

**San José State University**  
**Department of Hospitality, Tourism and Event Management**  
**HSPM 154, Revenue Management, 27937, Sec. 1, Spring 2019**

**Course and Contact Information**

<b>Instructor:</b>	Dr. Yinghua (Michelle) Huang
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<b>Office Hours:</b>	Tuesday, 1:45 pm-3:00 pm Wednesday, 10:00 am-11:30 pm Thursday, 1:45 pm-3:00 pm
<b>Class Days/Time:</b>	Tuesday and Thursday, 10:30 am to 11:45 am
<b>Classroom:</b>	Sweeney Hall 120
<b>Prerequisites:</b>	HSPM 105

**Course Format**

**Technology Intensive, Hybrid, and Online Courses**

This course adopts a face-to-face delivery format. Internet connectivity, personal computer, and Excel software are required for participating in the classroom activities and submitting assignments.

**Course Description**

This course is designed for hospitality students who are interested in a higher level managerial position responsible for the financial performance of a hospitality company. Topics include a review of the historical development of revenue management, reservation systems, forecasting demand, inventory control, cost analysis, pricing strategy, channel management, and revenue management tactics and applications.

**Course Learning Outcomes (CLO)**

Upon successful completion of this course, students will be able to:

1. CLO 1 articulate the historical development of revenue management
2. CLO 2 identify the most recent advances and practices of revenue management in the hospitality industry
3. CLO 3 describe revenue management in terms of its component parts and critical considerations
4. CLO 4 evaluate the performance of a hospitality business
5. CLO 5 perform demand forecasting and validation

6. CLO 6 apply variable pricing strategies to increase revenue
7. CLO 7 analyze the benefits and costs of distribution channels
8. CLO 8 name at least four different revenue management systems for the hospitality business

## Required Texts/Readings

### Textbook

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

### Other Readings

Pineapple Search by HFTP <https://www.pineapplesearch.com/index.html>

Hotel News Now, <http://www.hotelnewsnow.com/>

Ideas, a SAS company, Revenue Solutions, <http://www.ideas.com/index.php/tools-resources/webinars/>

Hospitality Sales and Marketing Association International (HSMIAI)

<http://www.hsmia.org/knowledge/index.cfm?navItemNumber=497>

STR Global <http://www.strglobal.com/News/News.aspx>

Duetto Revenue Management <http://duettoresearch.com/>

Kalibrilabs Labs <https://www.kalibrilabs.com/>

Hospitality Financial and Technology Professional (HFTP), <http://www.hftp.org/>

Please join in the HFTP student chapter at SJSU for guest talks, field trips, and career development events.

Connect with the chapter at Facebook page <https://www.facebook.com/hftpsjsu/>

### Library Liaison

Laurie Borchard, Student Success Librarian, Academic Services Liaison for Hospitality, Tourism & Event Management, Dr. Martin Luther King Jr. Library, San Jose State University. E-mail: [Laurie.borchard@sjsu.edu](mailto:Laurie.borchard@sjsu.edu). Phone: (408) 808-2083. Helpful electronic resource: URL: <http://libguides.sjsu.edu/hospitality>

## Course Requirements and Assignments

Assignments	CLO	Weights
1. Participation	All CLO	10%
2. Canvas Discussion Board	2,3,4	6%
2. Quizzes	All CLO	20%
3. Homework	4,5,6,7	10%
4. Mid-term examination	1,2,3,4	15%
5. Final examination	4,5,6,7	15%
6. Group Project I: A Case Study of Revenue Management	2,3,4,8	12%
7. Group Project II: RevSim Hotel Simulation Competition	4,5,6,7	12%
<b>Total</b>		<b>100%</b>

### Participation (10%)

Participation in this course is expected. To receive maximum benefit from this course, you are expected to attend all classes, come prepared, and actively participate in the exercise and discussion. Late arrival and early departure in class are marks of disrespect, unprofessional, and interrupt class. Please be on time.

Evaluation of participation will be based on involvement in classroom activities.

### **Canvas Discussion Board (6%)**

Students are required to join the discussion board during the assigned time. The students have to complete the main post in order to read other classmates' posts. For each discussion board, you are required to post one main post and respond to at least two other classmates' posts for each topic. You should complete the assignment by the given deadline.

### **Quizzes (20%)**

Online review quizzes and chapter quizzes will be given with specific timeframe. The quizzes may consist of multiple choice, true/false questions, short definitions, matching, and calculation problem. You have 60 minutes to complete the exam. Students need to complete the quizzes before deadlines.

### **Homework (10%)**

Homework must be typed and submitted to Canvas drop box by the due day. Most homework can be done in Excel.

### **Mid-Term Examination (15%)**

The mid-term exam will be given on Canvas to evaluate your learning progress. The mid-term exam will open between **Mar. 12, 12:01am** and **Mar. 17** midnight. The mid-term exam may include multiple choice, true/false questions, short definitions, matching, and calculation problem. You have 90 minutes to complete the exam.

### **Final examination (15%)**

The final exam will be given on Canvas to assess your ability to absorb the knowledge covered in this course. The exam will open between **May 16, 12:01am** and **May 20 midnight**. The exam consists of multiple choice, true/false questions, short definitions, matching, and calculation problem. You have 90 minutes to complete the final. Don't let your reading stack up until the last week. It will show. Study continuously!

The instructor will not administer make-up examinations unless there is an acceptable excuse. If you know that you will not be able to take an exam during its scheduled time, please inform the instructor and make an appropriate arrangement.

### **Group Project I: A Case Study of Revenue Management (12%)**

Two students will team up by **Feb. 7, 2019**. You are required to interview owners, revenue managers/controllers or the director in charge of RM at a hospitality related company, and investigate their revenue management strategies and practice. Every group needs to prepare a written final project report and a 15-minute presentation. Requirements will be given in class. Collaborative tools (e.g., Google Doc., and Prezi.com) are encouraged to prepare your document.

Team written report score is subject to the instructor's assessment on the final version of the written report. Please have the team leader to submit the final written report and presentation documents by the deadlines. Team members don't need to submit duplicated reports. Please submit electronic version only to Canvas (preferred in PDF format). The written report is due on **Apr. 7, 2019**.

Team presentation score is subject to the audience's assessment. A structured evaluation form will be given the audience. Each presentation should be no more than 15 minutes. The presentation file is due on **May 5**.

A within-team peer assessment will be used to evaluate each team member's participation and contribution. Each team member's score for the group project I will be calculated as below:

**Team member score = team score x within-team peer assessment (%).**

Case Study Report Rubric

Criteria	High Quality	Average Quality	Low Quality	Points
Content	(8-10 points) Discuss all the questions listed in the project guidelines	(4-7 points) Discuss the majority of the project guidelines, but one or two questions are missing.	(1-3 points) More than two questions in the project guidelines are missing.	10
Supporting Evidence & facts	(8-10 points) Accurate and detailed use of specific stories, examples, and facts to support arguments. Appropriate use of photos and graphs to illustrate the discussion.	(4-7 points) Use stories and examples in general, but some supporting materials are not quite relevant or specific. Use a number of graphs and photos, but some materials are not related to the discussion.	(1-3 points) Few supporting examples and facts or many supporting materials are irrelevant. Few photos or graph.	10
Grammar and Style	(5-6 points) Mastery of spelling, only a few grammar errors. Adoption of accurate APA style references.	(3-4 points) Some grammar errors. Some references are not in APA style.	(1-2 points) Many spelling errors. No reference.	6

Group Presentation Rubric

Criteria	High Quality	Average Quality	Low Quality	Points
Content	(8-10 points) Discuss all the questions listed in the project guidelines Appropriate use of specific stories, facts, and pictures to illustrate the discussion.	(4-7 points) Discuss the majority of the interview questions, but one or two questions are missing. Use examples, pictures, and graphs in general, but some supporting materials are not quite relevant or specific.	(1-3 points) More than two questions in the project guidelines are missing. Few supporting evidence or pictures, or many supporting materials are irrelevant.	10
Presentation Professionalism	(8-10 points) Appropriate dress to impress, clear verbal communication, appropriate body language, using various ways to engage the	(4-7 points) Appropriate dress to impress, clear verbal communication, good eye contact with the audience.	(1-3 points) Distracting body movement, unclear verbal communication. Don't engage the audience.	10

	audience.			
Powerpoint Design	(3 points) All slides are clearly formatted. No word is smaller than 24 font size. Appropriate word color and background.	(2 points) Several slides are crowded or not clear to see. Some fonts are too small.	(1 point) More than three slides are too crowded. Background color makes word hard to see.	3
Time Control	(2 points) Finish presentation within 15 minutes.	(1 point) Presentation time exceeds 15 minutes, but less than 17 minutes.	(0 point) Presentation time exceeds 17 minutes.	2

### Group Project II: RevSim Hotel Simulation Competition (12%)

Each group will be assigned to operate a hotel in a simulation environment, which represents the current San Jose hotel market. The group will be given an access code to log into the RevSim system. The RevSim is the award-winning training program developed by RED Global Group. The simulation competition will last four weeks. During each week, every group competes with each other and makes various quarterly decisions such as pricing, F&B, marketing & advertising, forecasting, and channel management. Every decision made will influence the hotel's performance in the simulation, and all groups will be evaluated by their ranking of the overall performance at the end of the simulation year. At the end of every simulation quarter, each group is required to write a reflection report about their decision making process and performance for that quarter.

The reflection paper should include two parts:

- (1) Decision-making justification: list every decision made followed by the reasons or thoughts that justify your decisions. Your decision should be based on the simulated market situation and the dynamics of competing groups. You are also encouraged to look up the real market situation for hotels in San Jose, and use the real market insights to formulate your decision.
- (2) Team Performance Analysis: the group is expected to examine their quarterly performance ranking and identify what they did well or poorly. If there was a mistake in making decisions, the group should discuss how to correct it in the future.

The report should follow the format as below:

- Double space, 1" margin, page number
- Minimum 2 pages
- Collaborative tools (i.e., Google Doc., and Prezi.com) are encouraged to prepare your document. Please submit an electronic version only to Canvas (prefer in PDF format).

Team report score is subject to the instructor's assessment. Please have the team leader to submit the quarterly reflection reports by the deadlines. Team members don't need to submit duplicated reports. But a within-team peer assessment will be used to evaluate each team member's participation and contribution at the end of the competition. Each team member's score for the group project II will be calculated as below:

**Team member score = team report scores (60 points) + within-team peer assessment score (60 points).**

## Revsim Quarterly Report Rubric

Criteria	High Quality	Average Quality	Low Quality	Points
Completion of Decisions	(3 points) Discuss all quarterly decisions.	(2 points) Discuss the majority of the decisions, but one or two decisions are missing.	(1 point) More than two decisions in the simulation are missing.	3
Rationale and Performance Statements	(7-9 points) Accurate and detailed analysis of the simulated market situation and the dynamics of competing groups. Appropriate use of facts or real-life insights to support the decisions.	(4-6 points) Discuss the simulated market situation and the dynamics of competing group in general. Rationale statements don't provide specific or detailed information.	(1-3 points) Rationale statements are irrelevant to the decisions. Don't take the instructor's feedback into account.	9
Grammar and Style	(3 points) Mastery of spelling, only a few grammar errors.	(2 points) Some grammar errors.	(1 point) Many spelling errors.	3

According to the [University Policy S16-9](http://www.sjsu.edu/senate/docs/S16-9.pdf) (<http://www.sjsu.edu/senate/docs/S16-9.pdf>), success in this course is based on the expectation that students will spend, for each unit of credit, a minimum of 45 hours over the length of the course (normally three hours per unit per week) for instruction, preparation/studying, or course-related activities, including but not limited to internships, labs, and clinical practice. Other course structures will have equivalent workload expectations as described in the syllabus.

### Grading Information

A plus = 100 to 97%	A = 96 to 93%	A minus = 92 to 90%
B plus = 89 to 87%	B = 86 to 83%	B minus = 82 to 80%
C plus = 79 to 77%	C = 76 to 73%	C minus = 72 to 70%
D plus = 69 to 67%	D = 66 to 63%	D minus = 62 to 60%
F = 59 to 0%		

Total assignment points earned by the individual student will be calculated as a percentage of total point value for all graded assignments. Students can look up the overall percentage in the course gradebook of their canvas account. The final grade is determined by the overall percentage shown on canvas and extra credits. The decimal points will be rounded for the final grade calculation. For example, if you got a total percentage of 89.51% on canvas and earned 1 bonus point, your final grade will be rounded to 91%, A-minus.

### Extra Credit

There will be opportunities to earn extra credits through this semester. Please pay attention to the announcement.

1. There will be a lecture review game at the end of each class. Students will work in groups to answer a set of questions. The first group that completes all questions with 100% accuracy will win and earn **0.5 bonus point**.
2. There will be two jeopardy games during the midterm/final exam review session. Students will work in groups to compete against one another. The group that earns the highest scores will win and receive **1 bonus point**.
3. A mid-term learning survey will be distributed on Mar. 31, 2019. Students who complete the survey will earn **1 bonus point**.
4. Upon the completion of RevSim 4-quarter-simulation competition, the group in the 1st place for overall performance will earn 4 bonus points, while the group in the 2nd place will earn 3 bonus points. The group in the 3<sup>rd</sup> place will earn 2 bonus points, and the group in the 4<sup>th</sup> place will earn 1 bonus point.
5. Students are encouraged to take the Certificate of Hotel Industry Analytics (CHIA). Students who passed the certification exam will earn **5 bonus points**.

### **Late Assignment Submissions**

This course has set due dates for all assignments, assessments, and discussions. You can refer to the Assignment Summary page under the Syllabus tab on Canvas to review all deadlines. It is the student responsibility to follow the assignment deadlines. All submissions are due at 11:59 pm on the date assigned, which means you have to complete the assignment by 11:59:59 pm. Any assignment received even one second after the deadline or later will be considered late. The CANVAS clock is the final word and the time “stamp” on assignments, assessments, and discussions. Late submission will be reduced by 20% of the total points for the missed assignment.

### **Classroom Protocol**

#### **Instructor’s Teaching Philosophy**

I want to help you learn and learn with you while we have fun along the way! I teach not only through lecture and discussion but with examples. I use the readings and guest speakers as additional help.

I believe that sometimes you can lead the group! I expect your best. I expect you to read the books, take notes, go back over your notes after each class. Arrive on time for each class, pay attention, ask questions, and cooperate with others.

#### **Positive Suggestions**

1. A planned absence should be conveyed to the Instructor via e-mail a minimum of eight hours prior to class start time.
2. Laptops and Tablets must be turned off or closed during the class unless the instructor requests the usage of those electronic devices.
3. Cell phones must be out of sight and placed in vibrate mode during the class.
4. Please sit in the front and middle of the classroom for better vision and communication. Please avoid sitting in the last row.
5. Course materials such as syllabus, handouts, notes, assignment instructions, etc. can be found on the [Canvas Learning Management System course login website](https://www.kalibrilabs.com/at/http://sjsu.instructure.com) at [https://www.kalibrilabs.com/at http://sjsu.instructure.com](https://www.kalibrilabs.com/at/http://sjsu.instructure.com). You are responsible for regularly checking with the CANVAS system to learn of any updates.

6. The instructor will use Canvas announcement to make course-related announcements. In Canvas, you need to set up an e-mail address where Canvas will forward all announcements to your e-mail account. It is the student's responsibility to read Canvas messages and e-mails regularly. Due to the current computer virus threats, please type your name and course number in the SUBJECT field when sending an e-mail to the instructor. The instructor will not read any unidentifiable e-mail.

### **University Policies**

Per University Policy S16-9, university-wide policy information relevant to all courses, such as academic integrity, accommodations, etc. will be available on Office of Graduate and Undergraduate Programs' [Syllabus Information web page](http://www.sjsu.edu/gup/syllabusinfo/) at <http://www.sjsu.edu/gup/syllabusinfo/> Make sure to review these university policies and resources.



## HSPM 154 / Revenue Management, SPRING 2019, Course Schedule

First day of class: Jan. 24  
Last day to drop: Feb. 5

Last day to add: Feb. 12  
Grades Due: May 24

### Course Schedule

Week	Date	Topics, Readings, Assignments, Deadlines
1	Jan. 24	Syllabus
2	Jan. 29	Chapter 1: Introduction to Revenue Management
	Jan. 31	Chapter 1 (continued)
3	Feb. 5	Chapter 9: Evaluation of Revenue Management Efforts in Lodging
	Feb. 7	Chapter 9 (continued)
4	Feb. 12	Chapter 9 (continued)
	Feb. 14	Chapter 10: Revenue Management for Food and Beverage Services
5	Feb. 19	Chapter 10 (continued)
	Feb. 21	<i>Group Project I: Interview Field Trip (No Class)</i>
6	Feb. 26	Chapter 12 Specialized Applications of Revenue Management
	Feb. 28	Chapter 12 (continued)
7	Mar. 5	Chapter 12 (continued)
	Mar. 7	Mid-term Course Review
8	Mar. 12	<b>Mid-term Exam (Canvas)</b>
	Mar. 14	Chapter 2 Strategic Pricing
9	Mar. 19	Chapter 4: Differential Pricing
	Mar. 21	RevSim Hotel Simulation Competition: Practice Event
10	Mar. 26	Chapter 6: Forecasting Demand RevSim Hotel Simulation Competition: Quarter 1
	Mar. 28	Chapter 6 (continued)

<b>Week</b>	<b>Date</b>	<b>Topics, Readings, Assignments, Deadlines</b>
11	Apr. 1-7	SPRING RECESS
12	Apr. 9	RevSim Hotel Simulation Competition: Quarter 2
	Apr. 11	Chapter 7: Inventory and Price Management
13	Apr. 16	RevSim Hotel Simulation Competition: Quarter 3
	Apr. 18	Chapter 8: Distribution Channel Management
14	Apr. 23	RevSim Hotel Simulation Competition: Quarter 4
	Apr. 25	Chapter 8 (continued)
15	Apr. 30	Course Review for Final Exam
	May 2	Group Project I preparation
16	May 7	Group project I presentation
	May 9	Group project I presentation (continued)
17	May 16-20	<b>Final Exam (Canvas)</b>

Note: This course schedule is subject to change with fair notice and how the notice will be made available. Any revision will be announced in advance through Canvas. It is the student's responsibility to be aware of all classroom discussions, assignments, and changes in course requirements.