Programme: BSc in International Hospitality Management  
ASc in International Hospitality Operations

Course Title: Club and Resort Management

Course Code: CLMT301  
Credit hours: 3

Prerequisite/s:  
Co-requisite/s: Nil

Lecturer/s: Methini Vijh  
Tel Ext:

Lecturer’s email address: Methini.Vijh@emiratesacademy.edu

Course Rationale and Description

This course offers a complete approach to the operation and management of resort and club properties. The course covers the planning, development, management, marketing, and financial aspects of the resort and club business. The course also examines the future outlook for resorts and the impact of technological, economic and environmental change, “green” initiatives, and eco-tourism. Through classroom instruction, interactive case studies, exposure to industry professionals, and individual study, students will gain an understanding of operations within a Resort and Club model while learning about operations of resort properties, private member clubs, gambling and casino resorts and leisure tourism.

Among the topics we will cover are:

1. Introduction to Resort Operations  
   a. Major Factors influencing the development of the resort industry  
   b. Classification of resorts  
2. Resort History  
   a. Categories of resorts and examples throughout history  
3. Introduction to Types of resorts  
   a. Proximity to primary markets  
   b. Mix of residential and lodging properties  
4. Types of Clubs and Memberships  
   a. Challenges and opportunities for members clubs  
5. Special considerations in Planning and Development  
   a. Considerations in the preplanning and preopening stage  
6. Facilities and Recreational Planning and Concept Design  
   a. Identifying the design and planning of the physical layout and logistics  
7. Resort Opening, pre-opening Management and preparation  
   a. Planning and operational considerations  
8. Marketing, Human Resource and Operational considerations  
   a. Overview for each Resort type  
9. Beach Resort Operations and Management  
   a. Specific look at no 8 above for each type of resort
10. Golf/Spa/Ski and Leisure Resort Operations and Management
   a. Specific look at no 8 above for each type of resort
11. Cruise Ship/Floating Resort Operations and Management
   a. Specific look at no 8 above for each type of resort
12. Safari and Casino Resort Management
   a. How a specialist resort can differ from the previously studied
13. Specialty Resort Operations and Management (Destination Eco Resorts)

Teaching and Learning Philosophy

This course will incorporate theoretical frameworks with industry related examples to foster a focused, operational learning style. Students will be challenged on critical thinking skills through group and class discussions enabling students to learn from each other. My teaching style will give each student the opportunity to interact within each class and use industry examples to gain a realistic approach to the ever changing world of Resort and Club Management within the Hospitality Industry.

Contribution to Graduate Profile:

1. Provide an understanding of how business disciplines (operations management, human resources, and marketing) apply within the resort and club industry.
2. Exposure to critical thinking and decision-making through the use of case studies.
3. Individual term papers, including a final presentation, will hone students’ professional written and verbal communication skills.
4. Course content includes information and examples of industry practical experiences which will strengthen student understanding of the day to day operations.
5. The diversity and experiences of the students within the class will provide a basis to discuss cultural impacts affecting the club industry.

Specific Learning Outcomes

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

LO 1. Recognise and understand the day to day operations of a resort and club based operations.
LO 2. Grasp the role and relevance of human resources and marketing within resort operations.
LO 3. Identify through an introduction to, each of the following types of resorts: Beach, Golf, Spa, Casino, Cruise Ship and Destination Eco Resorts.

Skill
Upon completion of this course, students will be able to demonstrate:

LO 4. An educated understanding of the day to day operations of resorts.
LO 5. An application of classroom teaching to an operation environment.
Autonomy and Responsibility Competence
Upon completion of this course, students will be able to state the following reporting, regulating or ethical considerations:

LO 6. Students will be better equipped to understand and apply operational reporting structures within the resorts and club environment.

LO 7. Through a greater study of human resource and marketing implication, the topic of legal requirements and ethics will be explored.

Self-Development Competence
Upon completion of this course, students will be able to demonstrate the need to continually research and update the following areas:

LO 8. Through continued research, students will be better equipped with the skill set to critically evaluate industry journals and reports.

LO 9. A greater understanding of the role and responsibility of each area of the operations will highlight for the student the importance of continual up skilling.

Role in Context Competence
Upon completion of this course, students will be able to effectively contribute to the following activities or endeavours:

LO 10. Supervise and manage a resort and club operations.

LO 11. Plan, organize and control the daily operations of an outlet within a resort or club.

LO 12. Develop a general marketing campaign for the launch or re-launch of a new or existing property.

LO 13. Coordinate and contribute to the human resource department with a solid knowledge of people skills and attributes.

LO 14. Continued research but operationally and academically with regards to processes and new technology innovation.

Transferable and Employment Skills

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<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>
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<td>2. Verbal Communication</td>
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<td>3. Commercial Awareness</td>
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<td>4. Problem Solving</td>
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<td>5. Networking</td>
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<td>6. Planning and Organising</td>
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<td>7. Numeracy</td>
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<td>8. Computer Literacy</td>
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<td>9. Time Management</td>
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<td>10. Research</td>
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Weekly Content

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<tr>
<td>WEEK 1</td>
<td>13 April</td>
<td>Class cancelled</td>
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<tr>
<td></td>
<td>15 April</td>
<td>Introduction to resort operations, resort history and introduction to types of resorts</td>
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<td></td>
<td>17 April</td>
<td>Types of clubs and memberships</td>
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<td>WEEK 2</td>
<td>20 April</td>
<td>Beach resorts</td>
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<td></td>
<td>22 April</td>
<td>Guest speaker – Beach resort</td>
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<td></td>
<td>24 April</td>
<td>Golf club and resorts</td>
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<tr>
<td>WEEK 3</td>
<td>27 April</td>
<td>Guest speaker – Golf resorts</td>
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<td>29 April</td>
<td>Cruise ship operations management</td>
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<td></td>
<td>01 May</td>
<td>Desert resort</td>
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<td>WEEK 4</td>
<td>04 May</td>
<td>Guest speaker – Desert resort</td>
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<td></td>
<td>06 May</td>
<td>Ski resorts, Casino resorts</td>
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<td></td>
<td>08 May</td>
<td>Final Exam</td>
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Assessments, Weightings and Deadlines

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<th>FORMAT</th>
<th>DATES</th>
<th>WEIGHTAGE</th>
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<tr>
<td>Progress quiz</td>
<td>Week 3</td>
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<tr>
<td>Individual project</td>
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<td>Final Written Exam</td>
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<tr>
<td>Class participation</td>
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A: Progress Quiz - There will be one Progress Test that will account for 20% of your final grade. The quiz material will come from the handout material and from class information. The quiz can be administered at the beginning, during, or at the end of the class session.

B: Each student will be required to prepare an individual project. This project will require a critical analysis of an existing resort. The report must take into account an analysis of the property, an in-depth look into the operations of the resort or club and an overall evaluation of its success or failings. Students will be advised to approach the report in the manner of using their chosen location as either a best practice example or as an organization that is no longer a success. A separate grading criteria will be given to students to clarify the points to be used. This will account for 40% of the mark.
C: Final written exam will compile the topics covered during the 4 weeks of class. The exam will take the format of three sections broken down into Multiple Choice and Short Answer questions. Preparation for this exam will come from class discussion, class notes and case studies used in class. This will account for 30% of the overall grade.

Learning Resources

Textbooks
There will be no core text book that the students will be required to follow.

Recommended Reading
Each class students will be either given a handout that illustrates and compliments the class notes or students will be asked to research the topic a week in advance. Each reading will be in the form of an Online Journal, Industry Specific Article or a News Piece. It is very important that students also research each type of resort and be aware of best practice so that they can keep up to date. Class discussions will center around these examples and will give the students a greater understanding of the topic as it is discussed in a practical way.

Self-Directed Learning
It is very important that students understand how vital their participation is to the course. Due to time limitations during the short elective students must engage in self-directed learning. This will involve students reading articles in advance of class and being able to discuss these articles during class. Students will not gain the full benefit from this course if they do not engage in this.

Moodle
Moodle will be used to post class notes and articles, however class discussion will make up a great deal of the course and students will be engaging in the process of peer learning. It will not be sufficient to simply follow the notes on Moodle. Class participation is also required.

Attendance and Class Participation
Attendance is Mandatory for this elective and class participation is of upmost importance. Student and peer learning, through discussion and sharing of experiences will account for a large part of the course.