

**JAMES MADISON UNIVERSITY
HART SCHOOL OF HOSPITALITY, SPORTS AND RECREATION MANAGEMENT**

**HM 441 – Hospitality Revenue Management
2020 Fall Term (Online)
Course Syllabus**

Please acknowledge that this senior course is being taught online due to the pandemic. I have worked diligently to design the course and foster a learning environment that is positive and engaging for all students. I recognize that our current circumstances require flexibility and will do my best to work with students graciously and patiently, should things change at the university.

I. Instructor Information:

Instructor: Miguel Bendrao Baltazar, Cornell University MMH, CHE

Primary Contact: baltazmb@jmu.edu

Alternative Contact:

Please use **Canvas Inbox Messages** or **Skype:** miguelbaltas or **Zoom @** <https://zoom.us/my/migbaltazar> (allows you to call or text to my cell). You can call me during weekdays, anytime from 9am-9pm. To join this course free short messages service, with reminders before the due dates, text the message @onlinehm to the number 81010. Alternatively, you can always use a browser and join by accessing <https://www.remind.com/join/onlinehm>

Office: **Virtual Office Meeting Room - I will be working from home** (not from Godwin Hall, Room 363)

Office Hours: Virtual Office Meeting Room (ONLINE) Tuesdays from 10-12pm AND Thursdays from 1:00pm – 4:00pm or any other times/days available by appointment.

II. Course Identification

Section **HM 441-001** **Class Registration Number #** 81863

Canvas Site: JMU Canvas - <https://canvas.jmu.edu/courses/1745060>

Class Times: **Synchronous meetings** using Zoom – Mondays 9:05-9:55am

Prerequisites: Hospitality Management Majors and Senior students only.

III. Textbook & Resources

Required Book: Gabor Forgacs, **Revenue Management: Maximizing Revenue in Hospitality Operations, American Hotel & Lodging Educational Institute (AH&L EI) 2nd edition, 2015**, ISBN-13: 978-0133804393 / ISBN-10: 0133804399. There's also the e-book digital version - ISBN 978-1-949324-72-3 - but be aware that the page numbers (often referred in the assignments) are different.

This book is available at the university bookstore (new as a package and used) with or without the optional AHLEI final exam scan sheet. A selection of revenue management articles will also be provided on Canvas. In addition, one more learning tool you will need to acquire access is three "Knowledge Matters" Hospitality simulation case studies. More information will be given in class when we debrief the group project but expect to spend an additional \$27 for all 3 simulation cases.

IV. Course Description & Justification

Description: This course is a data-driven discipline to effectively manage rates and capacity applied in many service industries, including hospitality. The focus of this course is to help students learn how to apply revenue management principles to maximize profitability in the lodging and food and beverage sectors.

Course Justification: Revenue management tactics and strategies will be broadened, developing the relationship between accurate forecasting and sound financial decision making.

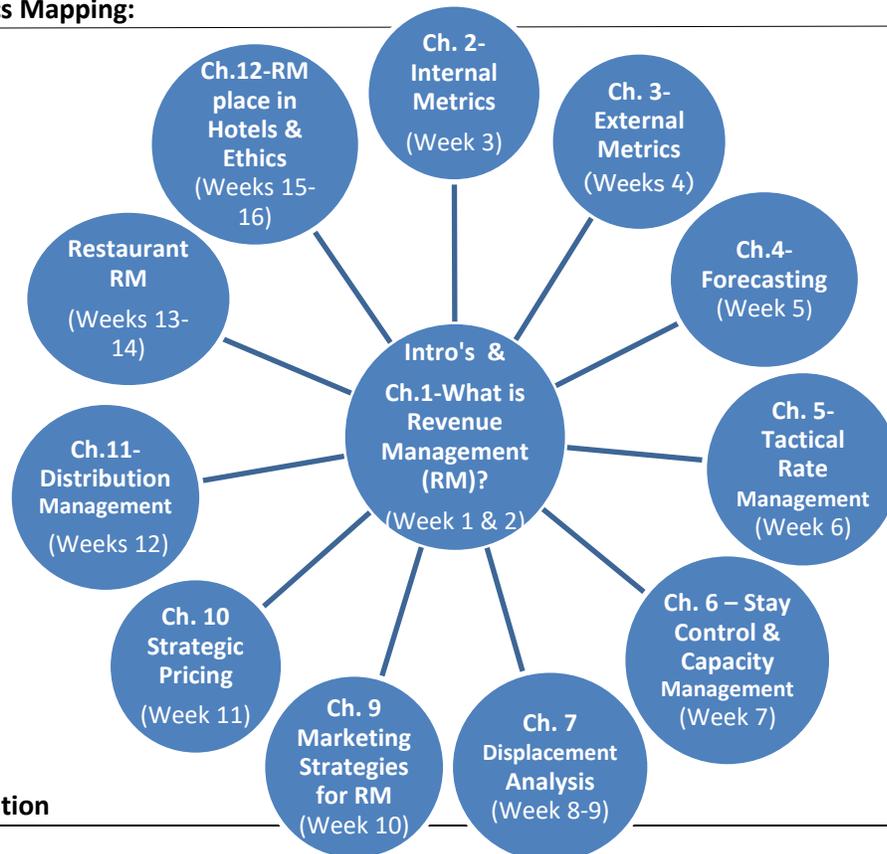
Relationship of this course to other course offerings: This course assists the student in understanding the many concepts of Hospitality Revenue Management and the overall goal of profit maximization connecting the different core disciplines of management. Among other, students will be understanding ethics from a capacity and pricing perspective, deepened lodging math including displacement analysis and applying fundamental steps aspiring to optimize revenue and beat competitors through an AI hotel simulation.

V. Objectives

In this course students are invited to:

1. Identifying and describing the principles of revenue management.
2. Discussing and evaluating the ability to adapt Yield or Revenue Management to different industries: Airlines, Hotel, Car Rental Companies, Restaurant, Tour Operators ...etc.
3. Learning, discussing, applying, and demonstrating the application of demand management tactics and strategies, pricing and capacity management, forecasting, displacement and other associated procedures essential to successful RM.
4. Developing the ability to segment customers at the micro-level and design for them appropriate products, understanding customer profiling, and the role of information support systems in applying RM best practices.
5. Demonstrating the ability to work as a group and to behave as a team.
6. Analyzing and judging on the role of overbooking and other RM practices versus business ethics.

VI. Course Topics Mapping:



VII. Communication

- All **class announcements, assignments, and materials will be posted in CANVAS**. Students are responsible for checking both CANVAS and their emails daily. All announcements to the class as a whole will be made through Canvas announcements.
- **Students are encouraged to address the teacher pre or post class** directly, sending emails or by using the JMU CANVAS course. Remember that the office hours exist to assist students in their learning.
- Students will **exhibit professional demeanor and respect** for your fellow students and the instructor, or you will be asked to leave the class.
- This class will be one in which each voice is respected, diverse views are encouraged, and differences of opinion at the least, tolerated. **Discrimination** on the basis of age, disability, national origin, race, marital status, gender, sexual orientation, religion, or veteran status of any kind **will not be tolerated**. If you have questions about what constitutes discrimination or sexual harassment, you can contact the Office of Equal Opportunity <http://www.jmu.edu/affirmact/mission/index.shtml>

Online Expectations: Be reminded that we cannot have an effective social learning strategy without learners' involvement and healthy communication following certain guidelines:

- Use proper language. Think before you type.
- Adhere to the same standards of behavior online that you follow in real life. Be ethical. Breaking the law is bad netiquette.
- Respect other people's time and bandwidth. Ensure the time people will spend reading your postings is not wasted. Do not send repetitive information that would use up bandwidth.
- Know what you are talking about and make sense. Make sure your notes are clear and logical. Spelling and grammar are important for clarity of messages. Only use appropriate vocabulary and avoid profanity.
- Don't be afraid to share what you know. If you have posed questions that you received excellent answers for, compile the responses and share them with the group.
- Help keep flame wars under control. Flaming is expressing an opinion with (typically negative) emotion. Flaming is acceptable provided it does not turn into a flame war where two or three people direct angry messages at one another and control the content of the discussion.
- Respect other people's privacy. Do not read other people's email.
- Don't abuse your power. Knowing more than others or having more user rights than others does not give you the right to take advantage of others.
- Be forgiving of other people's mistakes. If it is a minor error, you may choose to ignore it. If you decide to inform someone of their mistake, point it out politely and privately.

Source: Adapted from Virginia Shea's book of Netiquette (1994)

Instructor Feedback Schedule

- The instructor will access the course and the Discussion areas daily during business days. **Written assignments will be returned within 3 working days** of the following the due date/week. **Responses to e-mail and Canvas inbox queries during weekdays will be made within 24 hours**. Messages received over the weekend or during breaks/holidays will get a response **within 48 hours**. If you send an e-mail to your instructor regarding the course, please include your first and last name and the course number in the subject line so that it is easily identifiable to the instructor. Also remember there is often a time lag between when an email is sent and when it is received – be sure that email is the most efficient way to communicate given your specific purpose and timeframe.
- **Students are encouraged to participate in the** office hours individually or in groups. These Zoom based meetings can be scheduled – you need - outside of the weekly Thursday time. You are happy to make appointments with students to meet via Zoom.

- Remember, all communication – including emails and voicemails – should demonstrate effective communication style and “netiquette”.

IX. Course Delivery Method

Teaching and Learning strategy:

This is an ONLINE course with synchronous classes on Mondays during normal class time and also includes synchronous online office hours appointments; all the remaining days will be filled with asynchronous content. This course is designed to provide an online learning experience, with various online activities, exercises and contact. The course will be delivered using a “flipped classroom” approach: Mondays with synchronous classes we will go over the assignments for the week, test and revise your learning and understanding of key concepts in-class activities that involve peer learning or small-group. The work components for each chapter involve online and in class discussions, videos, power point presentations, AI hotel simulation case studies and class assignments. Prior the Monday’s online synchronous class, you are expected to have engaged with the above-mentioned materials.

Materials on Canvas Learning Management System (LMS) are viewed by students at home before the class session, while in-class time is mostly devoted to exercises, projects, or discussions.

Methods of Instruction:

To improve and reinforce the learning in your classroom I’ve created some excellent study tools for each chapter to reinforce the content of this course:

- Power Point Slides illustrated with several application examples.
- Videos
- Assignments
- Practice tests
- Quizzes – Practice ones and assigned
- Online AI hotel simulation
- Pre-recorded classes on each chapter
- Articles
- Discussions
- *Kahoots*
- Case Studies
- Key words and concepts on Flash cards (& tests) within Quizlet

All these will be delivered via distance learning, online sessions will be a blend of self-paced and group activities using Canvas LMS. Activities will consist of reviewing the textbook, watching videos, questions in discussion forums, visit to a local industry site, case studies/articles journaling, and Canvas posting. Assignments will be individual and group.

Technology Skills: Your successful completion of HM 441 will require that you have the ability to: upload and download documents from Canvas and the Internet, save documents to your computer, edit documents and save as, use email and send attachments. If you encounter **problems with Canvas**, consider calling JMU Libraries support: **540-568-5312** or by sending an email to: letsupport@jmu.edu

X. Course Format

The following is an overview of the course format with a description of each course component:

This course has been structured so that we will cover **eleven (12) chapters** distributed across **15 weeks of online classes**, each week containing **activities and assignments** designed to increase understanding of a couple of given topics. These activities and assignments should be completed in sequence, since the **course content is progressive**. This is the reason you will only be able to view previous weeks (if applicable), the current week and the following one.

Check the **Canvas Weekly Modules and each Chapter agenda and you should follow the same format on a weekly basis.** The course flow will be as follows:

1. Modules open/become available (if this is a thing in your course)
2. Each week before our Monday Synchronous session:
 - a. **Prepare for our synchronous session by reviewing** the Canvas course material for each week, according to the listing of **competences** (objectives and goals) and the chapter summary of **“What’s the Chapter All About”**.
 - b. **Complete all the indicated chapter readings** with an effort to understand important chapter highlights indicated as **key concepts and Professional Vocabulary** before you take any quizzes.
 - c. **Review the Class Videos and Power Point Slides** with Chapter Outlines which includes several examples and complements course book chapter info.
 - d. **Complete the end of each chapter case studies, Canvas practice quizzes** and any assigned homework assessing the main concepts and Professional Vocabulary highlighted in the chapter. If you have gone through all steps, you should be well prepared to **engage into the discussions or take any quiz and exam**.

XI. Student Responsibilities, Expectations, and Conduct

PLEASE CHECK E-CAMPUS TO MAKE SURE YOU ARE REGISTERED

Adding/Dropping Classes: Students are responsible for registering for classes and for verifying their class schedules on e-campus. It is the student’s responsibility to understand when they need to consider disenrolling from a course. No exceptions will be made to these deadlines.

Workload: It is expected that you will spend approximately eight to ten hours per week studying this senior course. This time should be made up of readings, research, assignments, working individually or in group exercises, discussions or problems, and attending online and face to face classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater. This time does not include additional time that you may spend attending class or participating in office hours during your course. **Lack-commitment has been a cause of students’ failure.** You should take the required workload into account when planning how to balance study with employment, sports and other activities.

Class Culture: Trust and Respect:

HM 441, from its description, is about learning about the overall hospitality industry. However, we will also build relationships. This will be done through our interactions during class and out of class with group work projects. Relationships are built on trust and respect. Students **will lose the teacher, and peers trust and respect** by performing one or more of the following:

- **Cheating** – students will assume full responsibility for their actions. The guiding principle of academic integrity is that students submit their own work. If this is not the case, the instance will be dealt with according to University policy, with the result typically being failure of the course.
- **Taking the easy way out** – during the course of the semester students will be asked to team up with a few of your peers to complete a project and for class activities. If students within a group choose to “slide” through the project, students’ lack of effort will be apparent through the results of assessments but will affect all group grade. In reference to teamwork, if students fail to uphold their end of the bargain with its team, there will be a group peers performance evaluation and there’s the possibility that the student in question will be “fired”. If this is the case, the student will lose all designated points for that project.
- **Displaying disrespect** – I will not allow you to “make fun” of your peers. The material presented in this class may be difficult for some to comprehend. Therefore, some students will have to work

harder than others to receive a satisfactory grade. As a class, we will strive to help each student learn the subject matter.

Participation, Attendance & Cooperation:

- Students are also expected to **attend and engage in synchronous and asynchronous online discussions online class work** which will contribute to the final grade.
- Each **student's learning is best facilitated by regular participation**. More important, the student has the responsibility to share his or her understanding and judgment with the class to advance the group's collective skills and knowledge.
- **Being present for class on Zoom means** having your camera turned on, being available to contribute to discussion and also to speak when called upon. This requirement ensures that class sessions mirror the experience of in-person as much as possible and helps maintain a sense of community. Attendance is taken at the beginning or end of each class.
- **Attendance is required** because the instructor will be using the “flipped classroom” class approach and activities or discussion-based, daily participation is essential. While there will be no official attendance grade this semester, the instructor will be keeping track of student attendance for his own records and to assist individual meetings. If students must miss class for an excused absence (e.g. illness or family emergency) please contact the instructor as soon as possible.
- **In case of inclement weather**, this class will not meet but information will be posted to CANVAS for you to make up the course period by way of an assignment. These make-up assignments are due within 48 hours of the scheduled class time. For information on inclement weather cancellation please consult <http://www.jmu.edu/JMUpolicy/1309.shtml>.

Consent to Recording of Class Session:

JMU response to the COVID pandemic has required a number of changes in how classes will be conducted. To accommodate those members of the class that are not present in the classroom, the instructor will be recording each Zoom Monday class session and will make the recording available to the members of the class through Canvas. Please understand that by enrolling in this class you are consenting to the recording of the class session and the opportunity for members of the class to view the recording. The recording will not be viewed by others outside this class absent your consent or an exception as permitted under the Family Educational Rights and Privacy Act (“FERPA”).

Academic Integrity:

- **Students shall observe complete academic honesty**. It is encouraged that students seek the ideas of others to help the learning process. However, if students receive ideas from others, students should cite their work. Should a situation of academic dishonesty arise violating the Honor Code (including but not limited to, cheating or plagiarism), the Instructor will give the student an immediate WF and will refer the case to the JMU’s Disciplinary Panel.

Disability Accommodations:

- **JMU abides by Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act**, which mandate reasonable accommodations are to be provided for students with documented disabilities. If you need an accommodation based on the impact of a disability, you should contact the Office of Disability Services (Student Success Center, Room 1202, www.jmu.edu/ods, 540/568-6705) if you have not previously done so. Disability Services will provide you with an Access Plan Letter that will verify your need for services and make recommendations for accommodations to be used in the classroom. Once you have presented me with this letter, you and I will sit down and

review the course requirements, your disability characteristics, and your requested accommodations to develop an individualized plan, appropriate for (class number). If you have a disability and may require some type of instructional and/or examination accommodations, please contact your instructor early in the semester so that s/he can provide or facilitate provision of accommodations you may need.

Religious Accommodations:

- **All faculty are required to give reasonable and appropriate accommodations to students requesting them on grounds of religious observation.** The faculty member determines what accommodations are appropriate for his/her course. Students should notify the faculty by no later than the end of the Drop-Add period the first week of the semester of potential scheduled absences and determine with the instructor if mutually acceptable alternative methods exist for completing the missed classroom time, lab or activity. Contact the Office of Equal Opportunity at (540) 568-6991 if you have additional questions.

Traumatic experiences:

- Particular during this time when everyone is facing significant hardships, I want to remind you that JMU has several resources available to students:
 - **Dean of Students Office:** for informational and personal concerns of students, parents, faculty and staff.
 - **Survivor Advocates in The Well:** for a confidential resource for JMU students impacted by sexual violence, relationship abuse, or stalking. Email Jackie Hieber at hieberjm@jmu.edu or call and leave a voicemail for Jackie at 540-568-6251.
 - **The JMU Counseling Center:** for a variety of clinical, educational, consultation, and referral services. Contact them by phone 540-568-6552 during business hours.
 - **Title IX:** to address all reports of sexual misconduct. Office is located on the 4th floor of Madison Hall; call the office 8-5 M-F at 540-568-5218 or submit questions and reports to titleix@jmu.edu.

Other University Resources:

- **Career and Academic Planning @** <https://www.jmu.edu/cap/>
- **Counseling Center @** <https://www.jmu.edu/counselingctr/>
- **Writing Center @** <https://www.jmu.edu/uwc/>
- **Office of Disability Services @** <https://www.jmu.edu/ods/>

Disruptive Behavior

- Instructors and students are equally responsible for creating an environment that will facilitate learning within the JMU community. Disruptive conduct disrupts the process of teaching and learning, and such behavior will not be tolerated. Disruptive behavior is inappropriate student behavior that a reasonable faculty member would view as interfering with the ability of instructors to teach and students to learn. It may constitute a violation of law, a violation of the student conduct code or a violation of an instructor's established rules of conduct for a particular class.
- Civil expression, disagreement or debate as permitted within the class by a faculty member is not disruptive behavior. Each student has a right to the freedom of thought and expression, including a right to reasoned dissent, in his or her classes. A student's right to exercise academic freedom carries with its concomitant responsibilities. These responsibilities are owed to other students, faculty members and the institution. Failure to live up to these responsibilities carries with it the possibility of sanctions, up to and including removal from a class, removal from a program and/or removal from the university.

XII. Class Itinerary (subject to change)

Week	Topic(s)	Readings/Videos/Tests/Games/	Assignment(s) & Due Date(s)
<p style="text-align: center;">1</p> <p style="text-align: center;">and</p> <p style="text-align: center;">2</p>	<p>“Who is who” & Syllabus</p> <p>Ch. 1 – What is Revenue Management</p> <p>(*) To subscribe for the short text messages reminder service, REMIND - send the text message @onlinehm to the number 81010.</p>	<p>Explore Canvas LMS course website resources for each chapter:</p> <ul style="list-style-type: none"> • Power Point Slides summarizing the main points of each chapter • Videos • Discussion Forums • Assignments • Review Lecturing & Discussions • A few pre-recorded classes on this chapter (not available for all chapters) • Practice tests • Kahoots (links available on Canvas) • Quizzes 	<p><u>Online:</u></p> <ul style="list-style-type: none"> • Review your Syllabus • Introduce each other and <ul style="list-style-type: none"> ○ Set yourself in groups of 4 for in class activities ○ Set yourself in pairs for the group project • Discussion 0 (course questions), 1 (Introduce each other) & Discussion 2 • Monday August 31st - 1st synchronous weekly class! • Revise Canvas learning resources and assignments guidelines for this week: Assignments 1 & 2 • Review your Group Project Guidelines • Quiz 1 (over Ch. 1) • Join this course (optional & free!) short text messages reminder service – REMIND (*). • Mid-week, the instructor will disclose the following week for you to explore the “Weekly compass: Learning Resources” folder. Start revising what’s up for next week.
<p>All Weekly Forum Posts, Assignments and Quizzes are submitted electronically and due Sunday September 6th @ 11:59pm EST.</p>			
<p style="text-align: center;">3</p>	<p>Ch. 2 – Internal Metrics</p>	<p>(the same as mentioned on week 1, will continue to built on the Canvas Learning content)</p>	<p><u>Online:</u></p> <ul style="list-style-type: none"> • Start working in the group projects in groups of 2 (no more than pairs) • Discussion 2 & 3 • Revise Canvas learning resources and assignments guidelines for this week: Assignments 3 & 4 • Mid-week, the instructor will disclose the following week for you to explore the “Weekly compass: Learning Resources” folder. Start revising what’s up for next week
<p>All Weekly Forum Posts, Assignments and Quizzes are submitted electronically and due Sunday September 13th @ 11:59pm EST.</p>			

Week	Topic(s)	Readings/Videos/Tests/Games/	Assignment(s) & Due Date(s)
4	Ch. 3-External Metrics	(the same as mentioned on week 1, will continue to built on the Canvas Learning content)	<u>Online:</u> <ul style="list-style-type: none"> • Discussion 4 & 5 • Revise Canvas learning resources and assignments guidelines for this week: Assignments 4 & 5 • Quiz 2 (chapters 2 and 3) • Group Project: Review your Group Project Guidelines of this Hotel Simulation and attend the Monday Zoom debriefing class
All Weekly Forum Discussion Posts, Assignments, Case Studies and Quizzes are submitted electronically and due Sunday September 20th @ 11:59pm EST.			
5	Ch.4-Forecasting	(the same as mentioned on week 1, will continue to built on the Canvas Learning content)	<u>Online:</u> <ul style="list-style-type: none"> • Discussion 6 & 7 • Revise Canvas learning resources and assignments guidelines for this week: Assignments 6 & 7 • Continue working in the Group Project Hotel Simulation
All Weekly Forum Discussion Posts, Assignments, Case Studies and Quizzes are submitted electronically and due Sunday September 27th @ 11:59pm EST.			
6	Ch. 5-Tactical Rate Management	(the same as mentioned on week 1, will continue to built on the Canvas Learning content)	<u>Online:</u> <ul style="list-style-type: none"> • Quiz 3 • Discussion 10 & 11 • Revise Canvas learning resources and assignments guidelines for this week: Assignments 10 & 11 • Quiz 3 (chapters 4 and 5) • Group Project: Hotel Simulation is due (Part A) due Oct. 11th (week 7) <ul style="list-style-type: none"> • Revenue Management - Basics Concept Overview Quiz -30% • Revenue Management - Basics Learning Phase Sim -30% • Revenue Management - Basics Challenge Phase Sim -40%
All Weekly Forum Discussion Posts, Assignments, Case Studies and Quizzes are submitted electronically and due Sunday October 4th @ 11:59pm EST.			

Week	Topic(s)	Readings/Videos/Tests/Games/	Assignment(s) & Due Date(s)
7	Ch. 6-Stay Control & Capacity Management	(the same as mentioned on week 1, will continue to built on the Canvas Learning content)	<u>Online:</u> <ul style="list-style-type: none"> • Discussion 12 & 13 • Revise Canvas learning resources and assignments guidelines for this week: Assignments 12 & 13 • Group Project: Review your Group Project Hotel Simulation and attend the Monday Zoom <u>debriefing of Part A</u> AND <u>briefing of Part B</u> class
All Weekly Forum Discussion Posts, Assignments, Case Studies and Quizzes are submitted electronically and due Sunday October 11th @ 11:59pm EST.			
8 and 9	Ch. 7 Displacement Analysis	(the same as mentioned on week 1, will continue to built on the Canvas Learning content)	<u>Online:</u> <ul style="list-style-type: none"> • Quiz 4 (chapters 6 and 7) • Discussion 14 & 15 & 16 & 17 • Revise Canvas learning resources and assignments guidelines for this week: Assignments 14 & 15 & 16 & 17 • Group Project: Hotel Simulation is due (part B) – due week 8 <ul style="list-style-type: none"> • Sales & Marketing - Group Sales Concept Overview Quiz -30% • Sales & Marketing - Group Sales Learning Phase Sim -30% • Sales & Marketing - Group Sales Challenge Phase Sim -40%
All Weekly Forum Posts, Assignments and Quizzes are submitted electronically and due Sunday October 18th (for week 8) and October 25th @ 11:59pm EST.			
10	Ch. 9 Marketing Strategies for RM	(the same as mentioned on week 1, will continue to built on the Canvas Learning content)	<u>Online:</u> <ul style="list-style-type: none"> • Discussion 18 & 19 • Revise Canvas learning resources and assignments guidelines for this week: Assignments 18 & 19 • Team Dynamics Assessment is due: Confidential and individual survey sent by email from TEAMMATES.ORG
All Weekly Forum Discussion Posts, Assignments, Case Studies and Quizzes are submitted electronically and due Sunday November 1st @ 11:59pm EST.			

Week	Topic(s)	Readings/Videos/Tests/Games/	Assignment(s) & Due Date(s)
11	Ch. 10 Strategic Pricing	(the same as mentioned on week 1, will continue to built on the Canvas Learning content)	<u>Online:</u> <ul style="list-style-type: none"> • Discussion 20 & 21 • Revise Canvas learning resources and assignments guidelines for this week: Assignments 20 & 21 • Quiz 5 (chapters 9 and 10)
All Weekly Forum Discussion Posts, Assignments, Case Studies and Quizzes are submitted electronically and due Sunday November 8th @ 11:59pm EST. <input checked="" type="checkbox"/> Do not forget to vote on November 3rd! It is a civil right and duty...			
12	Ch.11-Distribution Management	(the same as mentioned on week 1, will continue to built on the Canvas Learning content)	<u>Online:</u> <ul style="list-style-type: none"> • Midterm Exam – During Monday class time • Discussion 21 & 22 • Revise Canvas learning resources and assignments guidelines for this week: Assignments 21 & 22
All Weekly Forum Discussion Posts, Assignments, Case Studies and Quizzes are submitted electronically and due Sunday November 15th @ 11:59pm EST.			
13 and 14	Restaurant Revenue Management (RRM) NOTE: Readings for this chapter are on Canvas and <u>not included in your course book.</u>	(the same as mentioned on week 1, will continue to built on the Canvas Learning content)	<u>Online:</u> <ul style="list-style-type: none"> • Discussion 23 & 24 & 25 • Revise Canvas learning resources and assignments guidelines for this week: Assignments 23 & 24 & 25 • Quiz 6 (over Ch. 11 and RRM at the end of week 14) <p style="text-align: right;">Happy Thanksgiving Holidays!!</p>
All Weekly Forum Discussion Posts, Assignments, Case Studies and Quizzes are submitted electronically and due Sunday December 6th @ 11:59pm EST.			

Week	Topic(s)	Readings/Videos/Tests/Games/	Assignment(s) & Due Date(s)
15	Ch.12-RM place in Hotels & Ethics of RM and Pricing Final topics revision	(the same as mentioned on week 1, will continue to built on the Canvas Learning content)	<u>Online:</u> <ul style="list-style-type: none"> • Discussion 26 • Revise Canvas learning resources and assignments guidelines for this week: Assignments 26 • Prepare for the final exam
All Weekly Forum Discussion Posts, Assignments, Case Studies and Quizzes are submitted electronically and due <u>Friday</u> December 11th @ 11:59pm EST. Yes, weekly work is not due on a Sunday this week but on a Friday (12/11), the last day of classes.			
EXAMS WEEK		<ul style="list-style-type: none"> • Final Exam: <u>TO BE DONE INDIVIDUALLY SOMETIME BETWEEN December 12-15, 2020 (TBD)</u> <ul style="list-style-type: none"> • Section A–Multiple Choice Questions – 50% • Section B–Practice & Applied Theory Short Answer Questions – 30% • Section C–KM Simulation Situational based Questions: Advanced Revenue Management – 20% 	

Please note that in the interest of best learning, this schedule might be subject to change. In canvas, the instructor has further weekly itinerary details and weekly announcements will be distributed.

XIII. Evaluation, Learning Assignments and Projects

Course Assignments/Assessments

The learning outcomes will be fostered and assessed in a variety of ways. As best practice suggests, assessment will be formative and summative, including the application of new knowledge to real-world situations.

ASSESSMENT - SUMMARY

ASSIGNMENT OR TASK	POINTS	Component WEIGHT	I (*)	G (**)	Assessment Type
1. Continuous evaluation	100	10%	✓	✓	Class Participation & Engagement
2. Assignments	100	20%	✓		Two per week (will drop the lowest)
3. Quizzes	100	25%	✓		#6 Quizzes (will drop the lowest)
4. Group Project: AI hotel simulation & Peer Review	100	25%		✓	Group project TBD with guidelines and assessment rubric
5. Final Exam	100	20%	✓		Simulation, Case Study, Multiple-Choice and Short Answer Sections

(*) I = Individual Assignment

(**) G = Group Project

Grading Scheme

Letter Grade	Percentage	Grade points/credit
A	94% & above	4.00
A-	90% – 93.9%	3.7
B+	87% - 89.9%	3.3
B	84% – 86.9%	3.00
B-	80% - 83.9%	2.7
C+	77% – 79.9%	2.3
C	74% – 76.9%	2.00
C-	70% – 73.9%	1.7
D+	67% - 69.9%	1.3
D	64% - 66.9%	1.00
D-	60% - 63.9%	.7
F	59% and below	0.00
I	Incomplete; given only when a student is unable to complete a segment of the course because of circumstances beyond the student's control. A grade of incomplete may be given only when approved in writing by the department chair or school dean.	
X	Conditional, with no grade points per credit; given only when the student is at fault in failing to complete a minor segment of a course, but in the judgment of the instructor does not need to repeat the course. It must be made up within the next semester in residence or the grade becomes a failure (F). An (X) grade is computed into the grade point average as a (F) grade.	

Viewing Grades: Points you receive for graded activities will be posted to the Canvas Grade Center.

Specific Formal Requirements:

- **All papers must be submitted in the following format:** a commonly used business font, 1-inch margin on all sides, double spaced, font point 12. Header must include **course name and number, instructor's name, student name, and assignment title**. Two (2) points will be deducted for not using the correct format.

- Assignments should be **submitted on time (by the assignment due date and time)** through the assignments tab **in CANVAS** unless instructed otherwise by the instructor.
- For **late submissions**, 50% of the assignment points **per day will be deducted** from each assignment submitted after the due date. No points will be given if the assignment is submitted 48 hours after the due date.
- **Want a break on a specific assignment...?** Yep, that is fully noted and anticipated, especially during these pandemic times. The instructor will be **dropping the lowest of your class contributions, on one assignment and even on one quiz.**

Exams, Quizzes, Homework and In-Class Discussions or Presentations:

- You are required to **take all exams and/or deliver assigned presentations or homework at their scheduled times.**
- You will be expected to **prepare** for your tests using all the material discussed in class and the assigned readings, following instructions provided by the instructor.
- **Make-up exams will not be given and in class sessions will not be replaced.** Students with extenuating circumstances (medical or emergencies), will need to present a valid excuse in order to be accommodated. If the student does not show up and does not present a valid excuse, he will receive a zero grade for that particular task.
- **Academic honesty policies will be strictly enforced.** The lecturer reserves the right to report ALL incidents of academic dishonesty to the Honor Council. If the violation is severe, the lecturer will refer it to the Honor Council for formal resolution. Less severe violations may be handled informally. If any student knows of cheating in this class, it is their responsibility to let the instructor know as soon as possible. If students are involved in a situation where they are not sure if what they did was right or violates the JMU Honor Code, please see me for clarification. Examples of violations would include (but not be limited to): sharing answers with another classmate on an exam; lifting work from the web without citation; two teams collaborating on any of the project or assignment deliverables.

Assessment 1: Continuous evaluation - Participation, Engagement & Cooperation (10%)

Instructions:

This assessment consists of individual class participation throughout the course broken down in:

- **Discussions:** Assessment consists of individual class participation throughout the course using both Monday's Zoom classes and Canvas Discussion Board. You are welcome to offer more information in your initial posting than is required and to respond to more than the required number of your colleagues' postings. The more ideas and insights posted, and the more interaction generated among colleagues, the more meaningful and dynamic the learning experience will be for all. Discussions in this course have been structured to build on the comments of others, and timely participation is important to ensure that everyone has the necessary input from others to complete their own work. Timeliness also will allow for the broadest degree of collaboration and will help cultivate a sense of community.

Assessment Task:

Satisfactory class participation is indicated by a student's ability to contribute to in the online class discussions individually or within a group.

Each Discussion consists of the following:

- **Introductory information to be considered prior to making your initial posting** in the Discussion. These introductions present an overview of content to be addressed and establish the context for the new knowledge. The purpose of a discussion is dialogue as a means of learning. In this course, you will spend a good deal of time in online discussions.

- **A Discussion activity**, in which you are asked to interact with your colleagues to brainstorm ideas, practice using new chapters skills, key concepts and strategies, applying your knowledge. All discussion assignments must be completed by the assignment due date and time. Late or missing discussion assignments will affect the student’s grade.
- **For the online Discussion activity**, you will be directed to our class on **Canvas LMS**:
 - ✓ **Read** a sampling of your colleagues' postings (if any or possible) & **Post** your initial thoughts/insights/ideas for your colleagues to consider.
 - ✓ **Respond** to at least one of your colleagues' postings during the week.
 - ✓ **Review** your initial posting and consider your colleagues' responses and your own learning.
- You are expected to **check Canvas at least four different days a week** and **participate in class Discussions every week**, using Zoom on Mondays and using Canvas Discussion Board. Your **participation in class is tracked** through the Zoom and Discussion areas. Postings in other discussions such as the Course Q & A Forum do not count as class participation.

Engagement & Professional Participation Assessment Criteria:

Students will be graded on the following items:

- Critical analysis, evaluation and synthesis of relevant evidence.
- Creative solutions supported with rational and well supported financials clearly conclusions.
- Clarity, style and coherence of the written expression; marks will not be awarded when the lecturer is unable to comprehend the English expression.
- Collaboration and effort in group work.

Discussions Assessment Criteria/Rubric:

Students will be graded on the following items:

Criterion / 10 points possible	Available	Earned
Original Response	6 Points	
Student posted a quality, detailed response to the original question on the discussion area. (i.e. suggested new perspectives on any issue and cited outside resources as support and posted a detailed response to the topic).	6	
Student posted a quality response to the original question on the discussion area but it lacked detail. (i.e. Illustrated a point with examples, asked questions that helped further Discussion, etc.).	4	
Student posted a response to the original question on the discussion area but it was not of good quality and it lacked detail. (i.e. Postings were mostly relevant to the Discussion topic but did not enhance the quality of Discussion)	2	
Student did not post a response to the original question on the discussion area or Postings, responses and/or tone were consistently not respectful.	0	
Response to Classmate	4 Points	
Student participated in a discussion about the presented topic by corresponding with at least one classmate with a quality and detailed response.	4	
Student participated in a discussion about the presented topic by corresponding with at least one classmate but the response was not of good quality and/or it lacked detail.	2	
The student did not participate in a discussion about the presented topic by corresponding with at least one classmate.	0	
Total Available / Earned	10 (max)	

Feedback and Evaluation:

The grade reflecting your participation assessment will be posted in less than two weeks after submission date.

Assessment 2: Assignments (20%)

All Assignments (A followed by the number) for this course will be submitted electronically through Canvas. Assignments must be submitted by the given deadline or special permission must be requested from instructor before the due date. Extensions will not be given beyond the next assignment except under extreme circumstances. If you submit the next day after the due date you will get a maximum of 50% of the assignment points.

Assessment 3: Chapters Quizzes (25%)

Under Canvas Weekly agenda, **every 2 weeks, will include a quiz** to test students' knowledge of the chapter content. All answers are on the course textbook and the big majority of these quizzes' questions are at the end of each chapter. These are all timed limit (no more than 15 minutes) and it is set so that it will automatically save and submit when the time expires. These quizzes have to be completed without interruption and cannot be saved or repeated and resumed later.

Assessment Objectives or Rationale: To assess objectives and competences of each chapter. Designed to enhance the learning experience, test comprehension of the covered material and prepare students for group projects/activities and for the exams. There's also education research evidence that calls the "testing effect", pointing out that students retain more information about a topic if they are tested on that topic and engage in memory retrieval of topic information than if they simply reread or study that information

Recommended: On Canvas (LMS online component) you will also find practice quizzes on each chapter but these are for self-testing, so these are not counting for your course grade.

Feedback and Evaluation: This assessment results will automatically be recorded under the Canvas Course Grade Center.

There are also **practice quizzes** for all the chapters to further assist you to identify muddy points/issues or the unknown after you have dedicated time to study. The primary motivation is not punitive at all, but rather motivate students' understanding of this course and promote deeper engagement with the content. Practice Quizzes are individual, confidential, online Readiness Assessment voluntary/optional and non-graded tasks, designed to ensure students self-learning progress and their ability to participate in real assessment activities as homework assignments or tests. These practice quizzes are a way to test the knowledge of the key terms and concepts for each chapter. Practice quizzes are not counted towards student's grades. Students are invited to take a practice quiz only once as all the quiz questions come from the course tests and exams database.

Assessment 4: RM Group Project (20%) & Peer Review (5%)

Group Project Instructions:

Students are required to perform real-life simulation developing revenue management decision making & analytical skills within a very visually appealing online platform getting feedback in real time. A detailed project guidelines and assessment rubric is included, both distributed and discussed in a synchronous online session. This is a hands-on project opportunity to better understand a topic and subtopics of the program, linking the hotel management theory with the trade reality.

Projects must be submitted to the instructor using Canvas links with "Knowledge Matters" platform. A debrief after each of the module will take place the day after it's due. **Late submissions WILL NOT be accepted resulting in zero points.**

The final exam will include a case study. This homework will allow you to either work with a partner or by yourself.

Peer Evaluations (5%)

At the end of the summer term, each individual will get an email (from Teammates <https://teammatesv4.appspot.com>) with a questionnaire rating anonymously the contribution and helpfulness demonstrated by each of their team members over the course of the semester online. When everyone has evaluated their peers, you will get another email from them with the full report of what your peer assessment was. Individual helping behavior scores will be based on the average number of points they receive from the members of their team. **Beware**; because it is assigned 75 points to this evaluation, students must do everything you can to ensure success in the team assignment. If all students have the exact same evaluation, all students will have the overall project evaluation grade.

Assessment 5: Final Exam (20 %)

This exam includes most chapters (Chapters TBD); worth 20%. Exams will take place online using proctoring or remote exam proctoring technologies for 3 days. Students are invited to choose the best day/time and location to take it without interruptions. The instructor really encourages students to choose a location where there is reliable internet connection. Early or late exams will not be given. Please do not schedule your plane tickets or other travel arrangements at a time prior to the final exam time. Final Exam sections are:

- Section A–Multiple Choice Questions – 50%
- Section B–Practice & Applied Theory Short Answer Questions – 30%
- Section C–KM Simulation Situational based Questions: Advanced Revenue Management – 20%

Final notes:

- The instructor reserves the right to change the indicative content and assessments without notice, at his sole discretion in part or whole, in the sole interest of the learning outcomes of the course / program and keeping with the required academic standards of JMU.
- Last but not least, although the special circumstances we're living, **WE WISH YOU A VERY SUCCESSFUL FALL TERM!**