

**Department of Hospitality and Tourism Management
University of North Texas**

HMGT 5280 – Hotel and Restaurant Operations: Theory and Analysis

SPRING 2023

FACULTY

Dr. Han Wen
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Office: Chilton Hall 359F
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REQUIRED TEXT

O' Fallon, Michael J. & Rutherford, Denny G. (2010). Hotel Management and Operations (5th ed.). New York, New York: John Wiley and Sons.

COURSE DESCRIPTION

A study of hotel and restaurant management operations problems, including the areas of budgeting, human resource scheduling and payroll control, sales forecasting, costing, and financial statement analysis. Students will be actively involved with writing and discussing cases on current operations issues.

COURSE OBJECTIVES

1. To identify and analyze different business operational units within Hospitality organizations. For example, rooms division, food beverage, etc.
2. To identify techniques to improve employee productivity in hospitality operations.
3. To apply the General Systems Model to hospitality organizations.
4. To apply hotel room rating and restaurant menu pricing techniques.
5. To apply food and beverage control principles.
6. To use yield management strategies to maximize revenue and diminish operational costs.
7. To explore effective workplace leadership styles.
8. To identify and assess effective principles of hospitality sustainable operations.

INFORMATION ACCESS

Access to this class will be through Canvas. This may be reached from the labs on the UNT campus or anywhere that you can access the Internet. After entering Canvas through the UNT website, you will be asked to enter a username and password. Your Username is your EUID and your Password is your "Personalized password".

REVISIONS

The instructor reserves the right to revise this syllabus, class schedule, and list of course requirements when she deems such revisions will benefit the achievement of course goals and objectives. Changes will be announced on Canvas.

EVALUATION CRITERIA

Course work will be evaluated on the following basis:

Exam I	50 points
Exam II	50 points
Refereed Article Summaries (3 @ 25 points each)	75 points
Case Study Project	50 points
Hospitality Sustainability Project	75 points
Quizzes (10 @ 10 points each)	100 points
Total	400 points

- A. **Make-up exams** will be allowed **only** for serious reasons, i.e.: Illness (confirmed by a physician).
- All excused documents must be obtained from the ***UNT Dean of Students***. Located at UNT Student Union Suite 409 (940-565-2648; deanofstudents@unt.edu). To approve your absence is excused, you must provide the instructor the documentation from the Dean of Student no later than one week after an excused absence. The instructor will not accept any other documentation as proof of excused absence. Failure to provide valid documentation within the time frame will deem it unexcused.
 - Schedule conflicts, official school excuse, (and then only if the faculty member in charge of the course is notified before scheduled exam time).
- B. **Quizzes** will be available on Monday of the week and closed on Monday evening (11:59 pm) of the following week. All quizzes are assignment quizzes posted on Canvas. Due dates are specified on Canvas, please mark your calendar accordingly to avoid missing quizzes. Quizzes are open-book and open-note, and you'll have 60 minutes to complete each of them.
- C. The **Refereed Article Summaries** and the **Case Study Project** should be submitted on Canvas before the due date. This assignment will go through the Plagiarism Review (i.e., Turnitin) on Canvas. The similarity report (Match Overview) should be below 25%. A similarity report higher than 25% will result in a grade of "0". Please consult your instructor should you have any questions about this assignment or the Turnitin report.
- D. **Exams** will be available on Monday of the designated week and closed on Monday evening (11:59 pm) of the following week. Exams are open-book and open-note, and you'll have 3 hours to complete each of them. Students need to use their own words to

answer short essays questions in exams. Copying and pasting online materials to exam answers will result in a grade of “0” for the exam.

The final grade for the course will be calculated on the following basis:

GRADE	POINTS
A =	360-400 points
B =	320-359 points
C =	280-319 points
D =	240-279 points
F =	239 and below

ATTENDANCE

The time spent logged on to Canvas will be monitored. Students are expected to log on to the class at least three times a week as there will be frequent messages from the instructor or fellow students. Time spent online is taken into consideration for borderline grade cases.

ASSIGNMENTS

All assignments must be turned in on the date/time that they are due. Your course syllabus will list all due dates. **Late submission of assignments:** 10% late submittal penalty of an assignment will apply per calendar day (e.g., 20% off for 2 calendar days, 100% off for 10 calendar days).

College of Merchandising, Hospitality & Tourism Syllabus Statements for Graduate Classes Spring, 2023

Advising and Degree Progression

ALL students are expected to meet with their Academic Advisor **each semester** to update your degree plan and to stay on track for a timely graduation.

CMHT Graduate Advisors

- Hospitality Management: Dr. Cece Leung – Xi.Leung@unt.edu
- MIST: Dr. Birendra KC – Birendra.KC@unt.edu
- Merchandising and Digital Retailing: Dr. Jiyoung Kim – Jiyoung.Kim@unt.edu

Academic Status

- This term is used as an indication of a student’s academic standing with the university. Graduate students must maintain a minimum cumulative grade point average (CGPA) of 3.0 to remain in good academic standing.
- A graduate student is placed on academic probation at the end of any enrollment period in which the CGPA drops below 3.0.

Academic Advising

- During your first semester, your Graduate Coordinator (Dr. Leung, Dr. Kim, or Dr. KC) will assign you a faculty advisor. Dr. KC will probably be your advisor if you are in the MIST program.
- After the degree plan is completed, provide updates to your faculty advisor specifically on any change related to your degree plan. This includes changing the classes selected on the degree plan, change of minor or change in choice of thesis or non-thesis option.
- CMHT Graduate Academic Certificate students: contact the Department Graduate Coordinator (Dr. Leung or Dr. Kim) at least once every semester to verify certificate program progression.
- BS Grad-Track Students: contact your Undergraduate Advisor and Department Graduate Coordinator (Dr. Leung or Dr. Kim) regarding any questions related to your Grad-Track plan.

Degree Plan

The degree plan is an official document prepared and approved by the student's faculty advisor and lists courses completed, courses to be completed, and any other requirements for a particular degree program. The degree plan is then submitted for department chair approval during the student's first term/semester of enrollment. The degree plan is subject to the requirements of the catalog in effect at the time the degree plan is approved. Policy found at: <http://www.unt.edu/catalog/grad/academics.htm>

Non-Degree Students

Non-degree seeking students are admitted to the [Toulouse School of Graduate Studies](#) to enroll in graduate or undergraduate courses and are not admitted to a degree program or do not intend to complete a degree at UNT. Up to 12 graduate semester credit hours taken as a non-degree seeking student may be used toward a degree only with approval from the academic department. Non-degree seeking students must meet graduate school admission requirements. Visit with an undergraduate Academic Advisor (Kelly.Spry@unt.edu) or with your department Graduate Coordinator for more information.

- Students who continue to register for courses beyond the first 12 hours risk earning credits that cannot be applied to a degree program if admission is obtained later. Satisfactory completion of course work and/or other degree requirements does not imply acceptance of those credits toward a degree program. It is the responsibility of the student to know his or her admission status and seek admission to a degree program in a timely manner. <http://www.unt.edu/catalog/grad/academics.htm>

Application for Graduation

It is the responsibility of the student to stay well-informed of progress toward the degree and to file the appropriate degree application with the office of the graduate dean. This is handled by accessing the online form and following the directions at <http://tsgs.unt.edu/academics/graduation> . Consult the online academic calendar at <http://registrar.unt.edu/graduation-and-diplomas> for the proper dates. The applicant's grade point average on all graduate work attempted must be at least 3.0 for the application to be accepted.

General Policies

Dropped for Non-payment

- Students will be dropped for nonpayment for enrolled courses, parking fees, schedule change fees, etc. Please check your account daily through the 12th class day to ensure you have not been dropped for non-payment of any amount. It is the student's responsibility to make all payments on time.
- *Students cannot be reinstated for any reason after the 12th class day regardless of situation.*

Dropping a Course

- **A decision to drop a course may affect your current and future financial aid eligibility.** Talk to your academic advisor or Student Financial Aid if you are thinking about dropping a course.
- Speak with the course instructor to discuss any possible options to be successful in the course before dropping.
- Meeting deadlines for dropping a course are the student's responsibility.
- **There are different procedures for dropping a class depending on the time of semester.** Please see the instructions for dropping a class here:
<https://registrar.unt.edu/registration/dropping-class>

Financial Aid Requirements

- A student must maintain Satisfactory Academic Progress (SAP) to continue receiving financial aid by maintaining a minimum 2.0 cumulative GPA and successfully completing the required number of credit hours based on total registered hours per semester. Students cannot exceed attempted credit hours above 150% of their required degree plan. If a student does not maintain the required standards, the student may lose financial aid eligibility. Visit <https://financialaid.unt.edu/sap> for more information about financial aid Satisfactory Academic Progress.

What if You Are In Distress?

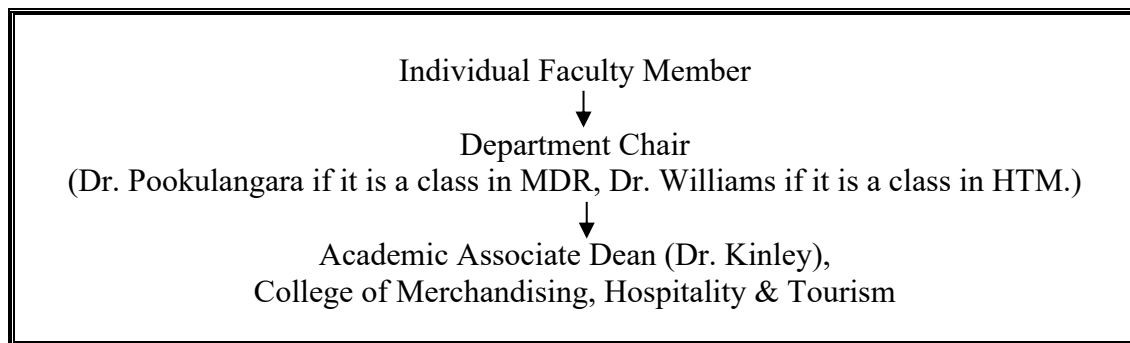
The University has a number of resources that can be useful if you find yourself in need of help. Faculty and advisors can help direct you to resources; please note that any reports of sexual harassment, sexual assault, dating violence, or stalking must be reported to the UNT Dean of Students, per Texas law. Some resources you might consult are:

UNT Police	940-565-3000
Dean of Students	940-565-2648 or 940-565-2039
Counseling and Testing	940-565-2741
Student Health and Wellness Center	940-565-2333
Office of Disability Access	940-565-2333
Housing and Residence Life	940-565-2610
Substance Use and Resource Education Center	940-565-3177
Veterans Center	940-369-8021
Denton County Friends of the Family	940-387-5131
National Suicide Hotline	1-800-273-TALK

Grade and Class Concerns

Do you know who to contact for a course-related issue?

Understanding the academic organizational structure is important when resolving class-related or advising issues. When you need problems resolved, please follow the steps outlined below:



Do you require special accommodations?

The University of North Texas and the College of Merchandising, Hospitality and Tourism make reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of accommodation during faculty office hours or by appointment. Faculty members have the authority to ask students to discuss such letters during their designated office hours to protect the privacy of the student. For additional information see the Office of Disability Accommodation website at <https://studentaffairs.unt.edu/office-disability-access>. You may also contact them by phone at 940.565.4323.

Are you aware of safety regulations?

Students are urged to use proper safety procedures and guidelines. In lab sessions, students are expected and required to identify and use property safety guidelines in all activities requiring lifting, climbing, walking on slippery surfaces, using equipment and tools, handling chemical solutions and hot and cold products. Students should be aware that the University of North Texas is not liable for injuries incurred while students are participating in class activities. All students are encouraged to secure adequate insurance coverage in the event of accidental injury. Students who do not have insurance coverage should consider obtaining Student Health Insurance for this insurance program. Brochures for this insurance are available in the UNT Health and Wellness Center on campus. Students who are injured during class activities may seek medical attention at the UNT Health and Wellness Center at rates that are reduced

compared to other medical facilities. If you have an insurance plan other than Student Health Insurance at UNT, please be sure that your plan covers treatment at this facility. If you choose not to go to the UNT Health and Wellness Center, you may be transported to an emergency room at a local hospital. You are responsible for expenses incurred there.

Do you know the Academic Integrity Policy?

Academic Integrity Standards and Consequences, UNT Policy 06.003.

Academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or sanctions ranging from admonition to expulsion from the University.

Academic dishonesty includes, but is not limited to, the use of any unauthorized assistance in taking quizzes, tests, or exams; dependence upon the aid of sources beyond those authorized by the instructor, the acquisition of tests or other material belonging to a faculty member, dual submission of a paper or project, resubmission of a paper or project to a different class without express permission from the instructors, or any other act designed to give a student an unfair advantage. Plagiarism includes the paraphrase or direct quotation of published or unpublished works *without* full and clear acknowledgment of the author/source. Academic dishonesty will bring about disciplinary action, which may include expulsion from the university. This is explained in the UNT Student Handbook. Your teacher should have a syllabus policy describing penalties for academic dishonesty.

Your instructor may decide to record lectures and/or class content for students enrolled in this class section to refer to throughout the semester. **Class recordings are the intellectual property of the university or instructor and are reserved for use only by students in this class and only for educational purposes. Students may not post or otherwise share the recordings outside the class, or outside the Canvas Learning Management System, in any form. Failing to follow this restriction is a violation of the UNT Code of Student Conduct and could lead to disciplinary action.**

Do you meet ALL expectations for being enrolled in a course?

- CMHT students are expected to meet all prerequisites for the courses in which they are registered.
- Student are expected to be respectful of other students, guests, and faculty. Behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT.
- Students engaging in unacceptable behavior will be directed to leave the classroom and may be referred to the Dean of Students for possible violation of the Code of Student Conduct.
- UNTs expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at <https://studentaffairs.unt.edu/dean-of-students>.

The College of Merchandising, Hospitality and Tourism requires that students respect and maintain all university property. Students are accountable through disciplinary action for any

intentional damages they cause in classrooms. (e.g., writing on tables). Disruptive behavior is not tolerated (e.g., arriving late, leaving early, sleeping, talking on the phone, texting or game playing, making inappropriate comments, ringing cellular phones/beepers, dressing inappropriately).

Career Resources

CMHT Career Coach

For one-on-one help with your resume, cover letter, LinkedIn profile, interview tips/practice or other internship and job-search skills, Mrs. Dee Wilson (Dee.Wilson@unt.edu) is our Career Center Coach. Contact her for an appointment through navigate.unt.edu or drop by her office in Chilton 333.

Career Center

The Career Center is currently located in Sage Hall. They provide *free* business cards, professional portraits, etc. They also host several recruiters throughout the year in various events/information sessions and career fairs. Learn more about their services here:

<https://careercenter.unt.edu/>.

Online Job Board and Social Media Sites

- <https://cmht.unt.edu/jobs>
- Facebook CMHT Careers Group - <https://www.facebook.com/groups/CMHTCareers/>
- LinkedIn - <https://www.linkedin.com/in/unt-cmht-2023b8173/>
- Twitter - @UNTCMHT
- Facebook Social Sites - @UNTCMHT and @UNTHTM
- Instagram - [@untcmht](https://www.instagram.com/untcmht)

CMHT Career Expo

CMHT Career Expo

The Expo will be Tuesday, February 28, 2023. You can find all information here:

<https://cmht.unt.edu/merchandising-and-digital-retailing/career-expo>. If you need to borrow professional clothing to wear, please go to the UNT Career Center's Suit Up Closet in Crumley Hall, 1st Floor. Hours open are posted at <https://careercenter.unt.edu/resources/unt-suit-up-closet/>.

CMHT-IT Resources

CMHT-IT Services Student Laptop Checkout Information

The CMHT-IT Services desk located on the 3rd floor of Chilton Hall outside room **386** will have Dell laptops available for checkout for all CMHT students. These laptops and the CMHT-IT Services desk will be available during the following hours:

Monday: 7:30AM – 9:00PM
Tuesday: 7:30AM – 9:00PM
Wednesday: 7:30AM – 9:00PM
Thursday: 7:30AM – 9:00PM
Friday: 7:30AM – 5:00PM

These Dell laptops can be checked out at any point during the above hours and must be returned on the same business day to the CMHT-IT Services personnel. These laptops must remain on campus and will **not** save your data. So be sure to use a USB or email yourself to save your work!

For more information, please stop by the CMHT-IT Services desk in Chilton Hall 386 or give us a call at (940) 565-4227.

UNT Citrix Virtual Lab

UNT Students currently enrolled in a CMHT course have access to the UNT Citrix Virtual Lab. This is useful if your course requires specific software and you need access to the software on your personal machine. You can find more information and installation steps here:

<https://academictechnologies.unt.edu/services/computer-labs/request/remotely-connect-virtual-computer-lab#connect-options>.

The CMHT-IT Services desk can assist you with installing the Citrix Workspace client on your personal machine. Please see above hours of operation for our IT services desk.

Part of working in the online environment involves dealing with the inconveniences and frustration that can arise when technology breaks down or does not perform as expected. Here at UNT we have a Student Help Desk that you can contact for help with Canvas or other technology issues.

UIT Help Desk: [UIT Student Help Desk site](http://www.unt.edu/helpdesk/index.htm) (<http://www.unt.edu/helpdesk/index.htm>)

Email: helpdesk@unt.edu

Phone: 940-565-2324

In Person: Sage Hall, Room 130

Walk-In Availability: 8am-9pm

Telephone Availability:

- Sunday: noon-midnight
- Monday-Thursday: 8am-midnight
- Friday: 8am-8pm
- Saturday: 9am-5pm

Laptop Checkout: 8am-7pm

For additional support, visit [Canvas Technical Help](#)

(<https://community.canvaslms.com/docs/DOC-10554-4212710328>)

Additional Information

Are You An F-1 Visa Holder?

To read detailed Immigration and Customs Enforcement regulations for F-1 students taking online courses, please go to the [Electronic Code of Federal Regulations website](http://www.ecfr.gov/) (<http://www.ecfr.gov/>). The specific portion concerning distance education courses is located at Title 8 CFR 214.2 Paragraph (f)(6)(i)(G).

The paragraph reads:

(G) For F-1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the full course of study requirement if the class is taken on-line or through distance education and does not require the student's physical attendance for classes, examination or other purposes integral to completion of the class. An on-line or distance education course is a course that is offered principally through the use of television, audio, or computer transmission including open broadcast, closed circuit, cable, microwave, or satellite, audio conferencing, or computer conferencing. If the F-1 student's course of study is in a language study program, no on-line or distance education classes may be considered to count toward a student's full course of study requirement.

University of North Texas Compliance

To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course.

If such an on-campus activity is required, it is the student's responsibility to do the following:

- (1) Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course.
- (2) Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Student and Scholar Services Office. ISSS has a form available that you may use for this purpose.

Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, s/he should contact the UNT International Student and Scholar Services Office (telephone 940-565-2195 or email internationaladvising@unt.edu) to get clarification before the one-week deadline.

Inclusivity Statement

Consistent with the University of North Texas policy on diversity, CMHT views diversity as encompassing the intersecting identities that make us unique individuals, including (but not limited to) ethnic/racial identity, nationality, sexual and GLBTQ identity, gender identity and expression, age, religious/spiritual beliefs, socioeconomic status, body shape/size, physical ability status and varying points of view. As members of the UNT community, we have all made a commitment to be part of an institution that respects and values the identities of the students and employees with whom we interact. CMHT does not tolerate identity-based discrimination, harassment, and retaliation. Every student in this class should have the right to learn and engage within an environment of respect and courtesy from others. We encourage you to review UNT's student code of conduct so that we can all start with the same baseline civility understanding ([Code of Student Conduct](#)).

Feedback and Communications

Image Release

The College actively posts images and descriptions of class and student accomplishments. If you do not want your image posted on the CMHT website and/or social media sites, (1) you should avoid being in group photographs or in photographs taken by your teachers or the IT staff and (2) send an email to TKinley@unt.edu and request that your name and image not be shared. Dr. Kinley will share this information with the IT staff and the faculty who post to social media. Faculty and staff are asked to honor your wishes without question.

If your instructor employs lecture capture technology to record class sessions, students may occasionally appear on video. The recording may be used in future course offerings.

What is SPOT?

The Student Perceptions of Teaching (SPOT) is a requirement for all organized classes at UNT. This short survey at the end of the semester gives students the opportunity to comment on the course. Student feedback is important and is essential as we strive for excellence.

Do you know the date/time of the final exam in this course?

Final exams or other appropriate end of semester evaluations are administered at the designated times during the final week of each long semester and during the specified day of each summer term. *Please check the calendar early in the semester to avoid any schedule conflicts.* You can find the Final Exam Schedule here: <https://registrar.unt.edu/exams/final-exam-schedule>

Do you know what you may be missing?

Your access point for ALL business and academic services at UNT occurs within the <https://my.unt.edu> site, and EagleConnect is the official method of communication for UNT. If you do not regularly check EagleConnect or forward it to your favorite e-mail account, please do so to learn about job and internship opportunities, CMHT events, scholarships, and other important information. The website that explains EagleConnect and how to forward your email is: <https://it.unt.edu/eagleconnect>.

Do you know what to do in an emergency or UNT closure?

- UNT uses a system called Eagle Alert to quickly notify you with critical information in an event of emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). The system sends voice messages (and text messages upon permission) to the phones of all active faculty staff, and students. Please make certain to update your phone numbers at <https://my.unt.edu>.
- Some helpful emergency preparedness actions include: 1) ensuring you know the evacuation routes and severe weather shelter areas, determining how you will contact family and friends if phones are temporarily unavailable, and identifying where you will go if you need to evacuate the Denton area suddenly.

- In the event of a university closure, your instructor will communicate with you through Canvas regarding assignments, exams, field trips, and other items that may be impacted by the closure.

Sexual Assault Prevention

UNT is committed to providing a safe learning environment free of all forms of sexual misconduct, including sexual harassment sexual assault, domestic violence, dating violence, and stalking. Federal laws (Title IX and the Violence Against Women Act) and UNT policies prohibit discrimination on the basis of sex, and therefore prohibit sexual misconduct. If you or someone you know is experiencing sexual harassment, relationship violence, stalking, and/or sexual assault, there are campus resources available to provide support and assistance. UNT's Survivor Advocates can assist a student who has been impacted by violence by filing protective orders, completing crime victim's compensation applications, contacting professors for absences related to an assault, working with housing to facilitate a room change where appropriate, and connecting students to other resources available both on and off campus. The Survivor Advocates can be reached at SurvivorAdvocate@unt.edu or by calling the Dean of Students Office at 940-565- 2648. Additionally, alleged sexual misconduct can be non-confidentially reported to the Title IX Coordinator at oeo@unt.edu or at (940) 565 2759.

Prohibition of Discrimination, Harassment, and Retaliation (Policy 16.004)

The University of North Texas (UNT) prohibits discrimination and harassment because of race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other characteristic protected under applicable federal or state law in its application and admission processes; educational programs and activities; employment policies, procedures, and processes; and university facilities. The University takes active measures to prevent such conduct and investigates and takes remedial action when appropriate.

Retention of Student Records

Student records pertaining to this course are maintained in a secure location by the instructor of record. All records such as exams, answer sheets (with keys), and written papers submitted during the duration of the course are kept for at least one calendar year after course completion. Course work completed via the Canvas online system, including grading information and comments, is also stored in a safe electronic environment for one year. Students have the right to view their individual record; however, information about student's records will not be divulged to other individuals without proper written consent. Students are encouraged to review the Public Information Policy and the Family Educational Rights and Privacy Act (FERPA) laws and the University's policy. See UNT Policy 10.10, Records Management and Retention for additional information.

**Department of Hospitality and Tourism Management
University of North Texas**

HMG2 5280 – Hotel and Restaurant Operations: Theory and Analysis (SPRING 2023)

Class Schedule*

Week	Date	Lessons	Assignments, Quizzes, & Exams
1	Jan 17 – Jan 20	<ul style="list-style-type: none"> • Read Chapters 1.1-1.8 • Read Teaching Module 1 	<ul style="list-style-type: none"> • Self-Introduction on Discussion Board • Quiz 1
2	Jan 23 – Jan 27	<ul style="list-style-type: none"> • Read Chapters 2.1-2.3 • Read Teaching Module 2 	<ul style="list-style-type: none"> • Quiz 2
3	Jan 30 – Feb 3	<ul style="list-style-type: none"> • Read Chapters 3.1-3.7 • Read Teaching Module 3 	<ul style="list-style-type: none"> • Article Summary (1)
4	Feb 6 – Feb 10	<ul style="list-style-type: none"> • Read Chapters 4.1-4.8 • Read Teaching Module 4 	<ul style="list-style-type: none"> • Quiz 3
5	Feb 13 – Feb 17	<ul style="list-style-type: none"> • Read Chapter 5.1-5.5 • Read Teaching Module 5 	<ul style="list-style-type: none"> • Exam I
6	Feb 20 – Feb 24	<ul style="list-style-type: none"> • Read Chapter 5.6-5.10 • Read Teaching Module 6 	<ul style="list-style-type: none"> • Quiz 4 • Article Summary (2)
7	Feb 27 – Mar 3	<ul style="list-style-type: none"> • Read Chapter 6.1-6.3 • Read Teaching Module 7 	<ul style="list-style-type: none"> • Quiz 5
8	Mar 6 – Mar 10	<ul style="list-style-type: none"> • Read Chapter 6.4-6.6 	<ul style="list-style-type: none"> • Quiz 6
9	Mar 13 – Mar 17	<i>Spring Break</i>	
10	Mar 20 – Mar 24	<ul style="list-style-type: none"> • Read Chapter 6.7-6.10 • Read Teaching Module 8 	<ul style="list-style-type: none"> • Article Summary (3)
11	Mar 27 – Mar 31	<ul style="list-style-type: none"> • Read Chapter 7.1-7.4 	<ul style="list-style-type: none"> • Case study project
12	Apr 3 – Apr 7	<ul style="list-style-type: none"> • Read Chapter 7.5-7.8 	<ul style="list-style-type: none"> • Exam II
13	Apr 10 – Apr 14	<ul style="list-style-type: none"> • Read Chapter 8.1-8.3 • Read Teaching Module 9 	<ul style="list-style-type: none"> • Quiz 7 • Hospitality Sustainability Project
14	Apr 17 – Apr 21	<ul style="list-style-type: none"> • Read Chapter 8.4-8.7 • Read Teaching Module 10 	<ul style="list-style-type: none"> • Quiz 8
15	Apr 24 – Apr 28	<ul style="list-style-type: none"> • Read Chapter 9.1-9.4 • Read Teaching Module 11 	<ul style="list-style-type: none"> • Quiz 9
16	May 1 – May 5	<ul style="list-style-type: none"> • Read Chapter 9.5-9.7 • Read Teaching Module 12 	
17	May 8 – May 12	<ul style="list-style-type: none"> • Quiz 10 (due on May 8) 	

* The instructor reserves the right to revise this class schedule when she deems such revisions will benefit the achievement of course goals and objectives.