

FACULTY OF GLOBAL AND COMMUNITY STUDIES		
COURSE OUTLINE		
<b>Term:</b>	<i>Fall 2015</i>	<b>Instructor:</b>
<b>Course No:</b>	<i>TOUR 416</i>	<b>Office:</b>
<b>Course Name:</b>	<i>Applied Hotel Financial Management</i>	<b>Telephone:</b>
<b>Credits:</b>	<i>3</i>	<b>E-mail:</b>
<b>Classroom/Lab:</b>		<b>Office Hours:</b>
<b>Scheduled:</b>		

**COURSE FORMAT:** 3 hours per week for 15 weeks, plus fourth hour activities

**PREREQUISITES:** TOUR 251, TOUR 252 and TOUR 316

**FOURTH HOUR:** Fourth hour activities for this course may include on-line instruction, small group meetings with faculty, tutorials, field trips, or industry events.

**COURSE OUTCOMES:** This is the capstone course for students within the hotel concentration. Students participate in a realistic hotel model/simulation that combines Food and Beverage and Rooms Division operations with finance, sales and human resources in order to be more efficient and competitive in meeting the needs of their customers. Students study the relationship between revenues, expenses and ultimately profit. Students are provided with a semester long case study in which they must diagnose the financial situation of a hotel, select which market segments to target, and allocate resources (people, product and process) to drive market share. Each month, through the length of the course, students would be required to revise their forecasts based on the hotel's performance. Decisions will be based around a corporate social responsibility framework that includes social, economic and environmental factors. Students should leave the course with a broad understanding of the relationships between all the areas of hotel operations and non-operations.

**STUDENT LEARNING OUTCOMES:** Upon successful completion of this course, students should be able to demonstrate competence in the following abilities and skills:

LEARNING OUTCOMES
1. Analyze the critical success factors of a hotel including competitive strategy, stage of the product life cycle, size, culture, values and beliefs, cost structure, management style, location, position, competitor activity, and financial strength.
2. Manage cash flow, short term investments, accounts receivable and inventory in a hotel or resort setting.
3. Construct budgets and pro-forma statements for the purpose of planning, control and financial forecasting in a hotel or resort setting.
4. Evaluate hotel financial statements using financial ratios and other tools to diagnose issues, determine alternative courses of action, and make recommendations.
5. Use forecasting and decision support tools to optimize the effectiveness of operational and business decision-making activities, such as those relating to revenue management, profit, planning, control and continuous improvement, in order to maintain a competitive edge.

**EVALUATION PROFILE:**

Assessment	% of Final Grade	Individual/Group
Month 1 Analysis	15%	I
Month 2 Analysis	15%	I
Month 3 Analysis	20%	I
Group Presentation (each group will be assigned one of the months to present)	10%	G
Midterm	20%	I
Final Exam	20%	I
<b>Total</b>	<b>100%</b>	

<b>GRADING PROFILE:</b>	A+=90-100%	B+ = 77-79%	C+ = 67-69%	D = 50-59%
	A =85-89%	B = 73-76%	C = 63-66%	F = 49% or less
	A-=80-84%	B- = 70-72%	C- = 60-62%	

**GRADING STANDARDS:**

- A+ All aspects of the work submitted are to exceptional standards.**  
Comprehensively researched, clear and concise, extremely well structured and designed, with a diverse and exhaustive range of evidence (e.g.: literature, other data) used effectively and critically. Demonstrates enlightening, insightful, and/or original thinking of the topics. Presented to the highest standards (e.g.: references, style, grammar, length).
- A All aspects of the work submitted are to excellent standards.**  
Thoroughly researched, clear and concise, excellently structured and designed, with an extensive range of evidence (e.g.: literature, other data) used effectively and critically. Demonstrates a thorough and comprehensive understanding of the topics. Presented to very high standards (e.g.: references, style, grammar, length).
- B All aspects of the work submitted are to good standards.**  
Accurately researched, clear discussion, well structured and designed, with a good range of evidence (e.g.: literature, other data) used effectively and critically. Demonstrates a thorough understanding of the topics. Presented to high standards (e.g.: references, style, grammar, length).
- C All aspects of the work submitted are to satisfactory standards, or (C-) a marginal pass.**  
Sufficiently researched, providing good discussion, reasonably well structured and designed, with an acceptable range of evidence (e.g.: literature, other data) used effectively. Demonstrates satisfactory understanding of the topics. Presented to reasonable standards (e.g.: references, style, grammar, length).
- D Work submitted earns a minimal pass.**  
Insufficiently researched, needs improvement in flow and design, and/or level of detail, with a limited range of evidence (e.g.: literature, other data) used. Demonstrates rudimentary understanding of the topics. Presented to basic standards (e.g.: references, style, grammar, length).
- F All aspects of the work submitted are below adequate standards.**  
Research, flow and design, and/or level of detail are unsatisfactory, with an insufficient range of evidence (e.g.: literature, other data) used. Demonstrates unfamiliarity with the topics. Presented to below adequate standards (e.g.: references, style, grammar, length).

**REQUIRED TEXT and OTHER RESOURCES:**

Bergeron, P. G. (2014). *Finance for Non-Financial Managers (7th ed.)*. Nelson Publishing. (Also used in TOUR 316)

Reading Package

**COURSE CONTENT/SCHEDULE:**

WEEK	TOPIC(S)	REQUIRED READINGS/ ACTIVITIES
1	Introduction to hotel financial management and case study approach Review of accounting and financial statements in hotels and resorts	
2	Cash flows – statements, issues, and analysis Financial statement analysis	
3	Semester-long case study introduction Demand management and forecasting for hotels and resorts	
4	Month 1 Analysis – Workshop	
5	Month 1 Analysis – Presentations & Discussion	Month 1 Analysis & Presentations
6	Decision support tools	
7	Key performance indicators and benchmarking for hotels and resorts	Midterm
8	Month 2 Analysis – Workshop	
9	Month 2 Analysis – Presentations & Discussion	Month 2 Analysis & Presentations
10	Profit planning and decision making for hotels and resorts	
11	Planning, budgeting and controlling for hotels and resorts	
12	Month 3 Analysis – Workshop	
13	Month 3 Analysis – Presentations & DISCUSSION	Month 3 Analysis & Presentations
14 - 15	<b>FINAL EXAM PERIOD</b>	Final Exam

**UNIVERSITY POLICIES:**

Capilano University has policies on Academic Appeals (including appeal of final grade), Student Conduct, Cheating and Plagiarism, Academic Probation and other educational issues. These and other policies are available on the University website.

In addition to the policies of the university, the Faculty of Tourism and Outdoor Recreation has the following policies governing the management of classes and curriculum.

**FACULTY POLICIES:**

**Attendance:** Regular class attendance, and participation in course activities and assignments, is expected and likely essential to successfully achieving the course learning outcomes. Students are responsible for any and all content and instructions communicated during scheduled classes, in course handouts, and (if applicable) via course email and web sites. In cases where participation by all students is essential for conducting the planned instructional activities, attendance may be mandatory. In all cases, the attendance expectations and any penalties for missing instructional activities shall be clearly articulated on the course outline.

**Attendance for weekend courses is mandatory.**

No exemption from class time will be granted without appropriate medical documents or a proven emergency. Should a student choose to be absent they will receive a 15% deduction off the total final grade in the course for any day/or portion thereof missed. Students are required to make up all class work for which they were not in attendance.

<b>Professional Behaviour:</b>	Students must demonstrate a professional attitude and behaviour toward work, fellow students and their instructors. Each student should demonstrate reliability, respect for and co-operation with colleagues. A willingness to work calmly and courteously under difficult conditions as well as a determination to achieve first-class work while meeting deadlines is necessary. Students should have respect for equipment and systems. Students should display a constructive response to criticism. Professional behaviour includes appropriate language use. Appropriate language use involves using respectful, moderate, and inclusive language at all times.
<b>Cheating and Plagiarism:</b>	Cheating is an act of deceit, fraud, distortion of the truth, or improper use of another person's effort to obtain an academic advantage. Cheating includes permitting another person to use one's work as their own. Plagiarism is the presentation of another person's work or ideas as if they were one's own. Plagiarism is both dishonest and a rejection of the principles of scholarship. Information about how to avoid plagiarism by proper documentation of sources is available in the Library, the Writing Centre and is published on the University website.
<b>Penalties for Cheating and Plagiarism:</b>	A grade of '0' for an examination, quiz or assignment or 'F' for the course may be assigned if cheating or plagiarism has taken place. First incidents deemed by the instructor to be particularly serious or second or subsequent incidents of cheating and plagiarism will be dealt with under the provisions of the University Policy on Cheating and Plagiarism (See the University website). All students should familiarize themselves with the University Policy on Cheating and Plagiarism as such behaviour can result in suspension from the University.
<b>Missed Exams or Quizzes:</b>	Will receive a grade of "0" unless <b>PRIOR</b> arrangements (wherever possible) are made with the instructor. Permission to make up an exam will only be given in extraordinary situations such as illness of the student or the death of a close family member. <b>A doctor's certificate, or other proof supporting the reason for the absence, may be required.</b>
<b>English Usage:</b>	All assignments are marked for correct English usage, proofreading and formatting, <b>up to a maximum of 15% of the total mark for that assignment.</b>
<b>Assignments:</b>	Homework assignments are due at the <b>start of class</b> on the due date unless otherwise advised by your instructor. Late assignments will only be accepted if prior approval for a late submission date has been given by the instructor.
<b>Programmable Tools:</b>	The use of programmable items such as calculators, and dictionaries etc. is forbidden during tests, quizzes, and exams. Cell phones are not to be brought to any test, quiz, or exam.
<b>Incomplete Grades:</b>	Incomplete grades will not be given unless special arrangements have been made with the instructor prior to the exam period.
<b>Copyright Policy:</b>	Students are expected to familiarize themselves with and abide by the University's Copyright Policy. The University's Copyright Policy is published on the University website.