

ICTB 324

Hotel Business Development and Management

Dr.Veerades Panvisavas

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Teaching Time: **Monday & Wednesday 12.00-13.50**

Consultation time: **Monday 14.00-16.00**

COURSE SPECIFICATION

Name of institution	Mahidol University International College Mahidol University
Campus/faculty/department	Tourism and Hospitality Management Division, Salaya

Section 1 General Information

1. **Course code and course title** English ICTB 324 Hotel Business Development and Management
2. **Number of credit** 4 (4-0-8)
(Lecture 4 hour – Laboratory 0 hours/ Self-study 8 hours/ week)
3. **Curriculum and type of subject**
 - 3.1 Curriculum Offer in the International Hospitality Management curriculum a the bachelor's level (International Program)
 - 3.2 Type of Subject Core course
4. **Responsible faculty member** Faculty member, Tourism and Hospitality Management Division, Mahidol University International College
5. **Trimester / year of study**
 - 5.1 Trimester Trimester 1, 2 and 3 of every academic year of study
 - 5.2 Number of students Approximately 40 students
6. **Pre-requisite** ICTB 321 Room Division Operation and Management or ICTB 322 Facility Management for Hotel Operations
7. **Co-requisite**
8. **Class schedule and venue of study*** Monday and Wednesday at 12:00 - 13:50
(Rm. – to be announced), Aditayathorn Building
Mahidol University International College,
Mahidol University, Salaya Campus
9. **Mode of teaching and learning:** depending on MU's and MUIC's policy on the COVID-19 situation

On-line Instruction*

- 9.1 **MUIC-SKY** will be the official channel of communication for all class announcements. The first announcement will be made on the 1st day of the class to inform and direct the students to course Learning Management System (LMS). **LINE group** (see QR code below) will be created and used as unofficial and supplement channel.



9.2 **MUIC e-Learning** or Moodle is used as an open source Learning Management System (LMS) of MUIC to share materials, give assignments, hold quizzes, post notifications, etc. It can be accessed through your SKY username and password (uxxxxxxx).

Please learn how to use MUIC e-Learning via the following link:
https://sites.google.com/mahidol.edu/muic-virtual-training/how-to-e-learning#h.p_YMDp82ut0S-9

9.3 **WebEx** will be used as an Online Teaching and Learning Platform for live session.

You need to get the WebEx program ready before the classes. Start by downloading, signing up, and using your MUIC email address (xxxxxx.xxx@student.mahidol.edu or xxxxxx.xxx@student.mahidol.ac.th). You may not be invited to your classes if you use your private email account to sign up.

Here is the link for ICIH 417 live session: <https://mahidol.webex.com/meet/veerades.pan>

Personal Room Number: 575 454 007

Host Pin: 9159

10. Office hour for tutorial

Every Monday from 14.00 to 16.00 **at office or via WebEx** (pls make an appointment in advance). You also can drop a question in LINE group anytime.

11. **Date of latest revision** 12 July 2021

Section 2 Goals and Objectives

1. Goals

This course allows students to develop analytical skills on managerial and entrepreneurial issues related to the hotel and resort business as well as to develop a basic business plan.

2. Objectives of development/revision

After the end of this course, students should be able to:

- 1) define nature of hotel and resort industry as well as concept, types and characteristics of properties
- 2) demonstrate an ability to optimize the operation of hotel and resort
- 3) understand development process of hotel and resort business unit
- 4) develop the ability to diagnose problems during pre-opening stage
- 5) demonstrate an ability to develop a basic business plan for setting up a new or further improve an existing hotel/resort business unit.

Section 3 Course Management

1. Course descriptions

The hotel business development; location selection; legal and tax issues; the business project development plan; an overview of the front and back of the house operations management; expansion and managing multi-unit lodging property; risk and crisis management; understanding and managing the internal stakeholders (i.e. owners, managers, employees, management companies, franchisers); engagement of external stakeholders including customers, suppliers, competitors, local communities and intermediaries (i.e. distribution channels); proactive and reactive approaches responding to the changing factors of the macro environment (i.e., political, economic, socio-cultural, environmental, technological and legislative factors).

2. Credit hours / trimester

Lecture (Hour)	Additional class (Hour)	Laboratory/field trip/internship (Hour)	Self study (Hour)
48 hours (4 hour x 12 weeks)	-		96 hours (8 hours x 12 weeks)

3. The principles of the Global Code of Ethics (GCE)

Under THM curriculum, we define the code of ethics into three levels

- 1) Fundamental rules and regulations- Following MUIC students' code of conduct, academic integrity and honesty;
- 2) Professionalism;
 - Generic professionalism (teamwork, courtesy, service attitude, cultural awareness, team responsibility)
 - Specific industry professionalism (Hotel & Restaurant, MICE& Event, Tourism)
- 3) Social responsibility (community and cultural awareness, sense of protection, indigenous sensitivity, sustainable decisions/solutions);

This subject serves code of ethics level ___ 1, 2 and 3 ___ by ___

- 1) Ensuring students follow the MUIC students' code of conduct on grooming, punctuality and academic integrity and honesty when they attend the course;
- 2) Incorporating in the lecture on the generic professionalism. Students will be informed about the expected and acceptable professional behaviours when working in teams.
- 3) Incorporating into teaching content and the assignment/written exam/team project evaluations whether students apply ethical and sustainability concepts and ideas into their strategic recommendation/solutions.

4. Number of hours that the lecturer provides individual counseling and guidance

Every Monday from 14.00 to 16.00 at office or via WebEx (pls make an appointment in advance). You also can drop a question in LINE group anytime.

Section 4 Development of Students' Learning Outcome

In order to fulfill the following programme learning outcomes (ELOs) of program, this course offers the course learning outcomes as shown in the table hereunder.

- ELO1: Apply operational knowledge and practices in the selected travel and service business industries.
- ELO2: Illustrate managerial and entrepreneurial knowledge and practices in the selected travel and service businesses.
- ELO3: Apply ethical and professional standard in the selected travel and service businesses.
- ELO5: Apply a high level of communication standard for any project related to the travel and service businesses (way of presentation)

Course Learning Outcomes (CLOs)	Align with ELOs of program	Teaching activities	Assessments
1) Demonstrate a good discipline, be ethically responsible to your work and avoid plagiarism act	ELO 3	Class attendance Inform through lecture	Participation in class Assignment

<p>2) Define nature of hotel and resort industry as well as concept, types and characteristics of properties</p> <p>3) Understand development process of hotel and resort business unit as well as develop the ability to diagnose problems during pre-opening stage</p> <p>4) Demonstrate an ability to optimize the operation of hotel and resort</p>	ELO1 and 3	Lecture, Case discussion	Assignment I
<p>5) Demonstrate an ability to develop a basic business plan for setting up a new or further improve an existing hotel/resort business unit.</p>	ELO2	Lecture, Case studies Discussion	Assignment II
<p>6) Develop skills needed to engage in creative and critical thinking, and problem solving. Show effective oral and written presentations and the use of computerized media, to collect, organize, analyze and present findings and recommendations</p>	ELO5	Group Discussion Presentation and written assignment	Assignment II

Section 5 Teaching and Evaluation Plans

1. Teaching plan

Week	Topic	Hours	Teaching methods/ multimedia
1	Introduction to the course	4	Lecture Discussion
2	Nature of Lodging industry Concept, types and characteristics of lodging properties	4	Lecture Discussion
3	Optimizing Operations: <ul style="list-style-type: none"> • Room Division Management • Food and Beverage Management • Human Resources 	4	Lecture Discussion Class exercise
4	Optimizing Operations: <ul style="list-style-type: none"> • Hotel Management Accounting and Reporting • Yield/Revenue Management • Sales and Marketing 	4	Lecture Discussion Class exercise

Week	Topic	Hours	Teaching methods/ multimedia
5	Development Process: <ul style="list-style-type: none"> • Planning a hotel investment (planning & implementation) • Selection of development team and consultants • Market Study and Feasibility Appraisal (supply/demand) 	4	Lecture Discussion Class exercise
6	Development Process: <ul style="list-style-type: none"> • Property or Site selection • Development of design concept and master plan • Functional and sustainable hotel design 	4	Lecture Discussion
7	Development Process: <ul style="list-style-type: none"> • Operating models • Operator/Franchisor selection • Operating contracts in hotel industry 	4	Lecture Discussion
8	Development Process: <ul style="list-style-type: none"> • Hotel and Resort Business Plan • Hotel/Resort investment analysis • Feasibility Study 	4	Lecture Discussion Class exercise
9	Pre-Opening Stage (Part 1): <ul style="list-style-type: none"> • Operating Concept • Organizational design • Pre-opening budget • Pre-opening Manning 	4	Lecture Discussion Class exercise
10	Pre-Opening Stage (Part 2): <ul style="list-style-type: none"> • Sales & Marketing plan • Furniture, fixtures, and equipment (FF&E) • Operational supplies and equipment (OS&E) 	4	Lecture Discussion Class exercise
11	Sustainable Hotel Development/Operations Risk and crisis management	4	Lecture Discussion
12	Presentation	4	Discussion Q&A

*the sequence of the taught topics may be changed due to the circumstance

2. Evaluation plan

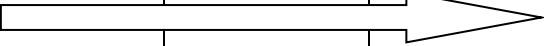
Expected CLOs	Methods / activities	Week	Percentage
1	Class participation	Continuous assessment	10%
2,3,4	Assignment I	Week 7	30%
2,3,4,5,6	Assignment II: Hotel/resort business plan	Week 12	60%

1. Class Participation

Your active participation and interaction with the lecturer and classmates is very important. Please ensure that you are well prepared for each class and that you enthusiastically contribute to the class discussion.

ASSESSMENT CRITERIA FOR CLASS PARTICIPATION					
Assessment Criteria	Excellent (A)	Good (B to B+)	Fair (C to C+)	Very poor (D to D+)	Fail (F)
Participation in class discussion –	Often participated in class activities, answered questions and posed thoughtful questions without teacher prompting.	Sometimes participated in class activities, and answered questions when called upon by teacher.	Occasionally participated in class activity; responded to teacher questions.	Rarely participated in class activity; rarely responded to teacher questions.	Never participated in class activity; did not respond to teacher questions.
Expressed opinions & ideas –	Frequently expressed own ideas and opinions and showed creative and analytical skills.	Sometimes expressed ideas and opinions and showed some creative and analytical skills.	Occasionally expressed ideas and opinions.	Rarely expressed ideas and opinions.	Never expressed ideas and opinions.
Total for this assessment to be added to other subject assessments to give an overall grade for the subject from A-F.					

2. Writing Hotel/Resort Business Plan

ASSESSMENT CRITERIA FOR WRITTEN GROUP REPORT					
Assessment Criteria	Excellent (A)	Good (B to B+)	Fair (C to C+)	Very poor (D to D+)	Fail (F)
Rationality of value proposition and market research	Clear and thorough understanding of the hidden needs and demands of a specific target market Value proposition and the nature of customer are strongly linked	Clear understanding of the needs and demands of a specific target market Value proposition and the nature of customer are linked	General offer to the needs and demands of a specific target market Value proposition and the nature of customer are linked	Unclear understanding of the needs and demands of a specific target market, but some effort is still present Value proposition and the nature of customer are not linked	No rationality of the selected specific market and no attempt shown Value proposition and the nature of customer are not linked
Rationality of revenue stream in comparison to cost structure	Clearly identify where revenue is generated and highly persuasive description of the startup expense	Clearly identify where revenue is generated and persuasive description of the startup expense	Be able to identify where revenue is generated and provide the description of the startup expense	Still unclear explanation where revenue is generated and vague description of the startup expense	Unable to explain the revenue stream in comparison to the cost structure
Overall completeness of business plan	Very well structured; Flawless; Linkages of all the nine components are highly connected	Very well structured; Linkages of all the nine components connected	Well structured; Some linkages of the nine components are evidenced but some unsound connections are detected	The report structure still requires reorganization; Only a few rational linkages amongst the nine components	Poorly structured; Unable to show the linkages;
Professionalism					
Teamwork and presentation	All group members fully and actively involved in research, planning, organization, and presentation	All group members actively involved in research, planning, organization, and presentation	All members involved in most group activities	Inconsistent effort by group members	Clear lack of effort by group members
Professionalism during presentation	All team members are well groomed; Everyone stands up straight, having eye contacts with the crowd, the presenter presents with clear voice and confidence				Dress unprofessional (flip flops and uniform not properly dressed); Team members do not pay attention to class whilst other member is presenting; No eye contact; Presenter does a poor presentation;

Grades

Grade	Achievement	Final score (% range)
A	Excellent	90-100
B+	Very Good	85-89
B	Good	80-84
C+	Fairly Good	75-79
C	Fair	70-74
D+	Poor	65-69
D	Very Poor	60-64
F	Fail	Less than 60

Section 6 Teaching Materials and Resources

1. Texts and main documents

Books

Evans, N. (2019). Strategic management for tourism, hospitality and events. (3rd ed.) Routledge.

Johnson, G., Whittington, R., Scholes, K., Angwin, D. and Regner, P. (2019) Exploring Strategy: Text & Cases, 12th edition, Pearson Education Limited: UK

Okumus, F., Altinay, L., Chathoth, P. & Koseoglu M.A. (2019). Strategic Management for Hospitality and Tourism (2nd ed.). Routledge.

Ahmed Hassanien, A. & Dale, C. (2019) Hospitality Business Development. (2nd ed.) Routledge

Additional articles and cases

These will be provided in class.