

**George Mason University**  
**College of Education and Human Development**  
**Hospitality, Tourism and Events Management**

Tour 416      Catalog # 73407      Hospitality Sales  
3 Credits      Fall 2016  
Tuesday 7:20 pm – 10:00 pm      David King Jr. Hall 2053      Fairfax Campus

**Faculty**

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**Prerequisites/Corequisites**

Undergraduate level [TOUR 230](#) Minimum Grade of D and Undergraduate level [PRLS 410](#) Minimum Grade of D

**University Catalog Course Description**

Explores the principles of personal selling within hospitality sectors. Reviews the nature of buyers and sellers, situational selling, the sales process and relationship management.

**Course Overview**

This course will introduce the concept of hospitality sales utilizing a "real world" approach. It will cover the dynamics/job functions of an entry level sales manager, and introduce proven sales techniques/strategies to maximize revenue. Commonly used industry reports will be utilized, which an entry level sales manager would be required to understand in the position. Students will gain an understanding of the hotel budgets (both sales and marketing and total hotel) and learn how the sales manager is an integral part of the hotel sales team and the entire hotel team in general.

**Course Delivery Method**

Face to face

**Learner Outcomes or Objectives**

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

1. Understand the dynamics/job functions of an entry level sales manager
2. Understand proven sales techniques/strategies to maximize hotel revenue
3. Utilize learned sales techniques to execute an effective hotel tour
4. Comprehend various industry reports such as the Star Report, pace report, GRC report, sales budget, hotel budget, Rubicon, Market Vision and Hotelgence reports
5. Identify the family of brands of the major hotel companies (Hilton, Marriott/Starwood, Hyatt, Choice, IHG, Wyndham)
6. Author a SWOT analysis
7. Demonstrate an understanding of a hotel's business mix (transient business vs. group business) and how these channels contribute to overall rooms revenue
8. Demonstrate an understanding of pricing strategies deployed by a hotel and its comp set
9. Demonstrate an understanding of transient and group pace and how to spot holes in the forecast, and actionable items to close sales/revenue gaps
10. Demonstrate an understanding of e-commerce and its increasing role in the lodging industry
11. Complete a displacement analysis under a renovation scenario and group scenario
12. Analyze a typical Star Report and make recommendations for improvement
13. Prepare a basic Profit and Loss (P&L) statement
14. Calculate a valuation analysis

## Professional Standards

Not Applicable

## Required Texts

Dunn, John A Beginners Handbook for Hospitality Sales Practical Tips and Advice for New Sales Executives (1 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 including current industry articles.

## Course Performance Evaluation

Attendance and Participation	Attendance and class participation is 30% of grade and is 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.	30%
Homework and Short Assignments	Homework and short assignments are 20% of grade. Homework must be completed and handed in on time; late assignments will result in reduced grade. <b>Make sure to e-mail the instructor your 3 questions for any guest speakers at least 24 hours prior to the guest speaker's arrival.</b>	20%
Quizzes	Quizzes will result in 10% of grade. Please be present on the day the quizzes are given.	10%

<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 <b>with each team member contributing to both the oral presentation and paper.</b> The presentation (power-point) shall not exceed 20 minutes. The paper shall be a minimum of 8 pages double-spaced text (not including references and appendix) in CMS (Chicago Manual Style) of writing. The paper and power point 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 (Is this a management company? A franchise company? Are they owner and managers?)</li> <li>- Current strategy of the company – This will require research of analyst presentations or researching press releases or annual reports to determine the companies current growth or profitability strategy</li> <li>- Current "proof" of the company executing their business strategy – you will need to read analyst presentations or press releases to see if the company has been able to successfully execute on their 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? Call out what hotel's this company has around Fairfax that may have employment opportunities.</li> <li>- <b>Lessons learned</b></li> </ul>	<p>15%</p>
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<p>Final Exam</p>	<p>Final exam grade will consist of (i) a closed book exam (which will cover the concepts learned throughout the semester) and (ii) a power point presentation on "your" hotel where you will walk the class through a site tour "selling the property" to your potential client (the class).</p> <p>For the power point presentation part of the final, you will only be giving the class (the client) a site tour utilizing # 1 and # 2 below. HOWEVER all components #3, # 4, #5, #6, #7 and # 8 will be required as part of the final power point e-mailed to the instructor.</p> <p>You should utilize learnings from the field trip (site tour) and the text book to ensure an effective presentation. BOTH TEAM MEMBERS MUST PRESENT EQUALLY. Your power point presentation must be e-mailed to the instructor no later than December 6, 2016. Each component (the closed book final exam and in-class presentation) will each 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 of hotel, address, year built, number of rooms, square feet of meeting space, last renovation, management company and ownership group, potential comp set with # of rooms for each hotel in the comp set (and the year the comp set hotel's were built)</li> <li>2. Photos for the power point to include: <ul style="list-style-type: none"> <li>▪ Map of hotel Note: This map should show your hotel and most of the hotels in your comp set &gt; (Reference example shown in class)</li> <li>▪ Public space</li> <li>▪ Guest rooms (including suites)</li> <li>▪ Meeting Rooms including ballrooms</li> <li>▪ Restaurant(s) (including any PDR's Private Dining Rooms)</li> <li>▪ Fitness Area</li> <li>▪ Pool (if applicable)</li> <li>▪ Outdoor dining options</li> <li>▪ Business center</li> <li>▪ Any other special features or amenities unique to the hotel that will give you a selling advantage over the competition</li> </ul> </li> <li>3. SWOT analysis on <ul style="list-style-type: none"> <li>▪ Room Product</li> <li>▪ F&amp;B Offerings</li> <li>▪ Meeting Space</li> <li>▪ Location</li> <li>▪ Amenity Offerings</li> </ul> </li> <li>4. Simple Budget</li> <li>5. Your Mix of Sales report</li> <li>6. Abstract valuation analysis</li> <li>7. If you owned the hotel what would you do to improve it? Can be revenue drive, service driven, product driven, all, or a combination of the three. AND WHY? <b>Think like you were the OWNER.</b></li> <li><b>8. Lessons learned</b></li> </ol>	<p>25%</p>
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## Grading Policies

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		

## Professional Dispositions

Students are expected to exhibit professional behaviors and dispositions at all times.

## Core Value 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/>.

## GMU Policies and Resources for Students

### *Policies*

- Students must adhere to the guidelines of the Mason Honor Code (see <http://oai.gmu.edu/the-mason-honor-code/>).
- 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 Mason 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 with disabilities who seek accommodations in a course must be registered with George Mason University Disability Services. Approved accommodations will begin at the time the written letter from Disability Services is received by the instructor (see <http://ods.gmu.edu/>).
- Students must follow the university policy stating that all sound emitting devices shall be silenced during class unless otherwise authorized by the instructor.

### *Campus Resources*

- Support for submission of assignments to Tk20 should be directed to [tk20help@gmu.edu](mailto:tk20help@gmu.edu) or <https://cehd.gmu.edu/api/tk20>. Questions or concerns regarding use of Blackboard should be directed to <http://coursessupport.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/>).
- 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 Office of Student Support staff helps students negotiate life situations by connecting them with appropriate campus and off-campus resources. Students in need of these services may contact the office by phone (703-993-5376). Concerned students, faculty and staff may also make a referral to express concern for the safety or well-being of a Mason student or the community by going to <http://studentsupport.gmu.edu/>, and the OSS staff will follow up with the student.

**For additional information on the College of Education and Human Development, please visit our website <https://cehd.gmu.edu/>.**

### Class Schedule

DATE			TOPIC	READINGS/ASSIGNMENT DUE
Tu	August	30	First Class – 1. Introduction of Instructor 2. Overview of class with review of syllabus 3. Expectations from students; what do YOU want to get out of this class? 4. Assignment of a hotel company for your <b>mid-term project (this is a team assignment)</b> 5. Assignment of your "hotel" for your <b>final project (this is also a team assignment)</b>	Homework: Read the book <u><a href="#">A Beginner's Handbook for Hospitality Sales</a></u>
Tu	September	6	Site visit Hyatt Fair Lakes Fairfax <b>MANDATORY</b>	Homework: Write down 10 bullet points on what you learned from the site visit for discussion in class on 9/13/16

DATE			TOPIC	READINGS/ASSIGNMENT DUE
Tu	September	13	<p>Discussion on learnings from site visit</p> <p>Introduction of a SWOT analysis</p> <p>In class SWOT analysis work</p> <p>In class work on homework assignment</p>	<p>Homework:</p> <ol style="list-style-type: none"> <li>1. Obtain the 2015 Annual Report for your "hotel" OR the year-end 2015 analyst presentation and <b>extract</b> the ADR, Occupancy and RevPAR for the brand of your "hotel."</li> <li>2. In excel format enter the following on a worksheet: <ul style="list-style-type: none"> <li>▪ Name of your hotel</li> <li>▪ Address</li> <li>▪ Year built</li> <li>▪ Number of rooms</li> <li>▪ Square feet of meeting space</li> <li>▪ Amenities</li> <li>▪ Special services (free shuttle, etc)</li> <li>▪ Last renovation</li> <li>▪ Management company and ownership group</li> <li>▪ Potential comp set with # of rooms for each hotel in the comp set (and the year each comp set hotel was built) <b>THERE SHOULD BE AT LEAST FIVE (5) HOTELS IN YOUR COMP SET</b></li> </ul> </li> <li>3. Complete SWOT Analysis for your hotel. The SWOT should be done on: <ul style="list-style-type: none"> <li>- Room Product</li> <li>- F&amp;B Offerings</li> <li>- Meeting Space</li> <li>- Location</li> <li>- Amenity Offerings</li> </ul> </li> </ol>

DATE			TOPIC	READINGS/ASSIGNMENT DUE
Tu	September	20	Review SWOT analysis work Introduction of: <ol style="list-style-type: none"> <li>1. Total hotel budget,</li> <li>2. Sales department budget</li> <li>3. Mix of Sales report</li> <li>4. In class assignment – populate your model (to be provided by the instructor) with the ADR and occupancy from the homework assignment from 9/13</li> </ol>	Meet with mid-term project team to work on mid-term project
Tu	September	27	Keeping Score – "How are we doing?" <ol style="list-style-type: none"> <li>1. Introduction of the GRC</li> <li>2. Introduction to the pace report</li> </ol>	E-mail instructor 3 questions for the guest speaker no later than 10/3/16
Tu	October	4	Guest speaker Evan Morick – SVP development for The Procaccianti Group <b>Attendance Mandatory</b>	
Tu	October	11	<b>No class – Columbus Day Recess</b>	
Tu	October	18	Keeping Score – "How are we doing" – Continued: <ol style="list-style-type: none"> <li>1. Introduction to the Star Report</li> </ol>	Finalize mid-term presentations
Tu	October	25	Mid-Term Presentations	
Tu	November	1	Mid-Term Presentations	
Tu	November	8	<b>In class quiz on terms and concepts covered to date</b>	



DATE			TOPIC	READINGS/ASSIGNMENT DUE
Tu	November	15	Star Report review Introduction on Capital Planning	
Tu	November	22	Introduction to displacement analysis In class work on displacement analysis	
Tu	November	29	Introduction to Asset Management Introduction to calculating a valuation utilizing the P&L	Finish power point presentation
Tu	December	6	Final Project Presentations <b>BOTH TEAM MEMBERS MUST PRESENT EQUALLY</b>	Finish power point presentation Study for final exam
Tu	December	13	Final Project Presentations <b>BOTH TEAM MEMBERS MUST PRESENT EQUALLY</b> <b>Final Exam</b>	

Note: Faculty reserves the right to alter the schedule as necessary, with notification to students.

**Assessment Rubric(s)**

Not Applicable

