University of Florida
Department of Tourism, Recreation and Sport Management

LEI 3843: Entrepreneurship in Tourism, Recreation, & Sport Management
Fall 2019

Course Information
Credits: 3
Section: 4099
Meeting location: 210 Florida Gym Building
Meeting times: Monday, Wednesday, Friday 11:45 AM – 12:35 PM

Instructor
Dr. Angélica Almeyda Zambrano
Room 290D, Florida Gym Building
Phone # (352) 392-3992;
Email: aalmeyda@ufl.edu
Office Hours: Wednesday 9:00 AM - 11:30 AM, or by appointment.

Course Description
This course analyzes the entrepreneurial opportunities in commercial recreation and tourism by examining the process of creating, planning and managing hospitality, recreation, and tourism business ventures.

Course Objectives
Upon successful completion of this course students will be able to:
1. Explain the importance of entrepreneurial leadership and management as it relates to the development of a business venture in the hospitality, recreation, and tourism industry.
2. State key considerations involved in a decision to either buy or start-up a business.
3. Analyze a feasibility study for a hospitality, recreation, and tourism business.
4. Outline the historical development of commercial recreation.
5. Describe the major components of the commercial recreation industry.
6. Explain the behavioral dimensions of commercial recreation.
7. Discuss the environmental, socio-cultural, and economic impacts of commercial recreation.
8. Illustrate research and marketing strategies used in commercial recreation.

Course Materials

Required textbook

Canvas
Syllabus, spotlight readings, case studies, and PowerPoint slides, are available on Canvas as uploaded files

Case Studies
All case study files are available within the assignments on Canvas:
• Elephant Walk Thru https://www.iveycases.com/ProductView.aspx?id=33570
• Rwanda Backpackers https://www.iveycases.com/ProductView.aspx?id=60880
Oasis of the Seas: The Largest Cruise Liner in the World
https://www.iveycases.com/ProductView.aspx?id=51355


Baynan Tree Hotels & Resorts: Gauging Investors Views on Corporate Social Responsibility
https://www.iveycases.com/ProductView.aspx?id=42651

Class Policies
1. Requirements for class attendance and make-up exams, assignments, and other outputs are consistent with university policies that can be found at: https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx
2. Students are expected to come prepared to class. This means students are expected to complete the assigned readings before class.
3. Students are expected to actively participate in discussions and provide feedback.
4. Late assignments will not be accepted without proper justification.
5. Always start your email with a salutation and always sign your emails.

UF Policies

Honor Code 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 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 duty of the student to abide by all rules set forth in the UF Undergraduate Catalog. Students are responsible for reporting any circumstances, which may facilitate academic dishonesty.

University Policy on Academic Misconduct
Academic honesty and integrity are fundamental values of the University community. Students should be sure that they understand the UF Student Honor Code at http://www.dso.ufl.edu/students.php

University Policy on Accommodating Students with Disabilities
Students requesting accommodation for disabilities must first register with the Dean of Students Office (Phone 352-392-8565 http://www.dso.ufl.edu/drc/). The Dean of Students Office will provide documentation to the student who must then provide this documentation to the instructor when requesting accommodation. You must submit this documentation prior to submitting assignments or taking the quizzes or exams. Accommodations are not retroactive; therefore, students should contact the office as soon as possible in the term for which they are seeking accommodations.

UF Writing Studio
The UF Writing Studio is a campus resource available for students wanting to become better writers. Students have the opportunity to work one-on-one with a consultant on issues specific to their own particular development. To get more information or schedule and appointment visit: http://writing.ufl.edu/writing-studio/

Counseling and Wellness Center
Phone 352-392-1575, website http://www.counseling.ufl.edu/cwc/Default.aspx; and the University Police Department: 392-1111 or 9-1-1 for emergencies.

U Matter, We Care
The U Matter, We Care initiative is committed to creating a culture of care on our campus by encouraging members of our community to look out for one another and to reach out for help if a member of our community is in need. If you or a friend is in distress, please contact umatter@ufl.edu. A nighttime and weekend crisis counselor is available by phone at 352-392-1575.

Teaching Evaluations
Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations at https://evaluations.ufl.edu. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at https://evaluations.ufl.edu/results

Grading

Evaluation

<table>
<thead>
<tr>
<th>Evaluation</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-class quizzes (10)</td>
<td>100</td>
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<tr>
<td>In-class participation</td>
<td>50</td>
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<tr>
<td>Spotlight presentation</td>
<td>50</td>
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<tr>
<td>Case study #1</td>
<td>100</td>
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<tr>
<td>Case study #2</td>
<td>100</td>
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<tr>
<td>Exam #1</td>
<td>50</td>
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<tr>
<td>Exam #2</td>
<td>50</td>
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</tbody>
</table>

**TOTAL POINTS** 500

Grading Scale
The following grading scale will be used to determine end-of-semester performance.

- A = 94% & above;   A- = 90% to 93.99%
- B+ = 87% to 89.99%; B = 83% to 86.99%; B- = 80% to 82.99%
- C+ = 77% to 79.99%; C = 73% to 76.99%; C- = 70% to 72.99%
- D+ = 67% to 69.99%; D = 63% to 66.99%; D- = 60% to 62.99%
- E = Below 60%
Assessments
Each of the assignments will be evaluated as part of the course grade.

1. **In-class quizzes (100 points)**
   Ten (10) unannounced in-class quizzes based on the material presented in the lectures. Each quiz will be worth ten (10) points with a total of eighty (100) points for the semester. There will be no make-up allowed. Students with excused absences that are approved prior to class, and in line with university policy will be excused from missed quizzes. Excused absences include, but are not limited to, personal illness, family illness or death, call to jury duty, religious holy days, and official University activity.

2. **In-class participation (50 points)**
   In-class participation will grant each student two points per class for a max of 50 points for the semester. To earn points the student must send an email at the end of class indicating participation. Please send an email to aalmeyda@ufl.edu with Topic LEI3843 Bonus point. In the body please shortly describe your participation: “I participated in class with comment/response/question regarding…..”

3. **Spotlight readings presentation (50 points)**
   Students will form teams of five (5) students. Each team will choose one (1) spotlight reading from canvas and will present it to the class. The presentation will be worth twenty (50) points. All team members must present, presentations will last a maximum of 10 minutes. The format of your slides must follow the General American Psychological Association (APA) Guidelines shown at http://www.apastyle.org/ Each slide should have no more than ten lines of text. Presentation slides should be uploaded to canvas. Presentations will be graded as follows:
   - Title slide (5 points)
   - Abstract (5 points)
   - Organization and quality of slides, logic flow, readable (10 points)
   - New material not presented in the textbook (10 points)
   - Links to class concepts and materials (15 points)
   - Reference slide (5 points)

4. **Case studies (200 points)**

   **Case Study #1 (100 points)**
   Students will form teams of up to five (5) students or may work individually. Each team will choose one (1) case study from canvas to analyze during the first half of the semester. Please choose one the Elephant Walk Thru or the Rwanda Backpackers. This assignment is worth 100 points. The format of your documents must follow the General American Psychological Association (APA) Guidelines shown at http://www.apastyle.org/ All information presented in your case should be properly cited. A detailed guideline for the assignment is available in canvas.

   **Case Study #2 (100 points)**
   Students will form teams of up to five (5) students or may work individually. Each team will choose one (1) case studies from canvas to analyze during the first half of the semester. Please choose one the Oasis of the Seas, Hockley Valley Brewing Co. or Banyan Tree Hotels. This assignment is worth 100 points. The format of your documents must follow the General American Psychological Association (APA) Guidelines shown at http://www.apastyle.org/ All information presented in your case should be properly cited. A detailed guideline for the assignment is available in canvas.
Group members will complete a peer group evaluation after submission of Case Study #1 and #2. Students grades will be adjusted according to their peers evaluation.

5. **Exam #1 (50 points)**
   Exam #1 will cover course information from lectures and discussion through the first half of the semester. Exam #1 will be a multiple choice exam consisting of 50 questions.

6. **Exam #2 (50 points)**
   Exam #2 will cover course information from lectures, and discussion through the second half of the semester. Exam #2 will be a multiple choice exam consisting of 50 questions.
# Tentative Course Calendar

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Overview</th>
<th>Assignments</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>08/21</td>
<td>Introduction</td>
<td>Course overview</td>
<td>In class preliminary self-selection for Spotlight teams</td>
</tr>
<tr>
<td></td>
<td>08/23</td>
<td>1- What Is Commercial Recreation and Tourism</td>
<td>Types of commercial recreation</td>
<td>In class self-selection for Case Study #1 teams</td>
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<tr>
<td></td>
<td>08/26</td>
<td>1- What Is Commercial Recreation and Tourism</td>
<td>Expenditures in tourism/recreation</td>
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<tr>
<td></td>
<td>08/28</td>
<td>1- What Is Commercial Recreation and Tourism</td>
<td>Role of government in commercial recreation and tourism</td>
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<td></td>
<td>08/30</td>
<td>2- The Entrepreneur</td>
<td>Entrepreneurial trends</td>
<td>Spotlight 1: Michelle Kelthy, Executive Spa Director</td>
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<td>The experience/motivation to participate</td>
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<td>3</td>
<td>09/02</td>
<td>No class: Labor Day</td>
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<tr>
<td></td>
<td>09/04</td>
<td>2- The Entrepreneur</td>
<td>Sources of innovation</td>
<td>Spotlight 2: Curt Beusman, Tennis Club Owner</td>
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<td></td>
<td>09/06</td>
<td>3- The nature of commercial recreation</td>
<td>Economic and political challenges</td>
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<td>Constrains to participation</td>
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<td>4</td>
<td>09/09</td>
<td>3- The nature of commercial recreation</td>
<td>Overcoming challenges and constrains</td>
<td>Spotlight 3: Bill Acker &amp; Manta Ray Bay Hotel</td>
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<tr>
<td></td>
<td>09/11</td>
<td>4- Starting the Commercial Recreation Enterprise</td>
<td>Description of the Business Risk Analysis</td>
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<td></td>
<td>09/13</td>
<td>4- Starting the Commercial Recreation Enterprise</td>
<td>Location analysis</td>
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<td>Week</td>
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<td>Topic</td>
<td>Overview</td>
<td>Assignments</td>
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<td>09/16</td>
<td>4- Starting the Commercial Recreation Enterprise</td>
<td>Management analysis</td>
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<td>09/18</td>
<td>4- Starting the Commercial Recreation Enterprise</td>
<td>Market analysis</td>
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<td>09/20</td>
<td>4- Starting the Commercial Recreation Enterprise</td>
<td>Financial analysis</td>
<td>Spotlight 4: Dodong Uy &amp; the Mangale Alibug Resort</td>
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<td>Week</td>
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<td>6</td>
<td>09/23</td>
<td>5- Financial Management</td>
<td>Sources and challenges of financing</td>
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<td>Financial analysis</td>
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<td>Financing the venture</td>
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<td>09/25</td>
<td>5- Financial Management</td>
<td>Financing small businesses</td>
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<td>Financial planning in small businesses</td>
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<td>09/27</td>
<td>5- Financial Management</td>
<td>How to increase profits</td>
<td>Spotlight 5: The Heart of Bad Investment</td>
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<td>Financial management issues</td>
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<td>7</td>
<td>09/30</td>
<td><strong>Case #1 Due</strong></td>
<td>Who is the primary market</td>
<td><strong>Case #1 Due</strong></td>
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<td>Types of segmentation</td>
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<td>How to do segmentation</td>
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<td>10/02</td>
<td>6- Marketing Segmentation</td>
<td>Who is the primary market</td>
<td><strong>Case #1 Due</strong></td>
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<td>Types of segmentation</td>
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<td>How to do segmentation</td>
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<td>10/04</td>
<td><strong>No Class: UF Homecoming</strong></td>
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<td>10/07</td>
<td>6- Marketing Segmentation</td>
<td>Price</td>
<td>Spotlight 6: The Mason Inn</td>
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<td>10/09</td>
<td><strong>Exam #1</strong></td>
<td>Fundamentals of success</td>
<td><strong>Exam #1</strong></td>
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<td>Ethical business practices</td>
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<td>Human resource management</td>
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<td>10/11</td>
<td>7- Operations Management</td>
<td>Risk management</td>
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<td>9</td>
<td>10/14</td>
<td>7- Operations Management</td>
<td>Asset management</td>
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<td>Week</td>
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<td>10</td>
<td>10/16</td>
<td>7- Operations Management</td>
<td>Informatics</td>
<td>Spotlight 7: Gearhart by the Sea Resort</td>
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<td>8- Commercial Recreation and tourism</td>
<td>Program process</td>
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<td>programming</td>
<td>Special events</td>
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<td>10/21</td>
<td>8- Commercial Recreation and tourism programming</td>
<td>Entertainment events</td>
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<td>Spotlight 8: Sarah Sigg-Hewett, Events Director, Fig Garden</td>
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<td>11</td>
<td>10/23</td>
<td>8- Commercial Recreation and tourism</td>
<td>Guest speaker Amber Larkin, UF CORE</td>
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<td>programming</td>
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<td>10/25</td>
<td>9- Travel Industry</td>
<td>Background of the industry</td>
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<td>Trends and expenditures</td>
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<td>11/08</td>
<td>9- Travel Industry</td>
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<td>Travel phycology and behavior</td>
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<td>Important issues</td>
<td>Spotlight 9: Tauck, 85 years of excellence continues</td>
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<td>11/01</td>
<td>10/28</td>
<td>9- Travel Industry</td>
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<td>Industry profiles</td>
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<td>Case #2 Due</td>
<td>10/30</td>
<td>9- Travel Industry</td>
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<td>Spotlight 9: Tauck, 85 years of excellence continues</td>
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<td>12</td>
<td>11/04</td>
<td>10- Hospitality Industry</td>
<td>Resorts development</td>
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<tr>
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<td>11/06</td>
<td>10- Hospitality Industry</td>
<td>Hotel/motel, ski resorts, casino resorts, timeshare resorts, resort spas, recreation communities</td>
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<tr>
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<td>11/08</td>
<td>10- Hospitality Industry</td>
<td>RV parks and campgrounds</td>
<td>Spotlight 10: Al Bearse, Red Jacket Resorts</td>
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<tr>
<td>13</td>
<td>11/11</td>
<td>No Class: Veterans Day</td>
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Case #2 Due
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Details</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>11/13</td>
<td>11- Local Commercial Recreation</td>
<td>Categories: recreation activity providers, retail products, entertainment</td>
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<tr>
<td>11/15</td>
<td>11- Local Commercial Recreation</td>
<td>Sport, fitness and health clubs; golf courses and country clubs, family entertainment centers; Theme amusement and water parks</td>
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<tr>
<td>11/18</td>
<td>11- Local Commercial Recreation</td>
<td>Fairs, festivals, and special events</td>
<td>Spotlight 11: Todd Johnson, Director of Event Services</td>
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<tr>
<td>11/20</td>
<td>12- The Career of the Future</td>
<td>A look ahead careers</td>
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<tr>
<td>11/22</td>
<td>12- The Career of the Future</td>
<td>Career development professional preparation</td>
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<td>11/25</td>
<td>No Class: Thanksgiving Break</td>
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<tr>
<td>11/27</td>
<td>No Class: Thanksgiving Break</td>
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<tr>
<td>11/29</td>
<td>No Class: Thanksgiving Break</td>
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<tr>
<td>12/02</td>
<td>Class wrap up</td>
<td></td>
<td>Spotlight 12: Casey Coppinger, Lakewood BlueClaws</td>
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<tr>
<td>12/04</td>
<td>Exam #2</td>
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