Tourism & Hospitality Business Perspectives

LEI 6931| Department of Tourism, Hospitality and Event Managemt| Fall 2022

This course was created by Dr. Gary Deel, PhD and JD as an introductory and general review of the tourism and hospitality industry. We will be reviewing 8 major segments of the industry along with their past, current and future impacts to 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.

Course 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 a hospitality and tourism industry operational challenge and present a possible solution

Instructor

Bob Schalow
Adjunct Professor
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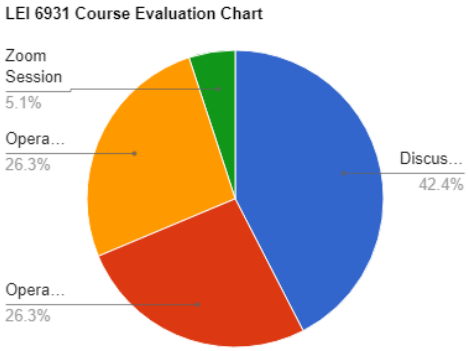
Course

42% - Discussion Boards
26% - Operations Challenge Report (Week 4)
26% - Operations Solution Report (Week 8)
5% - Zoom Meeting with Instructor (1x During Course)



Grading Standards

A	= 100-93	C(S)	= 76.99-73
A-	= 92.99-90	C-(U)	= 72.99-70
B+	= 89.99-87	D+	= 69.99-67
B	= 86.99-83	D	= 66.99-63
B-	= 82.99-80	D-	= 62.99-60
C+	= 79.99-77	E	= 59.99-0

See current UF Grading Policies for further details:
https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx

Course Requirements

The assignments will be used to assess the student's 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 particular 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. Requirements for class attendance and make-up exams, assignments, and other work are consistent with university policies: https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx.

Discussion Board Posts (7 Points x 6 = 42 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 in order 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 3 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
- 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 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.

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).

One on One Zoom Call with Instructor (5 points)

During the 8 week course you will schedule a 10 minute check in with Bob Schalow. The scheduling can be accomplished through sending an email to bobschalow94@ufl.edu with 3 times that are convenient for the student. The purpose of the check-in is to answer any questions you may have and to solicit feedback on the course and the material being reviewed.

Lectures, Text & Reading Materials

Dr. Gary Deel has recorded 7 lectures that we will be utilizing for this course. They are outlined in the course schedule.
There is no textbook required for this course.
Required weekly readings are posted to Canvas and will be detailed on the course schedule.

Course Schedule

Week #	Topic	Assignment	Due Date	Point Value
Week #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 • 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	**Discussion Board** **Part A:** Introduce yourself to the class. **Part B:** Review the case study on brand portfolios, and then address the following. **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.	**Sunday 9/3** **By 11:59 PM EST**	**7**
Week #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	**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.	**Sunday 9/10** **By 11:59 PM EST**	**7**

Week #	Topic	Assignment	Due Date	Point Value
Week #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	**Discussion Board** Review the case study on innovation and consistency, and then address the following **First Name A-M –** Defend the argument that airlines **can** cut tun times without adding staff. First Names N-Z – Defend the argument that airlines **cannot** cut turn times without adding staff.	**Sunday 9/17** **By 11:59 PM EST**	**7**
Week #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 **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	**Operations Challenge Report** See syllabus description for details	**Sunday 9/24** **By 11:59 PM EST**	**26**
Week #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	**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.	**Sunday 10/1** **By 11:59 PM EST**	**7**
Week #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	**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.	**Sunday 10/8** **By 11:59 PM EST**	**7**

Week #	Topic	Assignment	Due Date	Point Value
Week #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 partners Readings • Meeting Planners Make Slow Progress Toward Sustainability • How Technology Is Disrupting the Multibillion Dollar Meetings Industry • Meeting Planners Stress Most About Dealing With Safety and Security	**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.	**Sunday 10/15** **By 11:59 PM EST**	**7**
Week #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.	**Sunday 10/22** **By 11:59 PM EST**	**26**

Course Policies & Information

Students should be aware that online learning is different than a traditional classroom experience and can present unique challenges, particularly to individuals who do not possess good time management skills. The online classroom is available to you 24 hours a day. Unlike traditional instructional settings in which each student gets the same class at a set time and day, the online setting gives students the opportunity to tailor class to their particular learning style. You should note, however, that this course is not completely self- paced. As listed on the class calendar, there are select times during which units and course materials will be available and are due. You can view each unit's lectures at any time during the dates in which that specific unit is open. Please note that all quizzes, exams, assignments, discussion posts, etc. must be completed and submitted by the due date listed on the syllabus. Quizzes and exams will only be available to you on the date(s) and time(s) listed on the syllabus. Since we will not have in-class meeting times for me to remind you of critical dates, it is essential to familiarize yourself with the course schedule, deadlines, and due dates.

Make Up Policy:
Assignments/Quizzes/Discussion posts/etc. will not be accepted late, and on some days more than one of these tasks may be due. If personal circumstances arise that may interfere with your ability to meet a deadline, **please let me know as soon as possible before the due date**. Please keep in mind only university authorized excuses will be accepted, and documentation must be provided. Requirements for make-up exams, assignments, and other work are consistent with university policies: https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx

Communication and Questions:
Students are responsible for getting a University of Florida email account (e.g., john.doe@ufl.edu) and should use this email for all university related correspondence – The instructor may not read emails from or send emails to any non-UF email addresses (e.g., john.doe@hotmail.com). Email subject should start with "SPM 4723 – First name, Last name - …" Email use does not relieve students from the responsibility of confirming the communication with the instructor. Always sign your email – don't make the instructor guess from whom the email was sent. The instructor will answer your email within two business days, when possible.

You may email me through the course site with any questions or concerns you have, and I will attempt to respond to your emails within 48 hours (typically sooner). If you have an urgent issue, please call my cell number and/or email my personal UF email,
< bobschalow94@ufl.edu>.

For general course questions, I encourage you to check the **Course Questions Discussion Board** since other students may have the same question. If you do not find an answer, post your question using a descriptive subject line. All students are expected to follow rules of common courtesy in email messages, discussions, chats, etc. Please review the Netiquette Guide (also on course website) for further important information.

University Policy on Accommodating Students with Disabilities:
Students with disabilities requesting accommodations should first register with the Disability Resource (DSR) Center (352-392-8565; www.dso.ufl.edu/drc/) by providing appropriate documentation. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodation. You must submit this documentation to your instructor prior to submitting assignments or taking the quizzes or exams. Accommodations are not retroactive, therefore, students should contact the DSR office as soon as possible in the term for which they are seeking accommodations

Honor Code Policy:
"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:
https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/

Honorlock Quiz and Exam Proctoring Information:
Honorlock will proctor your quizzes and examinations this semester. Honorlock is an online proctoring service that allows you to take your exam from the comfort of your home. You DO NOT need to create an account, download software or schedule an appointment in advance. Honorlock is available 24/7 and all that is needed is a computer, a working webcam, and a stable internet connection.

To get started, you will need Google Chrome and to download the Honorlock Chrome Extension. You can download the extension at **wwww.honorlock.com/extension/install**

When you are ready to test, log into Canvas/E-Learning, go to your course, and click on your exam. Clicking launch Proctoring will begin the Honorlock authentication process, where you will take a picture of yourself, show your ID, and complete a scan of your room. Honorlock will be recording your exam session by webcam as well as recording your screen. Honorlock also has an integrity algorithm that can detect search-engine use, so please do not attempt to search for answers, even if it's on a secondary device.

Honorlock support is available 24/7/365. If you encounter any issues, you may contact Honorlock by live chat, phone (844-243-2500), and/or email (**support@honorlock.com**)

Academic Integrity:
All students must adhere to university regulations regarding academic integrity. Any form of academic dishonesty (including but not limited to any form of cheating, plagiarism, misrepresentation, etc.) will not be tolerated. Any student guilty of academic dishonesty will receive a failing grade (E) for the course, and the matter will be forwarded to the UF Office Student Affairs and the Dean of Students.

Grade Appeal Policy:
Should you want to contest a grade, you will have up to three (3) days after a grade has been posted to contact me and discuss your issue; after which the grade is final. Grades are based on a point scale and will not be rounded.

Getting Help:
The University of Florida recognizes that pursuit of an online degree requires just as much student support as pursuit of a traditional on-campus degree and, therefore, each online program is responsible for providing the same student support services to both students who are in residence on the main campus and those who are seeking an online degree through distance learning. The following links provide support services for students:

Online Computing Help Desk- e-Learning Support Services
The UF Computing Help Desk is available to assist students with technical issues. If you have any issues accessing the online course material you must contact the UF Computing Help Desk immediately for assistance and obtain a case number. I will not accept late assignments, or change any course dates, due to technology difficulties if you do not have a case number prior to the due date for the assignment.
For issues with technical difficulties in E-learning, please contact the UF Help Desk:

helpdesk@ufl.edu
(352) 392-4357
https://elearning.ufl.edu/student-help-faqs/

Other resources are available at: https://distance.ufl.edu/getting-help/

Online Library Help Desk
The help desk is available to assist students with access to all of the UF Libraries resources.

Disabilities Resource Center
Students requesting classroom accommodation must first register with the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the Instructor when requesting accommodation. If you have a physical, learning, sensory or psychological disability, please visit our Disabilities Resource Center.

Campus Resources

U Matter, We Care - Your well-being is important to the University of Florida. 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 so that the U Matter, We Care Team can reach out to the student in distress. A nighttime and weekend crisis counselor is available by phone at 352-392-1575. The U Matter, We Care Team can help connect students to the many other helping resources available including, but not limited to, Victim Advocates, Housing staff, and the Counseling and Wellness Center. Please remember that asking for help is a sign of strength. In case of emergency, call 9-1-1.

Student Privacy
There are federal laws protecting your privacy with regards to grades earned in courses and on individual assignments. For more information, please see the Notification to Students of FERPA Rights.

Health and Wellness
Counseling and Wellness Center: counseling.ufl.edu/cwc, and 392-1575; and the University Police Department: 392-1111 or 9-1-1 for emergencies.

Sexual Assault Recovery Services (SARS)
Student Health Care Center, 392-1161.

University Police Department at 392-1111 (or 9-1-1 for emergencies), or police.ufl.edu.

Academic Resources
E-learning technical support, 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu.

Career Resource Center, Reitz Union, 392-1601. Career assistance and counseling.

Library Support, 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.

Writing Studio, 302 Tigert Hall, 846-1138. Help brainstorming, formatting, and writing papers.

Student Complaints Campus

On-Line Students Complaints

Copyright Statement:
The materials used in this course are copyrighted. The content presented is the property of UF and may not be duplicated in any format without permission from the College of Health and Human Performance and UF, and may not be used for any commercial purposes.

Content includes but is not limited to syllabi, videos, slides, quizzes, exams, lab problems, in-class materials, review sheets, and additional problem sets. Because these materials are copyrighted, you do not have the right to copy or distribute the course materials, unless permission is expressly granted. Students violating this policy may be subject to disciplinary action under the UF Conduct Code.

Disclaimer: This syllabus represents the objectives and tentative plans for the course. As we go through the semester, those plans may need to change to enhance the class learning opportunity. Such changes, will be communicated clearly, are not unusual, and should be expected.