

**CSS-138**  
**HOTEL & RESTAURANT MANAGEMENT**  
**COURSE SYLLABUS**

**FALL 2001**



**HARVARD UNIVERSITY**  
**Extension School**

Professor Denise Dupre

Professor Michael Oshins

**CSS-138 HOTEL & RESTAURANT MANAGEMENT**  
**COURSE SYLLABUS - FALL 2001**

**Instructors** Denise Dupre, Mike Oshins  
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**Office Hours** Immediately following class & by appointment  
**Class Time** Tuesday 7:35 - 9:35 PM  
**Location** Sever Hall – Room 107

**Description** This introductory course is designed to offer an overview of the hospitality industry, exploring a wide range of organizations from urban hotels to country inns, from gourmet restaurants to fast food, from casinos to theme parks. Students gain a historical perspective and integrate that with current events. The complexities of the hospitality's structure, including chains and franchising, ownership and management relationships are discussed. This course is appropriate for persons with some or no experience and who are interested in learning about, working in, or opening a business in the hospitality industry.

**Prerequisite** None

**Objectives:** By the end of this course you should be able to:

- Explain how hospitality providers effectively manage the service experience
- Identify the world's distribution of hotel rooms and how hotel operations differ from country to country in the hospitality world
- Identify successful strategies for managing changes in the work force, and why human resource productivity is so important in the hospitality industry.
- Explain what tools are needed for an effective hospitality marketer
- Describe how hospitality companies use technology to manage information
- Identify the principles of accounting used in hospitality establishments
- Explain what factors influence ethical choices of hospitality professionals
- Explain the role chains and franchises play in the hospitality business
- Describe the differences among developing, owning, managing, leasing, franchising and creating an affiliation for a hotel
- Explain how things really work in hotels and other lodging operations
- Explain how things really work in restaurants and other foodservice operations
- Identify how a diversification toward entertainment reshaped the hospitality business
- Identify what trends will influence how the hospitality industry will evolve
- Describe the strategies that make a hospitality operation succeed

**Methodology** The course will utilize class discussion, lectures, case studies and reading assignments to achieve the objectives.

## Attendance

Class attendance is required. Learning is an active, participatory process. What you take away from this course will depend upon your personal willingness to interact and enter into dialogue with others in the class. It is simply not possible for you to participate if you are not in class. Grading criteria will be based on attendance and the quality of your contribution during class. This includes the effort you make to heighten the productivity of class discussions and activities. You are expected to come to class prepared (which includes reading the assignments *before* class) and to participate actively. This includes incorporating current events material into class discussions. If you must miss class for a valid reason, please notify me in advance, preferably in writing.

## Required Readings

- Hospitality World! by Dupré/Lane. Van Nostrand Reinhold, 1995.
- *One More Time: How Do You Motivate Employees?* by Herzberg (HBR)
- Harvard Case Studies: Taco Bell (9-692-058) and Club Med (9-687-046)

## Optional

Newspapers and other business periodicals/journals: It is important for you to have access to one or more of the popular business publications such as *The Wall Street Journal*, *Fortune*, *New York Times*, *Business Week*, etc. Access can include personal copies, use of library copies or on-line sources such as the internet. You should be able to keep up with what is happening in the business world in order to bring that information into class discussions.

One particularly excellent source is the internet site [www.hotel-online.com/](http://www.hotel-online.com/). You may register for this site to e-mail you a list of top industry headlines.

## Grading Criteria

Exam	20
Assignments (3)	20
Case Studies (2)	20
Course Project	25
Class Participation	<u>15</u>
Total	100%

## Exams

The exam will cover all the material up to the date of the exam, including lectures, class discussions, all assigned readings and written assignments. The exam is an opportunity for you to demonstrate your knowledge and mastery of the concepts and information learned throughout the semester.

## Case Studies

Students will work in teams to analyze the case study (although only one case study per team is to be submitted). Working together often creates synergistic value - allowing for different perspectives to form a more comprehensive analysis. Study guidelines and requirements will be handed out the week before the case is due. All cases must be turned in at the **beginning** of class. Late case papers will not be accepted and the entire group will receive a failing grade. All cases must be typed (or word processed). Since cases will be discussed, bring the case studies to class.

## **Assignments**

Assignments will be given throughout the semester; they are exercises to help you understand and apply the concepts and theories discussed in class. There will be 3 assignments during the semester. Additional information regarding each particular assignment are attached.

Assignments include the following:

1. Service letters: Interaction with companies in response to both glowing and poor service.
2. Hotel visit: Visit to a local Boston hotel followed up with a written analysis.
3. Restaurant Critique: Critical analysis at all aspects of the dining experience.

## **Course Project**

The course project allows students, in small teams, to analyze a specific area of the industry that appeals to you. Projects will require both primary and secondary research. Presentations to the class summarizing the results of your analysis will be conducted during the last two classes of the semester. Additional information regarding the scope of the project will be forthcoming.

## **Academic Integrity**

Any dishonest act, in the form of plagiarism, cheating on exams, copying or "using" case studies from previous or current students, or any other illegal act, is a serious violation of academic honesty and will not be tolerated. Serious penalties will be enforced should this event occur.

## **General Note**

A general note about quality of academic work and professionalism. Since this is a management course, all work will be evaluated as a manager. Written work should be impeccable: neat, typed/word processed, free of spelling and grammatical errors, and professional in tone and appearance. Your verbal contribution to class discussion is expected to be well reasoned, thoughtful, and considerate of others.

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<u>No.</u>	<u>Date</u>	<u>Topic</u>	<u>Reading Assignments Due</u>	<u>Written Assignments Due</u>
1	September 11	Introduction; A Historical Perspective	Ch 1	
2	September 18	The Big Picture	Ch 2	
3	September 25	Hospitality is a Service Business	Ch 3	
4	October 02	An International Perspective	Ch 4	Letter
5	October 09	Entertainment Concepts; Euro Disney	Ch 5, Master Case	
6	October 16	Hotel Operations	Ch 6 & 7	Hotel Visit
7	October 23	Food Service	Ch 8 & 9	Restaurant Critique
8	October 30	Human Resources / MIS	Ch 10, Herzberg & 12	
9	November 06	Marketing	Ch 11	
10	November 13	Accounting / CASE One	Ch 13	Taco Bell
11	November 20	Franchising, Chains... / Development	Ch 14 & 15	
12	November 27	Ethics & Strategy	Ch 16, 17	
13	December 04	Club Med		Club Med
14	December 11	Exam		Exam
**	December 18	to Jan 1 <sup>st</sup> No Class - Winter Recess		
15	January 8	Student Presentations		Final Project
16	January 15	Student Presentations		Final Project

A note about scheduling - this schedule is only an outline and may be altered during the semester to resolve scheduling conflicts and/or accommodate an appropriate pace of material and information covered.