

GEORGE MASON UNIVERSITY
School of Recreation, Health, and Tourism

TOUR 330 – 001 —Resort Management (3)

Spring 2016

DAY/TIME:	TH 9:00 – 10:15 a.m.	LOCATION:	BRH-131 (SciTech)
PROFESSOR:	Dr. Russ Brayley	EMAIL ADDRESS:	rbrayley@gmu.edu
OFFICE LOCATION:	BRH 224	PHONE NUMBER:	703-993-4698
OFFICE HOURS:	T / TH 1:00–3:30 p.m. Other times by appointment	FAX NUMBER:	703-993-2025

PREREQUISITES

TOUR 200 and TOUR 220

COURSE DESCRIPTION

Surveys effective practices in the management of resort recreation enterprises. Examines basic resort operations including front desk, food and beverages, amenities, and housekeeping. Covers management of a variety of resort types such as ski resorts, beach resorts, dude ranches, business retreats, adventure camps, health spas, and golf resorts.

COURSE OBJECTIVES

This course examines all aspects of resort operations, with particular emphasis on the management of resort recreation departments. The role of structured and facilitated recreation in the resort experience, and the enterprise contribution of the recreation amenity (directly and indirectly) is explored. Principles and practices of resort recreation programming, planning and management are contrasted with those of public, private and other commercial recreation service provision.

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

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

NATURE OF COURSE DELIVERY

This course is delivered in a face-to-face lecture setting.

REQUIRED READINGS

Gee, C. Y. 2010. World of Resorts : From Development to Management (3rd edition) American Hotel and Lodging Educational Institute. ISBN : 978-0-86612-346-4

EVALUATION

Requirements

1. Midterm Exams (2 @ 75 points each)

2. Selected Chapter Quizzes (4 @ 20 points each)
3. Project drafts (2 @ 50 points each)
4. Final Examination (75 points)
5. Finalized project (75 points)
5. Professionalism [see rubric] (20 points)

Grading Scale

The following semester point accumulation scale will be used by the instructor as a guide for determining the final grade. In general, totals above 450 (90-100%) indicate outstanding/excellent work (A's). Totals in the lower 400's (80-89%) indicate very good work (B's), and totals in the upper 300's (70-79%) suggest good work. Grades are a reflection of performance in specific areas, not of effort (although the two are usually related) nor of individual worth.

- 480 -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:

The resort project must be original, individual work and is to be submitted on-time* and in the prescribed format. Two drafts will be submitted during the course. Failure to submit either draft on-time will disqualify that draft and future project submissions for satisfaction of course requirement (i.e. no grades assigned).

The Resort Project is Development Plan for a hypothetical resort of the student's choosing. It will include descriptions and details of:

- I. Resort Concept
- II. Resort Offerings
- III. Space Design
- IV. Human Resource Management
- V. Operations Management

All parts of the plan must be typed and presented as hard copy in a professional format. Electronic versions of the project or its elements will only be accepted when that form is specifically requested by the instructor or approved in advance of the submission deadline.

* On-time means no later than 9:05 a.m. on the announced due date. Excused absence does not necessarily change submission deadlines, but may be considered for negotiating an appropriate accommodation (if necessary).

TENTATIVE COURSE SCHEDULE

Date	Topic	Readings / Assignments
1/19	Introduction / Syllabus review	Check-in on Blackboard
1/21	The Resort concept	Chapter 1
1/26	Resort Trends	Chapter 1
1/28	Resort History	Chapter 2
2/2	Resorts in America	Chapter 2
2/4	Mid-term Exam I	
2/9	Planning and Development Considerations	Chapter 3

2/11	Planning Process	Chapter 4
2/16	Development Process	Chapter 4
2/18	Facilities Design	Chapter 5
2/23	Facilities Design	Chapter 5
2/25	Activities and Facilities	Chapter 6, Project draft due
3/1	Activities and Facilities	Chapter 6
3/3	Heart of House Management	Chapter 7
3/8	SPRING BREAK	
3/10	SPRING BREAK	
3/15	Heart of House Management I	Chapter 7
3/17	Front of House Management I	Chapter 8
3/22	Front of House Management	Chapter 8
3/24	Mid-term Exam II	
3/29	Heart of House Management I	Chapter 9
3/31	Heart of House Management I	Chapter 9
4/5	Heart of House Management II	Chapter 10
4/7	Heart of House Management II	Chapter 10, Project draft due
4/12	Safety, Security, Risk Management	Chapter 11
4/14	Marketing and Sales Promotion	Chapter 12
4/19	Resort Finance	Chapter 13
4/21	Resort Finance	Chapter 13
4/26	Global Issues	Chapter 14
4/28	Review	
5/5	Final Exam due	(on-line)
5/7	Grades posted	(by the end of the day)

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

IMPORTANT DATES

Tuesday, January 19	First day of class (9:00 a.m.)
Tuesday, January 26	Last day to add/drop classes (with no penalty)
Thursday, February 4	Mid-term exam I (9:00 a.m.)
Thursday, February 25	Resort Project Phase I/II draft due.
March 7-13	No class meetings (Spring Break)
Thursday, March 24	Mid-term exam II (9:00 a.m.)
Thursday, April 7	Resort Project Phase III/IV draft due.
Thursday, April 28	Last class meeting. Finalized (including Phase V) project due.
Thursday, May 5	Final Exam due (by midnight)

STUDENT EXPECTATIONS

- Students must adhere to the guidelines of the George Mason University Honor Code [See <http://oai.gmu.edu/honor-code/>]. 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.
- 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 are encouraged to discuss class or content issues with Dr. Brayley in person. A telephone conversation is the second most preferred way to deal with questions or discuss issues. All e-mail inquiries will be answered but appropriate time should be allowed for the e-mail to be received and a response formulated. Tutorial discussions will not be conducted using e-mail.
- Students must follow the university policy stating that all sound emitting devices shall be turned off during class unless otherwise authorized by the instructor. Text messaging during class is considered unprofessional and inappropriate.
- Students must arrive on-time for the mid-term exams. Admission to the exam will not be granted later than 15 minutes after the exam begins.
- 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.
- Attendance and participation are key elements to a successful learning experience. Beyond any specific grading point penalties for unexcused absence or habitual tardiness, the instructor may issue an 'F' grade if, after written warning, the student's absence or tardiness continues at a level that constitutes 'non-participation'.
- Unless required due to documented disability, laptop computers may NOT be used or turned on during class meetings. The use of communication and entertainment devices such as phones, tablets, iPods, and similar devices is also prohibited. Violation of this policy will result in an 'absence' for the class period during which the violation occurs.

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.

Rubric for Evaluation Student Professionalism (TOUR 330)

Your professional conduct will be evaluated using the criteria described and discussed in the booklet “The Spirit of Professionalism”. Specifically, the following will be considered:

1. Accountability and Responsibility

- Student accepts responsibility for shortcomings or failings
- Student demonstrates desire to learn from mistakes
- Student shows appropriate concern for the impact of his/her work on others in a work group

2. Punctuality and Dependability

- Student is seated and ready to take notes and participate in class discussion at 9:00 a.m.
- Student submits assignments on time or early, and has developed contingency plans for possible delays.
- Student attends all class meetings
- Student does not engage in conduct that wastes other students' time

3. Dress and Appearance

- Student is clean and well groomed
- Student is modest in dress

4. Language and Communication

- Student refrains from using profanity
- Student demonstrates attentiveness to clear and concise written and verbal communication

5. Courtesy and Respect

- Student follows appropriate classroom etiquette
- Student demonstrates appropriate deference to guests and other in positions of authority
- Student regularly practices normal social graces

6. Honest Evaluation

- Student accepts honest and fair criticism as constructive feedback
- Student uses evaluation as a step to improvement
- Student provides honest, fair, and helpful feedback to others

7. Integrity

- Student is honest
- Student takes credit only for his/her original work, and gives credit to the work of others
- Student does not hide behind excuses or rationalizations
- Student does not encourage or tolerate dishonesty in other class members