

cite others' work/writings/words in part or whole is plagiarism. Submitting the same paper in two courses is considered to be cheating.

## Course Policies

**Attendance.** Consistent with University policy, attendance is expected. Attendance will be taken intermittently during semester. Those in attendance will receive attendance points. Points may be deducted if students are late to class or disruptive. When absent, students are expected to obtain notes from other members of the class.

**Exams must be taken as scheduled.** Only two of the three unit exams given during the semester will count toward your final grade. If you miss an exam for ANY reason (illness, etc.), the missed exam grade will be your one exam score dropped. The final exam is comprehensive and is required.

**Writing Style.** Written assignments are to be neatly typed and project a professional image in appearance and writing style. Spelling and grammar will be graded. Papers must follow university policies regarding cheating/plagiarism and the correct use of citations.

Use of the following publication manual is required for your reference/citation style. *Note: APA guides may be found on the Kent State University Library web page.*  
<http://www.library.kent.edu/page/14197>

- American Psychological Association. (2010). *Publication manual of the American Psychological Association* (6th ed.). Washington, D.C.: Author.

**How To Submit Papers:** A print copy of the paper is to be turned in during class on the date listed on the syllabus. E-mail submission is permitted only with instructor permission and in light of extenuating circumstances.

**Time Management.** All assignments are due on dates specified on schedule. Late assignments will not be accepted without advance arrangements. If you are ill or have another problem, call and discuss with instructor BEFORE missing class or missing deadlines if accommodations are desired.

## Grading and Course Requirements

A (90 – 100%), B (80 – 89%), C (70 – 79%), D (60 – 69%), F (below 60%)

## Total Points = 590

Exams (2x100)	Three exams given, only the 2 highest grades count*	200
Comprehensive Final Exam – required		100
Attendance Points		50
In-class Group Projects (3x10 pts.)		30
Article Abstracts and / or Guest Speaker Summaries (3 x 10 pt)		30
Hospitality Company Quality Profile Project		
• Annotated Bibliography		30
• Paper		100
• Presentation		30
Schwebel Lecture (Tentative)		20

\*Highest grades on Exams count, Missed Exams = 0 (No make ups)

## COURSE OUTLINE

WK	DATE	CLASS TOPICS	Reading	ASSIGNMENTS
				<i>Note: Articles may be assigned as additional readings and will be announced in class.</i>
1	8-30	Class Introduction		<u>In Class Grp</u> - Develop organizational mission (10 pts)
	9-1	Managing for Quality <i>Thinking about Quality</i>	1	
2	9-6	NO CLASS – Labor Day		

WK	DATE	CLASS TOPICS	Reading	ASSIGNMENTS
	9-8	Quality Leaders <i>Deming &amp; Juran</i>	2	
3	9-13	Quality Leaders <i>Feigenbaum, Crosby, Ishikawa, Taguchi, &amp; others</i>	2	
	9-15	Quality Management <i>Paradigms, change makers, customers</i>	3	
4	9-20 ACPHA	Library Day		<b>DUE</b> – Article Abstract – <i>Profile of Baldrige Award Winners. Articles will be provided.</i>
	9-22 ACPHA	Organizational Strengths <i>Human resources</i>	4	<u>In Class Grp.</u> - Create & Present Assigned Elements of a Job Description, a Job Ad, and an Overview of a New Employee Orientation (10 pts)
5	9-27	Organizational Strengths <i>Synergism &amp; Empowerment</i>	4	
	9-29	<b>EXAM - 1</b>		<b>EXAM (CH 1, 2, 3, 4)</b>
6	10-4	Teams <i>Why?</i>	5	
	10-6	Teams <i>How?</i>	5	
7	10-11	External Customers <i>Listening to the customer Is the guest always right?</i>	6	
	10-13	External Customers <i>Customer feedback methods</i>	6/7	
8	10-18	Continuous Quality Improvement (CQI) Tools of the Trade	7/8	<b>DUE</b> – Article abstract or guest speaker summer (TBA)
	10-20	Tools of the Trade	8	
9	10-25	Strategic Quality Plans <i>Mission &amp; Core Values</i>	9	
	10-27	<b>EXAM – 2</b>		<b>EXAM (CH 5, 6, 7, 8)</b>
	11-1	Strategic Quality Plans <i>Strategic planning for quality</i>	9	
	11-3	Assessing Quality <i>Benchmarking</i>	10	<b>DUE</b> – Annotated Bibliography for paper
11	11-8	Assessing Quality <i>Internal &amp; External Customer perspectives</i>	10	<u>In Class Grp.</u> – Create a strategy (with the document provided to the guest) for getting customer feedback OR a service failure recovery plan (10 pts)
	11-10	Implementing Quality	11	
12	11-15	Implementing Quality	11	
	11-17	Leading Quality	12	<b>DUE</b> - Hospitality Company Quality Profile Paper
13	11-22	<b>EXAM – 3</b>		<b>EXAM (CH 9, 10, 11, &amp; part of 12)</b>
	11-24	Leading Quality <i>Assessing styles</i>	12	
	11-25	Thanksgiving		

WK	DATE	CLASS TOPICS	Reading	ASSIGNMENTS
14	11-29	Quality of Life Final Thoughts	13/14	<b>DUE</b> - Article abstract or guest speaker summary (TBA)
	12-1	Student Presentations		<b>*Presentations</b> – Hosp. Co. Quality Profile
15	12-6	Student Presentations		<b>*Presentations</b> – Hosp. Co. Quality Profile
	12-8	Student Presentations		<b>*Presentations</b> – Hosp. Co. Quality Profile
	<b>FINALS</b>	<b>Comprehensive Final</b> Tuesday, December 14 10:15 – 12:30 PM		The final is <b>REQUIRED</b> .

### All written assignments

Written assignments in the class must follow the following guidelines.

- Double space typed on standard-sized paper with 1 inch margins and 10 or 12 point Times Roman font
- Use professional writing tone
- Spelling, punctuation, grammar, sentence structure, and paragraph structure are important and will be graded.
- Use APA reference style to cite sources – See style guides on Kent State University Library web page. The appropriate use of citations and accurate use of APA style will be graded.

### Exams

As explained under course policies, the exams are given as scheduled. Make-up exams are not provided. To accommodate “emergencies or illness” only 2 out of the 3 unit exams will count toward your course grade. The final exam is comprehensive and required.

### Attendance Points

As explained in course policies, attendance will be taken intermittently during semester. Those in attendance will receive attendance points. Points may be deducted if students are late to class or disruptive. Student attendance is expected for any and all guest speakers and the presentations of classmate’s papers.

### In class group projects (10 points each)

The in-class group activities will be largely (although potentially not entirely) completed in class. If students are absent for a group project or participate only minimally, full participation points will not be earned. Although *tentative* dates for group activities are provided on the course outline, these activities dates may be adjusted depending on scheduling of guest speakers or progress in lecture notes.

### Article Abstract (10 points each)

Articles will be provided via Electronic Reserves or VISTA. A reference citation for the article should be provided using APA reference style. Summarize article in ONE page using 10-12 point Time Roman font and standard margins. Additional information about this assignment and grading criteria will be provided on VISTA.

### Guest Speaker Summary (10 points)

At least one guest speaker is planned for this semester. Summarize the speaker’s key points and turn in on the next due date listed on the syllabus for a guest speaker summary or an article abstract. You are welcome to turn in sooner than the due dates identified on the syllabus. Additional information about this assignment and grading criteria will be provided on VISTA.

### Hospitality Company Quality Profile - Paper

Select a hospitality company and profile several key management approaches used by this company to promote high quality. It is recommended that the elements used for the Baldrige Award guidelines, as well as the topics discussed in the class and text, are used to guide your content. Plan to include the company mission in your discussion. Grading criteria and additional information for this paper will be provided on VISTA

### • **Annotated Bibliography**

An annotated bibliography is a listing of references in alphabetic order using APA reference style. Each reference is followed by a 3-4 sentence overview/assessment of the content of the article. Grading is based on quality of references, accuracy of reference style, and writing quality. Objective of assignment is for student to receive preliminary feedback on content for paper before completion of the paper and presentation. Plan to have your interview completed before the due date for the bibliography.

- **Paper**

Length – 5 to 6 pages, typed, double spaced, 10 to 12 point Times Roman font, standard margins

Content: Include several key approaches used by the company to promote high quality that are supported by your references, the text, and the Baldrige Award guidelines. Note: The quality of your references will influence the content of the paper, thus good sources are important.

Quality of writing: Paper should be written to present information in a logical order with an introduction and conclusion. Quality of writing assessment includes grammar and spelling.

References: *At a minimum*, a) company webpage or printed company materials, b) a manager interview, and c) four professional or research journal articles should be used. The reference list is to be provided at the end of the paper using APA referencing style. Reference sources must be cited throughout the paper using APA style. APA reference guides may be found at the Kent State University Library Web Page.

- **Presentation**

Length: 5 to 6 minutes. Presentations will be timed!

Content: Provide a brief overview of the quality strategies used by the company profiled and highlight how these strategies are connected to journal articles. Dress professionally and use a professional speaking style for your presentation. Power point slides should be used.

Schwebel Guest Lecture reflections paper & attendance points – Tentative

We are pleased to have opportunity to bring in key leaders through funding provided by the Schwebel family on an annual basis. Tentatively a lecture is planned for this fall. The lecture will be followed by a reception. Other events (TBA) such as a student Q & A with the speaker(s) may be scheduled during the afternoon. Attendance is required at the lecture. Letters from the instructor requesting your absence from a class that conflicts with the lecture will be provided. If it is absolutely not possible to arrange your schedule to attend – an alternative library assignment and paper will be made available. Discuss your need for the alternative assignment with the instructor NO LATER THAN two weeks in advance of the lecture. Students should dress in business or business casual attire for this event.

- Attend the lecture dressed professionally. There will be a sign in or proof of attendance forms provided at the conclusion of the lecture to be stapled to your paper.
- One week after the lecture, turn in a paper in which you summarize the speaker's comments that were of greatest interest to you. Identify how this information may influence your future career plans or your perceptions of how quality is planned for within the speaker's organization.

## **Club Management (3 credit hours) – Fall 2010**

**Kent State University – School of Foundations, Leadership and Administration**

**Prerequisites:** Junior Standing

**Lecture Schedule:** 6:15 – 8:45 p.m., Monday

**Faculty:** Ned Welc  
Phone: 440.796.7922 (cell) or 216.381.0826, ext. 112 (Office)  
Email: [nedwelc@aol.com](mailto:nedwelc@aol.com) or [ewelc@kent.edu](mailto:ewelc@kent.edu).

**Office Hours:** 30 minutes prior to each class, and by appointment

**Text:** Perdue, J. (ed.). (2007). *Contemporary Club Management*, 2<sup>nd</sup>. Edition  
Club Managers Association of America.

**Course Description:**

Introduction to private club management and operations. Strategic planning, marketing, human resources, service excellence, legal issues, and financial management will be emphasized within the context of food and beverage, golf and recreation. Application of specific management tools to compare and contrast methods of people management within the Club Management field.

**Course Objectives:**

1. Identify types of clubs and club ownership and develop an understanding of the role of the General Manager, the Board of Directors, and the committee structure in private clubs.
2. Identify leadership and managerial influences on the quality of member services.
3. Differentiate between members (in clubs) and customers (in restaurants) and other hospitality organizations.
4. Gain an awareness of club administrative responsibilities including operations, marketing, human resource management, financial management, and computer information systems.
5. Understand the role of food and beverage, golf operations, and other recreational services on member satisfaction.
6. Gain an awareness of available outside resources in club management.
7. Strengthen communication skills and enhance knowledge of the professional club and hospitality management literature.
8. Learn personal skills to become a better manager
9. Learn hospitality management styles and applications.

**Course Policies:** **Attendance:** Attendance will be taken each class. Attendance and participation in class discussions is expected.

1. Students are required to notify instructor prior to class if they are unable to attend.
2. Students who **do not** attend a scheduled class are required to complete case studies assigned by the professor, and other written work as indicated by the professor. If a class is missed it is the student's responsibility to contact the professor to arrange for the make up assignments.

3. Students are required to read the assigned chapters prior to attending class, and to submit a question to the instructor for the guest speaker to answer.
4. Cell Phones and laptops are not permitted in class. Attentiveness to guest speakers required.

**Exams must be taken as scheduled.** The final exam is comprehensive and required and represents 1/3 of your final grade.

**Writing Style:** Written assignments are to be neatly typed and project a professional image in appearance and writing style. Handwritten assignments will not be accepted.

**Time Management:** Late assignments will not be accepted without advance arrangements with instructor.

**Professionalism:** Professional dress is *required* for club tour(s). Men must wear jacket, shirt and tie with dress pants. Women should wear a suit or similarly professional dress. Business casual dress (*no denim or cargo pants*) is expected for guest speakers.

<b>Course Requirements:</b>	Attendance/informed participation Case Studies (as Assigned) Paper & Presentation following week after speakers Comprehensive Final Exam (4) Class Exams as specified on the schedule. (1) Class Presentation and (1) attendance at club tour
<b>Grading:</b>	A, B, C, D, & F grading scale. Final grade based on evaluation of student's demonstrated performance related to knowledge, comprehension and application of course subjects

#### **University Course Policies:**

#### **Student Accessibility Services.**

University policy 3342-3-01. requires that students with disabilities be provided reasonable accommodations to ensure their equal access to course content. If you have a documented disability and require accommodations, please contact the instructor at the beginning of the semester to make arrangements for necessary classroom adjustments. Please note, you must first verify your eligibility for these through Student Accessibility Services (contact 330-672-3391 or visit <http://www.kent.edu/sas> for more information on registration procedures.

#### **Class Enrollment:**

Student must ensure proper enrollment in classes by reviewing the official class schedule during the first week of the semester. If Registration errors are not corrected by the dates listed in the Registrar's website at <http://www.registrars.kent.edu/home/credit> will **NOT** be received for the course at the conclusion of the semester. Students must be officially enrolled (by the enrollment deadline) to receive credit for classes.

## KSU CLUB MANAGEMENT 2010

Class #	Date	Topics	Management Skills	Speakers	Chapters	Evaluations
1	8/30	Clubs: Organization, Governance, G.M's	Up & Down Management Name & Face Recognition		# 1 & 2	
2	9/13	Golf Operations	Accepting Criticism Making Apologies	Charlie Wood	#14	Test
3	9/20	Membership & Club Marketing	Team Players	Monica Zeils	# 5 & 6	Test
4	9/27	Financial Management	Engaging People	Romarie Gilchrist	# 12	Test
5	10/4	Club Tour - Congress Lake	-	Paul Showalter	-	
6	10/11	Human Resources	Fatal Management Errors	Richard LaRocca	# 7	
7	10/18	Golf Courses and Clubhouses	Writing & Speaking Skills	Brent Paich - Jim Wallis	# 15	
8	10/25	Food & Beverage -Events	Business Etiquette	R. Horner & T. Dever	# 10	
9	11/1	Mentoring &Networking	Business Etiquette 2 Business Related Social Skills	Manager Panel Discussion	# 11	Test
10	11/8	Food & Beverage -Dining Rooms			# 9	Test
11	11/15	Communication-Leadership-Strategic	Dress & Public Speaking		# 3 & 4	
12	11/22	Service Excellence & Training	Making a Great Impression		# 16	
13	11/29	Technology in Clubs - P.O.S.	Time & Goal Management	Tony Cosgrove	# 13	
14	12/6	Course Review	-		-	
15	12/13	Final Exam	-		-	Test

## HM 33040 HOTEL CONVENTION SALES AND SERVICES

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**CLASS SCHEDULE:** Lecture – Tuesday 2:15-5:00 p.m. (Nixson Hall, Room 205)

**INSTRUCTORS:** Ning-Kuang Chuang, PhD, CHE.  
Office: 145 Nixson Hall  
Phone: 672-2303 (office) or 672-2197 (FCS office); Email: [nchuang@kent.edu](mailto:nchuang@kent.edu)  
Office Hours: Tuesday (10:35 a.m.– 12:35 p.m.) and  
Thursday (10:35 a.m.– 1:35 p.m.) or by an appointment

**INDUSTRY/CLASS MENTORS:** Sheraton Suites Akron/Cuyahoga; Hilton Garden Inn; Holiday Inn  
Akron/West; Bertram Inn and Conference Center; NEOUCOM  
Conference Center, Event Source

**TEXTBOOK:** Astroff, M. T. & Abbey, J. R. (2006). *Convention Sales and Services*. (7th ed.).  
New York: John Wiley & Sons.

**PREREQUISITE:** HM 23030 Lodging Operations

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### COURSE DESCRIPTION:

This course is designed to provide students with all facets of the meetings, expositions, events, and conventions. Specifically, this course will cover the scope and segmentation of the convention and group business market, describe marketing and sales strategies to attract markets with specific needs, and explain techniques to meet those needs as part of meeting and convention services.

### COURSE OBJECTIVES:

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

- Explain the steps in developing a marketing plan
- Describe the organizational structure of a sales department and outline how sales managers interface with other departments
- Summarize the planning process of advertising strategy and describe how public relations and publicity help a property reach meeting planners
- Describe the format and uses of control book and filing system
- Describe typical function room furniture, meeting setups, and time/usage considerations.
- Identify different types of food functions and services
- Summarize factors in determining which audiovisual requirements to service in-house or to outsource, and describe the types of audiovisual equipment and their functions
- Identify group business and describe the steps in making sales calls
- Qualify accounts, assign account responsibility, manage key account, and evaluate sales efforts
- Prepare a convention/meeting resume and function sheets (Banquet Event Order)
- Explain the elements of a contract and differences between these elements
- Distinguish characteristics of association, corporate, and non-profit (SMERF) meeting markets, identify key group decision makers, and develop strategies to sell to each market
- Perform convention service tasks and conduct sales meetings
- Plan and execute convention and meeting events; conduct post-convention review
- Prepare site inspection criteria and meeting venue selection
- Prepare script for sales blitz and Role play personal sale calls to different meeting markets

(Levels of Learning: Application, Analysis, Synthesis, and Evaluation)

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## COURSE POLICIES AND REQUIREMENTS

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### Quizzes, Reading Assignment, and Class Activities (20%):

The quizzes, reading assignments, and class activities are designed to reinforce the key concepts you learn from the class, keep up with the current trends in the industry, and apply your knowledge for the convention/meetings project. All quizzes and reading assignments are due on dates specified on the course schedule. Examples of reading assignments include textbook chapters, academic/trade articles, and marketing reports/reviews\*. Be prepared to talk about the article you read and submit a summary page for grading. Each quiz and summary page will carry a maximum of 10 points and will be given during the semester. All points will be added together and divided by the total possible points (based on the number of quizzes/case studies) to determine the average score. Quizzes may be on the paper or online format. All academic articles can be found in E-reserve: <http://reserves.library.kent.edu/eres/coursepass.aspx?cid=800> or from the following resources.

#### \*Recommended Resources:

Trade Articles and Online Resources	Academic Journal Articles
1. Meetings and Conventions	1. Journal of Convention and Exhibition Tourism
2. HSMAI Marketing Review	2. Cornell Hotel and Restaurant Administration Quarterly
3. T & E (Travel and Entertainment management)	3. International Journal of Contemporary Hospitality Management
4. Convention Industry Council ( <a href="http://www.conventionindustry.org">www.conventionindustry.org</a> )	4. Journal of Hospitality & Tourism Research
5. <a href="http://www.meetingsnet.com">www.meetingsnet.com</a> ; <a href="http://www.meetingsnews.com">www.meetingsnews.com</a> ; <a href="http://www.pcma.org">www.pcma.org</a> ; <a href="http://www.mpiweb.org">www.mpiweb.org</a>	5. Event Management
	6. Journal of Hospitality and Leisure Marketing

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### Exams (10%):

*Exam must be taken as scheduled.* There will be 1 scheduled examination in this course. Examination will consist of objective multiple choice questions taken from the reading materials and class lectures. If unable to take an exam due to an emergency, you must contact the instructor **within 24 hours** of that scheduled exam. For other reasons of absence, a valid document is required and the instructor should be notified **24 hours before** the scheduled exam.

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### Convention and Marketing Project (60%):

This project is designed to enhance your application of knowledge to the convention/meeting sales and management. It will allow you to involve with the planning process, practice the tasks in hotel sales/marketing department, learn the planning logistic, and examine the roles of convention sales/service managers. The project consists of seven steps: (1) participating in a variety of sales activities and planning for convention, conference, meeting, and/or social events at designated meeting venues, (2) conducting a competence marketing survey among students and/or interviewing with industry professional that will help you identify the career development and professional training need in the field, (3) preparing a reflection log for each of your visits in sales/marketing department or interactions with your industry mentors, (4) using your reflection log as a base to create a newsletter with your group members, (5) emailing the (newsletter) draft to instructor for review, (6) presenting to the class on topic of your selections or your learning experiences from sales and services week, and (7) revising your newsletter and

submitting the final version to the instructor for grading (the newsletter will also be presented to our industry/class mentors for their review).

The newsletter is designed to promote the level of learning in synthesis, evaluation, and creativity. It also serves as a short version of portfolio that describes your learning experiences pertaining to convention sales and services. The newsletter may include (but not limited to): (1) an in-depth discussion of selected topic relate to your shadowing experiences during the sales weeks, (2) reflection summary from the articles and book chapter, (3) marketing survey report, (4) career and professional development from the managers you interviewed or shadowed. Be sure to have a third party (e.g., writing center) to read your draft to avoid any grammatical mistakes. Email the instructor the draft of your newsletter so that it can be mailed to other groups for their peer evaluation.

A 10-minute of group presentation is anticipated for your convention project. The presentation and newsletter are due on assigned date. All the written reports are to be neatly typed and to project a professional image in appearance and writing style. Further details and guidelines for the marketing survey and newsletter project will be provided in class during the semester. **Late written report will not be accepted.** If there is a problem of meeting the deadlines due to illness or emergency, please call and discuss with the instructor **PRIOR** to missing class or missing deadlines.

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#### Participation and Peer Evaluation (10%):

Lecture attendance and participation are expected. Attendance will be routinely taken at the start of class. Plan to be on-time to class so that you are not counted as absent because of being late.

The shadowing meetings during the sales week and the field trips are designed to extend your learning experiences to the industry. Your group is responsible to meet and work with your mentors in order to complete your convention and marketing project. Any absence for the meetings or field trips will result in a dropping grade. If unable to attend the meetings and field trips due to emergency, you must contact the instructor and your mentor **in advance** or **within 24** hours to schedule a make-up meeting.

You will need to exchange your newsletter to another group on a scheduled day. Each group will be asked to evaluate and provide suggestions, and to determine the values they have learned from your newsletter.

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#### GRADING AND EVALUATION:

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Quiz/Reading Assignments/Summary Page	20%	90 – 100%	= A
Exam	10%	80 – 89%	= B
Convention and Marketing Project	60%	70 – 79%	= C
Marketing Report (13%)		60 – 69%	= D
Reflection log (8%)		60% & BELOW	= F
Newsletter (27%)			
Presentation (10%)			
Reference & Bonus (2%)			
Participation & Peer Evaluation	10%		
		100%	

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## **COURSE POLICIES AND PROCEDURES:**

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### **Course Registration**

It is the student's responsibility to ensure proper enrollment in classes. You are advised to review your official class schedule during the first week of the semester to ensure proper enrollment!

You have the opportunity to adjust your schedule. If registration errors are not corrected by the dates listed in the Registrar's website at <http://www.registrars.kent.edu/home/>, even if you continue to attend and participate in classes for which you are not officially enrolled, you will NOT receive credit for the course at the conclusion of the semester.

You need to check the Registrar's website at <http://www.registrars.kent.edu/home/> for dates to drop class and dates to withdraw from class.

### **Students with Disabilities**

University policy 3342-3-18 requires that students with disabilities be provided reasonable accommodations to ensure their equal access to course content. If you have a documented disability and require accommodations, please contact the instructor at the beginning of the semester to make arrangements for necessary classroom adjustments. Please note, you must first verify your eligibility for these through Student Accessibility Services (contact 330-672-3391 or visit <http://www.registrars.kent.edu/disability/default.htm> for more information on registration procedures).

### **Academic Integrity**

The Kent State University policy and procedures for student cheating and plagiarism will be followed, including notification of the Office of Student Conduct. Plagiarism essentially is the use of someone else's work, either in part or in total, as your own. The use of appropriate citations is important in any written work that you submit. Submitting the same paper in two courses is considered to be cheating.

### **FCS Rules**

Food and beverages are not allowed in the classrooms in Nixon Hall.

Cell phones must be turned off during class.

Campus e-mail is to be used for course purposes and other appropriate uses.

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## SCHEDULE & ASSIGNMENTS

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WEEK	DATE	Topic & Reading Assignment (RA)	Reading/ Quiz	Activities/ Assignment Due
1	9-1	Course introduction		Group paring
<b>Convention Sales</b>				
2	9-8	Introduction to the Convention, Meeting, and Trade Show Industry	Chapter 1	Activity: Professional organizations (CIC-APEX) Meet at Moulton Hall 038
3	9-15	Selling the Association Meeting Markets	Chapter 4	Activity: Meeting types, meeting room arrangement, and technology
4	9-22	Selling the Corporate Meeting Markets	Chapter 5	Academic article I presentation Contact Industry Managers/Mentors
5	9-29	Selling the Non-Profit and Other Meeting Markets	Chapters 6, 7	Academic article II presentation Initiate competence project-Marketing survey
6	10-6	Developing a Marketing Plan; Organizing Sales; Meeting and Convention Venues & Site Inspection	Chapters 2, 3	Academic Article III presentation Activity: Sales blitz-role play
7	10-13	Pre-Convention: Meeting Planning; Group Sales; Agreement-Guest Room Control	Chapter 12, 14	Hotel/Convention Sales Week: Conference sales/marketing, planning/budget, sales activities
8	10-20	Food and Beverage Service; Function Rooms and Meeting Setups; Audiovisual Requirements	Chapters 13, 15	Hotel/Convention Sales Week: Corporate Meeting Markets & Social Event planning Non-Profit Meeting Markets
9	10-27	Sales Blitz Selling; Trade Show Selling; Public Relationship and Publicity	Chapters 7, 8	Hotel/Convention Sales Week: Association Meeting Markets & Site Inspection
10	11-3	Negotiations and Contracts	Chapter 9	Exam Review; Academic Article IV & V presentations Reflection log due
11	11-10	Midterm Exam		
<b>Convention Services</b>				
12	11-17	Advertising to Meeting Markets; Collateral Materials; Budget; Qualify Sales Account	Chapters 2, 3, 8, & 9	Convention Service Week: Field Trip to the Bertram Inn and Conference Center
13	11-24	The Service Function; Admission Systems; Attendee Management; Convention Billing	Chapters 10 & 16	Newsletter draft due & exchange for Peer evaluation (Comments are due on or before 12/1)
14	12-1	Trade Shows & Exhibitions Post-Convention Review	Chapters 17 & 18	Convention Service Week: Field Trip to the Event Source Business Attire & Be on time
15	12-08	Post-Event Evaluation		Group Presentations for sales weeks Marketing Survey/Report Due
16	12-15	Convention and Marketing Project: Newsletter Due		

This syllabus is tentative and subject to change.

**HM 33050 – Professional Practice in Hospitality – Fall 2010**  
Kent State University – College of Education, Health, and Human Services (EHHS)

**Prerequisites** Junior Standing

**Schedule** Wednesday 4:25-5:15pm (CRN 21039)

**Instructor** Mandy Ulicney  
E-mail: [mulicney@kent.edu](mailto:mulicney@kent.edu)  
Office Hours: Thursday 1:30-3:30pm

**Text** Anderson, L. E., & Bolt, S. B. (2008). *Professionalism: Real skills for workplace success*. Upper Saddle River, NJ: Prentice Hall ISBN-10:0131714392

**Course Description** Preparation of students for professional work experiences in hospitality management. Career development and professional workplace issues are addressed.

**Course Objectives**

- \*Identify issues connected to success in the professional work setting
- \*Prepare interview/job search application materials
- \*Demonstrate effective job interview skills
- \*Identify how and where to locate company information in advance of an interview
- \*Assess a hospitality company in relation to personal career goals based on research
- \*Report on company information through writing and presentation skills
- \*Demonstrate understanding of professional business dress
- \*Identify sources for finding job announcements
- \*Recognize company concerns such as ethics, teamwork, interpersonal skills, diversity, and workplace communication
- \*Discuss career goals, stress management, and personal financial management

**Course Policies** **Attendance:** Routine attendance is expected. Attendance will be taken each class. Those in attendance and participating in class activities will receive attendance points. If late, disruptive, or not respectful of others (including guest speakers), part or all of your attendance points will be forfeited. When absent, students are expected to obtain notes from other students in the class.

**Exams:** Exams must be taken as scheduled. If you have to miss an exam due to illness or another emergency situation, which can be documented, please provide the instructor advance notice. At the discretion of the instruction you will be able to complete a research paper or make-up exam.

**Writing Style:** Written assignments are to be neatly typed and project a professional image in appearance and writing style. Use of the most recent addition of the APA manual is required when any sources are being cited. The APA manual can be purchased from the bookstore or borrowed from the library.

**Assignments:** Late assignments will not be accepted unless advance arrangements have been agreed upon with the instructor.

**University Snow Days:** Class will meet when the university is in session. In the event of inclement weather, the class will meet or be cancelled based on the schedule set by the university.

**VISTA:** The syllabus, grades, and other selected materials will be posted.

**University Policies**

**Student Accessibility Services:** Students with disabilities will be provided reasonable accommodations to ensure their equal access to course content. If you have a documented disability and require accommodations, please contact the instructor at the beginning of the semester to make arrangements for necessary classroom adjustments. Please note, you must first verify your eligibility for these through Student Accessibility Services at 330-672-3391.

**Class Enrollment:** Students must ensure proper enrollment in classes by reviewing the official class schedule during the first week of the semester. If registration errors occur they must be corrected by the enrollment deadline set by the university in order to receive credit for the course.

**Academic Integrity:** This class will abide by the procedures set in place by the university in regards to cheating. Please be advised that plagiarism is a form of cheating, so the use of citations when using other people's work is critical. All work that has been done by you in other courses including resumes, cover letters, etc...should continue to evolve in this course based on your last draft.

<b>Course</b>	<b>Total course points:</b>	<b>500</b>
<b>Requirements</b>	Company Paper	100
	Presentation of Company Paper	20
	Midterm	50
	Final Exam	50
	Cover Letter/Resume/Thank You Note	20/20/20
	Professional Reference List	20
	Mock Interview at Career Services	20
	Professional Dress Day	10
	Lecture Attendance (14X5)	70
	Workbook Assignments	100
	CPR/First Aid, ServSafe, 400 work hour documentation	Yes/No

*\*These items must be documented prior to graduation and you should have all of them completed prior to starting your internship.*

**Assignments Company Paper:** The purpose of this assignment is for you to learn how to research a company that you hope to work for. The goals are to have a better idea of whether or not the company is a good fit for you professionally and to provide you knowledge that will assist you in the interview process.

-Your paper should include the following elements:

-Name of company

-Mission

-Philosophy or vision

-Basic information (menu, pricing, etc...)

-Hiring and human resource practices

-Company history including ownership information, awards/recognitions and other interesting facts

-Scope of business, number of properties, size of property, financial information

-Your interest in the company

-Papers should be 3-4 pages, double spaced, 12pt font-times new roman, standard one inch margins, papers stapled and pages numbered.

-Papers must be well written and contain no typos, incomplete or run on sentences, and no extremely long paragraphs.

-Papers should be from spelling errors, including Ulicney. The instructor's name is listed to make a point about correctly spelling the names of those you are interviewing with.

-Papers should be accurately cited by use of the APA reference style and must contain reliable sources.

-The university writing center should be consulted for assistance.

**Company Presentation:** Your presentation should highlight the information in your paper. Good quality content and excellent communication skills should be used to deliver the information to your classmates in a way that will provide them useful information.

-Your presentation should include the following elements:

-Five minute power point presentation highlighting company information

-Slides should be free from typos, wordy slides or fuzzy graphics

-Presenter should be dressed as you would for an interview

-Avoid excessive reading of slides and demonstrate good public speaking

-Presentations should not go over five minutes in length

-Provide the instructor a copy of your slides on presentation day

-Bring a flash drive containing your presentation to class with you and ensure it's quality before your presentation begins

**Cover Letter, Resume, Thank You Note:** Pretend that you are applying for a job with me. These items should be at "interview ready" level. Prepare these items based on class discussion, text, career services tips and other sources.

-These items should:

- Be typed on resume paper-watch the watermark and paper quality
- Free from typos

**Professional Dress Day:** Dress for an interview-details discussed in class

**Workbook Assignments:** Students will be asked to complete activities from the text. Homework can be turned in on a separate sheet of paper or on the page that is provided in the book.

**Mock Video Interview:** Sign up with Video Stream offered through the Kent State University Career Services. <http://kent.interviewstream.com/>  
Do a video taped interview. Dress and conduct yourself, as you would do in a real interview. It is suggested to practice your skills before the final interview that you e-mail to me for grading.

-Interview details:

- If you have a web cam on your computer you can do the interview on your computer.
- If you need a computer with web capability for this project, schedule with career services to use their facilities. Do not leave this project until the last minute.
- Have the interview e-mailed to yourself and prepare a one page written "reflection of your interview". Specifically address how you will improve on future interviews.
- On or before the due date e-mail your professional interview to [mulicney@kent.edu](mailto:mulicney@kent.edu)
- On or before the due date turn in your one page reflection paper.

**Grading**      **90-100% (A), 80-89% (B), 70-79% (C), 60-69% (D), less than 60% (F)**  
\*Plus minus grading will be used at the discretion of the instructor according to university guidelines.

#### Class Schedule

Date	Topic	Assignments
9/1	Class Introduction	
9/8	Diversity, Generational Considerations	CH 7 Browse Kent State Career Services Website
9/15	Ethics, Etiquette, Dress, Diversity, Customer Service	CH 5,6,8 Due: Your Company
9/22	Cover Letters, Resumes, Thank You Notes	Ch 14
9/29	HR, Job Search, Interviews <a href="http://career.kent.edu/home/RIM/i_GuidelinesNav.cfm">http://career.kent.edu/home/RIM/i_GuidelinesNav.cfm</a>	CH 13, 15, 16 Due: Cover Letter
10/6	In-class peer critiques	Due: Resume
10/13	In-class discussion/recommendations	Due: Thank You,



		Professional Dress
10/20	Interview discussion	Due: Mock Interview and Reflection Paper
10/27	Midterm	Due: Exam
11/3	Professional Affiliations, Job Openings	Due: Company Paper
11/10	Teamwork, Communications, Relationships	CH 9,10,11,12
11/17	Student Presentations	Due: Presentations
11/24	No Class-Thanksgiving Break	
12/1	Student Presentations	Due: Presentations
12/8	Student Presentations	Due: Presentations
12/15	Final Exam-CH 1,2,3,4	5:45pm

### **Additional Resources**

#### **Career Services Web Page**

<http://career.kent.edu/home/index.cfm>

#### **Videos regarding job searches**

<http://career.kent.edu/home/student/careerspots.cfm>

#### **Interview Tips**

[http://career.kent.edu/home/RIM/i\\_GuidelinesNav.cfm](http://career.kent.edu/home/RIM/i_GuidelinesNav.cfm)

#### **Finding a Job-General Advice**

<http://career.kent.edu/home/jobs/index.cfm>

#### **Experience Job Board-HM Internships and Post Grad Positions**

<http://kentstate.experience.com/er/security/login.jsp>

#### **Hospitality Job Search Engines**

[http://career.kent.edu/home/links/career\\_links.cfm#Int\\_id](http://career.kent.edu/home/links/career_links.cfm#Int_id)

#### **Resumes and Letters**

[http://career.kent.edu/home/RIM/Resumes\\_LtrsNav.cfm](http://career.kent.edu/home/RIM/Resumes_LtrsNav.cfm)

#### **Video Interviews**

<http://career.kent.edu/home/student/mockinterview.cfm>

#### **For Mock Interview Assignment**

<http://kent.interviewstream.com/>

#### **Company Research Project**

[http://career.kent.edu/home/links/topic\\_links.cfm#CR](http://career.kent.edu/home/links/topic_links.cfm#CR)

# Casino Management and Gaming Operations

HM 377777 (3 credits)

Spring Semester, 2011

Fridays 9am – 12pm (Nixson Hall room #205)

**Instructors:**

Rob Heiman  
Nicholas Bellino

rheiman@kent.edu  
nbellin1@kent.edu

**Office Hours:**

Professor Heiman – please consult openings posted outside office door at 329 White Hall  
Nicholas Bellino – Please feel free to arrange an appointment, Ph. # (330) 519-5581

**Text:**

Casino Management: A Strategic Approach  
Hashimoto, (2008)  
ISBN: 0131926721

**Class Enrollment:**

“Students must ensure proper enrollment in classes by reviewing their official class schedule during the first week of the semester. If registration errors are not corrected by the dates listed in the Registrar’s website at <http://www.registrars.kent.edu/home/> credit will NOT be received for the course at the conclusion of the semester. Students must be officially enrolled (by the enrollment deadline) to receive credit for classes.”

**Course Description:**

An introduction and orientation into the various aspects of the casino and gaming industry. Students will study the structure of casino organizations, gain basic understanding of gaming operations and responsible gaming. Casino environments will be experienced through on-site visitations. Funds for travel are the student's responsibility, and all students must be legal age of 21 to enroll.

**Course Objectives:**

- Describe the organizational structure of a typical casino
- Distinguish the functions of the departments within that organizational structure
- Determine the casino hotel functions within the overall casino organization
- Determine the operational factors for the Food and Beverage, Meetings and Convention, and Entertainment divisions of a casino function within the overall organization
- Describe the familiarity of the various cultural trends that casinos have evolved through to today
- Describe the familiarity of the impact that casinos have on employee and gamblers’ lifestyles
- Analyze the function of the Human Resources Department in a casino
- Identify how casinos foster responsible gambling, address addictive behaviors, and become a responsible member of its community
- Apply the history of gaming in America from the Native American perspective Pre-Columbian, early Colonial, Pre and Post-Civil War, and Twentieth Century history, to the present and future culture of gaming
- Explain the changing attitudes towards gaming during the various periods of American history.
- Examine the development of gaming in jurisdictions such as Nevada, Atlantic City, native American Reservations, riverboats, and in Ohio
- Recognize the historical reasons and arguments for and against the legalization of gaming
- Explain the importance of dealing with pathological gambling.
- Summarize the reasons behind the recent explosion in popularity of gaming

- Categorize the external and internal forces that affects a typical casino
- Interpret the function and purpose of strategic planning in the casino industry
- Illustrate the effects of the external environment on decisions in casino marketing and promotion
- Define consumer behavior theory and its application to casino marketing
- Explain the familiarity with the place of conventions and meetings in casino marketing
- Compare and contrast the concepts of segmentation and positioning and how it works within casino marketing
- Comprehend the importance of revenue management to casino marketing
- Summarize the importance of channels, location and transportation to casino marketing
- Interpret the importance of promotions to casino marketing
- Recognize and trace the growth and history of various casino games in the United States
- Demonstrate and discuss the various rules and play of casino games
- Specify the probabilities and strategies of various casino games
- Compose and develop an awareness of casino operations
- Evaluate the physical locations of various games within the casino environment
- Appraise cash flow management and effects on physical locations, and the mechanics of the process.
- Discriminate the unique terms that are used in the casino industry.
- Summarize the ability to successfully manage aspects of a casino
- Experience casino and track operations

#### ***Classroom:***

Student and Faculty behavior is governed by the guidelines set forth in the *Student Affairs Information Bulletin: Digest and Regulations* and by the *Faculty Code of Professional Ethics*. Consult the *Student Affairs Bulletin* for the *Student Code of Conduct* and other applicable policies and procedures.

#### ***Attendance:***

Attendance is expected at all times. Any missed material is the responsibility of the student to obtain. If you have a personal emergency, please contact me immediately for arrangements.

#### ***Students with Disabilities:***

University policy 3342-3-01.3 requires that students with disabilities be provided reasonable accommodations to ensure their equal access to course content. If you have a documented disability and require accommodations, please contact the instructor at the beginning of the semester to make arrangements for necessary classroom adjustments. Please note, you must first verify your eligibility for these through Student Accessibility Services [contact (330)-672-3391 or (330)-672-3391] or visit [www.kent.edu/sas](http://www.kent.edu/sas) for more information on registration procedures.

#### ***Evaluation/Grading:***

A point system of evaluation will be utilized. All assignments, projects, quizzes and tests will be assigned a point value. At the completion of the term, a percentage of points possible will constitute a final grade. Assignments are due at the beginning of class.

The following scale will be used:

A	96% -- 100%	C+	77% -- 79.9%
A-	90% -- 95.9%	C	73% -- 76.9%
B+	87% -- 89.9%	C-	70% -- 72.9%
B	83% -- 86.9%	D+	67% -- 69.9%
B-	80% -- 82.9%	D	63% -- 66.9%
		D-	60% -- 62.9%
		F	below 60%

#### ***Grade Distribution:***

33% Attendance  
18% Team Lecture Project

22% Team Casino Project  
 18% Team Convention/Sales/Marketing Project  
 9% The Final  
 100%

33% Attendance

- Each class is worth 20 points (16 class total)
- International Hospitality Expo attendance is worth 50 points

18% Team Lecture Project

- Lecture Project is worth 200 points
- Please see handout for details and expectations
- \*\*\*Your grade will be determined by how well you articulate and present your findings

22% Team Casino Project

- Casino Project is worth 250 points
- Please see handout for details and expectations
- \*\*\*Your grade will be determined by how well you articulate and present your findings

18% Team Convention/Sales/Marketing Project

- Convention/Sales/Marketing Project is worth 200 points
- Please see handout for details and expectations
- \*\*\*Your grade will be determined by how well you articulate and present your findings

9% The Final

- The Final is worth 100 points
- The Final will be a comprehensive review over the material, objectives, and technical skills covered over the course
- The Final will consist of Multiple Choice, True/False, and Matching questions
- The Final will be administered on the final day of class

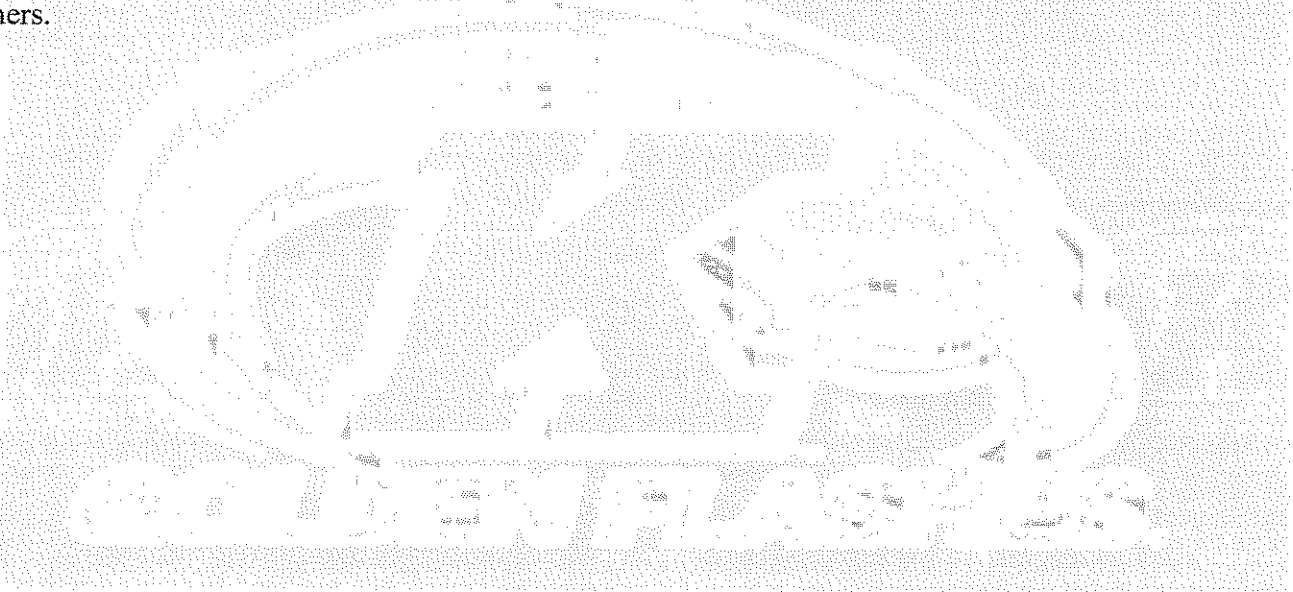
**Extra Credit:** During each class, every student who presents a current event related to our course will receive bonus points. Other extra credit will be given at the Instructor's discretion.

**Sample Grade Calculation:**

		Max Points	Joe College Example
33%	Attendance	16 classes x 20 pts = 320 1 Trade Show = 50 points	370/370
18%	Team Lecture Project	1 Project = 200 points	185/200
22%	Team Casino Project	1 Project = 250 points	230/250
18%	Team Convention/Sales/Marketing Project	1 Project = 200 points	180/200
9%	The Final	1 Final = 100 points	90/100
	Bonus		3
100%	TOTALS:	1,120 = Max points	Total 1,058/1,120 = 94% A-

**Good Luck, Now Get Up and Get After It!!**

***KSU Cheating and Plagiarism Statement:*** Plagiarism is an intellectual theft. It violates the integrity of the university's mission. Because we members care deeply about your learning what we are trying to teach and what future employers will expect you to know, we must insist, upon penalty of failure for the assignment or even the entire class, that you do your own work. Besides the obvious fraud of turning in another student's paper, in whole or part, or the purchasing of a paper online, any student who passes off another person's work as his or her own is guilty of plagiarizing. While the university is currently considering a formal grade to signify "failure as a result of plagiarism," *students must realize that cheating and plagiarism will not be tolerated.* Avoid the suspicion of plagiarism by including a bibliography for the use of the intellectual property of others.



# **Casino Management and Gaming Operations**

HM 3777 (3 credits)

## **Classroom Sessions Breakdown:**

1. Friday, January 14, 2011 (3 Lecture Hours)  
Class Meeting Time – 9am till noon

### **Discussion Topics:**

- Introduction of Professor Rob Heiman and Professor Bellino
- Introduction of students
- In-depth detailed information of Educational Excursion to Las Vegas, NV
  - o Financial matters – air fare, hotel stay, food
  - o Itineraries
    - Time breakdowns of the Day-to-day activities
    - Where to go, When to be there, How to get there
  - o Responsibilities and Expectations of students
  - o Class session times and topics to cover
  - o Review and discuss all policies, procedures, rules and guidelines
  - o Any and all questions answered
- In-depth detailed information
  - o Las Vegas International Restaurant Show
  - o Night Club & Bar Convention
  - o Las Vegas Coffee & Tea Expo.
  - o Hotel Expo. & Conference
- Student break-up into teams to obtain assigned lecture projects
- Review and discuss
  - o Syllabus and weekly schedule
  - o Introduction to gaming and casino management
  - o History of gaming and of Las Vegas

2. Friday, January 21, 2011 (3 Lecture Hours)  
Class Meeting Time – 9am till noon

### **Discussion Topics:**

- Social Environment of the Casino Industry
- Economic Environment of the Casino Industry
- Gaming technology, trends and issues
- Casino Management and Politics
- Gaming Legal Environment
- In-depth look on the in's & out's of trade shows, expos, and conventions
- Professor Heiman Research and Discussion

3. Friday, January 28, 2011 **(2 Lecture Hours / 1 Lab Hour)**  
Class Meeting Time – 9am till noon

**Discussion Topics:**

- Career Paths and Opportunities within the Casino Industry
- How gaming managers function with other managers on property
- Different types of casinos (land, sea, boat, racino, Indian)
- In-depth look into every department within a casino resort hotel
- Consumer Behavior
- Competition
- Professor Heiman Research and Discussion
- *Student Lecture Project - #1 – Statistical Analysis of various games within the casino (Casino accounting and financials)*
- *Student Lecture Project - #2 – Native American Gaming*
- Casino Gaming Instruction (Lab component)
  - o Guest Speaker
    - Dr. Dean Yeropoli, MD discusses Sportsbook and online betting.

4. Friday, February 4, 2011 **(2 Lecture Hours / 1 Lab Hour)**  
Class Meeting Time – 9am till noon

**Discussion Topics:**

- Gaming environment components:
  - o Slots/Tables/Sports Betting
  - o OTB (off-track betting)
  - o Poker Rooms
  - o High-limit areas
  - o Asian Gaming
- Gaming Product: Games types and Organization
- Professor Heiman Research and Discussion
- *Student Lecture Projects - #3 – Travel/Tourism issues to/from Casinos*  
*- #4 – Legal Issues regarding gaming*
- Casino Gaming Instruction (Lab component)
  - o Guest Speakers
    - Bruce Moulnar, Casino Manager from Michigan casino
    - Jimmy Santangelo, Casino Manager from New Jersey casino

5. Friday, February 11, 2011 **(2 Lecture Hours / 1 Lab Hour)**  
Class Meeting Time – 9am till noon

**Discussion Topics:**

- Responsible Gaming
- Professor Bellino provides scholarly research on Responsible Gaming
- Responsible Gaming approaches, strategies, and tactics
- Casino Internal Controls
  - o Revenue Control
  - o Comps and Credit
  - o Casino Taxes
- Professor Heiman Research and Discussion
- *Student Lecture Projects - #5 – Social issues addressed regarding gaming*  
*- #6 – Economic impact of gaming*
- Casino Gaming Instruction (Lab component)
  - o Guest Speaker
    - Coach Nick Bellino discusses Off-Track Betting, Handicapping Horse Races

6. Friday, February 18, 2011 **(2 Lecture Hours / 1 Lab Hour)**  
Class Meeting Time – 9am till noon

**Discussion Topics:**

- Casino Industry: Location and Transportation
- Casino Promotions/Advertising/PR
- ***Student Lecture Projects - #7 – Ohio and Gaming***
  - ***#8 – Marketing, PR, and Advertising the Ohio Casino in Cleveland***
- Casino Gaming Instruction (Lab component)
  - o Guest Speaker
    - Len Komoroski, President of the Cleveland Cavaliers

7. Friday, February 25, 2011 **(2 Lecture Hours / 1 Lab Hour)**  
Class Meeting Time – 9am till noon

**Discussion Topics:**

- Mathematics of all Casino Games
- Casino Statistics
- Casino Accounting & Audit
- Casino Gaming Instruction (Lab component)
  - o Blackjack and the system of counting cards

8. Friday, March 4, 2011 **(2 Lecture Hours / 1 Lab Hour)**  
Class Meeting Time – 9am till noon

**Discussion Topics:**

- Casino Marketing
  - o Premier Segment Player
  - o Tier levels of player cards
  - o Asian Marketing
  - o Casino Hosts
- Finalize all matters pertaining to the Las Vegas Educational Excursion
  - o Team assignments
  - o Travel itineraries
  - o Day-by-day breakdown, hour-by-hour accountability
  - o Review and discuss expectations, rules & regulations
  - o Establish behavior guidelines and disciplinary action
  - o Finalize classroom sessions in Las Vegas (Where, When, Time)
  - o Any and all questions will be answered
- Breakout into teams
  - o An in-depth Discussion and Review
    - Casino Research Project
    - Personnel Assignment
    - Casino Research Project Presentations
    - Trade Show Research Project
    - Possible Questions from Panel

***Student Lecture Projects - #9 – Internet Gaming***

***- #10 – How to manage/develop/fund a “Casino Night”***

- Casino Gaming Instruction (Lab component)
  - o Roulette, basic strategy and fundamentals



9. Saturday, March 5, 2011 **(2 Lecture Hours / 1 Lab Hour)**  
Class Meeting Time – 2pm till 5pm

**Location – NY/NY Hotel & Casino in Las Vegas, NV**

**On-location Itinerary:**

- 2-hour educational seminar (*Lecture component*)
- Topics to be discussed:
  - o Casino Marketing
  - o Hotel Management Operations
  - o Hotel Reservation system
  - o Casino Management Operations
  - o NY/NY Human Resources
  - o NY/NY Executive Staff Guest Speakers
- 1-hour tour of the casino/hotel property (*Lab component*)

10. Sunday, March 6, 2011 **(2 Lecture Hours / 1 Lab Hour)**  
Class Meeting Time – 9am till noon

**Location – Aria Hotel & Casino in Las Vegas, NV**

**On-location Itinerary:**

- 2-hour educational seminar (*Lecture component*)
- Topics to be discussed:
  - o Event Planning and Meetings
  - o Casino Amenities
  - o Casino Nightlife
  - o Casino Gaming
  - o Aria Human Resources
  - o Aria Executive Staff Guest Speakers
- 1-hour tour of the casino/hotel property (*Lab component*)

11. Sunday, March 6, 2011 **(2 Lecture Hours / 1 Lab Hour)**  
Class Meeting Time – 2pm till 5pm

**Location – The Bellagio Hotel & Casino in Las Vegas, NV**

**On-location Itinerary:**

- 2-hour educational seminar (*Lecture component*)
- Topics to be discussed:
  - o Catering & Banquet Sales
  - o Weddings
  - o Fine Dining
  - o Spa/Pool/Salon
  - o The Bellagio Human Resources
  - o The Bellagio Executive Staff Guest Speakers
- 1-hour tour of the casino/hotel property with special/personal Fountain Show (Lab Component)

12. Monday, March 7, 2011 (3 Lecture Hours)

Class Meeting Time – 9am till noon

Location - Harrah's Research Gaming Facility at The UNLV

On-Location Itinerary:

- 3-hour educational seminar
- Topics to be discussed:
  - o Responsible Gaming Research
  - o Casino Gaming Simulations
  - o Hotel Front Desk Simulations
  - o Hotel Reservation Simulations
  - o Casino Marketing Strategies
  - o Casino Management Overview
  - o The Casino's Flow of Money
  - o UNLV Casino Management Faculty Guest Speakers

13. Monday, March, 7, 2011 (3 Lecture Hours)

Class Meeting Time – 2pm till 5pm

Location - MGM Grand University in Las Vegas, NV

On-location Itinerary:

- 3-hour educational seminar
- Topics to be discussed:
  - o MGM Grand Culture
  - o MGM Customer Service Cycle
  - o MGM Training
  - o MGM Career Opportunities
  - o MGM Properties
  - o MGM Human Resources
  - o MGM Grand Executive Guest Speakers

14. Tuesday, March, 8, 2011 (2 Lecture Hours / 1 Lab Hour)

Class Meeting Time – 9am till noon

Location - The Wynn Hotel & Casino in Las Vegas, NV

On-location Itinerary:

- 2-hour educational seminar
- Topics to be discussed:
  - o Wynn Culture & Behaviors
  - o Wynn Customer Service Cycle
  - o Suites & Luxury accommodations
  - o Retail Industry
  - o Wynn Golf Course
  - o Wynn Human Resources
  - o Wynn Executive Guest Speakers
- 1-hour tour of the casino/hotel property with special/personal touches (Lab Component)

15. Tuesday, March, 8, 2011 Lab Hours  
Class Meeting Time – noon till 10pm

**Location - International Hospitality Week Expo at the Las Vegas Convention Center**

**On-location Itinerary:**

- Las Vegas International Restaurant Show
- Night Club & Bar Convention
- Las Vegas Coffee & Tea Expo.
- Hotel Expo. & Conference
- 1,000's of booths
- 1,000's of hospitality industry companies
- 1,000's of opportunities to network with hospitality industry companies
- Every hour there are several Educational Seminars going on
- Every hour there are several Hospitality Industry Leaders speaking

16. Friday, March 11, 2011 (3 Lecture Hours)  
Class Meeting Time – 9am till noon

**Discussion Topics:**

- Review and discuss an in-depth approach to all aspects of the educational excursion
  - o The Las Vegas International Restaurant Show
  - o Night Club & Bar Convention
  - o Las Vegas Coffee & Tea Expo.
  - o Hotel Expo. & Conference
  - o Team Assignments
  - o Daily activities
  - o Pro's and Con's
  - o Personal Experiences and Thoughts
  - o Overall reaction of the educational excursion
  - o Expectations and guidelines of Project Presentations
- The Future of Gaming
- Career Paths and Opportunities within the Casino Industry

17. Friday, March 18, 2011 (3 Lecture Hours)  
Class Meeting Time – 9am till noon

**Discussion Topics:**

- Team Presentations of Casino, Personnel and Trade Show Projects
- Each team will have 15 min. to present (10 teams of 3 students)
- Open to public
- Q & A session
- Instructor and course evaluations

## HM 43025 – HOSPITALITY MARKETING – FALL 2010

Hospitality Management - Kent State University

<b>PREREQUISITIES</b>	HM 23023, M&IS 24163, & MKTG 25010
<b>CLASS SCHEDULE</b>	2:15 p.m. – 3:30 p.m., Mondays and Wednesdays
<b>INSTRUCTOR</b>	Dr. Swathi Ravichandran, MBA, PhD Office: 300A White Hall Email: <a href="mailto:sravicha@kent.edu">sravicha@kent.edu</a> Phone: 330-672-7314 (Office) 330-672-2012 (FLA Office)
<b>OFFICE HOURS</b>	9:00 a.m. – 10:00 a.m. (Monday & Wednesday) 9:00 a.m. – 12:00 p.m. (Tuesday)

### REQUIRED TEXT

1. Morrison, A. M. (2010). *Hospitality and Travel Marketing* (4<sup>th</sup> ed.). Albany, NY: Delmar.
2. Class notes are posted on Vista under “Lecture Notes.” They have to be printed out prior to coming in to class. Review sheets for quizzes along with assignment guidelines will also be posted on Vista. Taking notes during class is vital to doing well in quizzes.
3. Supplemental reading materials posted on Vista under “Supplemental Reading Materials.” These additional readings will be discussed in class in conjunction with lectures. It is the responsibility of the student to read them from Vista because there will be quiz questions based on these supplemental reading materials.

### RECOMMENDED TEXTS

1. Kotler, P., Bowen, J.T., & Makens, J.C. (2010). *Marketing for Hospitality and Tourism* (5<sup>th</sup> ed.). Upper Saddle River, NJ: Prentice Hall.
2. Reid, R.D., & Bojanic, D.C. (2010). *Hospitality Marketing Management* (5<sup>th</sup> ed.). Hoboken, NJ: Wiley.

### ONLINE RESOURCES

<a href="http://www.hotel-online.com">www.hotel-online.com</a>	<a href="http://www.hospitalitynet.org">www.hospitalitynet.org</a>
<a href="http://www.hotelnewsnow.com">www.hotelnewsnow.com</a>	<a href="http://www.hotelnewsresource.com">www.hotelnewsresource.com</a>
<a href="http://www.ahma.com">www.ahma.com</a>	<a href="http://www.hotelinteractive.com">www.hotelinteractive.com</a>
<a href="http://www.restaurant.org">www.restaurant.org</a>	<a href="http://www.conventionindustry.org">www.conventionindustry.org</a>
<a href="http://www.successmtgs.com">www.successmtgs.com</a>	<a href="http://www.mpiweb.org">www.mpiweb.org</a>
<a href="http://www.acfchefs.org">www.acfchefs.org</a>	<a href="http://www.foodservice.com">www.foodservice.com</a>
<a href="http://www.sfm-online.org">www.sfm-online.org</a>	<a href="http://www.tia.org">www.tia.org</a>
<a href="http://www.wttc.org">www.wttc.org</a>	<a href="http://www.cruising.org">www.cruising.org</a>
<a href="http://www.world-tourism.org">www.world-tourism.org</a>	<a href="http://www.astanet.com">www.astanet.com</a>

## COURSE DESCRIPTION

Application of marketing principles, practices, and theories relevant to hospitality organizations. Case studies drawn from the hospitality industry are incorporated.

## COURSE OBJECTIVES

1. Explain marketing terms as it relates to the hospitality and travel industry.
2. Describe hospitality consumer behavior.
3. Recall various techniques used to analyze marketing opportunities.
4. Describe the hospitality marketing research process and explain various primary and secondary research methods.
5. Distinguish among market segmentation methods in the hospitality and travel industry.
6. Describe various positioning techniques in the hospitality and travel industry.
7. Explain 8Ps of hospitality and travel marketing.
8. Value importance of continually controlling and evaluating the marketing plan.
9. Create a social media marketing plan and a societal marketing plan for a chosen hospitality or travel organization.
10. Express marketing ideas generated to industry professionals with the goal of seeking feedback on the feasibility of ideas.

## GENERAL COURSE POLICIES

1. You are expected to maintain an appropriate academic climate by refraining from all actions which disrupt the learning environment (e.g., making noise, ostentatiously not paying attention, reading the newspaper, text-messaging, leaving and reentering the classroom inappropriately etc.).
2. Laptops will not be permitted in class.
3. **Bring a calculator to class every time we meet. CELL PHONES CANNOT BE USED AS CALCULATORS.**
4. Missed quizzes cannot be made up. The lowest quiz score will be dropped. If there is an emergency and you are not able to take the quiz, it is your responsibility to give reasonable notice to your partner.
5. If you will not be able to take the final exam at the scheduled time and date, please contact the instructor in advance for alternate arrangements.
6. **Written assignments are to be neatly, typed and project a professional image in appearance and writing style. Title page has to be included when appropriate. All written assignments have to be double-spaced and use Times New Roman font size 12. Use 1" margins on all four sides. Use page numbers if the paper is more than 1 page in length. Assignments not following these guidelines will be returned.**
7. References should be from reputable trade and peer-reviewed journals. Avoid using internet references that include blogs, wikis, and the like.
8. Email: You are expected to check your email at least once every 24 hours for announcements related to class sent by the instructor
9. Papers must follow university policies regarding cheating/plagiarism and the correct use of citations. **Use sub-headings when appropriate to distinguish among various sections in the paper.** Handwritten assignments will not be accepted (exceptions: exams and other assignments as noted). Use of the following publication manual is required:

American Psychological Association. (2009). *Publication manual of the American Psychological Association* (6<sup>th</sup> ed.). Washington, D.C.: Author.

### METHOD OF EVALUATION

Quizzes (7 quizzes; lowest score dropped - 6*20).....	120
Hospitality and travel marketing project – Paper.....	75
Hospitality and travel marketing project – Presentation.....	20
Guest lecture paper (1*10).....	10
Schwebel lecture paper.....	10
Final Exam.....	60
<b>Total.....</b>	<b>295</b>
Extra Credit points.....	10

### GRADING

A: 92 - 100%; A-: 90 – 91%  
 B+: 88 – 89%; B: 82 – 87%; B-: 80 – 81%  
 C+: 78 – 79%; C: 72 – 77%; C-: 70 – 71%  
 D+: 68 – 69%; D: 62 – 67%; D-: 60 – 61%  
 F: below 60%

### COURSE CONTENT

DATE	LECTURE	ASSIGNMENTS
M 8/30	Syllabus overview; Introduction: Marketing defined	
W 9/1	Introduction: Marketing defined	Chapter 1
M 9/6	<b>LABOR DAY – NO CLASS</b>	
W 9/8	Marketing hospitality and travel services	Chapter 2
M 9/13	The hospitality and travel marketing system	Chapter 3 <b>QUIZ 1</b>
W 9/15	Customer behavior	Chapter 4
M 9/20	Analyzing marketing opportunities	Chapter 5
W 9/22	Marketing research	Chapter 6 <b>QUIZ 2</b>
M 9/27	Marketing research	Chapter 6
W 9/29	Market segmentation and trends	Chapter 7
M 10/4	Strategies, positioning, and marketing objectives	Chapter 8 <b>QUIZ 3</b>
W 10/6	Product development and partnership	Chapter 10

DATE		LECTURE	ASSIGNMENTS
M	10/11	People: services and service quality	<b>DUE: PROJECT PROPOSAL</b> Chapter 11
W	10/13	Packaging and programming	Chapter 12 <b>QUIZ 4</b>
M	10/18	Guest Speaker	
W	10/20	The distribution mix and travel trade	Chapter 13
M	10/25	Communications and promotional mix	Chapter 14 <b>DUE: GUEST SPEAKER PAPER</b>
W	10/27	<b>RELEASE DAY TO WORK ON PROJECT – NO CLASS</b>	
M	11/1	Advertising	Chapter 15 <b>QUIZ 5</b>
W	11/3	Advertising	Chapter 15
M	11/8	Sales promotion and merchandising	Chapter 16
W	11/10	Personal selling and sales management	Chapter 17 <b>QUIZ 6</b>
M	11/15	Personal selling and sales management	Chapter 17
W	11/17	Public relations and publicity	Chapter 18
M	11/22	Pricing	Chapter 19 <b>QUIZ 7</b>
W	11/24	<b>THANKSGIVING – NO CLASS</b>	
M	11/29	Catch up day	
W	12/1	<b>Project Presentation (Groups 1 – 5)</b>	<b>DUE: Hospitality and travel marketing project – Paper</b>
M	12/6	<b>Project Presentation (Groups 6 – 9)</b>	<b>DUE: Hospitality and travel marketing project – Paper</b>
W	12/8	<b>Project Presentation (Groups 10 – 13)</b>	<b>DUE: Hospitality and travel marketing project – Paper</b>
T	12/14/10	<b>Comprehensive Final Exam</b> 12:45 p.m. – 3:00 p.m.	<b>Final Exam</b>

## EXTRA CREDIT

### **“Hospitality Marketing Update” Presentation**

Make use of additional resources to conduct a thorough search and **find an article related to hospitality marketing concepts**. The article should be interesting, have implications for the hospitality and travel industry, and indicate new trends/issues etc. You will present the information in the article to class along with your views. A sophisticated visual aid such as MS-PowerPoint should be used. You will also be graded on your ability to pose an intelligent discussion question and manage a discussion. Each presentation should last no longer than 5 minutes including questions and discussion.

You can earn a maximum of 5 extra credit points per presentation. You can present up to 2 times during the course of the semester. **Presentations cannot be done during the last three weeks of the semester (two weeks before finals week and finals week)**. Please notify the instructor at least one day before you wish to make a presentation.

*No extra credit opportunities other than the 10 possible points will be offered or accepted.*

## CLASS ATTENDANCE

Attendance will be taken everyday along with the time that you come in and leave (similar to clocking in and out). More than 2 legitimate unexcused absences will result in a deduction of 10 points per absence. For example, if you have 5 unexcused absences, 30 points will be deducted from your total for the class. If you leave early or come in late more than 5 minutes, unexcused, it counts as an unexcused absence, as does using your laptop, reading the newspaper, doing puzzles, using your cell phone, and the like. Meetings with advisors during class time will also count as unexcused absences. With respect to excused absences or if you are planning on coming in late or leaving early, you have to give reasonable notice to the instructor, depending on the nature of the event. In the event of car trouble, proper documentation has to be submitted (tow truck receipt, etc.). It is your **personal** responsibility to notify the instructor. If you need to program my office phone number into your cell phone please do so. Your friends cannot provide excuses on your behalf. **Documentation has to be provided for all excused absences or it will count as an unexcused absence.**

## GUEST & SCHWEBEL SPEAKER PAPER (if we have a Schwebel lecture) – INDIVIDUAL ASSIGNMENT

One guest speaker will visit to lecture during the course of the semester. The guest speaker reflection paper will be due on the dates indicated in the syllabus. **The paper has to be 1.5-2 pages long. The paper has to be in TNR size 12 font and double-spaced. Page numbers HAVE to be included.** The paper should contain the following sections:

- A summary of the speaker's presentation
- Discussion of how the speaker's contribution either related to your personal experience or will help you in the future
- Your personal opinion about the topics discussed, their relevance, and the speaker's presentation style

## QUIZZES

Quizzes will be administered during the first 20 minutes of class. If you come in more than 5 minutes late, you will not be allowed to take the quiz and you cannot make it up. **Quizzes will be completed in teams comprising two students each or by yourself depending on your**



**choice.** If you work with a partner, both members will get the same grade. Review sheets for quizzes will be posted on Vista. If you are not able to take a quiz, you have to inform your partner in a timely manner. If at any point during the semester you wish to start working by yourself, you have the option of doing so by informing your partner and the instructor.

## **HOSPITALITY AND TRAVEL MARKETING PROJECT**

Your group will select a local/national/international hospitality or travel corporation and create a social media marketing plan and a societal marketing plan. Your group is also required to critique the current marketing practices along with offering recommendations for the future.

The paper will be due on **12/1/10, 12/6/10, or 12/8/10** depending on the group you belong to. The paper must be 8-10 pages in length including a cover page and a references page, double-spaced, with size 12 Times New Roman font. **No other font size or type is acceptable.**

**Project Proposal:** By the beginning of class on **10/11/10**, your group must submit a one-page, typed proposal stating the business chosen by you and the rationale for selecting the business. Care should be taken to make certain the current and historical information is available for the company of your choice. Therefore, before choosing your business, review the project outlines below for the type of information that you will need for the project. Your project proposal is worth *5 points*.

The project must include the following sections:

1. Title page with appropriate information – not including this will result in an automatic 2-point deduction.
2. Table of contents – not including this will result in an automatic 5-point deduction.
3. Overview of business including but not limited to the following: *10 points*
  - Name and location of company
  - Year founded
  - Number of units served
  - Parent company and subsidiaries (if applicable)
  - Market segments and target markets served – identify the specific segmentation strategy used from Chapter 7
  - Products and services offered
  - Positioning approach – identify the specific positioning approach used from Chapter 8
  - Competitors
4. Social media marketing plan *25 points*
  - a. Discuss various social media applications that your chosen hospitality or travel organization can take advantage of and discuss the role of each of these applications.
  - b. Does your chosen hospitality organization utilize any social media applications? If yes, discuss how they are used.
  - c. Generate **two** innovative ideas related to how your chosen organization can use social media applications. These ideas must be independent of any social media marketing strategies currently used by your chosen organization.
    - Be as specific as you can with respect to:
      - The actual ideas
      - The social media application(s) selected

- Time of year of implementation and duration of the selected strategies
  - Target market for the selected strategies
  - How the ideas will be promoted
  - Any downfalls or potential issues with the selected strategies and ways to overcome them, i.e., cautions to be aware of.
  - Potential costs and benefits (examples: estimated cost of promotional materials used, additional staff involved, reputation management, upkeep and maintenance, estimated additional revenues generated, etc.)
  - Discuss the feasibility of your ideas with one or more representatives from your chosen organization and report feedback. Industry feedback is a must to get any points for this section.
5. Societal marketing plan *25 points*
- a. Discuss any societal marketing strategies currently utilized by your chosen organization.
  - b. Generate **two** innovative ideas related to how your chosen organization can use societal marketing. These ideas must be independent of any societal marketing strategies currently used by your chosen organization.
    - Be as specific as you can related to:
      - The actual ideas
      - Time of year of implementation and duration of the selected strategies
      - Target market for the selected strategies
      - How the ideas will be promoted
      - Any downfalls or potential issues with the selected strategies and ways to overcome them, i.e., cautions to be aware of.
      - Potential costs and benefits (examples: estimated cost of promotional materials used, additional staff involved, estimated additional revenues generated, etc.)
      - Discuss the feasibility of your ideas with one or more representatives from your chosen organization and report feedback. Industry feedback is a must to get any points for this section.
6. Conclusions and recommendations. *5 points*
7. References – this should be a combination of textbooks, industry publications, academic journals, and reputable online sources. **At least 6 references have to be included. The online sources should represent no more than 2/3rds of you total references. To get any credit, references AND in-text citations have to be included in APA style.**  
*5 points*
8. Papers with grammatical errors and without page numbers and an appropriate header will be returned without a grade. Please go to the Writing Center on campus, if you need assistance editing your paper.
9. **Include presentation slides.** Not including your presentation slides will result in an automatic 5 point deduction for your presentation.
10. Include business cards/contact information of industry representative(s) you contacted.

## PROJECT PRESENTATION GRADING RUBRIC

You will be required to dress professionally for the presentation. Conservative business casual attire would be appropriate. You should avoid jeans, sports shoes and sandals, hats and caps, and sunglasses. An automatic 5 point deduction will be made if professional attire is not worn.

<i>Largely inaudible monotone, reading. Timing poorly judged. Constantly looking at note cards or slides and reading. Not connecting with audience.</i>	<b><i>Quality of presentation</i></b>  1   2   3   4   5	<i>Clearly audible, voice well modulated. Well paced. Note cards or other aids are not used. Presenters connect well with audience.</i>
<i>Cramped, illegible, inappropriate use; distracting.</i>	<b><i>Visual Aids (Presentation software such as MS – Powerpoint has to be used)</i></b>  1   2   3   4   5	<i>Clear, well presented, appropriate, supportive of presentation.</i>
<i>Poorly organized, confusing presentation. Not all team members participated in the presentation</i>	<b><i>Structure &amp; Organization</i></b>  1   2   3   4   5	<i>Well prepared and organized. All team members participated for approximately equal times</i>
<i>Irrelevant, inaccurate; poor explanation of principles. Unable to answer questions.</i>	<b><i>Knowledge &amp; Understanding</i></b>  1   2   3   4   5	<i>Relevant, clear; technical terms clearly explained. Responds well to questions.</i>

The presentation should not exceed 15 minutes including questions. Individual presenter's grades may vary if quality of presentation graded based on the above rubric varies.

## STUDENT DISABILITY STATEMENT

Kent State University, Ashtabula, recognizes its responsibility for creating an institutional climate in which students with disabilities can succeed. In accordance with University policy, if you have a documented disability, you may request accommodations to obtain equal access and to promote your learning in this class. Please contact the Disability Coordinator on campus. After your eligibility for accommodations is determined, you will be given a letter which, when presented to instructors, will help us know best how to assist you.

## CLASS ENROLLMENT

Student must ensure proper enrollment in classes by reviewing the official class schedule during the first week of the semester. If registration errors are not corrected by the dates listed in the Registrar's website at <http://www.registrars.kent.edu/home/> credit will **NOT** be received for the course at the conclusion of the semester. Students must be officially enrolled (by the enrollment deadline) to receive credit for classes.

## HM 43027 – HOSPITALITY HUMAN RESOURCES MGMT. – SPRING 2010

School of Family and Consumer Studies - Kent State University

**PREREQUISITIES** HM 33026, M&IS 34180

**CLASS SCHEDULE** 9:15 a.m. – 10:30 p.m., Mondays and Wednesdays

**INSTRUCTOR** Dr. Swathi Ravichandran, MBA, PhD  
Office: 123 Nixson Hall  
Email: sravicha@kent.edu  
Phone: 330-672-7314 (Office)  
330-672-2197 (FCS Office)

**OFFICE HOURS** 1:00 p.m. – 4:00 p.m. (Tuesday)  
2:00 p.m. – 4:00 p.m. (Wednesday)

### REQUIRED MATERIALS

1. Class notes are posted on Vista under “Lecture Notes.” They have to be printed out prior to coming in to class. Review sheets for quizzes along with assignment guidelines will also be posted on Vista. Taking notes during class is vital to doing well in quizzes.
2. Supplemental reading materials posted on Vista under “Supplemental Reading Materials.” These additional readings will be discussed in class in conjunction with lectures. It is the responsibility of the student to read them from Vista because there will be quiz questions based on these supplemental reading materials.

### RECOMMENDED TEXTS

1. Gilmore, S.A. (2005). *Cases in Human Resources Management in Hospitality*. Upper Saddle River, NJ: Prentice Hall.
2. Hayes, D.K., & Ninemeier, J.D. (2009). *Human Resources Management in the Hospitality Industry*. Hoboken, NJ: John Wiley & Sons, Inc.
3. Iverson, K.M. (2001). *Managing Human Resources in the Hospitality Industry: An Experiential Approach*. Upper Saddle River, NJ: Prentice Hall.
4. Tanke, M.L. (2000). *Human Resources Management for Hospitality* (2<sup>nd</sup> ed.). Albany, NY: Delmar.
5. Tesone, D.V. (2005). *Supervision skills for the service industry – How to do it*. Upper Saddle River, NJ: Prentice Hall.

### ONLINE RESOURCES

<a href="http://www.hotel-online.com">www.hotel-online.com</a>	<a href="http://www.hospitalitynet.org">www.hospitalitynet.org</a>
<a href="http://www.ahma.com">www.ahma.com</a>	<a href="http://www.hotelinteractive.com">www.hotelinteractive.com</a>
<a href="http://www.restaurant.org">www.restaurant.org</a>	<a href="http://www.conventionindustry.org">www.conventionindustry.org</a>
<a href="http://www.successmtgs.com">www.successmtgs.com</a>	<a href="http://www.mpiweb.org">www.mpiweb.org</a>
<a href="http://www.acfcchefs.org">www.acfcchefs.org</a>	<a href="http://www.foodservice.com">www.foodservice.com</a>

<a href="http://www.sfm-online.org">www.sfm-online.org</a>	<a href="http://www.tia.org">www.tia.org</a>
<a href="http://www.wttc.org">www.wttc.org</a>	<a href="http://www.cruising.org">www.cruising.org</a>
<a href="http://www.world-tourism.org">www.world-tourism.org</a>	<a href="http://www.astanet.com">www.astanet.com</a>

## **COURSE DESCRIPTION**

Application of human resource management principles, practices, theories and legal issues relevant to hospitality organizations. Hospitality management focused case studies will be incorporated.

## **COURSE OBJECTIVES**

1. Use appropriate professional oral and written communication.
2. Apply theories of human resource management to hotel, restaurant, or foodservice operations.
3. Measure and evaluate effectiveness of various human resources functions.
4. Research and recall factors that influence human resource policies and procedures, such as government regulations, ethical considerations, and organizational culture.
5. Assess how values, behaviors, and traditions of diverse cultures and individuals impact the hospitality work environment.
6. Describe factors that impact employee and labor relations
7. Apply management principles used to recruit, select, train, retain, and evaluate personnel.
8. Analyze personal work goals and prepare documents essential for job search.
9. Use case study approach to identify human resources issues and find alternate solutions to human resources problems presented in the case.

## **GENERAL COURSE POLICIES**

1. You are expected to maintain an appropriate academic climate by refraining from all actions which disrupt the learning environment (e.g., making noise, ostentatiously not paying attention, reading the newspaper, text-messaging, leaving and reentering the classroom inappropriately etc.).
2. Laptops will not be permitted in class.
3. **Bring a calculator to class every time we meet. CELL PHONES CANNOT BE USED AS CALCULATORS.**
4. Missed quizzes cannot be made up. The lowest quiz score will be dropped. If there is an emergency and you are not able to take the quiz, it is your responsibility to give reasonable notice to your partner.
5. If you will not be able to take the final exam at the scheduled time and date, please contact the instructor in advance for alternate arrangements.
6. **Written assignments are to be neatly, typed and project a professional image in appearance and writing style. Title page has to be included when appropriate. All written assignments have to be double-spaced and use Times New Roman font size 12. Use 1" margins on all four sides. Use page numbers if the paper is more than 1 page in length. Assignments not following these guidelines will be returned.**
7. References should be from reputable trade and peer-reviewed journals. Avoid using internet references that include blogs, wikis, and the like.
8. Email: You are expected to check your email at least once every 24 hours for announcements related to class sent by the instructor

9. Papers must follow university policies regarding cheating/plagiarism and the correct use of citations. **Use sub-headings when appropriate to distinguish among various sections in the paper.** Handwritten assignments will not be accepted (exceptions: exams and other assignments as noted). Use of the following publication manual is required:

American Psychological Association. (2009). *Publication manual of the American Psychological Association* (6<sup>th</sup> ed.). Washington, D.C.: Author.

#### METHOD OF EVALUATION

Quizzes (7 quizzes; 6*20).....	120
Case Summaries (7 summaries; lowest score dropped 6*10).....	60
Case Study Analysis and Discussion .....	45
Cover Letter/Resume.....	20
Guest Lecture Paper (2*10).....	20
Final Exam.....	60
<b>Total.....</b>	<b>325</b>
Extra Credit points.....	10
Position Paper (optional assignment).....	50

#### GRADING

A: 92 - 100%; A-: 90 – 91%  
 B+: 88 – 89%; B: 82 – 87%; B-: 80 – 81%  
 C+: 78 – 79%; C: 72 – 77%; C-: 70 – 71%  
 D+: 68 – 69%; D: 62 – 67%; D-: 60 – 61%  
 F: below 60%

#### COURSE CONTENT

	DATE	LECTURE	ASSIGNMENTS
W	1/20	Syllabus overview	
M	1/25	Evolution of management theory	
W	1/27	Leadership in Hospitality	
M	2/1	Communication	
W	2/3	Diversity in hospitality operations	<b>QUIZ 1</b>
M	2/8	Diversity in hospitality operations	<b>CASE: Riverfront Inn and Conference Center</b>
W	2/10	The legal environment Protecting employee rights	
M	2/15	The legal environment Protecting employee rights	<b>QUIZ 2</b>
W	2/17	Employee recruitment and selection	<b>CASE: Kenyatta Hotel</b>
M	2/22	Guest speaker – Career Services Representative	

DATE		LECTURE	ASSIGNMENTS
W	2/24	Job analyses, descriptions, and specification	CASE: Julio's Mexican Restaurant
M	3/1	Planning training programs	QUIZ 3 DUE: Guest speaker paper
W	3/3	Planning training programs	
M	3/8	Employee motivation	CASE: Old timer makes waves
W	3/10	Release date to meet with career services personnel	NO CLASS MEETING
M	3/15	Performance management systems	CASE: Redfield Hotels
W	3/17	Performance management systems	QUIZ 4
M	3/22	Disciplinary action	DUE: Cover Letter and Resume
W	3/24	Guest speaker	
M	4/5	Employee and labor relations	CASE: Raising the performance bar
W	4/7	Employee and labor relations	DUE: Guest speaker paper
M	4/12	Employee retention strategies – Compensation	QUIZ 5
W	4/14	Employee retention strategies – Compensation	CASE: Ambassador Manufacturing In-Plant Cafeteria
M	4/19	Employee retention strategies – Benefits	CASE: "Can one month destroy seven years? Lucy at risk in an at-will State"
W	4/21	Employee retention strategies – Benefits	QUIZ 6
M	4/26	Health, Safety, and EAPs	
W	4/28	Health, Safety, and EAPs	DUE: Position Paper (optional assignment)
M	5/3	Review for final	QUIZ 7
W	5/5	Review for final	
F	5/14/10	Comprehensive Final Exam 10:15 a.m. – 12:30 p.m.	Final Exam

## EXTRA CREDIT

### **“Hospitality Human Resources Management Update” Presentation**

Make use of additional resources to conduct a thorough search and **find an article related to hospitality human resources management**. The article should be interesting, have implications for the hospitality and travel industry, and indicate new trends/issues etc. You will present the information in the article to class along with your views. A sophisticated visual aid such as MS-PowerPoint should be used. You will also be graded on your ability to pose an intelligent discussion question and manage a discussion. Each presentation should last no longer than 5 minutes including questions and discussion.

You can earn a maximum of 5 extra credit points per presentation. You can present up to 2 times during the course of the semester. **Presentations cannot be done during the last two weeks of the semester (week before finals and finals week)**. Please notify the instructor at least one day before you wish to make a presentation.

*No extra credit opportunities other than the 10 possible points will be offered or accepted.*

## CLASS ATTENDANCE

Attendance will be taken everyday along with the time that you come in and leave (similar to clocking in and out). More than 2 legitimate unexcused absences will result in a deduction of 10 points per absence. For example, if you have 5 unexcused absences, 30 points will be deducted from your total for the class. If you leave early or come in late more than 5 minutes, unexcused, it counts as an unexcused absence, as does using your laptop, reading the newspaper, doing puzzles, using your cell phone, and the like. Meetings with advisors during class time will also count as unexcused absences. With respect to excused absences or if you are planning on coming in late or leaving early, you have to give reasonable notice to the instructor, depending on the nature of the event. In the event of car trouble, proper documentation has to be submitted (tow truck receipt, etc.). It is your **personal** responsibility to notify the instructor. If you need to program my office phone number into your cell phone please do so. Your friends cannot provide excuses on your behalf. **Documentation has to be provided for all excused absences or it will count as an unexcused absence.**

## GUEST SPEAKER PAPER – INDIVIDUAL ASSIGNMENT

Two guest speakers will visit to lecture during the course of the semester. Guest speaker reflection papers will be due on the dates indicated in the syllabus. **The paper has to be 1.5 - 2 pages long. No more no less! The paper has to be in TNR size 12 font and double-spaced. A running header and page numbers HAVE to be included.** The paper should contain the following sections:

- A summary of the speaker's presentation
- Discussion of how the speaker's contribution either related to your personal experience or will help you in the future
- Your personal opinion about the topics discussed, their relevance, and the speaker's presentation style



## QUIZZES

Quizzes will be administered during the first 20 minutes of class. If you come in more than 5 minutes late, you will not be allowed to take the quiz and you cannot make it up.

**Quizzes will be completed in teams comprising of no more than two students each.**

Both members will get the same grade. Review sheets for quizzes will be posted on Vista. If you are not able to take a quiz, you have to inform your partner in a timely manner. If at any point during the semester you wish to start working by yourself, you have the option of doing so by informing your partner and the instructor.

## COVER LETTER & RESUME – INDIVIDUAL ASSIGNMENT

A representative from Career Services will give a presentation on preparation of cover letter and resume. It is recommended that you bring a copy of your resume and cover letter to the presentation and make notes as to changes that need to be made based on the representative's recommendations. Following the presentation, you will have to meet with a career services advisor and get individual feedback on your cover letter and resume. Based on changes suggested by the career services advisor, a final draft of the cover letter and resume will have to be prepared and submitted for grading. You also have the opportunity to meet with the instructor to go over your resume and cover letter before you turn in your packet for a grade. When submitting the final draft, the draft with comments from the career services representative will have to be included. The draft with comments from the representative is proof that you visited career services. **The final draft will not be accepted if the draft with comments is not included.** You also may not meet with anybody else in lieu of the career services representative.

Industry professionals recommend that every cover letter be "tailor-made" for every job that you apply for. Hence, when you write your cover letter, tailor-make it to suit a job advertisement that you wish to apply for in the future.

**The final packet submitted for grading should include the following five components. If ANY of the components are missing, you will receive a 0 on the assignment.**

1. Job advertisement for which the cover letter was written.
2. Rough draft of resume with comments from a Career Counselor
3. Rough draft of resume with comments from instructor (optional)
4. Fair draft of resume
5. Rough draft of cover letter with comments from a Career Counselor
6. Rough draft of cover letter with comments from instructor (optional)
7. Fair draft of cover letter

## POSITION PAPER – INDIVIDUAL ASSIGNMENT (Optional Assignment)

You will be assigned one of five controversial topics in human resources management. Use sub-headings to organize and distinguish among the following sections. The assignment is worth 50 points and the break-up is as follows:

- Title page
- Summarize the background and history of the assigned controversial topic (10 points)
- Discuss historic arguments in favor of the assigned controversial topic (10 points)
- Discuss historic arguments against the assigned controversial topic (10 points)

- Take a stand on the controversial topic and state your reasons for doing so (6 points)
- Finally, discuss the impact of the position you took on the functioning of hospitality businesses you may manage (6 points)
- References – this should be a combination of textbooks, industry publications, academic journals, and reputable online sources. There should be at least 6 references. No more than 2/3<sup>rd</sup> of your references can be from online sources. **WIKIDPEDIA, INFOPLEASE, ABOUT.COM ETC. ARE NOT REPUTABLE SOURCES** (8 points)

The final draft of the position paper has to be **5 pages** in length including references (no more or no less). There should be at least 6 references. Citations and references should be in APA style.

### **CASE SUMMARIES and IN-DEPTH CASE STUDY ANALYSIS**

Eight case studies will be discussed during the course of the semester. Each team comprising two or three members will be assigned one case study for in-depth analysis and presentation in class. Groups not doing the in-depth analysis will be required to submit a **two-page case summary**. Case summaries can be turned in by yourself or with a partner but no more than two members can work together on case summaries.

Group members are required to submit a **two-page case summary** for all cases other than the one assigned for in-depth analysis and presentation. **One case summary has to be submitted per group**. Case summaries will be due **in class** on the day that the case is being discussed, at the beginning of the class period. Case summaries submitted after class will not be accepted. All group members will get the same grade on case summaries. If at any point during the semester you wish to start working by yourself, you have the option of doing so by informing your partner and the instructor.

#### **Case summary guidelines:**

Case summaries do not require a title page. They have to be two pages in length (1" margins, double spaced, TimesNewRoman size 12 font). 1<sup>1/2</sup> pages is too little and 2<sup>1/2</sup> pages is too much. Please save all your case summaries. Every time you submit a case summary, all previous graded case summaries with instructor comments have to be attached. If there is even one error repeated as pointed out in previous summaries, you will receive a 0 on the most recent summary submitted for grading.

#### **Case summary content:**

- Summarize information about the property involved in the case, if this information is available.
- Summarize characters (functions and behavior) involved in the case. At this time, it would be appropriate to tie to theory we talked about in class by discussing management styles, leadership styles etc.
- Summarize major problems presented in the case and tie them to theory discussed in class. E.g. In the Riverfront case, you can discuss need to satisfy all stakeholders (shareholders, customers, employees, and community). In the case, there is evidence that customer interests (Jerry Mullen) were satisfied at the cost of employee dissatisfaction. You could have also tied it to the communication

loop we discussed in class by point out elements of the loop that were missing (leaving phone messages and not checking for feedback). You may discuss possible solutions to the problems presented in a case summary but are not required. That will be done only by the group that is doing the in-depth analysis.

- A running header and page numbers **HAVE to be included.**

#### **In-depth case study analysis guidelines**

Seek the instructor's assistance and the assistance of industry professionals as and when needed. Each *in-depth case analysis* report is worth 30 points with 15 points for the presentation, for a total of **45 points**. The group conducting in-depth analysis of the assigned case should include the following sections in the written report:

- You have to include headings to distinguish among the different sections of the paper for better organization (2 points)
- A running header and page numbers **HAVE to be included.**
- Title page (1 point)
- Case summary (4 points)
- Human resources (HR) issues discussed in class present in the case (e.g., empowerment, EEOC laws etc.). Indicate how there is evidence of the HR issues discussed (10 points)
- Dilemma presented in the case (2 points)
- Group members' responses to 5 discussion questions posed in class by the group (5 points). It is not sufficient to only state your discussion questions. Your team's responses to them have to be included in the paper and the PowerPoint presentation.
- References – include at least six (not including class notes or texts used in class). Your references must include a combination of peer reviewed journal articles, leading industry publications, and reputable online sources. (6 points)
- Copy of presentation – Your case presentation grade will be negatively affected if you do not include a copy of your presentation

One case analysis report will be submitted *in class* per group on the day during which the case is being discussed. Reports submitted after class will not be accepted. Analysis to discussion questions will require research using the web, and/or books other than the texts used in class. Citations and references have to be in APA style. The report has to be **5-7 pages** in length, not including the cover page but including references.

All group members have to participate in presenting and leading discussion of the assigned case. Each group will be given **20 minutes** including the discussion component. Presentation and discussion grading rubric is as follows.

## CASE STUDY PRESENTATION and DISCUSSION GRADING RUBRIC

<i>Largely inaudible monotone, reading. Timing poorly judged. Constantly looking at note cards or slides and reading. Not connecting with audience.</i>	<b><i>Quality of presentation</i></b>  Maximum of 3 points	<i>Clearly audible, voice well modulated. Well paced. Note cards or other aids are not used. Presenters connect well with audience.</i>
<i>Not able to generate discussion</i>	<b><i>Discussion</i></b>  Maximum of 3 points	<i>Posed thought provoking questions. Able to generate class participation</i>
<i>Poorly organized, confusing presentation. Not all team members participated in the presentation</i>	<b><i>Structure &amp; Organization</i></b>  Maximum of 3 points	<i>Well prepared and organized. All team members participated for approximately equal times</i>
<i>Irrelevant, inaccurate; poor explanation of principles. Unable to answer questions.</i>	<b><i>Knowledge &amp; Understanding</i></b>  Maximum of 3 points	<i>Relevant, clear; technical terms clearly explained. Responds well to questions.</i>
<i>Cramped, illegible, inappropriate use; distracting.</i>	<b><i>Visual Aids (Presentation software such as MS – PowerPoint has to be used)</i></b>  Maximum of 3 points	<i>Clear, well presented, appropriate, supportive of presentation.</i>

Individual presenter's grades may vary if quality of presentation graded based on the above rubric varies.

**HM 43031 – LAYOUT & DESIGN OF FOODSERVICE OPERATIONS**  
**Kent State University - School of Foundations, Leadership and Administration**  
**Fall - 2010 - 3 credit hours**

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<b>CLASS TIME:</b>	Thursday 2:15 -5:00 PM	<b>CLASSROOM:</b>	205 Nixon Hall
<b>INSTRUCTOR:</b>	Rhonda Hammond, Ph.D.	<b>OFFICE:</b>	316 White Hall
<b>PHONE:</b>	330.672.0630 (office)	<b>OFFICE HOURS:</b>	Tuesdays 12:30 – 3:30 PM
<b>E-MAIL:</b>	rkhammond@kent.edu		Wednesdays 1:00 - 3:00 PM
[E-Mail is my preferred method of communication]			OR by appointment

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**PREREQUISITE:** None

**REQUIRED MATERIALS:** Birchfield, J. (2008). *Design and layout of foodservice facilities (3<sup>rd</sup> ed.)*. Hoboken, NJ: John Wiley & Sons. (ISBN 978-0-471-69963-7)

Various postings found on VISTA  
Various online resources – not available in University Bookstores  
Scantrons

**CATALOG/COURSE DESCRIPTION:**

Analysis and planning for the layout and design of commercial food service operations. This includes the principles of design, space analysis, equipment layout, equipment selection, use and care of equipment, engineering and architecture for food service facilities based on the financial performance of the operation and pertinent food codes and related regulations.

**COURSE OBJECTIVES:**

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

1. Identify the relationship between concept development and design for food facilities.
2. Describe the factors involved in site location and how they relate to operational performance.
3. Explain the elements of a feasibility study as they relate to a proforma including breakeven calculations.
4. Identify space requirements and relationships between functional areas.
5. Relate the menu to space requirements, equipment, layout, and other required operational resources.
6. Evaluate and determine equipment needs to optimize selections based on equipment specifications.
7. Evaluate alternate utility sources for food service equipment.
8. Describe how the elements of space affect customer behaviors.
9. Demonstrate the “operational perspective of management” by communicating information that engineers and architects require to design an effective food service facility
10. Integrate the HR and Marketing functions into the design and layout.

## COURSE POLICIES:

- ❑ **Communication:** You are required to check your Kent State University email at least once every 24 hours for announcements related to class sent by the instructor. Only official Kent State University email addresses will be used by the instructor.
- ❑ Under the Family Educational Rights and Privacy Act of 1974 (FERPA) any and all communication will only be conducted with the individual student. FERPA Regulations prohibit the distribution of Grades other than face-to-face with the respective student or via Web for Students. Please do not ask for grades over the phone or to be sent via email. If you need to determine your progress throughout the semester, please visit me during my scheduled office hours or make an appointment
- ❑ **Attendance:** Success in this class depends on your attendance, promptness, and preparation. Responsibility for class attendance rests with the student. Your regular class preparation and punctual attendance is expected and required by the university policy. Accordingly, attendance will be taken each time the class meets and your respective attendance will be recorded. Tardiness, leaving class early, and absence will result in the loss of your daily participation points.
- ❑ Attendance and participation is key to your success. Participation includes:
  - ✓ Student attendance.
  - ✓ Student asking questions
  - ✓ Student answering instructor questions
  - ✓ Student responding to other students' questions
  - ✓ Student initiating discussion
  - ✓ External requirements such as field trips, lecture/concert attendance
  - ✓ Discussion group participation
  - ✓ Participation in group projects
- ❑ **Class participation** requires you to be prepared for class. Students are expected to spend approximately two hours in preparation for each hour of lecture.

This course requires work done both in and outside the classroom. The content of this course will greatly benefit you in your future career. Maximum effort on your part will make the assimilation of the course material much easier and will result in maximum benefit from your academic "investment."

In their freshman year, students should expect to spend at least 1½ hours studying outside the class for each credit hour they spend in class. Thus, for a 3-credit-hour lecture or seminar course, 4½ hours of studying outside of class per week is considered a necessity. Anything less and the student is almost guaranteed a poor grade in their respective course. Students should bear this in mind if they are attempting to combine full-time coursework and employment workloads.

As the student rises through the ranks, inevitably the amount of outside class time needing to be spent on studying increases significantly such that by the time a student reaches their senior year, as much as 4 hours per credit hour might be required to maintain the appropriate focus and progress in order to return a top grade.

There will be no excuse, for not coming to class fully prepared and up-to-date on all required and/or assigned readings, case preparations, and homework.

- ❑ **Absences:** ANY and ALL absences including those due to religious observance or representation of official university approved trips must be arranged in advance with the instructor. Arrangements for any and all assignments and/or missed class activities due to absence must be made **prior** to missing class or by the deadline in order to receive any credit.

- ❑ **Tests:** Random quizzes and/or activities will be conducted – in class - during the course of the semester. There will be no make-up quizzes/activities, discussions, exams or presentations
- ❑ **Assignments:** are due at the beginning of class on the due date. Assignments turned in after the deadline will not be accepted.
- ❑ **Time Management:** Late assignments will not be accepted without advance arrangements. The advance request allowance is at discretion of the instructor.
- ❑ **Announcements:** Any changes in assignments and/or due dates will be announced in class by the instructor. It is the responsibility of the student to know about oral announcements or requirements not listed in syllabus.
- ❑ **Civility in the Classroom:** Students are expected to assist in maintaining a classroom environment that is conducive to learning. In order to assure that all students have the opportunity to gain from time spent in class, unless otherwise approved by the instructor; students are prohibited from engaging in any form of distraction. Distracting behavior in the classroom may result in a request to leave class and/or a loss in participation/professionalism points per occurrence.
- ❑ Any and all technological instruments including laptops, phones, and PDAs, must be turned off and stored out of sight during class time. The student may be asked to leave the class for disturbances caused by use of **any** form of technology.
- ❑ No food or beverages are allowed in the classrooms in Nixon Hall.
- ❑ **Writing Style:** Written assignments are to be neatly typed and project a professional image in appearance and writing style. Use of the following publication manual is required when any sources are used and therefore need to be cited: American Psychological Association. (2010). *Publication Manual of the American Psychological Association* (6th ed.). Washington, D.C.: Author. See the Kent State University Library web page for APA citation guides including <http://www.library.kent.edu/page/14197> and borrow the APA Manual from reserves for greater detail for specific citations not found on the “cheat sheet.”
- ❑ **Special Note:** To earn credit, any and all submissions (except in-class activities) must be typed according to the formatting requirements posted on VISTA, double-spaced using Times New Roman Font, with 1 inch margins, and include in the header - your name, date of submission, description of submission and must be completed according to directions. See “Help with Assignments” on VISTA.
- ❑ **VISTA:** The syllabus, class schedule, grades, and other selected materials can be found on VISTA.
- ❑ Feel free to make an appointment with me if my office hours do not coincide with your schedule. Please, be aware if you make an appointment with me and no-show/no-call, 25 points will be deducted from your final grade for each occurrence.

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#### UNIVERSITY AND SCHOOL POLICIES

- ❑ **Academic Misconduct:** It is the aim of the faculty of Kent State University to foster a spirit of complete honesty and a high standard of integrity. The attempt of students to present as their own, any work that they have not honestly performed is regarded by the faculty and administration as a serious offense and renders the offenders liable to serious consequences, possibly suspension. Plagiarism is intellectual theft. It violates the integrity of the university’s mission. The Kent State University policy and procedures for student cheating

and plagiarism will be followed, including notification of the Office of Student Conduct. Plagiarism essentially is the use of someone else's work, either in part or in total, as your own. The use of appropriate citations is important in any written work that you submit. Submitting the same paper in two courses is considered to be cheating.

- ❑ **Student behavior** is governed by the guidelines set forth in the *Student Affairs Information Bulletin: Digest and Regulations*. Consult the *Student Affairs Bulletin* for the *Student Code of Conduct* and other applicable policies and procedures
- ❑ **Students with Disabilities Statement:** In accordance with University Policy 3342-3-18, if you have a documented disability, you may request accommodations to obtain equal access and to promote your learning in this class. Please contact Student Accessibility Services at 330-672-3391 for more information on registration procedures. After your eligibility for accommodations is determined, you will be given a letter to present to instructors with information on how to best assist you.
- ❑ **University Snow Days:** Class will meet when the university is in session. In the event of inclement weather, the class will meet or be cancelled based on the schedule set by the university
- ❑ Feel free to make an appointment with me if my office hours do not coincide with your schedule. Please, be aware if you make an appointment with me and no-show/no-call, 25 points will be deducted from your final grade for each occurrence.

#### GRADE DISTRIBUTION

Grading Key:		Evaluation and Grading Criteria	Max Points
Total possible points–500	17%	Class Activities/Quizzes/Participation	Various points = 85
A 450 points & above	14%	Punctual attendance 14 x 5points each = 70	= 70
B 399 - 449 points	40%	Tests	2 X 100 = 200
C 348 - 398 points	20%	Project	= 100
D 297 - 347 points	9%	Peer Evaluations 3 x 15 points each = 45	45
F 296 points & below	100%	TOTALS:	500 points

**A = 90 – 100%    B = 80-89.99%    C = 70-79.99%    D = 60-69.99%    F = < 60%**

**Extra credit:** All extra credit Last day to submit: November 18, 2010

**F&B Trend Report (5 points)-** Students may research and write a 3- 4 page report on any current trend in the foodservice industry. **At least 3** references must be cited and a bibliography must be included. Wikipedia references are **not** acceptable. Plagiarized reports will result in disciplinary action according to school policy. **A brief summary must be shared with the class.**

Remember to follow the formatting instructions.

No partial credit will be given for extra credit. Be sure to follow formatting instructions and be sure to follow instructions for the extra credit.

Other extra credit opportunities that may become available throughout the semester will be announced in class. Any potential extra credit available during the semester will be **added onto your final grade.**



## Semester Project Overview

This project is intended to compel the student to synthesize the information secured during the course with previous Hospitality Management courses and outside research to design an efficient and effective food service operation of their choice. Assume a startup operation.

GRADING	POINTS
Outline	5
Project (due on presentation day)	70
Presentation	25
	100

### INSTRUCTIONS

1. Your project must be professionally written (grammar, spelling, and formatting will be graded) in APA format and include a bibliography of references used. You may find information useful from the following:
  - a) articles from trade journals or similar professional literature such as *Restaurant Institutions*, *Club Management*, *Restaurant Hospitality*, *Food Management*, *Nation's Restaurant News*, *Lodging*.
  - b) Web resources from professional associations or companies such as [www.nafem.org](http://www.nafem.org). Click on "find manufacturer", click arrow next to search, pull down arrow for product type or check distributor websites like [www.bigtray.com](http://www.bigtray.com)
2. **Project Outline:** a single page with key statistics such as concept, type of service, number of seats, anticipated annual volume, etc. that you would like me to review in order to provide feedback.
3. For the project, prepare a report (elements noted below) to share your concept, design, and layout. The paper is to be turned in at the start of class on the day the presentation is given. At minimum, the project must include:
  - a. Executive Summary of the operation (3-5 paragraphs describing key elements of your operation) including in text citations
  - b. Diagram of flow
  - c. Key design principles that were used for specifications and decision making
  - d. Important human engineering elements incorporated and why
  - e. Key government regulations that influenced design and why
  - f. Highlight design and layout tradeoffs
  - g. Menu (at least 25 items) with descriptors
  - h. Entrée sales mix calculations (format provided)
  - i. Production Sheet for Entrees (sample provided)
  - j. Organizational Chart
  - k. Pay Rate per Position
  - l. Pro Forma based on year end income statement (format provided)
  - m. List Startup costs.
  - n. Calculate operating:
    - i. Food Cost % (food costs/total sales)
    - ii. Beverage Cost % (beverage costs/total sales)
    - iii. Labor Cost % (total payroll costs/total sales)
    - iv. Breakeven sales point (total sales = total expenses)
  - o. Equipment Specifications (at least 10 pieces of equipment) – specification sheets for major pieces of kitchen and dining room equipment.
  - p. Decorator descriptions – A description of the finish materials used for the floors, walls, ceilings of all kitchen, dining room, and public areas. Include description of lighting used in each room.
  - q. Bibliography of sources from your research.
  - r. Formatted according to instructions with cover sheet, headers/footer, in text citations etc.
  - s. Proper grammar and correct spelling
4. Provide a drawing of operation with referenced equipment list. See reference sheet of items that must be included.
5. Prepare a 10- 15 minute presentation for the class highlighting the results of your efforts and highlight bottlenecks and tradeoffs.
  - a. Use Power Point.
  - b. Prepare a 1-page summary for your classmates.

## Semester Project Guidelines and Rubric: Facility, Layout and Design Applications

[http://www.va-interactive.com/inbusiness/editorial/bizdev/ibt/business\\_plan.html](http://www.va-interactive.com/inbusiness/editorial/bizdev/ibt/business_plan.html)

Groups of four to five students each will work together throughout the semester to identify some of the key aspects attributed to a viable business plan associated with a foodservice operation with focus on the aspects associated with facility layout, design, and equipment requirements. The objective is for the student to create a foodservice operation and present (sell) it to an audience of “would be investors”. The student will incorporate and apply the various factors involved in design that will ultimately satisfy market needs, while achieving operational image and function, and will demonstrate a cost-benefit analysis of expenses associated with these aspects.

Concepts to be reported on will include:

### Concepts

1. The Product/Service/Operation
2. The Market
3. The Marketing Plan
4. The Competition
5. The Management Team
6. Personnel

### **Report format**

- Each reported section will be written in APA format with in-text references, 1” margins all around using 12 pt Times New Roman, and double spaced. Each report must also include an APA formatted bibliography.
- Each report will be free of grammatical errors. All efforts should be made to work together as a team to proof the report before submission.
- Groups are encouraged to take advantage of the TTU Writing Center prior to turning in each assignment. Because this is a senior level course, it is expected that each assignment be of the quality expected of a professional in the business world.
- Each report will include a cover sheet including the name of the class, the semester and year, the name of each member, the group number, and the name of the operation being reported upon.
  - Each page of each section should include in the **header** the group # in the upper right corner
  - Each page of each section should include the page number in the **footer**.
  - Refer to “Notes About Formatting Assignments”
- **A Peer Evaluation (individually sealed) must be turned in for each report submitted.** The Peer Evaluation form can be found on Vista.

## REPORT GUIDELINES

Points Earned

### Executive Summary (5 points) – first in the report but the last thing you write up

- A brief description of the company's products or services (Section 1) \_\_\_\_\_
- The market the business will compete in (Section 2) \_\_\_\_\_
- A persuasive statement as to why and how the business will succeed, discussing the business's competitive advantage (Section 1,2, 3, 4, 5 & 6). In other words, a synthesis of all the sections explaining how the company will be successful. \_\_\_\_\_
- Highlight complete advantages associated with the design of the facility. \_\_\_\_\_
- Grabbed the reader's attention and made them want to read through all the supporting documentation? \_\_\_\_\_

### Section 1 -The Product/Service/Operations (30 points)

Subheadings to be addressed in Section 1:

- Location be specific
- Size – be specific
- Barriers to the success of the operation.
- Competitive advantages: What makes your product or service unique? What competitive advantage does the product or service have over its competition? Explain.
- Décor, architectural elements, color etc... be very descriptive, provide visuals
  - A description of the finish materials used for the floors, walls, ceilings of all kitchen, dining room, and public areas.
  - Include description of lighting used in each room and purpose (remember task lighting too)
- Completed menu (s) with at least 25 items – “customer ready”
- Expected sales mix calculations
- Production sheets for entrees
- Diagram of customer flow
- Diagram of service flow
- Include key design principle used for specifications & decision making
- ID important human engineering elements incorporated and why
- ID key government regulations that influenced design
- Highlight design and layout tradeoffs

### Section 2 - The Market (5points)

Subheadings to be addressed in Section 2:

- A general description of your market (the customer)
  - demographics/age, gender, income, marital status, education, occupation
  - other relevant information – ethnic origins, regional differences, etc.
- How does the operation match customer needs & preferences?
- The size of the niche market – size of population within a 3 mile radius- reference
- What is the growth potential of the market? Explain & reference.
- How will the operation satisfy the growth of the market?
- How will you price your goods or services in the growing competitive market?

### Section 3 - The Marketing Plan (5 points)

Subheadings to be addressed in Section 3:

- Identify how they reach the market
  - Discuss their service standards
  - Discuss selling techniques & strategies
- Samples of marketing materials or strategies make sure you include them with your plan

**Section 4 - The Competition (5 points)**

Subheadings to be addressed in Section 4:

- Identify your operations 3 closest competitors.
  - Where are they located – be specific
- Define the 3 competitor's target market.
- How does your operation differ from the competition? In what ways is your business superior to the competition?
- Are there certain areas of the business where the competition surpasses your operation? If so, what are those areas and how does your operation compensate?
- Potential new entrants in the area

**Section 5 -The Management Team and Personnel (5 points)**

Subheadings to be addressed in Section 5:

- ID the current personnel needs broken down into full or part-time
- Include an organizational chart with chain of command
- Provide job specifications listing all duties for each position, ID skill requirements for each position
- Provide salaries and/or hourly wages for each position
- Are the people needed readily available and how do/will they attract them?

**Section 6 – Financials (15 points)**

Subheadings to be addressed in Section 6:

- Identify the operation's business structure your operation will adopt
- Expected revenue
- List startup costs
- Calculate operating:
  1. Food Cost % (food costs/total sales)
  2. Beverage Cost % (beverage costs/total sales)
  3. Labor Cost % (total payroll costs/total sales)
  4. Breakeven sales point (total sales = total expenses)
- Equipment Specifications (at least 10 pieces of equipment) – include specification sheets for these pieces of kitchen and dining room equipment.

**Total points**

\_\_\_\_/70

**Drawing and Paper Quality Criteria:**

- a. "A" papers have excellent content that goes well beyond the overview provided by the assigned text by providing NEW information. Drawing is neat, matches concept, incorporates all material from course, previous HM courses and research, and is clearly labeled. Paper content requested in instructions has been well-covered. Paper is well-written. Introduction, body of paper, and conclusion tie together in a logical order. No spelling errors, typos, or significant grammar errors are evident. Sources are referenced using APA referencing style.
- b. "B" papers have good content that goes beyond the overview provided by the assigned text. Paper content requested in instructions has been covered acceptably. Paper is generally well-written, however could benefit by additional editing. Very limited spelling errors, typos, or grammar errors may be present. Sources are referenced using APA referencing style, although minor errors in reference style may be evident.
- c. "C" or "D" papers have limited content. Paper does not include the content requested in instructions. Writing style of paper needs improvement. Excessive spelling, grammar, and typing errors have been made. Sources are not referenced or are poorly referenced.

**Presentation Quality Criteria:**

- a. "A" presentations have excellent content that contributes to the knowledge of the class. Power Point slides are readable, support presentation, and do not have typos or factual errors. Class handout includes useful information. Presenters demonstrate a professional speaking style and are able to effectively respond to questions. Time guidelines are followed.
- b. "B" presentations have good content that contributes to knowledge of class. Power point slides are generally good, although could be improved. Class handout has some useful information. Presenters generally have a good speaking style. Presenters generally are able to respond to questions. Presentation may be too short or too long.
- c. "C" or "D" presentations are lacking in helpful content on topic. Power point slides are too small to be read, shown too briefly for audience to read, or are a distraction rather than a support for presentation. Class handout has limited useful information and may have spelling or factual errors. Presenters have difficulty using a professional speaking style. Questions are not addressed effectively. Presentation is too short or too long.

## Project Drawing Requirements

Be sure to include the following items or explain why omitted.

<b>DINING ROOM</b>	Tables and Chairs Cashier Area Public Areas Fire Exits	Wait staff Area Public Restrooms Beverage area Table ware storage
<b>BAR</b>	Liquor Storage Beverage Dispensers Refrigeration	Mixing Station Sink and Drain board Hand Wash Sink
<b>STORAGE</b>	Dry Storage Coolers Freezers	Receiving Area Scales Ice Machine
<b>PREPARATION</b>	Work Tables Sinks Salad	Ice cream cabinet with running dipper well Hand wash sink
<b>WAREWASHING</b>	Dishwasher Clean dish table Dirty dish table Dish storage	3 Compartment sink Hand wash sink Disposal Mops & Brooms Soiled Linen
<b>PRODUCTION</b>	Range Ovens Broilers Fryers Tables	Refrigeration Hot food holding Ventilation Hood Hand wash sinks
<b>OTHER</b>	Entrances/Fire Exits – public and delivery Ice Machines Hot Water Tank Office Dumpster Area	

## HM 43040 – STRATEGIC LODGING MGMT. – SPRING 2010

School of Family and Consumer Studies - Kent State University

**PREREQUISITIES** HM 23030, M&IS 33026

**CLASS SCHEDULE** 11:00 AM – 12:15 PM – Tuesdays  
11:00 AM – 1:00 PM - Thursdays

**INSTRUCTOR** Dr. Swathi Ravichandran, MBA, PhD  
Office: 123 Nixon Hall  
Email: sravicha@kent.edu  
Phone: 330-672-7314 (Office)  
330-672-2197 (FCS Office)

**OFFICE HOURS** 1:00 p.m. – 4:00 p.m. (Tuesday)  
2:00 p.m. – 4:00 p.m. (Wednesday)

### REQUIRED TEXT

1. Custom text to be purchased from Campus Copy Connection in the 3<sup>rd</sup> Floor of the Kent campus library
2. Class notes, as and when applicable, will be posted on Vista under “Lecture Notes.” I recommend that the notes be printed out prior to coming in to class. Review sheets for exams along with assignment guidelines will also be posted on Vista. Taking notes during class is vital to doing well in exams and the simulation.
3. HOTS Software available in 233 Moulton Hall Computer Lab

### HOSPITALITY ONLINE RESOURCES

<a href="http://www.hotel-online.com">www.hotel-online.com</a>	<a href="http://www.hospitalitynet.org">www.hospitalitynet.org</a>
<a href="http://www.ahma.com">www.ahma.com</a>	<a href="http://www.hotelinteractive.com">www.hotelinteractive.com</a>
<a href="http://www.restaurant.org">www.restaurant.org</a>	<a href="http://www.conventionindustry.org">www.conventionindustry.org</a>
<a href="http://www.successmtgs.com">www.successmtgs.com</a>	<a href="http://www.mpiweb.org">www.mpiweb.org</a>
<a href="http://www.acfchefs.org">www.acfchefs.org</a>	<a href="http://www.foodservice.com">www.foodservice.com</a>
<a href="http://www.sfm-online.org">www.sfm-online.org</a>	<a href="http://www.tia.org">www.tia.org</a>
<a href="http://www.wttc.org">www.wttc.org</a>	<a href="http://www.cruising.org">www.cruising.org</a>
<a href="http://www.world-tourism.org">www.world-tourism.org</a>	<a href="http://www.astanet.com">www.astanet.com</a>

### COURSE DESCRIPTION

The hotel manager's role as a strategic thinker is emphasized. Techniques such as co-alignment model, brand strategy, competitor analysis, market research, risk management and finance options are used to develop strategic plans in hotels.

### COURSE OBJECTIVES

1. Use appropriate professional oral and written communication.

2. Distinguish among various strategic management models as it applies to the lodging industry.
3. Recall and assess factors that affecting staffing, training, refurbishment, room rates, property expansion, advertising, etc. within a lodging establishment.
4. Create business plan for a specific lodging establishment and make decisions consistent with the plan.
5. Make effective staffing, training, refurbishment, room rates, property expansion, advertising, financing, and other operational decisions using a simulation for a lodging establishment.
6. Identify and analyze factors that impact awareness, service factor, market contention, and employee satisfaction in a lodging establishment.

### GENERAL COURSE POLICIES

1. You are expected to maintain an appropriate academic climate by refraining from all actions which disrupt the learning environment (e.g., making noise, ostentatiously not paying attention, reading the newspaper, text-messaging, leaving and reentering the classroom inappropriately etc.).
2. Laptops will not be permitted in class.
3. Missed quizzes cannot be made up. The lowest quiz score will be dropped. If there is an emergency and you are not able to take the quiz, it is your responsibility to give reasonable notice to your partner.
4. Assignments are due on the dates indicated in the syllabus, in class. Late assignments will not be accepted.
5. If you will not be able to take the final exam at the scheduled time and date, please contact the instructor in advance for alternate arrangements.
6. **Written assignments are to be neatly, typed and project a professional image in appearance and writing style. Title page has to be included when appropriate. All written assignments have to be double-spaced and use Times New Roman font size 12. Use 1" margins on all four sides. Use page numbers if the paper is more than 1 page in length. Assignments not following these guidelines will be returned.**
7. References should be from reputable trade and peer-reviewed journals. Avoid using internet references that include blogs, wikis, and the like.
8. Email: You are expected to check your email at least once every 24 hours for announcements related to class sent by the instructor
9. Papers must follow university policies regarding cheating/plagiarism and the correct use of citations. **Use sub-headings when appropriate to distinguish among various sections in the paper.** Handwritten assignments will not be accepted (exceptions: exams and other assignments as noted). Use of the following publication manual is required:

American Psychological Association. (2009). *Publication manual of the American Psychological Association* (6<sup>th</sup> ed.). Washington, D.C.: Author.

### METHOD OF EVALUATION

Exams (2 exams; 50\*2).....100



Business plans (1 plan and one modified plan; 50*2).....	100
Yearly evaluation reports (2 reports; 50*2).....	100
Final presentation.....	50
<b>Total.....</b>	<b>350</b>
Extra Credit points.....	10

*This is tentative and subject to minor changes*

### GRADING

A: 92 - 100%; A-: 90 - 91%

B+: 88 - 89%; B: 82 - 87%; B-: 80 - 81%

C+: 78 - 79%; C: 72 - 77%; C-: 70 - 71%

D+: 68 - 69%; D: 62 - 67%; D-: 60 - 61%

F: below 60%

### COURSE CONTENT

DATE	LECTURE	ASSIGNMENTS
T 1/19	Syllabus overview; Introduction to HOTS	
TH 1/21	Introduction to HOTS	<b>Problem set #1</b>
T 1/26	Introduction to HOTS	
TH 1/28	HOTS practice session	<b>HOTS Familiarity Exercise</b>
T 2/2	Strategic management in the hospitality industry	
TH 2/4	HOTS practice session - 1 <sup>st</sup> year Jan to June decisions	
T 2/9	Scanning internal and external environment	
TH 2/11	HOTS practice session - 1 <sup>st</sup> year July to Dec decisions	
T 2/16	Developing business plan for hotels	
TH 2/18	HOTS - 1 <sup>st</sup> year Jan and Feb decisions	<b>DUE: Year 1 Business Plan</b>
T 2/23	Labor scheduling and costs in the hospitality industry	
TH 2/25	HOTS - 1 <sup>st</sup> year Feb, March, and 1 <sup>st</sup> quarter decisions	
T 3/2	Strategies affecting hotel occupancy rates	
TH 3/4	HOTS - 1 <sup>st</sup> year Quarter 2 decisions	

DATE		LECTURE	ASSIGNMENTS
T	3/9	Strategies to use during recession in the lodging industry	
TH	3/11	<b>EXAM 1</b>	
T	3/16	Hotel marketing	
TH	3/18	HOTS – 1 <sup>st</sup> year Quarters 3 & 4 decisions	
T	3/23	Revenue management	
TH	3/25	HOTS – Review Year 1 results and work on Year 2 Business plan	<b>DUE: Year 1 Evaluation Report</b>
<b>T 3/30 and TH 4/1</b>		<b>SPRING BREAK</b>	
T	4/6	Crisis management in the hospitality industry	
TH	4/8	HOTS – 2 <sup>nd</sup> year 1 <sup>st</sup> quarter results	<b>DUE: Year 2 Business Plan</b>
T	4/13	Sustainable (green) practices used in the lodging industry	
TH	4/15	HOTS – 2 <sup>nd</sup> year 2 <sup>nd</sup> quarter results	
T	4/20	Technology innovations in the lodging industry	
TH	4/22	HOTS – 2 <sup>nd</sup> year 3 <sup>rd</sup> quarter results	
T	4/27	Trends in lodging and foodservice	
TH	4/29	HOTS – 2 <sup>nd</sup> year 4 <sup>th</sup> quarter results	
T	5/4	<b>Final presentation</b>	<b>DUE: Year 2 Evaluation Report</b>
TH	5/6	<b>Final presentation</b>	<b>DUE: Year 2 Evaluation Report</b>
F	5/14/10	<b>Exam 2</b> 12:45 pm – 3:00 pm	<b>Exam 2</b>

*This is tentative and subject to changes*

#### **EXTRA CREDIT**

##### **“Strategic Lodging Management Update” Presentation**

Make use of additional resources to conduct a thorough search and **find an article related to strategic lodging management**. The article should be interesting, have implications for the hospitality and travel industry, and indicate new trends/issues etc. You will present the information in the article to class along with your views. A

sophisticated visual aid such as MS-PowerPoint should be used. You will also be graded on your ability to pose an intelligent discussion question and manage a discussion. Each presentation should last no longer than 5 minutes including questions and discussion.

You can earn a maximum of 5 extra credit points per presentation. You can present up to 2 times during the course of the semester. **Presentations cannot be done during the last two weeks of the semester (week before finals and finals week).** Please notify the instructor at least one day before you wish to make a presentation.

*No extra credit opportunities other than the 10 possible points will be offered or accepted.*

### CLASS ATTENDANCE

Attendance will be taken everyday along with the time that you come in and leave (similar to clocking in and out). More than 2 legitimate unexcused absences will result in a deduction of 10 points per absence. For example, if you have 5 unexcused absences, 30 points will be deducted from your total for the class. If you leave early or come in late more than 5 minutes, unexcused, it counts as an unexcused absence, as does using your laptop, reading the newspaper, doing puzzles, using your cell phone, and the like. Meetings with advisors during class time will also count as unexcused absences. With respect to excused absences or if you are planning on coming in late or leaving early, you have to give reasonable notice to the instructor, depending on the nature of the event. In the event of car trouble, proper documentation has to be submitted (tow truck receipt, etc.). It is your **personal** responsibility to notify the instructor. If you need to program my office phone number into your cell phone please do so. Your friends cannot provide excuses on your behalf. **Documentation has to be provided for all excused absences or it will count as an unexcused absence.**

Attendance is particularly important in this class because each of you will be working with a partner for the HOTS simulation and will be making operational decisions for your lodging establishment together.

### EXAMS

Exams will be administered on the dates identified in the syllabus. Content for exams will be based on articles discussed in class and others found in class notes. **Exams will be completed in teams comprising two students each or individually, depending on your personal preference.** Both members will get the same grade. Review sheets for exams will be posted on Vista. Exam 2 will not be comprehensive.

### HOTS

This course uses a software simulation program called *HOTS*, which is a computer simulation designed to learn management concepts in operations management, marketing, finance, accounting, strategic planning, situation analysis, and team decision-making. Through group participation and instructor guidance, teams develop objectives and performance measures for operating a 250-room hotel in a medium-size city like Cleveland. Each management team of the hotel begins the game with identical

competitive positions and then quickly establishes unique competitive strengths based on team decisions. The computer program analyzes each team's decisions and determines demand, sales, costs, profitability, etc. Each team is comprised of two (2) students.

***Year 1 and Year 2 Business Plan and Evaluation Reports***

Each team is required to develop its business plans and performance evaluation reports for its simulated hotel for two (2) years. Specific guidelines are available on Vista.

***Final Presentation***

The report is to be a complete case study analysis of your firm's actions and results. Each team is to include an examination of its intended strategic plans as well as realized results, plus a thorough discussion evaluating performance; especially deviations from intended plans. Since organizational performance is one of the primary measures of business success, the report should include a detailed analysis of the industry (competing firms, environment, etc) and your hotel's results (financial, marketing, etc.). Finally, a set of key recommendations for future action should be included. Presentation grading rubric is posted on Vista.

## HM 43043 – HOSPITALITY MEETINGS MANAGEMENT – SPRING 2009

School of Family and Consumer Studies - Kent State University

**PREREQUISITIES** HM 23020 & HM 33026

**CLASS SCHEDULE** Lecture: 11:00 a.m. – 11:50 a.m., Tuesdays and Thursdays  
Lab: Varying times outside of class

**INSTRUCTOR** Dr. Swathi Ravichandran, MBA, PhD  
Office: 123 Nixson Hall  
Email: sravicha@kent.edu  
Phone: 330-672-7314 (Office)  
330-672-2197 (FCS Office)

**OFFICE HOURS** 1:00 p.m. – 3:30 p.m. (Tuesday)  
1:30 p.m. – 4:00 p.m. (Thursday)

### REQUIRED TEXT

Professional Convention Management Association. (2006). *Professional Meeting Management: Comprehensive Strategies for Meetings, Conventions and Events* (5<sup>th</sup> ed.). Dubuque, IA: Kendall/Hunt Publishing Company.

### RECOMMENDED TEXTS

Hetzer, L. (2001). *The simple art of napkin folding: 94 fancy folds for every tabletop occasion*. New York, NY: Morrow Cookbooks.

McCaffree, M.J., & Innis, P. (1989). *Protocol: The complete handbook of diplomatic, official and social usage*. Washington, D.C.: Devon Publishing Company, Inc.

Morrison, R., Conaway, W.A., & Borden, G.A. (1994). *How to do business in sixty countries: Kiss, Bow, or shake hands*. Holbrook, MA: Adams Media Corporation.

Silvers, J. R. (2004). *Professional event coordination*. Hoboken, NJ: John Wiley & Sons, Inc.

Swinson, A. (2006). *Wedding favors: Fabulous favors for the perfect wedding day*. New York, NY: Ryland Peters & Small.

### ONLINE RESOURCES

<a href="http://www.meetingsnet.com">www.meetingsnet.com</a>	<a href="http://www.conventionindustry.org">www.conventionindustry.org</a>
<a href="http://www.succesmtgs.com">www.succesmtgs.com</a>	<a href="http://www.mpiweb.org">www.mpiweb.org</a>
<a href="http://www.iaccnorthamerica.org">www.iaccnorthamerica.org</a>	<a href="http://www.pcma.org">www.pcma.org</a>
<a href="http://www.meetingsnews.com">www.meetingsnews.com</a>	<a href="http://www.tphousing.com">www.tphousing.com</a>
<a href="http://www.iaem.org">www.iaem.org</a>	<a href="http://www.eventweb.com">www.eventweb.com</a>
<a href="http://www.mimegasite.com">www.mimegasite.com</a>	<a href="http://www.greenmeetings.info">www.greenmeetings.info</a>

## **COURSE DESCRIPTION**

Exploration of the unique issues associated with managing hospitality meeting and event planning. Emphasis on management of social, association, and corporate events: weddings, reunions, award banquets, receptions, annual meetings held in hospitality venues requiring f&b and/or lodging.

## **COURSE OBJECTIVES**

1. Use appropriate professional oral and written communication in the meeting planning industry.
2. Recall procedures to plan and execute an event from start to finish.
3. Create an expense budget for the meeting, produce and analyze financial reports.
4. Design partnership packages; evaluate services offered by CVBs and other DMOs, tactics to negotiate strategically.
5. Research and list new technologies into meetings; explain technical considerations involved in producing multi-point meetings and web-based conferencing.
6. Create a program planning timeline
7. Apply meeting management process to accommodate international audience and recall procedures to host a meeting outside the US.
8. Analyze communication needs and challenges of culturally diverse audiences.
9. Identify planning, space, and equipment needs of the meeting
10. Discuss different types of meal functions; evaluate cost-saving options for f&b events.
11. Set up A/V into programs; recall types of A/V at a meeting planner's disposal.
12. Identify key elements of a hotel contract; identify key license terms; develop supplier contracts
13. Create specific risk management plan for meetings and meeting-related services
14. Critically analyze and evaluate meeting success.

## **LAB:**

1. Abide by property's professional appearance standards and exhibit professional behavior while completing a structured rotation schedule at the assigned hospitality facility.
2. Complete assigned tasks in timely fashion and be punctual.
3. Exhibit superior oral and written communication while interacting with employees, past, current, and potential clients, and vendors at the assigned hospitality property.

## **GENERAL COURSE POLICIES**

1. You are expected to maintain an appropriate academic climate by refraining from all actions which disrupt the learning environment (e.g., making noise, ostentatiously not paying attention, reading the newspaper, text-messaging, leaving and reentering the classroom inappropriately etc.).
2. Laptops will not be permitted in class.
3. Bring a calculator to class every time we meet. **CELL PHONES CANNOT BE USED AS CALCULATORS.**
4. Missed quizzes cannot be made up. The lowest quiz score will be dropped. If there is an emergency and you are not able to take the quiz, it is your responsibility to give reasonable notice to your partner.
5. If you will not be able to take the final exam at the scheduled time and date, please contact the instructor in advance for alternate arrangements.

6. Written assignments are to be neatly, typed and project a professional image in appearance and writing style. Title page has to be included when appropriate. All written assignments have to be double-spaced and use Times New Roman font size 12. Use 1" margins on all four sides. Use page numbers if the paper is more than 1 page in length. Assignments not following these guidelines will be returned.
7. References should be from reputable trade and peer-reviewed journals. Avoid using internet references that include blogs, wikis, and the like.
8. Email: You are expected to check your email at least once every 24 hours for announcements related to class sent by the instructor
9. Papers must follow university policies regarding cheating/plagiarism and the correct use of citations. **Use sub-headings when appropriate to distinguish among various sections in the paper.** Handwritten assignments will not be accepted (exceptions: exams and other assignments as noted). Use of the following publication manual is required:

American Psychological Association. (2001). *Publication manual of the American Psychological Association* (5th ed.). Washington, D.C.: Author.

### MEETING PLANNER EMAIL GROUP

During the first week of classes, please join the MiForum. This is a Google Group dedicated to discussing meeting planning issues and updates. The group includes more than 1500 meetings industry professionals. Go to <http://groups.google.com/group/MiForum> to join the group. If you have any questions during the course of the semester that requires answers from industry experts, please post it as part of this forum. You will need a Google account to join this group. Please use this group to post only meetings industry related topics. Refrain from sharing personal opinions. Use professional language when posting information. **THIS RESOURCE SHOULD NOT BE MISUSED TO COMPLETE CLASS ASSIGNMENTS.**

### METHOD OF EVALUATION

#### LECTURE

Quizzes (6 quizzes; lowest score dropped - 5*20).....	100
Problems quiz.....	23
Lab meeting schedule.....	20
Topic paper.....	40
Topic presentation.....	20
Journals from meetings.....	40
Event portfolio.....	30
Final Exam.....	30
<b>Lecture Total.....</b>	<b>303</b>

#### LAB

Various individuals at the property that is assigned to you will complete a "performance evaluation" for you as you rotate through various departments and gain various skills related to meeting/event planning. As part of the performance evaluation, they have been asked to assign letter grades for each activity. These will be sent to the instructor close to

the end of the semester. All letter grades will be averaged to determine a letter grade for the lab component of the class.

Extra Credit points.....10

### LAB GUIDELINES

As part of the lab for this course, you will rotate through various departments of an assigned property to learn about different aspects of event planning. You will also assist as needed with one assigned event on the day of the event from start to finish at your assigned property. Events that will be part of the course range from social to corporate to association meetings. You will also meet with various employees of the property throughout the semester and learn operations of various departments that affect the success or failure of meetings including Banquet Operations, Food & Beverage, Sales & Marketing, and Guest Services.

You will be expected to exhibit professional behavior at all times while at the property that has been assigned your "lab." This would imply acts such as being on time for all meetings, completing tasks that they ask you to complete, asking questions when in doubt, showing respect and courtesy when interacting with employees of the property, complying with the property's appearance standards etc. Employees at the five properties that have been assigned "labs" for this course have been involved from the initial stages of development of this course and are well aware that this is a learning opportunity for you. They have consented to teach you what they have learned through personal experience in the event/meeting planning industry. It is up to you to take advantage of this opportunity and learn the essentials of being a good meeting planner.

You will be given a sign-in and sign-out sheet on the first day of class. It is your responsibility to take this sheet every time you visit the property. You will have to obtain the assigned employee's signature next to your sign-in and sign-out times. This sheet documents your attendance at the lab. If you are unable to attend a scheduled lab meeting due to a medical emergency or weather-related reason, it is your responsibility to provide reasonable notice to your primary contact at the property. If you do not, your grade will be negatively impacted.

*For every lab or planning meeting that you have*, make a journal entry of about a paragraph or two in a word document. The journal should reflect your experience at the lab for that day.

Three *progress meetings* will be scheduled between you and the primary contact person at the property over the course of the semester. The purpose of these meetings is to discuss any concerns that either you or the property may have and also to make sure that your rotation is proceeding along as scheduled.

**Primary contact person for Bertram Inn and Conference Center:**  
**Brenda Schiralli, bschiralli@thebertraminn.com, 330-995-7609.**

**Primary contact person for Marriott Cleveland East:**  
**Mark Racz, mark.racz@marriott.com, (216) 755-1924**



**Primary contact person for Glenmoor Country Club:**  
**Carol Grosse, cgrosse@glenmoorcc.com, (330) 966-3600 ext 234**

**Primary contact person for Hilton Garden Inn:**  
**John Koroly, john.koroly@hilton.com, (330) 405-7683**

**First contact person for Kent Student Center and Dining Services:**  
**Jackie Parsons, jparsons@kent.edu, 330-672-3202**

## **GRADING**

**You have to get at least 60% in the lecture component AND a minimum letter grade of D in the lab component to pass the course. Securing less than 60% in the lecture component OR less than a D in the lab component will result in a grade of F for the course.**

## **GRADING SCALE**

A: 90 - 100%; A-: 90 – 91%  
 B+: 88 – 89%; B: 82 – 87%; B-: 80 – 81%  
 C+: 78 – 79%; C: 72 – 77%; C-: 70 – 71%  
 D+: 68 – 69%; D: 62 – 67%; D-: 60 – 61%  
 F: below 60%

## **COURSE CONTENT**

<b>DATE</b>	<b>LECTURE</b>	<b>ASSIGNMENTS</b>
T 1/20	Introduction – Syllabus Overview	
TH 1/22	Discussion of Lab Assignments/Guidelines/ Introduction to the meetings and events industry	
T 1/27	Introduction to the meetings and events industry	
TH 1/29	Starting with the end in mind	<b>Chapter 2</b>
T 2/3	Program design and development	<b>Chapter 19</b> <b>DUE: Lab meeting schedule</b>
TH 2/5	Environment for meetings and events	<b>Chapter 23</b> <b>Incorporating stress management into meetings*</b>
T 2/10	Effectively managing your meeting's budget	<b>Chapter 3</b> <b>QUIZ 1</b>
TH 2/12	Facility contracts in the meetings industry	<b>Chapter 41</b>
T 2/17	Developing suppliers contracts	<b>Chapter 42</b>
TH 2/19	Sponsorships and strategic partnerships, CVBs – Partnering with meeting planners for success, Negotiating strategically: Building relationships and striving to do better than win-win – Jennifer Arnold	<b>Sections from chapters 4, 12, and 40</b> <b>Marketing meetings, conventions, and events*</b>

<b>DATE</b>	<b>LECTURE</b>	<b>ASSIGNMENTS</b>
T 2/24	Site selection	Chapter 11 QUIZ 2
TH 2/26	Taming the registration beast	Chapter 24 Green meetings*
T 3/3	Housing and room block management	Chapter 25 Wedding industry trends*
TH 3/5	Transportation strategies and solutions	Chapter 33
T 3/10	Food and beverage arrangements	Chapter 26 QUIZ 3
TH 3/12	Guest programs, hospitality, and recreation	Chapter 31 Trends in menu planning for small and large meetings*
T 3/17	Technology toolbox for meeting managers	Chapter 10
TH 3/19	From bits to webcasts: The technology relevancy factor	Chapter 13 Planning city-wide meetings*
T 3/24	<b>SPRING BREAK</b>	
TH 3/26		
T 3/31	Audiovisuals: Principles that improve meeting communication	Chapter 29
TH 4/2	It's showtime: Final instructions to the facility and your supplier team	Chapter 34 QUIZ 4
T 4/7	Effective meeting communications and on-site operations	Chapter 36
TH 4/9	The Americans with Disabilities Act	Chapter 43
T 4/14	Risk planning and emergency management	Chapter 44 Crisis management in the meetings industry*
TH 4/16	International meetings, conventions, and exhibitions	Chapter 16 QUIZ 5
T 4/21	Multicultural aspects of meetings	Chapter 22
TH 4/23	Multicultural aspects of meetings	Chapter 22 Planning international meetings*
T 4/28	Determine the success of your meeting through evaluation	Chapters 45 & 46 Economic factors affecting global meetings*
TH 4/30	Determine the success of your meeting through evaluation	Chapters 45 & 46 Continuing education and certifications in the meetings industry*
T 5/5	Determine the success of your meeting through evaluation	Chapters 45 & 46 DUE: Event Portfolio
TH 5/7	Catch up day	QUIZ 6

DATE	LECTURE	ASSIGNMENTS
TH 5/14	Comprehensive Final Exam 12:45 p.m. – 3:00 p.m.	<b>Final Exam</b>

**\*Topic paper & presentation**

### **EXTRA CREDIT**

#### **“Hospitality Meetings Management Update” Presentation**

Make use of additional resources to conduct a thorough search and **find an article related to hospitality human resources management**. The article should be interesting, have implications for the hospitality and travel industry, and indicate new trends/issues etc. You will present the information in the article to class along with your views. A sophisticated visual aid such as MS-Powerpoint should be used. You will also be graded on your ability to pose an intelligent discussion question and manage a discussion. Each presentation should last no longer than 5 minutes including questions and discussion.

You can earn a maximum of 5 extra credit points per presentation. You can present up to 2 times during the course of the semester. **Presentations cannot be done during the last two weeks of the semester (week before finals and finals week)**. Please notify the instructor at least one day before you wish to make a presentation.

*No extra credit opportunities other than the 10 possible points will be offered or accepted.*

### **CLASS ATTENDANCE FOR LECTURE AND LAB**

Attendance will be taken every day along with the time that you come in and leave (similar to clocking in and out). More than 2 legitimate unexcused absences will result in a deduction of 10 points per absence. For example, if you have 5 unexcused absences, 30 points will be deducted from your total for the class. If you leave early or come in late more than 5 minutes, unexcused, it counts as an unexcused absence, as does using your laptop, reading the newspaper, doing puzzles, using your cell phone, and the like.

Meetings with advisors during class time will also count as unexcused absences. With respect to excused absences or if you are planning on coming in late or leaving early, you have to give reasonable notice to the instructor, depending on the nature of the event. In the event of car trouble, proper documentation has to be submitted (tow truck receipt, etc.). It is your **personal** responsibility to notify the instructor. If you need to program my office phone number into your cell phone please do so. Your friends cannot provide excuses on your behalf. **Documentation has to be provided for all excused absences or it will count as an unexcused absence.**

### **QUIZZES - TEAM**

Quizzes will be administered during the first 20 minutes of class. If you come in more than 5 minutes late, you will not be allowed to take the quiz and you cannot make it up. **Quizzes will be completed in teams comprising two students each.** Both members will get the same grade. Review sheets for quizzes will be posted on Vista. If you are not able to take a quiz, you have to inform your partner in a timely manner. If at any point during the semester you wish to start working by yourself, you have the option of doing so by informing your partner and the instructor.

## JOURNALS FROM MEETINGS – INDIVIDUAL ASSIGNMENT

*For every lab or planning meeting that you have*, make a journal entry of about a paragraph or two in a word document. The journal should reflect your experience at the lab for that day. It can include items such as experiences with clients, techniques/strategies that you learned that will help you be an effective meeting planner, interactions with coworkers, and the like. **THE INSTRUCTOR WILL ASK TO LOOK AT THESE AT ANY TIME.** If you do not have your journal entries when the instructor asks for them, you will automatically get a 0 out of 40 for this assignment. Hence, please maintain a running record after every meeting. All journal entries have to be submitted as part of your “Event Portfolio.”

## TOPIC PAPER (TEAM ASSIGNMENT)

On the first day of class, you and your partner will be assigned one of ten topics to research and write a paper, and present your findings to the class. Presentations will happen on dates indicated with a \* in the syllabus. *You can request the instructor’s help to assist with research for this paper.* This assignment has minimal guidelines to let you decide the scope of the paper and presentation. *The paper should be 4 -5 pages long including references. The paper and presentation will be due in class on the date indicated in the syllabus.*

Grade breakdown will be as follows:

Topic paper: 40 points; Presentation: 20 points

## TOPIC PAPER PRESENTATION GRADING RUBRIC

<i>Largely inaudible monotone, reading. Timing poorly judged. Constantly looking at note cards or slides and reading. Not connecting with audience.</i>	<b>Quality of presentation</b>  Maximum of 5 points	<i>Clearly audible, voice well modulated. Well paced. Note cards or other aids are not used. Presenters connect well with audience.</i>
<i>Cramped, illegible, inappropriate use; distracting.</i>	<b>Visual Aids (Presentation software such as MS – Powerpoint has to be used)</b>  Maximum of 5 points	<i>Clear, well presented, appropriate, supportive of presentation.</i>
<i>Poorly organized, confusing presentation. Not all team members participated in the presentation.</i>	<b>Structure &amp; Organization</b>  Maximum of 5 points	<i>Well prepared and organized. All team members participated for approximately equal times.</i>
<i>Irrelevant, inaccurate; poor explanation of principles. Unable to answer questions. Evidence of sufficient research is not present.</i>	<b>Knowledge &amp; Understanding</b>  Maximum of 5 points	<i>Relevant, clear; technical terms clearly explained. Responds well to questions. Content was appropriately and sufficiently researched.</i>

The presentation should not exceed 10 minutes. Individual presenter’s grades may vary if quality of presentation graded based on the above rubric varies.

## **EVENT PORTFOLIO – INDIVIDUAL ASSIGNMENT**

You will submit a portfolio that includes the following items at the very least on ***Tuesday, 5/5/09***:

Journal entries, Menu for your event, hotel room block and/or meeting room reservation sheets and room setups created using the meeting planning software, any contracts that you helped create, BEO for your event, business cards of contacts that you made, emergency manual of property, and photographs or video of event.

## **School of Family and Consumer Studies**

### **POLICIES AND PROCEDURES**

**Course Registration.** It is the student's responsibility to ensure proper enrollment in classes. You are advised to review your official class schedule during the first week of the semester to ensure proper enrollment!

You have the opportunity to **adjust** your schedule. If registration errors are not corrected by the dates listed in the Registrar's website at <http://www.registrars.kent.edu/home/>, even if you continue to attend and participate in classes for which you are not officially enrolled, you will **NOT** receive credit for the course at the conclusion of the semester.

You need to check the Registrar's website at <http://www.registrars.kent.edu/home/> for dates to **drop** class and dates to **withdraw** from class.

**Students with Disabilities.** University policy 3342-3-18 requires that students with disabilities be provided reasonable accommodations to ensure their equal access to course content. If you have a documented disability and require accommodations, please contact the instructor at the beginning of the semester to make arrangements for necessary classroom adjustments. Please note, you must first verify your eligibility for these through Student Accessibility Services (contact 330-672-3391 or visit <http://www.registrars.kent.edu/disability/default.htm> for more information on registration procedures).

**Academic Integrity.** The Kent State University policy and procedures for student cheating and plagiarism will be followed, including notification of the Office of Student Conduct. Plagiarism essentially is the use of someone else's work, either in part or in total, as your own. The use of appropriate citations is important in any written work that you submit. Submitting the same paper in two courses is considered to be cheating.

### **FCS Rules**

Food and beverages are not allowed in the classrooms in Nixon Hall.  
Cell phones must be turned off during class.  
Campus e-mail is to be used for course purposes and other appropriate uses.

## HM 43092 – HOSPITALITY MANAGEMENT PRACTICUM – SUMMER 2010

### KENT STATE UNIVERSITY

<b>PREREQUISITIES</b>	Majors only with junior or senior standing and permission of instructor
<b>CLASS SCHEDULE</b>	Variable based on schedule at practicum location
<b>INSTRUCTOR</b>	Dr. Swathi Ravichandran, MBA, PhD Office: 300A White Hall Email: sravicha@kent.edu Phone: 330-672-7314 (Office) 330-672-2012 (FLA Office)
<b>OFFICE HOURS</b>	By email or appointment. Email is the best method of contacting the instructor

### COURSE DESCRIPTION

Supervised professional experience in the hospitality industry including operations such as restaurants, hotels, clubs, health care, theme parks, and distribution. Bimonthly seminars course assignments are included. Repeatable for a total of 6 hours.

### COURSE OBJECTIVES

1. Use and extend the skills, aptitude, and knowledge gained in academic setting in the hospitality industry.
2. Investigate general systems of hospitality businesses as well as the philosophy and goals of a particular organization.
3. Assess the organization culture to effectively promote employee morale and customer satisfaction.
4. Observe and practice appropriate time management skills.
5. Develop understanding of the leadership and ethical qualities related to professional growth and development.

### GENERAL COURSE POLICIES

**Attendance:** Attendance is coordinated with the one-site mentor. Although there is no formal classroom, the work experience should be viewed as a live learning lab. Absences must be prearranged or in the event of illness, the practicum supervisor and practicum instructor should be contacted. Always inform the practicum supervisor well in advance of scheduled work time, if sick.

**Time management:** Late assignments will not be accepted without advance notice. All assignments should be submitted through Vista.

**Writing style:** Written assignments are to be neatly typed and project a professional image in appearance and writing style. Title page has to be included when appropriate. All written assignments have to be double-spaced and use Times New Roman font size 12. Use 1" margins on all four sides. Use page numbers if the paper is more than 1 page in length. **Assignments not following these guidelines will be returned without a grade.**

## **METHOD OF EVALUATION**

Practicum journals (6*10).....	60
Supervisor mid-term evaluation.....	30
Supervisor final evaluation.....	30
Human resources management approaches paper.....	20
Sales and Marketing/customer satisfaction approaches paper.....	20
Site operations approaches paper.....	20
Final experience reflection paper.....	20
<b>Total.....</b>	<b>200</b>

## **GRADING**

**You must obtain a minimum of 80% and complete 90 hours per credit hour at the practicum site to earn a satisfactory grade in the course.** Misconduct at the practicum site that could be ground for dismissal will result in an unsatisfactory grade in the course.

**At the completion of the term, a percentage of points possible will constitute a final grade. All assignments will be due on the dates indicated in Vista. The following assignments are mandatory. If any of the following assignments are not turned in, it will result in an automatic F grade for the class. In addition, you cannot miss more than one journal. A minimum of 5 journals will have to be turned in to pass the class.**

- **Supervisor mid-term evaluation**
- **Supervisor final evaluation**
- **Human resources management approaches paper**
- **Sales and marketing/customer satisfaction approaches paper**
- **Site operations approaches paper**
- **Final experience reflection paper**

## **ASSIGNMENT AND EVALUATION DESCRIPTIONS AND DUE DATES**

### **PRACTICUM JOURNALS (10 points each)**

**DUE: June 18<sup>th</sup>, June 25<sup>th</sup>, July 9<sup>th</sup>, July 16<sup>th</sup>, July 23<sup>rd</sup>, July 30<sup>th</sup>.** All practicum journals are due by 7 PM on the due dates on Vista. Late submissions will not be possible on Vista.



You will complete 6 journals during the course of your internship. Provide a written narrative that describes some of the key learning experiences during the week. If you had a particularly note-worthy experience, good or bad, involving a customer or a co-worker, include these in your journals also. The journal is an opportunity for you to reflect on some of the experiences you had at your practicum site while providing the instructor with feedback and insight about your practicum experience.

Each journal should be ½ to 1 page in length.

### **SUPERVISOR EVALUATIONS (30 points each)**

**Mid-term evaluation: DUE July 6<sup>th</sup>, 2010 by 5 PM**

**Final evaluation: DUE August 3<sup>rd</sup>, 2010 by 5 PM**

The practicum instructor will post evaluation forms on Vista. These are to be printed and given to your practicum supervisor on site. The supervisor has to complete the evaluation forms and either email it to the practicum instructor at [sravicha@kent.edu](mailto:sravicha@kent.edu) or fax at 330-672-3063 with attention to Dr. Swathi Ravichandran. Completed evaluation forms have to be sent to the instructor on the dates indicated above, either via email or fax. **It is your responsibility as the student to ensure that the supervisors turn in evaluations to the instructor by 5 PM on the dates indicated above.**

### **HUMAN RESOURCES MANAGEMENT APPROACHES PAPER (20 points)**

**DUE: June 28<sup>th</sup>, 2010 by 7 PM on Vista. Late submissions will not be possible on Vista.**

Interview the human resources manager or an individual who performs human resources functions at your practicum site. Submit your interview findings in the form of a paper. The following questions can you used as a guide for your interview. Some of the questions below may not apply to your property. You are encouraged to ask additional questions related to human resources functions unique to your organization.

1. What procedures are followed when hiring a new employee?
2. What orientation and training programs exist for new employees?
3. How are staffing levels and staff pay determined?
4. Is cross-training possible? If yes, does it occur? Why or why not?
5. How many supervisors were promoted to their current position from within the company? In other words, is internal promotion possible and encouraged?
6. What benefits and incentive programs exist for full-time employees? Part-time employees?
7. How often are performance appraisals conducted for employees?
8. Does a standard operational manual/code of conduct exist? Is it enforced?
9. Upon termination or resignation, are exit interviews conducted?

The human resources management approaches paper has to be 2 - 3 pages in length. All written assignments have to be double-spaced and use Times New Roman font size 12. Use 1" margins on all four sides. Use page numbers if the paper is more than 1 page in length. **Assignments not following these guidelines will be returned without a grade.**

### **SALES AND MARKETING/CUSTOMER SATISFACTION APPROACHES PAPER (20 points)**

**DUE: July 12<sup>th</sup>, 2010 by 7 PM on Vista. Late submissions will not be possible on Vista.**

Interview the manager in-charge of sales and marketing and customer satisfaction. It could be the sales/marketing manager, F&B manager, banquet manager, your practicum supervisor, restaurant manager, front office manager, etc. Submit your interview findings in the form of a paper. The following questions can you used as a guide for your interview. Some of the questions below may not apply to your property. You are encouraged to ask additional questions related to sales and marketing/customer satisfaction approaches unique to your organization.

1. What basic services/products are offered by your property?
2. Who is the target market?
3. What sales promotions/incentives, if any, are offered for meeting attendees/club members/customers/patrons?
4. What customer/member retention strategies are employed by your organization?
5. What type of pricing approach is used by your organization?
6. What strategies are used to ensure member/customer satisfaction?
7. What strategies are employed to gain new customers/members/attendees?
8. What procedures are in place for handling guest complaints?

The sales/marketing approaches paper has to be 2 - 3 pages in length. All written assignments have to be double-spaced and use Times New Roman font size 12. Use 1" margins on all four sides. Use page numbers if the paper is more than 1 page in length. **Assignments not following these guidelines will be returned without a grade.**

### **SITE OPERATIONS APPROACHES PAPER (20 points)**

**DUE: July 26<sup>th</sup>, 2010 by 7 PM on Vista. Late submissions will not be possible on Vista.**

Interview the general manager, or other appropriate supervisors/managers to gain insights into operational strategies employed by your practicum organization. Depending on the location and type of your internship, select the appropriate set of questions from below. These questions are only meant as a guide/starting point. You are encouraged to ask additional questions related to operational strategies that are unique to your organization.

**If your property is a hotel:**

1. Observe and comment upon the method of entering guest reservations.
2. What is the overbooking policy? If overbooking happens, who determines when, where, and how "walks" are relocated?
3. Describe the procedure for group and convention blocks.
4. How are comps and room upgrades determined?
5. Observe and comment on the attitudes of the guest relations staff.
6. Explain the process of checking guests in and out.
7. How are guests' valuables protected?
8. Describe the emergency evacuation procedures that exist. Did you receive training in this area?
9. Are housekeeping functions performed by in-house employees or outsourced?
10. How are par levels determined for housekeeping supplies?
11. How are performance standards and pay rate for housekeeping employees determined?
12. What communication systems inform the housekeeping, sales, front office, and maintenance staff of room status/availability?
13. Do employees clean their own uniforms?
14. Is laundry cleaned on or off premises? Discuss pros and cons.
15. How is "lost and found" handled?

**If your property is a restaurant or other primarily foodservice operation:**

1. How is inventory controlled?
2. How are stocks monitored and kept to par levels?
3. How are seasonal items and specials determined?
4. How are suppliers selected? Are suppliers switched often or is a long-term relationship created?
5. Are purchasing specifications used?
6. How are emergency purchases handled?
7. What is the policy for dealing with intoxicated guests? Is there a written procedure?
8. What is done to promote responsible drinking?
9. How are seasonal menu items and daily specials determined?
10. Does your organization have freedom in making decisions regarding menu items or do corporate standards have to be followed?
11. Are there written policies in place to enforce ethical purchasing practices?
12. Participate in taking inventory, if possible.
  - a. What did you learn?
  - b. Are there things you found interesting? Please provide details.
13. Is there a maintenance schedule for kitchen equipment, lighting fixtures etc.?
14. How are decisions made about capital expenditures (examples could include new equipment purchase, renovating and redesigning the restaurant, purchasing new furniture, adding an extension to the restaurant, etc.)

**If your property is a country club (banquet operations):**

1. Describe the type of events you assisted with (social, corporate, etc.).

2. Discuss various vendors used by the club. How are these vendors selected? Does the club have a long-term relationship with certain vendors?
3. Discuss the F&B knowledge that an event coordinator at the club should have. How closely does the event coordinator work with the chef?
4. Discuss A/V requirements requested typically by club members. What are the A/V capabilities and limitations in the meeting space available at the club?
5. How are menu items designed for events? Do seasonal produce and produce prices dictate event menu changes?
6. How are per plate prices determined for each event?
7. Participate, if possible, in event detailing meetings. Summarize your experience.
8. Discuss how client needs impact room setup types.
9. How is hiring, training, and scheduling done for banquet servers?
10. Discuss responsible alcohol service at events.
11. Do clients complete an event evaluation form? If yes, discuss content and use of feedback provided.
12. Participate, if possible, with creating PR materials for the events. Discuss the process, intended audience, research involved, and content.
13. Discuss creation, content, and role of BEOs in ensuring event success.
14. Summarize your experience at other country club departments as it relates to event coordination.

**If your property is an organization that primarily plans and executes meetings and events:**

1. Describe the meeting registration process used. Were attendees able to register in advance of the meeting via a website/fax/phone? How was on-site registration handled?
2. How many attendees were present at various events you were a part of? How was the number of volunteers/staff members determined for each of these events?
3. What arrangements were made with airlines to transport attendees to the meeting location? Did the airlines offer a discount for the attendees through a "group meeting code?"
4. How many different sites were involved for the large meetings? What arrangements were made for local transportation and/or parking?
5. Describe the housing arrangements made for attendees? Discuss details of the contract. Also discuss housing arrangements made for staff members and volunteers. How many different housing sites were involved?
6. Describe F&B arrangements made for attendees? Were buffets or served meals or both part of the F&B arrangements? How was the number of banquet staff members needed, determined for each event?
7. Were alcoholic beverages served at the event? Was it an open bar or cash bar?
8. Describe the A/V needs of various events involved? Was A/V outsourced? How were A/V needs determined, communicated, and checked?
9. What type of technology was used at the various meetings? Wireless internet, two-way radios, projection systems, recording equipment are examples.
10. Participate, if possible, with creating PR materials for the events. Discuss the process, intended audience, research involved, and content.

11. What procedures were utilized to ensure attendee satisfaction?
12. What factors were used to determine the success of the event(s)?
13. Do attendees complete an event evaluation form? If yes, discuss content and how the feedback impacts changes made for future events.

The site operations approaches paper has to be 2 - 3 pages in length. All written assignments have to be double-spaced and use Times New Roman font size 12. Use 1" margins on all four sides. Use page numbers if the paper is more than 1 page in length. **Assignments not following these guidelines will be returned without a grade.**

#### **FINAL EXPERIENCE REFLECTION PAPER (20 points)**

**DUE: August 2<sup>nd</sup>, 2010 by 7 PM on Vista. Late submissions will not be possible on Vista.**

Your final experience paper should summarize your experience at the practicum site. The following questions can be used as a guide to complete this paper. You can include information in addition to answers to the questions below.

1. Were your expectations met? Why or why not? Please explain.
2. Did you make progress in understanding various functions of the practicum site? Explain.
3. Did you get enough time to work with or talk to the general manager, practicum supervisor, F&B manager, conference manager, club manager, and other key people? Explain.
4. Would you recommend this site to another student seeking an internship? Explain.

This final experience reflection paper should be 1 - 2 pages in length. All written assignments have to be double-spaced and use Times New Roman font size 12. Use 1" margins on all four sides. Use page numbers if the paper is more than 1 page in length. **Assignments not following these guidelines will be returned without a grade.**

## **Appendix D**

Semester-by-semester sequencing (“roadmap”) for the Hospitality Management program



*Foundation  
Leadership  
Admission*

This roadmap is a recommended semester-by-semester plan of study for this major. However, courses and milestones designated as critical (in boldface and shaded areas) must be completed in the semester listed to ensure a timely graduation.

Course Subject and Title	Credit Hours	Upper Division	Min. Grade	Important Notes
<b>Semester One: [15 Credit Hours]</b>				
HM 13022 Sanitation and Safety Principles and Practices	3			
HM 13024 Introduction to Hospitality Management	2			
US 10097 Destination Kent State: FYE	1			Not required of transfer students with 25 credits
Kent Core Requirement	9			See Kent Core Summary on page 2
<b>Semester Two: [15-16 Credit Hours]</b>				
HM 13023 Techniques of Food Production <i>or</i> NUTR 23511 Science of Human Nutrition	3-5			Both courses are required in the program; NUTR 23511 fulfills Kent Core Basic Sciences
HM 23030 Lodging Operations	3			
MATH 11008 Explorations in Modern Mathematics <i>or</i> MATH 11009 Modeling Algebra	3-4			Fulfills Kent Core Mathematics and Critical Reasoning
MIS 24053 Introduction to Computer Applications	3			
Kent Core Requirement	3			
<b>Semester Three: [12-14 Credit Hours]</b>				
ACCT 23020 Introduction to Financial Accounting	3			
COMM 15000 Introduction to Human Communication	3			Fulfills Kent Core Additional
HM 13023 Techniques of Food Production <i>or</i> NUTR 23511 Science of Human Nutrition	3-5			Select course not taken in semester 2; NUTR 23511 fulfills Kent Core Basic Sciences
Kent Core Requirement	3			
<b>Semester Four: [15 Credit Hours]</b>				
ECON 22060 Principles of Microeconomics	3			Fulfills Kent Core Social Sciences
HM 33028 Hospitality Purchasing	3	■		
MIS 24163 Principles of Management	3			
Kent Core Requirement	3			See Kent Core Summary on page 2
General Elective (lower or upper division)	3			
<b>Semester Five: [15 Credit Hours]</b>				
ECON 22061 Principles of Macroeconomics	3			Fulfills Kent Core Additional
ENG 30063 Business and Professional Writing	3	■		
HM 33026 Hospitality Cost Control and Analysis	5	■		
HM 33050 Professional Practices in Hospitality Management	1	■		
MIS 34180 Human Resource Management	3	■		
<b>Semester Six: [14 Credit Hours]</b>				
HM 33029 Catering and Banquet Preparation and Service	5	■		
MKTG 25010 Marketing	3			
Kent Core Requirement	3			See Kent Core Summary on page 2
Professional Elective (lower or upper division)	3	■		See note on page 2
<b>Summer III: [3-6 Credit Hours]</b>				
HM 43092 Practicum/Hospitality Management	3-6	■		



Critical requirements are boldface in shaded areas

Course Subject and Title	Credit Hours	Upper Division	Min. Grade	Important Notes
<b>Semester Seven: [15 credit Hours]</b>				
<b>Note: apply for graduation</b>				
HM 43031 Layout and Design of Food Service Operations	3	■		
HM 43027 Hospitality Human Resource Management	3	■	C	Fulfills writing-intensive course requirement
Professional Electives (upper division)	6	■		See note below
General Electives (lower or upper division)	3			
<b>Semester Eight: [15 Credit Hours]</b>				
HM 33020 Legal Issues in the Hospitality Industry	3	■		
HM 43025 Hospitality Marketing	3	■		
Professional Elective (lower or upper division)	0-3			See note below
General Electives (lower or upper division)	9			Number of credits required depends on meeting minimum 121 credit hours and minimum 39 upper-division hours

### Graduation Requirements Summary

Minimum Total Hours	Minimum Upper-Division Hours	Minimum Kent Core Hours	Diversity Course Global / Domestic	Writing-Intensive	Minimum Major GPA	Minimum Overall GPA
121	39	36	Kent Core and General Electives	HM 43027	2.25	2.0

### Kent Core Summary

Kent Core Categories	Important Notes	Remaining Credit Hours
<b>Additional (6 credit hours)</b> <i>Must be selected from two Kent Core categories</i>	Fulfilled in this major with COMM 15000 and ECON 22061	0
<b>Basic Sciences (6-7 credit hours)</b> <i>Must include one laboratory</i>	3 credits fulfilled in this major with NUTR 23511	3-4
<b>Composition (6-8 credit hours)</b>	Enrollment based on placement test	6-8
<b>Humanities and Fine Arts (9 credit hours)</b> <i>Minimum one course from humanities in Arts and Sciences category and minimum one course from fine arts category</i>	May fulfill diversity requirement	9
<b>Mathematics and Critical Reasoning (3-5 credit hours)</b>	Fulfilled in this major with MATH 11008 or 11009	0
<b>Social Sciences (6 credit hours)</b> <i>Must be selected from two curricular areas</i>	3 credits fulfilled in this major with ECON 22060	3

Note 1: Professional electives (9-12 credit hours), choose from the following

FIN 36053 Business Finance	3	HDFS 24011 Interpersonal Relationships and Families*	3
HM 32012 Food Study	3		
HM 33036 Club Management	3	HM 33035 Hospitality Service Quality Management	3
HM 41093 Variable Topic Workshop in Hospitality Management	1-3	HM 33040 Hotel Convention Group Sales and Services	3
HM 41095 Special Topics in Hospitality Management	1-4	HM 43040 Strategic Lodging Management	3
HM 43029 Hospitality Financial Policy	3	RPTM 26060 Introduction to Global Tourism	3
HM 43043 Hospitality Meetings Management	4	RPTM 46000 Tourism Development and Recreational Travel	3
RPTM 36060 Commercial Recreation and Tourism	3		

\* Course fulfills domestic diversity requirement



ADD THESE COURSES to the Professional Elective choices.

HM 21095 Special Topics in Hospitality Management (1-4)

HM 33031 Food, Wine, and Beverage Pairing (3)

HM 3777 Casino Management and Gaming Operations (3)





#### Kent Core

Students must complete a minimum 36 credit hours of the Kent Core. Certain courses required in programs and in student's major field may also fulfill the Kent Core. Honors equivalents shall satisfy the Kent Core. None of the courses on the Kent Core list may be taken with a pass/fail grade. Visit [www.kent.edu/catalog/kent-core](http://www.kent.edu/catalog/kent-core) for course list.

#### Diversity Course Requirement

Students must complete a two-course diversity requirement, consisting of one with a domestic (U.S.) focus and one with a global focus. One course must come from the Kent Core. The second course may be taken as a second Kent Core, within a major or minor, or as a general elective; or, with dean's approval, by completing one semester of study in another country. Visit [www.kent.edu/catalog/diversity](http://www.kent.edu/catalog/diversity) for course list.

#### Writing-Intensive Course Requirement

Students must complete a one-course writing-intensive requirement in their major and earn minimum C (2.00) grade. Visit [www.kent.edu/catalog/wic](http://www.kent.edu/catalog/wic) for course list.

#### Upper-Division Requirement

Students must complete a minimum 39 upper-division (numbered 30000 to 49999) credit hours of coursework. Programs in the College of Arts and Sciences require a minimum of 42 hours of upper-division coursework.

#### Foreign Language

Visit [www.kent.edu/catalog/foreign-languages](http://www.kent.edu/catalog/foreign-languages) for course list.



## **Appendix E**

Position description for tenure-track faculty member at the rank of assistant professor

[Close Window](#)**Position Information**

Job Description Title	F/T Tenure Track Faculty
Working Title	Faculty Tenure Track-9 Mo
Position Number	991503
Home Organization	Foundation, Leadership, & Admin - Kent Campus (100817)
Campus	Kent
Job Open Date	10-17-2010
Job Close Date (1 week, 2 weeks, etc?)	Open Until Filled
Pay Grade	9
	Nine month, full-time, tenure track position in Hospitality Management beginning Fall semester 2011.
Basic Function	The position offers an opportunity to be a part of a rapidly growing ACPHA accredited undergraduate program and newly developed graduate program in Hospitality and Tourism Management.
Contract Length	12 month
	Develop and instruct undergraduate and graduate courses in Hospitality Management with a commitment to excellence.
	Expertise in one or more of the following areas: Hospitality Purchasing, food systems management, and catering/banquet operation and conventional sales.
Characteristic Duties and Responsibilities	Establish a focused program of scholarship and publish in appropriate journals.
	Direct Master's theses and projects.
	Advise students and provide service to the campus, community, and industry.
	Support ongoing program growth and development.
Leadership and Supervision	
Minimum Qualifications Education and Experience Other Knowledge, Skills, and Abilities	Earned doctorate in Hospitality Management from an accredited university, must be completed prior to joining the faculty.
	Preferred: Traditional and on-line teaching experiences in Hospitality Purchasing and food systems management and prior significant hospitality industry experience in foodservice management.
Additional Information (Unique characteristics or needs of the position)	Must pass a security check.
	For this opening and official job descriptions, please visit our website at <a href="http://www.kent.edu/hr">www.kent.edu/hr</a> .

Work Schedule

Salary Base

Physical Requirements

Disclaimer

The intent of this description is to illustrate the types of duties and responsibilities that will be required of positions given this title and should not be interpreted to describe all the specific duties and responsibilities that may be required in any particular position. Directly related education/experience beyond the minimum stated may be substituted where appropriate at the discretion of the Appointing Authority. Kent State University reserves the right to revise or change job duties, job hours, and responsibilities.

Position Category

Faculty

Specific Contact or Mailing Instructions:

Review of applicants will begin January 10, 2011 and continue until the position is filled. To apply, please complete an academic data form. In addition, please submit a letter of application, curriculum vitae/resume, official academic transcripts, evidence of scholarship, teaching philosophy statement and three letters of reference to: Dr. Ning-Kuang Chuang, Chair, Hospitality Management Search Committee, Kent State University, P. O. Box 5190, Kent, OH 44242-0001.

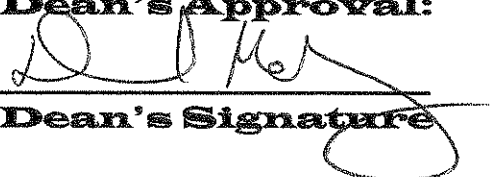
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## **Appendix F**

Faculty handbook for the School of Foundations, Leadership, and Administration

**FOUNDATIONS, LEADERSHIP  
AND ADMINISTRATION  
SCHOOL HANDBOOK**

**Draft Completed:  
FAC Approved:  
Dean's Approval:**

  
**Dean's Signature**

**February, 2010  
March, 2010  
May 13, 2010**

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## **SECTION I**

### **PREAMBLE**

This School handbook (hereinafter “Handbook”) contains the operational policies and procedures for the School of Foundations, Leadership and Administration (hereinafter “School”) within the College of Education, Health, and Human Services (hereinafter “College”). The policies and procedures contained in this Handbook shall not conflict with any University, Administrative and Operational Policy of Kent State University, any applicable *Collective Bargaining Agreement*, or any federal, state and local law.



## SECTION II GOALS AND MISSION OF THE SCHOOL

The primary objectives of the School are to:

1. Create an academic environment which promotes the intellectual and professional development of students and faculty;
2. Develop and maintain a commitment to scholarly activity in research, graduate education, and undergraduate education which is commensurate with the goals and mission of our College and Kent State University;
3. Provide programs for all students which meet the educational and technological demands of the disciplines represented in the School;
4. Offer courses in cognate academic disciplines and professional fields which provide the necessary base for the professional and scholarly goals of students and faculty; and,
5. Provide the public with service commensurate with a University.

### SECTION III STRUCTURE AND ORGANIZATION OF THE SCHOOL

#### A. Administrative and Service Positions

##### 1. School Director

The School Director (hereinafter “Director”) is the chief administrative officer of the School (*See*, Appendix A of this Handbook) and reports directly to and is accountable to the Dean of the College (hereinafter “Dean”). The Director is responsible for recording, maintaining, and implementing the policies and procedures stated in this Handbook through regular and thorough consultation with the School faculty and the School’s various committees. The Director’s duties and responsibilities shall include but are not limited to the following:

- a. Ensuring School compliance with University, Administrative and Operational Policies, rules, regulations and any applicable *Collective Bargaining Agreement*.
- b. Developing and carrying out administrative and educational policies in the School, with appropriate consultation.
- c. Developing the School’s budget, with appropriate consultation.
- d. Recommending new staff and faculty appointments to the Dean, with appropriate consultation.
- e. Recommending the reappointment, non-reappointment, tenure, promotion, sanction and/or dismissal of faculty members in the School.
- f. Appointing and directing the nonacademic staff of the School.
- g. Recommending leaves of absence for faculty members in the School, including but not limited Professional Improvement Leaves and other academic leaves and/or non-academic leaves, including but not limited to leaves of absence without pay, sick leave, temporary disability leaves, court leaves and/or military leaves of absence.
- h. Notifying the Dean of the absence or resignation of a faculty member.
- i. Recommending course changes through the appropriate Dean(s).
- j. Assigning workload to faculty members, with appropriate consultation.
- k. Scheduling classes and rooms through the appropriate University offices.

- l. Overseeing the preparation of reports to University officials, as required and appropriate.
- m. Maintaining custody of University property allocated to the School.
- n. Supervising the academic counseling of student majors in the School.
- o. Notifying the President's Office, through appropriate channels, of the needs of the School for which gifts or bequests should be sought or are being sought.
- p. Promoting good communications and morale within the School.
- q. Representing the School and communicating the views of its faculty in College and University affairs.
- r. Keeping the School informed of the views and policies of the College and University administrations.
- s. Maintaining appropriate balance and emphasis among the various disciplines of the School.
- t. Performing other tasks and duties as assigned, all of which cannot be cataloged and may include but not be limited to following the progress of graduates, maintaining relationships with the Regional Campuses, providing orientation to new faculty, developing brochures of course syllabi, etc.

The Director is an ex officio, non-voting member of all School committees, and may make appointments as necessary and permitted to School committees and to the various administrative and service positions in the School.

The selection, review, and reappointment of the Director are the responsibility of the Dean, who consults with the School faculty on such matters. Procedures for the selection, review and reappointment of the Director are included in the applicable *Collective Bargaining Agreement*.

2. **Program Coordinators.**

The role of program coordinators within the administrative framework of the college is articulated in the college handbook. Coordinators may be tenured, tenure-track, or non-tenure track faculty members---one from each of the program areas within the school. Nominations for these positions are conducted in the spring semester each year. Program area faculty members recommend acceptable candidates from within the program area for the position of Coordinator, from which the Director selects and appoints one for a term of two years. At any time that significant dissatisfaction is

expressed on the part of either the faculty or the Director, a decision may be made to seek a new Coordinator for that program area. Coordinators assume office at the beginning of the fall semester. In the School of Foundations, Leadership and Administration program coordinators are responsible for:

- a. Overseeing and coordinating admissions into the School's graduate programs.
- b. Preparing the schedule of classes in consultation with the School Director.
- c. Recommending to the Director, the awarding of graduate assistantships and teaching fellowships.
- d. Serving as a liaison to the College of Education, Health and Human Services, the Graduate College Council and the Division of Research and Graduate Studies.
- e. Conducting performance evaluations of graduate student teaching.
- f. Implementing the current policies of the School's graduate programs and the current policies of the College of Education, Health and Human Services.
- g. Maintaining and processing graduate student records and informing students of their standing and progress toward degrees.
- h. Conducting reviews and making recommendations on graduate faculty status.
- i. Initiating and coordinating changes and improvements in curricula, requirements, and programs.
- j. Directing meetings of the Program faculty.
- k. Serving as advisor for the School's Graduate Student Council.
- l. Advising and counseling students.
- m. Approving course substitutions, individual investigations and transfer or transient credit.
- n. Performing other duties and tasks as assigned or delegated by the Director.

3. **Additional Administrative Appointments**

Appointments to other administrative positions are made by the Director after consultation with the FAC. Appointments will be dependent upon the specific requirements of the position and an individual's qualifications for the position.

4. **Non-Academic Staff**

The School's non-academic staff includes all classified and unclassified staff positions within the School including but not limited to the Administrative Assistant and secretarial staff. Each position has specific duties as defined in the applicable position description.

B. **School Committees**

All School committees are advisory and recommendatory to the Director. The membership, structure, and function of some of the School's committees are governed by University, Administrative and Operational Policies and the applicable *Collective Bargaining Agreement*. The Director may establish ad hoc committees in consultation with the FAC. The Director will welcome requests from faculty members for positions on the School's various committees. The Director, when making appointments to School committees, will be mindful of the diversity of disciplines within the School and will consider the expertise and interests necessary for the effective functioning of specific committees.

1. **The Faculty Advisory Committee (FAC)**

The FAC is structured and operates as described in the applicable *Collective Bargaining Agreement*. The FAC is elected directly by the full-time faculty of the School.

FAC terms are for one (1) year. Elections are conducted in the spring semester and the FAC members assume office at the beginning of the fall Semester. The FAC shall consist of one (1) tenured or tenure-track Faculty member (hereinafter "Faculty") from each program area within the school, one (1) full-time non-tenure track faculty member (hereinafter "NTT faculty"), and one (1) regional campus tenured or tenure track Faculty member.

NTT faculty members are invited to serve on the FAC. The School will elect one representative of the NTT faculty to the FAC in the spring semester and the FAC member will assume office at the beginning of the fall semester. NTT FAC members shall not participate in personnel decisions regarding Faculty members, including but not limited to appointment, reappointment, tenure, promotion, merit, or sanctions.

Regional Campus Faculty members are invited to serve on the FAC. The School will elect one representative of the full-time Regional Campus faculty to the FAC in the spring semester and the FAC member will assume office at the beginning of the fall semester. NTT Regional Campus FAC members shall not participate in personnel decisions regarding Faculty members, including but not limited to appointment, reappointment, tenure, promotion, merit, or sanctions.

The FAC is convened and chaired at least once per term by the Director who, in consultation with the FAC, sets the agenda for its meetings. FAC members may request

that items be added to the agenda. Additional meetings of the FAC may be called by the Director, as needed, or upon a request by at least one-half of the members of the FAC. The FAC elects three (3) members to act as the School representatives to the College Advisory Committee (hereinafter "CAC"). Two (2) members will serve two-year terms and one (1) member will serve a one-year term. Those elected to the CAC for two-year terms are automatically reappointed to the FAC for a second year.

2. **The Curriculum Committee**

The Curriculum Committee assists the Director in supervising and coordinating the School's academic programs. The Curriculum Committee makes recommendations on any and all matters which affect the academic programs of the School including but not limited to faculty proposals for new courses, changes in course content, major requirements, and other curricular matters. The Curriculum Committee reviews and decides student appeals regarding course substitution. The Curriculum Committee shall elect three (3) members to serve on the College Curriculum Committee. Curriculum Committee terms are for one (1) year. Elections are conducted in the spring semester and the members assume office at the beginning of the fall semester. The Curriculum Committee includes the following faculty members:

- a. One (1) faculty member from each program area, elected by and from the School faculty. Committee members may be tenured, tenure-track, or non-tenure track faculty members. One of these members will be elected by the other members to serve as the Chair of the Curriculum Committee.
- b. One (1) undergraduate student representative appointed by the Curriculum Committee.
- c. One (1) graduate student representative appointed by the Curriculum Committee.

4. **Student Academic Complaint Committee**

The Student Academic Complaint Committee is composed of three Faculty members appointed by the FAC. One member of the committee is elected by other members to serve as the Chair of the Student Academic Complaint Committee. The policies and procedures of this committee are governed by University Policy 3342-4-02.3, including but not limited to the addition of at least one (1) student representative to the committee. An undergraduate student will be added to the committee for complaints from undergraduate courses and a graduate student will be added to the committee for complaints from graduate courses.

In the event that a member of the Student Academic Complaint Committee is the subject of or may otherwise be involved with a student complaint, the FAC will select a replacement from the Faculty. If the Chair of the Committee is the subject of or may otherwise be involved with a student complaint, the Director will appoint another member

of the Student Academic Complaint Committee to chair the committee and the FAC will appoint an additional member to the committee from the Faculty.

5. **Reappointment, Tenure, and Promotion Committee**

The policies and procedures which govern the School's Ad Hoc Reappointment, Tenure and Promotion (RTP) Committee are included in University Policy. Procedural and operational guidelines for this committee are provided annually by the Office of the Provost. This committee reviews materials relevant to the professional performance of faculty who are candidates for reappointment, tenure, or promotion in rank, and to make recommendations to the Director on each of these personnel decisions. The recommendations of this committee and the Director, together with the materials assembled for the committees, are forwarded to the Dean of the College.

6. **Other Ad Hoc Committees**

The Director may establish, charge, and appoint the membership of ad hoc committees as required by the School. In establishing ad hoc committees, naming members and designating a committee chair, the Director shall consult with the FAC. The Director will welcome requests and preferences from the faculty before establishing and making appointments to ad hoc committees.

**SECTION IV**  
**APPOINTMENT AND EMPLOYMENT PROCEDURES AND REGULATIONS**

**A. Faculty Appointments**

Normally, an earned doctoral degree in a related discipline is required for all Faculty appointments in the School. Postdoctoral experience is preferred.

**B. Faculty Ranks**

The basic definitions of faculty ranks are the following:

**1. Assistant Professor**

This rank is normally the entry level rank for Faculty holding the doctorate in an appropriate discipline.

**2. Associate Professor**

Hire to or promotion to this rank presumes prior service as an Assistant Professor, significant academic achievements, and possession of the doctorate in an appropriate discipline (*See*, Section V of this Handbook).

**3. Professor**

Promotion to this rank requires credentials and achievements beyond those required for promotion to Associate Professor and is reserved for senior faculty members who have achieved significant recognition in their discipline (*See*, Section V of this Handbook).

**4. Research Associate and Research Assistant**

These ranks are reserved for individuals who are engaged in research and who are not normally assigned teaching responsibilities. Such positions are typically supported by extramural grant funds and are not tenure-track appointments. Faculty who hold these ranks do not vote on School committees and do not participate in School governance.

**5. Adjunct Faculty Appointments**

These appointments are held primarily by faculty from other institutions or persons on the staffs of community-based agencies and organizations. Adjunct faculty appointments are made at the discretion of the Director in consultation with the FAC. Adjunct faculty members do not vote on School Committees and do not participate in School governance.

**6. Visiting Faculty Appointments**



Visiting faculty appointments at an appropriate faculty rank may be made when leaves of absence occur or special needs arise and funds are available. A visiting faculty member is typically a faculty member from another institution who is employed by the School for a period not to exceed one (1) year. In the event that a Visiting faculty member is employed in that capacity for a second consecutive year, the visiting faculty member will then become an NTT faculty member.

7. **Full-Time Non-Tenure Track Faculty (NTT) Appointments**

Full-time non-tenure track faculty (NTT) appointments are made on an annual basis (*See*, Section VI of this Handbook). NTT appointments are not included under the umbrella of the **University policy and procedures regarding faculty tenure** (*See*, University Policy Register 3342-6-14) and NTT faculty members are not entitled to any rights with regard to tenure.

8. **Part-Time Faculty Appointments**

Part-time faculty appointments will be made from an established pool of qualified applicants not currently on regular appointment at the University when the School cannot meet its teaching needs from the ranks of its Faculty, NTT faculty and graduate students.

9. **Graduate Faculty Status**

As a doctoral degree granting School, the School normally requires that all faculty hired for Faculty positions be eligible for appointment to the graduate faculty as associate or full members. The **Administrative policy regarding graduate faculty** is included in the University Policy Register. (*See*, University Policy Register 3342-6-15.1)

C. **Recruiting Faculty**

The School supports the goals of equal opportunity and affirmative action in recruiting and in making appointments to the faculty. Search Committees are appointed by the Director after consultation with the FAC and faculty members in the specific area or discipline conduct the search for candidates. Search committees include a student member selected by the faculty members serving on the search committee. Following the search, the search committee recommends to the Director that at least two (2) and generally not more than three (3) candidates be invited to campus for an interview. Each candidate who is invited to campus for an interview will present a seminar before the School. After receiving input from the interview process, the search committee will confirm or deny the acceptability of each candidate and provide a critique of positive and challenging aspects of those individuals found acceptable. It then makes its recommendation(s) to the School Director who formulates his/her own recommendation and forwards both search committee and Director recommendations to the Dean for final action.

D. **Role and Responsibility of the Faculty**

Each faculty member is expected to contribute to the School, Campus, College and the University according to the terms and condition of his/her letter of appointment. Some faculty members make their primary contribution in teaching while others emphasize research. High quality teaching and scholarly activity are expected of all faculty members. Service to the School, Campus, College, and the University is also expected of each faculty member.

Faculty members are expected to provide students with a syllabus which includes the subject matter to be covered in a course, a listing of assignments and/or reports, dates of examinations, grading standards, attendance requirements, and other pertinent details of the conduct of the class. A Student Survey of Instruction (hereinafter “SSI”) is required in each course in each semester and will be conducted under the auspices of the Director pursuant to applicable University policies and procedures (*See*, Section IX of this Handbook). Probationary faculty are expected to work with the School Director to identify at least one faculty member each year to visit their class and evaluate their teaching performance. Supervision and direction of student research projects, theses, and/or dissertations (as appropriate to program offerings) is part of the teaching function.

Scholarly activity is expected of all faculty members, although the extent and/or type of activity may vary with the terms of each faculty member’s assignment and campus location. Faculty involved in research and the graduate program are expected to present evidence of their endeavors, which may include publications, proposals submitted for extramural funding, and dissemination of research in various venues as appropriate to the discipline. Activity in professional organizations and the training of graduate students is also generally expected.

Service to the University is a responsibility of each faculty member. School, Campus, College, and University committee or task force membership is expected as a normal part of a faculty member’s contributions. Special or outstanding service above and beyond that which is typical may be considered during the review of a faculty member, but service alone will not reduce the expectations of quality teaching and scholarly activity. Public service is encouraged and recognized as a part of the professional responsibilities of each faculty member, although contributions in this area can be expected to vary widely due to the nature of the various disciplines within the School.

E. **Faculty Code of Ethics**

All members of the School faculty are expected to maintain the highest ethical standards as teachers, scholars, university citizens and colleagues. The **University policy regarding faculty code of professional ethics** can be found in the University Policy Register. (*See*, University Policy Register 3342-6-17)

F. **Faculty Workload and Workload Equivalents**

All Faculty of the School are expected to carry a maximum workload of twenty-four (24) credit hours per academic year. NTT faculty members are expected to carry a maximum workload of thirty (30) credit hours per academic year. (*See*, University Policy Register 3342-6-18) The workload for each individual faculty member is assigned by the Director with the approval of the Dean. The FAC shall advise the Director on issues related to teaching assignments, class schedules and the appropriate application of workload equivalents. In addition, the Director may, in consultation with the FAC and with the concurrence of the Dean, assign workload equivalencies for specific duties which are considered essential to the academic mission of the School. The Director shall provide each faculty member with a statement of her/his workload.

1. A "normal" teaching load for Faculty shall consist of four three-semester hour courses (or equivalents) per semester, or eight courses per year. As an absolute *minimum*, all Faculty are expected to teach at least one course per year. Generally, NTT faculty members shall be assigned teaching responsibilities of 15 hours per semester. Exceptional cases shall be determined at the discretion of the School Director and the Dean.
2. A maximum of up to 3 load credits (i.e., 25 % of total load) for the supervision of clinical field experiences, practica, and internships shall be allowed in each academic semester. Workload for all faculty will be one load hour for each seven (7) undergraduate practicum or internship students supervised and each five (5) graduate students supervised.
3. During the summer semester, faculty actively engaged in dissertation or thesis direction of students actively enrolled and registered for that purpose and who are in "good standing" as far as program progress shall be compensated on one-fourth of a summer credit hour for each dissertation directed and one-eighth of a summer credit hour for each thesis directed to a maximum of three summer credit hours of compensation. Unless undertaken as part of the assigned summer workload for which compensation is already provided, faculty shall be compensated, upon prior written request, for individual investigations, honors thesis direction and other similar individualized instruction at the rate of .10 hour of workload equivalency per student credit hour, provided that the individualized investigation is a programmatic requirement or substitute for a programmatic requirement. It is further recognized that there are other forms of employment that, at the sole discretion of the University, may be offered to or requested of faculty during the intersession or summer period. Such duties will be compensated on a flat-fee basis, provided the request is received and the amount of such compensation is mutually agreed to in writing prior to commencement of the employment.
4. Program area coordination administrative assignment shall generally contribute .25 (3-semester hours per academic session) to total load credit based upon program responsibilities.

5. Regular Faculty members normally shall receive an additional .25 in total load credit (3-semester hours) during the initial 2 semesters of employment to work on research, if approved by the School Director.
6. Load credit for extramural professional service deemed directly supportive of the goals of the University shall be allowed only in exceptional cases and shall be determined at the discretion of the School Director and the Dean.
7. Faculty members will normally be assigned three load hours each semester for scholarly activities associated with being an active researcher. Performance expectations for receiving this load assignment include current and sustained records of scholarly activity (e.g., during the past five years, presenting at professional conferences/meetings, publishing articles in refereed journals, chapters in scholarly books, and/or monographs or completing books).
8. Faculty with extramural grants or contracts for research, teaching, or outreach projects will be assigned workload equivalencies as specified in their grant if their time is paid for by the extramural agency.
9. Faculty who teach lecture courses with laboratories may be assigned workload equivalency as follows: lecture hours plus one-half load for laboratory contact hours.

Not all faculty members contribute to the School in the same manner. A faculty member whose primary responsibilities are undergraduate teaching may teach in a greater diversity of courses than a faculty member who teaches primarily graduate courses. Most of the School faculty members will be either a full or associate member of the graduate faculty. All faculty members are expected to be involved in research activity and involved in a level of student advising, committee work, and research appropriate for each program area within the School.

In the interest of maintaining a high standard of teaching and the desirability of Faculty involvement in research and service activities, overload assignments are strongly discouraged. Overload assignments (i.e. workload assignments which total more than twenty-four (24) credit hours per academic year for Faculty and which total more than thirty (30) credit hours for NTT faculty) will be made only in unusual circumstances. Such assignments require the agreement of the faculty member, and the approval of the Director and the Dean.

G. **Teaching Assignments and Class Schedules**

Faculty members are assigned to teach specific courses by the Director. The primary considerations for course assignments are prior teaching experience, subject expertise, and shared responsibility among the faculty for service and introductory courses. Questions regarding teaching assignments should be addressed to the Director. In the case of a dispute or request for reassignment the faculty member may request review by the FAC which will make a recommendation to the Director.