Tourism & Hospitality Business Perspectives

LEI 6931

Department of Tourism, Recreation and Sport Management

College of Health and Human Performance

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COURSE DESCRIPTION

This course is designed as an introductory, generalist subject to provide students with a broad understanding of the tourism and hospitality industry, sectors, businesses and their roles and impacts in the wider economic and social environment. Although the tourism and hospitality industry encompasses a multitude of operations, this course will largely focus on business perspectives as they relate to problem solving and decision making in operations. In addition, case study analysis will be largely used to enhance communication of concepts, ideas, and problem solving abilities through individual and group decision-making in oral and written form.

STUDENT LEARNING OUTCOMES

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

1. Analyze the business challenges of the hotel and restaurant industries.
2. Interpret modern obstacles within the airline and cruise line industries.
3. Assess operational issues of the rental car and casino industries.
4. Discuss common difficulties within the theme park and events industries.
5. Research a key hospitality and tourism industry operations challenge, and create a plan for addressing it across all affected industries.

COURSE MATERIALS

All required readings will be posted on the course website.

COURSE FORMAT

Students are expected to view all course materials and complete all assignments, as assigned in the syllabus and posted on the course website.

COURSE EVALUATION

Assessment Summary:

A student's overall performance in this course will be based on the following assessment tools:

Assessment Tool	Point Value	Percentage Value
Discussion Boards	8 points each *6 = 48 points.	48%
Operations Challenge Report (Week 4)	26	26%
Operations Solution Report (Week 8)	26	26%
Total	100	100%

Assessment Overview:

*Discussion Board Posts (8 points each * 6 = 48 points)*

Discussion Boards are a way to show participation in an online classroom environment, and to engage your fellow classmates in healthy, productive, informative dialogue. Specific instructions for the discussion boards can be found in our online classroom under 'Discussions'.

Students may post as often as they like to discussion boards (dialogue is encouraged). However, in order to secure full credit for a discussion, students must complete, at minimum, the following:

- One (1) main response to the discussion question, of at least **400** words in length.
- Four (4) peer responses addressing the main postings from other students, of at least **100** words in length each.
- The grading rubric for discussion boards is as follows:

Main Post Substance and length requirement.	4 pts
Peer Response 1 Substance and length requirement.	1 pts
Peer Response 2 Substance and length requirement.	1 pts
Peer Response 3	1 pts

Substance and length requirement.	
Peer Response 4 Substance and length requirement.	1 pts

Operations Challenge Report

You will use what you have learned in this class thus far to identify and discuss **one (1) current hospitality and tourism industry challenge** that is affecting the operations of the various sub-industries in tourism and hospitality.

You may choose any challenge you wish, but be sure it is a challenge that is impacting all of the eight sub-industries discussed in this class (hotels, restaurants, airlines, cruise lines, casinos, rental cars, events, theme parks). Examples include, but are not limited to:

- Automation and technology pressures as a necessity for competitive viability
- Unionization and pressure for better working conditions (e.g. raising the minimum wage)
- 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
- 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 2,000 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 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.

The length requirement of 2,000 words means 2,000 words of substance. If you put a heading on your submission, you shouldn't count that. You also shouldn't count your reference content. Bluntly, I am looking for 2,000 words of your own careful thoughts and analysis.

You should conduct research and obtain relevant information from the academic literature, trade publications, and other **credible sources** to support your challenge report (e.g. Wikipedia is not credible). You will submit your report as a Word document through the associated assignment on the course website (under the Assignments section).

IMPORTANT: Do not plagiarize or use unoriginal content without attribution. These assignments use TurnItIn.com for originality verification. If you copy/paste from other sources, I will know it, and you will receive a zero.

NOTE: Do NOT discuss solutions to your challenge in this report. You will be doing that in the other major assignment for this class.

The grading rubric for this report is as follows:

Substance and Content Addresses all components of the assignment with complete answers and discussion.	11 pts
Sources Uses required number of credible sources.	5 pts
APA Source Formatting References and in-text citations are in proper APA format.	5 pts
Grammar Writing is grammatically correct, and free of spelling and syntax errors.	5 pts
Length Requirement Credit deduction proportional to length shortfall (e.g. if submission is 80% of required length, max eligible credit shall be 80% before other deduction). For an explanation regarding why length requirement is important, please read this article: https://onlinelearningtips.com/2019/08/length-requirements-papers/	--%

Operations Solution Report

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

So as an example, if technology and automation is the problem you discussed in your challenge report, then you would discuss how each of the eight sub-industries could go about navigating this challenge effectively and efficiently.

Your report should be **at least 2,000 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 also discussed the solutions side of your challenge.

The length requirement of 2,000 words means 2,000 words of substance. If you put a heading on your submission, you shouldn't count that. You also shouldn't count your reference content. Bluntly, I am looking for 2,000 words of your own careful thoughts and analysis.

You should conduct research and obtain relevant information from the academic literature, trade publications, and other **credible sources** to support your decisions (e.g. Wikipedia is not credible). You will submit your report as a Word document through the associated assignment on the course website (under the Assignments section).

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COURSE POLICIES

Academic Integrity:

University of Florida 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 specifies a number of behaviors that are in violation of this code and the possible sanctions. Examples of academic dishonesty include (but are not limited to) plagiarism, unauthorized use of materials or resources, prohibited collaboration or consultation, use of fabricated or falsified information, unauthorized taking or receipt of materials or resources to gain an academic advantage, and unauthorized recordings. Written assessments submitted through the course website will automatically be run through Turnitin, an online anti-plagiarism service which compares student submissions to millions of websites and papers submitted for exact matches. The reports are integrated into the 'Assignments' section of the course website.

Academic dishonesty will not be tolerated in this course. For a violation or violations of the Honor Code, a student may receive any of the sanctions that can be imposed for Student Conduct Code violations. The sanctions include (but are not limited to) conduct probation, suspension, and expulsion, as well as any educational sanctions. In addition, students may receive an assignment grade penalty or a course grade penalty.

For additional information about the University's Honor Code, please consult http://www.dso.ufl.edu/sccr/process/student-conduct-honorcode/.

Accommodations for Students with Disabilities:

Support services for students with disabilities are coordinated by the Disability Resource Center in the Dean of Students Office. Students with disabilities requesting accommodations must first register with the Disability Resource Center by providing appropriate documentation. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodations based on the impact of a disability. The accommodation letter must be presented to the instructor during office hours or another scheduled time. The instructor will not accept accommodation letters presented in the classroom or any other public space. The University encourages students to follow this procedure as early in the semester as possible. For additional information about the Disability resources, please consult 352-392-8565 or www.dso.ufl.edu/drc/.

Getting Help:

Additional resources are available at http://distance.ufl.edu/getting-help/.

Attendance and Make-Up:

Absent extenuating circumstances (e.g. medical emergencies, military deployment, natural disasters, etc.), work that is not submitted on time will generally not be accepted for credit. If you contact me in advance concerning a challenge in submitting work on time, I will absolutely discuss it with you, and may from time to time grant an extension as may be appropriate and justified (no promises are made

a priori). However, failure to read, understand, or remember deadlines will not be an excuse that justifies any such exceptions. This is why it is very important that you pay close attention to coursework deadlines as outlined in the schedule contained herein.

Requirements for exceptions in this course are consistent with the University's policies. For additional information about the University's attendance policies, please consult https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx.

Grading System:

The University's grading system will be strictly enforced for this course. In accordance, a student's overall performance in this course will be graded as follows:

Letter Grade	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	E
Point Range	93-100	90-92	87-89	84-86	80-83	77-79	74-76	70-73	67-69	64-66	60-63	<60
GPA Points	4.00	3.67	3.33	3.00	2.67	2.33	2.00	1.67	1.33	1.00	0.67	0.00

For additional information about the University's grades and grading policies, please consult https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx.

Online Course Evaluations:

Students are expected to provide feedback on the quality of instruction in this course based on criteria set forth by the University of Florida and the Department of Tourism, Recreation and Sport Management. These evaluations are conducted online at https://evaluations.ufl.edu. Evaluations are typically open during the last two or three weeks of the semester.

Technology:

Online access is the student's responsibility. Students who have a technological problem (e.g., trouble accessing the course website or GatorLink account) should contact the UF Computing Help Desk (http://helpdesk.ufl.edu/; helpdesk@ufl.edu; (352) 392-HELP) immediately. Any requests for a make-up due to technological issues must be emailed to the instructor within twenty-four hours and must be accompanied by the ticket number received from the UF Computing Help Desk when the problem was reported.

COURSE SCHEDULE

Week/Module	Topics	Assessments
1	**Course Introduction and Hotel Perspectives** Objectives • Review course topics and syllabus • Discuss the role of technology as a tool and a threat in hotel operations	**Week 1 Discussion Board** Part A: Introduce yourself to the class. Part B: Review the case study on brand portfolios, and then address the following.

	● Assess the issues of brand portfolio dynamics Readings ● Syllabus ● How Our Hotel Chain Uses Data to Find Problems and Humans to Fix Them ● Case Study - Prune the Brand Portfolio ● Hotels Face Increasing Risk of Security Breach by Cyber Hackers	First Names A-M - Defend the argument that hotel companies should aim to **grow** their brand portfolios. First Names N-Z - Defend the argument that hotel companies should aim to **shrink** their brand portfolios. **Due Sunday, 8/29, by 2359 hrs EST**
2	**Restaurant Perspectives** Objectives ● Compare the prerogatives of innovation and consistency in restaurant operations ● Discuss the problem of sexual harassment in the restaurant industry ● Assess the challenges restaurants face in sourcing local food Readings ● How the Best Restaurants in the World Balance Innovation and Consistency ● Sexual Harassment Is Pervasive in the Restaurant Industry - Here's What Needs to Change ● Why Sourcing Local Food Is So Hard for Restaurants	**Week 2 Discussion Board** Review the article on innovation and consistency, and then address the following. Last Names A-M - Defend the argument that **innovation is more important than consistency** in restaurant operations. Last Names N-Z - Defend the argument that **consistency is more important than innovation** in restaurant operations. **Due Sunday, 9/5, by 2359 hrs EST**
3	**Airline Perspectives** Objectives ● Examine issues in airline safety ● Assess customer service and profitability among airline providers ● Summarize the challenges associated with turn times in airline operations Readings ● Research - Why Struggling Airlines Spend More on Safety ● The Reason Air Travel Is Terrible and So Few Airlines Are Profitable ● Case Study - Can an Airline Cut “Turn Times” Without Adding Staff	**Week 3 Discussion Board** Review the case study on innovation and consistency, and then address the following. First Names A-M - Defend the argument that airlines **can** cut turn times without adding staff. First Names N-Z - Defend the argument that airlines **cannot** cut turn times without adding staff. **Due Sunday, 9/12, by 2359 hrs EST**
4	**Cruise Line Perspectives** Objectives ● Discuss the most pressing cruise line industry challenges today ● Assess the propriety of new cruiseship carbon emission standards ● Articulate the importance of geopolitical dynamics to cruise operations	**Operations Challenge Report** See syllabus description for details. **Due Sunday, 9/19, by 2359 hrs EST**

	Readings ● CLIA 2019 State of the Industry ● The Cruise Industry Will Soon Face Its Strictest Pollution Standard Yet - Can Anyone Enforce It ● Cuba Cruise Ban Has Lines and Passengers Reeling	
5	**Rental Car Perspectives** Objectives ● Explore the competition and cooperation between rental car companies and ridesharing services ● Assess the importance of rental car company fleet devaluation ● Discuss opportunities to improve the rental car experience through technology deployment Readings ● The Future of Mobility - Industry Report ● U.S. Rental Car Companies Are Taking a Hit on Falling Fleet Values ● Hertz Partners With Clear to Ease Rental Car Pain With Biometrics	**Week 5 Discussion Board** Review the industry report on the future of mobility and then address the following. Last Names A-M - Defend the argument that ridesharing services like Uber and Lyft **will** absorb most of the rental car market. Last Names N-Z - Defend the argument that ridesharing services like Uber and Lyft **will not** absorb most of the rental car market. **Due Sunday, 9/26, by 2359 hrs EST**
6	**Casino Perspectives** Objectives ● Assess the effects of geopolitical tensions on international casino operations ● Outline the global landscape of opportunity for casino companies ● Analyze the impact of the 2017 Las Vegas mass shooting incident on casino security strategy Readings ● Trade War Threat Is Hurting Travel to Macau's Casinos ● PwC Global Gaming Outlook ● Las Vegas Casino Execs Talk Security and Recovery After Shooting	**Week 6 Discussion Board** Review the PwC Global Gaming Outlook and then address the following. First Names A-M - Defend the argument that the United States **is** the most valuable market for casino operations. First Names N-Z - Defend the argument that the United States **is not** the most valuable market for casino operations. **Due Sunday, 10/3, by 2359 hrs EST**
7	**Event Perspectives** Objectives ● Assess the challenges in sustainability efforts for the meetings industry ● Analyze the effects of technology on meetings and events ● Discuss security and safety concerns among meeting planners Readings ● Meeting Planners Make Slow Progress Toward Sustainability	**Week 7 Discussion Board** Review the report on meetings technology and then address the following. Last Names A-M - Defend the argument that technology presents **more opportunity than challenge** for the meetings industry. Last Names N-Z - Defend the argument that technology presents **more challenge than opportunity** for the meetings industry.

	● How Technology Is Disrupting the Multibillion Dollar Meetings Industry ● Meeting Planners Stress Most About Dealing With Safety and Security	**Due Sunday, 10/10, by 2359 hrs EST**
8	**Theme Park Perspectives** Objectives ● Compare pricing strategies for theme park and amusement operators ● Evaluate the operational struggles of theme parks ● Assess the global landscape of opportunity for theme park companies Readings ● Of Course Disney Should Use Surge Pricing at Its Theme Parks ● Theme Park Operator Merlin Finds Everything Isn't Awesome at Legoland ● 2018 Theme Index Global Attractions Attendance Report	**Operations Solution Report** See syllabus description for details. **Due Sunday, 10/17, by 2359 hrs EST**