

Hospitality Revenue Management

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HFT4468 | Class # 12117 | 3 Credits | Spring 2025



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Course Info

INSTRUCTOR

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DEPARTMENT CHAIR

Rachel Fu, Ph.D., Professor
FLG 242
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OFFICE HOURS

Tuesday: 4:00 PM - 5:00 PM
Wednesday: 3:00 PM - 4:00 PM

MEETING TIME/LOCATION

FLG 0210 M period 9 (4:05 PM - 4:55 PM)
FLG 0210 W period 9 (4:05 PM - 4:55 PM)
FLG 0210 F period 9 (4:05 PM - 4:55 PM)

TEACHING ASSISTANT

Yeonseo Jo, CHIA, Ph.D. Candidate

Office Location: FLG 206G

Email: y.jo@ufl.edu

Office Hours: Thursday 11:30 AM - 12:30 PM

COURSE DESCRIPTION

This course will provide the students with an overview of the revenue management principles that are used throughout the hospitality industry including but not limited to hotels, restaurants, and event centers.

The Certification in Hotel Industry Analytics (CHIA), offered jointly by STR and the American Hotel & Lodging Educational Institute, is the leading certification in hotel analytics. Recognition provides evidence of a thorough knowledge of the foundational metrics, definitions, formulas, and methodologies that are used by the hotel industry. Having the designation demonstrates an ability to analyze various types of hotel industry data and to make strategic inferences based upon that analysis. Certification also confirms a comprehensive understanding of benchmarking and performance reports that are used by the lodging industry. The CHIA certification has been received by over 20,000 students, professors, and industry professionals. It has been endorsed by the American

Hotel & Lodging Association, the Institute of Hospitality, the International Council of Hotel, Restaurant and Institutional Education, and the Pacific Asia Travel Association.

Core CHIA content areas include:

- **Hotel Industry Analytical Foundations** – *Players in the hotel industry, Geographic and Non-Geographic Categorizations, Benchmarking and Competitive Sets*
- **Hotel Math Fundamentals, the metrics used by the hotel industry** – *Property Data, Competitive Set Data, Industry Data and International Issues*
- **Property Level Benchmarking with STAR Reports** – *Introduction to the STAR Report, Benchmarking Monthly Data, Benchmarking Weekly Data and Additional Property Level Reports*
- **Hotel Industry Performance Reports (Trend, HOST/Profitability, Pipeline and Destination Reports)** – *Introduction to Ad-Hoc Reports, Trend Reports, Development Data and HOST/Profitability Reports*

REQUIRED AND RECOMMENDED MATERIALS

1. Textbook: [Optional]

Hayes, D.K., Hayes, D.H., & Hayes, P.A. (2021). *Revenue Management for the Hospitality Industry (2nd ed.)*. Hoboken, NJ: John Wiley & Sons, Inc. (ISBN 978-1-119-79077-8)

2. CHIA PPT Slides:

PPT slides (Flipped Class Version) for Certification in Hotel Industry Analytic (CHIA) from The SHARE (Supporting Hotel-related Academic Research and Education) Center, STR

*All the slides will be uploaded on Canvas

3. CHIA Online Registration and Payment: [Required]

Students are responsible for CHIA Online Registration and Payment before due with STR. The link for online registration and payment and the due date will be announced later in class and on Canvas.

*** Price: \$95.00 (including one free retake if not successful on the first attempt)**

Instructional materials for this course consist of only those materials specifically reviewed, selected, and assigned by the instructor. The instructor is only responsible for these instructional materials.

COURSE FORMAT

This is an in-person class. All students are expected to attend class during class hours in person. Except for exam dates, students have to individually earn class engagement points by replying to questions for each class date.

COURSE LEARNING OBJECTIVES:

By the end of this course, students will be able to:

- Describe internal and external factors influencing hospitality operations revenue management in hospitality and tourism organizations.
- Describe the benefits of revenue management optimization and the strategies and tactics.
- Apply the strategic controls of a revenue management program including strategic pricing, perceived value, differential pricing, inventory and price management, demand forecasting, competitive set analysis, distribution channel management and evaluation of revenue management practices.
- Explain the key aspects of the reports issued by Smith Travel Research to the hospitality industry
- Describe key indicators and performance evaluation measures (e.g., ADR, Occupancy, and RevPAR) to evaluate hospitality performance.
- Explain and apply key business concepts – supply and demand analysis, economic and social impacts, cost analysis, pricing principles, discounting and premiums, rate fences, closeouts, overbooking,

displacement analysis and ratio analyses – involved in managing a profit or nonprofit hospitality and tourism enterprise.

- Explain and apply the responsibilities of a revenue manager in a hospitality industry including hotels, restaurants, and event centers.
- Create a revenue management plan for an event center with hotel and restaurant.

Course & University Policies

ATTENDANCE POLICY

Attendance is required all dates of this class. Class engagement points will be completed through your in-person class attendance.

PERSONAL CONDUCT POLICY

All students are expected to uphold the Honor Code: *“We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity.”*

“The university requires all members of its community to be honest in all endeavors. A fundamental principle is that the whole process of learning and pursuit of knowledge are diminished by cheating, plagiarism and other acts of academic dishonesty.”

The following pledge will be either required or implied on all work: *“On my honor, I have neither given nor received unauthorized aid in doing this assignment.”*

It is the student's duty to abide by all rules set forth in the UF Undergraduate Catalog. Students are responsible for reporting any circumstances that may facilitate academic dishonesty.

ACADEMIC HONESTY

Plagiarism and other violations of academic honesty will be punished with a 0% grade for the assignment. Additionally, after the second incident the offender will be reported to the head of department and/or graduate school for sequential actions. The UF defines plagiarism in the following way

(<https://www.dso.ufl.edu/sccr/process/studentconduct-honor-code>):

“(a) Plagiarism. A student shall not represent as the student's own work all or any portion of the work of another. Plagiarism includes but is not limited to:

- 1. Quoting oral or written materials including but not limited to those found on the internet, whether published or unpublished, without proper attribution.*
- 2. Submitting a document or assignment which in whole or in part is identical or substantially identical to a document or assignment not authored by the student.”*

EXAM MAKE-UP POLICY

Follow closely the course logistics with respect to submission of your work. All deadlines posted on Canvas follow the **Eastern Time Zone** time. A minor sickness or a short travel will not be considered an excuse for not returning the assignments and tests. It will be possible to take make-up quizzes or exams missed due to a medical reason (confirmed by a doctor) or an unforeseen family emergency. It is the student's responsibility to provide documentation **as soon as conditions permit** via email to the instructor.

Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies that can be found in the online catalog at:

<https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

ACCOMMODATING STUDENTS WITH DISABILITIES

Students with disabilities who experience learning barriers and would like to request academic accommodations should connect with the Disability Resource Center by visiting their Get Started page at <https://disability.ufl.edu/students/get-started/>. It is important for students to share their accommodation letter with their instructor and discuss their access needs, as early as possible in the semester.

COURSE EVALUATIONS

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.aa.ufl.edu/students/>. Students will be notified when the evaluation period opens and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at <https://gatorevals.aa.ufl.edu/public-results/>.

Getting Help

HEALTH & WELLNESS

- U Matter, We Care: If you or a friend is in distress, please contact umatter@ufl.edu or 352 392-1575
- Counseling and Wellness Center: <https://counseling.ufl.edu/>, 352-392-1575
- Sexual Assault Recovery Services (SARS) - Student Health Care Center, 392-1161
- University Police Department, 392-1111 (or 9-1-1 for emergencies) <http://www.police.ufl.edu/>

ACADEMIC RESOURCES

- E-learning technical support, 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu. <https://lss.at.ufl.edu/help.shtml>
- Career Connections Center, Reitz Union, 392-1601. Career assistance and counseling. <https://career.ufl.edu/>
- Library Support, <http://cms.uflib.ufl.edu/ask>. Various ways to receive assistance with respect to using the libraries or finding resources.
- Teaching Center, Broward Hall, 392-2010 or 392-6420. General study skills and tutoring. <http://teachingcenter.ufl.edu/>
- Writing Studio, 302 Tigert Hall, 846-1138. Help brainstorming, formatting, and writing papers. <http://writing.ufl.edu/writing-studio/>
- Student Complaints On-Campus: <https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/> On-Line Students Complaints: <http://distance.ufl.edu/student-complaint-process/>

Grading

The total grade (0-100%) will be a combination of the grades in the following categories:

1. Official CHIA Exam (20%).
2. Class Engagement (18%).
3. Quizzes (12%). *12 quizzes (1% each).*
4. Midterm exams (20%). *4 midterm exams (5% each).*
5. Final Exam (10%).
6. Group Projects (20%).

Criteria for Grading:

Evaluation Components	Points Per Component	Approximate % of Total Grade
Official CHIA Exam (20%)	200 points	200/1000 = 20%
Class Engagement (18%)	180 points	180/1000 = 18%
Quizzes (12; 12%)	10 points each = 120 points	120/1000 = 12%
Midterm Exams (4; 20%)	50 points each = 200 points	200/1000 = 20%
Final Exam (10%)	100 points	100/1000 = 10%
Group Projects (20%)	200 points	200/1000 = 20%
Total	<u>1,000 points</u>	

Official CHIA Exam (20%):

The Official CHIA Exam has 50 questions, with a 90-minute time limit (**closed book**). To pass it, you should achieve 70% correct (35 questions) or higher. You should access the exam online on STR's testing system on the scheduled Official CHIA Exam date. Those who don't pass for the first time should all attend the re-take on the scheduled Official CHIA Exam retake date.

Grading rules:

- Those who pass the Official CHIA Exam (70%) from the first scheduled time will receive the total 200 points.
- Those who pass the Official CHIA Exam (70%) *through the free retake* will receive 180 points. *Students who did not pass from the first scheduled time must attend the retake.*
- Those who did not pass CHIA will get the raw grade points of CHIA Exam. *For example, if your raw grade is 52 (achieve 52% correct; 26 questions) from the retake, you will get 104 points (200 points * 0.52).*

Class Engagement (18%):

Class Engagement will be counted on all lecture dates. All absences, including those due to religious observance or representation of official university-approved trips, **must be arranged in advance** with the instructor. It will be possible to earn Class Engagement points missed due to a medical reason (confirmed by a doctor) or an unforeseen family emergency. It is the student's responsibility to provide documentation **via email to the instructor as soon as conditions permit**.

Quizzes (12%), Midterm Exams (20%), and Final Exam (10%)

The quizzes, midterm exams, and the final exam are **closed book**. You should **bring your laptop** to our physical classroom on the scheduled dates and access to the quizzes, midterm exams, and the final exam on Canvas.

Group Project (20%)

The topic and guidelines will be announced in our classroom on the scheduled class date. On presentation dates, each group will have 20 minutes to present.

Grading Criteria:

- 20% Visual and Oral Presentation
- 50% Information Analysis
- 30% Insightful Explanation

Levels of Grading Criteria:

1. **90-100%: Excellent.** Excellent, scholarly, and advanced college-level work. Original, insightful ideas, in-depth discussion. Well organized and structured. Very good grammar, careful formatting.

2. **80-90%: Good.** Good college-level work that well exceeds minimal requirements. Original, well organized. Good understanding of the topic is demonstrated. Acceptable grammar. Some areas are noticeably weaker than others.
3. **70-80%: Satisfactory.** Average work. Assignment is not carefully thought through and/or presentation is not cohesive. Improvement is needed on depth, originality of thought, structure, and presentation.
4. **60-70%: Marginal.** Below-average work. Substantial improvements are needed in the areas of content, reasoning, and delivery, as well as grammar and formatting.
5. **Below 60%: Failure.** Assignment is not submitted or incomplete.

GRADING SCALE

More detailed information regarding current UF grading policies can be found here:

<https://catalog.ufl.edu/UGRD/academic-regulations/grades-grading-policies/>.

Any requests for additional extra credit or special exceptions to these grading policies will be interpreted as an honor code violation (i.e., asking for preferential treatment) and will be handled accordingly.

The final percentage points are translated into the letter grades as follows:

Grade	% (Grade Point)	Grade	% (Grade Point)	Grade	% (Grade Point)
A	93 - 100 (4.0)	B-	80 - 82.99 (2.67)	D+	67 - 69.99 (1.33)
A-	90 - 92.99 (3.67)	C+	77 - 79.99 (2.33)	D	63 - 66.99 (1.0)
B+	87 - 89.99 (3.33)	C	73 - 76.99 (2.0)	D-	60 - 62.99 (0.67)
B	83 - 86.99 (3.0)	C-	70 - 72.99 (1.67)	E	0-59.99 (0)

Note: A score below 60 constitutes a failing grade. If you notice a scoring error in your quiz or homework, please notify the instructor **within one week from the day your work was graded**. No issues regarding scoring will be reviewed beyond this one-week period.

Weekly Course Schedule

The following course outline is **tentative**. Any changes to this outline will be announced in class and on Canvas. It is the student's responsibility to note the changes.

Monday: 4:05 PM - 4:55 PM (Room: FLG 0210)
Wednesday: 4:05 PM - 4:55 PM (Room: FLG 0210)
Friday: 4:05 PM - 4:55 PM (Room: FLG 0210)

WEEKLY SCHEDULE

DATE	Module	TOPIC
1/13 M	Orientation	Introduction & Syllabus
1/15 W	CHIA	CHIA Part 1: Hotel Industry Analytical Foundations
1/17 F		CHIA Part 1: Hotel Industry Analytical Foundations
[1/20 M]		1/20 Holiday
1/22 W		CHIA Part 2: Hotel Math Fundamentals
1/24 F		CHIA Part 2: Hotel Math Fundamentals
1/27 M		CHIA Part 3: Property Level Benchmarking with STAR Reports
1/29 W		CHIA Part 3: Property Level Benchmarking with STAR Reports
1/31 F		CHIA Part 4: Hotel Industry Performance Reports
2/3 M		CHIA Part 4: Hotel Industry Performance Reports
2/3 M		
2/5 W	Exam	Course time of 2/5 will be used for Exam 1 on 2/7
2/7 F		2/7 F: Exam 1 on Canvas will <ul style="list-style-type: none"> open at 4:05 PM, 2/7 and end at 11:59 PM, 2/8, Saturday Exam 1: Questions from CHIA PPT Slides Note: 90-minute time limit on Exam 1.
2/10 M		Course time of 2/10 will be used for the Official CHIA Exam on 2/12
2/12 W		Official CHIA Exam *Please take the CHIA exam online following the guidance from STR 2/12 W: Official CHIA Exam on STR will <ul style="list-style-type: none"> open at 4:05 PM, 2/12 and end at 11:59 PM, 2/13, Thursday Note: 90-minute time limit on Official CHIA Exam.
2/14 F	Module 1	Chapter 1: Introduction to Revenue Management
2/17 M	Module 2	Chapter 2: Price

2/19 W	Quiz	Quiz 1 & Quiz 2
2/21 F	Module 3	Chapter 3: Value
2/24 M	Module 4	Chapter 4: Differential Pricing
2/26 W	Quiz	Quiz 3 & Quiz 4
2/28 F	Exam	Exam 2: Chapters 1-4
3/3 M	Group Project: topic announcement and sample project sharing	
3/5 W	<i>Group Project: Group Discussion and Teamwork</i>	
3/7 F	Module 5	Chapter 5: The Hospitality Revenue Manager
3/10 M	Module 6	Chapter 6: Forecasting Demand
3/12 W	Quiz	Quiz 5 & Quiz 6
3/14 F	Module 7	Chapter 7: Inventory and Price Management
3/17-3/21 SPRING BREAK		
3/24 M	<i>Group Project: Group Discussion and Teamwork</i>	
3/26 W	Module 8	Chapter 8: Distribution Channel Management
3/28 F	<i>Group Project: Group Discussion and Teamwork</i>	
3/31 M	Quiz	Quiz 7 & Quiz 8
4/2 W	Exam	Exam 3: Chapters 5-8
4/4 F	Module 9	Chapter 9: Evaluation of Revenue Management Efforts in Lodging
4/7 M	Module 10	Chapter 10: Revenue Management for Food and Beverage Services
4/9 W	Quiz	Quiz 9 & Quiz 10
4/11 F	Module 11	Chapter 11: Evaluation of Revenue Management Efforts in Food and Beverage Services
4/14 M	Module 12	Chapter 12: Specialized Applications of Revenue Management
4/16 W	Quiz	Quiz 11 & Quiz 12
4/18 F	Exam	Exam 4: Chapters 9-12
4/21 M	Presentation Day: <u>Groups 1 & 2</u>	
4/23 W	Presentation Day: <u>Groups 3 & 4</u>	
<i>4/25 Reading Day (no class)</i>		
<p>Final Exam Wednesday 4/30/2025 @ 5:30 PM - 7:30 PM</p>		

SUCCESS AND STUDY TIPS

- To pass the CHIA exam, please practice questions of CHIA slides early. Do not study the night before the official CHIA exam date.
- Learn from quiz questions to prepare for your Exams 1-4.
- Learn from questions of Exams 1-4 to prepare for your Final Exam.