aspects of your work for this course are governed by Honor Code. Any violations will be duly reported. You should pay special attention to the requirements of the Honor Code. Be sure to clearly distinguish your ideas from those of others. If you are using an quotes or references, provide that information clearly. For cases, do not use any other information than what is provided in the cases. Be sure that you do not use any material that does not belong to you.

Class Preparation. Read all assigned textbook chapters and other assigned readings prior to the class period and come prepared to discuss. The quality of class discussion will depend on preparation, so it is highly desirable that for both individual and group presentations adequate preparation be done before the class time.

Missed and Late Assignments. Points will be deducted for missed and late assignments. Any valid reasons for missing a class or for late submissions should be approved in advance. Each situation will be judged on the basis of circumstances.

E-mail. Feel free to contact by e-mail. Also you may be contacted by e-mail frequently and you should check your e-mail for important information related to this class. This may include changes and other pertinent information.

Grading. Grading scales used for this course are A (93+); A- (90-92); B+ (87-89); B (83-86); B- (80-82); C+ (77-79); C (73-76); C- (70-72); D+ (67-69); D (63-66); D- (60-62); F (59 or Less). Requests for re-evaluation of a grade or assignment must be made in writing giving reasons.

Special Needs. If you need adaptations or accommodations because of a disability (learning disability, attention deficit disorder, psychological, physical, etc.), if you have emergency medical information to share with me, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible. My office location is listed on the first page of this syllabus.

Changes. Although all possible effort will be made to stick to the contents of this syllabus, it may be necessary to make changes due to unavoidable circumstances and/or at the discretion of the instructor. Assigned dates are tentative and will depend on the length of lectures and discussions. Extra class timings may be assigned based on circumstances.

Syllabus for HOSPITALITY MARKETING MANAGEMENT Course

Course Title: **Hospitality Marketing Management**
Time:
Instructor:
Office Hours:
E-mail:
Phone:

Course Description

Application of marketing principles and practices for the specialized needs of the hospitality industry.

Prerequisites:

Any student, who has not completed this requirement and remains in this course without the consent of the Program Director or the Department Head, may be dropped from the course with or without penalty.

Course Objective:

By the end of this course student should be able to:

- Learn the basic principles of marketing management
- Understand how to develop a marketing plan
- Know different research methods that can be used in marketing
- Learn about marketing segmentation and target markets
- Understand principles of advertising and promotion
- Know about differences in consumer behavior in different markets
- Develop marketing strategy
- Learn different pricing policies
- Know channels of distribution used in marketing

Course Resources

Textbook: Kotler, P. Marketing Management. Prentice Hall

Readings: Will be assigned separately each week before the class session.

Topics and Assignments

[The following schedule is flexible. Any changes will be announced in class and/or confirmed by e-mail. Changes will be made to accommodate professional presentations and special needs. Any classes missed due to inclement weather or other valid reasons will be made up]

Date	Topics	Assignments (to be prepared before class)
	Introduction to Course Syllabus Overview	
	Introduction to Principles of Marketing	
	Marketing Policies and Strategy	
	Marketing Research Methods and Techniques	
	Market Segmentation and Target Markets	
	Market Positioning	
	Marketing Consumer Behavior	
	Business to Business Marketing	Exam 1.
	Channels of Distribution	
	New Product Development	
	Marketing Communications	
	Advertisement and Promotion	
	Pricing	
	Developing a Marketing Plan	Exam 2
	Student Presentations	

Course Work

Guest Speaker Presentation

Throughout the semester, several guest speakers will be planned to join and talk about various experiences within the event management industry. Part of the grade will be allocated to attending the speaker presentations and submitting a speaker evaluation prior to leaving the classroom. These speakers give generously of their time and provide “real-world” exposure to the event industry. Their time is worth at least mandatory attendance for those days.

Class Participation/Assignments [20%]

Class sessions will comprise of a combination of lecture and discussions related to food safety and quality issues as well as analyses of cases. Some of the best learning can result from class discussions and will make understanding of concepts easier and interesting.

Individual/Group Written Cases [20 %]

Individual assignments will be given or Groups will be formed in the beginning of the session and students will be required to write two analyses of the assigned cases. These assignments are intended to elicit a more thorough and polished analyses than what is used during class discussions. Also these assignments will facilitate teamwork and sharpen writing/presentation skills. Quality and quantity of the contributions of group members will be considered in final grading. Strong contributions and competitiveness of groups are highly encouraged.

Exams [60%]

There will be three exams on the dates mentioned on the assigned textbook chapters. In addition to questions from assigned chapters, materials from lecture will also be included.

Course Policies

Honor Code. All aspects of your work for this course are governed by Honor Code. Any violations will be duly reported. You should pay special attention to the requirements of the Honor Code. Be sure to clearly distinguish your ideas from those of others. If you are using any quotes or references, provide that information clearly. For cases, do not use any other information than what is provided in the cases. Be sure that you do not use any material that does not belong to you.

Class Preparation. Read all assigned textbook chapters and other assigned readings prior to the class period and come prepared to discuss. The quality of class discussion will depend on preparation, so it is highly desirable that for both individual and group presentations adequate preparation be done before the class time.

Missed and Late Assignments. Points will be deducted for missed and late assignments. Any valid reasons for missing a class or for late submissions should be approved in advance. Each situation will be judged on the basis of circumstances.

E-mail. Feel free to contact by e-mail. Also you may be contacted by e-mail frequently and you should check your e-mail for important information related to this class. This may include changes and other pertinent information.

Grading. Grading scales used for this course are A (93+); A- (90-92); B+ (87-89); B (83-86); B- (80-82); C+ (77-79); C (73-76); C- (70-72); D+ (67-69); D (63-66); D- (60-62); F (59 or Less). Requests for re-evaluation of a grade or assignment must be made in writing giving reasons.

Special Needs. If you need adaptations or accommodations because of a disability (learning disability, attention deficit disorder, psychological, physical, etc.), if you have emergency medical information to share with me, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible. My office location is listed on the first page of this syllabus.

Changes. Although all possible effort will be made to stick to the contents of this syllabus, it may be necessary to make changes due to unavoidable circumstances and/or at the discretion of the instructor. Assigned dates are tentative and will depend on the length of lectures and discussions. Extra class timings may be assigned based on circumstances.

University's Name/Logo

Syllabus for PURCHASING, PRODUCTION AND MANAGEMENT FOR FOOD OPERATIONS Course

Course Title: **Purchasing, Production, and Management for Food Operations**
Instructor:
Office Hours:
E-mail:
Phone:

Course Description:

This course deals with purchasing, preparation, and management as it relates to a commercial food service operation. It deals with quantity food preparation in a laboratory.

Prerequisite:

Students must have certificate of completing food safety ServSafe before they can enroll in this course.

Course Objective:

By the end of this course student should be able to:

- Recognize different processes in foodservice production
- Identify the microorganisms that can result in food safety problems
- Understand all processes that are involved in food production
- Recognize the key elements of the success of food service operations
- Understand the role of each system within food service operations.
- Explore how the various aspects of production and service to the customers
- Assess the needs of different types of menu items in different food service operations.

Course Resources

Textbook: Khan, M. Concepts of Food Service Operations and Management, John Wiley & Sons
ServSafe Manager, Prentice Hall, New Jersey.
Ronbauer, Becker & Becker. Joy of Cooking. ISBN#: 9780743246262

Readings: Will be assigned separately each week before the class session.

Topics and Assignments

[The following schedule is flexible. Any changes will be announced in class and/or confirmed by e-mail. Changes will be made to accommodate professional presentations and special needs. Any classes missed due to inclement weather or other valid reasons will be made up]

Date	Topics	Assignments (to be prepared before class)
	Introduction to food service management	
	Different types of food services: Commercial and Non-commercial	
	Understand the food service operations using systems approach	
	Functions of a food service manager	
	Menu Planning and Different types of Menus	
	Forecasting menu production	Exam 1.
	Purchasing: All Aspects	
	Receiving: Different types of Storage	
	Issuing and food production	
	Different types of food production	
	Different types of food production	Exam 2.
	Different types of food production	
	Serving Foods in different establishments	Field Trip
	Food Safety and Sanitation	
	Group Presentations	

Course Work

Class Participation/Assignments [20%]

This course relies heavily on group work and team work that is based in large part on the assigned responsibilities. Students will be working hands on in an operating restaurant. Professional attitude and performance is required. They will be evaluated at different levels while performing.

Individual/Group Written Cases [20 %]

Individual assignments will be given or Groups will be formed in the beginning of the session and students will be required to write two analyses of the assigned cases. These assignments are intended to elicit a more thorough and polished analyses than what is used during class discussions. Also these assignments will facilitate teamwork and sharpen writing/presentation skills. Quality and quantity of the contributions of group members will be considered in final grading. Strong contributions and competitiveness of groups are highly encouraged.

Exams [60%]

There will be three exams on the dates mentioned on the assigned textbook chapters. In addition to questions from assigned chapters, materials from lecture will also be included.

Course Policies

Honor Code. All aspects of your work for this course are governed by Honor Code. Any violations will be duly reported. You should pay special attention to the requirements of the Honor Code. Be sure to clearly distinguish your ideas from those of others. If you are using an quotes or references, provide that information clearly. For cases, do not use any other information than what is provided in the cases. Be sure that you do not use any material that does not belong to you.

Class Preparation. Read all assigned textbook chapters and other assigned readings prior to the class period and come prepared to discuss. The quality of class discussion will depend on preparation, so it is highly desirable that for both individual and group presentations adequate preparation be done before the class time.

Missed and Late Assignments. Points will be deducted for missed and late assignments. Any valid reasons for missing a class or for late submissions should be approved in advance. Each situation will be judged on the basis of circumstances.

E-mail. Feel free to contact by e-mail. Also you may be contacted by e-mail frequently and you should check your e-mail for important information related to this class. This may include changes and other pertinent information.

Grading. Grading scales used for this course are A (93+); A- (90-92); B+ (87-89); B (83-86); B- (80-82); C+ (77-79); C (73-76); C- (70-72); D+ (67-69); D (63-66); D- (60-62); F (59 or Less). Requests for re-evaluation of a grade or assignment must be made in writing giving reasons.

Special Needs. If you need adaptations or accommodations because of a disability (learning disability, attention deficit disorder, psychological, physical, etc.), if you have emergency medical information to share with me, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible. My office location is listed on the first page of this syllabus.

Changes. Although all possible effort will be made to stick to the contents of this syllabus, it may be necessary to make changes due to unavoidable circumstances and/or at the discretion of the instructor. Assigned dates are tentative and will depend on the length of lectures and discussions. Extra class timings may be assigned based on circumstances.

Class Etiquette Students are not allowed to use electronics such as laptops and cell phones during class. Laptops will be used for software practice with permission.

University's Name/Logo

Syllabus for INTRODUCTION TO MEETINGS & CONVENTION MANAGEMENT Course

Course Title: **Introduction to Meetings & Convention
Management**

Time:

Instructor:

Office Hours:

E-mail:

Phone:

Course Description:

General overview designed to provide students with information about meetings and convention planning in the industry and define activities of key participants.

Prerequisite:

None

Course Objective:

This course provides a general overview of the meeting and convention management field. It will allow students to understand general information about the industry as well as how the activities of some of its key participants are defined.

Upon completion of this course, the student will be able to demonstrate an informed understanding of the meetings and convention management industry. The student should be able

- To define the terminology appropriate to the meetings & Convention management industry
- To explain the roles of agencies involved in national and international professional associations and government meetings and conventions.
- To understand the global changes which impact the industry.
- To relate the principles of management as they relate to meetings and convention management.
- To have the technical knowledge of the meetings and convention management.
- To create a detailed, meeting plan for a convention.

Course Resources

Textbook: No text book is assigned for this course.

Readings: Will be assigned separately each week before the class session.

Topics and Assignments

[The following schedule is flexible. Any changes will be announced in class and/or confirmed by e-mail. Changes will be made to accommodate professional presentations and special needs. Any classes missed due to inclement weather or other valid reasons will be made up]

Date	Topics	Assignments (to be prepared before class)
	Introduction & Syllabus Review Meetings Industry Overview	Web Site Review
	Meeting Components; Types of Meetings Purpose & Objectives; Planner Functions	Trade Article Review
	The Attendee & the Product Program Planning; Features of a Meeting	Web Site Review e-Quiz # 1
	Selecting Meeting Locations Lab Period	
	Location & Site Selection Feeding the Troops	Web Site Review
	Planning Receptions Budgeting for Meetings	Trade Article Review
	Measuring ROI (Return on Investment)	Web Site Review Mid Term Exam
	Handling Negotiations	Trade Article Review
	Guest Speaker	
	Understanding Contracts	Trade Article Review
	Arranging for Speakers Marketing the Meeting	e-Quiz # 2
	Registration & Housing Ground Operations	
	On-Site Management/Emergencies Delphi Meetings Orientation	
	Guest Speaker	Trade Article Review
	Review for Final Exam	Web Site Review
	Final Exam	

Course Work

Class Participation/Assignments [20%]

This course relies heavily on class discussion that is based in large part on the assigned readings. To further encourage this discussion, a class participation grade will be allotted to each student based on his or her **active, positive** and **consistent** participation. This may include in-class assignments involving small group work or problem-solving related to the readings and lectures, short homework assignments that require reflective thinking and/or current events research on a specific topic. Consistent and exemplary participation that could include a student discussion of current events and how they may play a part in the socio-cultural impacts of tourism, personal experiences both as a tourist and as a host will be highly desirable.

Individual/Group Written Cases [20 %]

Individual assignments will be given or Groups will be formed in the beginning of the session and students will be required to write two analyses of the assigned cases. These assignments are intended to elicit a more thorough and polished analyses than what is used during class discussions. Also these assignments will facilitate teamwork and sharpen writing/presentation skills. Quality and quantity of the contributions of group members will be considered in final grading. Strong contributions and competitiveness of groups are highly encouraged.

Exams [60%]

There will be three exams on the dates mentioned on the assigned textbook chapters. In addition to questions from assigned chapters, materials from lecture will also be included.

Course Policies

Honor Code. All aspects of your work for this course are governed by Honor Code. Any violations will be duly reported. You should pay special attention to the requirements of the Honor Code. Be sure to clearly distinguish your ideas from those of others. If you are using an quotes or references, provide that information clearly. For cases, do not use any other information than what is provided in the cases. Be sure that you do not use any material that does not belong to you.

Class Preparation. Read all assigned textbook chapters and other assigned readings prior to the class period and come prepared to discuss. The quality of class discussion will depend on preparation, so it is highly desirable that for both individual and group presentations adequate preparation be done before the class time.

Missed and Late Assignments. Points will be deducted for missed and late assignments. Any valid reasons for missing a class or for late submissions should be approved in advance. Each situation will be judged on the basis of circumstances.

E-mail. Feel free to contact by e-mail. Also you may be contacted by e-mail frequently and you should check your e-mail for important information related to this class. This may include changes and other pertinent information.

Grading. Grading scales used for this course are A (93+); A- (90-92); B+ (87-89); B (83-86); B- (80-82); C+ (77-79); C (73-76); C- (70-72); D+ (67-69); D (63-66); D- (60-62); F (59 or Less). Requests for re-evaluation of a grade or assignment must be made in writing giving reasons.

Special Needs. If you need adaptations or accommodations because of a disability (learning disability, attention deficit disorder, psychological, physical, etc.), if you have emergency medical information to share with me, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible. My office location is listed on the first page of this syllabus.

Changes. Although all possible effort will be made to stick to the contents of this syllabus, it may be necessary to make changes due to unavoidable circumstances and/or at the discretion of the instructor. Assigned dates are tentative and will depend on the length of lectures and discussions. Extra class timings may be assigned based on circumstances.

Syllabus for LODGING MANAGEMENT Course

Course Title: **Lodging Management**
Instructor:
Office Hours:
E-mail:
Phone:

Course Description:
Organization, function, and management of lodging operations. Current issues and management challenges in the lodging industry. Applications of revenue management to lodging systems

Prerequisite:
A beginning level management course

Course Objective:

By the end of this course student should be able to:

- Be familiar with the techniques of hotel room division management, with emphasis on Front Office operations.
- Understand the concepts of core competencies of the lodging firm.
- Develop an understanding of the trends in the lodging industry and actions taken by firms in terms of revenue management.
- Get involved in practical communication skills through classroom, and outside assignments.
- Provide an understanding of industry technology, leadership, creativity, and decision-making.

Course Resources

Textbook: Vallen, G.& Vallen, J. *Check-In Check-Out Managing Hotel Operations* 8th Edition.
Hayes, K. & Miller, A.A. *Front Office Management simulation* , Student Edition.

Readings: Will be assigned separately each week before the class session.

Topics and Assignments

[The following schedule is flexible. Any changes will be announced in class and/or confirmed by e-mail. Changes will be made to accommodate professional presentations and special needs. Any classes missed due to inclement weather or other valid reasons will be made up]

Date	Topics	Assignments (to be prepared before class)
	Introduction	
	The Wonderful World of Hospitality	
	Traditional Hotel Industry	
	Modern Hotel Industry	
	Structures of the Hotel Industry	
	Forecasting Room Availability	
	Global Reservation Technologies	Exam 1.
	How to research information on companies	
	Trends Analysis	
	Rate Structure	
	Revenue Management I	
	Revenue Management (Star Report)	
	Individual Reservations & Group Booking	
	Managing Guest Services	
	Arrival, Registration, Assignment, & Rooming	Exam 2
	Housekeeping	
	Security in Hotels	
	Hotel technology	
	Presentations	

Course Work

Class Participation/Assignments [20%]

This course relies heavily on class discussion that is based in large part on the assigned readings. To further encourage this discussion, a class participation grade will be allotted to each student based on his or her **active, positive** and **consistent** participation. This may include in-class assignments involving small group work or problem-solving related to the readings and lectures, short homework assignments that require reflective thinking and/or current events research on a specific topic. Consistent and exemplary participation that could include a student discussion of current events and how they may play a part in the socio-cultural impacts of tourism, personal experiences both as a tourist and as a host will be highly desirable.

Individual/Group Written Cases [20 %]

Individual assignments will be given or Groups will be formed in the beginning of the session and students will be required to write two analyses of the assigned cases. These assignments are intended to elicit a more thorough and polished analyses than what is used during class discussions. Also these assignments will facilitate teamwork and sharpen writing/presentation skills. Quality and quantity of the contributions of group members will be considered in final grading. Strong contributions and competitiveness of groups are highly encouraged.

Exams [60%]

There will be three exams on the dates mentioned on the assigned textbook chapters. In addition to questions from assigned chapters, materials from lecture will also be included.

Course Policies

Honor Code. All aspects of your work for this course are governed by Honor Code. Any violations will be duly reported. You should pay special attention to the requirements of the Honor Code. Be sure to clearly distinguish your ideas from those of others. If you are using an quotes or references, provide that information clearly. For cases, do not use any other information than what is provided in the cases. Be sure that you do not use any material that does not belong to you.

Class Preparation. Read all assigned textbook chapters and other assigned readings prior to the class period and come prepared to discuss. The quality of class discussion will depend on preparation, so it is highly desirable that for both individual and group presentations adequate preparation be done before the class time.

Missed and Late Assignments. Points will be deducted for missed and late assignments. Any valid reasons for missing a class or for late submissions should be approved in advance. Each situation will be judged on the basis of circumstances.

E-mail. Feel free to contact by e-mail. Also you may be contacted by e-mail frequently and you should check your e-mail for important information related to this class. This may include changes and other pertinent information.

Grading. Grading scales used for this course are A (93+); A- (90-92); B+ (87-89); B (83-86); B- (80-82); C+ (77-79); C (73-76); C- (70-72); D+ (67-69); D (63-66); D- (60-62); F (59 or Less). Requests for re-evaluation of a grade or assignment must be made in writing giving reasons.

Special Needs. If you need adaptations or accommodations because of a disability (learning disability, attention deficit disorder, psychological, physical, etc.), if you have emergency medical information to share with me, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible. My office location is listed on the first page of this syllabus.

Changes. Although all possible effort will be made to stick to the contents of this syllabus, it may be necessary to make changes due to unavoidable circumstances and/or at the discretion of the instructor. Assigned dates are tentative and will depend on the length of lectures and discussions. Extra class timings may be assigned based on circumstances.

University's Name/Logo

Syllabus for HUMAN RESOURCES MANAGEMENT IN THE HOSPITALITY INDUSTRY Course

Course Title: **Human Resources Management in the Hospitality Industry**
Time:
Instructor:
Office Hours:
E-mail:
Phone:

Course Description:
An overview of the concepts of human resources management as applied to the specific environments within the hospitality industry

Prerequisite:
A beginning level management course

Course Objective:

This course focuses on managing people in the workplace. It addresses issues of human resource planning and staffing and substantive issues or situations to be faced as future hospitality managers, including the relationship between selection and recruitment, compensation and benefit activities and job design, motivation, and reward structure. Students will also learn the major theoretical and practical issues associated with program design, development, implementation, and evaluation of hospitality human resource programs.

The course will focus on dominant issues in human resources in the hospitality industry. Course objectives are designed to provide the student with an in-dept understanding of:

- The concept of strategic human resources

- Current issues and activities related to human resource management in the service industry

By the end of this course student should be able to:

- Be familiar with current issues and activities related to human resource management in the service industry.
- Develop a framework for analyzing important personnel issues.
- Understand and use state of the art diagnostic tools and techniques.
- Learn the common personnel management practices and constraints.
- Have an opportunity to acquire and practice verbal and written communication skills.

Course Resources

Textbook: Woods, R. (2012). Managing Hospitality Human Resources (5th Edition), Educational Institute of the American Hotel & Lodging Association, East Lansing, MI.

Readings: Will be assigned separately each week before the class session.

Topics and Assignments

[The following schedule is flexible. Any changes will be announced in class and/or confirmed by e-mail. Changes will be made to accommodate professional presentations and special needs. Any classes missed due to inclement weather or other valid reasons will be made up]

Date	Topics	Assignments (to be prepared before class)
	Introduction	
	Strategic Human Resource Management	
	Employment Laws	
	Job Analysis and Job Descriptions	
	Preparing to Hire – Hospitality & Restaurant Management Planning & Analysis	
	Recruitment & Selection	Exam 1.
	Training for Service Quality	
	Performance Appraisal	
	Compensation – Benefits & Rewards	
	Health & Safety	Exam 2

	Employee Control	
	Labor Relations	
	Importance of Team work	
	Local and State Human Resource Laws	Exam 3
	Student Presentations	

Course Work

Class Participation/Assignments [20%]

This course relies heavily on class discussion that is based in large part on the assigned readings. To further encourage this discussion, a class participation grade will be allotted to each student based on his or her **active, positive** and **consistent** participation. This may include in-class assignments involving small group work or problem-solving related to the readings and lectures, short homework assignments that require reflective thinking and/or current events research on a specific topic. Consistent and exemplary participation that could include a student discussion of current events and how they may play a part in the socio-cultural impacts of tourism, personal experiences both as a tourist and as a host will be highly desirable.

Individual/Group Written Cases [20 %]

Individual assignments will be given or Groups will be formed in the beginning of the session and students will be required to write two analyses of the assigned cases. These assignments are intended to elicit a more thorough and polished analyses than what is used during class discussions. Also these assignments will facilitate teamwork and sharpen writing/presentation skills. Quality and quantity of the contributions of group members will be considered in final grading. Strong contributions and competitiveness of groups are highly encouraged.

Exams [60%]

There will be three exams on the dates mentioned on the assigned textbook chapters. In addition to questions from assigned chapters, materials from lecture will also be included.

Course Policies

Honor Code. All aspects of your work for this course are governed by Honor Code. Any violations will be duly reported. You should pay special attention to the requirements of the Honor Code. Be sure to clearly distinguish your ideas from those of others. If you are using any quotes or references, provide that information clearly. For cases, do not use any other information than what is provided in the cases. Be sure that you do not use any material that does not belong to you.

Class Preparation. Read all assigned textbook chapters and other assigned readings prior to the class period and come prepared to discuss. The quality of class discussion will depend on preparation, so it is highly desirable that for both individual and group presentations adequate preparation be done before the class time.

Missed and Late Assignments. Points will be deducted for missed and late assignments. Any valid reasons for missing a class or for late submissions should be approved in advance. Each situation will be judged on the basis of circumstances.

E-mail. Feel free to contact by e-mail. Also you may be contacted by e-mail frequently and you should check your e-mail for important information related to this class. This may include changes and other pertinent information.

Grading. Grading scales used for this course are A (93+); A- (90-92); B+ (87-89); B (83-86); B- (80-82); C+ (77-79); C (73-76); C- (70-72); D+ (67-69); D (63-66); D- (60-62); F (59 or Less). Requests for re-evaluation of a grade or assignment must be made in writing giving reasons.

Special Needs. If you need adaptations or accommodations because of a disability (learning disability, attention deficit disorder, psychological, physical, etc.), if you have emergency medical information to share with me, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible. My office location is listed on the first page of this syllabus.

Changes. Although all possible effort will be made to stick to the contents of this syllabus, it may be necessary to make changes due to unavoidable circumstances and/or at the discretion of the instructor. Assigned dates are tentative and will depend on the length of lectures and discussions. Extra class timings may be assigned based on circumstances.

University's Name/Logo

Syllabus for BUSINESS POLICY & STRATEGY Course

Course Title: **Business Policy & Strategy**
Time:
Instructor:
Office Hours:
E-mail:
Phone:

Course Description:

Develop an understanding of the private club sector of the hospitality industry. Topic areas are divided into club fundamentals, revenue-generating operations within clubs and support functions/departments of club operations.

Prerequisite: Junior Standing

Course Objective:

Through classroom instruction, field experience, exposure to industry professionals, and individual study, students will receive an introduction to the private club sector of the hospitality industry. Course information focuses on: (1) club fundamentals, (2) revenue centers, and (3) support functions, and operating departments.

Upon completion of this course, the student will be able to:

- Explain the historical development of private clubs.
- Compare and contrast the types of clubs based upon ownership and facilities.
- Articulate the role of membership within private clubs.
- Calculate and interpret key membership data: dues line, net dues, enrollment, attrition.
- Read and understand an operating statement for decision-making purposes.
- Discuss technological applications within the club industry.
- Speak about the globalization of private clubs.

Course Resources

Textbook: Contemporary Club Management, third edition. Edited by Joe Perdue, Club Managers Association of America, the Educational Institute of the American Hotel, Motel, and Lodging Association.

Readings: Will be assigned separately each week before the class session.

Topics and Assignments

[The following schedule is flexible. Any changes will be announced in class and/or confirmed by e-mail. Changes will be made to accommodate professional presentations and special needs. Any classes missed due to inclement weather or other valid reasons will be made up]

Date	Topics	Assignments (to be prepared before class)
	Introduction & Syllabus Review Club basics	Chapter 1.
	Membership	Chapter 2.
	Golf operations	Chapter 15.
	Golf course maintenance Field Trip	
	Food and Beverage Operations	Chapter 10 Quiz 1.
	Food and Beverage, Entertainment, Events	Chapter 14
	Aquatics, Fitness, Tennis, Spa	Chapter 17
	Leading, Strategic Planning, Management	Chapters 3 & 4
	Club Marketing, Communications Field Trip	
	Membership Marketing Field Trip	Chapter 7 Quiz 2.
	Human Resources, Training Guest Lecture	Chapters 8 & 9
	Technology	
	Facility Management	
	Financial Management, Project Presentations	Chapter 11
	Project Presentations	
	Final Exam	

Course Work

Class Participation/Assignments [20%]

This course relies heavily on class discussion that is based in large part on the assigned readings. This may include in-class assignments involving small group work or problem-solving related to the readings and lectures, short homework assignments that require reflective thinking and/or current events research on a specific topic. Consistent and exemplary participation that could include a student discussion of current events and how they may play a part in the socio-cultural impacts of tourism, personal experiences both as a tourist and as a host will be highly desirable.

Individual/Group Written Cases [20%]

Individual assignments will be given or Groups will be formed in the beginning of the session and students will be required to write two analyses of the assigned cases. These assignments are intended to elicit a more thorough and polished analyses than what is used during class discussions. Also these assignments will facilitate teamwork and sharpen writing/presentation skills. Quality and quantity of the contributions of group members will be considered in final grading. Strong contributions and competitiveness of groups are highly encouraged.

Exams [60%]

There will be three exams on the dates mentioned on the assigned textbook chapters. In addition to questions from assigned chapters, materials from lecture will also be included.

Course Policies

Honor Code. All aspects of your work for this course are governed by Honor Code. Any violations will be duly reported. You should pay special attention to the requirements of the Honor Code. Be sure to clearly distinguish your ideas from those of others. If you are using quotes or references, provide that information clearly. For cases, do not use any other information than what is provided in the cases. Be sure that you do not use any material that does not belong to you.

Class Preparation. Read all assigned textbook chapters and other assigned readings prior to the class period and come prepared to discuss. The quality of class discussion will depend on preparation, so it is highly desirable that for both individual and group presentations adequate preparation be done before the class time.

Missed and Late Assignments. Points will be deducted for missed and late assignments. Any valid reasons for missing a class or for late submissions should be approved in advance. Each situation will be judged on the basis of circumstances.

E-mail. Feel free to contact by e-mail. Also you may be contacted by e-mail frequently and you should check your e-mail for important information related to this class. This may include changes and other pertinent information.

Grading. Grading scales used for this course are A (93+); A- (90-92); B+ (87-89); B (83-86); B- (80-82); C+ (77-79); C (73-76); C- (70-72); D+ (67-69); D (63-66); D- (60-62); F (59 or Less). Requests for re-evaluation of a grade or assignment must be made in writing giving reasons.

Special Needs. If you need adaptations or accommodations because of a disability (learning disability, attention deficit disorder, psychological, physical, etc.), if you have emergency medical information to share with me, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible. My office location is listed on the first page of this syllabus.

Changes. Although all possible effort will be made to stick to the contents of this syllabus, it may be necessary to make changes due to unavoidable circumstances and/or at the discretion of the instructor. Assigned dates are tentative and will depend on the length of lectures and discussions. Extra class timings may be assigned based on circumstances.

University's Name/Logo

Syllabus for PRIVATE CLUB MANAGEMENT Course

Course Title: **Private Club Management**
Time:
Instructor:
Office Hours:
E-mail:
Phone:

Course Description:

Develop an understanding of the private club sector of the hospitality industry. Topic areas are divided into club fundamentals, revenue-generating operations within clubs and support functions/departments of club operations.

Prerequisite: Junior Standing

Course Objective:

Through classroom instruction, field experience, exposure to industry professionals, and individual study, students will receive an introduction to the private club sector of the hospitality industry. Course information focuses on: (1) club fundamentals, (2) revenue centers, and (3) support functions, and operating departments.

Upon completion of this course, the student will be able to:

- Explain the historical development of private clubs.
- Compare and contrast the types of clubs based upon ownership and facilities.
- Articulate the role of membership within private clubs.
- Calculate and interpret key membership data: dues line, net dues, enrollment, and attrition.
- Read and understand an operating statement for decision-making purposes.
- Discuss technological applications within the club industry.
- Speak about the globalization of private clubs.

Course Resources

Textbook: Contemporary Club Management, third edition. Edited by Joe Perdue, Club Managers Association of America, the Educational Institute of the American Hotel, Motel, and Lodging Association.

Readings: Will be assigned separately each week before the class session.

Topics and Assignments

[The following schedule is flexible. Any changes will be announced in class and/or confirmed by e-mail. Changes will be made to accommodate professional presentations and special needs. Any classes missed due to inclement weather or other valid reasons will be made up]

Date	Topics	Assignments (to be prepared before class)
	Introduction & Syllabus Review Club basics	Chapter 1.
	Membership	Chapter 2.
	Golf operations	Chapter 15.
	Golf course maintenance Field Trip	
	Food and Beverage Operations	Chapter 10 Quiz 1.
	Food and Beverage, Entertainment, Events	Chapter 14
	Aquatics, Fitness, Tennis, Spa	Chapter 17
	Leading, Strategic Planning, Management	Chapters 3 & 4
	Club Marketing, Communications Field Trip	
	Membership Marketing Field Trip	Chapter 7 Quiz 2.
	Human Resources, Training Guest Lecture	Chapters 8 & 9
	Technology	
	Facility Management	
	Financial Management, Project Presentations	Chapter 11
	Project Presentations	
	Final Exam	

Course Work

Class Participation/Assignments [20%]

This course relies heavily on class discussion that is based in large part on the assigned readings. This may include in-class assignments involving small group work or problem-solving related to the readings and lectures, short homework assignments that require reflective thinking and/or current events research on a specific topic. Consistent and exemplary participation that could include a student discussion of current events and how they may play a part in the socio-cultural impacts of tourism, personal experiences both as a tourist and as a host will be highly desirable.

Individual/Group Written Cases [20%]

Individual assignments will be given or Groups will be formed in the beginning of the session and students will be required to write two analyses of the assigned cases. These assignments are intended to elicit a more thorough and polished analyses than what is used during class discussions. Also these assignments will facilitate teamwork and sharpen writing/presentation skills. Quality and quantity of the contributions of group members will be considered in final grading. Strong contributions and competitiveness of groups are highly encouraged.

Exams [60%]

There will be three exams on the dates mentioned on the assigned textbook chapters. In addition to questions from assigned chapters, materials from lecture will also be included.

Course Policies

Honor Code. All aspects of your work for this course are governed by Honor Code. Any violations will be duly reported. You should pay special attention to the requirements of the Honor Code. Be sure to clearly distinguish your ideas from those of others. If you are using quotes or references, provide that information clearly. For cases, do not use any other information than what is provided in the cases. Be sure that you do not use any material that does not belong to you.

Class Preparation. Read all assigned textbook chapters and other assigned readings prior to the class period and come prepared to discuss. The quality of class discussion will depend on preparation, so it is highly desirable that for both individual and group presentations adequate preparation be done before the class time.

Missed and Late Assignments. Points will be deducted for missed and late assignments. Any valid reasons for missing a class or for late submissions should be approved in advance. Each situation will be judged on the basis of circumstances.

E-mail. Feel free to contact by e-mail. Also you may be contacted by e-mail frequently and you should check your e-mail for important information related to this class. This may include changes and other pertinent information.

Grading. Grading scales used for this course are A (93+); A- (90-92); B+ (87-89); B (83-86); B- (80-82); C+ (77-79); C (73-76); C- (70-72); D+ (67-69); D (63-66); D- (60-62); F (59 or Less). Requests for re-evaluation of a grade or assignment must be made in writing giving reasons.

Special Needs. If you need adaptations or accommodations because of a disability (learning disability, attention deficit disorder, psychological, physical, etc.), if you have emergency medical information to share with me, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible. My office location is listed on the first page of this syllabus.

Changes. Although all possible effort will be made to stick to the contents of this syllabus, it may be necessary to make changes due to unavoidable circumstances and/or at the discretion of the instructor. Assigned dates are tentative and will depend on the length of lectures and discussions. Extra class timings may be assigned based on circumstances.

University's Name/Logo

Syllabus for TOURISM ANALYSIS Course

Course Title: **Tourism Analysis**
Time:
Instructor:
Office Hours:
E-mail:
Phone:

Course Description:

Designed to acquaint students with different aspects of tourism, including spatial patterns of leisure travel, tourism flow models, demand-supply interaction, attractiveness of destination, and assessment of tourism potential, analysis of tourism supply, tourist market analysis, and allocation of resources

Prerequisites:

Access to SPSS or JMP.

Course Objective:

By the end of this course student should be able to:

- Provide a conceptual overview of the nature of research on tourism experience and market
- Explain how the various approaches (theories) of space/place; origin/destination relate to tourism research.
- Understand the research process in generating knowledge and intelligence.
- Describe the diversity of tourist destinations and their varying powers of attractions.
- Comprehend the relationships between travel behavior and demographics/psychographic profiles of tourists.
- Understand how tourism trends and changes can be monitored overtime.

Course Resources

Textbook: Hara, T. (2010). *Quantitative Tourism Industry Analysis: Introduction to Input-Output, Social Accounting Matrix Modeling and Tourism Satellite Accounts*. Elsevier – RH, London, UK.

Smith, L. J. S. (1995) *Tourism Analysis: A Handbook*. Longman, UK..

Smith, L. J. S. (2010) *Practical Tourism Research*. CABI-MA, USA.

Readings: Will be assigned separately each week before the class session.

Topics and Assignments

[The following schedule is flexible. Any changes will be announced in class and/or confirmed by e-mail. Changes will be made to accommodate professional presentations and special needs. Any classes missed due to inclement weather or other valid reasons will be made up]

Date	Topics	Assignments (to be prepared before class)
	Orientation/Tourism Experience	
	The nature of tourism research and analysis I	
	The nature of tourism research and analysis II	
	Tourism research and analysis plan I	
	Tourism research and analysis plan II	
	Questionnaire Design I	Assignment 1 Due (Research Plan)
	Questionnaire Design II	
	Sampling Methods I	
	Sampling Methods II	Assignment 2 Due (Questionnaire Design)
	Questionnaire distribution	
	Interviews	
	Case Study – Measuring Destination Attractiveness	Assignment 3 Due (Sampling Method/distribution)
	Data Coding	
	Descriptive Statistics	Exam 1

	Chi Square	
	ANOVA	Assignment 4 Due (Descriptive/Chi Square/t-test)
	Correlation and Linear Regression	Assignment 5 Due (Sampling Method/distribution)
	Final Project Presentation	Assignment 6 Due (ANOVA)

Course Work Guest Speaker Presentation

Throughout the semester, several guest speakers will be planned to join and talk about various experiences within the event management industry. Part of the grade will be allocated to attending the speaker presentations and submitting a speaker evaluation prior to leaving the classroom. These speakers give generously of their time and provide “real-world” exposure to the event industry. Their time is worth at least mandatory attendance for those days.

Class Participation/Assignments [20%]

Class sessions will comprise of a combination of lecture and discussions related to food safety and quality issues as well as analyses of cases. Some of the best learning can result from class discussions and will make understanding of concepts easier and interesting.

Individual/Group Written Cases [20 %]

Individual assignments will be given or Groups will be formed in the beginning of the session and students will be required to write two analyses of the assigned cases. These assignments are intended to elicit a more thorough and polished analyses than what is used during class discussions. Also these assignments will facilitate teamwork and sharpen writing/presentation skills. Quality and quantity of the contributions of group members will be considered in final grading. Strong contributions and competitiveness of groups are highly encouraged.

Exams [60%]

There will be three exams on the dates mentioned on the assigned textbook chapters. In addition to questions from assigned chapters, materials from lecture will also be included.

Course Policies

Honor Code. All aspects of your work for this course are governed by Honor Code. Any violations will be duly reported. You should pay special attention to the requirements of the Honor Code. Be sure to clearly distinguish your ideas from those of others. If you are using an quotes or references, provide that information clearly. For cases, do not use any other information than what is provided in the cases. Be sure that you do not use any material that does not belong to you.

Class Preparation. Read all assigned textbook chapters and other assigned readings prior to the class period and come prepared to discuss. The quality of class discussion will depend on preparation, so it is highly desirable that for both individual and group presentations adequate preparation be done before the class time.

Missed and Late Assignments. Points will be deducted for missed and late assignments. Any valid reasons for missing a class or for late submissions should be approved in advance. Each situation will be judged on the basis of circumstances.

E-mail. Feel free to contact by e-mail. Also you may be contacted by e-mail frequently and you should check your e-mail for important information related to this class. This may include changes and other pertinent information.

Grading. Grading scales used for this course are A (93+); A- (90-92); B+ (87-89); B (83-86); B- (80-82); C+ (77-79); C (73-76); C- (70-72); D+ (67-69); D (63-66); D- (60-62); F (59 or Less). Requests for re-evaluation of a grade or assignment must be made in writing giving reasons.

Special Needs. If you need adaptations or accommodations because of a disability (learning disability, attention deficit disorder, psychological, physical, etc.), if you have emergency medical information to share with me, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible. My office location is listed on the first page of this syllabus.

Changes. Although all possible effort will be made to stick to the contents of this syllabus, it may be necessary to make changes due to unavoidable circumstances and/or at the discretion of the instructor. Assigned dates are tentative and will depend on the length of lectures and discussions. Extra class timings may be assigned based on circumstances.

University's Name/Logo

Syllabus for REVENUE MANAGEMENT Course

Course Title: **Revenue Management**
Instructor:
Office Hours:
E-mail:
Phone:

Course Description:
Examines revenue management issues as they relate to the lodging and foodservice industries. Application of the theoretical concepts to hospitality organizations.

Prerequisite:
Students must have taken courses in Management

Course Objective:

By the end of this course student should be able to:

- Recognize Revenue Management's role as a dynamic strategic process.
- Identify the fundamental steps involved in development an effective Revenue Management plan.
- Understand the vital role of the customer-centric approach to Revenue Management.
- Recognize the key elements of the forecasting process.
- Understand the role of consumer buying decision processes in Revenue Management policies.
- Identify and explain the process of target market selection, segmentation, positioning and pricing as it relates to Revenue Management.
- Explore how the various aspects of Revenue Management are applied by active hospitality organizations.
- Assess how customers and employees are impacted by Revenue Management practices.
- Appreciate the ethical aspects of Revenue Management.

Course Resources

Textbook: Hayes, D. and Miller, A. (2011). Revenue Management for the Hospitality Industry. John Wiley & Sons.

Readings: Will be assigned separately each week before the class session.

Topics and Assignments

[The following schedule is flexible. Any changes will be announced in class and/or confirmed by e-mail. Changes will be made to accommodate professional presentations and special needs. Any classes missed due to inclement weather or other valid reasons will be made up]

Date	Topics	Assignments (to be prepared before class)
	Introduction to Revenue Management	
	Forecasting: Introduction and the forecasting competition data Text Book: Strategic pricing	
	Forecasting: Evaluation Text Book: Forecasting demand	
	Forecasting: Smoothing Text Book: Value	
	Guest Speaker	Exam 1.
	Forecasting: A peek at how Revenue Management forecasting is done Text Book: Differential Pricing	
	Field Trip/Guest Lecture Text Book: Inventory and price management	
	Hands on: IDeaS V05 training Text Book: Distribution Channel Management	
	Text Book: Evaluation of revenue management efforts in lodging	Exam 2.

	Revenue Management for food and beverage services Text Book: Evaluation of revenue management efforts in food and beverage services	
	Text Book: Specialized applications of revenue management & building better business	
	Building better business	Exam 3.
	Revenue Management	Field Trip
	Group Presentations	

Course Work

Class Participation/Assignments [20%]

This course relies heavily on group work and team work that is based in large part on the assigned responsibilities. Students will be working hands on in an operating restaurant. Professional attitude and performance is required. They will be evaluated at different levels while performing.

Individual/Group Written Cases [20 %]

Individual assignments will be given or Groups will be formed in the beginning of the session and students will be required to write two analyses of the assigned cases. These assignments are intended to elicit a more thorough and polished analyses than what is used during class discussions. Also these assignments will facilitate teamwork and sharpen writing/presentation skills. Quality and quantity of the contributions of group members will be considered in final grading. Strong contributions and competitiveness of groups are highly encouraged.

Exams [60%]

There will be three exams on the dates mentioned on the assigned textbook chapters. In addition to questions from assigned chapters, materials from lecture will also be included.

Course Policies

Honor Code. All aspects of your work for this course are governed by Honor Code. Any violations will be duly reported. You should pay special attention to the requirements of the Honor Code. Be sure to clearly distinguish your ideas from those of others. If you are using an quotes or references, provide that information clearly. For cases, do not use any other information than what is provided in the cases. Be sure that you do not use any material that does not belong to you.

Class Preparation. Read all assigned textbook chapters and other assigned readings prior to the class period and come prepared to discuss. The quality of class discussion will depend on preparation, so it is highly desirable that for both individual and group presentations adequate preparation be done before the class time.

Missed and Late Assignments. Points will be deducted for missed and late assignments. Any valid reasons for missing a class or for late submissions should be approved in advance. Each situation will be judged on the basis of circumstances.

E-mail. Feel free to contact by e-mail. Also you may be contacted by e-mail frequently and you should check your e-mail for important information related to this class. This may include changes and other pertinent information.

Grading. Grading scales used for this course are A (93+); A- (90-92); B+ (87-89); B (83-86); B- (80-82); C+ (77-79); C (73-76); C- (70-72); D+ (67-69); D (63-66); D- (60-62); F (59 or Less). Requests for re-evaluation of a grade or assignment must be made in writing giving reasons.

Special Needs. If you need adaptations or accommodations because of a disability (learning disability, attention deficit disorder, psychological, physical, etc.), if you have emergency medical information to share with me, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible. My office location is listed on the first page of this syllabus.

Changes. Although all possible effort will be made to stick to the contents of this syllabus, it may be necessary to make changes due to unavoidable circumstances and/or at the discretion of the instructor. Assigned dates are tentative and will depend on the length of lectures and discussions. Extra class timings may be assigned based on circumstances.

Class Etiquette Students are not allowed to use electronics such as laptops and cell phones during class. Laptops will be used for software practice with permission.

University's Name/Logo

Syllabus for WINERY TOURISM Course

Course Title: **Winery Tourism**
Time:
Instructor:
Office Hours:
E-mail:
Phone:

Course Description:

The course focuses on the role of wine and wineries in tourism, wine marketing and management in the hospitality industry, and examines the components of a winery. Wine tasting and assessment of quality are learning parameters.

Prerequisites:

Student must be 21 years of age to take this course.

Course Objective:

By the end of this course student should be able to:

- Gain an understanding of the problems and process of managing a winery.
- Understand the basic concepts of tourism and how they apply to wineries.
- Assess the impact of winery tourism on local, regional and national economies, including the generation of public revenue from taxation.
- Assess the employment generated from winery tourism.
- Develop a familiarity with major regions where winery tourism takes place.
- Gain an understanding of the local winery industry and its geographical coverage.
- Generate ideas for product development and marketing for wineries as tourism entities.
- Identify and assess the potential of various types of wineries.
- Examine the history of the winery industry in the local region.
- Examine the role of special events that wineries may participate in such as wine festivals and wine education.
- Examine the role of integrating wine and food.

Course Resources

Textbook: Articles and reading materials will be placed on internet.
Readings: Will be assigned separately each week before the class session.

Topics and Assignments

[The following schedule is flexible. Any changes will be announced in class and/or confirmed by e-mail. Changes will be made to accommodate professional presentations and special needs. Any classes missed due to inclement weather or other valid reasons will be made up]

Date	Topics	Assignments (to be prepared before class)
	Wine Preferences and Wine Tourism	
	Knowledge of Wines	
	Wine Production	
	Wine Tourism Experience	
	Wine sites and blogs	
	Alcohol in Wine	Exam 1.
	Wine Tasting	
	Wine Festivals	
	International Wines	
	Service Quality and Wines	Exam 2
	Positioning Wine Tourism Destinations	
	Sustainable Wine Tourism	
	Wine Tourism in Chile and Canada	
	Hedonic issues related to wines	Exam 3
	Student Presentations	

Course Work

Class Participation/Assignments [20%]

Class sessions will comprise of a combination of lecture and discussions related to food safety and quality issues as well as analyses of cases. Some of the best learning can result from class discussions and will make understanding of concepts easier and interesting.

Individual/Group Written Cases [20 %]

Individual assignments will be given or Groups will be formed in the beginning of the session and students will be required to write two analyses of the assigned cases. These assignments are intended to elicit a more thorough and polished analyses than what is used during class discussions. Also these assignments will facilitate teamwork and sharpen writing/presentation skills. Quality and quantity of the contributions of group members will be considered in final grading. Strong contributions and competitiveness of groups are highly encouraged.

Exams [60%]

There will be three exams on the dates mentioned on the assigned textbook chapters. In addition to questions from assigned chapters, materials from lecture will also be included.

Course Policies

Honor Code. All aspects of your work for this course are governed by Honor Code. Any violations will be duly reported. You should pay special attention to the requirements of the Honor Code. Be sure to clearly distinguish your ideas from those of others. If you are using an quotes or references, provide that information clearly. For cases, do not use any other information than what is provided in the cases. Be sure that you do not use any material that does not belong to you.

Class Preparation. Read all assigned textbook chapters and other assigned readings prior to the class period and come prepared to discuss. The quality of class discussion will depend on preparation, so it is highly desirable that for both individual and group presentations adequate preparation be done before the class time.

Missed and Late Assignments. Points will be deducted for missed and late assignments. Any valid reasons for missing a class or for late submissions should be approved in advance. Each situation will be judged on the basis of circumstances.

E-mail. Feel free to contact by e-mail. Also you may be contacted by e-mail frequently and you should check your e-mail for important information related to this class. This may include changes and other pertinent information.

Grading. Grading scales used for this course are A (93+); A- (90-92); B+ (87-89); B (83-86); B- (80-82); C+ (77-79); C (73-76); C- (70-72); D+ (67-69); D (63-66); D- (60-62); F (59 or Less). Requests for re-evaluation of a grade or assignment must be made in writing giving reasons.

Special Needs. If you need adaptations or accommodations because of a disability (learning disability, attention deficit disorder, psychological, physical, etc.), if you have emergency medical information to share with me, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible. My office location is listed on the first page of this syllabus.

Changes. Although all possible effort will be made to stick to the contents of this syllabus, it may be necessary to make changes due to unavoidable circumstances and/or at the discretion of the instructor. Assigned dates are tentative and will depend on the length of lectures and discussions. Extra class timings may be assigned based on circumstances.

EXAMPLES OF GRADUATE DEGREE PROGRAMS [M.S.& MBA], COURSES & SYLLABI

Requirements for Graduate Degrees

The requirements for a graduate degree vary from University to University. In general, the programs are very flexible and depend on the individual departments and the committees which are set up for individual students. The total credit hours required for MS and MBA degrees are flexible and depend on the individual departments to set up the committees, which decide on the plan of studies customized for each individual student. A list of courses currently offered by the Hospitality and Tourism Management department at Virginia Tech is included as examples. The general philosophy of the faculty is to provide considerable flexibility to meet individual goals and needs, yet require basic knowledge to assure a quality program. Beyond the basic requirements, credits may be selected from several possible supporting disciplines. In selection of courses, students seek advice from the graduate advisor and the advisory committee.

MS Degree

Typical Progression through the MS Degree

Upon entering the program, each Masters student works with the Graduate Program Coordinator who will assist the student with understanding the program and selecting initial courses. During the first semester, (and prior to completing 15 credit hours), a permanent advisor will be selected based on the student's area of interest. For the non-thesis option, the advisor will direct the preparation of a program of study and the major paper. Guidelines for the major paper and examples are available to the students. The program of study must be submitted to the Graduate School before completing 15 credit hours and must be approved by the Graduate Program Coordinator, Department Head and the Graduate School.

All students working on the master's degree have an advisory committee. The advisor and the advisory committee approve the program of study, provide advice, and periodically assess progress and accomplishments. As early as is practical in the graduate program, the student, with the guidance of the advisory committee, prepares a research proposal for the thesis. This committee consists of at least three members, which are appointed by the Graduate School upon recommendation of the Head of the Department. A faculty member from the HTM Department, who possesses expertise in the area of research to be pursued by the student, will serve as chair of the committee. One faculty member from outside of the department may be included on the student's committee.

Early in the MS program, the student pursuing the thesis option should begin to identify a research topic and consult with his/her academic advisor and advisory committee to determine the suitability of the proposed research interest. Upon agreement of the topic, the student is expected to prepare a formal research proposal and defend it to his/her graduate advisory committee before beginning the research effort. In order for the student to obtain feedback from his or her peers before actually defending the proposal to his/her committee, a presentation in the Graduate Seminar class, under the thesis program, is required.

After completion of all required courses a student following the thesis option must successfully complete a final oral examination. This examination focuses mainly on the defense of the thesis, although the examination committee, (usually the advisory committee), may question the candidate on any material relevant to the field of study.

Students following the non-thesis option present a seminar on their major paper in front of the invited audience in conjunction with the Graduate Seminar class.

Graduate Courses Currently Offered by the HOSPITALITY & TOURISM MANAGEMENT Department

Strategic Management and Competitive Strategy in the Hospitality Industries

To enable students to develop a comprehensive understanding of the concepts of strategic management and competitive strategy as applied to the hospitality industries.

Research Methods for Hospitality Applications

The use of business research methods in the scientific investigation of hospitality related problems. The foundations of research, research design, data collection techniques, sampling issues, statistical techniques and the analysis and reporting of data will be studied.

International Service Management

Overview of the contemporary issues in the international business environment facing multinational service firms in the hospitality industry. These issues include such topics as global strategy formulation and implementation, technology challenges, diversity in customers and employees, political and legal concerns, and effective organizational structures for long-term survival.

Chain Management in the Hospitality Industries

The organization, administration and evaluation of existing and challenging practices, concepts and theories in chain management in the hospitality industries.

Human Resource Management

This course focuses upon the attainment of employees within the hospitality industry. Topics include the processes, practices and legal considerations involved in the employment of people in hospitality organizations.

Financial Management in the Hospitality Service Industries

Fundamentals of financial management as applied to hotels, restaurants, institutions and similar service organizations.

Hospitality and Tourism Marketing Strategy and Policy

Examination of the role of marketing within the strategic planning of hospitality service organizations.

Franchising in Hospitality Management

Role of franchising in hospitality management. Contemporary issues related to franchising in different segments of the hospitality industry, including franchise concept development, franchisor-franchisee relationship, franchise agreements, operational problems, and international franchising.

Contemporary Problems in the Hospitality Industry

Consideration and analysis of relevant industry problems and issues facing management and personnel in the hospitality industries. Computer literacy required.

Qualitative Research Methods In Business

This course focuses on the key components of qualitative methodology for research applications in business. The course introduces students to the basics of qualitative research in the business context as well as the ontological and epistemological foundations of qualitative research.

Current Issues in Travel and Tourism Management: Current issues in the management of travel and tourism services. Environmental trends, planning and development, policy formulation, social and economic impact and marketing of travel and tourism.

Project and Report: Variable credit course.

Graduate Seminar

Presentation and critical discussion of current literature and major topics in hospitality and tourism management. The seminar provides a forum for the discussion of research and research problems in hospitality and tourism management and the presentation of research by graduate students. Provides students an opportunity to prepare and present current work related to their thesis and dissertation activities.

Field Study

Variable credit course. X-grade allowed.

Independent Study

Pass/fail only. Variable credit course.

Special Study

Variable credit course.

Research and Thesis:

Variable credit course.

The Concept of Service in the Hospitality Service Industries

Seminar in the concept of service and its management.

Human Resources Management in the Service Industry

Examination of research and writings in the area of human resources management in service industries. Issues and opportunities in human resources management distinctive to hospitality service organizations.

Theory Development for Hospitality & Service Management

Seminar in theory construction in the areas of hospitality, tourism and service. Emphasis on the identification of relevant interdisciplinary paradigms and theory and the evaluation of social science research. Six graduate credits of hospitality and tourism courses required.

Advanced Quantitative Methods for Hospitality Applications

Methodologies and techniques for analysis, reporting and critiquing hospitality issues using advanced concepts and quantitative methods in the scientific investigation of problems related to hospitality.

Syllabus of Graduate Level Courses for M.S. and M.B.A. Programs

Syllabus for Marketing Policy and Strategy Course

Course Title: **Marketing Policy and Strategy**
Time:
Instructor:
Office Hours:
E-mail:
Phone:

Catalog Description:

Principles and processes of strategic marketing planning. Emphasis on development and implementation of marketing plans and programs. Comprehensive case studies are used as the basis of analysis.

Prerequisites:

One course in accounting. Any student, who has not completed this requirement and remains in this course without the consent of the Program Director or the Department Head, may be dropped from the course with or without penalty.

Course Objective:

By the end of this course student should be able to:

- Explain the role of marketing within the organization, the elements of marketing strategy, and how they can be used to develop competitive advantage.
- Analyze marketing situations and strategies to identify opportunities and threats to the organization and articulate their relationship to an organization's marketing.
- Develop marketing strategies to gain a sustainable advantage in the marketplace.
- Communicate your marketing analyses effectively in writing and through discussion.

Course Resources

- Textbook:** Marketing Management by Russell S. Winer, Third Edition, Prentice-Hall publisher, 2007. [required]
- Cases:** Will be assigned separately each week before the class session.
- Handbook/CD:** Analysis for Marketing Planning by Donald R. Lehmann & Russell S. Winer [optional]

Topics and Assignments

[The following schedule is flexible. Any changes will be announced in class and/or confirmed by e-mail. Changes will be made to accommodate professional presentations and special needs. Any classes missed due to inclement weather or other valid reasons will be made up]

Date	Topics	Assignments (to be prepared before class)
	Introduction to Marketing Strategy	Winer: Chapter 1
	Strategic Marketing Framework	Winer: Chapter 2
	Marketing Research	Winer: Chapter 3
	Analyzing Consumer Behavior Organizational Buying Behavior	Winer: Chapter 4 & 5 Case Studies
	Marketing Project and group work	Marketing Plan
	Market Structure & Competitor Analysis	Exam 1; Chapter 6
	Product Decisions	Winer: Chapter 7 Case Studies
	New Product Development	Winer: Chapter 8 Case Studies
	Pricing	Winer: Chapter 9 Case Studies
	Communications & Advertising Strategy	Winer: Chapter 10 Case Studies

	Sales Promotion	Winer: Chapter 11 <i>Case Studies</i> Exam 2
	Channels of Distribution	Winer: Chapter 12 Case Studies
	Direct Channels of Distribution: Personal Selling & Direct Marketing Customer Relationship Management	Winer: Chapter 13 & 14 Case: Studies
	Special Topic: Strategies for Service Markets Presentations	Winer: Chapter 15 Case: Studies Exam 3
	Presentations	

Course Work

Class Participation/Assignments [15%]

Class sessions will comprise of a combination of lecture and discussions related to marketing issues as well as analyses of cases. Since business cases are complex and involves thorough analyses, individual and group participation is essential. Based on the number of students enrolled, session leader will be assigned for each case study. The intent is to blend different perspectives and insights on the case problem and utilize in understanding concepts and practices. Participation will be graded continuously and tallied at the end of the semester. Regular participation and comments indicate a conscientious preparation of the assigned readings and cases. Arguing and justifying a position that diverges from the apparent consensus is an indication of higher level of understanding. Although high frequency of participation is necessary, comments should reflect some depth of analysis. Pertinent examples and contemporary issues will enrich the class discussions and will lead to a better grade. Discussions should lead to an emergence of good analysis with well-prepared remarks as well as comments made during sessions. Thus it is essential to listen carefully to the analysis as it develops in class and responding to what other classmates are saying. Polite disagreement will add to the flavor of discussions and will not be considered as negative. Some of the best learning can result from debate and will make understanding of concepts easier and interesting.

Individual/Group Written Cases [10 %]

Individual assignments will be given or Groups will be formed in the beginning of the session and students will be required to write two analyses of the assigned cases. These assignments are intended to elicit a more thorough and polished analyses than what is used during class discussions. Also these assignments will facilitate teamwork and sharpen writing/presentation skills. Quality and quantity of the contributions of group members will be considered in final grading. Strong contributions and competitiveness of groups are highly encouraged.

Company Strategic Analysis and Marketing Plan [30%]

Using available marketing data of a company selected by you as individual or group, a complete marketing strategic analysis will be required. This analysis should be similar to and exceed what is reported in cases prepared by Harvard University. This assignment is designed to give you experience in strategic analysis, interpretation, and practical application of the concepts learned during the course.

Exams [45%]

There will be three exams on the dates mentioned on the assigned textbook chapters. In addition to questions from assigned chapters, materials from lecture will also be included.

Course Policies

Honor Code. All aspects of your work for this course are governed by Honor Code. Any violations will be duly reported. You should pay special attention to the requirements of the Honor Code. Be sure to clearly distinguish your ideas from those of others. If you are using any quotes or references, provide that information clearly. For cases, do not use any other information than what is provided in the cases. Be sure that you do not use any material that does not belong to you.

Class Preparation. Read all assigned textbook chapters and other assigned readings prior to the class period and come prepared to discuss. The quality of class discussion will depend on preparation, so it is highly desirable that for both individual and group presentations adequate preparation be done before the class time.

Missed and Late Assignments. Points will be deducted for missed and late assignments. Any valid reasons for missing a class or for late submissions should be approved in advance. Each situation will be judged on the basis of circumstances.

E-mail. Feel free to contact by e-mail. Also you may be contacted by e-mail frequently and you should check your e-mail for important information related to this class. This may include changes and other pertinent information.

Grading. Grading scales used for this course are A (93+); A- (90-92); B+ (87-89); B (83-86); B- (80-82); C+ (77-79); C (73-76); C- (70-72); D+ (67-69); D (63-66); D- (60-62); F (59 or Less). Requests for re-evaluation of a grade or assignment must be made in writing giving reasons.

Special Needs. If you need adaptations or accommodations because of a disability (learning disability, attention deficit disorder, psychological, physical, etc.), if you have emergency medical information to share with me, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible. My office location is listed on the first page of this syllabus. Also, if you need captioning for videos, please let me know no later than two weeks in advance of date for viewing.

Franchising in Hospitality Management

Instructor:
Class location:
Class timing:
Phone:
Fax:
E-mail:

Description: **Role of franchising in hospitality management. Contemporary issues related to franchising in different segments of hospitality industry, including franchise concept development, franchisor-franchisee relationship, franchise agreements, operational problems, and international franchising.**

Course Objectives:

1. To develop an understanding of the role of franchising as it relates to the hospitality industry.
2. To develop an understanding of the concepts and definitions in franchising.
3. To study the changes and trends in franchising and its impact on the overall management decisions.
4. To develop a perspective on franchising by an in-depth analyses of selected franchise corporations.
5. To develop an understanding of the significance of the franchise concept in the success or failure of an operation.
6. To understand the impact of franchising on international hospitality development.

Guest speakers and possibly a field trip to corporate headquarters of a franchise organization will be arranged. Assigned readings will include published research work on selected topics.

Course Resources:

1. Khan, M. A. Restaurant Franchising, Second Edition, John Wiley & Sons, Inc. 1999.
2. Marriott, Jr. and Brown, K. A. The Spirit to Serve. Harper Business. 1997.
3. Thomas, David R. Dave's Way. Berkley Books, 1992.
4. Publications and research papers listed during the class sessions.
5. Selected franchise packages.

6. Publications such as Wall Street Journal, Business News, Nation's Restaurant News, Restaurants USA, etc.
7. Other Assigned readings.

Course Requirements:

1. For each class period, reading assignments will be given and class participation is required.
2. Each student will be required to select one franchise for the entire period of the semester and he/she will be serving as a representative for that franchise for class discussions.
3. Papers required and reports selected for study will be discussed in class. Deadlines for submission will be strictly enforced.
4. Oral presentations will be required at the end of the semester and during class periods.
5. There will be a strong emphasis on research aspects and each student will be expected to contribute significantly to class discussions.
6. Case studies will be included as and when necessary. Current issues facing franchises will be included in discussions.
7. Field trips and/or guest speakers will form an integral part of the course and attendance will be required.
8. High quality of work and professionalism will be expected from each student.
9. All papers should follow professional guidelines. A hardcopy and a disk will be required for submission.
10. University Honor Code will be strictly implemented.

Course Evaluation:

Case study of a franchise - 20%
Presentations – 10%
Class Participation – 10%
Mid-term exam – 20%
Research Paper/Final Exam – 40%

Outline of Topics and Discussions:

[These topics are tentative and subject to change. Discussion topics will vary in each class. Extra class time or make-up classes may be arranged in consultation with students. Time will be made-up for any field trips and other activities. Combined session for Blacksburg and Northern Virginia may also be planned, which will be announced later. Any classes cancelled due to inclement weather or unavoidable circumstances will be made up]

Session 1.	Introduction; Overview of the course; basics of Franchising
Session 2.	Pros and Cons of Franchising
Session 3	Legal Aspects of Franchising

Session 4.	Franchisee/Franchisor's role in Franchising
Session 5.	Standard Franchisor Services
Session 6.	Franchise Package
	Mid-term Exam
Session 7.	Marketing and Promotion of Franchises
Session 8.	Financial Aspects of Franchising
Session 9.	Franchisor-Franchisee Relationships
Session 10.	International Franchising
Session 11.	Franchise Concept Development
Session 12.	Non-traditional Franchises

Session 13.	Presentations
-------------	----------------------

Session 14.	Final Exam/presentations
-------------	---------------------------------

Course Policies

Honor Code. All aspects of your work for this course are governed by Honor Code. Any violations will be duly reported. You should pay special attention to the requirements of the Honor Code. Be sure to clearly distinguish your ideas from those of others. If you are using any quotes or references, provide that information clearly. For cases, do not use any other information than what is provided in the cases. Be sure that you do not use any material that does not belong to you.

Class Preparation. Read all assigned textbook chapters and assigned readings prior to the class period and come prepared to discuss. The quality of class discussion will depend on preparation, so it is highly desirable that for both individual and group presentations adequate preparation be done before the class time.

Missed and Late Assignments. Points will be deducted for missed and late assignments. Any valid reasons for missing a class or for late submissions should be approved in advance. Each situation will be judged on the basis of circumstances.

E-mail. Feel free to contact by e-mail. Also you may be contacted by e-mail frequently and you should check your e-mail for important information related to this class. This may include changes and other pertinent information.

Grading. Grading scales used for this course are A (93+); A- (90-92); B+ (87-89); B (83-86); B- (80-82); C+ (77-79); C (73-76); C- (70-72); D+ (67-69); D (63-66); D- (60-62); F (59 or Less). Requests for re-evaluation of a grade or assignment must be made in writing giving reasons.

Changes. Although all possible effort will be made to stick to the contents of this syllabus, it may be necessary to make changes due to unavoidable circumstances and/or discretion of the instructor. Assigned dates are tentative and will depend on the length of lectures and discussions.

Special Needs. If you need adaptations or accommodations because of a disability (learning disability, attention deficit disorder, psychological, physical, etc.), if you have emergency medical information to share with me, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible. Also, if you need captioning for videos, please let me know no later than two weeks in advance of date for viewing.

Syllabus for International Service Management Course

Course Title: **International Service Management**
Time:
Instructor:
Office Hours:
Phone:
E-mail:

Course Description :

Overview of the contemporary issues in the international business environment facing multinational service firms in the hospitality and tourism industry. These issues include such topics as: global strategy formulation and implementation; technology challenges; diversity in customers and employees; political and legal concerns; and effective organizational structures for long term survival.

Justification:

In recent years advances in transportation and communication technologies have significantly enhanced the ability of business to deliver their products and services beyond the traditional boundaries of domestic markets. Moreover, the trend toward multinational operations has extended beyond manufacturing industries. As the hospitality industry approaches the maturity stage of its life cycle, many firms are discovering that their future survival and growth depend upon their successfully competing in the international arena. Thus, a thorough understanding of international management practices related to the opportunities and threats that are prevalent in hospitality industry has become a critical issue.

This course provides an overview of international management practices for the hospitality industry. Different aspects of international management will be examined. Issues such as the decisions for international expansion, factors regarding the international environment, and functional areas of management pertaining to multi-national corporations will be addressed. Specifically, developments in different regions of the world as related to the hospitality and tourism industries will be identified and global hospitality management will be emphasized.

Suggested Readings:

1. Ball, D.A. & McCulloch, W.H., Jr. (1993) *International Business: Introduction and Essentials*, Irwin, Illinois
2. Daniels, J.D., and Radebaugh, L.H., (1993) *International Business: Environments and Operations*, Addison-Wesley Publishing Company, Inc., Massachusetts, 6th edition.
3. Gee, C.Y., (1994) *International Hotel Management*, the Educational Institute of the American Hotel & Motel Association, East Lansing, Michigan.
4. Jones, P. & Pizam, A. (des.) (1993) *The International Hospitality Industry: Organizational and Operational Issues*. John Wiley & sons, Inc., New York.
5. Kotas, R., Teare, R., Logie, J., Jayawardena, C., and Bowen, J. (eds.) (1996) *The International Hospitality Business*, Cassell, London, 1996.
6. Lundberg, D.E., and Lundberg, C.B., (1993) *International Travel and Tourism*, John Wiley & sons, 2nd edition, New York.
7. Porter, M.E., (1990) *competitive Advantage of Nations*, Free Press.
8. Roche, E.M. (1992) *Managing Information Technology in Multinational Corporations*, Macmillan Publishing Company, New York.
9. Khan, M.A., Olsen, M.D., and Var, T. (1992) *VNR's Encyclopedia of Hospitality and Tourism*, John Wiley & Sons, New York.
10. Foley, J.F. (1999) *The Global Entrepreneur*, Dearborn Financial Publishing Co., Chicago, Illinois.

Educational objectives:

1. To understand the framework of international management practices in the hospitality industry.
2. To understand and differentiate the various factors of the international hospitality industry environment as compared to the domestic environment.
3. To have a clear understanding of the decision-making process relative to international expansion and management.
4. To examine the practices and issues of functional areas of management: finance, operation, human resources, and marketing in an international context.
5. To identify the development and expansion of hospitality and tourism industry in various regions of the world.

Major International Journals and Periodicals:

Asia Pacific Journal of Management
Columbia Journal of World Business
International Marketing Review
International Journal of Research in Marketing
International Journal of Hospitality Management
International Journal of Contemporary Hospitality Management
Journal of Multinational Financial Management
Journal of International Business Studies
Journal of International Financial Management and Accounting
Management of International Review
Journal of Services Research

[Note: These are regular reading assignments for the class. However, other reading assignments, including contemporary issues, discussion topics will be added during the course of the semester]

Topics and Assignments

[The following schedule is flexible. Any changes will be announced in class and/or confirmed by e-mail. Changes will be made to accommodate professional presentations and special needs]

Dates	Topics	Assignments
	Introduction and Course Overview Understanding Services	All Assignments will be discussed in class. Studies will involve surveys and assessments of several service operations including restaurant visits; on-line studies; and phone surveys.
	From International Perspective: Consumer Behavior in Services Customer Expectations of Services Customer Perceptions of Services Services Recovery	
	International Business and International Hospitality Management	
	Environmental Constraints of International Expansion by Service Industries	

Services in Emerging markets:

Russia

China

India

Middle East

Asian Region

Mid-term Exam

Managing Service Operations

Internationally

**Growth and Globalization of
Services**

**Management Aspects of Services
Internationally**

Final Exam

Final Presentations

Course Work

Class Format: above listed course objectives will be met through a combination of lectures, in-class discussions, case studies, scholarly publications, guest speakers, visits, and written/oral assignments.

Course Requirements and Assessment

Assignments (30%)

Class sessions will comprise of a combination of lecture and discussions related to international service issues as well as analyses of cases. Since business cases are complex and involves thorough analyses, individual and group participation is essential. Based on the number of students enrolled, groups may be assigned or individual assignments will be given. Students will select regions and will do an in-depth study of all environmental factors. The intent is to focus on service industry and how it can flourish in different regions of the world.

Students will give a written paper and present findings at the end of the semester.

Semester Project (40%)

The intent of the semester project is to provide an opportunity to develop skills in conducting an international service management analysis, based on information received in this course. Depending on the number of students, this can be an individual or group project that requires a

study on special topic pertinent to the service industry in a selected part of the world. Students should become familiar with the macro- and micro-environment of country selected and should focus on a particular product/service offering as it fits into that environment. This project may involve visiting service operations and evaluating their services.

This project report is due on **the day of presentation** which will include a 20-30 minute presentation of findings, illustrated by overheads and handouts.

Participation and Class Discussions (10%)

Class participation and discussion are integral part of the course. Students should come prepared to discuss on pertinent topics, particularly on aspects related to their selected region of the world. Also, students should bring in latest information and business news items for discussion in class.

Exams [20%]

There will be two exams on the dates announced in advance, on all materials covered in class as well as reading assignments.

Course Policies

Honor Code. All aspects of your work for this course are governed by Honor Code. Any violations will be duly reported. You should pay special attention to the requirements of the Honor Code. Be sure to clearly distinguish your ideas from those of others. If you are using an quotes or references, provide that information clearly. For cases, do not use any other information than what is provided in the cases. Be sure that you do not use any material that does not belong to you.

Class Preparation. Read all assigned information prior to the class period and come prepared to discuss. The quality of class discussion will depend on preparation, so it is highly desirable that for both individual and group presentations adequate preparation be done before the class time.

Missed and Late Assignments. Points will be deducted for missed and late assignments. Any valid reasons for missing a class or for late submissions should be approved in advance. Each situation will be judged on the basis of circumstances.

E-mail. Feel free to contact by e-mail. Also you may be contacted by e-mail frequently and you should check your e-mail for important information related to this class. This may include changes and other pertinent information.

Grading. Grading scales used for this course are A (93+); A- (90-92); B+ (87-89); B (83-86); B – (80-82); C+ (77-79); C (73-76); C- (70-72); D+ (67-69); D (63-66); D- (60-62); F (59 or Less). Requests for re-evaluation of a grade or assignment must be made in writing giving reasons.

Changes. Although all possible effort will be made to stick to the contents of this syllabus, it may be necessary to make changes due to unavoidable circumstances and/or discretion of the instructor. Assigned dates are tentative and will depend on the length of lectures and discussions.

Syllabus for **INTERNATIONAL MARKETING STRATEGY** Course

Course Title: **International Marketing Strategy**
Time:
Instructor:
Office Hours:
Phone:
E-mail:

Course Description :

This course provides the background to make managerial marketing decisions at the international level. It is composed of four sections: macro dimensions of international marketing, e.g. culture, politics, and economics; international comparative marketing systems; international marketing management decisions; and international strategic planning and control.

Prerequisites:

Fundamentals of Marketing or Marketing Policy & Strategy. Students who have not taken prerequisite course will be dropped from the class.

Required Text:

Keegan, W. J. & Green, M. C. Global Marketing (Sixth Edition), 2011. Pearson Prentice Hall publication; ISBN-13: 9780137023868.

Course Objectives:

By the end of this course student should be able to:

- Understand the complexities and challenges involved in strategic planning for marketing in international arena.
- Able to realize the importance of ever growing changing demand for marketing in different businesses worldwide.
- Analyze marketing situations and strategies in developed and developing parts of the world.
- Develop marketing plan to gain a sustainable advantage in the international marketplace.

Topics and Assignments

[The following schedule is flexible. Any changes will be announced in class and/or confirmed by e-mail. Changes will be made to accommodate professional presentations and special needs]

DATE	TOPICS TO BE COVERED	ASSIGNMENT (to be prepared before class)
	Introduction and Course Overview Global Marketing Perspectives Introduction to Global Marketing	Chapter 1.
	Global Economic Environment	Chapters 2. <u>Case Studies: [TBA]</u>
	Regional Market Characteristics and Preferential Trade Agreements	Chapter 3.
	Social and Cultural Environments	Chapter 4. <u>Case Studies: [TBA]</u>
	The Political, Legal, and Regulatory Environments	Chapter 5.
	Global Information Systems and Market Research; Segmentation, Targeting, and Positioning	Chapters 6 & 7.
	[First Exam June 10th]	
	Importing, Exporting, and Sourcing; Global Market Entry Strategies: Licensing, Investment, and Strategic Alliances	Chapters 8 & 9 <u>Case Studies: [TBA]</u>
		(a)

Brand and Product Decisions In Global Marketing; Pricing Decisions	Chapters 10 & 11 <u>Case Studies: [TBA]</u>
Global Marketing Channels and Physical Distribution	Chapter 12 <u>Case Studies: [TBA]</u>
Global Marketing Communications I & II	Chapters 13 & 14 <u>Case Studies: [TBA]</u>
Decisions	Chapters 15 & 16 <u>Case Studies: [TBA]</u>
Digital Revolution; Strategic Elements of Competitive Advantage	
[Final Exam & Presentations]	
(b)	

Course Work

Class Format: *above listed course objectives will be met through a combination of lectures, in-class discussions, case studies, scholarly publications, guest speakers, and written/oral assignments.*

Course Requirements and Assessment

Case Analysis (15%)

Class sessions will comprise of a combination of lecture and discussions related to marketing issues as well as analyses of cases. Since business cases are complex and involves thorough analyses, individual and group participation is essential. Based on the number of students enrolled, session leader will be assigned for each case study. The intent is to blend different perspectives and insights on the case problem and utilize in understanding concepts and practices. Participation will be graded continuously and tallied at the end of the semester. Regular participation and comments indicate a conscientious preparation of the assigned readings and cases. Arguing and justifying a position that diverges from the apparent consensus is an indication of higher level of understanding. Although high frequency of participation is necessary, comments should reflect some depth of analysis. Pertinent examples and contemporary issues will enrich the class discussions and will lead to a better grade. Discussions should lead to an emergence of good analysis with well-prepared remarks as well as comments made during sessions. Thus it is essential to listen carefully to the analysis as it develops in class and responding to what other classmates are saying. Polite disagreement will add to the flavor of discussions and will not be considered as negative. Some of the best learning can result from debate and will make understanding of concepts easier and interesting.

Lead Group will be formed in the beginning of the session comprising of 2-3 students each. Lead group will prepare ahead of time each assigned case study and give a presentation to the class. Strong contributions and competitiveness of groups are highly encouraged. This group will

present in detail the contemporary status of the case, substantiate with materials collected from a variety of sources, use audio-visual materials, and answer questions listed at the end of the case. Rest of the students in class will become the **Discussant Group**. After the presentation by the Lead Group the Discussant Group will ask questions and provide some answers. Discussant group will also conduct a peer evaluation.

Lead Group will be responsible for:

- 1) Give a presentation of the case (20-25 minutes)
- 2) Lead discussion
- 3) Answer questions listed at the end of the case (if fewer than 5 questions are listed in the case, you will have to make up your own)
- 4) Involve Discussant Group in discussions
- 5) Solicit and answer questions from audience
- 6) Give your own answers
- 7) Use overheads in discussing the summary and outline points for discussion
- 8) Submit a write-up on the case (maximum 5 pages, including illustrations, etc.). Recommended outline for case write up include:
 - Title page should contain names of the students in the Group.
 - All discussions questions and your answers to these questions
 - Latest trends related to the case after the dateline of the case
 - A recommendation and conclusion based on your assessment.
- 9) Submit the paper at the beginning of class

Grading criteria for the Lead Group will be based on:

1. understanding and presentation of the case
2. analytical depth (both written and oral)
3. answers to the questions
4. readability of the paper
5. how productive and useful the discussion was

Semester Project (40%)

The intent of the semester project is to provide an opportunity to develop skills in conducting an international marketing analysis, based on information received in this course. Depending on the number of students, this can be an individual or group project that requires a thorough analysis of a major corporation and its marketing in specific regional markets of the world. Also required is a discussion of the firm's competitive situation and its global marketing initiatives. Student(s) responsible for this project will assume the role of a CEO of a corporation wishing to evaluate the competitive situation and to make recommendations for the firm's global marketing plan. Markets selected will cover several countries or regions.

Students should become familiar with the macro- and micro-environment of country selected and should focus on a particular product or service offering as it fits into that environment. For selection of products, pick a company and a product line that it manufactures, for e.g. HP or P&G.

Points to be considered in analysis include but are not limited to:

- ❖ Help HP/P&G estimate the total market size, regions, and details in selected country.
- ❖ Help HP/P&G determine the major environmental factors (social, political, economic, and cultural, etc.)

- ❖ Help identify the marketing infrastructure (advertising agencies, market research, channels of distribution, advertising media, etc.)
- ❖ Identify competition from local and foreign companies
- ❖ Show competitive advantage for the selected product and how marketing will benefit in that country
- ❖ Customization needed for the marketing effort based on different factors
- ❖ Expected changes in coming years and trends in the past and future
- ❖ An idea as to how much of the marketing budget should be spent on the country in comparison to other marketing needs locally and internationally
- ❖ Ideas pertaining to product or services that can be imported to USA

This project report is due on **the day of final presentation** which will include a 20-30 minute presentation of findings, illustrated by overheads and handouts.

Exams [35%]

There will be two exams (one mid-term and one final) on the dates mentioned, on the assigned textbook chapters. In addition to questions from assigned chapters, materials from lecture will also be included.

Class Participation [10%]

Course Policies

Honor Code. All aspects of your work for this course are governed by Honor Code. Any violations will be duly reported. You should pay special attention to the requirements of the Honor Code. Be sure to clearly distinguish your ideas from those of others. If you are using any quotes or references, provide that information clearly. For cases, do not use any other information than what is provided in the cases. Be sure that you do not use any material that does not belong to you.

Class Preparation. Read all assigned textbook chapters prior to the class period and come prepared to discuss. The quality of class discussion will depend on preparation, so it is highly desirable that for both individual and group presentations adequate preparation be done before the class time. **Students absent for more than one class period without prior permission will be dropped from the course.**

Missed and Late Assignments. Points will be deducted for missed and late assignments. Any valid reasons for missing a class or for late submissions should be approved in advance. Each situation will be judged on the basis of circumstances.

E-mail. Feel free to contact by e-mail. Also you may be contacted by e-mail frequently and you should check your e-mail for important information related to this class. This may include changes and other pertinent information.

Grading. Grading scales used for this course are A (93+); A- (90-92); B+ (87-89); B (83-86); B – (80-82); C+ (77-79); C (73-76); C- (70-72); D+ (67-69); D (63-66); D- (60-62); F (59 or Less). Requests for re-evaluation of a grade or assignment must be made in writing giving reasons.

MBA PROGRAM WITH EMPHASIS IN HOSPITALITY & TOURISM MANAGEMENT

MBA programs are more specialized towards business emphasis. Since hospitality and tourism program also have a heavy emphasis on business, combining MBA courses opens broader opportunities for students. There are very limited programs in the United States, in fact worldwide that offer such combination. However, in the interest of students and considering the future growth of the hospitality and tourism program, this should be considered. Listed below is an example of how MBA courses can be supplemented by hospitality and tourism courses.

Semester	Course
First	Fundamentals of Accounting Organizational Behavior Managerial Statistics Analytical Framework for Business Managers
Second	Principles of Finance Marketing Policy & Strategy Production/Operations Computer Based Decision-Making
Third	Ethical Dimensions of Leadership International Elective Course Franchising in the Hospitality Management Contemporary Problems in Hospitality Industry
Fourth	International Service Management Current Issues in Travel and Tourism Management Project Management Strategic Management

As listed in the table, general management courses are followed by hospitality and tourism management courses. Students work on projects in all the courses and in International course they go on study abroad in different countries. Examples from the hospitality industry are used in courses in the area of hospitality and tourism management. Upon successful completion of all the listed courses, students get an MBA degree with concentration in Hospitality and Tourism Management.

AMERICAN UNIVERSITY OF ARMENIA EXTENSION (AUA-E)

THE FOLLOWING COURSES ARE PLANNED TO BE OFFERED BY THE AMERICAN UNIVERSITY OF ARMENIA AS EXTENSION COURSES, FOR WHICH THEY HAVE SUPPLIED DESCRIPTIONS AND REQUESTED THAT THE COURSE CONTENTS BE RECOMMENDED. BASED ON THE DESCRIPTION AND CURRENT TRENDS, COURSE CONTENTS WERE DEVELOPED WHICH ARE LISTED BELOW FOR EACH COURSE.

TOURISM & HOSPITALITY MANAGEMENT

Tourism and hospitality is the fastest growing industry in the world. The same is true for Karabagh triggering a wide variety of career opportunities as tour operator, event planner, recreation and food and beverage manager, etc. In this certificate program, students develop the skills needed to become a vital part of this growing industry. The Tourism and Hospitality Management program teaches concepts, principles, procedures and vocabulary essential for success. In addition to hospitality and tourism courses, students build a strong business management foundation with courses in public speaking, sales management, public relations and marketing, entrepreneurship, and service quality management. Essential components to success in the industry are hands-on-learning and real-life experience. Thus, along with traditional learning, students have the opportunity to use the skills they have obtained in planning and executing an annual public event.

EXT104 — FOOD AND BEVERAGE MANAGEMENT: The hospitality industry continues to grow steadily within the economy of the Republic of Karabagh. This course offers new opportunities for advancement in the service industry and belief in managing and promoting from within. This course examines the complexities of food and beverage management. Both hotel food service operations and freestanding restaurants will be discussed. Students will explore menu planning, pricing, sanitation and safety, kitchen layout, storage facilities and principles, food preparation techniques, purchasing and inventory, beverage control, responsible beverage distribution, and food service presentation methods.

COURSE OBJECTIVES

- Understand the importance and trends in the hospitality industry.
- Realizing that menu decides all other factors in the management of food and beverages.
- Identify the processes at each stage from purchasing to service.
- Know the techniques used in preparation and service of food and beverage.
- Learn maintenance of quality standards for production, food safety, and service.

COURSE OUTLINE

<i>Date</i>	<i>Topics</i>	<i>Readings & Home Assignments</i>
Session 1	❖ Importance of Food & Beverage Management ❖ Food & Beverage Industry	
Session 2	❖ Menu and Menu Planning ❖ Standardized Recipes	
Session 3	❖ Purchasing foods and beverages ❖ Receiving, Storing, and Issuing	
Session 4	❖ Quality Food Products Standards ❖ Quality Beverage Management Standards	
Session 5	❖ Service Standards ❖ Facilitating Performance of Production and Service Staff	
Session 6	❖ Communicating with Customers ❖ Analysis and Decision Making	
Session 7	❖ Managing Buffets, Banquets, and Catered Events.	

Recommended Text: Restaurant Management: Customers, Operations and Employees, by Mills. Prentice Hall (2008).

EXT 114 — DESTINATION & RESORT MARKETING: This course is a study of hospitality marketing for hotels, food service, travel/tourism, special events, and destination operations. Special attention is paid to identifying Karabagh-specific destination and resort marketing opportunities. Development of a strategic marketing plan, market research and analysis, buyer behavior, market segmentation, competition analysis, e-commerce business, publicity and promotion, and business feasibility are discussed. Various career and entrepreneurial opportunities in hospitality marketing and management are introduced.

COURSE OBJECTIVES

- Explain why effective marketing is essential for success in the restaurant and foodservice business.
- Identify the characteristics of an effective marketing plan.
- List the tools managers use to evaluate the impact of marketing on guest purchases.
- Explain the importance of assessing marketing-related return on investment (ROI).

- State how managers assess the impact of a properly implemented marketing plan.
- Explain the importance of the economic environment in understanding market conditions.
- Discuss the importance of the legal environment in assessing market conditions.
- Identify demographic factors used to define the target market.
- Explain the difference between sales promotions, publicity, and public relations in the marketing effort.

COURSE OUTLINE

Date	Topics	Readings & Home Assignments
Session 1	<ul style="list-style-type: none"> ❖ Introduction to Destination & Resort Marketing ❖ Importance of Destination & Resort Marketing 	
Session 2	<ul style="list-style-type: none"> ❖ Understanding the marketing environment 	
Session 3	<ul style="list-style-type: none"> ❖ Understanding Customer ❖ Customer needs and wants 	
Session 4	<ul style="list-style-type: none"> ❖ Marketing Plans Development ❖ Communication Channels 	
Session 5	<ul style="list-style-type: none"> ❖ Pricing ❖ Advertisement and Promotion 	
Session 6	<ul style="list-style-type: none"> ❖ Sales Promotions, Publicity, and Public Relations 	
Session 7	<ul style="list-style-type: none"> ❖ Evaluating Marketing Efforts 	

Recommended Text: Marketing for Hospitality & Tourism by Kotler, Bowen, & and Makens, Prentice Hall.

EXT154 — FROM B&B TO RESTAURANT & HOTEL MANAGEMENT: Hotels, motels, and bed-and-breakfast operations are not only places where a guest can obtain tasty food and comfortable lodging, they also are an integral part of the tourism and hospitality industry. This course offers career choices for anyone holding or seeking a job in the hospitality industry as guest service manager, head chef, front office clerk, security officer, banquet manager, bookkeeper, concierge and many more opportunities that can be personally satisfying and financially secure. Expected business travel, and domestic and foreign tourism will boost employment growth of lodging managers and B&B operators. Management of a B&B, motel, hotel or restaurant calls for a wide range of capabilities and skills that are covered in this course.

COURSE OBJECTIVES

- Understand the functioning of Bread and Breakfast.
- Identify the differences between operation in B&B compared to other hospitality operations.
- Explain how experience in Bread and Breakfast helps in securing in other hospitality businesses.
- Discuss the systems approach to the functioning of restaurants.
- Outline customer service and relationships in B & B, Restaurants, & Hotels.

COURSE OUTLINE

Date	Topics	Readings & Home Assignments
Session 1	<ul style="list-style-type: none"> ❖ Understanding Bread and Breakfast ❖ Special Aspects of Bread and Breakfast Business 	
Session 2	<ul style="list-style-type: none"> ❖ Components of Restaurant Business From Back –of-the-house to the Front-of –the House 	
Session 3	<ul style="list-style-type: none"> ❖ Food Service ❖ Catering 	
Session 4	<ul style="list-style-type: none"> ❖ Lodging ❖ Hotel Business: Different Aspects 	
Session 5	<ul style="list-style-type: none"> ❖ Management Basics ❖ Management Functions 	
Session 6	<ul style="list-style-type: none"> ❖ Differences between B&B, Restaurant, and Hotel Management 	
Session 7	<ul style="list-style-type: none"> ❖ Customer Services Management 	

Recommended Text: Introduction to Hospitality Management by Walker, Prentice Hall

EXT255 — SALES & SERVICE MANAGEMENT: This course examines the complexities of sales and service management in the hospitality industry. Both hotel food service operations and freestanding restaurants are discussed. Students explore the different components of sales and service, including menu planning, pricing, beverage control, responsible beverage distribution and food service presentation methods. The general objectives of this course deal with preparing the student for the challenges of a management career in hospitality. Through the study of actual operational situations, students develop their management style, heighten their industry awareness, focus their values and beliefs, develop a service attitude, advance their communication and interpersonal skills, and enhance their decision-making and problem-solving abilities.

COURSE OBJECTIVES

- Discuss the complexities of sales and service management.
- Explain the importance of services in hospitality management.
- Emphasize the intangibility of services.
- Outline the differences between good and bad service and the impact on profitability.
- Provide examples from hospitality industry.
- Explain the importance of service recovery.
- Give examples of good services and service recovery practices.
- List the importance of learning customer service skills.

COURSE OUTLINE

Date	Topics	Readings & Home Assignments
Session 1	❖ Understanding services, consumers, and marketing	
Session 2	❖ Managing Hospitality Services ❖ Skills required for Services	
Session 3	❖ Differences between good and bad service ❖ Marketing Services	
Session 4	❖ Customer preferences and services ❖ Services and Customer loyalty	
Session 5	❖ Service Recovery ❖ Service Improvement	
Session 6	❖ Measuring quality of services ❖ Different components of quality	
Session 7	❖ Developing services skills ❖ Utilizing consumers in services ❖ Recent Trends in Services	

Recommended Text: Services Marketing by Lovelace and Wirtz. Prentice Hall (2011)

EXT278 — PRINCIPLES OF EVENT MANAGEMENT: This course introduces students to the fundamentals of catering, special events and sales in the hospitality industry. The course focuses on understanding the role of catering and special events (including business meetings, conferences, conventions, weddings, baptisms, family reunions, etc.) within the hospitality industry and the various catering disciplines. Students also discuss topics such as contracts, checklists, legal considerations, staffing and training, food production, and sanitation. This course is project driven which requires significant creative and independent work.

COURSE OBJECTIVES

- Discuss the fundamentals of catering, special events, and sales.
- Emphasize the different types of events.
- Explain the importance of organization and coordination in event planning
- Outline the aspects that should be considered before, during, and after events.
- Stress the importance of appropriate training to the staff.
- Describe the steps involved in catering at each step.
- Provide information regarding guest relations and ways to increase profitability.

COURSE OUTLINE

Date	Topics	Readings & Home Assignments
Session 1	<ul style="list-style-type: none"> ❖ Event and Event Management ❖ Catering Overview 	
Session 2	<ul style="list-style-type: none"> ❖ Event Management : Practice and Professionalism ❖ Planning Events 	
Session 3	<ul style="list-style-type: none"> ❖ Organization and Coordination ❖ Site Planning, Operations and Logistics ❖ Arrangements 	
Session 4	<ul style="list-style-type: none"> ❖ Human Resources Management ❖ Skills Development & Training 	
Session 5	<ul style="list-style-type: none"> ❖ Programming and marketing ❖ Communications and sales 	
Session 6	<ul style="list-style-type: none"> ❖ Equipment Needs ❖ Pricing and Controls 	
Session 7	<ul style="list-style-type: none"> ❖ Developing customer relations ❖ Evaluating and Impact Assessment 	

Event Management & Event Tourism, Cognizant Communication Corporation, New York.

Bruce Mattel & Culinary Institute of America. Catering: A guide to managing a successful business operation. John Wiley & Sons, Inc.

EXT354 — FOOD SAFETY MANAGEMENT: This course looks at the importance of hygiene, health & safety for people who work in the hospitality industry. It reviews the legislation which regulates

hygiene, health & safety practices, identifies gaps, and draws recommendations on policy and enforcement issues. On completion of this course students will be aware of how employers and employee are able to maintain a hygienic and safe working environment wherever food is handled.

COURSE OBJECTIVES

- Explain the importance of food safety and health.
- Understand the role of microorganisms in food safety.
- Illustrate difference between biological, physical, and chemical contaminants.
- Give examples of how cross contamination can occur at different levels.
- Explain the parameters for maintaining food quality from the safety point of view.
- Become aware of local, regional, and state regulations regarding food safety.

COURSE OUTLINE

Date	Topics	Readings & Home Assignments
Session 1	<ul style="list-style-type: none"> ❖ Providing Safe Food ❖ Health & Safety Practices 	
Session 2	<ul style="list-style-type: none"> ❖ Awareness of Micro world ❖ Cross Contamination 	
Session 3	<ul style="list-style-type: none"> ❖ Safe Handling of Food ❖ Cleaning and Sanitizing ❖ Safe Work Environment 	
Session 4	<ul style="list-style-type: none"> ❖ Food processing and safety ❖ Sanitary facilities and equipment 	
Session 5	<ul style="list-style-type: none"> ❖ Food Flow and Controls ❖ Systems Approach 	
Session 6	<ul style="list-style-type: none"> ❖ Food Safety Standards ❖ Food Safety Regulations 	
Session 7	<ul style="list-style-type: none"> ❖ Employee Food Safety Training ❖ Food Safety Management Systems 	

ServSafe Food Safety Manual, Prentice Hall.

EXT500 — BUSINESS ENTREPRENEURSHIP CAPSTONE: This capstone provides students with the opportunity to work on a simulated startup company. Multidisciplinary teams of students work on mentor-defined opportunities, from product or process conception to commercialization. The course is intended to show what it takes to assemble teams with core competencies in different areas into a successfully functioning business organization. Teams

work on issues of intellectual property, marketing (including marketing survey and analysis, market segmentation, identification of target markets, and competitor analysis), definition of a product requirements document, human factors (including team building and personnel evaluation), safety and environmental concerns, and legal matters.

COURSE OBJECTIVES

- To provide an opportunity to apply knowledge learned through coursework and experience.
- Understand the development of business in a stepwise fashion.
- Explain market segmentation and target marketing.
- Identify constituents of a successful marketing plan.
- Show the importance of team work and team building.
- Become aware of the employee development methods.
- Illustrate the methods and application of employee training programs.
- Learn about all interrelated factors that should be considered for profitability.

COURSE OUTLINE

Date	Topics	Readings & Home Assignments
Session 1	<ul style="list-style-type: none"> ❖ Business Concept Development ❖ Types of Businesses in Service Industry 	
Session 2	<ul style="list-style-type: none"> ❖ Market Segmentation and Target Marketing ❖ SWOT Analysis ❖ Marketing Research ❖ Developing a Marketing Plan 	
Session 3	<ul style="list-style-type: none"> ❖ Human Resources Management ❖ Team Building ❖ Team work and assessment 	
Session 4	<ul style="list-style-type: none"> ❖ Employee Development and Training ❖ Employee Recruitment, Appraisal, and Retention 	
Session 5	<ul style="list-style-type: none"> ❖ Operations Management and Controls ❖ Services and Guest Relations 	
Session 6	<ul style="list-style-type: none"> ❖ Financing and Leasing 	

	<ul style="list-style-type: none">❖ Legal Aspects related to Business Operations❖ Licenses and Taxes	
Session 7	<ul style="list-style-type: none">❖ Running a Profitable Business❖ Research & Development	

The Restaurant: from concept to operation by John Walker, John Wiley & Sons

USAID Enterprise Development and Market Competitiveness (EDMC)
35/11 Tumanyan St, 0002 Yerevan, RA
Tel: +374 60 51 61 00
E-mail: info@edmc.am
www.edmc.am