Programme:  BSc Hons International Hospitality Management  
ASc International Hospitality Operations

Course Title:  REVENUE MANAGEMENT

<table>
<thead>
<tr>
<th>Course Code:</th>
<th>Credit hours:</th>
<th>Prerequisite/s:</th>
<th>Co-requisite/s:</th>
</tr>
</thead>
<tbody>
<tr>
<td>REVM201</td>
<td>3</td>
<td>FOOP101</td>
<td>Nil</td>
</tr>
</tbody>
</table>

Lecturer/s:  Methini S. Vijh
Tel Ext:
Lecturer’s email address:  Methini.Vijh@emiratesacademy.edu

Course Rationale and Description
The existence of this course is vital to the Hospitality Programme since it emphasizes the importance of running a smooth operation within the hotel. The knowledge is applicable to the existing operations. Therefore the explanation of the theories along with examples enhance the learning cycle of the students.

This course provides an insight into the management of the Rooms Division area of the hotel operations. This module includes the explanation of the best practices, techniques and strategies currently used in the hospitality industry by either front office managers, room division directors and / or revenue managers.

Teaching and Learning Philosophy

At the Emirates Academy we would like to provide a unique service to our students and become one of the top leading academic institutions internationally. Therefore, in order to obtain that competitive advantage we conduct our classes in smaller groups. In turn it enhances the relationship between the facilitator and the students and we also manage to offer a more personalised service to our students.

Independent thought is vital for the development of each student which is done by using in class discussions as well as meetings with the facilitator for the Rooms Division project. This also help students to increase group interaction by sharing ideas, validating those ideas with the other group participants and increases teamwork which are skills needed within a hotel environment and, more specifically, within the role of a manager in the Rooms Division area.
For the students to achieve the objectives of this module, the facilitator acts as a guide by providing sufficient information and by being pro-active in order to provide solutions to any type of problem. In addition, the facilitator acts as an advisor and the students feel comfortable enough to approach the facilitator outside classroom hours also. Contact with students should be in a professional manner without forgetting the element of fun and enjoyment. The facilitator incorporates the above skills and attitude for the completion of a higher standard of
education for the students. Intellectual development is an expected result which will assist the students to develop further in the area of the Rooms Division, allowing students what they have learn and been taught in class to be put in practice later in life. An interest of the subject area to the students can also be developed too as a result of the subject delivery by the facilitator. As a facilitator, constant research and reading updates in the field is essential to highlight current practices within the industry. The operational experience within the area is also strongly demonstrated and explained to the students throughout the module by sharing real life examples and situations. As a result examples, scenarios, presentations and exercises are used in order to facilitate the students learning process and the achievement of the goals and completion of this module learning outcomes.

**Contribution to Graduate Profile:**

1. Students will understand the history and concept of Revenue Management in the hospitality industry
2. Students will learn the important elements leading up to effective Revenue Management – market segmentation, demand forecasting, inventory & price management and distribution channel management
3. Students will understand the real-life application of the Revenue Management concepts learnt in class through a series of guest lectures from industry experts.

**Specific Learning Outcomes**

**Knowledge:**

*Upon completion of this course, students will know how to:*

LO 1. Identify and describe the various room inventory distribution channels currently used in the hospitality industry, and to discuss the evolution and current status of technology behind these channels.

LO 2. Describe the principles of room inventory and rate management applied across the room inventory distribution channels.

LO 3. Describe the principles, methodology and practices of yield and revenue management in the hospitality industry.

LO 4. Recognize the use of forecasting and overbooking in reference to room availability by applying the ratios and formulas managers use to forecast room availability.

LO 5. Identify and describe various techniques and strategies used for pricing rooms in a hotel environment.

LO 6. Understand the typical job responsibilities and reporting relationships of Revenue Managers.
Skill
Upon completion of this course, students will be able to demonstrate:
   LO 1. An understanding of Revenue Management in the hospitality industry
   LO 2. An understanding of the tools and techniques used to make revenue management decisions in hotels.
   LO 3. The ability to make simple revenue-management related decisions in a hotel scenario based on the concepts learnt

Autonomy and Responsibility Competence
Upon completion of this course, students will be able to state the following reporting, regulating or ethical considerations:
   LO 1. How revenue management concepts are applied in hotels
   LO 2. How to make simple revenue-management related decisions in a hotel scenario
   LO 3. How to read and analyse STR reports in a hotel

Self Development Competence
Upon completion of this course, students will be able to demonstrate the need to continually research and up skill the following areas:
   LO 1. The main concepts/steps involved in revenue management
   LO 2. The increasing importance of technology usage in making revenue management Decisions
   LO 3. The fast changing world of hotel room distribution channel management

Role in Context Competence
Upon completion of this course, students will be able to effectively contribute to the following activities or endeavours:
   LO 1. Contribute effectively to Revenue meetings held in hotels
   LO 2. Make simple revenue management-related decisions in a hotel scenario
   LO 3. Critically analyse and question the sales & marketing activities undertaken by a hotel to increase revenue and profit.

Transferable and Employment Skills

<table>
<thead>
<tr>
<th>SKILLS</th>
<th>PRACTICED</th>
<th>TAUGHT</th>
<th>ASSESSED</th>
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<tbody>
<tr>
<td>1. Written Communication</td>
<td>X</td>
<td></td>
<td>X</td>
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<tr>
<td>2. Verbal Communication</td>
<td>X</td>
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<td>X</td>
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<tr>
<td>3. Commercial Awareness</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>4. Problem Solving</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td></td>
<td>TOPIC</td>
<td>READING</td>
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<tr>
<td>5.</td>
<td>Networking</td>
<td>X</td>
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<tr>
<td>6.</td>
<td>Planning and Organising</td>
<td>X</td>
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<tr>
<td>7.</td>
<td>Numeracy</td>
<td>X</td>
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<tr>
<td>8.</td>
<td>Computer Literacy</td>
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<td>9.</td>
<td>Time Management</td>
<td>X</td>
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<tr>
<td>10.</td>
<td>Research</td>
<td>X</td>
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<tr>
<td>11.</td>
<td>Team Work</td>
<td>X</td>
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<tr>
<td>12.</td>
<td>Leadership</td>
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<td>13.</td>
<td>Negotiating</td>
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<td>14.</td>
<td>Customer Service</td>
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**Weekly Content**

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<thead>
<tr>
<th>DATE</th>
<th>TOPIC</th>
<th>READING</th>
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</thead>
<tbody>
<tr>
<td>Jan 5</td>
<td>Introduction to course &amp; History of RM</td>
<td>Textbook - Chapter 1</td>
</tr>
<tr>
<td>Jan 7/8/9</td>
<td>Review of Year 1</td>
<td></td>
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<tr>
<td>Jan 12</td>
<td>PUBLIC HOLIDAY</td>
<td></td>
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<tr>
<td>Jan 14/15/16</td>
<td>Market Segmentation &amp; Consumer behavior;</td>
<td>Textbook - Chapters 2-4</td>
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<tr>
<td></td>
<td>Differential Pricing</td>
<td></td>
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<tr>
<td>Jan 19</td>
<td>Demand forecasting</td>
<td>Textbook - Chapter 6</td>
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<tr>
<td>Jan 21/22/23</td>
<td>Forecasting exercises</td>
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<tr>
<td>Jan 26</td>
<td>Distribution Channel Management</td>
<td>Textbook - Chapter 8</td>
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<tr>
<td>Jan 28/29/30</td>
<td>Exercises</td>
<td></td>
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<tr>
<td>Feb 2</td>
<td>Guest Speaker</td>
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<tr>
<td>Feb 4/5/6</td>
<td>Review of syllabus so far+ Videos</td>
<td></td>
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<td>Feb 9</td>
<td>PROGRESS TEST;</td>
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<tr>
<td>Feb 11/12/13</td>
<td>RevSIM</td>
<td>Textbook - Chapter 7</td>
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<tr>
<td>Feb 16</td>
<td>Inventory &amp; Price Management</td>
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<tr>
<td>Feb 18/19/20</td>
<td>RevSIM</td>
<td>Textbook - Chapter 7</td>
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<tr>
<td>Feb 23</td>
<td>Guest Speaker - Doris Greif</td>
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<tr>
<td>Feb 25/26/27</td>
<td>RevSIM</td>
<td>Textbook - Chapter 7</td>
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<tr>
<td>Mar 2</td>
<td>Revenue Management in Hotels &amp; F&amp;B</td>
<td>Textbook - Chapters 9-11</td>
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<tr>
<td>Mar 4/5/6</td>
<td>Exercises</td>
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<tr>
<td>Mar 9</td>
<td>Revenue Manager's role; Guest Speaker - Gaurav</td>
<td>Textbook - Chapter 5</td>
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<td>Vijh (12 to1 pm)</td>
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<tr>
<td>Mar 11/12/13</td>
<td>RevSIM</td>
<td>Textbook - Chapter 5</td>
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<tr>
<td>Mar 16</td>
<td>Revision</td>
<td></td>
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<tr>
<td>Mar 18/19/20</td>
<td>Final Presentations</td>
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<tr>
<td>Mar 23 - 27</td>
<td>FINAL EXAM WEEK</td>
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REVM201- 2014
Assessments, Weighting and Deadlines

Your grade in the course will be based on both your individual and group efforts and performance.

Coursework  60%
Final Exam   40%

(a) Group Project – 20%

Project Title: What’s Your Hotel Room Inventory Distribution Strategy?

Introduction:
This assignment is intended to demonstrate how the student can understand the applications of hotel room distribution systems and identify the global distribution channels, which are available in the hospitality industry alongside with the use of Revenue Management Strategies.

The students should be able to show how the theories, practices, strategies and current material discussed during the classes may be appropriately used to formulate an outline for providing a distribution strategy to the hotel.

The students are expected to synthesize appropriate ideas and information to produce a considered business solution, which is based on the global distribution channels, systems, revenue management and technology that have been identified through their research.

Groups:
Four groups of 4 members each and two groups of 5 members.

As part of the management team, for a pre-opening hotel in the designated locations in Dubai, you have been asked to identify the hotel distribution strategy for the business unit:

- 3 groups will be part of the management team of an 800-room full-service resort, located in Palm Jumeirah
- 3 groups will be part of the management team of a 350-room full-service business hotel, located on Sheikh Zayed Road

Grading:
The assessment will depend on:

(i)  Written (10%)

The report should demonstrate the following key elements:
• Introduction explaining what the report is about and a snapshot of the location and the hotel (should be in the form of a destination pitch rather than a list of details on the location)
• Identify what will be your revenue management strategy and tactics that may be applied for the hotel? (Your reference point would be similar properties already existent in the market)
• The available distribution channels for selling your room inventory should be identified. Detail your assumptions on channels costs and reasons for choosing your set of distribution channels.
• Devise a launch campaign for your hotel. This should include a special rate and value-added proposition and should appeal to your market segments, identified source markets etc.
• Conclusion & recommendations

(ii) Presentation (10%)

• Quality of material presented
• Clarity of expression
• Coordination between members
• Time management
• Response to queries from the audience

The final individual score will be adjusted post a peer evaluation assessment.

Assignment format:
The written report should be written as a formal business report and be approximately 6-7 pages long (approximately a page per key element in the report)

Font: Arial, Size: 12 and line spacing: 1.2

The ability to be concise is important. The use of graphs and tables is highly recommended. Published material regarding various elements supporting your Revenue Management strategy should also be used. Any reference to published material should be provided using the APA referencing style.

Deadlines:
• Written report on Sun 16th of Mar (10%)
• Hard copy to be submitted at the library by 5.00pm.
• Group Presentations on Mar 18th, 19th, 20th (10%)

(b) Progress test – 15%, on Sunday 9th of Feb.

(c) Group work: RevSim reflection – 15%
(d) Class participation – 10%
5% will be based on attendance and 5% on active and useful class participation.

(e) Final Exam – 40%
The final exam will encompass all topics presented and discussed in the lectures and tutorials.
The exam will take place between March 23rd and 27th, 2014. The exam will comprise of a variety of multiple choice, short-answer and numerical questions.

Learning Resources:

Textbooks:

Systems:
- Rev Simulation.

Recommended Reading

Web Sites:
http://www.ahla.com
http://www.hedna.org
http://www.hospitalitynet.org
http://www.hotelbusiness.com
http://www.hotelnewsresource.com
http://www.hotel-online.com
Articles from academic journals and periodicals are highly recommended. The students will be required to seek additional material from the library/on-line resources too.

- Cornell Hotel and Restaurant Administration Quarterly
- Journal of Revenue and Pricing Management
- Journal of Tourism, Travel, and Hospitality
- Journal of Hospitality Marketing & Management
- Journal of Hospitality and Tourism Management
- Journal of Hospitality & Leisure Marketing
- Harvard Business Review
- International Journal of Contemporary Hospitality Management
- International Journal of Hospitality Management
- International Journal of Hospitality & Tourism Administration
- International Journal of Revenue Management
- Lodging Hospitality
- Rooms Chronicle
- Tourism and Hospitality Research