To: Faculty Committee on Graduate Education, Continuing Education and Special Programs

FROM: Rhonda Mack, School of Business

SUBJECT: Approval of New MBAD Courses for MBA Program

Attached please find four new course proposal forms for the MBA Program.

MBAD 530 – Principles of Revenue Management in Hospitality
MBAD 531 – Forecasting and Business Analytics in Hospitality
MBAD 532 – Channel Management Strategies in Hospitality
MBAD 560 – Special Topics

As part of our initial plan, we will be introducing new focus areas for the MBA. All students take nine (9) core courses and then select a focus area which consists of three (3) specialized area courses. Currently we have focus areas in Finance and Marketing. The first of these new focus areas is in Hospitality Revenue Management and three of the courses attached are for this focus area.

The fourth course, MBAD 560, is a Special Topics course. This course is for the purpose of introducing new and innovative courses that we may want to offer to students and possibly consider for addition to the program.

Please contact me if you have any questions regarding the courses – and any questions that I can answer beforehand. Also please notify me of the time and date of the Committee’s meeting.
Department: Hospitality & Tourism Management
Graduate Program: Master of Business Administration

Course Number & Title: MBAD 530, Principles of Revenue Management in Hospitality
Total hours/week: 42 hours, 7 hours per week for 6 weeks
Number of Credits: 3 credit hours Lab: none

Will this course be cross-listed with an undergraduate or other graduate course? □ YES   X NO
If yes, please complete an attach to this proposal a Permission to Cross-List a Graduate Course form.

Course will first be offered: Fall 2012

Catalog description (Please limit to 50 words):
The course introduces the principles and related theory of revenue management, examines the history and application of revenue management, explores the fit of a revenue management strategy to various types of organizations, identifies the requirements of revenue management, outlines the processes for implementation, and examines its place in the organization.

Prerequisites (or other restrictions)
None

Rationale/justification for course (consider the following issues):

a. Goals and objectives of the course:
The course was designed to examine revenue management as an organizational strategy by exploring its history, developments, and current practices. The following course objectives are detailed below: to introduce the principles of revenue management; to examine the history of revenue management; to ground revenue management in theory; to identify characteristics of organizations for which revenue management is suitable; to examine the application of revenue management in hospitality; to manage uncertainty with planning; to determine inventory; to measure demand; to understand the impact of constraints; to examine its place in the organization; to recognize the importance of analytics in pricing and inventory control; and to identify the strategic levers for applying a revenue management strategy.

b. Relationship to the College of Charleston Strategic Plan and to the strategic plans of your department, school, and the Graduate School:
This course supports the following School of Business organizing principles and MBA learning goals:

Problem solving ability: Students will be required to demonstrate critical thinking skills in identifying and evaluating problems and opportunity within the hospitality business environment. The students will apply analytical techniques to formulate creative solutions utilizing relevant discipline specific knowledge.

Ethical Awareness: Student will engage in learning related to the ethical practices relate to pricing strategies and financial reporting.
Are other departments affected by this course? □ YES ✗ NO
(Please attach letters of support from the chairs of each department indicating the Department has discussed and supports the proposal.)

Is this course part of a joint program? □ YES ✗ NO
If yes, at what institution?

Method of teaching:
The method of teaching includes a combination of lectures, class exercises, case studies, and a comprehensive final exam.

Expected changes
   a. Address potential enrollment pattern shifts in the Department or University-wide as it relates to the offering of this course

       New course for MBA cohort.

   b. Address potential shifts in staffing of the departments as it relates to the offering of this course.

       Assistant professor will teach 2 undergraduate courses and 1 graduate course instead of 3 undergraduate courses for Spring semester.

Requirements for additional resources made necessary by this course. (Note: course requiring additional resources will need special justification.)
   a. Staff: None

   b. Budget: None

   c. Library: None

Mandatory – Attach a complete course syllabus with the following sections:
   • Course description and objectives
   • Required and optional texts and materials
   • Graduate School grading scale
   • Assignments and assessment components
   • Policies to include attendance, Honor Code, American Disabilities Act statement
   • Tentative course schedule with specific topics

Signature of Program Director: ___________________________ Date: 10-14-11

Signature of Department Chair: ___________________________ Date: 10-14-11

Additional Chair’s Signature*: ___________________________ Date: ___________________________
Signature of Schools' Dean: ____________________________ Date: 10/14/11

Additional Schools' Dean Signature*: ____________________________ Date: ____________________________

Signature of the Provost: ____________________________ Date: 10/14/11

Signature of Budget Director**: ____________________________ Date: 10/17/11

*For interdisciplinary courses.

**Business Affairs Office

Return form to the Graduate School Office for Further Processing

Signature of Chair of the Faculty Committee on Graduate and Continuing Education

Silvia Rodriguez Salazar ____________________________ Date: Oct 28, 2011

Signature of Chair of Grad Council: Amy Thompson McCardle ____________________________ Date: 11/14/11

Signature of the Faculty Secretary: ____________________________ Date: ____________________________
Contact Name: Brumby McLeod      Email: mcleodb@cofc.edu      Phone: 843-953-0735

Department or Program Name: MBA    School name: School of Business

☑ New or □ Changed    COURSE -- Prefix, Number, and Title: MBAD 530 Principles in Revenue Management for Hospitality

☐ New or □ Changed    PROGRAM -- Name and Acronym of Major:

**STUDENT LEARNING OUTCOMES and ASSESSMENT**

<table>
<thead>
<tr>
<th>Student Learning Outcomes</th>
<th>Assessment Method and Performance Expected</th>
</tr>
</thead>
<tbody>
<tr>
<td>What will students know and be able to do when they complete the course/program?</td>
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</tr>
</tbody>
</table>

1. To identify and explain the principles of revenue management strategy.                 | This learning outcome will be assessed with a comprehensive essay exam over the principles, history, and theory of revenue management. |
2. To analyze an organization’s fit for the application of revenue management strategies. | This learning outcome will be assessed with a series of class exercises and group debates about the application of a revenue management strategy. |
3. To critique the application of a revenue management strategy in various hospitality organizations. | This learning outcome will be assessed by a series of case studies in hospitality revenue management. |
4. To identify and design the necessary tools to implement a revenue management strategy. | This learning outcome will be assessed with a case study that requires students to identify and design the tools to implement the revenue management strategy. |

This course introduces the principles of revenue management and assesses their ability to communicate, quantify, synthesize, innovate, and creatively apply these concepts in hospitality organizations while remaining aware of civic and global responsibilities.
COURSE SYLLABUS

MBAD 530 – Principles of Revenue Management in Hospitality

Date, Time, Location

Instructor: Brumby McLeod, PhD  
Room 326, Beatty  
TEL: 953-0735  
Email: mcleodb@cofc.edu

Office Hours: ☀️ - Other times by appointment

Course Prerequisites: MBAD 530

Required Text:


Course Description:

The course introduces revenue management as an organizational strategy by examining its history, developments, and current practices. The course introduces the principles and related theory of revenue management, examines the history and application of revenue management, explores the fit of a revenue management strategy for various organizations, identifies the underlying requirements of revenue management, outlines the processes for implementing a revenue management strategy, and examines its place in the organization.

Course Objectives:

- To introduce the principles of revenue management
- To examine the history of revenue management
- To ground revenue management in theory
- To identify characteristics of organizations for which revenue management is suitable
- To examine the application of revenue management in hospitality
- To manage uncertainty with planning
- To determine inventory
- To measure demand
- To understand the impact of constraints
- Finding a home for revenue management in an organization
- To recognize the importance of analytics
- To identify the strategic levers for applying a revenue management strategy
<table>
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<tr>
<th>Grading</th>
<th>Grades</th>
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<tbody>
<tr>
<td>Essays, 3 @10%</td>
<td>30%</td>
</tr>
<tr>
<td>Case Studies, 3 @ 15%</td>
<td>45%</td>
</tr>
<tr>
<td>Final Exam, 1 @ 25%</td>
<td>20%</td>
</tr>
<tr>
<td>TOTAL</td>
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**Grading**

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**Essays (30%)**

An essay is given at the end of each learning module. They are used to discuss the significance of the readings and communicate the pros and cons of revenue management. The students will be asked to address an organizational challenge related to revenue management.

**Case Studies (45%)**

The case studies are competitive group projects that require several days to complete outside of the classroom. These cases were developed for graduate courses in revenue management. Teaching with cases allows the reality of organizational life to be the medium by which students marry knowledge to action. Groups will be required to present their cases to the class and sometimes the actual business.

**Final Exam (25%)**

The final exam is a comprehensive exam comprised of short answer, essay, and multiple-choice questions.

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**CLASS SCHEDULE**

*(Subject to Change upon Instructor’s Discretion)*

**Learning Module 1: Foundations**

- A. The Principles of Revenue Management
- B. History of Revenue Management
- C. Revenue Management Theory
- D. Essay Exam
- E. Case Study

**Learning Module 2: Application**

- A. Organizational Fit
- B. Inventory & Demand
- C. Constraints
- D. Applications in Hospitality
- E. Essay Exam
- F. Case Study

**Learning Module 3: Implementation**
A. Finding a home  
B. Adopting the Strategy  
C. The Role of Analytics  
D. The Levers of Revenue Management  
E. Operationalizing Revenue Management  
F. Essay Exam  
G. Case Study

Final Exam

SBE Learning Goals:

The SBE learning goals are:

- *Effective Communications*: Students will write professional documents that are technically correct and concise and make effective presentations utilizing technological tools and ability utilizing relevant discipline specific knowledge.

- *Ethical Awareness*: Students will recognize and be able to appraise ethical dilemmas involved in business decisions and competently engage in discourse aimed at resolution of these dilemmas utilizing relevant discipline specific knowledge.

- *Global Awareness*: Students will recognize and examine the global implications of business decisions while evaluating and integrating innovative applications of these implications utilizing relevant discipline specific knowledge.

- *Problem Solving Ability*: Students will demonstrate critical thinking skills in identifying and evaluating problems and opportunities in the business environment and apply analytical techniques to formulate creative solutions utilizing relevant discipline specific knowledge.

Honor Code and Academic Integrity

Lying, cheating, attempted cheating, and plagiarism are violations of our Honor Code that, when identified, are investigated. Each instance is examined to determine the degree of deception involved.

Incidents where the professor believes the student’s actions are clearly related more to ignorance, miscommunication, or uncertainty, can be addressed by consultation with the student. We will craft a written resolution designed to help prevent the student from repeating the error in the future. The resolution, submitted by form and signed by both the professor and the student, is forwarded to the Dean of Students and remains on file.

Cases of suspected academic dishonesty will be reported directly to the Dean of Students. A student found responsible for academic dishonesty will receive a XF in the course, indicating failure of the course due to academic dishonesty. This grade will appear on the student’s transcript for two years after which the student may petition for the X to be expunged. The student may also be placed on disciplinary probation, suspended (temporary removal) or expelled (permanent removal) from the College by the Honor Board.

It is important for students to remember that unauthorized collaboration—working together without permission—is a form of cheating. Unless a professor specifies that students can work together on an assignment and/or test, no collaboration is permitted. Other forms of cheating include possessing or using an unauthorized study aid (such as a PDA), copying from another’s exam, fabricating data, and giving unauthorized assistance.
Remember, research conducted and/or papers written for other classes cannot be used in whole or in part for any assignment in this class without obtaining prior permission from the professor.

Students can find a complete version of the Honor Code and all related processes in the Student Handbook at http://www.cofc.edu/studentaffairs/general_info/studenthandbook.html.

Disability Statement

This College abides by section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act that stipulates no student shall be denied access to an education “solely by reason of a handicap.” Disabilities covered by law include, but are not limited to, learning disabilities and hearing, sight or mobility impairments. If you have a documented disability that may have some impact on your work in this class and for which you may require accommodations, please see an administrator at the Center of Disability Services, (843) 953-1431 or me so that such accommodation may be arranged.
PROPOSAL FOR A NEW GRADUATE COURSE

COLLEGE OF CHARLESTON
THE GRADUATE SCHOOL

Faculty Committee on Graduate and Continuing Education
Proposal for a New Graduate Course

Department: Hospitality and Tourism Management
Graduate Program: Master of Business Administration

Course Number & Title MBAD 531 – Forecasting and Business Analytics in Hospitality
Total hours/week: 42 hours, 7 hours per week for 6 weeks
Number of Credits Lectures: 3 credit hours Lab: None

Will this course be cross-listed with an undergraduate or other graduate course? ☐ YES ☑ NO
If yes, please complete an attach to this proposal a Permission to Cross-List a Graduate Course form.

Course will first be offered Fall 2012

Catalog description (Please limit to 50 words):
This course provides knowledge and hands-on skills on forecasting and business analytics used in revenue management. The students learn to use extensive data, statistical and quantitative analysis, exploratory methods, predictive models, time series and forecasting, to make fact-based decisions and drive actions in order to maximize revenues and profits.

Prerequisites (or other restrictions) MBAD 530, Principles of Revenue Management in Hospitality

Rationale/justification for course (consider the following issues):

a. Goals and objectives of the course:
The purpose of this course is to knowledge and hands-on skills on forecasting and business analytics used in hospitality revenue management settings.

b. Relationship to the College of Charleston Strategic Plan and to the strategic plans of your department, school, and the Graduate School:

This course supports the following School of Business organizing principles and MBA learning goals:

Problem solving ability: Students will be required to demonstrate critical thinking skills in identifying and evaluating problems and opportunity within the hospitality business environment. The students will apply analytical techniques to formulate creative solutions utilizing relevant discipline specific knowledge.
Ethical Awareness: Student will engage in learning related to the ethical practices relate to pricing strategies and financial reporting.

If more space is needed for any section, please attach additional sheets to this form.

August 2010
PROPOSAL FOR A NEW GRADUATE COURSE

Are other departments affected by this course? □ YES ✗ NO
(Please attach letters of support from the chairs of each department indicating the Department has discussed and supports the proposal.)

Is this course part of a joint program? □ YES ✗ NO If yes, at what institution?

Method of teaching:

Lecture, hands-on exercises, cases

Expected changes

a. Address potential enrollment pattern shifts in the Department or University-wide as it relates to the offering of this course

None.

b. Address potential shifts in staffing of the departments as it relates to the offering of this course.

None.

Requirements for additional resources made necessary by this course. (Note: course requiring additional resources will need special justification.)

a. Staff None

b. Budget None

c. Library None

Mandatory – Attach a complete course syllabus with the following sections:
• Course description and objectives
• Required and optional texts and materials
• Graduate School grading scale
• Assignments and assessment components
• Policies to include attendance, Honor Code, American Disabilities Act statement
• Tentative course schedule with specific topics

Signature of Program Director: ____________________________ Date: 10/14/11

Signature of Department Chair: __________________________ Date: 10/14/11

Additional Chair’s Signature*: __________________________ Date:

Signature of Schools’ Dean: ____________________________ Date: 10/14/11

Additional Schools’ Dean Signature*: ______________________ Date:

Signature of the Provost: ______________________________ Date: 10/14/11

Signature of Budget Director**: __________________________ Date: 10/17/11

*For interdisciplinary courses.  **Business Affairs Office

If more space is needed for any section, please attach additional sheets to this form.

August 2010
PROPOSAL FOR A NEW GRADUATE COURSE

Return form to the Graduate School Office for Further Processing

Signature of Chair of the Faculty Committee on Graduate and Continuing Education
Sílvia Rodríguez-Castro  
Date: Oct 28, 2011

Signature of Chair of Grad Council: Amy Thompson Mccandless  
Date: 11/14/11

Signature of the Faculty Secretary: ____________________________  
Date: ____________________________

If more space is needed for any section, please attach additional sheets to this form.

August 2010
Contact Name: Brumby McLeod  Email: mcleodb@cofc.edu  Phone:  843-953-0735

Department or Program Name: MBA  School name: School of Business

☒ New or ☐ Changed  COURSE -- Prefix, Number, and Title: MBAD 531 Forecasting and Business Analytics in Hospitality

☐ New or ☐ Changed  PROGRAM -- Name and Acronym of Major:

STUDENT LEARNING OUTCOMES and ASSESSMENT

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</tr>
<tr>
<td>1. To identify and extract sources of business intelligence from current operations.</td>
<td>This learning outcome will be assessed with a series of case study examples from the hospitality industry.</td>
</tr>
<tr>
<td>2. To introduce, learn, and develop a comprehensive set of tools for forecasting and analytics.</td>
<td>This learning outcome will be assessed with a series of class exercises that address as series of techniques such as linear programming, regression, and modeling.</td>
</tr>
<tr>
<td>3. To develop the tools introduced in the prerequisite.</td>
<td>This learning outcome will be assessed with a series of exercises that build the appropriate tools to analyze a raw data set.</td>
</tr>
<tr>
<td>4. To identify and design the systems necessary to produce and monitor a revenue management strategy.</td>
<td>This learning outcome will be assessed with a final project that identifies and designs the system to produce and monitor the chosen revenue management strategy.</td>
</tr>
</tbody>
</table>

This course assists students in identifying and developing the tools necessary to communicate, quantify, synthesize, innovate, and creatively apply a revenue management strategy in a hospitality organization.
COURSE SYLLABUS

MBAD 531 - Forecasting and Business Analytics in Hospitality

Date: 
Time: 
Location:

Instructor: Bing Pan, Ph.D.
Room 315, Beatty Center
TEL: 953-2025
Email: panb@cofc.edu

Office Hours: Monday, Wednesday and Friday 3-5PM or by appointment

Course Prerequisites: MBA 530: Principles of Revenue Management in Hospitality

Required Text:


Course Description:

This course provides knowledge and hands-on skills on forecasting and business analytics used in revenue management. The students will learn to use extensive data, statistical and quantitative analysis, exploratory methods, predictive models, time series and forecasting, to make fact-based decisions and drive actions in order to maximize revenues and profits. With an extensive hands-on and case-based approach, the course will introduce the students from producing ad-hoc reporting, query and drill down, statistical analysis, time series and forecasting, to predictive modeling and optimization.

Course Objectives:

- Understand the importance of data-driven decision making in hospitality industry
- Gain hands-on skills on data cleaning, data analysis and data modeling
- Gain a basic understanding of data mining, data warehousing, statistical, simulation, and optimization methods in revenue management
- Know how to collect, analyze, and model data and interpret the results and support decision making in the hospitality industry
- Understand various time series models and forecasting methods
- Survey recent tools and technologies on business analytics and forecasting
School of Business Learning Goals:

The School of Business learning goals are:

- **Effective Communications**: Students will write professional documents that are technically correct and concise and make effective presentations utilizing technological tools and ability utilizing relevant discipline specific knowledge.

- **Ethical Awareness**: Students will recognize and be able to appraise ethical dilemmas involved in business decisions and competently engage in discourse aimed at resolution of these dilemmas utilizing relevant discipline specific knowledge.

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### Grading

<table>
<thead>
<tr>
<th>Case Assignments</th>
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<tbody>
<tr>
<td>Quizzes</td>
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<tr>
<td>Project &amp; Presentation</td>
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<td><strong>TOTAL</strong></td>
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### Grades

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<tr>
<th>Letter</th>
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<tr>
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<td>Academic Dishonesty</td>
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</table>

### Class Assignments (50%)

At certain periods during the case study assignments will be distributed. These assignments will correspond to the lecture materials and provides a hands-on learning experience critical to engaging the course materials. If you miss an assignment for a legitimate reason (illness, serious family matters etc.), you must come see the instructor during office hours to discuss the possibility of making up the grade. **You may only make up one missed in class assignment per term with the exception of extreme circumstances as judged by the professor.**

### Quizzes (10%)

There are will be a number of quizzes throughout the class period on the knowledge and information you learned from previous class periods.

### Project & Presentation (40%)

You will work in a group of up to four students, analyze data from a hospitality business, conduct statistical modeling and forecasting, and derive revenue strategies. You will deliver a 20 minute presentation to the professor & industry partners outlining your recommendations.

### CLASS SCHEDULE
(Subject to Change upon Instructor’s Discretion)

- **Topic 1:** Introduction to data analysis skills in hospitality revenue management
- **Topic 2:** Market segmentation  
  - Data manipulation  
  - Data mining techniques on customer historic data  
  - Text mining and web mining  
  - Understanding the effects of internal and external environmental factors
- **Topic 3:** Understanding Business Performance
• Calculating key business indicators
• Benchmarking performance measurements
• Predictive models

Topic 4: Web analytics to drive performance
• Web log analytics
• Social media analytics

Topic 5: Time series analysis and forecasting in revenue Management
• AR, MA, and ARIMA models
• Monte Carlo Simulation
• Dynamic Pricing with optimization methods

Topic 6: Project Presentation and Evaluation
PROPOSAL FOR A NEW GRADUATE COURSE

COLLEGE OF CHARLESTON
THE GRADUATE SCHOOL

Faculty Committee on Graduate and Continuing Education

Proposal for a New Graduate Course

Department: Hospitality and Tourism Management
Graduate Program: Master of Business Administration

Course Number & Title MBAD 532 – Channel Management Strategies in Hospitality
Total hours/week: 42 hours, 7 hours per week for 6 weeks
Number of Credits Lectures: 3 credit hours Lab: None

Will this course be cross-listed with an undergraduate or other graduate course? □ YES X NO
If yes, please complete an attach to this proposal a Permission to Cross-List a Graduate Course form.

Course will first be offered Fall 2012

Catalog description (Please limit to 50 words):
This course outlines strategies related to setting the right prices, developing rate fences and using multiple distribution channels to manage price more effectively. Students will focus on the impact of variable pricing and discounting on revenue management in the context of price elasticity, optimal price mix, perceived fairness, and congruence with positioning and sales strategies.

Prerequisites (or other restrictions)
MBAD 530, Principles of Revenue Management in Hospitality

Rationale/justification for course (consider the following issues):
a. Goals and objectives of the course:
The purpose of this course is to expose student to rate and pricing strategies within a hospitality setting.

b. Relationship to the College of Charleston Strategic Plan and to the strategic plans of your department, school, and the Graduate School:

This course supports the following School of Business organizing principles and MBA learning goals:

Problem solving ability: Students will be required to demonstrate critical thinking skills in identifying and evaluating problems and opportunity within the hospitality business environment. The students will apply analytical techniques to formulate creative solutions utilizing relevant discipline specific knowledge.

If more space is needed for any section, please attach additional sheets to this form.

August 2010
PROPOSAL FOR A NEW GRADUATE COURSE

Ethical Awareness: Student will engage in learning related to the ethical practices relate to pricing strategies and financial reporting.

Are other departments affected by this course? □ YES XXX NO
(Please attach letters of support from the chairs of each department indicating the Department has discussed and supports the proposal.)

Is this course part of a joint program? □ YES XXX NO If yes, at what institution?

Method of teaching:

Lecture, discussion, cases

If more space is needed for any section, please attach additional sheets to this form.
Expected changes

a. Address potential enrollment pattern shifts in the Department or University-wide as it relates to the offering of this course.

None.

b. Address potential shifts in staffing of the departments as it relates to the offering of this course.

This course will be taught as summer overload by existing hospitality faculty.

Requirements for additional resources made necessary by this course. (Note: course requiring additional resources will need special justification.)

a. Staff

None

b. Budget

None

c. Library

None

Mandatory – Attach a complete course syllabus with the following sections:

• Course description and objectives
• Required and optional texts and materials
• Graduate School grading scale
• Assignments and assessment components
• Policies to include attendance, Honor Code, American Disabilities Act statement
• Tentative course schedule with specific topics

Signature of Program Director: ___________________________ Date: 10-14-11
Signature of Department Chair: ___________________________ Date: 10-14-11
Additional Chair’s Signature*: ___________________________ Date: 10-14-11
Signature of Schools’ Dean: ___________________________ Date: 10-14-11
Additional Schools’ Dean Signature*: ___________________________ Date: 10-14-11
Signature of the Provost: ___________________________ Date: 10-14-11
Signature of Budget Director**: ___________________________ Date: 10-14-11

*For interdisciplinary courses. **Business Affairs Office

Return form to the Graduate School Office for Further Processing

If more space is needed for any section, please attach additional sheets to this form.
Student Learning Outcomes
What will students know and be able to do when they complete the course/program?

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</table>

1. To examine the challenges of implementing a revenue management strategy.

2. To examine the challenges of group and contract market segments within a revenue management strategy.

3. To identify, discuss, and determine the appropriate channels for a hospitality organization.

4. To develop a comprehensive strategy for implementing a revenue management strategy within an organization.

This course assesses their full ability to communicate, quantify, synthesize, innovate, and creatively apply these concepts in hospitality organizations while remaining aware of civic and global responsibilities.
COURSE SYLLABUS

MBAD 532 – Channel Management Strategies in Hospitality

Date, Time, Location

Instructor: Wayne W. Smith PhD
Room 334, Beatty
TEL: 953-6663
Email: smithww@cofc.edu

Office Hours: ??? - Other times by appointment

Course Prerequisites: MBAD 531, Principles of Revenue Management in Hospitality

Required Text:


Course Description:

This course outlines strategies related to setting the right prices, developing rate fences (differentiate prices by customer type), and using multiple distribution channels to manage price more effectively. Students will focus on the impact of variable pricing and discounting on revenue management in the context of price elasticity, optimal price mix, perceived fairness, and congruence with positioning and sales strategies.

Course Objectives:

- Use variable pricing strategies to increase revenue
- Develop effective rate fences
- Manage prices using distribution channels
- Pricing based on supply and demand (case studies)
- Analyzing patterns and pricing decisions based on profitability
- Overview of different guest segments and impact on pricing
- Templates for monitoring rate structure and performance (Yield calendars, strategy boards)

SBE Learning Goals:

The SBE learning goals are:

- Effective Communications: Students will write professional documents that are technically correct and concise and make effective presentations utilizing technological tools and ability utilizing relevant discipline specific knowledge.
- Ethical Awareness: Students will recognize and be able to appraise ethical dilemmas involved in business decisions and competently engage in discourse aimed at resolution of these dilemmas utilizing relevant discipline specific knowledge.
- Global Awareness: Students will recognize and examine the global implications of business decisions while evaluating and integrating innovative applications of these implications utilizing relevant discipline specific knowledge.
•  **Problem Solving Ability:** Students will demonstrate critical thinking skills in identifying and evaluating problems and opportunities in the business environment and apply analytical techniques to formulate creative solutions utilizing relevant discipline specific knowledge.

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Grading

<table>
<thead>
<tr>
<th></th>
<th>Grades</th>
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<tbody>
<tr>
<td>Case Assignments</td>
<td>50</td>
</tr>
<tr>
<td>Final Test</td>
<td>30</td>
</tr>
<tr>
<td>Presentation &amp; Outline</td>
<td>20</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>100</td>
</tr>
</tbody>
</table>

Grading

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>A</td>
<td>90 - 100</td>
<td>A</td>
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<tr>
<td>B+</td>
<td>85 - 89</td>
<td>B+</td>
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<tr>
<td>B</td>
<td>80 - 84</td>
<td>B</td>
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<tr>
<td>C</td>
<td>70 - 74</td>
<td>C</td>
</tr>
<tr>
<td>C+</td>
<td>75 - 79</td>
<td>C+</td>
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<tr>
<td>I</td>
<td></td>
<td>Incomplete</td>
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<tr>
<td>W</td>
<td></td>
<td>Withdrawal</td>
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<tr>
<td>XF</td>
<td></td>
<td>Academic Dishonesty</td>
</tr>
</tbody>
</table>

**Class Assignments (50%)**

At certain periods during the case study assignments will be distributed. These assignments will correspond to the lecture materials and provide a hands-on learning experience critical to engaging the course materials. If you miss an assignment for a legitimate reason (illness, serious family matters etc.), you must come see the instructor during office hours to discuss the possibility of making up the grade. **You may only make up one missed in class assignment per term with the exception of extreme circumstances as judged by the professor.**

**Presentation & Outline (20%)**

In a group of up to four students, you will deliver a 20 minute presentation to the professor & industry partners outlining your recommendations in relation to an assigned issue.

**Final Exam Test (30%)**

The test will consist of essay style questions related to the course materials (including both lecture (incl. guest speaker) and readings). It is the student’s responsibility to be available to take the test at the scheduled times.

**CLASS SCHEDULE**

(Subject to Change upon Instructor’s Discretion)

**Topic 1:** What is Strategic Thinking?

**Topic 2:** Introducing Strategic Pricing
- Economic Theory of Revenue Management
- Pricing Fundamentals
- Three Levels of Pricing

**Topic 3:** Strategic Approaches to Yield Management
- Inventory Control
- Transaction Strategy
- Demand-Based Pricing

**Topic 4:** Evaluating Appropriate Channels of Distribution
- Traditional Channels
- Online Travel Agencies
- Future Channel Opportunities

**Topic 5:** Strategic Models of Dynamic Pricing
- Evaluating Forecasts
- Establishing Guidelines for Return on Investment
- Creating Policy

Topic 6: Final Presentations
PROPOSAL FOR A NEW GRADUATE COURSE

Proposal for a New Graduate Course

Faculty Committee on Graduate and Continuing Education

Department: School of Business
Graduate Program: MBA

Course Number & Title: MBAD 560 Special Topics
Total hours/week: Dependent on number of credit hours awarded. A 3 unit course would be 42 hours, typically 7 hours per week for 6 weeks. 1 or 2 would be approximately a total of 14 or 28 hours total. Repeatable.

Number of Credits: Lectures: 1 - 3  Lab: None

Will this course be cross-listed with an undergraduate or other graduate course? □ YES  X NO
If yes, please complete an attach to this proposal a Permission to Cross-List a Graduate Course form.

Course will first be offered: Fall 2012

Catalog description (Please limit to 50 words):

This course will be customized to provide an advanced, in depth review of selected issues in business.

Prerequisites (or other restrictions)
Admission into the MBA program

Rationale/justification for course (consider the following issues):

a. Goals and objectives of the course: The overriding goal of this course is to provide students with in-depth, working knowledge of selected issues within business disciplines that may not be covered in the core or focus areas of the MBA program required courses. This course serves as a mechanism to introduce new MBA course topics into the MBA program as business practices evolve.

b. Relationship to the College of Charleston Strategic Plan and to the strategic plans of your department, school, and the Graduate School:

If more space is needed for any section, please attach additional sheets to this form.

August 2010
PROPOSAL FOR A NEW GRADUATE COURSE

Consistent with the mission and goals of the College and the School centered around a student focus and academic excellence, topics offered in this course will provide our MBA students with major business issues reflective of excellence in business practice. They will, thus, be even better prepared for entering business Professions.

Are other departments affected by this course? □ YES  X  NO
(Please attach letters of support from the chairs of each department indicating the Department has discussed and supports the proposal.)

Is this course part of a joint program? □ YES  X  NO  If yes, at what institution?

Method of teaching: Combination of lecture, case and projects.

If more space is needed for any section, please attach additional sheets to this form.
Expected changes

a. Address potential enrollment pattern shifts in the Department or University-wide as it relates to the offering of this course.
   This course might be substituted for a current MBA course as the program evolves and there is a need for the introduction of new topics.

b. Address potential shifts in staffing of the departments as it relates to the offering of this course.
   No major shifts in staffing of departments would result as current faculty teaching in the program would teach the Special Topics courses, or these instructors would return to the various departments for a semester while another faculty member taught the course. Occasionally a highly qualified adjunct faculty member with a specific area of expertise may be used.

Requirements for additional resources made necessary by this course. (Note: course requiring additional resources will need special justification.)

a. Staff: As indicated above, a possible adjunct salary for 1 class might be required.

b. Budget: n/a

c. Library: n/a

Mandatory – Attach a complete course syllabus with the following sections:

- Course description and objectives
- Required and optional texts and materials
- Graduate School grading scale
- Assignments and assessment components
- Policies to include attendance, Honor Code, American Disabilities Act statement
- Tentative course schedule with specific topics

Signature of Program Director: ___________________________ Date: 10-14-11
Signature of Department Chair: ___________________________ Date: 10-14-11
Additional Chair’s Signature*: ___________________________ Date: ___________________________
Signature of Schools’ Dean: ___________________________ Date: 10/14/11
Additional Schools’ Dean Signature*: ___________________________ Date: ___________________________
Signature of the Provost: ___________________________ Date: 10/14/11
Signature of Budget Director**: ___________________________ Date: 10-17-11

*For interdisciplinary courses. **Business Affairs Office

If more space is needed for any section, please attach additional sheets to this form.
PROPOSAL FOR A NEW GRADUATE COURSE

Return form to the Graduate School Office for Further Processing

Signature of Chair of the Faculty Committee on Graduate and Continuing Education

Silvia Rodriguez Kavaler
Date: Oct 28, 2011

Signature of Chair of Grad Council:
Angélica Thompson McCandless
Date: 11/14/11

Signature of the Faculty Secretary:

Date:

If more space is needed for any section, please attach additional sheets to this form.

August 2010
Contact Name: Rhonda Mack  
Email: mackr@cofc.edu  
Phone: 953-6565

Department or Program Name: Marketing/Supply Chain Mgmt. School name: School of Business

X New or □ Changed  

COURSE -- Prefix, Number, and Title: MBAD 560 Special Topics/Project Management

□ New or □ Changed  

PROGRAM -- Name and Acronym of Major: MBAD, Master of Business Administration

**STUDENT LEARNING OUTCOMES and ASSESSMENT**

<table>
<thead>
<tr>
<th>Student Learning Outcomes</th>
<th>Assessment Method and Performance Expected</th>
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<td>What will students know and be able to do when they complete the course/program?</td>
<td>How will each outcome be measured? Who will be assessed, when, and how often? How well should students be able to do on the assessment?</td>
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1. Students will learn how to convert project management capabilities into a competitive advantage

Project Management Simulation software will be used to assess individual students’ decision making via simulation input. Competitive team rankings will be used to measure student performance. Ranking reflects student success.

2. Students will learn how to management cross-function teams.

Using multiple cases, students will study and critique cross-function team development. Student groups will then design a team allocation and assign specific tasks on a new case. Instructor will assess successful allocation and alignment. Success is measured on decision making and workflow, resource allocation and blueprint appropriateness. Well integrated and streamlined teams are necessary for positive assessment. Bottlenecks and high cost processes will lower assessment.
<table>
<thead>
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<th>3. Students will be able to improve project productivity and profitability.</th>
<th>Simulation (specified above) will be used to measure on an ongoing basis. Direct productivity and profitability measures will be taken throughout the semester and compared across in-class competitive teams.</th>
</tr>
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<tbody>
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<td>4. Students will be able to use ERP tools effectively for project management.</td>
<td>SAP (a leading ERP tool) will be used throughout this course. Students will be tested on various SAP components. A grade of 90% is needed for complete mastery, 70-89 for satisfactory progress, and 69 or less indicates less than satisfactory mastery of ERP tools. 6 – 9 quizzes will be administered across the semester to individual students.</td>
</tr>
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If a course, how does it align with the student learning outcomes articulated for the program? What program-level outcome or outcomes does it support? Is the content or skill introduced, reinforced, or demonstrated in this course?

The learning outcomes of this course are aligned closely to the program. First, project management is an extremely valuable capability in both manufacturing and service industries and is increasingly seen as a major focus for improving both productivity and profit. In addition, our global goal will also strongly be reflected in that some of the cross-function teams and facilities included will bring in a cultural and global location decision making environment. Thus, the content/skill is not only introduced, but reinforced and demonstrated and “practiced” hands-on.
MBAD 560
Special Topics
Course Syllabus

Instructor: Office/Phone/Email:
Office Hours: Class Time:

Course Description
This course will be customized to provide an advanced, in depth review of selected issues in business. Specific course description TBD.

Learning Goals
The student learning goals of this course are:

TBD


Prerequisite
Admission into the MBA program.

Meeting Schedule
TBD

Grade Determination
The student’s grade will be determined as follows:
TBD

Letter Grade Determination
90 - 100 A
88-89.9 B+
80 - 87.9 B
78 - 79.9 C+
70 - 77.9 C
Less than 70 F
(W = Withdrawal, XF = Failure due to academic dishonesty, I = Incomplete)

School of Business Learning Goals:

The School of Business learning goals are:

• Effective Communications: Students will write professional documents that are technically correct and concise and make effective presentations utilizing technological tools and ability utilizing relevant discipline specific knowledge.
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MBAD 560 SPECIAL TOPICS
PROJECT MANAGEMENT SYSTEMS

Organizations need project managers who can complete projects on time and within budget. These project managers must also leverage project management capabilities into a competitive advantage for the organization. This course presents a blueprint for executing project management strategy across a portfolio of critical programs and projects.

Text: *Project Management, A Managerial Approach*, 7th edition, Meredith and Mantel

**Course Objectives:**
1) Address the basic nature of managing projects and the advantages and disadvantages of this approach.
2) Introduce the characteristics, techniques, and problems associated with initiating, planning, executing, controlling and closeout of projects.
3) Develop a management perspective about projects to help future project managers.
4) Providing students with hands-on experience with Enterprise Resource Planning (ERP) tools.

**Student Learning Goals/Outcomes:**
Students will learn how to convert project management capabilities into a competitive advantage.
Students will learn how to manage cross-function teams.
Students will be able to improve project productivity and profitability.
Students will be able to use ERP tools effectively for project management.

**Grading Criteria:**
Homework Assignments (2 points each)
Quizzes (24 points)
Team Project Presentation (26 points)
Final Individual Project Presentation (26 points)

**Tentative Topic Outline:**
Week 1 Introduction
Week 2 Project Management and Strategic Planning
Week 3 The Project Manager and Scope Management
Week 4 Project Organization, the Project Teams and Time Management
Week 5 Project Planning and Time Management
Week 6 Conflict and Negotiation and Cost Management
Week 7 Budgets and Cost Estimation
Week 8 Scheduling
Week 9 Risk Management
Week 10 Resource Allocation
Week 11 Project Monitoring and Quality Management
Week 12 Project Control and Procurement Management
Week 13 Project Reporting and Termination
Week 14 Integration Management
Week 15 Project Integration