

THE UNIVERSITY OF NEVADA, LAS VEGAS
HARRAH COLLEGE OF HOSPITALITY
HOA 731
Operational Analysis in Hospitality Management
Spring 2022

Course Instructor:

Office Location:

Office Hours:

Phone:

e-mail:

Course Meeting:

Required Text: Cachon, G., & Terwiesch, C. (2020). *Operations Management* (2nd ed.). New York: McGraw-Hill Education – DO NOT BUY UNTIL NOTIFIED WITH INSTRUCTIONS

[Coursepack](#) from Harvard Business Publishing

Other readings as assigned and provided on WebCampus

Course Description & Goals

This course is intended as an introduction to operational analysis in the hospitality industry. The emphasis of the course is research design, operations analysis, and the application of analytical models for the hotel and food service industry.

Learning Objectives

This course will expose students to the following Hospitality College MS and Dual MS & MIS learning objectives (#1-5), and Dual MBA and MS learning objectives (#6-9):

1. Apply accounting and financial information to executive decision making in the hospitality industry.
2. Examine mechanisms and techniques employed in the management of hotel management, convention and meetings management, casino management, or foodservice management.

3. Develop critical analytical skills to assess the quality of the research and information that students will encounter in their professional lives.
4. Conduct independent research in their major area of work on the analysis of a problem for a hospitality organization.
5. Plan, organize, design, construct, and carry out research to help solve identified problems.
6. Communicate effectively business ideas and analyses in writing.
7. Communicate effectively business ideas and analyses in oral presentation.
8. Work effectively in a team-oriented environment.
9. Apply business concepts to managerial decision-making within a global or domestic setting.

Specific Course Objectives

The emphasis of this course is to introduce the student to the functional area of operational analysis and to present information necessary for managerial decision-making. Overall objectives for the class include developing the student's ability to:

- Identify and explain operations research
- Identify various process strategies in hospitality
- Define and understand total quality management, including statistical process control and their application in hospitality
- Describe lean operations
- Implement quality planning, assurance, and control
- Explain the different types of inventory, the challenges of inventory management, and the reasons for the existence of inventory
- Explain the sources of variability within a supply chain and some approaches for mitigating variability
- Conduct capacity planning including bottleneck and break-even analysis
- Analyze a variety of operating characteristics of waiting lines and queuing theory
- Plan, schedule, and control projects
- Identify the activities in a product development process

Evaluation

Grading components will be weighted as follows in determining your grade for the course:

Research Paper & Presentation: Group	40%
Exam 1	30%
Exam 2	<u>30%</u>
Total	100%

Grading Scale

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+	67 - 69%;	D	63 - 66%;	D-	60 - 62%;	F	Below 60%

Grades are not rounded beyond the standard "math rounding". As an example, this means 86.49% is 86% while 86.51% will round to 87%. There are no exceptions.

All graded assignments will have scores posted on WebCampus while final grades will be posted to MyUNLV. While grades will be posted as soon as possible on WebCampus, do not expect an immediate grade and do not ask when grades will be posted. All grades will be posted as soon as they are available.

Extra credit projects will not be given, and no grades will be adjusted to make up for poor class performance. You will get the grade you earn.

Class Attendance/Participation

As an on-campus graduate level class attendance is necessary. Students are expected to be prepared for class. This means reading the chapter and case study prior to class, being prepared to discuss chapter materials, and bringing your textbooks, homework, calculator, etc. every class. Class attendance is a necessary but insufficient condition to perform well in this course. Also, as a professional courtesy to the professor and other students you must be on time.

Attendance will be taken each class period. While you should plan on attending all days, I understand that sometimes things come up. You can miss/be late/leave early/etc. 2 days (besides the classes listed next) without your grade being affected. Starting on your 3rd late/miss/leaving early your final grade will be lowered 5% points for each. So, if you miss any portion of 4 classes your final grade will be lowered 10% points which is a full letter grade. You are required to be in class and on time for exam days, your current event discussion day, and presentations days otherwise your grade will be affected by getting a grade of 0 on those assignments. Additionally, if there is any extra credit given and you have missed/are late/leave early/not prepared for class/etc. more than the 2 days you will not be eligible.

Computers may be used for class purposes only. If you are found to be using this for anything else you will be penalized 1% point on your final grade for each occurrence.

Homework/In-Class Exercises

In-class exercises and practice problems/questions are a critical component of this course to help you understand the material. Consequently, homework may be assigned. At the end of each class, the homework problems for the next week will be discussed. Homework/In-class exercises are not graded, but are required to be done for participation, in addition to learning the material and not just following along. Answers to the homework/in-class problems will only be covered in class and will not be posted. If you miss class, please get with another student, or come to office hours to cover what was missed or to determine what is due the next week. No answers will just be given out, even during office hours.

Case Study Analyses

Case studies are done in class on the days assigned. You just have the case study read and be prepared to work on the case study the day assigned. Each case study will have a set of questions for analysis. These questions are posted on WebCampus.

Case Study Number	Name of Case Study
1	The Ritz-Carlton Hotel Company: The Quest for Service Excellence
2	Domino's Pizza
3	Fat Angelo's Italian Restaurant: Managing the Customer Waiting Experience
4	Multiple Sclerosis Society of Canada: London-Grand Bend Bicycle Tour

Research Project

There is a group project with a presentation in this course. Groups will be determined after week 2 of class. **Details of the project will be posted on WebCampus.**

As a graduate student you need to handle team dynamics. The professor will not handle group problems except for no response, which you must prove with emails unanswered. All problems must be reported to the professor at least 2 weeks before the due date. If you are not responding to your group members, you will receive a "0" for the project. Groups cannot be changed after assigned.

Exams

Exams will consist of multiple choice, short essay, and problems. All material covered in the course including but not limited to the book, case studies, lectures, guest speakers, posted readings, current events discussions, etc. may be on the exam.

All students are to take special notice of the exam dates stated on this syllabus.

Emergencies will qualify you to have a substitute exam taken within a week of the exam date. This exam will be different than the one given in class. Emergencies only include a medical emergency involving yourself or your immediate family (parents, grandparents, brothers, sisters, spouse, and children only) and documentation starting you are unable to take the exam will be required. Regular medical appointments, travel plans and excuses related to employment do not meet the requirement for a make-up exam. Once an exam is taken, *ex post facto* excuses for performance will not be considered.

If you are in university sports or representing UNLV at an official extracurricular activity and will miss an exam due to travel you must provide an official letter and it is your responsibility to schedule your exam for **before** the rest of the class takes it in class. You are not able to take any exams after the rest of the class. You are required to give at least **one full week** notice before the missed class to allow for the reschedule. This is also allowed for any legally required missed classes (i.e. military service, jury duty).

Office Hours and Course Questions

Office hours are first-come, first-served so please allow time in case there are others in front of you (in person or virtually). Since this class is very detail based and I need to see your work to understand your progress, you must come to office hours to receive help on problems or projects. In addition, no answers will be emailed or given in WebCampus so please do not ask. If you miss class and want to get information from the class such as

announcements or answers for in-class exercises you must come to office hours. Answers will not be given out in office hours, instead, we will work through any problems, so you need to bring all work including your book, project instructions, etc. **Do not come to office hours empty handed.**

The time before or after class if not office hours. Please do not ask questions about grades, projects, homework, etc. during this time. You must come to office hours. Also please remember the class break is also my class break and not class time so please do not ask me to handle class related items during break. You have 5 hours plus appointment time for office hours please respect this policy.

If you need to request an appointment for office hours you need to email a request at least 24 business hours in advance. Keep in mind that while requests will try to be accommodated, they may not be able to be based on scheduling so please be flexible and do not hold appointment requests until the last minute. If you make an appointment and do not show up, do not call to cancel, or tell the professor you will be late within 10 minutes of your scheduled appointment you will lose 1% point on your final grade for each missed appointment.

Emails

Your classes are a professional setting and should be treated as such, this includes emails to the professor. When you email the professor, your email should be written as if you were communicating with your work colleague and not your friend. This includes complete sentences, no text language, etc. All emails must include the following or will not be answered:

Subject line: Class number, section, and short subject

Email body: Properly addressed to the professor, body of the email, and your name

Reminder regarding classes in your major:

Not only do professors teach classes, make rules, give tests, and assign grades, but they also write reference letters for students, arrange job appointments/interviews for students, agree to chair/assist with professional papers and theses, and often seek out students that have demonstrated abilities to match employer requirements. Therefore, take your classwork seriously and be sure your professors see you as a responsible, reliable, and knowledgeable professional. While I will happily write reference letters I only do them for students who have come to see me and communicated with me outside of the classroom, no exceptions.

UNLV Policies

Public Health Directives

[Face coverings are mandatory for all faculty and students in the classroom.](#) Students must follow all active UNLV public health directives while enrolled in this class. UNLV public health directives are found at [Health Requirements for Returning to Campus.](#) Students who do not comply with these directives may be asked to leave the classroom.

Refusal to follow the guidelines may result in further disciplinary action according to the [UNLV Student Conduct Code](#).

Academic Misconduct

Academic integrity is a legitimate concern for every member of the University community. We all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility, and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy, and are encouraged to always take the ethical path whenever faced with choices. Students enrolling at UNLV assume the obligation to conduct themselves in a manner compatible with UNLV's educational mission. An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another person, from the Internet or any other source without proper citation of the source(s). See the [Student Conduct Code](#).

Auditing a Course

Auditing a course allows a student to continue attending the lectures and/or laboratories and discussion sessions associated with the course, but the student will not earn a grade for any component of the course. Students who audit a course receive the same educational experience as students taking the course for a grade, but will be excused from exams, assessments, and other evaluative measures that serve the primary purpose of assigning a grade.

Classroom Conduct

Students have a responsibility to conduct themselves in class and in the libraries in ways that do not interfere with the rights of other students to learn, or of instructors to teach. Use of devices such as cellular phones and pagers, or other potentially disruptive activities are only permitted with the prior explicit consent of the instructor. Students are specifically prohibited to record classes without instructor authorization, including online/remote classes (either audio only, or video and audio). The instructor may rescind permission at any time during the class. If a student does not comply with established requirements or obstructs the functioning of the class, the instructor may initiate an administrative withdrawal of the student from the course.

Since the COVID-19 pandemic forced some instruction to be delivered remotely starting in Spring 2020, numerous students have asked instructors to record their synchronous classes, so that they can access them at their convenience. Instructors who agree to record their classes (audio only, or video and audio) should inform students in advance. Recorded lectures may not be broadly released to anyone, but made available exclusively to those students enrolled in the class during the particular academic term. Recorded lectures must be stored securely, and are subject to the Nevada System of Higher Education's Records Retention Policy, meaning that the recordings can only be deleted 120 days after the end of class (i.e., after grades are posted). Once this requirement is met, the recordings should be deleted. Class recordings are protected from disclosure, as they are deemed part of an educational record under the Family Educational Rights and Privacy Act (FERPA).

Copyright

The University requires all members of the University Community to familiarize themselves with, and to follow copyright and fair use requirements. You are individually and solely responsible for violations of copyright and fair use laws. The University will neither protect nor defend you, nor assume any responsibility for student or employee violations of fair use laws. Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional [copyright policy information](#) is available.

Disability Resource Center (DRC)

The [UNLV Disability Resource Center](#) (Student Services Complex, SSC-A, Room 143, telephone 702-895-0866) provides resources for students with disabilities. Students who believe that they may need academic accommodations due to a permanent disability, temporary or permanent medical need, or academic support due to pregnancy are encouraged to contact the DRC as early as possible in the academic term. A Disabilities Specialist will discuss what options may be available to you. Students who are already registered with the DRC should request their accommodations online each semester, and make an appointment to discuss their accommodations with their instructors.

Final Examinations

The University requires that final exams given at the end of a course occur on the date and at the time specified in the Final Exam schedule. The Final Exam schedule is typically available at the start of the semester, and the classroom locations are available approximately one month before the end of the semester. See the [Final Exam Schedule](#)

Identity Verification in Online Courses

All UNLV students must use their Campus-issued ACE ID and password to log in to WebCampus-Canvas.

UNLV students enrolled in online or hybrid courses are expected to read and adhere to the [Student Academic Misconduct Policy](#), which states that “acting or attempting to act as a substitute for another, or using or attempting to use a substitute, in any academic evaluation or assignment” is a form of academic misconduct. Intentionally sharing ACE login credentials with another person may be considered an attempt to use a substitute, and could result in investigation and sanctions, as outlined in the Student Academic Misconduct Policy.

UNLV students enrolled in online courses are also expected to read and adhere to the [Acceptable Use of Computing and Information Technology Resources Policy](#), which prohibits sharing university accounts with other persons without authorization.

To the greatest extent possible, all graded assignments and assessments in UNLV online courses should be hosted in WebCampus-Canvas or another UNLV-managed platform that requires ACE login credentials for access.

Incomplete Grades

The grade of “I” (Incomplete) may be granted when a student has satisfactorily completed three-fourths of course work for that semester/session, but cannot complete the last part of the course for reason(s) beyond the student’s control and acceptable to the instructor, and the instructor believes that the student can finish the course without repeating it. For undergraduate courses, the incomplete work must be made up before the end of the following regular semester. Graduate students receiving “I” grades in 500-, 600-, or 700-level courses have up to one calendar year to complete the work, at the discretion of the instructor. If course requirements are not completed within the period indicated, a grade of “F” will be recorded, and the student’s GPA will be adjusted accordingly. Students who are fulfilling an Incomplete grade do not register for the course, but make individual arrangements with the instructor who assigned the “I” grade.

Library Resources

Librarians are available to consult with students on research needs, including developing research topics, finding information, and evaluating sources. To make an appointment with a subject expert for this class, please visit the [Libraries’ Research Consultation](https://guides.library.unlv.edu/appointments/librarian) website, <https://guides.library.unlv.edu/appointments/librarian>. You can also [ask the library staff](#) questions via chat and text message.

Missed Classwork

Any student missing class, quizzes, examinations, or any other class or laboratory work because of observance of religious holidays will be given an opportunity during that semester to make up the missed work. The make-up opportunity will apply to the religious holiday absence only. It is the responsibility of the student to notify the instructor within the first 14 calendar days of the course for Fall and Spring courses (except for modular courses), or within the first 7 calendar days of the course for Summer and modular courses, of their intention to participate in religious holidays which do not fall on state holidays or periods of class recess. For additional information, please visit the Missed Classwork policy, under Registration Policies, on the [Academic Policies](#) webpage.

In accordance with the policy approved by the Faculty Senate regarding missed class time and assignments, students who represent UNLV in any official extracurricular activity will also have the opportunity to make up assignments, provided that the student submits official written notification to the instructor no less than one week prior to the missed class(es).

The spirit and intent of the policy for missed classwork is to offer fair and equitable assessment opportunities to all students, including those representing the University in extracurricular activities. Instructors should consider, for example, that in courses which offer a “Drop one” option for the lowest assignment, quiz, or exam, assigning the student a grade of zero for an excused absence for extracurricular activity is both contrary to the intent of the Faculty Senate’s policy, and an infringement on the student’s right to complete all work for the course.

This policy will not apply in the event that completing the assignment or administering the examination at an alternate time would impose an undue hardship on the instructor or the University that could be reasonably avoided. There should be a good faith effort by both the instructor and the student to agree to a reasonable resolution. When disagreements regarding this policy arise, decisions can be appealed to the Department Chair/School Director, College/School Dean, and/or the Faculty Senate Academic Standards Committee.

For purposes of definition, extracurricular activities may include, but are not limited to academic recruitment activities, competitive intercollegiate athletics, fine arts activities, liberal arts competitions, science and engineering competitions, and any other event or activity sanctioned by a College/School Dean, and/or by the Executive Vice President and Provost.

Rebelmail

Rebelmail is UNLV's official email system for students and by University policy, instructors and staff should only send emails to students' Rebelmail accounts. Rebelmail is one of the primary ways in which students receive official University communications, information about deadlines, major Campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the University. Sending emails within WebCampus-Canvas is also acceptable.

Tutoring and Coaching

The Academic Success Center (ASC), at the Claude I. Howard Building, provides tutoring, academic success coaching, and other academic assistance for all UNLV undergraduate students. For information regarding tutoring subjects, tutoring times, and other ASC programs and services, please visit the [ASC website](#), or call 702-895-3177. The ASC is located across from the Student Services Complex (SSC). Academic success coaching is located on the second floor of SSC A, Room 254. Drop-in tutoring is located on the second floor of the Lied Library, and on the second floor of the College of Engineering building (TBE A 207).

UNLV Writing Center

One-on-one or small group assistance with writing is available free of charge to UNLV students at the [Writing Center](#), located in the Central Desert Complex, Building 3, Room 301 (CDC 3-301). Walk-in consultations are sometimes available, but students with appointments receive priority assistance. Students may make appointments in person or by calling the Center, telephone 702-895-3908. Students are requested to bring to their appointments their Rebel ID Card, a copy of the instructions for their assignment, and two copies of any writing they have completed on their assignment.

Diversity Statement

As an institution of higher learning, UNLV represents a rich diversity of human beings among its faculty, staff, and students, and is committed to aspiring to maintain a Campus environment that values that diversity. Accordingly, the University supports understanding and appreciation of all members of its community, regardless of race, sex,

age, color, national origin, ethnicity, creed, religion, disability, sexual orientation, gender, gender identity, marital status, pregnancy, genetic information, veteran status, or political affiliation. Please see [University Statements and Compliance](#).

A successful learning experience requires mutual respect and trust between the students and the instructor. Accordingly, the instructor asks that students be willing to listen to one another's points of view, acknowledging that there may be disagreements, keep discussion and comments on topic, and use first person, positive language when expressing their perspectives.

UNLV Land Acknowledgement

UNLV is situated on the traditional homelands of Indigenous groups, including the Nuwu or Nuwuvi, Southern Paiute People, descendants of the Tudu, or Desert People. We honor and offer gratitude for those who have stewarded the land; for the land itself; and for the opportunity to cultivate a thriving, diverse, inclusive, and just scholarly community here today that works for a better tomorrow for all.

Course Schedule (subject to change):

Date	Topic	Chapters/ Readings	Assignments Due
1/19	Course Introduction	Ch. 1	
1/26	Process Analysis	Ch 2-3	
2/2	Process Improvement Lean Operations Michael Wang, Regional Vice President Operations for Shake Shack Guest Speaker	Ch 4 Ch 8	
2/9	Quality & Statistical Process Control	Ch 9	Groups Assigned
2/16	Case #1: The Ritz-Carlton Hotel Company Intro to Inventory Management	Ch 10	
2/23	Supply Chain	Ch 11	
3/2	Case #2: Domino's Pizza		
3/9	Exam #1	All material through 3/2	
3/16	Spring Break – NO CLASS		
3/23	Inventory Management	Ch 12-13	
3/30	Service Systems	Ch 16-17	
4/6	Case #3: Fat Angelo's Italian Restaurant Project Management	Ch 19	
4/13	Project Management	Ch 19	
4/20	Case #4: Multiple Sclerosis Society of Canada New Product Development	Ch 20	
4/27	Research Paper Presentations		Research Paper
5/4	Research Paper Presentations		
5/11 3:10pm- 5:10pm	Exam #2	All material 3/16-5/4	