

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

**HMGT 5280 – Hotel and Restaurant Operations: Theory and Analysis**

**SPRING 2020**

**FACULTY**

Dr. Han Wen  
Department of Hospitality & Tourism Management  
Office: Chilton Hall 359F  
Virtual Office hours: Wednesday 10:30am – 11:30am (or phone consultation by appointment)  
E-Mail: [han.wen@unt.edu](mailto:han.wen@unt.edu)

**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 user name and password. Your User Name 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 (4 @ 25 points each)	100 points
Case Study Project	50 points
Hospitality Sustainability Project	50 points
Quizzes (10 @ 10 points each)	100 points
<b>Total</b>	<b>400 points</b>

The exams and final exam due dates are listed on your course syllabus.

- A. Make-up exams will be allowed **only** for serious reasons, i.e.: Illness (confirmed by physician).
- B. Schedule conflicts, official school excuse, (and then only if the faculty member in charge of the course is notified prior to scheduled exam time).
- C. Quizzes will be available on Tuesday morning (0:01am) of the week and closed on Monday evening (11:59pm) of the following week.

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

<b>GRADE</b>	<b>POINTS</b>
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**

#### **Graduate Syllabus Statements (Spring, 2020)**

##### **Advising and Degree Progression**

###### 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**

###### CMHT Graduate Faculty Advisor

- CMHT MS students: plan to contact your assigned graduate faculty advisor at least once a semester, preferably twice. After the degree plan is completed, provide updates 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 at least once every semester to verify certificate program progression.
- BS Grad-Track Students: contact your Undergraduate Advisor and Department Graduate Coordinator 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 the Department Chair 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.
- 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.

### **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 12<sup>th</sup> 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 12<sup>th</sup> 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.
- **After the 12<sup>th</sup> class day, students cannot drop a course online** through your my.UNT Student Portal. Please see the instructions for dropping a class here: <https://registrar.unt.edu/registration/dropping-class>

### **Financial Aid Requirements**

- A graduate student must maintain Satisfactory Academic Progress (SAP) to continue receiving financial aid. 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.

### **Course duplications**

- Beginning Fall 2018, students may duplicate only two graduate courses in which they received a grade of C or lower, for grade replacement. A single course may only be repeated once for grade replacement. If a student earns a master’s degree and then pursues a doctoral degree, the two-course limit is per degree level. Courses duplicated prior to Fall 2018 are not considered in the two-course limit. Post baccalaureate and non-degree courses duplicated apply to the master’s limit.
- The responsibility for initiating the official recording of a grade duplication lies entirely with the student. However, the Registrar’s Office may post duplications at the request of the student’s advisor or to update academic status. In the absence of such a request, all grades received for a course will be included in the student’s cumulative hours attempted and grade points earned. Once a duplication request is submitted, only the last grade received is included in the student’s cumulative hours attempted and grade points earned.  
<http://www.unt.edu/catalog/grad/academics.htm>

### **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

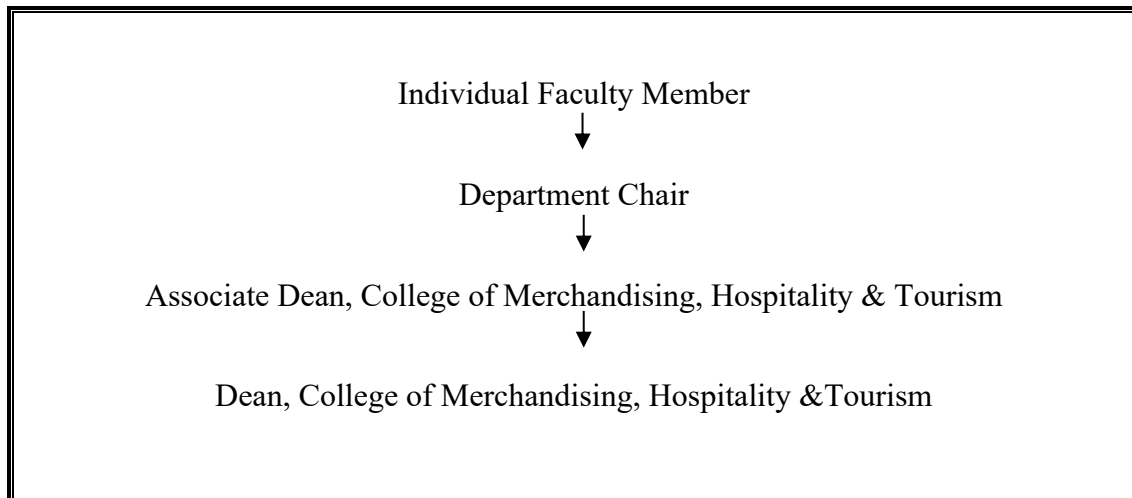
## Dates and Deadlines

January 13	First day of class
January 17	Last day for change of schedule other than a drop. (Last day to add a class.)
January 20	MLK Day – No classes; University is closed
January 27	Census date –Students cannot be added to a course for any reason after this date.
March 9-13	Spring Break – No classes; University is closed
March 30	Last day for a student to drop a course and receive a W.
April 29-30	Pre-final days
April 30	Last class day
May 1	Reading day (no classes)
May 2-7	Final exams ( <b>Exams begin on Saturday</b> )
May 7-10	Graduation ceremonies

## 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 <http://www.unt.edu/oda>. 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 penalties of academic dishonesty?**

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.

**As a graduate student, you may be accumulating a body of knowledge related to your research focus. If you desire to continue with this endeavor in a current or future class you should discuss this matter with your instructor before beginning an assignment which you might utilize previously submitted work. Again, submitting papers, projects, or case studies that have already been submitted in previous coursework or current coursework is academic dishonesty.**

### **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.
- Students 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.
- UNT's 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 [www.deanofstudents.unt.edu](http://www.deanofstudents.unt.edu).

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).

### **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](mailto: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.

#### **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.*

#### **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.

### **Career Resources**

#### **Resume Help**

For one-on-one help with your resume or other job-search skills, Ms. Janice Lader will have office hours in Chilton 388 on Tuesday and Wednesday afternoons from 2:00 to 4:00. Additional appointments are available in the Career Center if your schedule does not allow you to meet with her during these times.

#### **Career Center**

The Career Center is currently located in Chestnut Hall (just across the street from Chilton), and will be moving to Sage Hall sometime this year. They provide \*free\* help with resumes, interview skills, business cards, professional portraits, etc. They also host several recruiters throughout the year and host job fairs.

#### **Internship / Career Industry Contact Opportunities**

- In the fall semester, watch for information about the **Executive in Residence (EIR) Lecture**. This is an opportunity to hear about innovative industry and network with CMHT Board members and speakers.
- Also in fall, look for the **MDR Career Expo**, which provides opportunities to talk with recruiters and maybe interview on the spot! There may also be an opportunity to have lunch with recruiters.

- In the spring semester, watch for information about the **Consumer Experience Symposium**. The format will be similar to the EIR in that it affords you an opportunity to hear directly from industry and network with Board members and speakers.
- Spring semester also brings the **HTM Career Expo**, where our industry recruiters come to campus to visit with you!
- **CMHT Student organizations** bring industry opportunities to campus in their monthly or bi-monthly meetings. Join them and participate!
- We sometimes have an **Industry Partner of the Day** set up in the hallway near the advising offices. These may be publicized in your classes and are posted on the bulletin board in that Chilton hallway.

### **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 Site - @UNTCMHT and @UNTHTM
- Instagram - @untcmht

### **IT Resources**

#### **CMHT-IT Services Student Laptop Checkout Information**

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

Monday: 7:30AM – 9:30PM

Tuesday: 7:30AM – 9:30PM

Wednesday: 7:30AM – 9:30PM

Thursday: 7:30AM – 9:30PM

Friday: 7:30AM – 9:30PM

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 or visit us at <https://cmht.unt.edu/cmht-it-services> or give us a call at (940) 565-4227.

### **CMHT Student Computer Lab**

Located on the 3<sup>rd</sup> floor of Chilton Hall, technology classroom **388** will be open for students as a computer lab Monday, Tuesday, Thursday and Friday between the hours of 1:00 PM – 5:00 PM and on Wednesdays from 8:00 AM to 12:00 PM (noon).

In this computer lab, please take advantage of the space for your study time, group projects, tutoring or printing needs.

### **CMHT Virtual Lab**

UNT Students currently enrolled in a CMHT course have access to the CMHT Virtual Lab provided by VMware Horizon View virtual desktop system. 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://cmht.unt.edu/vmware-virtual-lab>. The CMHT-IT Services desk can assist you with installing the VMware client on your personal machine. Please see above hours of operation for our IT services desk.

## **Additional Information**

### **Are You An F-1 Visa Holder?**

- 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 must be approved in advance by the instructor and can include activities such as taking an on-campus exam, participating in multiple 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 Advising Office. The UNT International Advising Office 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, students should contact the UNT International Advising Office (telephone 940-565-2195 or email [international@unt.edu](mailto:international@unt.edu)) to get clarification before the one-week deadline.

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

**HMG 5280 – Hotel and Restaurant Operations: Theory and Analysis (SPRING 2020)**

**Tentative Class Schedule\***

<b>Week</b>	<b>Date</b>	<b>Lessons</b>	<b>Assignments, Quizzes, &amp; Exams</b>
1	Jan 13 – Jan 17	<ul style="list-style-type: none"> <li>• Read Chapters 1.1-1.8</li> <li>• Read Teaching Module 1</li> </ul>	<ul style="list-style-type: none"> <li>• Self-Introduction on Discussion Board</li> </ul>
2	Jan 20 – Jan 24	<ul style="list-style-type: none"> <li>• Read Chapters 2.1-2.3</li> <li>• Read Teaching Module 2</li> </ul>	<ul style="list-style-type: none"> <li>• Quiz 1</li> </ul>
3	Jan 27 – Jan 31	<ul style="list-style-type: none"> <li>• Read Chapters 3.1-3.7</li> <li>• Read Teaching Module 3</li> </ul>	<ul style="list-style-type: none"> <li>• Quiz 2</li> <li>• Article Summary (1) Due on Jan 31</li> </ul>
4	Feb 3 – Feb 7	<ul style="list-style-type: none"> <li>• Read Chapters 4.1-4.8</li> <li>• Read Teaching Module 4</li> </ul>	<ul style="list-style-type: none"> <li>• Quiz 3</li> </ul>
5	Feb 10 – Feb 14	<ul style="list-style-type: none"> <li>• Read Chapter 5.1-5.5</li> <li>• Read Teaching Module 5</li> </ul>	<ul style="list-style-type: none"> <li>• Quiz 4</li> <li>• <b>Exam I</b> Due on Feb 16</li> </ul>
6	Feb 17 – Feb 21	<ul style="list-style-type: none"> <li>• Read Chapter 5.6-5.10</li> <li>• Read Teaching Module 6</li> </ul>	<ul style="list-style-type: none"> <li>• Quiz 5</li> <li>•</li> </ul>
7	Feb 24 – Feb 28	<ul style="list-style-type: none"> <li>• Read Chapter 6.1-6.3</li> <li>• Read Teaching Module 7</li> </ul>	<ul style="list-style-type: none"> <li>• Article Summary (2) Due on Feb 28</li> </ul>
8	Mar 2 – Mar 6	<ul style="list-style-type: none"> <li>• Read Chapter 6.4-6.6</li> </ul>	<ul style="list-style-type: none"> <li>• Quiz 6</li> </ul>
9	Mar 9 – Mar 13	<i>Spring Break</i>	
10	Mar 16 – Mar 20	<ul style="list-style-type: none"> <li>• Read Chapter 6.7-6.10</li> <li>• Read Teaching Module 8</li> </ul>	<ul style="list-style-type: none"> <li>• Case Study Project Due on Mar 20</li> </ul>
11	Mar 23 – Mar 27	<ul style="list-style-type: none"> <li>• Read Chapter 7.1-7.4</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Exam II</b> Due on March 29</li> </ul>
12	Mar 30 – Apr 3	<ul style="list-style-type: none"> <li>• Read Chapter 7.5-7.8</li> </ul>	<ul style="list-style-type: none"> <li>• Quiz 7</li> </ul>
13	Apr 6 – Apr 10	<ul style="list-style-type: none"> <li>• Read Chapter 8.1-8.3</li> <li>• Read Teaching Module 9</li> </ul>	<ul style="list-style-type: none"> <li>• Article Summary (3) Due on Apr 10</li> <li>• Quiz 8</li> </ul>
14	Apr 13 – Apr 17	<ul style="list-style-type: none"> <li>• Read Chapter 8.4-8.7</li> <li>• Read Teaching Module 10</li> </ul>	<ul style="list-style-type: none"> <li>• Hospitality Sustainability Project due April 17</li> </ul>
15	Apr 20 – Apr 24	<ul style="list-style-type: none"> <li>• Read Chapter 9.1-9.4</li> <li>• Read Teaching Module 11</li> </ul>	<ul style="list-style-type: none"> <li>• Quiz 9</li> </ul>
16	Apr 27 – May 1	<ul style="list-style-type: none"> <li>• Read Chapter 9.5-9.7</li> <li>• Read Teaching Module 12</li> </ul>	<ul style="list-style-type: none"> <li>• Article Summary (4) Due on May 1</li> </ul>
17	May 4 – May 8		<ul style="list-style-type: none"> <li>• <b>Quiz 10</b> due on <b>May 6</b></li> </ul>

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