

San José State University
Department of Hospitality Management
HSPM 154, Revenue Management, 27937, Sec. 1, SPRING 2015

Course and Contact Information

Instructor:	Dr. Yinghua (Michelle) Huang
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Office Hours:	Monday, 10:30 am to 11:45 pm. Wednesday, 10:30 am to 11:45 pm Friday, 10:15 am to 11:45 pm
Class Days/Time:	Monday and Wednesday, 9:00 to 10:15 am
Classroom:	Clark Hall 324
Prerequisites:	HSPM 105

Course Description

Formulating tactics and strategies to maximize revenues for hospitality organizations. Topics include: history of revenue management, reservation systems, forecasting demand, inventory control, cost analysis, pricing strategy, channel management, revenue management tactics, and applications.

Learning Outcomes

Course Learning Outcomes (CLO)

Revenue management has become an increasing popular subject to be taught in hospitality management programs. This course is designed for hospitality students who are interested in higher level managerial position responsible for the financial performance of a hotel. Topics covered will 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 (i.e., overbook, discount allocation, and demand management).

Teaching format will include: lectures and discussions, guest speaker, article and video studies, homework, and software hand-on tutorials.

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

- CLO 1 *articulate the historical development of revenue management*
- CLO 2 *describe revenue management and its benefits to hospitality organization*
- CLO 3 *describe revenue management in terms of its component parts and critical considerations*
- CLO 4 *evaluate the performance of a hospitality business*
- CLO 5 *understand methods to forecast demands*

- CLO 6 use variable pricing strategies to increase revenue
- CLO 7 use distribution channels to increase revenue
- CLO 8 become familiar with different revenue management systems for 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

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

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/sjsuhftp>

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>

Library Liaison

Christina Mune, Reference and Instruction Librarian, Liaison for Hospitality, Recreation & Tourism Management, Dr. Martin Luther King Jr. Library, San Jose State University, Office location: #4034, Phone: 408-808-2046, E-mail: christina.mune@sjsu.edu. Helpful electronic resource: URL: <http://libguides.sjsu.edu/hospitality>.

Course Requirements and Assignments

SJSU classes are designed such that in order to be successful, it is expected that students will spend a minimum of forty-five hours for each unit of credit (normally three hours per unit per week), including preparing for class, participating in course activities, completing assignments, and so on. More details about student workload can be found in [University Policy S12-3](http://www.sjsu.edu/senate/docs/S12-3.pdf) at <http://www.sjsu.edu/senate/docs/S12-3.pdf>.

Assignments	CLO	Weights
<i>Participation</i>	<i>All CLO</i>	<i>15%</i>
<i>Quizzes</i>	<i>All CLO</i>	<i>20%</i>
<i>Homework</i>	<i>4,5,6,7,8</i>	<i>15%</i>
<i>Group Project</i>	<i>2,3,4,8</i>	<i>10%</i>
<i>Mid-term examination</i>	<i>1,2,3,4</i>	<i>20%</i>
<i>Final examination</i>	<i>5,6,7,8</i>	<i>20%</i>
Total		100%

Participation (15%)

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 canvas discussion board, class exercises, attendance, completion of assignments, review questions, discussion questions, and, homework.

Quizzes (20%)

Quizzes are available on Canvas. Pop quizzes may be given in class.

Homework (15%)

Homework must be typed. Most homework can be done in **Excel**. Late assignment will not receive full credit.

Group Project (10%)

Students will form groups (three students in a group) by February 4, 2015. You are required to interview owners, revenue managers/controllers or the director in charge of RM, and investigate the advantages and problems of their revenue management system (IDeaS, RedGlobal or others). Every group will prepare several discussion board summaries, a 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.

Mid-Term Examination (20%)

The format may be true/false, multiple choice, short answer, and problems. 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 appropriate arrangement.

Final examination (20%)

A comprehensive final examination will be given on the scheduled day. The format may be true/false, multiple choice, short answer, and problems. Make-up exam will not be given. Students with scheduling difficulties must make arrangements with the instructor prior to the exam.

NOTE that [University policy F69-24](http://www.sjsu.edu/senate/docs/F69-24.pdf) at <http://www.sjsu.edu/senate/docs/F69-24.pdf> states that “Students should attend all meetings of their classes, not only because they are responsible for material discussed therein, but because active participation is frequently essential to insure maximum benefit for all members of the class. Attendance per se shall not be used as a criterion for grading.”

Grading Policy

Points	Grade
96 to 100	A plus
93 to 95	A
90 to 92	A minus
86 to 89	B plus
83 to 85	B
80 to 82	B minus
76 to 79	C plus
73 to 75	C
70 to 72	C minus
66 to 69	D plus
63 to 65	D
60 to 62	D minus
59 and below	F

Please turn in your assignments on time. If you missed the deadline for assignment submission, a deduction in grading will be applied.

Make-up exam will not be given unless there is an acceptable excuse. Students with scheduling difficulties must make arrangements with the instructor prior to the exam. Late assignment and make up test will not receive full credit.

Road to “A”--Rules for Success:

Rule 1: Pay attention to every detail.

Rule 2: Attend every class.

Rule 3: Be a responsible member for your team.

Rule 4: Don't postpone studying, and then cram the night before a test.

Rule 5: Read and review lectures, readings and homework more than once.

Rule 6: Learn how to use course materials.

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 example. 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.

E-mail Announcements

*The instructor will use e-mail to make course-related announcements. It is the student's responsibility to provide the instructor with correct e-mail address and to read e-mail regularly. Please send an e-mail to yinghua.huang@sjsu.com. Due to the current computer virus threats, when sending an e-mail to the instructor, please type your name and course number in the **SUBJECT** field. The instructor will not read any unidentifiable e-mail.*

Positive Suggestions

Please make a sincere attempt to arrive on time for each class. If there is a class prior to this one that requires that you be late, please see the instructor one week in advance about this problem. It is difficult to educate fellow classmates with constant interruptions at the door. Participate in class discussions. Hand in your best work. Ask questions. Make an appointment if you are having any problems. Be proud of your accomplishments. Do the readings weekly. Take charge of your education and strengthen your knowledge. It can only payoff.

University Policies

Dropping and Adding

Students are responsible for understanding the policies and procedures about add/drop, grade forgiveness, etc. Refer to the current semester's [Catalog Policies](http://info.sjsu.edu/static/catalog/policies.html) section at <http://info.sjsu.edu/static/catalog/policies.html>. Add/drop deadlines can be found on the current academic year calendars document on the [Academic Calendars webpage](http://www.sjsu.edu/provost/services/academic_calendars/) at http://www.sjsu.edu/provost/services/academic_calendars/. The [Late Drop Policy](http://www.sjsu.edu/aars/policies/latedrops/policy/) is available at <http://www.sjsu.edu/aars/policies/latedrops/policy/>. Students should be aware of the current deadlines and penalties for dropping classes.

Information about the latest changes and news is available at the [Advising Hub](http://www.sjsu.edu/advising/) at <http://www.sjsu.edu/advising/>.

Consent for Recording of Class and Public Sharing of Instructor Material

“Common courtesy and professional behavior dictate that you notify someone when you are recording him/her. You must obtain the instructor’s permission to make audio or video recordings in this class. Such permission allows the recordings to be used for your private, study purposes only. The recordings are the intellectual property of the instructor; you have not been given any rights to reproduce or distribute the material.”

- It is suggested that the greensheet include the instructor’s process for granting permission, whether in writing or orally and whether for the whole semester or on a class by class basis.
- In classes where active participation of students or guests may be on the recording, permission of those students or guests should be obtained as well.

“Course material developed by the instructor is the intellectual property of the instructor and cannot be shared publicly without his/her approval. You may not publicly share or upload instructor generated material for this course such as exam questions, lecture notes, or homework solutions without instructor consent.”

Academic integrity

Your commitment, as a student, to learning is evidenced by your enrollment at San Jose State University. The [University Academic Integrity Policy S07-2](http://www.sjsu.edu/senate/docs/S07-2.pdf) at <http://www.sjsu.edu/senate/docs/S07-2.pdf> requires you to be honest in all your academic course work. Faculty members are required to report all infractions to the office of Student Conduct and Ethical Development. The [Student Conduct and Ethical Development website](#) is available at <http://www.sjsu.edu/studentconduct/>.

Campus Policy in Compliance with the American Disabilities Act

If you need course adaptations or accommodations because of a disability, or if you need to make special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible, or see me during office hours. [Presidential Directive 97-03](http://www.sjsu.edu/president/docs/directives/PD_1997-03.pdf) at http://www.sjsu.edu/president/docs/directives/PD_1997-03.pdf requires that students with disabilities requesting accommodations must register with the [Accessible Education Center](#) (AEC) at <http://www.sjsu.edu/aec> to establish a record of their disability.

Accommodation to Students' Religious Holidays

San José State University shall provide accommodation on any graded class work or activities for students wishing to observe religious holidays when such observances require students to be absent from class. It is the responsibility of the student to inform the instructor, in writing, about such holidays before the add deadline at the start of each semester. If such holidays occur before the add deadline, the student must notify the instructor, in writing, at least three days before the date that he/she will be absent. It is the responsibility of the instructor to make every reasonable effort to honor the student request without penalty, and of the student to make up the work missed. See [University Policy S14-7](http://www.sjsu.edu/senate/docs/S14-7.pdf) at <http://www.sjsu.edu/senate/docs/S14-7.pdf>.

Student Technology Resources

Computer labs for student use are available in the [Academic Success Center](http://www.sjsu.edu/at/asc/) at <http://www.sjsu.edu/at/asc/> located on the 1st floor of Clark Hall and in the Associated Students Lab on the 2nd floor of the Student Union. Additional computer labs may be available in your department/college. Computers are also available in the Martin Luther King Library. A wide variety of audio-visual equipment is available for student checkout from Media Services located in IRC 112. These items include DV and HD digital camcorders; digital still cameras; video, slide and overhead projectors; DVD, CD, and audiotape players; sound systems, wireless microphones, projection screens and monitors.

HSPM 154 / Revenue Management, SPRING 2015, Course Schedule

First day of class: Jan. 26
 Last day to drop: Feb. 3
 Last day to add: Feb. 10

Final Exam day: May 20
 Grades Due: May 27

Course Schedule

Week	Date	Topics, Readings, Assignments, Deadlines
1	Jan. 26	Syllabus
	Jan. 28	Chapter 1: Introduction to Revenue Management
2	Feb. 2	Chapter 1 (continued)
	Feb. 4	Chapter 5: The Revenue Manager's Role <i>Group Project Team Bio Due</i>
3	Feb. 9	Chapter 5 (continued)
	Feb. 11	Chapter 9: Evaluation of Revenue Management Efforts in Lodging
4	Feb. 16	Introduction to STR Hotel Performance Reports
	Feb. 18	STR Hotel Industry Analytical Foundations
5	Feb. 23	STR Property level Benchmarking
	Feb. 25	Canvas Exam
6	Mar. 2	Chapter 2: Strategic Pricing
	Mar. 4	Chapter 2 (continued)
7	Mar. 9	Chapter 3: Value
	Mar. 11	Chapter 3 (continued)
8	Mar. 16	Chapter 4: Differential Pricing
	Mar. 18	Chapter 4 (continued)
9	Mar. 23	<i>Spring Recess (No Class)</i>
	Mar. 25	<i>Spring Recess (No Class)</i>
10	Mar. 30	Mid-term Exam

Week	Date	Topics, Readings, Assignments, Deadlines
	Apr. 1	Chapter 6: Forecasting Demand
11	Apr. 6	Chapter 6 (continued)
	Apr. 8	Chapter 7: Inventory and Price Management
12	Apr. 13	Chapter 7 (continued)
	Apr. 15	Chapter 8: Distribution Channel Management
13	Apr. 20	Chapter 8 (continued)
	Apr. 22	Chapter 10: Revenue Management for Food and Beverage Services
14	Apr. 27	Chapter 10 (continued)
	Apr. 29	Chapter 12 Specialized Applications of Revenue Management
15	May 4	Chapter 13 Building Better Business
	May 6	Group project presentation
16	May 11	Group project presentation (continued)
17	May 20	Final Exam

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.