

GEORGE MASON UNIVERSITY  
School of Recreation, Health, and Tourism

Tour 480 - Revenue Management  
Spring 2014

DAY/TIME:	W 7:20 pm – 10:00 pm	LOCATION:	Exploratory Hall L 111
PROFESSOR:	Mr. Martin Seanor CHA	EMAIL ADDRESS:	<a href="mailto:mseanor@gmu.edu">mseanor@gmu.edu</a> or <a href="mailto:martin.seanor@obligoim.com">martin.seanor@obligoim.com</a>
OFFICE LOCATION:	Remote	PHONE NUMBER:	571-314-6286 (cell phone)
OFFICE HOURS:	By appointment	FAX NUMBER:	

#### PREREQUISITES

60 Credits

#### COURSE DESCRIPTION

This course will explore the concepts of Revenue Management as utilized in the "real world" of a hotel. It will cover the dynamics of the revenue manager, and demonstrate how the revenue manager is an integral part of the hotel team from a strategic and operations perspective.

#### COURSE OBJECTIVES

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

1. Identify the family of brands of the major hotel companies (Hilton, Marriott, Hyatt, Starwood, IHG, Choice)
2. Author a SWOT analysis
3. Demonstrate an understanding of pricing strategies deployed by a hotel and its comp set
4. Demonstrate an understanding of supply and demand and constrained and unconstrained as they relate to the lodging industry
5. Demonstrate an understanding of a hotel's business mix (transient business vs. group business) and how these channels contribute to overall rooms revenue
6. Demonstrate an understanding of transient and group pace and how to spot holes in the forecast
7. Develop mock front office and housekeeping schedules based on forecasted rooms occupied which is based on historical booking pace
8. Demonstrate an understanding of e-commerce and its increasing role in the lodging industry
9. Complete a displacement analysis under a renovation scenario
10. Analyze a typical Star Report and make recommendations for improvement
11. Comprehend various industry reports such as the Rubicon, Market Vision and Hotelintelligence reports
12. Prepare a basic Profit and Loss (P&L) statement
13. Calculate a valuation analysis

#### NATURE OF COURSE DELIVERY

Face to face

#### REQUIRED READINGS

Hayes, David K. and Miller, Allisha. Revenue Management for the Hospitality Industry (11 Ed).

Instructional techniques include lectures, readings, class activities, homework assignments, quizzes, midterm and final examinations. This course is Blackboard based for class communication and announcements and grading. Class issued reading material as needed and current industry articles.

EVALUATION

<p>Attendance and Participation</p>	<p>Attendance and class participation are required. Students must attend class in order to participate in the class discussions. Contribution will be evaluated based on the number of questions asked or answered and opinion provided when asked.</p>	<p>30%</p>
<p>Homework and Short Assignments</p>	<p>Homework and short assignments are 20% of grade. Homework must be completed and handed in on time; late assignments will result in reduced grade.</p>	<p>20%</p>
<p>Quizzes</p>	<p>Quizzes will result in 10% of grade. Please be present on the day the quizzes are given.</p>	<p>10%</p>
<p>Mid-term presentation</p>	<p>On the first day of class, students will be divided into teams and assigned a hotel company for the mid-term assignment. The mid-term will consist of an oral team presentation and a written paper with each team member contributing to both the oral presentation and paper. The presentation (power-point) shall not exceed 20 minutes. A paper will be handed in after the presentation (on the same day) and be a minimum of 8 pages double-spaced text (not including references and appendix) in APA style of writing. The presentation and paper shall consist of the following</p> <ul style="list-style-type: none"> <li>- History of the company</li> <li>- Mission Statement of the company</li> <li>- Bio of Sr. Management such as CEO, President, COO, CFO – I am looking for where the Sr. Management has worked and how they got where they are (include education of each)</li> <li>- Core business functions (management, franchise company, owner and manager)</li> <li>- Current strategy of the company - acquire assets, sell assets ("asset light") acquire management contracts, etc.</li> <li>- Current "proof" of the company executing their business strategy</li> <li>- Location and name of hotels (assets)</li> <li>- What separates this company from others and why should someone work there?</li> <li>- Current entry level management openings in hotels in the Northern Virginia area</li> <li>- If someone wanted to work for this company, where can one go to apply (what hotels does this company have around Fairfax?)</li> <li>- <b>Lessons learned</b></li> </ul>	<p>20%</p>

Final Exam	<p>Final exam grade will consist of a closed book exam (which will cover the concepts learned throughout the semester) and a power point presentation of the student's "hotel" that will be both e-mailed to the instructor and handed in. Each component will count 50% toward the final exam grade. The power point will consist of at least the following:</p> <ol style="list-style-type: none"> <li>1. Name and location of hotel</li> <li>2. SWOT analysis</li> <li>3. Transient tracking report and summary of expected transient pace based on historical pick-up</li> <li>4. Mock housekeeping and front office schedule based on forecasted rooms occupied</li> <li>5. Recommendation on pricing strategy based on expected pick-up and comp set rates</li> <li>6. Include a Mix of Sales report</li> <li>7. Displacement analysis under a renovation scenario and recommendation of when to renovate</li> <li>8. Simple P&amp;L</li> <li>9. Valuation analysis</li> <li>10. Recommendations on how to improve profitability</li> <li><b>11. Lessons learned</b></li> </ol>	20%
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**Grading Scale**

A = 94 – 100	B+ = 88 – 89	C+ = 78 – 79	D = 60 – 69
A- = 90 – 93	B = 84 – 87	C = 74 – 77	F = 0 – 59
	B- = 80 – 83	C- = 70 – 73	

**TENTATIVE COURSE SCHEDULE**

DATE			TOPIC	READINGS/ASSIGNMENT DUE
W	January	22	First Class – 1. Overview of class with review of syllabus 2. Expectations from students 3. Expectations from instructor 4. Assignment of hotel company for mid-term project 5. Assignment of your "hotel" to analyze/study throughout the semester	Obtain annual report relating to your "hotel." Research your "hotel" for location, number of rooms, square feet of meeting space, potential comp set, owner and manager. Prepare 3 questions for guest speakers and e-mail instructor prior to next class.
W	January	29	Guest speakers from Westin Washington DC: Frank Kuhns (Director of Sales) Andrea Weissing (Revenue Management) Introduction to SWOT analysis	Develop SWOT analysis for your "hotel."

DATE			TOPIC	READINGS/ASSIGNMENT DUE
W	February	5	Review SWOT analysis homework, Introduction to rate strategies	Shop rates for 21 days for your "hotel" and comp set.
W	February	12	Review of rate strategies Introduction to transient pace report	Develop 90-day transient pace report based on parameters given by instructor.
W	February	19	Review of transient pace report Developing accurate forecasts	Develop mock front office and housekeeping schedules. Prepare 3 questions for the guest speakers and email instructor prior to next class.
W	February	26	Guest speakers from the Hilton McLean: Stephanie Snaposki (Director of Sales) Christina Miller (E-Commerce)  Review mock schedules for accuracy	Study for vocabulary quiz.
W	March	5	Quiz on concepts covered to date	Final mid-term preparation before Spring Break.
W	March	12	No Class Spring Break	
W	March	19	Mid-Term Presentations	
W	March	26	Introduction to the Mix of Sales report	Develop Mix of Sales report. Prepare 3 questions for guest speaker and email instructor prior to next class.
W	April	2	Guest speaker from the Hilton McLean: Dan Benson (Director of Revenue Management) Review Mix of Sales report Introduction to the Star Report	
W	April	9	Introduction to the hotel P&L	Compose P&L based on parameters and assumptions given. Study for quiz.
W	April	16	Quiz on concepts covered to date Review of P&L Introduction to Displacement analysis	Complete displacement analysis based on parameters and assumptions given.
W	April	23	Review displacement analysis Introduction to basic valuation analysis	Complete valuation analysis based on parameters and assumptions given.

DATE			TOPIC	READINGS/ASSIGNMENT DUE
W	April	30	Review of valuation analysis	Study for final and finish power point
W	May	7	Final Exam / hand in power point	

*Note: Faculty reserves the right to alter the schedule as necessary.*

## GMU Policies

### *Student Expectations*

- Students must adhere to the guidelines of the George Mason University Honor Code [See <http://oai.gmu.edu/honor-code/>].
- Students with disabilities who seek accommodations in a course must be registered with the George Mason University Office of Disability Services (ODS) and inform their instructor, in writing, at the beginning of the semester [See <http://ods.gmu.edu/>].
- Students must follow the university policy for Responsible Use of Computing [See <http://universitypolicy.gmu.edu/policies/responsible-use-of-computing/>].
- Students are responsible for the content of university communications sent to their George Mason University email account and are required to activate their account and check it regularly. All communication from the university, college, school, and program will be sent to students solely through their Mason email account.
- Students must follow the university policy stating that all sound emitting devices shall be turned off during class unless otherwise authorized by the instructor.

### *Campus Resources*

- 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/>].
- 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/>].
- 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/>].

**PROFESSIONAL BEHAVIOR:** Students are expected to exhibit professional behaviors and dispositions at all times.

**CORE VALUES COMMITMENT:** 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 <http://cehd.gmu.edu/values/>.