

Name of the Course Unit**Module****Programme****Last Revision****ECTS****Semester****Hours Tutorials/Assignments/Notional****Type of Course****Specialisation****Method****Lecturer-Titular**

ACCOUNTING (III) WORKBOOK AND APPLIED MATHEMATICS		
BA 3031		
Bachelor in International Hospitality & Tourism Management		
2016.2017		
4.0		
1		
60	41	101
Major		
GENERAL AND STRATEGIC MANAGEMENT		
On Campus		

COURSE DESCRIPTION

This course is designed to understand and apply hospitality departmental accounting at the supervisory and managerial levels. Hotel accounting and financial statement develops: budgeting expenses, forecasting sales, budgetary reporting and analysis, and financial decision making. Unique features include chapters on interim and annual reports, presentation of computerized regression analysis using readily available spreadsheet software and some topics such as open/close for the off-season, business acquisition, and leasing. Covers such areas as specialized accounting for hotel revenue and expenses; accounting for inventory, property, and equipment; hospitality payroll accounting; hotel departmental financial statements; the income statement, balance sheet, and statement of cash flows; the analysis of financial statements; interim and annual reports; budgeting expenses; forecasting sales; budgetary reporting and analysis; and financial decision making. The purpose of this course is to provide the student with an understanding of managerial accounting for assets, liabilities and equity necessary in running a business and evaluating its operating results and financial condition employing various analytical methods and ratios. This course will give the student the tools necessary to analyze a business and, therefore, to make more enlightened managerial decisions using the basic accounting statements, the student should be able to dissect a company, isolate areas of strengths and weaknesses and make recommendations on how to resolve the weaknesses and capitalize on the strengths. The basic method of achieving the course objectives is through the development of analytical minds. The student becomes aware of the analytical powers of the balance sheet equation and puts them into action.

LEARNING OUTCOMES

On completion of these modules the successful student is expected to:

KNOWLEDGE

- o List the revenue centers in and revenue accounts used by a hotel, and explain and apply hotel revenue accounting procedures.
- o Describe and implement basic internal control forms and procedures used in food and beverage sales.
- o Define and give examples of financial reporting centers.
- o List the types of expenses incurred and expense accounts used in a hotel, and demonstrate hotel accounting procedures for expenses and bad debts.
- o Calculate cost of sales.
- o Explain the purpose of a uniform system of accounts, and describe the purpose of and formats for account numbering systems.
- o Summarize the purposes of and formats for hotel departmental financial statements.
- o Describe procedures for hospitality payroll accounting (including requirements for tipped employees), and explain major payroll deductions and taxes.
- o Describe and apply accounting procedures applicable to the acquisition, depreciation, and disposal of property and equipment.
- o Describe and apply accounting procedures applicable to the acquisition and amortization of intangible assets, and recognize non amortizable intangible assets.
- o Explain the purpose of, and prepare, various formats of income statements, including common-size and comparative formats.
- o Interpret and analyze income statements using ratios, and list the commonly used income statement ratios.
- o Explain the purpose of, and prepare, various formats of balance sheets, including common-size and comparative formats.
- o Interpret and analyze balance sheets using ratios, and list the commonly used balance sheet ratios.
- o Explain the purpose, preparation, content, and format of the statement of cash flows.
- o Summarize the role of, criteria for selection of, and levels of service provided by an independent certified

- public accountant.
- Describe the purpose and preparation of consolidated financial statements.
- Explain the purpose and content of an annual report, and describe how a reader can find and interpret information in the report.
- Define the various types of expenses and apply techniques to budget those expenses effectively.
- Use various methods to forecast sales.
- Describe and use budgetary reporting and analysis techniques.
- Outline the critical elements to be considered in financial decision-making.
- Demonstrate proper procedures for cash management and planning.
- Identify and describe several unique accounting concerns of casinos.
- Describe and apply the various methods of inventory valuation, as well as how the differences between the methods may affect the values derived.

SKILLS

- Organization theory and behavior

ABILITIES

- Stress management
- Abilities to work with limited resources
- Analytical thinking

ATTITUDES

- Commitment to industry excellence

SYLLABUS CONTENT

Introduction to managerial accounting • the balance sheet • the income statement • the statement of cash flow • ratio analysis • basic cost concept • cost-volume-profit analysis • cost approaches to pricing • forecasting methods • operations budgeting • cash management • internal control • capital budgeting • lease accounting • income taxes

LEARNING, TEACHING & ASSESSMENT METHODS

Traditional lecturing of main concepts and methodologies will be employed. In addition, a variety of methods will be used to deliver content and reach the learning objectives of this module. These include in class discussions, case studies, discussion about real-world problems.

- Discussion Questions, Exercises, Case Studies, Progress Tests, Research Papers, Final Work Paper, Internship Reports and Dissertation.
- Workshop Assignment + Companion Materials: Videos and In Basket
- Accounting for Hospitality Managers Exercises in Accounting

ASSESSMENT SCHEME

End of term evaluation and continuous assessment.

ASSESSMENT WEIGHT

- | | |
|--|--------------|
| ○ By module , entitled Assignments + review Questions + active role in class discussion + Homework | Value of 25% |
| ○ By module , entitled Progress test and term papers | Value of 20% |
| ○ By module , entitled Final examination | Value of 55% |

LEARNING RESSOURCES

1. ESSENTIAL

- Hospitality industry managerial accounting, eight edition , Raymond S. Schmidgall

2. RECOMMENDED

- Uniform System of Account for the Lodging Industry – EI of AH&LA Publishing
- Profit Planning – Peter Harris – BH Publishing
- Hotel Accounting – Ernest B. Horwath – John Wiley & Sons Publishing
- Hospitality Accounting – Richard Kotas – Eddington Hook Publishing
- Accounting for Hospitality Managers, Fifth Edition, by Raymond Cote, CPA, CCP.

3. INTERNET SITES

Name of the Course Unit**Module****Programme****Last Revision****ECTS****Semester****Hours Tutorials/Assignments/Notional****Type of Course****Specialisation****Method****Lecturer-Titular****CASE STUDY - MARKETING AND EVENTS STRATEGIES****CS 3001**

Bachelor in International Hospitality & Tourism Management

2016.2017

3.0

1 + 2

60

41

101

Major

ROOMS DIVISION

On Campus

COURSE DESCRIPTION

Case studies are a way to link theory and classroom learning with the real world. BBI provides that bridge while developing future hospitality professionals who possess both cultural awareness and leadership skills. BBI's case studies are built on competencies developed by hospitality industry leaders and educational partners around the world.

LEARNING OUTCOMES

On completion of these modules the successful student is expected to:

KNOWLEDGE

- Create a marketing strategy for an international event
- Draw a marketing plan for hospitality operations
- Evaluate the needs of a real event situation and solve lacks and weaknesses for such needs

SKILLS

- Interpersonal communication
- Leadership
- Organization theory and behavior

ABILITIES

- Flexibility
- Creativity
- Teamwork
- Stress management
- Abilities to work with limited resources
- Analytical thinking

ATTITUDES

- Cultural sensibility
- Ethical consideration
- Commitment to industry excellence
- Abilities for customer service environment

SYLLABUS CONTENT

- How to create a marketing strategy for an international event
- How to draw a marketing plan for hospitality operations
- How to evaluate the needs of a real event situation and solve lacks and weaknesses for such needs

LEARNING, TEACHING & ASSESSMENT METHODS

Traditional lecturing of main concepts and methodologies will be employed. In addition, a variety of methods will be used to deliver content and reach the learning objectives of this module. These include in class discussions, case studies, discussion about real-world problems.

- Workshop Assignment + Companion Materials: Videos and In Basket

ASSESSMENT SCHEME

End of term evaluation and continuous assessment.

ASSESSMENT WEIGHT

Ongoing evaluation integrated in the course: Value 100%

LEARNING RESSOURCES

1. ESSENTIAL

- guidelines for SPDP
- general introduction to case studies

2. RECOMMENDED

- BBI's rules and regulations handbook

3. INTERNET SITES

Name of the Course Unit**Module****Programme****Last Revision****ECTS****Semester****Hours Tutorials/Assignments/Notional****Type of Course****Specialisation****Method****Lecturer-Titular**

DESIGN, FACILITIES AND ENGINEERING		
BA 3034		
Bachelor in International Hospitality & Tourism Management		
2016.2017		
3.0		
2		
60	41	101
Major		
GENERAL AND STRATEGIC MANAGEMENT		
On Campus		

COURSE DESCRIPTION

This course provides the students with information they will need to know to manage the physical plant of a hotel or restaurant and work effectively with the engineering and maintenance department. It explains energy and water problems and their impact on the hospitality industry, and provides a practical approach to the development and implementation of an energy and water management programme. This course includes an expanded emphasis on hotel equipment and design, as well as a discussion of how the latest technology can streamline operations procedures, and how to balance the needs of guests with concern for the environment. Provides hospitality managers and students with information they need to know to manage the physical plant of a hotel or restaurant and work effectively with the engineering and maintenance department. This course helps the students to understand major facilities systems and ways to streamline operations with the latest technology, and offers innovative ideas for addressing environmental concerns. It shows how Operations Managers can reduce energy and utility expenses through no-cost and low-cost alternatives as they learn to work with engineering/maintenance department. The course includes lodging planning and design, and building renovation approach.

LEARNING OUTCOMES

On completion of these modules the successful student is expected to:

KNOWLEDGE

- Identify a number of important roles played by hospitality facilities, the two primary categories of facility operating costs, the components of each category, and various factors that affect those costs.
- Describe several types of maintenance, state the goals of maintenance management systems, and describe computerized and Internet-based facilities management.
- Identify the basic facilities-related concerns associated with guestrooms and corridors, public space, recreation and exterior areas, back-of-the-house areas, and the building's structure and exterior.
- Describe sustainability and its role in the overall business strategy of a hospitality operation, and state some of the principal measures facilities managers can take to minimize and manage waste.
- Describe how to reduce occupational injury rates in the hospitality industry and outline how building design and maintenance affect safety.
- Outline water usage levels and patterns in the lodging industry, and describe the basic structure of water and wastewater systems.
- Explain various aspects and components of electrical systems, cite important considerations regarding system design and operating standards, and identify elements of an effective electrical system and equipment maintenance program. Describe the basic elements of human comfort and how HVAC systems affect this comfort.
- Define basic lighting terms, explain how natural light can be used to meet a building's lighting needs, and describe common artificial light sources.
- Describe laundry equipment and explain factors in selecting laundry equipment and locating an on-premises laundry.
- Describe food preparation equipment, cooking equipment, and sanitation equipment.
- Describe the nature of and typical problems associated with a building's structure, finishes, and exterior facilities, including the roof, exterior walls, windows and doors, structural frame, foundation, elevators, parking areas, storm water drainage systems, utilities, and landscaping and grounds.
- Summarize the hotel development process.
- Explain the concept development process for food service facilities, outline the makeup and responsibilities of the project planning team, and describe food service facility layout.
- List typical reasons for renovating a hotel, summarize the life cycle of a hotel, and describe types of renovation.

SKILLS

- Organization theory and behavior

ABILITIES

- Creativity
- Abilities to work with limited resources

ATTITUDES

- Ethical consideration
- Commitment to industry excellence
- Abilities for customer service environment

SYLLABUS CONTENT

The role, cost and management of hospitality facilities • hospitality facilities management tools, techniques and trends • environmental and sustainability management • safety and security systems • water and wastewater systems • electrical systems • heating, ventilating and air conditioning systems • laundry systems • lighting systems • building structure, finishes and site • lodging planning and design • renovation and capital projects • engineering principles

LEARNING, TEACHING & ASSESSMENT METHODS

Traditional lecturing of main concepts and methodologies will be employed. In addition, a variety of methods will be used to deliver content and reach the learning objectives of this module. These include in class discussions, case studies, discussion about real-world problems.

- Workshop Assignment + Companion Materials: Videos and In Basket
- Quality Guestroom Maintenance
- Curb Appeal: Creating Great First Impression
- Full Access : Making Your Property ADA Compliant

ASSESSMENT SCHEME

End of term evaluation and continuous assessment.

ASSESSMENT WEIGHT

- | | |
|--|--------------|
| ○ By module , entitled Assignments + review Questions + active role in class discussion + Homework | Value of 25% |
| ○ By module , entitled Progress test and term papers | Value of 20% |
| ○ By module , entitled Final examination | Value of 55% |

LEARNING RESSOURCES

1. ESSENTIAL

- Hospitality facilities management and design, fourth edition, David M. Stipanuk, AHLEI 2015

2. RECOMMENDED

- Energy and Water Resources for Lodging Operations – EI of AH&LA Publishing
- Hotel Air Quality Management – EI of AH&LA Publishing
- Managing Hospitality Engineering Systems – EI of AH&LA Publishing
- The Management of Maintenance and Engineering Systems in the Hospitality Industry – Frank D. Borsenik and Alan T. Stutts - John Wiley & Son Publishing
- Hotels and Resorts : Planning Design and Refurbishment – Fred Lawson - BH Publishing

3. INTERNET SITES

Name of the Course Unit**Module****Programme****Last Revision****ECTS****Semester****Hours Tutorials/Assignments/Notional****Type of Course****Specialisation****Method****Lecturer-Titular****FINAL WORK PROJECT / MARKETING PLAN – STRATEGY DEVELOPMENT AND BUDGET ANALYSIS****AS 3094**

Bachelor in International Hospitality & Tourism Management

2016.2017

10.0

2

Major

GENERAL AND STRATEGIC MANAGEMENT

On Campus

COURSE DESCRIPTION

The annual “FWP” is an individual research assignment requiring an analysis of the operations and management of a hotel department or unit. The student must present and defend orally his/her FWP in front of a jury. The PB reserves the right to compose the jury; which can be composed of faculty members, pedagogic board members, and external persons from academic and professionals of the hospitality industry.

During the year the promoter will assist students in their work, evaluate their progress step by step, and serve student’s interests to the best of their abilities. This allows students to earn a number of points for the final rating of their work. Doing so, the points which should be gained should reach up to 30% (Yearly development) of the students total grade.

LEARNING OUTCOMES

On completion of these modules the successful student is expected to:

KNOWLEDGE

- Perform Room Forecasting
- Prepare Hotel Budgets & Financial Schedules
- Calculate Yield Management (YM) statistics and list YM strategies for specific client typographies
- Calculate Hotel Monthly Statistics

SKILLS

- Interpersonal communication
- Leadership
- Organization theory and behavior

ABILITIES

- Flexibility
- Creativity
- Teamwork
- Stress management
- Abilities to work with limited resources
- Analytical thinking

ATTITUDES

- Cultural sensibility
- Ethical consideration
- Commitment to industry excellence
- Abilities for customer service environment

SYLLABUS CONTENT

1. Introduction
2. Course overview
3. Learning resources
4. Class Structure
5. Class Outline
6. Assessment
7. Evaluation of the course

LEARNING, TEACHING & ASSESSMENT METHODS

ASSESSMENT SCHEME

End of term evaluation and continuous assessment.

ASSESSMENT WEIGHT

- Yearly Development 30%
- Jury/Final presentation 70%

LEARNING RESSOURCES

1. ESSENTIAL

- Hotel Data Base - FWP BA3094 - Marketing Plan, BBI Lux 2017
- Final Work Project Year 3 - Strategic Marketing Plan, Failure to plan is planning to fail, BBI Lux 2017
- Final Work Project Year 3 - Marketing Plan, Strategy Development and Budget Analysis 2014-2015, BBI Lux 2015
- General Introduction to Final Work Project Year 3 - Sales & Marketing Plan, Development and Budget Analysis 2016-2017, BBI Lux 2017
- PEST Analysis worksheet
- Statement of Income - Zero Based Excel Worksheet

2. RECOMMENDED

- NA

3. INTERNET SITES

Name of the Course Unit**Module****Programme****Last Revision****ECTS****Semester****Hours Tutorials/Assignments/Notional****Type of Course****Specialisation****Method****Lecturer-Titular**

GROUP BUSINESS AND CONVENTION MANAGEMENT		
BA 3032		
Bachelor in International Hospitality & Tourism Management		
2016.2017		
3.0		
2		
60	41	101
Major		
GENERAL AND STRATEGIC MANAGEMENT		
On Campus		

COURSE DESCRIPTION

This course defines the scope and segmentation of the convention and group business market, describes marketing and sales strategies to attract markets with specific needs, and explains techniques to meet those needs as part of meeting and convention service. This course is designed to familiarize the student with the scope of convention and group business as it relates to the hospitality industry. Convention and group sales, including marketing, selling and organizing for selling, are covered. The service functions, including preparing for the event, managing food and beverage requirements and other ancillary services, are addressed. A directed work project may be incorporated into this course. The course is designed to give the student practical experience in developing a trade show or exhibition with special emphasis on preplanning, budget preparation, advertising and/or public relations, and exhibit set-up, including exhibit registration, booth accommodations and assignments, draping, audio-visual, programming and wrap-up.

LEARNING OUTCOMES

On completion of these modules the successful student is expected to:

KNOWLEDGE

- o Describe the scope of the convention and meetings industry in terms of types of meetings, who holds meetings, and emerging types of meeting facilities. Explain the steps in developing a marketing plan.
- o Describe considerations in the organizational design of a sales department, and outline how a sales office interfaces with other departments.
- o Identify characteristics of association meetings that are important for selling to the association market.
- o Identify characteristics of corporate meetings that are important for selling to the corporate market.
- o Describe SMERF groups and explain how to approach selling meeting services and products to them.
- o List and describe the steps in making a personal sales call.
- o Summarize the process of planning an advertising strategy and describe how public relations and publicity can help a property reach meeting planners.
- o Describe the elements of a letter of agreement or a contract and distinguish between those elements.
- o Describe considerations in determining who should coordinate hotel service to groups, and describe the duties and organizational relationships of the position of convention service manager.
- o Summarize factors that hotel staff must take into consideration when assigning guestrooms to meeting attendees.
- o Describe the format and uses of the resume prepared by the convention service manager.
- o Describe typical function room furniture, meeting setups, and time and usage considerations for function rooms.
- o Identify different types of food functions and types of food service, and describe beverage service issues.
- o Summarize factors in the decision about which audiovisual requirements to service in-house and which to outsource, and describe types of audiovisual equipment and their uses.
- o Describe programs that hospitality properties offer the guests and children of meeting attendees and the role of such programs in a successful meeting.
- o Describe the functions of key trade show personnel and describe the elements of exhibit planning.

SKILLS

- Interpersonal communication
- Leadership
- Organization theory and behavior

ABILITIES

- Flexibility
- Creativity
- Teamwork
- Stress management
- Analytical thinking

ATTITUDES

- Cultural sensibility
- Ethical consideration
- Commitment to industry excellence
- Abilities for customer service environment

SYLLABUS CONTENT

Introduction to the convention, meetings and trade show industry• developing your marketing plan• organizing for convention sales• selling the association market• selling the corporate meeting markets• selling other markets• selling the meeting market• advertising to the meeting planner• negotiations and contracts• the service function• guestrooms• preparing for the event• function rooms and set up• food and beverage service• audiovisual requirements• admission system and other services• exhibits and trade shows• convention billing and post convention review

LEARNING, TEACHING & ASSESSMENT METHODS

Traditional lecturing of main concepts and methodologies will be employed. In addition, a variety of methods will be used to deliver content and reach the learning objectives of this module. These include in class discussions, case studies, discussion about real-world problems.

- Workshop Assignment + Companion Materials: Videos and In Basket
- Case Studies in Group Business
- Smart Service for Greater Banquets

ASSESSMENT SCHEME

End of term evaluation and continuous assessment.

ASSESSMENT WEIGHT

- | | |
|--|--------------|
| ○ By module , entitled Assignments + review Questions + active role in class discussion + Homework | Value of 25% |
| ○ By module , entitled Progress test and term papers | Value of 20% |
| ○ By module , entitled Final examination | Value of 55% |

LEARNING RESSOURCES

1. ESSENTIAL

- Convention management and service, ninth edition, James R. Abbey, AHLEI 2016

2. RECOMMENDED

- Events, how to organize a successful event? , Kevin van der Straeten, eventplanner 2013
- Guide to Best Practices In Tourism and Destination – EI of AH&LA Publishing
- Convention Sales – A book of readings- Margaret Shaw - EI of AH&LA Publishing
- Managing Convention – Leonard H.Hoyle- EI of AH&LA Publishing
- The Business of Conferences – Anton Shone- BH Publishing
- Convention Tourism : International Research & Industry Perspective – Karin Weber and Kaye Chon – Haworth Hospitality Press Publishing
- Powerhouse Conferences – Eliminating Audience Boredom – Coleman Lee Finkel - EI of AH&LA Publishing
- Convention Management and Service, Seventh Edition, by Milton T. Astroff and James R. Abbey.

3. INTERNET SITES

Name of the Course Unit**HOSPITALITY, ORGANISATION, TECHNIQUES AND STRATEGIES (HOTS)****Module****WS 3026****Programme**

Bachelor in International Hospitality & Tourism Management

Last Revision

2016.2017

ECTS

3.0

Semester

2

Hours Tuitions/Assignments/Notional

60 41 101

Type of Course

Major

Specialisation

GENERAL AND STRATEGIC MANAGEMENT

Method

On Campus

Lecturer-Titular**COURSE DESCRIPTION**

HOTS stands for Hotel, Operations, Tactics and Strategy. HOTS is a realistic computer game simulating the management of a hotel. The students will take several decisions on a simulated period of three or four years, in a competitive environment, in real time.

LEARNING OUTCOMES

On completion of these modules the successful student is expected to:

KNOWLEDGE

- Utilize Hotel financial & operational data to make managerial decisions
- Utilize HR, Marketing and Expansion data to make managerial decisions
- Perform Room Forecasting
- Prepare Hotel Budgets & Financial Schedules
- Calculate Yield Management (YM) statistics and list YM strategies for specific client typographies
- Calculate Hotel Monthly Statistics
- Utilize the HOTS program to make simulated management decisions in a competitive environment.

SKILLS

- Interpersonal communication
- Leadership
- Organization theory and behavior

ABILITIES

- Flexibility
- Creativity
- Teamwork
- Stress management
- Abilities to work with limited resources
- Analytical thinking

ATTITUDES

- Cultural sensibility
- Ethical consideration
- Commitment to industry excellence
- Abilities for customer service environment

SYLLABUS CONTENT

- Introduction - Course overview - Learning resources - Class Structure - Class Outline - Assessment - Evaluation of the course - Hots Corporate User List - Module 1 : Strategy & Planning - Module 2 : Finance - Module 3 : HRM - Module 4 : Marketing - Derivation of reports

LEARNING, TEACHING & ASSESSMENT METHODS

This course is taught through an introductory lecture and trial simulation sessions during the first weeks of the second semester of the last year. Afterwards a full session (work, consult, group, general) of six hours will be organised at the campus for several days. **Students need to be present at school from 9h00 until 16h00.**

The simulation sessions will be organised in a computer room in the morning according to the time schedule. Consults are scheduled in the afternoon.

ASSESSMENT SCHEME

End of term evaluation and continuous assessment.

ASSESSMENT WEIGHT

- Results according to the BSC 30%
- Assignments 20%
- Test 50%

LEARNING RESSOURCES

1. ESSENTIAL

- Syllabus & extra course information
- User guide & Background document
- Market Research
- E-appendices
- 4 modules: Strategy and Planning, Finance, HRM and Marketing

2. RECOMMENDED

- NA

3. INTERNET SITES

- www.hosco.com

Name of the Course Unit**Module****Programme****Last Revision****ECTS****Semester****Hours Tuitions/Assignments/Notional****Type of Course****Specialisation****Method****Lecturer-Titular****HUMAN RESOURCES (I) SUPERVISION PROCESS AND MANAGEMENT****BA 3029**

Bachelor in International Hospitality & Tourism Management

2016.2017

3.0

1

60

41

101

Major

GENERAL AND STRATEGIC MANAGEMENT

On Campus

COURSE DESCRIPTION

This course is designed to provide students with the principles of supervision as they apply specifically to the hospitality industry. Students will learn how to: Identify key supervisory skills and understand why supervisors fail; develop the communication skills essential for effective leadership; increase productivity and raise performance standards; turn basic human resource functions into motivational strategies. This course will study of the application of psychology to the problems of personnel management. The student is expected to grasp a working knowledge of the basic operative functions of procuring, developing, maintaining and utilizing a labor force sufficient to meet the minimum entry-level requirements of employment in personnel work. The basic aim of this course is to supply students with a realistic survey of the fruitful interactions of the personnel department and other functional areas of the organization that are relevant to study. The line manager in today's increasingly diverse workforce requires new skills. This course will develop managerial competencies necessary to lead the ever- changing service industry workforce. The course will prepare future supervisors hit the ground running and show proven ways to get maximum results by directing and leading. Students will be prepared to juggle the expectations of management, guests, and employees. The course features creative strategies for effectively managing change and resolving conflict.

LEARNING OUTCOMES

On completion of these modules the successful student is expected to:

KNOWLEDGE

- Identify fundamental supervisory responsibilities.
- Explain the steps that supervisors can take to speak effectively on the job.
- Describe how supervisors work with the human resources department to recruit new employees.
- Explain the function of training within an organization and the supervisor's role in training.
- Forecast business volume using the base adjustment forecasting method and the moving average forecasting method.
- Distinguish coaching from counseling and disciplining.
- Identify the components of a progressive disciplinary program.
- List important laws and legal concerns that affect hospitality supervisors.
- Describe issues supervisors should be aware of as they assume the role of team leader.
- Explain how supervisors can increase employee participation in department activities.
- Identify steps supervisors should follow during a meeting with employees in conflict.
- Distinguish high-priority interruptions from low-priority interruptions, and summarize strategies for dealing with the latter.
- Describe actions that supervisors can take to minimize employee resistance to change.
- Explain why it is important for supervisors to take control of their personal development, and describe how to execute a career development plan.

SKILLS

- Interpersonal communication
- Leadership
- Organization theory and behavior

ABILITIES

- Creativity
- Teamwork

- Stress management
- Analytical thinking

ATTITUDES

- Cultural sensibility
- Ethical consideration
- Commitment to industry excellence
- Abilities for customer service environment

SYLLABUS CONTENT

The supervisor and the management process• effective communication for supervisors• recruitment and selection procedures• training and orientation• managing productivity and controlling labor cost• evaluating and coaching• discipline• special supervisory concerns• team building• motivation and leadership• managing conflict• time management• managing change• professional development

LEARNING, TEACHING & ASSESSMENT METHODS

Traditional lecturing of main concepts and methodologies will be employed. In addition, a variety of methods will be used to deliver content and reach the learning objectives of this module. These include in class discussions, case studies, discussion about real-world problems.

Workshop Assignment + Companion Materials: Videos and In Basket

- Preparing for Training
- Leading Group Training
- Supervisory Skill Builders – Part I & II
- Case Studies in Lodging Management

ASSESSMENT SCHEME

End of term evaluation and continuous assessment.

ASSESSMENT WEIGHT

- | | |
|--|--------------|
| ○ By module , entitled Assignments + review Questions + active role in class discussion + Homework | Value of 25% |
| ○ By module , entitled Progress test and term papers | Value of 20% |
| ○ By module , entitled Final examination | Value of 55% |

LEARNING RESSOURCES

1. ESSENTIAL

- Supervision in the hospitality industry, fifth edition, Jack D. Ninemeier and Raphael R. Kavanaugh, AHLEI 2013

2. RECOMMENDED

- Ethics in Hospitality Management – Stephen J.Hall – EI of AH&LA Publishing
- From Turnover to Teamwork – Bill Marvin – Eddington Hook Publishing
- How to get the Best of your Staff – Boella & Calabrese – Eddington Hook Publishing
- Communication in Hospitality – Lynn Van Der Wagen– Eddington Hook Publishing
- Human Resource Management in the Hopitality industry – Micheal J.Buella & Steven Goss Turner

3. INTERNET SITES

Name of the Course Unit**Module****Programme****Last Revision****ECTS****Semester****Hours Tutorials/Assignments/Notional****Type of Course****Specialisation****Method****Lecturer-Titular**

INTERNATIONAL PERSPECTIVES - HOTELS DEVELOPMENT AND MANAGEMENT		
BA 3033		
Bachelor in International Hospitality & Tourism Management		
2016.2017		
4.0		
2		
60	41	101
Major		
GENERAL AND STRATEGIC MANAGEMENT		
On Campus		

COURSE DESCRIPTION

This course provides the background needed in today's rapidly changing global marketplace. It prepares students to plan, develop, market, and manage hotels in the international arena. It gives students a solid foundation for understanding and managing cultural diversity in the workplace, and underscores the importance of protocol in international interactions. Students will learn: how various government's political stability and business incentives affect global hospitality companies; specific international negotiating issues and the fundamentals of international hotel contracts. The purpose of this upper-level course is to acquaint students with the skills of a global hospitality manager, where students study principles of international hospitality management: marketing, human resource management, financial issues and operational risk management. An historical approach is taken in exploring the development of multinational hospitality corporations. The course provides the background the students will need to compete in today's rapidly changing global marketplace. Students learn ways to attract guests from around the world and strategies for successfully planning, developing and managing hotels in the international arena, develop international hotel contracts that safeguard investments, assess political risks that could threaten the business, assemble the best international staff possible despite cultural and language differences. The course includes profiles of major international chains and examples of international advertising.

LEARNING OUTCOMES

On completion of these modules the successful student is expected to:

KNOWLEDGE

- o Describe the factors that have contributed to globalization and a global economy.
- o Summarize the composition, size, and growth of international tourism and lodging.
- o Outline the factors affecting international hotel expansion into European, North American, Middle Eastern, and Asian-Pacific markets.
- o Identify and describe various barriers to travel, including those affecting travelers and those affecting businesses dealing with travelers.
- o Describe affiliation options available to hotel companies, and explain affiliation considerations.
- o Outline problems and concerns associated with multinational operations.
- o Identify the members and responsibilities of the international hotel development team, and explain why local representation and expertise are often critically important.
- o Identify the infrastructure and labor concerns that developers of international hotels often must address and the various ways in which they may address them.
- o Outline the potential problems associated with building a hotel in a cross-cultural environment and with misunderstanding foreign business practices.
- o Contrast the positive effects of cultural diversity in the workplace with the negative effects, and identify important considerations in managing diversity.
- o Explain why it is important for hotel operators to follow business protocol, and identify some of the complications in cross-cultural negotiating.
- o Describe several of the issues and policy matters that affect the selection and use of expatriate personnel, and cite advantages and disadvantages of hiring local nationals instead of expatriates.
- o Describe how to evaluate a candidate for foreign assignment and the dimensions involved in acculturation
- o Outline the general goals of international human resource management and list the three main types or groupings of IHRM activities and their components.
- o Identify and briefly describe several classification systems in use today.
- o Summarize the development of an international marketing strategy and describe the role of travel agents in the hotel booking process.

- Identify, define, and explain several factors and developments that are likely to affect the nature and pace of globalization in the travel, tourism, and lodging industry in the years to come.

SKILLS

- Interpersonal communication
- Leadership
- Organization theory and behavior

ABILITIES

- Flexibility
- Creativity
- Teamwork
- Stress management
- Abilities to work with limited resources
- Analytical thinking

ATTITUDES

- Cultural sensibility
- Ethical consideration
- Commitment to industry excellence
- Abilities for customer service environment

SYLLABUS CONTENT

Globalization, tourism and the lodging sector • the emergence of international hotels • political aspects of the international travel, tourism and lodging industry • financing international hotels • the decision to go global • developing an international hotel project • international hotel contracts and agreements • understanding cultural diversity • selection and preparation of international hotel executives • international human resources management • special considerations in managing international hotel operations • international hotel classifications and standards • international hotel sales and marketing • global competition and the future

LEARNING, TEACHING & ASSESSMENT METHODS

Traditional lecturing of main concepts and methodologies will be employed. In addition, a variety of methods will be used to deliver content and reach the learning objectives of this module. These include in class discussions, case studies, discussion about real-world problems.

- Workshop Assignment + Companion Materials: Videos and In Basket
- Case Studies in International Hotel Management
- Hosting International Guests
- Visionary Leadership

ASSESSMENT SCHEME

End of term evaluation and continuous assessment.

ASSESSMENT WEIGHT

- | | | |
|------------------------|---|--------------|
| ○ By module , entitled | Assignments + review Questions + active role in class discussion + Homework | Value of 25% |
| ○ By module , entitled | Progress test and term papers | Value of 20% |
| ○ By module , entitled | Final examination | Value of 55% |

LEARNING RESSOURCES

1. ESSENTIAL

- International Hotels: Management and Design, Second Edition by Chuck Yim Gee

2. RECOMMENDED

- International Hospitality Management – Corporate Strategy in Practice – Richard Teare and Michael Olsen – John Wiley & Sons Publishing
- The International Hospitality Industry – Organizational and Operational Issues – Peter Jones & Abraham Pizam – John Wiley & Sons Publishing
- The Negotiation and Administration of Hotel and Restaurants Management Contracts – James J. Eyster – Cornell University Publishing
- The International Hospitality Industry – Structure, Characteristics and Issues – Bob Brotherton – BH Publishing

3. INTERNET SITES

Name of the Course Unit**Module****Programme****Last Revision****ECTS****Semester****Hours Tutorials/Assignments/Notional****Type of Course****Specialisation****Method****Lecturer-Titular**

MANAGEMENT INTERNSHIP		
TS 5003		
Bachelor in International Hospitality & Tourism Management		
2016.2017		
16.0		
2		
Major		
GENERAL AND STRATEGIC MANAGEMENT		
On Campus		

COURSE DESCRIPTION

The international hospitality industry has always be full of exciting opportunities, and today's more than ever, especially for people who understand and embrace multiculturalism at all levels. However diversity is only one part of the equation. Today's hospitality professionals must also know how to lead effectively. They must have the skills, knowledge and attitudes to solve problems, make decisions, and communicate new ideas to the others. They must cultivate a leadership style that recognizes and respects the diversity of the rest of the team.

Trainings are the bridge that links theory and classroom learning with the real world. BBI provides that bridge while developing future hospitality professionals who possess both cultural awareness and leadership skills. BBI's training programs are built on competencies developed by hospitality industry leaders and educational partners around the world. The structured training experience focuses on the practical leadership skills and cultural awareness training needed to succeed in today's global hospitality industry.

LEARNING OUTCOMES

On completion of these modules the successful student is expected to:

KNOWLEDGE

- Reinforce and develop the knowledge learned during the academic year.
- Gain understanding of the profit concept and develop a profit consciousness.
- Become familiar with the working environment in industry, work under pressure and develop a sense of responsibility.
- Understand and apply new technology and computer applications as operated in the workplace

SKILLS

- Interpersonal communication
- Leadership
- Organization theory and behavior

ABILITIES

- Flexibility
- Creativity
- Teamwork
- Stress management
- Abilities to work with limited resources
- Analytical thinking

ATTITUDES

- Cultural sensibility
- Ethical consideration
- Commitment to industry excellence
- Abilities for customer service environment

SYLLABUS CONTENT

Training instructions• foreword• introduction to the training• purpose of industry experience• training's golden rules• trainings objectives• operational training guidelines• student responsibilities• intermediary on the job training reports• final report• duration of the training• student report guidelines• operational training guidelines•

LEARNING, TEACHING & ASSESSMENT METHODS

Internship coordination meeting: introduction into training and legal aspects

Internship coordination meeting: hospitality partnership days

Internship interview at BBI and training company

Intermediate reporting and follow up during training

ASSESSMENT SCHEME

Permanent evaluation by observation

Permanent evaluation via portfolio

ASSESSMENT WEIGHT

Intermediary Reports	20 %
Professional Assessment	50 %
Final Report	<u>30 %</u>
Total	100 %

LEARNING RESSOURCES

1. ESSENTIAL

- BBI training instructions – golden rules
- Internship contract
- Assessment form

2. RECOMMENDED

- Training company website

3. INTERNET SITES

- Career Development Services, career.services@csuci.edu
www.csuci.edu/careerdevelopment/

Name of the Course Unit**Module****Programme****Last Revision****ECTS****Semester****Hours Tutorials/Assignments/Notional****Type of Course****Specialisation****Method****Lecturer-Titular**

MARKETING (III) - SALES AND ADVERTISING		
BA 3028		
Bachelor in International Hospitality & Tourism Management		
2016.2017		
4.0		
1		
60	41	101
Major		
GENERAL AND STRATEGIC MANAGEMENT		
On Campus		

COURSE DESCRIPTION

This course is designed to provide students the background in hospitality sales, advertising, and marketing. The textbook's main focus is on practical sales techniques for selling to targeted markets. It goes beyond theory to focus on a practical approach for effectively marketing hotels and restaurants. It explains and shows how to conceive and implement effective marketing plans and target the most appropriate markets. This course will enable them to develop strategic and operating marketing plans for hospitality properties. It stresses the marketing orientation as a management philosophy that guides the design and delivery of guest services.

This is an upper level course dealing with the broad scope of hospitality marketing placing emphasis on the analysis, structure and strategy of the hospitality marketing department, departmental budgeting, and allocation of resources, market research, media selection and effectiveness of the marketing plan. The course covers the entire field of advertising and promotion management. Taught from the strategic orientation of the marketing manager, it uses current cases, readings and exercises—drawing advertising and promotion strategy into an integrated conceptual package within the broader framework of the marketing mix and strategic marketing planning in the current business environment. The course is designed to give the student the principles and practices of salesmanship. Upon completion of this course, the student should have a conceptual understanding of the role of salesmanship in everyday life and the practice of salesmanship as a profession. Furthermore the course is designed to guide future sales managers in facing their most important challenges, such as setting objectives, meeting sales targets, organizing sales forces, building and training the sales team and running successful sales meetings. The course is also designed to provide the student with an understanding of proper service call techniques and procedures. The development of sales skills related to customer service calls and the development of marketing skills and techniques with emphasis placed upon products, upgrading, installation and service applications are studied. Case studies and assigned readings examine current marketing issues.

LEARNING OUTCOMES

On completion of these modules the successful student is expected to:

KNOWLEDGE

- Distinguish marketing from sales and identify trends that affect marketing and sales in the hospitality industry.
- Identify and describe the key steps of a marketing plan.
- Summarize the duties and responsibilities of positions typically found in a hotel marketing and sales office.
- Describe the five steps of a presentation sales call.
- Explain the basics of effective telephone communication and describe various types of outgoing and incoming telephone calls related to the marketing and sales function.
- Describe internal marketing and sales.
- Explain the role of advertising, public relations, and publicity in reaching prospective guests.
- Summarize how hospitality properties are meeting the needs of business travelers.
- Explain how hospitality properties are meeting the needs of leisure travelers.
- Describe travel agencies and the travelers they serve.
- Summarize how hotels market and sell to meeting planners.
- Identify considerations for marketing hospitality products and services to international travelers and other special segments such as honeymooners, sports teams, and government travelers.
- Summarize trends affecting the food and beverage industry, and describe positioning strategies and techniques for restaurants and lounges.
- Explain how hotels market and sell catered events and meeting rooms.

- Trace the evolution of marketing thought to its current focus on the needs and wants of consumers and identify the broad range of management functions and decisions that are or should be influenced by marketing considerations.
- Identify distinctive aspects of marketing within service industries in relation to the intangibility of services, service encounters, service chains, and service quality.
- Use the strategic planning process to develop and implement strategic marketing plans.
- Design an appropriate marketing mix to meet guest needs and achieve company goals.
- Identify and make effective use of several variables that affect the hospitality purchasing decisions of individual guests.
- Describe how corporate purchasing differs from individual purchasing and identify the significant steps and variables in the corporate purchasing process.
- Identify significant sources of demographic, income/wealth, and lifestyle information and use these sources to anticipate future developments and to develop products and services that will meet the emerging needs of current and future guests.
- Explain several methods of segmenting and targeting markets, and use market segmentation criteria effectively.
- Identify the kinds of marketing data needed for effective marketing efforts, apply the marketing research process to solve marketing problems, and design marketing information systems that meet a hospitality company's real marketing needs.
- Design a product/service mix (or product offer) that meets guest and company needs.
- Design and use a distribution mix of hospitality networks to deliver hospitality products services effectively and efficiently.
- Use pricing mix strategies and tactics as an active and critical component of the overall marketing plan.

SKILLS

- Interpersonal communication
- Leadership
- Organization theory and behavior

ABILITIES

- Flexibility
- Creativity
- Teamwork
- Abilities to work with limited resources
- Analytical thinking

ATTITUDES

- Cultural sensibility
- Ethical consideration
- Commitment to industry excellence
- Abilities for customer service environment

SYLLABUS CONTENT

Introduction to hospitality marketing and sales• the marketing plan: the cornerstone of sales• managing the marketing and sales office• personal sales• telephone sales• internal marketing and sales• advertising, public relations and publicity• marketing to business travellers• marketing to leisure travellers• marketing to travel agents• marketing to meeting planners• marketing to special segments• marketing restaurants and lounges• marketing catered events and meeting rooms

LEARNING, TEACHING & ASSESSMENT METHODS

Traditional lecturing of main concepts and methodologies will be employed. In addition, a variety of methods will be used to deliver content and reach the learning objectives of this module. These include in class discussions, case studies, discussion about real-world problems.

Workshop Assignment + Companion Materials: Videos and In Basket

This course prepares the Final Work Paper (FWP – WS 3094)

“Marketing Plan – Strategy and Budget Analyses”

- Case Studies in Hospitality Marketing and Management – Robert C. Lewis – John Wiley and Sons
- Case Studies in Strategy and Policy - Robert C. Lewis – John Wiley and Sons
- Hospitality Sales : Preparing the Sales, Making the Sales calls, Overcoming Objections, Closing the Sales and Following-up
- Guide to Best Practices In Tourism and Destination

ASSESSMENT SCHEME

End of term evaluation and continuous assessment.

ASSESSMENT WEIGHT

- By module , entitled Assignments + review Questions + active role in class discussion + Homework Value of 25%
- By module , entitled Progress test and term papers Value of 20%
- By module , entitled Final examination Value of 55%

LEARNING RESSOURCES

1. ESSENTIAL

- Fundamentals of destination management and marketing, Rich Harrill, AH&LEI

2. RECOMMENDED

- Marketing Communications – Patrick De Pelsmacker, Maggie Geuens and Jeori Ban Den Bergh – Pearson Publishing
- Business Marketing Management: A strategic View of Industrial and Organizational Markets – Michael D. Hutt and Thomas W. Speh – Thomson South-Western Publishing
- Sales Management: Analysis and Decision Making – Thomas N. Ingram, Raymond W. LaFogue and Ramon A. Avila – Thomson South-Western Publishing
- Marketing Warfare – Robert Durö and Björn Sandström – John Wiley & Sons Publishing
- The Marketing Plans – Mac Donalds – Eddington Hook Publishing

3. INTERNET SITES

Name of the Course Unit**Module****Programme****Last Revision****ECTS****Semester****Hours Tuitions/Assignments/Notional****Type of Course****Specialisation****Method****Lecturer-Titular**

RESEARCH CASE STUDY - HOSPITALITY RISK MANAGEMENT		
CS 3000		
Bachelor in International Hospitality & Tourism Management		
2016.2017		
5.0		
1 + 2		
60	41	101
Major		
ROOMS DIVISION		
On Campus		

COURSE DESCRIPTION

Case studies are a way to link theory and classroom learning with the real world. BBI provides that bridge while developing future hospitality professionals who possess both cultural awareness and leadership skills. BBI's case studies are built on competencies developed by hospitality industry leaders and educational partners around the world.

LEARNING OUTCOMES

On completion of these modules the successful student is expected to:

KNOWLEDGE

- Evaluate all types of risks linked to hospitality enterprises
- Analyze real situations linked to the content of the course International Hospitality Development
- Create a risk management report for a real case implant of an hotel in a given location

SKILLS

- Interpersonal communication
- Leadership
- Organization theory and behavior

ABILITIES

- Flexibility
- Creativity
- Teamwork
- Stress management
- Abilities to work with limited resources
- Analytical thinking

ATTITUDES

- Cultural sensibility
- Ethical consideration
- Commitment to industry excellence
- Abilities for customer service environment

SYLLABUS CONTENT

- Evaluating all types of risks linked to hospitality enterprises
- Analyzing real situations linked to the content of the course International Hospitality Development
- Creating a risk management report for a real case implant of an hotel in a given location

LEARNING, TEACHING & ASSESSMENT METHODS

Traditional lecturing of main concepts and methodologies will be employed. In addition, a variety of methods will be used to deliver content and reach the learning objectives of this module. These include in class discussions, case studies, discussion about real-world problems.

- Workshop Assignment + Companion Materials: Videos and In Basket

ASSESSMENT SCHEME

End of term evaluation and continuous assessment.

ASSESSMENT WEIGHT

Ongoing evaluation integrated in the course: Value 100%

LEARNING RESSOURCES

1. ESSENTIAL

- guidelines for HRM
- general introduction to case studies

2. RECOMMENDED

- BBI's rules and regulations handbook

3. INTERNET SITES