

George Mason University
College of Education and Human Development
Tourism and Event Management

TOUR 416. 001- Hospitality Sales
3 Credits, Spring 2017
Wednesday, 7:20 pm – 10:00 pm, East 121-Fairfax Campus

Faculty

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Prerequisites/Corequisites

Undergraduate level [TOUR 230](#) Minimum Grade of D and Undergraduate level [PRLS 410](#) Minimum Grade of D

University Catalog Course Description

Explores the principles of personal selling within hospitality sectors. Reviews the nature of buyers and sellers, situational selling, the sales process and relationship management.

Course Overview

This course will introduce the concept of hospitality sales utilizing a "real world" approach. It will cover the dynamics/job functions of an entry level sales manager, and introduce proven sales techniques/strategies to maximize revenue. Commonly used industry reports will be utilized, which an entry level sales manager would be required to understand in the position. Students will gain an understanding of the hotel budgets (both sales and marketing and total hotel) and learn how the sales manager is an integral part of the hotel sales team and the entire hotel team in general.

Course Delivery Method

Face to face

Learner Outcomes or Objectives

At the completion of this course, students will be able to:

1. Understand the dynamics/job functions of an entry level sales manager
2. Understand sales techniques/strategies to maximize hotel revenue
3. Understand key components to an effective hotel site tour to potential clients
4. Demonstrate an understanding of a hotel's business mix (transient business vs. group business) and how these channels contribute to overall rooms revenue
5. Demonstrate an understanding of the competitive set and how it is chosen
6. Comprehend various industry reports such as the Mix of Sales Report, Sales Budget, Total Hotel Budget, Star Report, Pace Report and GRC Report
7. Analyze a typical Star Report and make recommendations for improvement
8. Identify the family of brands of the major hotel companies (Hilton, Marriott/Starwood, Hyatt, Choice, IHG, Wyndham)
9. Demonstrate an understanding of pricing strategies deployed by a hotel and its comp set
10. Demonstrate an understanding of transient and group pace and how to spot holes in the forecast, and actionable items to close sales/revenue gaps
11. Demonstrate an understanding of a rooms renovation (Capital Planning) and how a renovation might increase room sales upon completion of a renovation
12. Complete a displacement analysis under a renovation scenario and group scenario
13. Demonstrate an understanding of how room sales affect other departments such as Front Desk, Housekeeping, Outlets and Accounting
14. Calculate a valuation analysis
15. Understand how to compare price, amenities and services against a competitive set of hotels

Professional Standards

Not Applicable

Required Texts

Dunn, John A Beginners Handbook for Hospitality Sales Practical Tips and Advice for New Sales Executives (1 Ed).

Instructional techniques include lectures, readings, class activities, homework assignments, quizzes, midterm and final examinations. This course is Blackboard based for class communication and announcements and grading.

Class issued reading material as needed including current industry articles.

Course Performance Evaluation

Attendance and Participation	Attendance and class participation is 30% of grade and is required. Students must attend class in order to participate in the class discussions. Active participation in class lectures and class room assignments is required.	30%
Homework and Short Assignments	Homework and short assignments are 20% of grade. Homework must be completed and handed in on time; late assignments will result in a reduced grade . For example if the homework is completed and submitted on time full credit will be given. For every day late 25% will be deducted so the maximum credit for an assignment handed in a day late will be 75%, two days late will be 50% and so on and so forth. For guest speakers, make sure to e-mail the instructor your three (3) questions for any guest speakers at least 24 hours prior to the guest speaker's arrival. If your three (3) questions are not received 24 hours prior to the guest speaker's arrival no credit will be given resulting in a zero. For any quest speaker, attendance is mandatory and participation is mandatory.	20%
Quizzes	Quizzes will result in 10% of grade. Please be present on the day the quizzes are given.	10%

<p style="text-align: center;">Mid-term presentation</p>	<p>On the first day of class, students will be assigned a hotel company for the mid-term group assignment. The mid-term will consist of an oral team presentation and a written paper with each team member contributing to both the oral presentation and paper. The presentation (power-point) shall not exceed 15 minutes. The paper shall be a minimum of 8 pages and a maximum of 10 pages double-spaced text (not including references and appendix) in APA style of writing. The paper and power point shall consist of the following <u>required components</u> with no one component over-weighted in comparison to other sections:</p> <ul style="list-style-type: none"> - History of the company - Mission Statement or Vision Statement of the company - Brands owned by the parent company you are reporting on - Bio of Sr. Management to include CEO, President, COO, CFO, Treasurer (and/or other key players) – I am looking for where the Sr. Management has worked and their path to how they got where they are (include education of each) - Core business functions (Is this a management company? A franchise company? Are they owner and managers?) - Current strategy of the company – This will require research of analyst presentations or researching press releases or annual reports to determine the companies current growth or profitability strategy - Current "proof" of the company executing their business strategy – you will need to read analyst presentations or press releases to see if the company has been able to successfully execute on their strategy - Location and name of hotels (assets) Based on your research, what makes this company unique? - Why should someone work for this company? - Current entry level management openings in hotels in the Northern Virginia area - If someone wanted to work for this company, where can one go to apply? And call out what hotel's this company has around Fairfax that may have employment opportunities. - Lessons learned <p>NOTES:</p> <p>If all the presentations are not done on the same day, you will still need to hand in (in hard copy) your paper and power point reports on the first day of the presentations (even though your group may not be presenting that day). You will also need to e-mail your paper and power point reports to me the same day you hand in your hard copy of the paper and power point.</p> <p>Late papers and or power point reports will result in reduced grade down to the next grade level. For example B- to C+ or C+ to C.</p> <p>The class will also help to evaluate the presentations and influence the grade.</p> <p>Dress professionally.</p> <p>Be enthusiastic!</p> <p>Be energetic!</p> <p>Be creative!</p> <p>Have fun!</p>	<p style="text-align: center;">15%</p> <p style="text-align: center;">3</p>
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Final exam grade will consist of (i) a closed book exam (which will cover the concepts learned throughout the semester) and (ii) a INTERNAL PITCH PRESENTATION TO YOUR GENERAL MANAGER (utilizing power point) on "your" hotel where you will – in a maximum of FIVE – EIGHT minutes explain to your General Manager (which is the class) your proposal to win the wedding piece of business your hotel (AND THE COMP SET HOTELS) desperately needs in April for the weekend of the 6th, 7th and 8th. The closed book final will weigh 75% and the presentation will be 25% toward the grade on the final.

In your presentation you will need to (for the benefit of the class) use the “location” map (introduced on the first day of class) so the class can see where your hotel is located, and where the comp set is located.

Scenario:

- You are trying to book a wedding group for Thursday, Friday and Saturday night April 6, 7 and 8 (checking out April 9) 2017
- The client needs 50 rooms per night
- This group will definitely utilize the workout facility and other amenities
- The assumption is the group rate you will offer is 35% off the Best Available Rate (BAR) your hotel is quoting for those three (3) nights
- You will need to “shop” the comp set for their BAR and take off 35%, and this will be the group rate you are competing against for each hotel
- The wedding will be in the hotel on Saturday afternoon, in the largest meeting room (200 guests in total)
- The client also needs the same room for the rehearsal dinner on Friday night (100 guests in total)
- There is no competitive advantage in pricing for either the rehearsal dinner or wedding, your hotel and the comp set will charge \$90.00/person (all in) for the rehearsal dinner and \$150.00/person (all in) for the wedding reception, this does not include meeting room rental, set up fees or AV
- You know that the comp set hotel’s will probably not waive meeting room rental or set up fees. The comp set will charge \$300.00 per day for meeting room rental and \$75.00 per day for set up fees.
- Your set up charges are also \$300.00 per day for meeting room rental and \$75.00 per day for set up fees. You know because the comp set typically does not waive these fees, your General Manager is very hesitant and only waives as a last resort.
- The client will need Audio Visual (AV) for both Friday and Saturday
- You know the comp set hotel’s typically charge \$350.00 per day for AV, but also know they have the flexibility to reduce or waive this charge
- Your AV charges are also \$350.00 per day, but you have the flexibility to reduce or waive the fee
- You will need to know the “Trip Advisor” rating for your hotel and the comp set.
- Pay attention to whether or not your hotel charges for parking and understand whether or not the comp set charges for parking
- You will need to know your hotel and the comp set very well and understand the quality of the rooms, and amenities the competition offers
- You will need to compare and contrast (utilizing excel) the following components of your hotel to the comp set and determine whether or not you have a competitive advantage, and if not why. Then you will narrow down the four hotel’s in your comp set to ONE HOTEL (the main hotel competing against you for this piece of business) and the final project is to pitch your General Manager (the class) your strategy to get the piece of business. **It is recommended to make a chart in excel with the following for your hotel and the comp set:**
- Understand the total revenue and total profit this piece of business could potentially bring in
- Price/night for guest rooms
- Last renovations
- Size and condition of guest rooms
- Meeting space condition and offerings (views? natural light? Column free?)
- Amenities (workout facility, pool, F&B offerings)
- Location/things to do in the area
- Special services
- Meeting room charges/day
- Meeting room set up fees/day
- AV charges/day
- Parking charges/night
- Trip Advisor rating
- **Lessons learned from the final project**

Be Enthusiastic! Be energetic!

Be Creative! Have Fun!

Final Exam

25%

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Grading Policies

A+ = 97 - 100	B+ = 88 - 89	C+ = 78 - 79	D = 60 - 69
A = 94 - 96	B = 84 - 87	C = 74 - 77	F = 0 - 59
A- = 90 - 93	B- = 80 - 83	C- = 70 - 73	

Professional Dispositions

Students are expected to exhibit professional behaviors and dispositions at all times.

Class Schedule

DATE			TOPIC	READINGS/ASSIGNMENT DUE
W	January	25	<p>First Class –</p> <ol style="list-style-type: none"> 1. Introduction of Instructor 2. Overview of class with review of syllabus 3. Assignment of a hotel company for your mid-term project (this is a team assignment) 4. Assignment of your "hotel" for your final project (this is an individual assignment) 5. Expectations from students; what do YOU want to get out of this class? 6. Explanation of how the grading works 	<p>Homework: Read the book <u>A Beginner's Handbook for Hospitality Sales</u></p> <p>E-mail Instructor what you are looking to get out of this class.</p>
W	February	1	<p>Introduction of Chapter Two (2) – <u>Market Segments</u></p> <p>Discuss in more depth:</p> <ol style="list-style-type: none"> 1. Mix of Sales Report 2. Sales department budget (which incorporates transient revenue) 3. Total hotel budget (includes group + transient revenue) 	

DATE			TOPIC	READINGS/ASSIGNMENT DUE
W	February	8	<p>Lecture: Introduction of Chapter Four (4) – <u>The Competition</u></p> <p>Homework:</p> <ol style="list-style-type: none"> 1. Identify your comp set based on criteria provided in class. THERE SHOULD BE FOUR (4) HOTELS IN YOUR COMP SET E-Mail the homework to Instructor no later than 2/14 	<p>Homework:</p> <p>In excel format enter the following on a worksheet:</p> <ol style="list-style-type: none"> 1. Name of “your” hotel (the one you have for your final project) 2. Address 3. Year built 4. Number of rooms 5. Square feet of meeting space 6. Largest meeting room in square feet 7. Food and beverage options 8. Amenity offerings 9. Special services (free shuttle, etc.) 10. Last renovation 11. Brand <p>List your comp set to include:</p> <ol style="list-style-type: none"> 1. Address 2. Year built 3. Number of rooms 4. Square feet of meeting space 5. Largest meeting room in square feet 6. Food and beverage options 7. Amenity offerings 8. Special services (free shuttle, etc.) 9. Last renovation 10. Brand

DATE			TOPIC	READINGS/ASSIGNMENT DUE
W	February	15	Review homework of identifying comp set Lecture: Keeping Score – "How are we doing against ourselves?" <ol style="list-style-type: none"> 1. Introduction of the Group Rooms Control (GRC) Report 2. Introduction to the Pace Report 	
W	February	22	Introduction to the Star Report – “How are we doing against the competition?” Introduction of Certification in Hotel Industry Analytics (CHIA) certification	
W	March	1	Introduction to the sales department breakdown of positions and general sales responsibilities of each. Introduction to how Revenue Management is weaved into the sales department.	E-mail instructor 3 questions for the guest speaker no later than 3/7/17
W	March	8	Guest Lecturer: Mr. Chris Zindash Director of Sales of Marketing Sheraton Premier Tysons Corner “A Day in the Life”	
W	March	15	No Class – Spring Break!	Homework : E-mail the following to Instructor no later than 3/21 <ul style="list-style-type: none"> ▪ # of rooms ▪ SF of meeting space ▪ F&B options ▪ Last renovation ▪ Potential comp set

DATE			TOPIC	READINGS/ASSIGNMENT DUE
W	March	22	Hotel Tour with Mr. Chris Zindash Attendance Mandatory Sheraton Tysons Premier McLean, VA MANDATORY	Homework: E-mail Instructor ten (10) things you learned from the site tour – due by 2/28/17.
W	March	29	Discussion of Sheraton Tysons Premier Site Tour Midterm Presentations	
W	April	5	Introduction to Capital Planning How will a renovated hotel make us more money?	
W	April	12	Introduction to displacement analysis due to taking a potential group OR under a renovation scenario In class work on displacement analysis	Study for quiz
W	April	19	In-class quiz on concepts and terms learned to date	
W	April	26	Review quiz “Working Together” – How the selling of rooms affects the Front Desk, Housekeeping, Outlets and Accounting	
W	May	3	Introduction to Asset Management Introduction to calculating a valuation utilizing the P&L	
W	May	10	Final Presentations Final Exam	

Note: Faculty reserves the right to alter the schedule as necessary, with notification to students.

Core Value Commitment

The College of Education and Human Development is committed to collaboration, ethical leadership, innovation, research-based practice, and social justice. Students are expected to adhere to these principles <http://cehd.gmu.edu/values/>.

GMU Policies and Resources for Students

Policies

- Students must adhere to the guidelines of the Mason Honor Code (see <http://oai.gmu.edu/the-mason-honor-code/>).
- Students must follow the university policy for Responsible Use of Computing (see <http://universitypolicy.gmu.edu/policies/responsible-use-of-computing/>).
- Students are responsible for the content of university communications sent to their Mason email account and are required to activate their account and check it regularly. All communication from the university, college, school, and program will be sent to students **solely** through their Mason email account.
- Students with disabilities who seek accommodations in a course must be registered with George Mason University Disability Services. Approved accommodations will begin at the time the written letter from Disability Services is received by the instructor (see <http://ods.gmu.edu/>).
- Students must follow the university policy stating that all sound emitting devices shall be silenced during class unless otherwise authorized by the instructor.

Campus Resources

- Support for submission of assignments to Tk20 should be directed to tk20help@gmu.edu or <https://cehd.gmu.edu/api/tk20>. Questions or concerns regarding use of Blackboard should be directed to <http://coursessupport.gmu.edu/>.
- The George Mason University Writing Center staff provides a variety of resources and services (e.g., tutoring, workshops, writing guides, handbooks) intended to support students as they work to construct and share knowledge through writing (see <http://writingcenter.gmu.edu/>).
- The George Mason University Counseling and Psychological Services (CAPS) staff consists of professional counseling and clinical psychologists, social workers, and counselors who offer a wide range of services (e.g., individual and group counseling, workshops and outreach programs) to enhance students' personal experience and academic performance (see <http://caps.gmu.edu/>).
- The George Mason University Office of Student Support staff helps students negotiate life situations by connecting them with appropriate campus and off-campus resources. Students in need of these services may contact the office by phone (703-993-5376). Concerned students, faculty and staff may also make a referral to express concern for the safety or well-being of a Mason student or the community by going to <http://studentsupport.gmu.edu/>, and the OSS staff will follow up with the student.

For additional information on the College of Education and Human Development, please visit our website <https://cehd.gmu.edu/>.

Assessment Rubric(s)

Not Applicable

