

## Tourism & Hospitality Business Perspective

**HMG6566 | Class # 27850 | 2 Credits | Fall 2025**

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## Course Info

### INSTRUCTOR

**Bob Schalow – Adjunct Professor**  
Office: Online  
Cell Phone – 502-468-7655  
Email: Bobschalow94@ufl.edu  
Preferred Method of Contact: Email

### OFFICE HOURS

Office hours are MTWTF by appointment

### MEETING TIME/LOCATION

Access course through Canvas on UF e-Learning  
(<https://elearning.ufl.edu/>) & the Canvas mobile app by Instructure

## COURSE DESCRIPTION

This course reviews 8 major segments of the industry along with their past, current and future impacts on the economy and society. The course involves case study reviews and analysis, group discussions and 2 reports in which you will identify an operational challenge in the industry and provide recommended solutions.

## PREREQUISITE KNOWLEDGE AND SKILLS

There are no prerequisites.

## REQUIRED AND RECOMMENDED MATERIALS

There is no textbook required for this course. All lectures and reading required will be provided for the students. They will be available through Canvas on UF e-Learning.

## COURSE FORMAT

There will be 8 lectures for the course. Each week will have a separate industry that will be the focus. There will also be readings provided that coincide with each of the industries reviewed.

6 of the 8 weeks will have online discussion boards and 2 of the weeks will have an Operations Challenge Report due. The assignments will be used to assess the students' academic standing in this course. **Late assignments will not be accepted for credit unless arrangements have been made with the instructor prior to the due date for that assignment.** Failure to make prior arrangements may result in rejection of work submitted late as rescheduling/accepting assignments is at the discretion of the instructor.

### Discussion Board Posts (8 Points x 6 = 48 Points)

The discussion boards will be found in the online classroom under 'Discussions'. The course was designed for active participation in these discussion boards. Students are encouraged and may post as often as they like. We are looking for productive, respectful and informative dialogue.

There are minimum expectations required to secure full credit for each of the discussion boards. They are:

- One (1) main response to the discussion question, of at least **400** words in length.
- Your main post is worth up to 4 points based on substance and length requirement.
- Four (4) peer responses addressing the main posting from other students, of at least **100** words in length each.
- Your peer responses are worth 1 point each (up to 4 points) based on substance and length requirement.

### Operations Challenge Report (26 Points)

Identify and discuss **one (1) current hospitality and tourism industry challenge** that is affecting the operations of one of the eight sub-industries we are discussing in class (hotels, restaurants, airlines, cruise lines, casinos, rental cars, events, theme parks). The following are examples, but you are not limited to these:

- The global pandemic and its' impact on the hospitality and tourism industry and how it had to adapt
- Automation and technology pressures as a necessity for competitive viability
- Unionization and pressure in the form of both legal regulations and market demands
- Environmental pressures in the form of both legal regulations and market demands
- Geopolitical pressures that change access to markets, supplies, etc.
- Social pressures to maintain and improve the communities in which our companies operate
- How AI is impacting the hospitality industry
- Physical security and cyber security threats (e.g. terrorism, active shooters, hacking, etc.)

You will produce a report that demonstrates your understanding of your chosen challenge. Your report should be **at least 2000 words in length** and should address how your challenge is affecting **each of the eight sub-industries with roughly 250 words** of discussion. Reports should include a title page, a brief introduction, the discussion of all eight subindustries, a brief conclusion, and a references page with at least eight credible sources cited (at least one source for each of the eight sub-industries), properly cited in APA format.

You will submit your report as a Word document on the course website (under assignments section). It will be graded as follows:

- Substance and Content – 11 points
  - All 8 sub-industries are discussed with complete answers
- Sources – 5 points
  - Uses required number of credible sources
- APA Source Formatting – 5 points
  - References and in-text citations are in proper APA Format
- Grammar – 5 points
  - Writing is grammatically correct, and free from spelling and syntax errors
- Length Requirement - --%
  - Credit reduction in proportion to length shortfall (e.g. if submission is 80% of required length, the max eligible credit shall be 80% before other deductions).

**Please note:** This is the Challenge Report. You will discuss your solutions in the next major assignment of the class.

### **Operations Solutions Report (26 Points)**

For the second report you will discuss the solutions you would recommend in order to address the challenge you discussed in your first report for each of the eight sub-industries.

Your report should be **at least 2000 words** in length, and you should support your recommended solutions with thorough discussion (roughly 250 words for each sub-industry). Reports should include a title page, a brief introduction, the discussion of all eight sub-industries, a brief conclusion, and a references page with **at least eight credible sources** cited (at least one source for each of the eight sub-industries), properly cited in APA format. Sources can be reused from the challenge report if they are also discussed in the solutions side of your challenge.

You will submit your report as a Word document on the course website (under assignments section). It will be graded as follows:

- Substance and Content – 11 points
  - All 8 sub-industries are discussed with complete answers
- Sources – 5 points
  - Uses required number of credible sources
- APA Source Formatting – 5 points
  - References and in-text citations are in proper APA Format
- Grammar – 5 points
  - Writing is grammatically correct, and free from spelling and syntax errors
- Length Requirement - --%
  - Credit reduction in proportion to length shortfall (e.g. if submission is 80% of required length, the max eligible credit shall be 80% before other deductions).

### **COURSE LEARNING OBJECTIVES:**

*Upon completion of this course students are expected to successfully:*

- Analyze the business challenges of the hotel and restaurant industries
- Interpret modern obstacles within the airline and cruise line industries
- Assess operational issues of the rental car and casino industries
- Discuss common difficulties within the theme park and events industries
- Research and analyze hospitality and tourism industry operational challenge and present a possible solution

### **Course & University Policies**

#### **ATTENDANCE POLICY**

Active participation in discussions is required and is graded. These discussions have due dates and times at which the discussion is closed so plan accordingly.

## PERSONAL CONDUCT POLICY

Students are expected to exhibit behaviors that reflect highly upon themselves and our University. As this course requires discussion boards in which arguments are made and defended it is my expectation that this is done respectfully. UF students are bound by The Honor Pledge which states, "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment." The Honor Code (<http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obliged to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult the instructor or TA in this class.

## EXAM MAKE-UP POLICY

There are no exams in this course. There are 8 specific assignment deadlines that must be met. Late assignments will not be accepted for credit unless arrangements have been made with the instructor prior to the due date for that assignment. Failure to make prior arrangements may result in rejection of work submitted late as rescheduling/accepting assignments is at the discretion of the instructor.

A student experiencing an illness should visit the UF Student Health Care Center or their preferred healthcare provider to seek medical advice and obtain documentation. If you have an illness, family emergency or death, please contact the Dean of Students Office ([www.dso.ufl.edu](http://www.dso.ufl.edu)) and follow the DSO Care Team procedures for documentation and submission of a request for make-up assignment (<https://care.dso.ufl.edu/instructor-notifications/>). The DSO will contact the instructor. Do not provide any documentation to the instructor regarding illness or family emergency. This is your personal and protected information. The DSO is qualified to receive and verify the documents you provide. The instructor will follow the recommendations from the DSO. "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.bluer.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](mailto: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

- A link to academic policies and resources: <https://go.ufl.edu/syllabuspolices>
- E-learning technical support, 352-392-4357 (select option 2) or e-mail to [Learning-support@ufl.edu](mailto: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

Provide students with an overview of how students will be assessed on this course. A table like the one below is recommended, but not necessary—as long as it is clear what percentage of the total grade each component represents. Below the table, provide more detailed descriptions and/or grading rubrics for each component. This table is what we use for anatomy, and I've left the related descriptions as examples.

| Evaluation Components<br>(number of each) | Points Per Component | Approximate % of Total<br>Grade |
|-------------------------------------------|----------------------|---------------------------------|
| Discussion Boards (6)                     | 8 pts each = 48 pts  | 48/100 = 48%                    |
| Operations Challenge Report Week 4        | 26 pts               | 26/100 = 26%                    |
| Operations Challenge Report Week 8        | 26 pts               | 26/100 = 26%                    |

## GRADING SCALE

I will be grading the assignments per the instructions listed above. For discussions the grades will be posted within 2 days of the due date and time. For the Operations Challenge Reports they will be posted within 5 days of the due date and time. Please contact me directly with any questions you may have regarding a score or grade given. 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.

| Letter Grade | Points Needed to Earn Each Letter Grade | Percent of Total Points Associated with Each Letter Grade | GPA Impact of Each Letter Grade |
|--------------|-----------------------------------------|-----------------------------------------------------------|---------------------------------|
| A            | 100-93                                  | 93.00-100%                                                | 4.0                             |
| A-           | 92.99-90                                | 90-92.99%                                                 | 3.67                            |
| B+           | 89.99-87                                | 87.00-89.99%                                              | 3.33                            |
| B            | 86.99-83                                | 83.00-86.99%                                              | 3.0                             |
| B-           | 82.99-80                                | 80-82.99%                                                 | 2.67                            |
| C+           | 79.99-77                                | 77.00-79.99%                                              | 2.33                            |
| C            | 76.99-73                                | 73-76.99%                                                 | 2.0                             |
| C-           | 72.99-70                                | 70-72.99%                                                 | 1.67                            |
| D+           | 69.99-67                                | 67.00-69.99%                                              | 1.33                            |
| D            | 66.99-63                                | 63-66.99%                                                 | 1.0                             |
| D-           | 62.99-60                                | 60-62.99%                                                 | 0.67                            |
| E            | ≤ 59.99                                 | 0-59.99%                                                  | 0                               |

## Weekly Course Schedule

### WEEKLY SCHEDULE

| Week | Dates                          | Assigned Module & Schedule Notes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Assignments Due                                                                                                                                                                                                                                                                                                                                                                                                      |
|------|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1    | Sunday 8/31<br>By 11:59 PM EST | <b>Course Introduction and Hotel Perspectives</b><br><br><b>Objectives</b> <ul style="list-style-type: none"> <li>Review course topics and syllabus</li> <li>Discuss the role of technology as a tool and a threat in hotel operations</li> <li>Assess the issues of brand portfolio dynamics</li> </ul> <b>Readings</b> <ul style="list-style-type: none"> <li>Syllabus</li> <li>How Our Hotel Chain Uses Data to Find Problems and Humans to Fix Them</li> <li>Case Study – Prune the Brand Portfolio</li> </ul>                                                                                                                                    | <b>Discussion Board</b><br><b>Part A: Introduce</b> yourself to the class.<br><br><b>Part B: Review</b> the case study on brand portfolios and then address the following.<br><br><b>First Names A-M</b> – Defend the argument that hotel companies should aim to grow their brand portfolios.<br><br><b>First Names N-Z</b> – Defend the argument that hotel companies should aim to shrink their brand portfolios. |
| 2    | Sunday 9/7<br>By 11:59 PM EST  | <b>Restaurant Perspectives</b><br><br><b>Objectives</b> <ul style="list-style-type: none"> <li>Compare the prerogatives of innovation and consistency in restaurant operations</li> <li>Discuss the problem of sexual harassment in the restaurant industry</li> <li>Assess the challenges restaurants face in sourcing local food</li> </ul> <b>Readings</b> <ul style="list-style-type: none"> <li>How the Best Restaurants in the World Balance Innovation and Consistency</li> <li>Sexual Harassment Is Pervasive in the Restaurant Industry – Here's What Needs to Change</li> <li>Why Sourcing Local Food is So Hard for Restaurants</li> </ul> | <b>Discussion Board</b><br><br>Review the article on innovation and consistency and then address the following.<br><br><b>Last Names A-M</b> – Defend the argument that innovation is more important than consistency in restaurant operations.<br><br><b>Last Names N-Z</b> – Defend the argument that consistency is more important than innovation in restaurant operations.                                      |

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| 3 | <p><b>Sunday 9/14</b><br/><b>By 11:59 PM EST</b></p> | <p><b>Airline Perspectives</b></p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>Examine issues in airline safety</li> <li>Assess customer service and profitability among airline providers</li> <li>Summarize the challenges associated with turn times in airline operations</li> </ul> <p><b>Readings</b></p> <ul style="list-style-type: none"> <li>Research – Why Struggling Airlines Spend More on Safety</li> <li>The Reason Air Travel is Terrible and So Few Airlines are Profitable</li> <li>Case Study – Can an Airline Cut “Turn Times” Without Adding Staff</li> </ul>                                                                                                                                                   | <p><b>Discussion Board</b></p> <p>Review the case study on innovation and consistency, and then address the following</p> <p><b>First Name A-M</b> – Defend the argument that airlines <b>can</b> cut turn times without adding staff.</p> <p>First Names N-Z – Defend the argument that airlines <b>cannot</b> cut turn times without adding staff.</p>                                                             |
| 4 | <p><b>Sunday 9/21</b><br/><b>By 11:59 PM EST</b></p> | <p><b>Cruise Line Perspectives</b></p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>Discuss the most pressing cruise line industry challenges today</li> <li>Assess the propriety of new cruiseship carbon emission standards</li> <li>Articulate the importance of geopolitical dynamics to cruise operations</li> </ul> <p><b>Readings</b></p> <ul style="list-style-type: none"> <li>CLIA 2024 State of the Industry</li> <li>The Cruise Industry Will Soon Face Its Strictest Pollution Standard Yet – Can Anyone Enforce It</li> <li>Cruise Control, Overcrowding, Pushback and How the Industry is Trying to Help</li> <li>Is Royal Caribbean’s Icon of the Seas Cruise Ship Really Sustainable - The New York Times</li> </ul> | <p><b>Operations Challenge Report</b></p> <p>See syllabus description for details</p>                                                                                                                                                                                                                                                                                                                                |
| 5 | <p><b>Sunday 9/28</b><br/><b>By 11:59 PM EST</b></p> | <p><b>Rental Car Perspectives</b></p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>Explore the competition and cooperation between rental car companies and ridesharing services</li> <li>Assess the importance of rental car company fleet devaluation</li> <li>Discuss opportunities to improve the rental car experience through technology deployment</li> </ul> <p><b>Readings</b></p> <ul style="list-style-type: none"> <li>The Future of Mobility – Industry Report</li> <li>U.S. Rental Car Companies Are Taking a Hit on Falling Fleet Values</li> <li>Hertz Partners With Clear to Ease Rental Car Pain with Biometrics</li> </ul>                                                                                         | <p><b>Discussion Board</b></p> <p>Review the industry report on the future of mobility and then address the following.</p> <p><b>Last Names A-M</b> – Defend the argument that ridesharing services like Uber and Lyft will absorb most of the rental car market.</p> <p><b>Last Names N-Z</b> – Defend the argument that ridesharing services like Uber and Lyft will not absorb most of the rental car market.</p> |
| 6 | <p><b>Sunday 10/5</b><br/><b>By 11:59 PM EST</b></p> | <p><b>Casino Perspectives</b></p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>Assess the effects of geopolitical tensions on international casino operations</li> <li>Outline the global landscape of opportunity for casino companies</li> <li>Analyze the impact of the 2017 Las Vegas mass shooting incident on casino security strategy</li> </ul>                                                                                                                                                                                                                                                                                                                                                                               | <p><b>Discussion Board</b></p> <p>Review the PwC Global Gaming Outlook and then address the following.</p> <p><b>First Names A-M</b> – Defend the argument that the United States <b>is</b> the most valuable market for casino operations.</p> <p><b>First Names N-Z</b> – Defend the argument that the United States <b>is not</b> the most valuable market for casino operations.</p>                             |

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|   |                                                       | <p>Readings</p> <ul style="list-style-type: none"> <li>• Trade War Threat Is Hurting Travel to Macau's Casinos</li> <li>• PwC Global Gaming Outlook</li> <li>• Las Vegas Casino Execs Talk Security and Recovery After Shooting</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                              |
| 7 | <p><b>Sunday 10/12</b><br/><b>By 11:59 PM EST</b></p> | <p><b>Event Perspectives</b></p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>• Assess the challenges in sustainability efforts for the meetings industry</li> <li>• Analyze the effects of technology on meetings and events</li> <li>• Discuss security and safety concerns among meeting partners</li> </ul> <p>Readings</p> <ul style="list-style-type: none"> <li>• Meeting Planners Make Slow Progress Toward Sustainability</li> <li>• How Technology Is Disrupting the Multibillion Dollar Meetings Industry</li> <li>• Meeting Planners Stress Most About Dealing With Safety and Security</li> <li>• Namaste away - Rangers Bar Yoga Classes at Cliffside San Diego Park - Los Angeles Times</li> </ul> | <p><b>Discussion Board</b></p> <p>Review the report on meetings technology and then address the following.</p> <p>Last Names A-M - Defend the argument that technology presents <b>more opportunity than challenge</b> for the meetings industry.</p> <p>Last Names N-Z – Defend the argument that technology presents <b>more challenge than opportunity</b> for the meetings industry.</p> |
| 8 | <p><b>Sunday 10/19</b><br/><b>By 11:59 PM EST</b></p> | <p><b>Theme Park Perspectives</b></p> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>• Compare pricing strategies for theme park and amusement operators</li> <li>• Evaluate the operational struggles of theme parks</li> <li>• Assess the global landscape of opportunity for theme park companies</li> </ul> <p>Readings</p> <ul style="list-style-type: none"> <li>• Of Course, Disney Should Use Surge Pricing at Its Theme Parks</li> <li>• Theme Park Operator Merlin Finds Everything Isn't Awesome at Legoland</li> <li>• AECOM-Theme-Index-2022</li> </ul>                                                                                                                                                | <p><b>Operations Solution Report</b></p> <p>See syllabus description for details.</p>                                                                                                                                                                                                                                                                                                        |

## SUCCESS AND STUDY TIPS

The most important tip I can provide is to start the assignments early and do not wait till the end of the week or the last minute to complete them. There is plenty of time allocated each week for the required assignment and you are able to work ahead if you know your schedule will have conflicts.

Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, students may not publish recorded lectures without the written consent of the instructor.

A “class lecture” is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation, and delivered by any instructor hired or appointed by the University, or by a guest instructor, as part of a University of Florida course. A class lecture does not include lab sessions, student presentations, clinical presentations such as patient

history, academic exercises involving solely student participation, assessments (quizzes, tests, exams), field trips, private conversations between students in the class or between a student and the faculty or lecturer during a class session.

Publication without the permission of the instructor is prohibited. To “publish” means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class section. Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet, or third-party note/tutoring services. A student who publishes a recording without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under UF Regulation 4.040 Student Honor Code and Student Conduct Code.