Fall 2021

HFT 4468 - Hospitality Revenue Management

Department of Tourism, Hospitality and Event Management
College of Health and Human Performance
University of Florida

Tuesday: 1:55 PM – 2:45 PM (Room: Larsen Hall 0330)
Thursday: 1:55 PM – 3:50 PM (Room: Larsen Hall 0310)

INSTRUCTOR
Yao-Chin Wang, Ph.D., MBA, CHIA
Assistant Professor
FLG 186B
Email: wang.yaochin@ufl.edu
Office Hours: by appointment

DEPARTMENT CHAIR
Rachel Fu, Ph.D.
Professor
FLG 242
Email: racheljuichifu@ufl.edu

Teaching Assistant:
Yeonseo Jo, Ph.D. Student
Email: y.jo@ufl.edu

Office Hours (please email in advance to make appointments):

- Thursday: 4:30 PM - 5:30 PM
- Friday: 9:00 AM - 10:00 AM

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.

Additionally, geared to revenue managers, general managers, corporate staff, and research professionals, the Certification in Hotel Industry Analytics (CHIA) is the only hotel-related certification for industry professionals focused on analytics. All students have to register and take the CHIA exam. Jointly offered by the American Hotel & Lodging Educational Institute (AHLEI) and Smith Travel Research (STR), CHIA provides recognition of thorough knowledge of the foundational metrics, definitions, formulas, and methodologies used by the hotel industry.

Core CHIA content areas include:
Hotel Industry Analytical Foundations
Hotel Math Fundamentals
Property Level Benchmarking (STAR Reports)
Hotel Industry Performance Reports

Course 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.

Required Course Materials

1. Textbook:
Hayes, D.K., & Miller, A.A. (2011). *Revenue Management for the Hospitality Industry*. Hoboken, NJ: John Wiley & Sons, Inc. (ISBN 978-0-470-39308-6)

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:
Students are responsible for CHIA Online Registration and Payment before due with American Hotel & Lodging Educational Institute. The link for online registration and payment and the due date will be announced later in class and on blackboard.
*** Price: $75.00**

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

1. Official CHIA Exam (20%).
2. Attendance (9%).
3. Quizzes (11%). *11 quizzes (1% each).*
4. Midterm exams (20%). *4 midterm exams (5% each).*

5. Final Exam (10%).
6. Group Projects (30%). *2 group projects (15% each).*

Criteria for Grading:

Category	Points
Official CHIA Exam (200%)	200 points
Attendance (9%)	90 points
Quizzes (11%)	110 points (10 points * 11 quizzes)
Midterm Exams (20%)	200 points (50 points * 4 midterm exams)
Final Exam (10%)	100 points
Group Projects (30%)	300 points (150 points * 2 group projects)
Total	**1,000 points**

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)		

Note: Score below 60 constitutes a failing grade. If you noticed 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.

Official CHIA Exam (20%):

The Official CHIA Exam has 50 questions. To pass it, you should achieve 70% correct (35 questions) or higher. Registration to the Official CHIA Exam covers one free retake. The free retake will also be scheduled in this semester. You should **bring your laptop** to our physical classroom on the scheduled Official CHIA Exam dates, and access to the exam online on AHLEI's testing system. Rules for grading:

- 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 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).*

Attendance (9%):

Attendance 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. Based on the task/question announced at the end of our lectures, students must use technological devices to make a post on Discussions on Canvas. ***Posts on Canvas will be used as***

evidence for our TA to count your attendance points. It will be possible to earn attendance 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 **within one week of the missed date** via email to the instructor.

Note:
Students who absent for more than 5 times, including 5 times, will directly result in 0 point in attendance.

Quizzes (11%), 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 Projects (30%)
Topics and guidelines will be announced in our classroom on scheduled class dates (**10/12/2021 & 11/16/2021**). To work on group projects, please **bring your laptop** to class. We will have a strong panel of revenue management experts from the hotel industry to join our class asynchronous or synchronous and serve as judges for your group projects.

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.

Class Policies
- **Late assignment submission, missing a quiz or an exam**

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 **within one week of the missed date** via email to the instructor.

- **Academic Honesty**

The plagiarism and other violations of the academic honesty will be punished with 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."

- **Special Accommodations**

Students requesting special classroom accommodations must first register with the Dean of Students Office (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. Accommodations are not retroactive; therefore, students should contact the office as soon as possible in the term for which they are seeking accommodations. Please let the instructor know your needs **during the first week of the course**.

- **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/.

- **Grade Appeal Policy**

You have up to three (3) days after a grade has been posted to contact me regarding any issues or concerns, after which the grade is final. Grades are based on a point scale and ***will not be rounded***.

- **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 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 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 https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/.

- **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 https://counseling.ufl.edu/; 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.

- **Computing Help Desk**

The UF Computing Help Desk is available to assist students when they are having technical issues. Website https://helpdesk.ufl.edu/

- **Library Help Desk**

The help desk is available to assist students with access to all UF Libraries resources. Website https://uflib.ufl.edu/

COVID-Related Classroom Expectations

In response to COVID-19, the following practices are in place to maintain your learning environment, to enhance the safety of our in-classroom interactions, and to further the health and safety of ourselves, our neighbors, and our loved ones.

- **Be kind and courteous to others at all times.**
    - It can be difficult to share space and interact with others when they have a different viewpoint or opinion. But we are GATORS and we pride ourselves on maintaining a campus that values diversity and it is important for us to recognize

that only if we work together can we overcome major challenges like this pandemic.

- **If you are not vaccinated, get vaccinated.**
  - Vaccines are readily available at no cost and have been demonstrated to be safe and effective against the COVID-19 virus. Visit this link for details on where to get your shot, including options that do not require an appointment: https://coronavirus.ufhealth.org/vaccinations/vaccine-availability/
  - Students who receive the first dose of the vaccine somewhere off-campus and/or outside of Gainesville can still receive their second dose on campus.

- **You are expected to wear approved face coverings at all times during class and within buildings even if you are vaccinated.**
  - Please continue to follow healthy habits, including best practices like frequent hand washing. Following these practices is our responsibility as Gators.
  - Sanitizing supplies are available in the classroom if you wish to wipe down your desks prior to sitting down and at the end of the class.
  - Hand sanitizing stations will be located in every classroom.

- **If you are sick, stay home and self-quarantine.**
  - Please visit the UF Health Screen, Test & Protect website about next steps, retake the questionnaire and schedule your test for no sooner than 24 hours after your symptoms began.
  - Please call your primary care provider if you are ill and need immediate care or the UF Student Health Care Center at 352-392-1161 (or email covid@shcc.ufl.edu) to be evaluated for testing and to receive further instructions about returning to campus. UF Health Screen, Test & Protect offers guidance when you are sick, have been exposed to someone who has tested positive or have tested positive yourself. Visit the UF Health Screen, Test & Protect website for more information.
  - Course materials will be provided to you with an excused absence, and you will be given a reasonable amount of time to make up work.
  - If you are withheld from campus by the Department of Health through Screen, Test & Protect you are not permitted to use any on campus facilities. Students attempting to attend campus activities when withheld from campus will be referred to the Dean of Students Office.

- Continue to regularly visit www.coronavirus.UFHealth.org and www.coronavirus.ufl.edu for up-to-date information about COVID-19 and vaccination.

COURSE OUTLINE

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.

Tuesday: 1:55 PM – 2:45 PM (Room: Larsen Hall 0330)
Thursday: 1:55 PM – 3:50 PM (Room: Larsen Hall 0310)

DATE	Module	TOPIC
8/24 Tuesday	Orientation	Introduction & Syllabus
8/26 Thursday	CHIA	CHIA Part 1: Hotel Industry Analytical Foundations
8/31 Tuesday		CHIA Part 2: Hotel Math Fundamentals
9/2 Thursday		CHIA Part 2: Hotel Math Fundamentals
9/7 Tuesday		CHIA Part 3: Property Level Benchmarking
9/9 Thursday		CHIA Part 3: Property Level Benchmarking
9/14 Tuesday		CHIA Part 4: Hotel Industry Performance Reports
9/16 Thursday		CHIA Part 4: Hotel Industry Performance Reports
9/21 Tuesday	**Exam 1: Questions from CHIA PPT Slides [BRING YOUR LAPTOP]**	
9/23 Thursday	**Official CHIA Exam [BRING YOUR LAPTOP]** *Please take the CHIA exam online following the guidance from AHLEI Note: **90-minute time limit**.	
9/28 Tuesday	Module 1	Chapter 1: Introduction to Revenue Management *Study guide for Quizzes 1-4 posted by TA on Canvas
9/30 Thursday	Module 2	Chapter 2: Price **Quiz 1 & Quiz 2 [BRING YOUR LAPTOP]**
10/5 Tuesday	Module 3	Chapter 3: Value
10/7 Thursday	Module 4	Chapter 4: Differential Pricing **Quiz 3 & Quiz 4 [BRING YOUR LAPTOP]**
10/12 Tuesday	**Group Project 1: [BRING YOUR LAPTOP]**	
10/14 Thursday	Module 5	Chapter 5: The Hospitality Revenue Manager *Study guide for Quizzes 5-8 posted by TA on Canvas
10/19 Tuesday	**Exam 2: Chapters 1-4 [BRING YOUR LAPTOP]**	

10/21 Thursday	Module 6	Chapter 6: Forecasting Demand **Quiz 5 & Quiz 6 [BRING YOUR LAPTOP]**
10/26 Tuesday	Module 7	Chapter 7: Inventory and Price Management
10/28 Thursday	**Group Project 1: Presentation Day**	
11/2 Tuesday	Module 8	Chapter 8: Distribution Channel Management
11/4 Thursday	Module 9	Chapter 9: Evaluation of Revenue Management Efforts in Lodging **Quiz 7 & Quiz 8 [BRING YOUR LAPTOP]** *Study guide for Quizzes 9-12 posted by TA on Canvas
11/9 Tuesday	**Exam 3: Chapters 5-8 [BRING YOUR LAPTOP]**	
11/11 Holiday		
11/16 Tuesday	**Group Project 2: [BRING YOUR LAPTOP]**	
11/18 Thursday	Module 10	Chapter 10: Revenue Management for Food and Beverage Services **Quiz 9 & Quiz 10 [BRING YOUR LAPTOP]**
11/23 Tuesday	Module 11	Chapter 11: Evaluation of Revenue Management Efforts in Food and Beverage Services
11/25 Holiday		
11/30 Tuesday	Module 12	Chapter 12: Specialized Applications of Revenue Management **Quiz 11 & Quiz 12 [BRING YOUR LAPTOP]**
12/2 Thursday	**Group Project 2: Presentation Day**	
12/7 Tuesday	**Exam 4: Chapters 9-12 [BRING YOUR LAPTOP]**	
12/10 Reading Day		

FRIDAY
12/17/2021 @ 12:30 PM - 2:30 PM
Final Exam [BRING YOUR LAPTOP]

Note:
Retake of the Official CHIA Exam [BRING YOUR LAPTOP] will be arranged by our TA to be scheduled in November 2021. Time, Date, and Place will be announced before October 2021. Questions of the CHIA retake will be different from the first official CHIA exam but will be designed by AHLEI under the similar level of difficulty.
*Please take the CHIA exam online following the guidance from AHLEI (90-minute time limit).