Term Information

Effective Term

Autumn 2016

Previous Value

Summer 2013

Course Change Information

What change is being proposed? (If more than one, what changes are being proposed?)

Name change from Advanced Hotel Systems to Revenue Management in the Hospitality Industry.

Change in objectives

What is the rationale for the proposed change(s)?

Name change from Advanced Hotel Systems to better align with similar courses offered in other comparable institutions and to reflect true content of the course.

What are the programmatic implications of the proposed change(s)?

(e.g. program requirements to be added or removed, changes to be made in available resources, effect on other programs that use the course)?

No implications

Is approval of the request contingent upon the approval of other course or curricular program request? No

Is this a request to withdraw the course? No

General Information

Course Bulletin Listing/Subject Area

Consumer Sci: Hospitality Mgt

Fiscal Unit/Academic Org

Department of Human Sciences - D1251

College/Academic Group

Education & Human Ecology

Level/Career

Undergraduate

Course Number/Catalog

4820

Course Title

Revenue Management in the Hospitality Industry

Previous Value

Advanced Hotel Systems

Transcript Abbreviation

Rev Man in Hosp

Previous Value

Adv Hotel Systems

Course Description

An examination of the hotel revenue management practices including: pricing, occupancy management, cost-profit-volume analysis and forecasting

Previous Value

An examination of the financial aspects of a lodging firm, including: analysis of costs and financial reports, pricing structures, budgeting, and planning.

Semester Credit Hours/Units

Fixed: 3

Offering Information

Length Of Course

14 Week, 7 Week, 4 Week (May Session), 12 Week (May + Summer)

Flexibly Scheduled Course

Never

Does any section of this course have a distance education component?

No

Grading Basis

Letter Grade

Repeatable

No

Course Components

Lecture

Grade Roster Component

Lecture

Credit Available by Exam

No

Admission Condition Course

No
Prerequisites and Exclusions

Prerequisites/Corequisites
Prereq: 2800 (560).

Exclusions
Not open to students with credit for 561.

Cross-Listings

Subject/CIP Code

Subject/CIP Code 52.0904
Subsidy Level Baccalaureate Course
Intended Rank Junior, Senior

Requirement/Elective Designation

Required for this unit's degrees, majors, and/or minors

Course Details

Course goals or learning objectives/outcomes
• Describe and analyze the financial structure of a lodging system
• Explain the difference and impact of revenue-generating and non revenue-generating departments
• Utilize the process of cost-profit-volume analysis in evaluating lodging operations
• Explain the effect of a competitive analysis on the costs and pricing decisions of a lodging enterprise
• Utilize appropriate measures to identify and correct operating deficiencies that impact a lodging operation's financial health

Content Topic List
• Introduction to Revenue Management
• Price and Value
• Differential Pricing
• The Hospitality Revenue Manager
• Forecasting Demand
• Inventory and Price Management
• Distribution Channel Management
• Evaluation of Revenue Management Efforts in Lodging
• Revenue Management for Food and Beverage Services
• Evaluation of Revenue Management Efforts in Food and Beverage Service
• Specialized Applications of Revenue Management
• Building Better Business
• Guide to the Business Plan Structure
Previous Value

- Lodging property financial report identification and analysis
- Cost control concepts related to non food and beverage departments in a hotel
- Cost-Volume-Profit analysis
- Budget planning processes for hotel room types and rate categories with an emphasis on forecasting and average daily rates
- Revenue management for lodging properties including managing occupancy
- Technology and its impact on hotel revenue management

Attachments

- 10 Syllabus 4820 spring 2016 Feb 11.pdf: Spring 2017 Syllabus
  (Syllabus: Owner: Bujisic,Milos)

Comments

Workflow Information

<table>
<thead>
<tr>
<th>Status</th>
<th>User(s)</th>
<th>Date/Time</th>
<th>Step</th>
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<td>Folden Jr,H Eugene</td>
<td>02/17/2016 02:40 PM</td>
<td>Unit Approval</td>
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<td>02/17/2016 02:40 PM</td>
<td>College Approval</td>
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Syllabus Guidelines and Support

- Please read this syllabus it contains important information. When you are in the course click in the News as well as review documents in Content. Syllabus elements:
  - Course Description
  - Prerequisites
  - Objectives
  - Communication
  - Course Materials
  - Rules/Policies for Exams/Quizzes
  - Expectations for Student Conduct and Participation
  - Calendar
- Course is organized in weekly modules that can be accessed through Carmen.
  - [www.carmen.osu.edu](http://www.carmen.osu.edu)
- Each module will contain all of the materials for that week (e.g. assignments, power point slides).
- All assignments are submitted through Carmen and all communication is done electronically.
- **Academic Support**
  - YouTube video on Studying tips [https://youtu.be/IU-zDU6aQ0](https://youtu.be/IU-zDU6aQ0)
Getting started with Carmen: https://resourcecenter.odee.osu.edu/carmen/getting-started-student
How to navigate in Carmen: https://resourcecenter.odee.osu.edu/carmen/tips-navigate
Carmen Content Support: https://resourcecenter.odee.osu.edu/carmen/content-students

Course Description
An examination of the hotel revenue management practices including: pricing, occupancy management, cost-profit-volume analysis and forecasting.

Prerequisites
- CSHSPM 2800 (560) (230)
- Not open to students with credit for 561.

Relationship to other courses and curriculum
- This is advance course that is a continuation of core courses such as Hotel Management.

Course Objectives
Following successful completion of this course, the student should be able to:
- CO1: Describe and analyze the financial structure of a lodging system
- CO2: Explain the difference and impact of revenue-generating and non revenue-generating departments
- CO3: Utilize the process of cost-profit-volume analysis in evaluating lodging operations
- CO4: Explain the effect of a competitive analysis on the costs and pricing decisions of a lodging enterprise
- CO5: Utilize appropriate measures to identify and correct operating deficiencies that impact a lodging operation's financial health

Communication
Email Etiquette:
- Please utilize buckeyemail (per university standards)
- Please reference the course number in the subject line
- Please allow 2 business days for a response (note: if your email question is sent at the last minute it may not be possible to send you a response before an assignment is due or a test is given)
- If there is no response to an email after 2 days please send another email as a reminder.
- If emailing about a grade, please note grades and feedback will be posted within 2 weeks of due date listed in Carmen
**Netiquette (do’s and don’ts of online communication):**

- Be thoughtful that others can and will view discussion posts; please refrain from using inappropriate language
- Respect opinions of others
- Do not plagiarize… ensure you represent your own thoughts and use your own words. Any student that plagiarizes will be reported to Committee of Academic Misconduct.

**Technology**

- This class will require internet access and access to Carmen
- Students must be proficient with navigating Carmen and posting discussions and taking exams on Carmen; Carmen tutorials can be found online at [https://resourcecenter.odee.osu.edu/carmen/getting-started-students](https://resourcecenter.odee.osu.edu/carmen/getting-started-students)
- Carmen technical support can be reached via email at 8help@osu.edu or via telephone at 614-688-HELP
- You will need access to MS Word or similar word processing software and working knowledge regarding formatting of professional documents.

**Accessibility of course technology**

- This online course requires use of Carmen (Ohio State’s learning management system) and other online communication and multimedia tools. If you need additional services to use these technologies, please request accommodations with your instructor.
  - Carmen (Desire2Learn) Accessibility Statement
  - CarmenConnect (Adobe Connect) accessibility
  - Accessibility in Microsoft Office 2010

**Required Course Materials:**

  - Authors: David K. Hayes, Allisha Miller
  - Publisher: Wiley
  - This book will provide information required to take quizzes and work on assignments. Additionally, book can be used as a reference and provide valuable information for the development of final project and class assignments.

**Rules/Policies for Exams/Quizzes**

- **LATE SUBMISSION CRITERIA:**
  Late submissions of activities without legitimate reasons or not informing the instructor beforehand will not be accepted. The grades will be lowered by a letter grade for each day after the deadline
- **GRADING CRITERIA:**
Final grades will be based on a student's weighted average using the following scale:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
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<tbody>
<tr>
<td>A</td>
<td>93-100</td>
</tr>
<tr>
<td>A-</td>
<td>90-92</td>
</tr>
<tr>
<td>B+</td>
<td>87-89</td>
</tr>
<tr>
<td>B</td>
<td>83-86</td>
</tr>
<tr>
<td>B-</td>
<td>80-82</td>
</tr>
<tr>
<td>C+</td>
<td>77-79</td>
</tr>
<tr>
<td>C</td>
<td>73-76</td>
</tr>
<tr>
<td>C-</td>
<td>70-72</td>
</tr>
<tr>
<td>D+</td>
<td>67-69</td>
</tr>
<tr>
<td>D</td>
<td>60-66</td>
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<tr>
<td>E</td>
<td>59% or less</td>
</tr>
</tbody>
</table>

- **GRADES:**

The course grade percentage is determined by the combined scores obtained in the following:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapter Quizzes</td>
<td>200</td>
</tr>
<tr>
<td>Attendance &amp; Class Participation</td>
<td>200</td>
</tr>
<tr>
<td>Case Studies x 10</td>
<td>200</td>
</tr>
<tr>
<td>Business plan and presentation</td>
<td>400</td>
</tr>
<tr>
<td><strong>Total possible points</strong></td>
<td><strong>1000</strong></td>
</tr>
</tbody>
</table>

- **Chapter Quizzes:**
  - There will be 10 online quizzes during the course, and each quiz is worth 20 points. Students are expected to maintain the university honor code. **Total 200 points.**
  - A quiz format consists of 20 multiple-choice and true/false questions. All of the questions come from the class notes and the textbook and any handouts distributed in the class. It is VERY helpful to come to classes as exam questions reflect class notes.
  - Quizzes are accessed in CARMEN.
  - Each quiz is due on Monday evening at 10 pm.
  - Schedule of quizzes is posted on calendar and attached to syllabus.
  - **NO MAKE-UP QUIZ WILL BE GIVEN WITHOUT A VERIFIABLE MEDICAL NOTE.**

- **Attendance & Class Participation:**
  - Students are REQUIRED to attend classes and participate constructively in class discussions. Attendance will be taken periodically. Students with excessive **UNEXCUSED absences (2 or more) will lose points according to the table below.** Students that come to class regularly and participate in class discussions could earn UP TO 200 points maximum.
  - If you need to miss a class for a justifiable reason please inform instructor ahead of time.
  - Just showing up in a class does not guarantee maximum grade for attendance and participation. Additional points will be deducted if a student does not regularly participate in class discussions. Students are expected to engage in the discussion and actively participate in class activities.
o After each week of discussions students need to post a short (3 to 4 sentences) post with discussion points to Carmen discussion board for the respective week. These posts will be used to evaluate participation. Posts are due on Friday at 6pm each week.

o Participation & attendance - **200 points**

<table>
<thead>
<tr>
<th>Absences</th>
<th>Points deducted</th>
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<tbody>
<tr>
<td>0, 1 or 2</td>
<td>0</td>
</tr>
<tr>
<td>3</td>
<td>40</td>
</tr>
<tr>
<td>4</td>
<td>80</td>
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<tr>
<td>5</td>
<td>120</td>
</tr>
<tr>
<td>6</td>
<td>160</td>
</tr>
<tr>
<td>7 and more</td>
<td>200</td>
</tr>
</tbody>
</table>

- **Case studies**
  o Case studies are done in teams of up to 3 people.
  o Create a team/group in the first week of classes and keep the same team for the rest of semester.
  o Each team will have their own discussion group set up in Carmen. There you will be able to work on the assignment, communicate with other team members and the instructor.
  o Case studies are a critical component of this course to help you understand the material. **All parts of the case study must be attempted in order to receive credit. In addition, all work must be shown to receive credit.**
  o Each case study is worth 20 points (in total 10x20=200 points)
  o Total of 10 case studies will be distributed throughout semester.
  o Case studies will reflect the content of the chapter for respective week.
  o All case studies are posted on Carmen.
  o **Case Study Report should be submitted online to Carmen**
  o All team members need to submit Peer Evaluations to Carmen - grades for the project will depend on them - Template for peer evaluations is available in Carmen
  o One Person per Team should submit this assignment
  o Report should be in Word or pdf format

<table>
<thead>
<tr>
<th>Points</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-100</td>
<td>Demonstrates complete understanding of the assignment or a case study. All requirements of assignment are included in response.</td>
</tr>
<tr>
<td>80-89</td>
<td>Demonstrates considerable understanding of the assignment or a case study. All requirements of assignment are included.</td>
</tr>
<tr>
<td>Grade</td>
<td>Description</td>
</tr>
<tr>
<td>-------</td>
<td>-------------</td>
</tr>
<tr>
<td>70-79</td>
<td>Demonstrates partial understanding of the assignment or a case study. Most requirements of assignment are included.</td>
</tr>
<tr>
<td>60-69</td>
<td>Demonstrates little understanding of the assignment or a case study. Many requirements of assignment are missing.</td>
</tr>
<tr>
<td>50-59</td>
<td>Demonstrates almost no understanding of the assignment or a case study.</td>
</tr>
<tr>
<td>0-49</td>
<td>No response/task not attempted or answer that does not at all match the assignment or a case study.</td>
</tr>
</tbody>
</table>

- **Business plan and presentation**
  - **Worth 400 points!**
  - One vehicle for acquiring an understanding of management principles is creating a start-up business plan. The focus of this experience is to select a concept and create a complete and persuasive business plan that, among other things, will effectively accomplish the goal of acquiring financing. Writing a business plan requires you to ask tough questions about the nature of the business.
    - What are the benefits of your product or service?
    - What is the target market and how will you penetrate it?
    - How will you develop and produce the product or service?
    - What is required from the management team?
    - What are the risks of the venture and what can you do to reduce these risks?
    - What are the financial implications of the plan?
    - What resources, including funding, are required to successfully create the business plan?
  - To understand the related entrepreneurial process, students will take a hands-on approach. Working in teams of up to **FIVE participants**, students will mutually decide upon a concept and develop a feasibility study. Exceptions can be made with professor’s permission. You may request an exception providing a good reason and a strong rationale.
  - Based on team consensus, teams will develop a comprehensive business plan. In most cases, the primary objective of your team’s business plan will be to receive funding. Your plan will be prepared in THREE major phases and your team will present the plan as a written document and present it to the class.
  - **Phase I – Concept (worth 100 points)**
    - **Lodging operation business idea (Hotel, Hostel, BnB...)**
    - The initial task of your team is to select and propose a business idea to the instructor for approval. You may bring more than concept to the discussion table. But once the decision is made, the team MUST with the
This is the LAST chance for any of the team members to leave or rejoin other teams without a penalty.

- **Power Point presentations should be submitted online to Carmen**
- **One Person per Team should submit this assignment**
- **PowerPoint presentation should be in MS PowerPoint 2003/2007/2010 format**

  - **Phase II - PowerPoint presentation of final business plan (worth 100 points)**
    - Power Point presentations should be submitted online to Carmen
    - All team members need to submit Peer Evaluations - Template for peer evaluations is available in Carmen
    - **One Person per Team should submit this assignment**
    - **PowerPoint presentation should be in MS PowerPoint 2003/2007/2010 format**
    - Should last about 10 minutes
    - Panel of judges will assess each presentation
    - Teams should try to "sell" their presentation to judges
      - Professional appearance and presentation skills are important
      - Maintain steady flow and the dynamics of the presentation so judges would be excited about your project

  - **Phase III – Final plan (worth 200 points)**
    - Minimum 15 pages (including Concept)
    - Should include minimum:
      - Executive summary
        - (2 page summary of the market, opportunity, product, pricing, distribution, and promotional programs including your expected results and critical financial information).
      - Objectives, mission statement and keys to success
      - Marketing plan
        - SWOT analysis
        - Marketing Mix
          - Product (Description of product, Objectives for product, Features and Benefits, Product Quality Strategy, Product Service Strategy, Competitive positioning of product, Estimated Costs)
          - Price
          - Promotion
          - Placement (Distribution strategy)
        - Environmental Analysis
          - Technology
          - Society
• Industry
• Political
  o Analysis of competition, suppliers and customers
• Start-up strategy
• Management and personal plan
• Financial plan
  o Startup requirements and startup funding
  o P and L statement (sales and cost forecast)
  o Balance sheet and Cash-flow are not mandatory but add bonus points

• Final Business Plan should be submitted online to Carmen
• Report should be in Word 2003/2007/2010 or pdf format
• One Person per Team should submit this assignment

• Extra credit
  o There might be few extra credit opportunities presented during a semester
  o Total of 100 points could be earned with all extra credit activities

Expectations for Student Conduct and Participation:

• Classroom Professionalism
  Understand that the classroom environment has a structure, and Professors and students have roles and responsibilities. The Professor will respect the rights of students and asks for the same respect from students. The Professor requests that each student adhere to the following guidelines:
  It is the expectation that all students will treat each other student and the Professor with respect and dignity, which includes but is not limited to: Timely attendance, unobtrusive entry and/or exit while class is in session; non-use of cell phone, blackberry, laptop or ipad, or ipod (place on the floor or in your closed purse); non-use of newspaper or other unrelated reading material; body language that indicates a state of conscious awareness, i.e., stay alert (and awake) during classroom time with attention directed at the designated speaker (Professor or fellow students)

• Class Preparation
  The Professor works under the premise that students read the assigned chapters, articles, review questions and online PowerPoints in advance of class. Sharing your thoughts in-class and demonstrating that you read the chapter will improve your participation grade. Therefore, please be prepared to discuss/answer questions pertaining to assigned chapters: key terms and concepts, review questions, internet exercises and case studies (when assigned). The professor will not cover all assigned readings in their entirety, but will supplement the textbook material by relating real world circumstances to the academic assignments, and providing clarifications at your request. While the Professor will make strong efforts to acquaint himself with each student, it is the student's
responsibility to "present her/himself" during class to the Professor and to fellow students in order to earn a higher participation grade (A or B).

- **Academic Misconduct**
The Ohio State University’s *Code of Student Conduct* (Section 3335-23-04) defines academic misconduct as: “Any activity that tends to compromise the academic integrity of the University, or subvert the educational process.” Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University’s code of student conduct is never considered an “excuse” for academic misconduct.

- **Course Accommodations**
Any student who feels s/he may need an accommodation based on the impact of a disability should contact one of the instructors privately to discuss specific needs. The Office of Disability Services is relied upon for assistance in verifying the need for accommodations and developing accommodation strategies. Please contact the Office for Disability Services in Room 150 Pomerene Hall to coordinate reasonable accommodations.

- **Grievances and Solving Problems**
According to University Policies, available from the Division of Student Affairs, if you have a problem with this class, You should seek to resolve a grievance concerning a grade or academic practice by *speaking first with the instructor or professor*, then, if necessary, with the Department Chairperson, College Dean, and Provost, in that order. Specific procedures are outlined in Faculty Rule 3335-7-23 which is available from the Office of Student Life, 208 Ohio Union.

- **Statement on Diversity**
The Department of Consumer Science affirms the importance and value of diversity in the student body. Our programs and curricula reflect our multicultural society and global economy and seek to provide opportunities for students to learn more about persons who are different from them. Discrimination against any individual based upon protected status, which is defined as age, color, disability, gender identity or expression, national origin, race, religion, sex, sexual orientation, or veteran status, is prohibited.

- **FERPA and Privacy:**
As a student, your educational records are considered confidential. Under FERPA (Family Educational Rights and Privacy Act), your records are confidential and protected. Under most circumstances your records will not be released without your written and signed consent. However, some directory information may be released to third parties without your prior consent unless a written request to restrict this is on file.

- **Class Flexibility:**
To allow flexibility for chapter discussions during the term, the instructor reserves the right to alter topic dates (announced in-class to all students at least one week in advance).

- **Academic Honesty**
  Cases of academic impropriety of any type will be dealt with in accordance with the Code of Student Conduct of the Ohio State University

- **Intellectual property**
  **Course Audio and Video Recording:** Video or audio recording of classes without the explicit written permission of the instructor/professor is a violation of the Code of Student Conduct or Students who wish to record their classes must first obtain written permission of the instructor/professor. Otherwise, such recording constitutes a violation of the Code of Student Conduct
  **Statement of Student Rights:** “Any student with a documented disability who may require special accommodations should self-identify to the instructor as early in the semester as possible to receive effective and timely accommodations.” (http://ods.osu.edu/)
  **Student Generated materials:** Any material generated by a student(s) is copyrighted. Permission must be obtained to use these materials other than the intended purpose inside the course.
  **Course materials:** These materials are copyrighted and are owned by the author. Copyrights have been secured or they are considered fair use inside/for the course but this does not apply to uses outside of the course.

- **Mental Health Statement**
  A recent American College Health Survey found stress, sleep problems, anxiety, depression, interpersonal concerns, death of a significant other and alcohol use among the top ten health impediments to academic performance. Students experiencing personal problems or situational crises during the quarter are encouraged to contact the OSU Counseling and Consultation Services (614-292-5766; http://www.ccs.ohio-state.edu) for assistance, support and advocacy. This service is free and confidential.
# Class Calendar - Spring 2017

<table>
<thead>
<tr>
<th>Week</th>
<th>Contents</th>
<th>DUE Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Week 1</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>January 11</td>
<td>Syllabus &amp; Schedule</td>
<td></td>
</tr>
<tr>
<td>January 13</td>
<td>Chapter 1: Introduction to Revenue Management</td>
<td></td>
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<tr>
<td><strong>Week 2</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>January 18</td>
<td><strong>Martin Luther King Day - no classes, offices closed</strong></td>
<td>Case Study 1 - 20 points</td>
</tr>
<tr>
<td>January 20</td>
<td>Case study 1</td>
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<tr>
<td><strong>Week 3</strong></td>
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<tr>
<td>January 25</td>
<td>Chapter 2: Price</td>
<td>Quiz 1 due</td>
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<tr>
<td></td>
<td>Chapter 3: Value</td>
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<tr>
<td>January 27</td>
<td>Case study 2</td>
<td>Case Study 2 due - 20 points</td>
</tr>
<tr>
<td><strong>Week 4</strong></td>
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<td></td>
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<tr>
<td>February 1</td>
<td>Chapter 4: Differential Pricing</td>
<td>Quiz 2 due</td>
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<tr>
<td></td>
<td>Chapter 5: The Hospitality Revenue Manager</td>
<td></td>
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<tr>
<td>February 3</td>
<td>Case study 3</td>
<td>Case Study 3 due - 20 points</td>
</tr>
<tr>
<td><strong>Week 5</strong></td>
<td></td>
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<tr>
<td>February 8</td>
<td>Chapter 6: Forecasting Demand</td>
<td>Quiz 3 due</td>
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<tr>
<td>February 10</td>
<td>Case study 4</td>
<td>Case Study 4 due - 20 points</td>
</tr>
<tr>
<td><strong>Week 6</strong></td>
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<tr>
<td>February 15</td>
<td>Chapter 7: Inventory and Price Management</td>
<td>Quiz 4 due</td>
</tr>
<tr>
<td>February 17</td>
<td>Case study 5</td>
<td>Case Study 5 due - 20 points</td>
</tr>
<tr>
<td><strong>Week 7</strong></td>
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<td></td>
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<tr>
<td>February 22</td>
<td>Chapter 8: Distribution Channel Management</td>
<td>Quiz 5 due</td>
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<tr>
<td>February 24</td>
<td>Case study 6</td>
<td>Case Study 6 due - 20 points</td>
</tr>
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<td><strong>Week 8</strong></td>
<td></td>
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</tr>
<tr>
<td>February 29</td>
<td>Chapter 9: Evaluation of Revenue Management Efforts in Lodging</td>
<td>Quiz 6 due</td>
</tr>
<tr>
<td>March 2</td>
<td>Case study 7</td>
<td>Case Study 7 due - 20 points</td>
</tr>
<tr>
<td><strong>Week 9</strong></td>
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<tr>
<td>March 7</td>
<td>Chapter 10: Revenue Management for Food and Beverage Services</td>
<td>Quiz 7 due</td>
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<tr>
<td></td>
<td>Chapter 11: Evaluation of Revenue Management Efforts in Food and Beverage Service</td>
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<tr>
<td>Date</td>
<td>Event</td>
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<tr>
<td>March 9</td>
<td>Case study 8</td>
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<tr>
<td><strong>Week 10</strong></td>
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<td>March 14</td>
<td><strong>Spring Break - no class</strong></td>
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<td>March 16</td>
<td><strong>Spring Break - no class</strong></td>
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<tr>
<td><strong>Week 11</strong></td>
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<tr>
<td>March 21</td>
<td>Chapter 12: Specialized Applications of Revenue Management</td>
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<td>March 23</td>
<td>Case study 9</td>
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<td><strong>Week 12</strong></td>
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<td>March 28</td>
<td>Chapter 13: Building Better Business</td>
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<td>March 30</td>
<td>Business plan concept Power Point Presentation(phase I) - post assignments to Carmen</td>
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<td><strong>Week 13</strong></td>
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<td>April 4</td>
<td>Guide to the Business Plan Structure</td>
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<td>April 6</td>
<td>Case study 10</td>
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<td><strong>Week 14</strong></td>
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<tr>
<td>April 11</td>
<td>Business Plan Development consultations</td>
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<td>April 13</td>
<td>Business Plan Development group work</td>
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<td><strong>Week 15</strong></td>
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<td>April 18</td>
<td>Business plan final presentation – Power Point (Phase II) - Post assignments to Carmen Panel of Judges</td>
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<td>April 20</td>
<td>Business plan final presentation – Power Point (Phase II) - Post assignments to Carmen Panel of Judges</td>
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<tr>
<td><strong>FINALS WEEK</strong></td>
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<tr>
<td>April 29 – 4 pm</td>
<td>Business plan final written report due (Phase III) - Post to assignments to Carmen</td>
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**Case Study 8 due - 20 points**

**Spring Break - no class**

**Case Study 9 due - 20 points**

**Quiz 8 due**

**Quiz 9 due**

**BP Concept 100 points**

**Quiz 10 due**

**Case Study 10 due - 20 points**

**BP final 200 points**