

**AUF***The American  
University of Florence***SYLLABUS**Rev. 8  
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Florence University of the Arts (FUA) is an academic institution for study abroad in Florence, Italy. FUA collaborates with The American University of Florence (AUF), an international university offering US-style undergraduate and graduate degrees, in a cooperation to offer study abroad programs with a diverse breadth and depth of academic curriculum.

FUA study abroad programs may include AUF offerings, which are US-aligned in terms of higher education standards as per the university's institutional structure. Common courses offered by FUA and AUF have been jointly selected by both institutions as eligible for mutual recognition and delivery. As such, equal academic standards, credibility, and outcomes are vetted by the Academic Offices of the institutions for all courses and syllabi offered in the study abroad program.

**SCHOOL OF HOSPITALITY****DEPARTMENT OF HOTEL AND LODGING MANAGEMENT****COURSE TITLE: HOTEL MANAGEMENT OPERATIONS AND FRONT OFFICE PROCEDURES****COURSE CODE: HPHLHM430****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.

**2. OBJECTIVES**

The primary objective of the course is 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 they work together to provide superior service to guests.
- Understand the procedures and daily operations within Rooms Division/Front Office Operations of a hospitality property.
- Gain an in-depth knowledge of the Guest Cycle in the Hotel from the reservations process to checkout.
- 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;
- Understand how to recruit, hire, and train staff with a goal of maximizing employee performance.
- Gain familiarity with the procedures and daily operational duties of the housekeeping dept.

**3. REQUIREMENTS**

There are no prerequisites for this course.

**4. METHOD**

This course consists of lectures, class discussions, projects, and interaction with the local community. Mediums for instruction used will include, but are not limited to, interactive and hands-on activities which challenge thought processes, integrate relevant academic sources, may include multimedia references, propose creative problem-solving, and other appropriate forms of delivery as deemed appropriate to the course's purpose.

## 5. TEXTBOOK – FURTHER READINGS – RESOURCES

TEXTBOOK (Copy available at the university library):

*Hotel Front Office Management* by James A. Bardi, Fifth Edition.

The textbook is mandatory for course participation and completion. Where applicable additional materials may be provided by the instructor.

## FURTHER READINGS

- J. R. Tewar, *Hotel Front Office Operations and Management*, Oxford University Press, 2009
- Michael J. O'Fallon, Denney G. Rutherford; *Hotel Management and Operations* 5th Edition, Wiley, 2010
- M. L. Kasavana, *Managing Front Office Operations*, Educational Institute of the American Hotel Motel Assoc, 2017

## LIBRARY

Course participants may access the campus library. Please consult the library site for resources such as collections, borrowing, scanning and wifi connection, and research:

<https://www.auf-florence.org/Library/the-library/>

## 6. COURSE MATERIALS

No additional course materials are necessary.

## 7. 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. If this course requires a fee, the exact amount is communicated prior to enrollment.

## 8. GRADING AND EVALUATION & ATTENDANCE

10% Attendance

30% Assignments

20% Midterm Assessment

20% Final Paper/Project

20% Final Exam

The above grade breakdown percentages reflect the grading scale standards in the “Grading and Evaluation System” section of the catalog.

### Attendance

Class participation is mandatory. Based on the hours defined in the Academic Catalog's attendance policy, students may miss up to 2 class encounters delivered as lecture hours. A third absence constitutes a course failure.

Please note that absence hours may vary according to the learning methodology, as per the academic catalog policy on credit hours: [https://catalog.auf-florence.org/standard\\_regulation](https://catalog.auf-florence.org/standard_regulation)

## 9. EXAMS / PROJECTS / ASSIGNMENTS

At least 4 **Assignments** are required as indicated in the course syllabus. Assignments as a whole account for 30% of the final course grade. Please refer to the course site for assignment prompts and submission formats.

The **Midterm Assessment** accounts for 20% of the final course grade. Submission instructions will be provided on the course site. **The time and date of submission cannot be changed for any reason.**

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

- Focus: a comprehensive strategy pertaining to at least two key concepts covered by the course

- for effective hotel operations and front office management.
- Format: topic, length, guidelines, and due date will be provided on the course site.

The **Final 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:

- Format: the exam may include a combination of short-answer and essay questions, as well as responses to case studies or case study building.
- The Final Exam is cumulative

## 10. COURSE OUTLINE

Lesson 1	
<b>Meet</b>	In class
<b>Lecture</b>	Industry introduction and historical overview of the Hotel & Lodging sector: <ul style="list-style-type: none"> <li>- Lodging facility categories</li> <li>- Market orientation</li> <li>- Levels of service</li> <li>- Career development</li> </ul> Perspectives of evolving practices in the hotel industry.
<b>Objective:</b>	Gain a general understanding of the hospitality industry's dynamics. Become familiar with some of the key aspects that characterize the hospitality market and the major functional departments of a hotel.
<b>Reading/ Assignments</b>	Read: Textbook Chapter 1 Complete: Assignment #1, due prior to next lesson.

Lesson 2	
<b>Meet</b>	In class
<b>Lecture</b>	Hotel Organization and the Front Office Manager: <ul style="list-style-type: none"> <li>- Organization of lodging properties</li> <li>- Front office department and staffing</li> <li>- Role and function of the front office manager</li> </ul>
<b>Objective</b>	Acquire knowledge of the tasks and responsibilities a hotel manager is in charge of. Understand the strengths needed to become future hospitality leaders. Recognize the different departments that make up the composition of a hotel.
<b>Reading/ Assignments</b>	Read: Textbook Chapter 2

Lesson 3	
<b>Meet</b>	In class
<b>Lecture</b>	Effective Interdepartmental Communications: <ul style="list-style-type: none"> <li>- Front office role</li> <li>- Cross-departmental office interactions</li> <li>- Lines of communication</li> </ul>
<b>Objective</b>	Understand how crucial communication is among the staff of the different departments that make up a hotel. Examine practices of good communication as a means of good service.
<b>Reading/ Assignments</b>	Read: Textbook Chapter 3 Complete: Assignment #2, due prior to next lesson.

<b>Lesson 4</b>	
<b>Meet</b>	In class
<b>Lecture</b>	Property Management Systems: <ul style="list-style-type: none"> <li>- Physical structure and positioning of the front desk</li> <li>- Using PMS applications</li> </ul> Final paper/project overview.
<b>Objective</b>	Analyze the importance of positioning the front desk in a strategic position. Explore the various tech systems and integrations utilized at hotel properties.
<b>Reading/Assignments</b>	Read: Textbook Chapter 4

<b>Lesson 5</b>	
<b>Meet</b>	In class
<b>Lecture</b>	Revenue Management: <ul style="list-style-type: none"> <li>- Occupancy percentage</li> <li>- Average daily rate</li> <li>- Strategies used to achieve a positive income statement</li> </ul>
<b>Objective</b>	Acquire the tools to calculate revenue realized, revenue potential, optimal occupancy, and optimal rate. Learn how to apply effective forecasting strategy.
<b>Reading/Assignments</b>	Read: Textbook Chapter 6 Complete: Midterm Assessment assigned, due prior to next lesson.

<b>Lesson 6</b>	
<b>Meet</b>	In class
<b>Lecture</b>	Guest Registration <ul style="list-style-type: none"> <li>- Importance of the first guest contact</li> <li>- Registration process &amp; PMS registration</li> <li>- Capturing guest data</li> </ul>
<b>Objective</b>	Gain an in-depth approach to reviewing procedures of registering hotel guests. Strategizing ways to create a good first impression for guests in terms of setting the stage for a high quality and satisfactory stay.
<b>Reading/Assignments</b>	Read: Textbook Chapter 4

<b>Lesson 7</b>	
<b>Meet</b>	In class
<b>Lecture</b>	Managing the Financials: <ul style="list-style-type: none"> <li>- Common bookkeeping practices</li> <li>- Guest charges – processing and posting</li> <li>- Account ledgers</li> </ul>
<b>Objective</b>	Familiarize with the procedures for processing guest charges and payments in a front office that uses a property management system. Gain a clearer view of what assets, liabilities, debit, and credits are.
<b>Reading/Assignments</b>	Read: Textbook Chapter 8 Complete: Assignment #3, due prior to next lesson.

<b>Lesson 8</b>	
<b>Meet</b>	In class
<b>Lecture</b>	Guest checkout: <ul style="list-style-type: none"> <li>- Procedures, payment, documentation, and interdepartmental management.</li> <li>- Checkout as a final property impression.</li> </ul> Night audit: <ul style="list-style-type: none"> <li>- Night audit function, auditor, and process.</li> </ul>

	- Preparing and reading night audits.
<b>Objective</b>	Examine what is entailed in an accurate summary of the financial transactions that occur in a hotel on a given day. Acquire concepts and procedures required to organize and operate a guest checkout system in a hotel.
<b>Reading/ Assignments</b>	Read: Assigned excerpts from Textbook Chapters 9 & 10

<b>Lesson 9</b>	
<b>Meet</b>	In class
<b>Lecture</b>	Training for Hospitality: <ul style="list-style-type: none"> <li>- Determining employee hospitality qualities.</li> <li>- Developing and delivery onboarding and training programs</li> </ul> Promoting in-house sales: <ul style="list-style-type: none"> <li>- Front office role, training, and budgeting for marketing &amp; sales</li> <li>- Motivation theories</li> </ul>
<b>Objective</b>	Familiarize with the characteristics that hospitality providers need to possess in order to operate in the hotel and lodging industry. Examine the processes and theories involved in in-house sales.
<b>Reading/ Assignments</b>	Read: Assigned excerpts from Textbook Chapters 12 & 13 Complete: Assignment #4, due prior to next lesson.

<b>Lesson 10</b>	
<b>Meet</b>	In class
<b>Lecture</b>	Security and the importance of a security department <ul style="list-style-type: none"> <li>- Security organization, in-house vs external</li> <li>- Security features, communication, and training</li> </ul> Executive housekeeping <ul style="list-style-type: none"> <li>- Department over view, roles, and sustainable housekeeping strategies</li> </ul>
<b>Objective</b>	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
<b>Reading/ Assignments</b>	Read: Assigned excerpts from Textbook Chapters 14 & 15 Complete: Final paper/project due prior to final exam session.

<b>Lesson 11</b>	
<b>Meet</b>	In class
<b>Exam</b>	FINAL EXAM