



APICIUS - INTERNATIONAL SCHOOL OF HOSPITALITY

SCHOOL OF HOSPITALITY
DEPARTMENT OF HOTEL AND LODGING MANAGEMENT
COURSE TITLE: HOTEL MANAGEMENT OPERATIONS AND FRONT OFFICE PROCEDURES
COURSE CODE: HPHLM430
3 semester credits
1. DESCRIPTION

The course examines two critical areas of hospitality management such as management operations and front office procedures. In the first section students will examine the industry from a managerial perspective by covering topics such as business procedures, accounting controls, legal issues, policies and controls. These are all topics students need to examine in order to effectively manage hospitality structures such as hotels, resorts, restaurants, and clubs. The second part of the course focuses on front office procedures - business flow, reservations processes, revenue management, accounting, internal control, night audit, and computer systems for guest management. Housekeeping operations, guest accounts, room management, and other services will be also studied in a service-oriented perspective.

An interesting and focused trip will also be organized for the student to the “Borsa Italiana del Turismo” in Milan, in order to discover the ways hospitality is marketed, sold, presented and discussed. The participation to that Field Trip is recommended but not mandatory.

Educational Learning Environment & Teaching Method

All courses are based on experiential learning through our academic components at Ganzo - School Creative Learning Lab Restaurant and the many events which are part of our curriculum. All courses include hours of experiential learning with our Community Engagement Member Institutions (CEMI). CEMI are dynamic learning environments created to foster learning through a structured interaction with the community.

In addition to regular lecture hours, students will be involved in learning by doing through real projects and integration with the local population and territory in order to remove cultural and learning barriers as well as to develop a strong likelihood for success in life.

The experiential learning hours are fully supervised by instructors who track students step by step during their learning experience, monitor and advise according to student needs, and support student initiative. This unique learning model allows students to benefit from an all-encompassing educational experience based on theory and practice in real enterprises, learning of comprehensive operational processes, problem-solving, leadership, and management.

The innovative teaching method guarantees successful results and the accomplishment of learning objectives and outcomes for all students. Lectures are not separated from practice-based teaching. We believe in action.

The instructor/educator acts as the students’ mentor and becomes the model and inspiration for student learning.

2. OBJECTIVES

To develop the wide-ranging knowledge and analytical skills students need to succeed in today's burgeoning and dynamic hotel industry. Students will be provided with in depth knowledge of the organization of the food and lodging industries.

By the end of the course students should be able to:

- Describe the organization of the typical Italian (and international) hotels.
- Define the roles and responsibilities of the various hotel departments and explain how these work together to provide superior service to guests;
- To understand the procedures and daily operations within Rooms Division/Front Office Operations of a hospitality property;
- In-depth knowledge of the Guest Cycle in the Hotel: from the reservations process to checkout;
- To understand the importance of guest service, how guest service is measured at the property and how employees learn and develop guest service skills;
- Explain and establish the skills in supervision and leadership in the hospitality industry;
- To recruit, hire, and train staff with a goal of maximizing employee performance;

To understand the procedures and daily operational duties of the housekeeping dept.

3. REQUIREMENTS

There are no prerequisites for this course

- Individual study of the notes, the readings, the handouts etc. at home is required after every lecture, at least on a weekly basis..
- Students will be asked to research, read and study at the School Library. Please make sure you are familiar with it (know how it works, opening and closing times, facilities, etc.) from the very start of the course.
- For the material you will need to type, please check the school computer facilities.
- No eating is allowed in class
- A responsible and active class participation is expected at all times and during all activities
- At all times cell phones must be turned off (both during lectures and visits).

4. METHOD

This course consists of lectures, class discussions, and projects. Mediums for instruction used will include, but are not limited to, interactive and hands-on activities which challenge thought processes, academic texts and studies, videos, slides, guided problem solving, and experiential and/or field learning activities where applicable.

5. TEXTBOOK – FURTHER READINGS – RESOURCES

TEXTBOOK (Copy available at the university library):

The required textbook is 'Hotel Front Office Management' by James A. Bardi, fifth edition. The text book is available at: Paperback Exchange Via Delle Oche 4/R. The book costs 90€.

Further material, hands out and will be distributed to the students during the semester.

The textbook is mandatory for successful completion of the course.

Where applicable, additional materials, handouts and/or notes will be provided by the instructor.

FURTHER READINGS

- L.T. De Veau Linsley, N.J. Portocarrero; Front Office Management and Operations, Prentice Hall NJ
- P. Renner; Basic Hotel Front Office Procedures, Wiley
- Iverson "Introduction to Hospitality Management"
- Andrew H. Feinstein, John M. Stefanelli, Purchasing: Selection and Procurement for the Hospitality Industry, 5th Edition, Wiley, November 2001
- Bruce H. Axler, Carol A. Litrides, Food and Beverage Service, Wiley, 1990
- Herman E. Zaccarelli, Food Service Management by Checklist: A Handbook of Control Techniques, Wiley, 1991

LIBRARIES IN FLORENCE

Please consult the posted schedules for official opening times of the university library. Also note that the library is for consultation only and it is not possible to borrow materials. The library is equipped with a scanner and internet access so that you may save or email a digital copy of the pages needed. Students may also utilize additional libraries and research centers within the local community:

BIBLIOTECA PALAGIO DI PARTE GUELFA

Located in Piazzetta di Parte Guelfa between Piazza della Repubblica and Ponte Vecchio. Please consult the library website for hours of operation:

http://www.biblioteche.comune.fi.it/biblioteca_palagio_di_parte_guelfa/

BIBLIOTECA DELLE OBLATE

Located in via dell'Oriuolo 26. Please consult the library website for hours of operation:

www.bibliotecadelleoblate.it

THE HAROLD ACTON LIBRARY AT THE BRITISH INSTITUTE OF FLORENCE

Located in Lungarno Guicciardini 9. Please consult the library website for hours of operation. This library requires a fee-based student membership. For information: www.britishinstitute.it/en

6. FIELD LEARNING

Please consult your Official Registration for any mandatory field learning dates. Field Learning Activities cited in Official Registrations are an integral part of the course and also include an assignment that counts towards your final grade, details will be provided on the first day of class.

7. COURSE MATERIALS

No additional course materials are necessary.

8. COURSE FEES

Course fees cover course-related field learning activities, visits, and support the instructor's teaching methodologies. Book costs are not included in the course fee. The exact amount will be communicated by the instructor on the first day of class.

9. EVALUATION – GRADING SYSTEM

10% Attendance

20% Participation and assignments

20% Midterm Exam, Field Learning project (if applicable), Special/Research Project (if applicable)

20% Final paper/project

30% Final Exam

A = 93-100 %, A- = 90-92%, B+ = 87-89%, B = 83-86%, B- = 80-82%, C+ = 77-79%, C = 73-76%, C- = 70-72%, D = 60-69%, F = 0-59%, W = Official Withdrawal, W/F = Failure to withdraw by the designated date.

10. ATTENDANCE – PARTICIPATION

Academic integrity and mutual respect between instructor and student are central to the academic policy and reflected in the attendance regulations. Student presence is mandatory and counts toward the final grade.

Absences are based on academic hours: 1 absence equals 3 lecture hours.

Two absences: 6 lecture hours, attendance and participation grade will be impacted.

Three absences: 9 lecture hours, the final grade may be lowered by one letter grade.

Four absences: 12 lecture hours, constitutes automatic failure of the course regardless of when absences are incurred.

Please note:

- The above hours refer to lecture hours. Please note that the contact / credit hour policy in

the academic catalog includes additional distribution ratios according to delivery category. Ex: 1 absence equals 6 FL/SL/Lab hours or 9 EL hours.

- Hours may be distributed in different formats according to the academic course schedules.

LATE ARRIVAL AND EARLY DEPARTURE

Arriving late or departing early from class is not acceptable. Two late arrivals or early departures or a combination will result in an unexcused absence. Travel is not an exceptional circumstance.

TRAVEL (OR DELAYS DUE TO TRAVEL) IS NEVER AN EXCUSE FOR ABSENCE FROM CLASS.

It is the student's responsibility to know how many absences are incurred. If in doubt, speak with your instructor!

Participation: Satisfactory participation will be the result of contributing to class discussions by putting forth insightful and constructive questions, comments and observations. Overall effort, cooperation during group work, proper care of work space and tools, responsible behavior, and completion of assignments will be assessed. All of the above criteria also apply to Field Learning and site visits.

11. EXAMS – PAPERS – PROJECTS

The **Midterm exam** accounts for 20% of the final course grade. For exam time and date consult the course addendum. **The time and date of the exam cannot be changed for any reason.**

Format: the exam is divided into three sections:

Part I: 10 Multiple choice questions. Each correct answer is worth 2 points, for a total of 20 points.

Part II: 10 short-answer questions. Each correct and complete answer (concise explanations, main ideas, key words, names, etc.) is worth 5 points, for a total 50 points.

Part III: two essay questions; each correct and complete answer is worth 15 points (based on content, vocabulary, detail, etc.) for a total of 30 points.

The final **Paper/Project** accounts for 20% of the course grade.

- Format: topic, length, guidelines, and due date will be provided in the course addendum.
- Material for research will be available in the FUA Library in Corso Tintori 21.

The **Final exam** accounts for 30% of the final course grade. For exam time and date consult the course addendum. **The time and date of the exam cannot be changed for any reason.** Format: the exam is divided into three sections:

- Part I: 10 Multiple choice questions. Each correct answer is worth 2 points, for a total of 20 points.
- Part II: 10 short-answer questions. Each correct and complete answer (concise explanations, main ideas, key words, names, etc.) is worth 5 points, for a total 50 points.
- Part III: two essay questions; each correct and complete answer is worth 15 points (based on content, vocabulary, detail, etc.) for a total of 30 points.
- The Final Exam is cumulative

ASSIGNMENTS

Front of the house shifts are mandatory in order to successfully complete the course. See attached schedule.

Career students: two shift a week. Semester students: one shift a week.

12. LESSONS

Lesson 1	Lecture: Introduction to the course. Presentation of the class syllabus. Introduction to the hospitality industry and historical overview of the hotel industry: types of lodging facilities, market orientation, levels of service, career development. Managing hospitality.
	Objective: General understanding of the hospitality industry's dynamics. Students will start becoming familiar with some of the key aspects that characterize the hospitality market and the major functional departments of an hotel.
Reading Assignments	COURSE TEXTBOOK: Chapter 1 – pg. 1-31

Lesson 2	Lecture: Hotel organization and the front office manager. Organization of lodging properties, of the front office department. Staffing the front office; and function of the front office manager.
	Objective: Students shall acquire the tasks and responsibilities a hotel manager is in charge of. This would be the chance for them to understand the strengths they need to focus on in order to become future hospitality leaders. Furthermore, they shall understand the different departments an hotel is made of.
Reading Assignments	COURSE TEXTBOOK: Chapter 2 – pg. 41 - 69

Lesson 3	Lecture: Effective interdepartmental communications
	Objective: Students shall understand how crucial communication is among the staff of the different departments that make up a hotel. Good communication means good service.
Note	Definition of topics for the student project
Reading Assignments	COURSE TEXTBOOK: Chapter 3 – pg. 79 - 88

Lesson 4	VISIT
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Lesson 5	Lecture: Property Management Systems. Physical structure and positioning of the front desk. Using PMS applications
	Objective: Students shall understand the importance of positioning the front desk in a strategic position. Besides, they shall examine the use of computers by a hotel property
Reading Assignments	COURSE TEXTBOOK: Chapter 4 – pg. 102-116

Lesson 6	Lecture: Revenue Management. Occupancy percentage. Average daily rate. Strategies used to achieve a positive income statement
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	Objective: Students shall acquire the tools to calculate revenue realized, revenue potential, optimal occupancy, and optimal rate. This should lead them to better forecast and set up effective strategies
Reading Assignments	COURSE TEXTBOOK: Chapter 6 – pg. 136-158

Lesson 7	MID-TERM EXAM
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Lesson 8	MID BREAK – NO CLASS
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Lesson 9	Lecture: Guest Registration. Importance of the first guest contact. Capturing guest data and guest registration procedures
	Objective: Students will be able to look at the procedures of registering hotel guests. Making a good first impression on guests sets the stage for an enjoyable stay
Reading Assignments	COURSE TEXTBOOK: Chapter 7 – pg. 195-216

Lesson 10	Lecture: Managing the financials: common bookkeeping practices performed in the front office and forms used to process guest charges and payments. Guest checkout
	Objective: Students shall learn the procedures for processing guest charges and payments in a front office that uses a property management system. By learning them, they will have a clearer view of what assets, liabilities, debit and credits are. Furthermore, they will be introduced to the concepts and procedures required to organize and operate a guest checkout system in a hotel
Reading Assignments	COURSE TEXTBOOK: Chapter 8 – pg. 233-243

Lesson 11	Lecture: Preparation and review of the night audit
	Objective: Students shall understand how important it is to produce an accurate summary of the financial transactions that occur in a hotel on a given day
Reading Assignments	COURSE TEXTBOOK: Chapter 10 – pg. 270-293

Lesson 12	Lecture: Training for Hospitality. Determining employee hospitality qualities. Developing an orientation and training program Promoting in-house sales
	Objective: The students shall get familiar with the characteristics that hospitality providers need to possess in order to work in this environment
Reading Assignments	COURSE TEXTBOOK: Chapter 12 – pg. 345-365

Lesson 13	Lecture: Security and the importance of a security department Executive housekeeping
	Objective: Students will understand how important is the organization of a security department in terms of job analysis, emergency communication, safety training programs, as well as the importance of the housekeeping department in terms of different roles and problems solution
Reading Assignments	COURSE TEXTBOOK: Chapter 14715 – pg. 393-418, pg. 423-450

Lesson 14	Review of all topics developed so far in order to clarify any uncertainty or questions STUDENT PROJECT PRESENTATION
	Objective: To better perform for the final exam

Lesson 15	FINAL EXAM
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