

Hotel Management (HT-Mgt 344)

Syllabus – Fall 2007

Copyright © 2007 Robert K. Griffin

Many of the materials created for this course are the intellectual property of the instructor. This includes, but is not limited to, the syllabus, manuals, software, lectures, and course notes. Except to the extent not protected by copyright law, any use, distribution, or sale of such materials requires the permission of the instructor. Please be aware that it is a violation of university policy to reproduce, for distribution or sale, class lectures, software, or class notes, unless the copyright has been explicitly waived by the faculty member.

Section Number: 72057
Class Location: Flint 105
Time: 2:30p-3:45p Tu/Th

Instructor: Name: Dr. Robert K. Griffin
Office: Flint Lab - Room 209A
Office: 545-4076 – 10:00a-12:00n Tu/Th and by Appointment
Email: rgriffin@ht.umass.edu
(Mondays, Wednesdays & Fridays are used for research, class prep, and grading.)

Course Description

Introduction of hotel management practices, and use of MBTI in hotel settings. Skills developed in employee selection, room sales forecasting, labor production, employee staffing, employee scheduling, and departmental budgeting. Topics taught utilizing examples from administration, garage, front office, and housekeeping departments.

Course Prerequisite

- 1) HT-Mgt 240 – Hotel Operations
- 2) Understanding of Normal Distribution and Standard Deviation
- 3) Access to IBM-Compatible Computer with MS-Excel 2003 for Windows and MS-Word for Windows
- 4) Internet access
- 5) Access to and ability to download and upload files to and from Spark

Course Goals and Focus

- 1) To develop an understanding of employee selection, rooms forecasting, labor production, staffing, scheduling, and budgeting techniques.
- 2) To master, through a series of hands-on exercises, the techniques of employee selection, rooms forecasting, labor production, staffing, scheduling, and budgeting.

Text to be Purchased

Myers, I.B. *Gifts Differing. Understanding Personality Type*. CPP Books. Palo Alto.
Available from UMass / Amherst Textbook Annex.

Materials Provided via Websites

- 1) Electronic Files
- 2) Supplemental Readings

Course Structure

This course combines readings, lectures, hands-on exercises, homework, quizzes, and exams. Students are expected to spend approximately two hours in preparation for each hour of class time. Expect to work approximately 100 hours on this course. *This course is designed to be executed in a progressive fashion. Skipping an assignment will cause problems with every succeeding assignment.*

Attendance & Classroom Policies

- 1) While attendance is not required, attendance may be taken.
- 2) Attendance is only recognized for students who are present during the entire class period. Do not sign the attendance form if you arrive to class late or leave early.
- 3) The professor will review material that was covered in class on a day you were absent only if you provide legitimate and valid documentation.
- 4) Absences are only excused for *documented*:
 - a. Death in immediate family.
 - b. Wedding in immediate family.
 - c. Medical reasons.
 - d. Legal reasons.
 - e. Official off-campus trips.
 - f. Official religious holidays.
- 5) Additional credit will be given to students who attend randomly selected classes. This is done for the purpose encouraging attendance. Studies indicate that students who attend class perform better than those who do not attend class. Students who are not in class, whether due to an excused absence or not, are not eligible and will not receive additional credit.
- 6) No documented excuses will be accepted after midnight on the last day of classes.
- 7) Any student who disrupts the class will be asked to leave. Any student who is asked to leave class twice will receive an "F" for the course.

Testing & Assignment Policies

- 1) All work is to be an individual effort.
- 2) No make-ups are offered for missed quizzes, whether excused or not excused.
- 3) Up to three quizzes will be dropped with valid documentation of a legitimate excuse.
- 4) Students are responsible for maintaining backups of all work. Do not destroy, delete, or trash any work until after you have received a score for that work.
- 5) Students who arrive late will not be allowed to take the test if the professor feels that it will delay his class instruction.
- 6) If you have a question or problem with any test or assignment, email the professor indicating the problem. Depending on the problem, you may need to meet with the professor in his office, or by phone.
- 7) No assignments, late work, or make-ups will be accepted after midnight on the last day of classes.

Scoring & Grading Policies

- 1) Tests scores are uploaded to Edline once per week.
- 2) Late assignments receive one percentage point deduction for each day late, with the first deduction occurring immediately after midnight on the due date. Late assignments received after midnight of the last day of classes receive a zero.
- 3) Adjustments to scores resulting from late work, make-ups, documented excuses, or scoring errors will be made with the next update of test scores. If the appropriate adjustments are not made, it is the student's responsibility to notify the professor within one week, via email. Notifications received after midnight of the last day of classes will not be accepted.
- 4) Grades are automatically adjusted to a higher grade category if the final average is within one-half of one percent of the next grade category.
- 5) Requests for grade increases or extra credit that are not specified in the syllabus cannot be granted for two reasons. 1) Students already have ample opportunities to increase their grades due to weekly testing and multiple course projects. 2) It is both unethical and unfair for a professor to grant special favors for some and not do the same for all.
- 6) No issues regarding scoring will be reviewed after midnight on the last day of classes.

Please note that the professor reserves the right to make changes to course testing, assignments, contents, grading, and policies.

Policies Particular to HT-Mgt 344

- 1) ***Submit all late work with the next available assignment.*** In other words, if you miss uploading Homework#1, upload it with Homework#2.
- 2) Late work will be graded with the current batch of assignments and not available for review until after all current work has been graded. Students who turn their work in late may end-up repeating mistakes that will lower their scores.
- 3) You may not receive a score on a quiz that is higher than the homework-version of the same assignment. (With the exception of the MBTI file.)
- 4) You may not receive a score on an exam that is higher than the quiz-version of the same assignment. (With the exception of the MBTI file.)
- 5) The professor is available to help you with questions or problems with the assignments. If you have a question or problem, send the file you are having the problem with to his email address, as an attachment, and indicate the problem. If the file is too large to send, compress it using the WinZip program, which is available on the Internet. Depending on the problem, you may have to meet with the professor in his office or by phone. Students who experience general and/or persistent difficulty with assignments should consider hiring a tutor.

Academic Conduct

The University of Massachusetts policy for academic conduct (see Undergraduate Rights and Responsibilities Handbook 2007-2008) applies to all students, at all times. Any student who violates the academic conduct policy will be subjected to the appropriate disciplinary sanctions (Undergraduate Rights and Responsibilities Handbook 2007-2008). In absence of evidence to the contrary, students will be treated as trustworthy, honest, and just.

Assignments

The HT-Mgt 344 assignments utilize electronic files that have been developed and programmed by the professor using MS-Excel spreadsheet technology. While most are used for both skill development and testing, some are designed solely for testing. The files are downloaded from Spark, completed, and then returned to the professor by uploading them to Spark. They include homework, quizzes, and exams. The professor recently won an award issued by the UMass President's Office in Boston for the development of these files.

Title	HW	Quiz	Exam
Type	1	-	-
MBTI	2-3	1-3	1
Selection	4	4	-
WA	5	5	-
MAD	6	6	-
Forecast	7	7	-
Admin	8	8	-
Labor	9	9	-
Garage	-	10	2
Front	-	11	3
House	-	12	4
Budget	-	13	-

Spark

- 1) Spark is used to manage the downloading and uploading of assignments.
- 2) Always download the latest version of the file just before you begin to do the assignment.
- 3) You may upload multiple assignments into the submissions area and submit them all at once.
- 4) If you wish to add an assignment to a submission area that already contains previously-uploaded assignments, you must first remove the existing assignments and then upload everything together.
- 5) You are responsible for learning how to navigate and use Spark to access, download, and upload your assignments.
- 6) Spark is supported by the university. *For problems or issues relating to Spark, please contact the OIT help-desk.*

Downloading Work Files From Spark

- 1) Create a folder on your hard-disk drive and name it HTM344.
- 2) Download the file for a particular assignment to the HTM344 folder. *Do not open the files from the Web.*
- 3) Open MS-Excel 2003 for Windows, or higher, and set the Security Level to "Low"
 - a. "Tools"
 - b. "Macro"
 - c. "Security"
 - d. "Low"
 - e. "OK"
- 4) Open the file from the HTM344 Folder

- 5) Enter your Spire Number
- 6) Follow instructions located above the picture

Scoring Weights

Homework	05%
MBTI Exam	10%
Garage Exam	15%
Front Exam	20%
House Exam	20%
Quizzes	<u>30%</u>
Total	100%

Grading Scale

F	D	D+	C-	C	C+
0↔59.99	60↔66.99	67↔69.99	70↔72.99	73↔76.99	77↔79.99
B-	B	B+	A-	A	
80↔82.99	83↔86.99	87↔89.99	90↔92.99	93↔100	

Edline Scoring Symbols

Symbol	Meaning
**	Work has not been graded
d or dr	Score has been dropped
x	Excused absence and score has been dropped

In-Class Exercises

Many classes make use of in-class exercises. In-class exercises often require calculators, so it is expected that you **bring a calculator** to every class session. You must also **bring several sharpened pencils**, since in-class exercises normally involve writing. Points may be deducted for not participating in class exercises due to the lack of a calculator or pencils.

Homework

Homework must be completed and uploaded as listed in the Course Schedule. Homework is used as practice for quizzes and may be repeated as often as necessary before uploading. You will be able to view your homework scores as you do the work. You should always obtain 100% on homework assignments, since the answers are provided, with the exception of MBTI homework. The timely and successful completion of homework is vital to your success in this course.

Quizzes

Quizzes must be completed and uploaded as listed in the Course Schedule. Quiz files are the same as the homework files, except that report information cannot be viewed until after grading has occurred. **The last three quizzes normally take from three to five hours each to complete, depending on your level of competency. Please plan your schedule accordingly.**

Exams

Exams must be completed and uploaded as listed in the Course Schedule. There are three exams and they include the Garage, Front, and House files. ***The Garage, Front, and House Exams normally take from three to five hours each to complete, depending on your level of competency. Please plan your schedule accordingly.***

Hotel Management (HT-Mgt 344)

Learning Objectives

Copyright © 2007 Robert K. Griffin

Topics Covered:

- Introduction & overview to course
- General Personality Concepts
 - Jung's theory
 - Type tables
- Myers Briggs Type Indicator
 - Sixteen basic personality types
 - Identifying your own type
 - EI preference
 - SN preference
 - TF preference
 - JP preference
 - Process forms compared
- Personality factors and career choices
 - Use of opposites
 - Learning styles
- Personality factors in the work place
 - Type and occupation
 - Learning styles
- Employee Selection
 - Conducting interviews
 - Questioning techniques
 - Effective interviewing
 - Selection factors
- Forecasting of Rooms Sales
 - Principles and Practices
 - Forecast periods
 - Basic procedures
 - General methods
 - Components of demand
 - Terms
 - Limitations
- Forecasting Techniques
 - Simple moving averages
 - Weighted moving average
 - Exponential smoothing
 - Exponential smoothing w/ trend
 - Seasonal variations
- Forecasting Error Concepts
 - Normal curve
 - Mean Absolute Deviation as Error
 - Tracking Signals as Error
- Alternative Forecasting Programs
 - Excel
 - Forecast Pro
- Managing Productivity
 - Property standards
 - Standards determination
 - Staffing guides
- Controlling Labor Costs
 - Performance standards
 - Labor reports
- Staffing
 - Fixed Full-time Staffing
 - Variable Full-time Staffing
 - Determining Staffing Baselines
 - Combining Full-time and Part-time
 - Staff Day and Shift Restrictions
 - Hands-on Skills-Building
 - Staffing Exercises
- Scheduling
 - Fixed Full-time Scheduling
 - Variable Full-time Scheduling
 - Combining Full-time and Part-time
 - Day and Shift Restrictions
 - Hands-on Skills-Building
 - Scheduling Exercises
- Budgeting
 - Practices
 - Principles
 - Zero-based budgeting
 - Hands-on Skills Building
 - Budgeting Exercises

Hotel Management (HT-Mgt 344)

Course Schedule – Fall 2007

Copyright © 2007 Robert K. Griffin

Bold italicized text represents work to turn in and/or tests to take. Complete each day's "Readings / Assignments Due for Next Class" to be ready for the following class.

Day / Date	Class Activities	Readings / Assignments Due for Next Class
Week #1		
Tu 09-04	Course Intro	Purchase MBTI Text
Th 09-06	MBTI	Read MBTI Text Ch1-9
<hr style="border-top: 1px dashed black;"/>		
Week #2		
Tu 09-11	MBTI	Read MBTI Text Ch1-9
Th 09-13	MBTI	Read MBTI Text Ch1-9 MBTI File (HW)
<hr style="border-top: 1px dashed black;"/>		
Week #3		
Tu 09-18	MBTI <i>Due: HW#1 (Upload Type Homework)</i> <i>Due: HW#2 (Upload MBTI Homework)</i> <i>Due: Bring printout of type to class</i>	Read MBTI Text Ch1-9 Manual in MBTI File MBTI File (HW)
Th 09-20	MBTI <i>Due: HW#3 (Upload MBTI Homework)</i>	Read MBTI Text Ch1-9 Manual in MBTI File MBTI File (Qz)
<hr style="border-top: 1px dashed black;"/>		
Week #4		
Tu 09-25	MBTI <i>Due: Qz#1 (Upload MBTI Quiz)</i>	MBTI Text Manual in MBTI File MBTI File (Qz)
Th 09-27	MBTI <i>Due: Qz#2 (Upload MBTI Quiz)</i>	MBTI Text Manual in MBTI File MBTI File (Qz)
<hr style="border-top: 1px dashed black;"/>		
Week #5		
Tu 10-02	Employee Selection <i>Due: Quiz#3 (Upload MBTI Quiz)</i>	Manual in Selection File MBTI File (Ex)
Th 10-04	Employee Selection <i>Due: Exam#1 (Upload MBTI Exam)</i>	Manual in Selection File Selection File (Hw/Qz)
<hr style="border-top: 1px dashed black;"/>		

Course Schedule

Day / Date	Class Activities	Readings / Assignments Due for Next Class
Week #6		
Tu 10-09	No Class Due to Monday Class Schedule	
Th 10-11	WA&ES Models <i>Due: HW#4 (Upload Selection Homework)</i> <i>Due: Quiz#4 (Upload Selection Quiz)</i>	Manual in WA&ES File
<hr/>		
Week #7		
Tu 10-16	WA&ES Models	Manual in WA&ES File WA&ES File (Hw/Qz)
Th 10-18	MAD & Model Accuracy <i>Due: HW#5 (Upload WA&ES Homework)</i> <i>Due: Quiz#5 (Upload WA&ES Quiz)</i>	Manual in MAD File
<hr/>		
Week #8		
Tu 10-23	MAD & Model Accuracy	Manual in Forecast File MAD File (Hw/Qz)
Th 10-25	Room Sales Forecasting <i>Due: HW#6 (Upload MAD Homework)</i> <i>Due: Quiz#6 (Upload MAD Quiz)</i>	Manual in Forecast File Forecast File (Hw/Qz)
<hr/>		
Week #9		
Tu 10-30	Full-time Staffing / Scheduling <i>Due: HW#7 (Upload Forecast Homework)</i> <i>Due: Quiz#7 (Upload Forecast Quiz)</i>	Manual in Admin File
Th 11-01	Full-time Staffing / Scheduling	Manual in Admin File Administration File (Hw/Qz)
<hr/>		
Week #10		
Tu 11-06	Labor Production <i>Due: HW#8 (Upload Admin Homework)</i> <i>Due: Quiz#8 (Upload Admin Quiz)</i>	Manual in Labor File
Th 11-08	Labor Production	Manual in Labor File Labor Production (Hw/Qz)
<hr/>		
Week #11		
Tu 11-13	Variable Full-time Staffing & Scheduling <i>Due: HW#9 (Upload Labor Homework)</i> <i>Due: Quiz#9 (Upload Labor Quiz)</i>	Manual in Garage File
Th 11-15	Variable Full-time Staffing & Scheduling	Manual in Garage File Garage File (Qz/Ex)
<hr/>		

Course Schedule

Day / Date	Class Activities	Readings / Assignments Due for Next Class
Week #12		
Tu 11-20	No Class <i>Due: Quiz#10 (Upload Garage Quiz)</i> <i>Due: Exam#2 (Upload Garage Exam)</i>	
Th 11-22	Holiday - Thanksgiving	
<hr/>		
Week #13		
Tu 11-27	Day and Shift Restrictions	Manual in Front File
Th 11-29	Day and Shift Restrictions	Manual in Front File Front File (Qz/Ex)
<hr/>		
Week #14		
Tu 12-04	Budgeting <i>Due: Quiz#11 (Upload Front Quiz)</i> <i>Due: Exam#3 (Upload Front Exam)</i>	Manual in House File
Th 12-06	Budgeting	Manual in House File
<hr/>		
Week #15		
Tu 12-11	Budgeting In-Class Quiz#13 (Budgeting Material) <i>Due: Quiz#12 (Upload House Quiz)</i> <i>Due: Exam#4 (Upload House Exam)</i>	House File (Qz/Ex)