

Spring Semester 2012

Day/Time: March 11-17, 2012

Location: Homestead Resort (Hot Springs, VA), Stonewall Jackson Hotel and Conference Center (Staunton, VA), Thompson Hall 1017 (Fairfax Campus). □

Professors: Dr. Russ Brayley, Dr. Chung Hun Lee □

Office Location: BRH 208 (Brayley), BRH202 (Lee) □

Office Hours: By appointment. □

Phone Number: (703) 993-4698 [Brayley], (703) 993-7785 [Lee] Fax Number: (703) 993-2025 □

E-Mail Address: rbrayley@gmu.edu, cle32@gmu.edu

CREDITS: 3.0 (Note: Credit for this course may be used to satisfy 3 credits in the TEM Electives or as a pre-approved substitute for TOUR 330 [Resort Management] credits)

PRE-REQUISITES: □ 60 hours

COURSE DESCRIPTION: □

A survey of tourist-serving lodging facilities and operations in Virginia. On-site demonstration and exploration of key departments in resort and conference properties. Examines management issues and practices of integrated lodging services.

COURSE OBJECTIVES: □

At the completion of this course, students should be able to: □

1. Identify and critically evaluate lodging site operational structures and management organization.
2. Describe the unique needs and circumstances of resort and conference center guests.
3. Quantify the financial contributions of distinct services to enterprise profitability.
4. Demonstrate awareness of sources of information, training, and professional support for professionals involved in the lodging industry.
5. Explain the relationship of guest services to food and beverage, housekeeping, conference/meeting services, and real estate divisions of the lodging enterprise.
6. Identify and develop informed opinions about current and emerging issues in lodging and conference center management.
7. Identify a range of career opportunities in the lodging industry.
8. Describe the research and evaluation skills needed to function in lodging management.

NATURE OF DELIVERY: Lecture and seminar. On-site (off-campus) instruction.

REQUIRED TEXT: □ No textbook. Class readings, handouts and notes will be provided.

EVALUATION: Grading components will be weighted as follows in determining your grade for this course.

Requirements: □

Item #	Assignment	Due	Point	Grade (%)
1	Pre-work: First Paper	Mar. 11 th / Mar. 31 st	125	25
2	Attendance, Participation & Professionalism	Mar. 11 th ~ 17 th	125	25
3	Final Group Presentation	Mar. 17 th	125	25
4	Final Analysis Paper	Apr. 13 th	125	25
	Total		500	100

Grading Scale: The following semester point accumulation scale will be used by the instructor as a guide for determining the final grade:

- 480 to 500 = A+
- 465 to 479 = A
- 450 to 464 = A-
- 430 to 449 = B+
- 415 to 429 = B
- 400 to 414 = B-
- 370 to 399 = C+
- 350 to 369 = C
- 300 to 349 = D
- 299 and below = F

ASSIGNMENTS:

Submission of required work: All work should be typed and submitted both electronically and in hard copy by due dates. Assignments turned after the posted submission time will still be graded (if applicable) but will receive a score of 0.

Groups: By Friday, March 9th you will form groups of three or four students each. The final group presentation and the second part of the final analysis paper will be performed/submitted by groups. It is expected that all members will have an input on all work, i.e., the assignments should be broken up among the group. Anyone not sharing in the group work will not get credit for that assignment.

Paper Format Guideline: Typed, single-spaced, 10-12 point Times New Roman, 1 inch margins all around; Organize the paper with subheadings that best fit the specific project; Pages must be numbered; No grammar and spelling errors.

1. Prework:

Using the templates attached, students are expected to **evaluate quantitatively and qualitatively each lodging property prior to and after their stay.**

(1) For your pre-stay evaluation, you are required to use various sources available on-and-offline that include online travel agency website (e.g., TripAdvisor.com, Expedia.com), social media (e.g., facebook, twitter, Youtube), and the hotel's direct marketing channel (e.g., www.thehomestead.com, www.stonewalljacksonhotel.com).

(2) Your post-stay evaluation will be based on all the moment of truths - any instance of contact or interaction between you and the hotels through hotel rooms, lobby, restaurants, and other venues or activities that gives you an opportunity to form or change an impression about the hotels.

(3) The comparison between your pre- and post-stay evaluation will explain if the perceived service quality falls below or above the expected level. It is an efficient way in helping the hotels shape up their efforts in bridging the gap between perceived and expected service.

Pre-evaluation paper is due by March 11th (departure time); Post-evaluation paper is due by March 31st.

2. Attendance, Participation, and Professionalism:

(1) Students are expected to be **on time to and actively participate** in every activity and program scheduled.

(2) During the seminars and tours, **ask appropriate questions** whose answers will be the main resources that you and your group members base on for **final analysis paper and group presentation**.

(3) Students are expected to dress appropriately when required.

(4) Students are expected to meet the requirement described in 'Additional Information' on Page 7 and 8.

Failure to do so will result in a reduction of 5% (25 points) of the student's final grade in the course.

3. Final Group Presentation (March 17th):

The presentation should be **no longer than 30 minutes, excluding a 5-minute Q & A session**. Three groups will present their findings about the Homestead Resort, while the other three groups will present their findings about the Stonewall Jackson Hotel. Hotel industry professionals will attend this presentation.

The presentation outline must be confirmed with the course instructor prior to the presentation.

Group presentation consists of the following three major sections:

(1) Gap Analysis – Pework Summary (5 minutes)

The first section discusses your prework assignment results - the gap analysis summary results of your expected and perceived service of each hotel property from a customer perspective. Each group needs to combine and average each member's evaluation score (Group level summary). The following components should be included in the presentation:

- Pre-and-Post-evaluation summary rating of each attribute/criterion (Group level)
- Reference used for Pre-and-Post-evaluation
- Gap between pre-and-post evaluation: Areas of improvement and suggestions.

(2) Summary of Learning Outcomes (10 minutes; no less than 10 minutes)

The second section discusses:

- The activities or programs the students found most interesting and valuable
- Duties performed if any
- Learning outcomes
- Overall assessment of their learning experience

Students are encouraged to keep a field note book of their daily observations and experience.

(3) Analysis – Current Practice and Emerging Trends in the Hotel Industry (15 minutes)

Each group needs to identify **three/four (depending on the group size) emerging trends** in the (resort) hotel industry and evaluate its designated hotel (i.e., the Homestead Resort and the Stonewall Jackson Hotel) regarding **how well the current hotel operations keep up with the trends without sacrificing its essential style and value**. Your evaluation can be made based on **your observation of the lodging property and operations as well as questions and answers during the seminars and tours**. The following elements should be included in the presentation:

- Introduce each emerging trend concept and its example (if any)
- Describe the current hotel practice in each emerging trend and provide its evidence
- Make evaluation and suggestion for improvement

- Example:* (1-1) Trend 1
 - Concept
 - Industry Example
 (1-2) Hotel Practice on Trend 1
 - Observed Practice
 - Evaluation & Suggestion

The emerging trends may include, but are not limited to, the following:

No.	Trends	No.	Trends
1	Sustainability/Green Practice: Eco-friendly Hospitality Initiatives	6	Sales/Marketing & Revenue Management in an Economic Downturn
2	Food & Beverage Operations: More Health Food Choices	7	Generation Y Travelers: Demanding more and forgiving less; Get more for less (Value)
3	Self-Service Technology: Automation and Do-it-Yourself Options	8	Spa Operations: Hotel-Spa Connection
4	Revenue Management & Online Marketing: Online or Mobile Bookings; Social Couponing/Daily Deal	9	Human Resources: Employee Work-Family or Work-Life Balance
5	Customer Relationship Management: Communication with Customers via Social Media	10	Hotel Design, Style, & Experience: More comforting, inviting and enjoyable Amenities - Hotel lobbies, lounge, rooms, etc.

Reference: The links below will help you find out the emerging trends in hotel industry. You can search for further information.

1	http://www.hospitalitynet.org/news/4050382.html
2	http://www.hotelmanagement.net/operations-management/hotel-gurus-top-10-hospitality-industry-trends-for-2012-14103
3	http://hotelmktg.com/index.php/content/article/top_10_hospitality_industry_trends_for_2012
4	rss.hsycindicate.com/file/152003681.pdf (Copy and Paste this URL on Web Browser)
5	http://www.hospitalitynet.org/file/152004818.pdf
6	events.eyefortravel.com/tdsasia/docs/Special_Report.pdf (Copy and Paste this URL on Web Browser)
7	http://www.opushotel.com/blog/emerging-trends-in-the-hotel-industry-a-lighthearted-approach/
8	http://www.hospitalitynet.org/file/152004467.pdf (Top Ten Spa Trends to Watch in 2011)
9	http://www.hcareers.com/us/resourcecenter/tabid/306/articleid/278/default.aspx
10	http://lhonline.com/consulting/education_HSMAl_gaming_foodservice_international_marketing_0527/
11	http://www.vedainformatics.com/blogs/top-hospitality-trends-2009/
12	http://ehotelier.com/hospitality-news/item.php?id=A17815_0_11_0_M
13	http://scottsdalelivingmagazine.com/hospitality/resort-trends-2012

4. Final Analysis Paper (Due by April 13th):

Final analysis paper will be a comprehensive, written version of your group presentation. This paper consists of the following two parts and should be submitted separately:

(1) Individual Analysis Paper (2 pages or longer)

Students are encouraged to keep a field note book of their daily observations and experience and are required to write a field trip report analyzing those observations. This paper mainly discusses your learning outcomes from this course. Each student should **individually** complete a quality paper highlighting the activities or programs, duties performed (if any), learning outcomes, and overall assessment of their learning experience.

(2) Group Analysis Paper (3 pages or longer)

The second part discusses the findings of group analysis about the current hotel operations and emerging trends in the hotel industry. It should explain **three/four (depending on the group size) emerging trends** in the (resort) hotel industry and your group evaluation of how well the hotel practices those trends in its operations. **This paper should be written by a group.** Each group member can divide the work by the trends.

- **Cover page (not counted)** that includes the name of each member and submission date
- **Executive summary** (200 words or less) – an abstract of your analysis with a brief hotel profile.
Example: The XXX Hotel is located in the heart of downtown XXX on the corner of xx avenue and xx street. The XXX hotel has a total of # guest rooms on # stories. Built in xxxx, the XXX Hotel attracts guests with its old world charm mixed with modern amenities crucial for any traveler. Good portions of the total guests are leisure travelers who seek... This paper will illustrate an analysis of the current hotel operations and the emerging trends in the hotel industry. Based on the data from xxx, and our observations and interviews, we analyzed how well the current hotel operations keep up with the trends. Overall, the results of our analysis suggest that the hotel performs well in the area(s) of xxx. However, there are areas for improvement. ... Our suggestions are discussed.
- **Data:** Describe the resources and evidence on which you base your analysis.
- **Analysis:** Introduce each emerging trend concept and provide its example. Then, describe your observation on the hotel practice in each trend. Finally, provide your evaluation and suggestion.
- **Conclusion:** Briefly describe the benefits of this analysis to both you and the hotel.

ASSIGNED READING:

1. Piccoli, G., & Dev. C. S. (2012). Emerging Marketing Channels in Hospitality: A Global Study of Internet-Enabled Flash Sales and Private Sales. *Cornell Hospitality Reports*. 12(5). **(Required)**
2. McCarthy, L., Stock, D., & Verma, R. (2010). How Travelers Use Online and Social Media Channels to Make Hotel-choice Decisions. *Cornell Hospitality Reports*. 10(18). **(Recommended)**

COURSE SCHEDULE:

Sunday, March 11

10:30 a.m. (note daylight savings time) Travel to **The Homestead Resort, Hot Springs VA**

3:00P — Check-in and Official Welcome

4:00P—Tour of the Resort

Driving tour, overall property layout

6:00P—Dinner (to include an overview of the next three day's schedule)

Group dinner in Appalachian Room

Next Chapter presentation

Monday, March 12

8:00A—Continental Breakfast (Appalachian Room)

9:30A – 12:30P The morning will be spent in the Rooms Division to include Front Desk, Concierge, Transportation, Laundry and Housekeeping Departments

Group A (8 students) 9:30A - Front Desk / Concierge / Bell (Jennifer Andrews)

10:30A – Laundry (Annette Stover)

11:30A – Housekeeping (Carrie Chestnut)

Group B (8 students) 9:30A – Laundry (Annette Stover)

10:30A - Housekeeping

11:30A - Front Desk / Concierge / Bell (Jennifer Andrews)

Group C (8 students) 9:30A - Housekeeping
10:30A - Front Desk / Concierge / Bell (Jennifer Andrews)
11:30A - Laundry (Annette Stover)

12:30P—Lunch (Casino)

2:00 P - The afternoon will be spent in the Recreation Departments

Group A (8 students) 2:00P – Shooting Sports (David Judah)
3:00P – Equestrian (Debbie Ryder)
4:00P – Mountain Lodge / Outdoor Act. (Matt Fussell)
Group B (8 students) 2:00P – Mountain Lodge / Outdoor Act. (Matt Fussell)
3:00P - Shooting Sports (David Judah)
4:00P - Equestrian (Debbie Ryder)
Group C (8 students) 2:00P - Equestrian (Debbie Ryder)
3:00P - Mountain Lodge / Outdoor Act. (Matt Fussell)
4:00P – Shooting Sports (David Judah)

7:00P—Dinner (Dining Room, Jacket required) and recap of the day

Tuesday, March 13

8:00A—Continental Breakfast (Appalachian Room)

9:30A – 12:30P The morning will be spent with Spa Operations, Retail and Golf Departments

Group A (8 students) 9:30A – Spa (Joyce Owens)
10:30A - Retail (Christie Ford)
11:30A – Golf (Don Ryder)
Group B (8 students) 9:30A – Retail (Christie Ford)
10:30A - Golf (Don Ryder)
11:30A - Spa (Joyce Owens)
Group C (8 students) 9:30A - Golf (Don Ryder)
10:30A - Spa (Joyce Owens)
11:30A – Retail (Christie Ford)

12:30P—Lunch

2:00 P - The afternoon will be spent in the Recreation Departments

Group A (8 students) 2:00P – Human Resources / Loss Prevention (Phil/Vince)
3:00P – Grounds (Forrest Lee)
4:00P – Engineering (Jason Brown)
Group B (8 students) 2:00P – Engineering (Jason Brown)
3:00P - Human Resources / Loss Prevention (Phil/Vince)
4:00P - Grounds (Forrest Lee)
Group C (8 students) 2:00P - Grounds (Forrest Lee)
3:00P - Engineering (Jason Brown)
4:00P – Human Resources / Loss Prevention (Phil/Vince)

7:00P—Dinner (Sam Snead's Tavern upstairs) and recap of the day

Wednesday, March 14 (Dining Room)

8:00A—Continental Breakfast

9:30A – 12:30P The morning will be spent with the Food and Beverage Department

Group A (8 students) 9:30A – (Esme Pitard)
Group B (8 students) 9:30A – (Mark Gallaudet)
Group C (8 students) 9:30A – (Donnie Warlitner)

Each group will tour Main Kitchen, Banquet Kitchen, Bake Shop, Purchasing, Outlets, Meeting Space

12:30P—Lunch (Group Lunch – Appalachian Room)

2:00P—Departure (via student carpool) to **The Stonewall Jackson Hotel**

4:30P—Arrivals at The Stonewall Jackson Hotel, Staunton VA

6:00P—Dinner (to include an overview of the next two day's schedule as well as an overview explaining the differences between a large resort and a small boutique hotel)

Thursday, March 15

8:00A—Continental Breakfast

The morning will be spent with the Revenue Management and Social Media Departments

12:30P—Lunch

The afternoon will be focus on the Sales & Marketing / Catering / Conference Planning Departments

6:00P—Dinner and recap of the day

Friday, March 16

8:00A—Continental Breakfast

The morning will be spent with the City of Staunton Tourism Office (discussions to include the marketing of a destination and overall Tourism efforts)

12:00P—Lunch

1:00P—Wrap up discussion about the Seminar week

2:00P—Departure (via student carpool) back to George Mason University Campus

Evening on Own

Saturday, March 17

8:00A—Final session at Thompson Hall 1017 (GMU Fairfax Campus)

The morning session will include group presentations by the students

11:45A—Concluding remarks and conclusion of session

Note: The instructor reserves the right to revise the course schedule as needed.

CORE VALUES (College of Education and Human Development)

The College of Education and Human Development is committed to collaboration, ethical leadership, innovation, research-based practice, and social justice. Students are expected to adhere to these principles.

ADDITIONAL INFORMATION:

1. Turn off or silence all sound emitting devices during seminars, group discussions, and tours. Text messaging during these times is also considered unprofessional and inappropriate.
2. Attendance is required at all scheduled and announced activities. Any situation that might influence attendance or punctuality must be brought to the attention of Dr. Brayley as soon as possible.
3. Unless required due to documented disability, laptop computers may NOT be used during seminars. The use of communication and entertainment devices such as iPads, iPods, etc. during seminars and other meetings is also prohibited.
4. Students who require special accommodations due to disabilities (documented by the Office of Disability Services (<http://ods.gmu.edu/>)) must formally bring this to the attention of the instructor by March 1. Because of the intensive, on-site delivery of this course, no accommodations will be made for student athletes or student government officers whose duties or schedules conflict with this course.

5. Official e-mail communications from the instructor will be sent to students' GMU assigned e-mail addresses. Students are responsible to check their e-mail inbox and to ensure that there is room to receive incoming correspondence.
6. The instructor reserves the right to change this syllabus in order to improve the quality of the overall learning experience. Changes may include scheduled activities, classroom policies, and future grading criteria, and will be communicated to all students in a revised syllabus document.
7. Students must arrive on time at designated transportation rendezvous points. Transportation will be the sole responsibility of the student if rides are missed.
8. The George Mason University Honor Code [<http://academicintegrity.gmu.edu/honorcode/>] applies to all aspects of this class. Students should be particularly attentive to University policies regarding plagiarism. Unless otherwise permitted, all assignments and elements thereof must be original and/or properly cited.
9. Students must follow the university policy for Responsible Use of Computing [See <http://universitypolicy.gmu.edu/1301gen.html>].
10. Students are expected to exhibit professional behaviors and civil dispositions at all times. This includes personal time while at the sponsoring lodging sites and while in-transit.

Campus Resources

1. The George Mason University Counseling and Psychological Services (CAPS) staff consists of professional counseling and clinical psychologists, social workers, and counselors who offer a wide range of services (e.g., individual and group counseling, workshops and outreach programs) to enhance students' personal experience and academic performance [See <http://caps.gmu.edu/>].
2. The George Mason University Writing Center staff provides a variety of resources and services (e.g., tutoring, workshops, writing guides, handbooks) intended to support students as they work to construct and share knowledge through writing [See <http://writingcenter.gmu.edu/>].
3. For additional information on the College of Education and Human Development, School of Recreation, Health, and Tourism, please visit our website [See <http://rht.gmu.edu>].

This course is being offered with the generous support and cooperation of:

