

San José State University
Department of Hospitality, Tourism and Event Management
HSPM 154, Revenue Management, 27937, Sec. 1, Spring 2018

Course and Contact Information

Instructor:	Dr. Yinghua (Michelle) Huang
Office Location:	MQH515
Telephone:	(408) 924-3274
Email:	yinghua.huang@sjsu.edu
Office Hours:	Tuesday, 1:45 pm-3:00 pm Wednesday, 10:30 am-12:00 pm Thursday, 1:45 pm-3:00 pm
Class Days/Time:	Tuesday and Thursday, 10:30 am to 11:45 am
Classroom:	Boccardo Business Center 225
Prerequisites:	HSPM 105

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 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 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.hsmiai.org/knowledge/index.cfm?navItemNumber=497>

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

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

Origin World Lab <http://www.forsmarthotels.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

Christa Bailey, Reference and Instruction Librarian, Liaison for Hospitality Management, Dr. Martin Luther King Jr. Library, San Jose State University, Phone: 408-808-2422, E-mail:christa.bailey@sjsu.edu. 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%
Total		100%

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 a 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%)

Mid-term exam will be given on Canvas to evaluate your learning progress. The mid-term exam will open between **Mar. 14, 12:01am** and **Mar. 19** 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%)

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 22** midnight. The final 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 before the examination. 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 appropriate arrangement.

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

Students will form groups (three or four students in a group) by **Feb. 7, 2018**. 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 **April 2, 2018**.

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 10, 2018**.

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:

$$\text{Team member score} = \text{team score} \times \text{within-team peer assessment (\%)}$$

Case Study Report Rubric

Criteria	High Quality	Average Quality	Low Quality	Points
Content	(8-10 points) Discuss all 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 audience.	(4-7 points) Appropriate dress to impress, clear verbal communication, good eye contact with audience.	(1-3 points) Distracting body movement, unclear verbal communication. Don't engage audience.	10

Criteria	High Quality	Average Quality	Low Quality	Points
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 points) 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%)

Students will form groups (three or four students in a group) by **Feb. 7, 2018**. 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 by 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 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 (90 points) + within-team peer assessment score (90 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

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. 13, 2018. 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**.
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.

Grading Policy

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.

Percentage	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

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.

Positive Suggestions

Please sit in the front and middle of the classroom for better vision and communication. Please avoid to sit in the last two rows, and the ranks against wall.

Course materials such as syllabus, handouts, notes, assignment instructions, etc. can be found on Canvas Learning Management System course login website at <http://sjsu.instructure.com>. You are responsible for regularly checking with the CANVAS system to learn of any updates.

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/>"

HSPM 154 / Revenue Management, SPRING 2018, Course Schedule

First day of class: Jan. 24

Last day to drop: Feb. 5

Last day to add: Feb. 12

Grades Due: May 25

Course Schedule

Week	Date	Topics, Readings, Assignments, Deadlines
1	Jan. 25	Syllabus
2	Jan. 30	Chapter 1: Introduction to Revenue Management
	Feb. 1	Chapter 1 (continued)
3	Feb. 6	Chapter 5: The Revenue Manager's Role
	Feb. 8	Chapter 5 (continued)
4	Feb. 13	Chapter 9: Evaluation of Revenue Management Efforts in Lodging
	Feb. 15	Chapter 9 (continued)
5	Feb. 20	Chapter 9 (continued)
	Feb. 22	Chapter 10: Revenue Management for Food and Beverage Services
6	Feb. 27	Chapter 10 (continued)
	Mar. 1	Chapter 12 Specialized Applications of Revenue Management
7	Mar. 6	Chapter 12 (continued)
	Mar. 8	<i>Group Project I: Interview Field Trip (<u>No Class</u>)</i>
8	Mar. 13	Mid-term Course Review
	Mar. 15	Mid-term Exam (Canvas)
9	Mar. 20	Chapter 2 Strategic Pricing
	Mar. 22	RevSim Hotel Simulation Competition: Practice Event
10	Mar. 27	<i>Spring Recess (No Class)</i>
	Mar. 29	<i>Spring Recess (No Class)</i>

Week	Date	Topics, Readings, Assignments, Deadlines
11	Apr. 3	Chapter 4: Differential Pricing RevSim Hotel Simulation Competition: Quarter 1
	Apr. 5	Chapter 6: Forecasting Demand
12	Apr. 10	Chapter 6 (continued) RevSim Hotel Simulation Competition: Quarter 2
	Apr. 12	Chapter 6 (continued)
13	Apr. 17	Chapter 7: Inventory and Price Management RevSim Hotel Simulation Competition: Quarter 3
	Apr. 19	Chapter 7 (continued)
14	Apr. 24	Chapter 8: Distribution Channel Management RevSim Hotel Simulation Competition: Quarter 4
	Apr. 26	Chapter 8 (continued)
15	May 1	Course Review for Final Exam
	May 3	Group project I presentation
16	May 8	Group project I presentation (continued)
	May 10	Group project I presentation (continued)
17	May 16-22	Final Exam (Canvas)

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.