

LSC Use Only No:	LSC Action-Date:	UWUCC USE Only No.	UWUCC Action-Date:	Senate Action Date:
		05-47C	Apr 4/11/06	Apr 5/2/06

**Curriculum Proposal Cover Sheet - University-Wide Undergraduate Curriculum Committee**

Contact Person Dr. Stephen B. Shiring	Email Address sshiring
Proposing Department/Unit Hospitality Management	Phone 724-357-2626

Check all appropriate lines and complete information as requested. Use a separate cover sheet for each course proposal and for each program proposal.

<b>1. Course Proposals (check all that apply)</b> <input checked="" type="checkbox"/> New Course <input type="checkbox"/> Course Prefix Change <input type="checkbox"/> Course Deletion <input type="checkbox"/> Course Revision <input type="checkbox"/> Course Number and/or Title Change <input type="checkbox"/> Catalog Description Change	
<hr/> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"><i>Current Course prefix, number and full title</i></div> <div style="width: 45%;"><i>Proposed course prefix, number and full title, if changing</i></div> </div> <hr/>	
<b>2. Additional Course Designations: check if appropriate</b> <input type="checkbox"/> This course is also proposed as a Liberal Studies Course. <input type="checkbox"/> Other: (e.g., Women's Studies, Pan-African) <input type="checkbox"/> This course is also proposed as an Honors College Course.	
<b>3. Program Proposals</b> <input type="checkbox"/> New Degree Program <input type="checkbox"/> Program Title Change <input type="checkbox"/> Program Revision <input type="checkbox"/> New Minor Program <input type="checkbox"/> New Track <input type="checkbox"/> Other	
<hr/> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"><i>Current program name</i></div> <div style="width: 45%;"><i>Proposed program name, if changing</i></div> </div> <hr/>	
<b>4. Approvals</b>	
Department Curriculum Committee Chair(s)	<div style="display: flex; justify-content: space-between;"> <div style="width: 70%;"><i>Stephen B. Shiring</i></div> <div style="width: 25%;"><i>2/9/04</i></div> </div>
Department Chair(s)	<div style="display: flex; justify-content: space-between;"> <div style="width: 70%;"><i>Jasper Mulu</i></div> <div style="width: 25%;"><i>2-23-04</i></div> </div>
College Curriculum Committee Chair	<div style="display: flex; justify-content: space-between;"> <div style="width: 70%;"><i>Elizabeth Palmer</i></div> <div style="width: 25%;"><i>4-13-04</i></div> </div>
College Dean	<div style="display: flex; justify-content: space-between;"> <div style="width: 70%;"><i>Charles A. Zoni</i></div> <div style="width: 25%;"><i>5-11-04</i></div> </div>
Director of Liberal Studies *	
Director of Honors College *	
Provost *	
Additional signatures as appropriate: (include title)	
UWUCC Co-Chairs	<div style="display: flex; justify-content: space-between;"> <div style="width: 70%;"><i>Gail Sedquist</i></div> <div style="width: 25%;"><i>4-11-06</i></div> </div>
<b>Received</b>	<b>Received</b>

\* where applicable

**MAR - 1 2006**

**MAR 28 2006**

**Liberal Studies**

**Liberal Studies**

## NEW SYLLABUS OF RECORD

### I. Catalog Description

HRIM 400 Restaurant Revenue Management

3 class hours  
0 lab hours  
3 credits  
(3c-01-3cr)

Prerequisite: HRIM 265 Hospitality Cost Management

An understanding of the management of revenue in restaurant operations through the application of analytical tools to formulate and implement strategies in response to daily operational complexities and constraints to achieve budgetary objectives.

### II Course Outcomes:

Students will be able to

1. Analyze the revenue management process in restaurants.
2. Summarize the role of revenue management in restaurant operations.
3. Evaluate revenue management systems in restaurant operations
4. Calculate revenue, expenses, profits, and evaluate the overall financial health of a restaurant business.
5. Discuss how information derived from a revenue management system is used by restaurant managers to support corrective action(s) to improve the restaurant's operations.
7. Given a restaurant case, diagnose and apply the tools and techniques of revenue management to evaluate operating procedures, recommend appropriate action steps, and defend these recommendations.

### III. Course Outline

- A. Restaurant Revenue Management Concepts (3 hours)
  1. Reservation Systems & Information Technology
  2. Maximizing Revenue per Available Seat-Hour
  3. Process Design
- B. Restaurant Revenue Management and Planning (3 hours)
  1. Management Functions, Planning, Organizing, Influencing and Controlling
  2. Restaurant Organization and Ownership

- 3. Starting a Restaurant Business
- 4. Case Study 1
  
- C. Exam 1 (1 hour)
  
- D. Restaurant Revenue Management Financial Statements (4 hours)
  - 1. Income Statements
  - 2. Balance Sheets
  - 3. Problems with Financial Statements
  
- E. Restaurant Revenue Management Analysis (4 hours)
  - 1. Analysis of Financial Statements
  - 2. Types of Restaurant Business Financial Ratios
  - 3. Sources of Comparative Ratios
  - 4. Case Study 2
  
- F. Exam 2 (1 hour)
  
- G. Restaurant Revenue Management Cost Concepts (5 hours)
  - 1. Profitability & Pricing
  - 2. Break-Even Analysis
  - 3. Bankruptcy
  
- H. Restaurant Revenue Management Forecasting (4 hours)
  - 1. Forecasting & Overbooking
  - 2. Pro Forma Financial Statements
  - 3. Monitoring and Controlling the Business
  - 4. Case Study 3
  
- I. Exam 3 (1 hour)
  
- J. Restaurant Working Capital Management (3 hours)
  - 1. Working Capital Management
  - 2. Current Asset Management
  - 3. Current Liabilities Management
  
- K. Restaurant Revenue Management (4 hours)
  - 1. Time Value of Money Defined
  - 2. Time Value of Money Methods
  - 3. Formulas of Calculation
  - 4. Case Study 4
  
- L. Exam 4 (1 hour)

- M. Restaurant Revenue Capital Budgeting (4 hour)  
1. Factors Affecting Capital Budgeting  
2. Formulating a Proposal  
3. Evaluating the Data and Decision Making
- N. Restaurant Revenue Money Management (4 hours)  
1. Risk  
2. Investments & Strategies  
3. Pension & Estate Planning  
4. Case Study 5
- O. Culminating Activity (2 hours)  
1. Final Exam – During Final Exam Week

#### **IV Evaluation Methods**

The final grade for the course will be based on the following:

- 60% TESTS. Five tests – four tests during the term and a fifth test during exam week. Each test will consist of multiple choice, completion, short essay, true-false and problem format
- 35% Case Study: Five cases. Given a restaurant case, diagnose and apply the tools and techniques of revenue management to evaluate operating processes such as food and beverage controls, pricing strategies, payroll, equipment, maximizing revenue per available seat-hour, forecasting, reservation systems, overbooking and revenue and cash control as described in the case and then to support recommend appropriate action steps.
- 5% Student Participation
- 100%

#### **V. Example Grading Scale**

- A = 90% to 100%  
B = 80% to 89%  
C = 70% to 79%  
D = 60% to 69%  
F = below 59%

## **VI. Attendance Policy**

Although there is no formal attendance policy for this class, student learning is enhanced by regular class attendance and participation in class discussions. Attendance and class participation is recorded by the instructor. The instructor recognizes students' needs to miss class because of illness or personal emergency.

## **VII. Required Textbook**

Ninemeier, J. (2004). *Planning and control for food and beverage operations* (6<sup>th</sup> ed.). Lansing, Michigan: Educational Institute of the American Hotel & Lodging Association

## **VIII. Special Resource Requirements**

None

## **IX Bibliography**

Dittmer, P.R., & Keefe, J., III. (2005). *Principles of food, beverage, and labor cost controls* (8<sup>th</sup> ed.). New Jersey: John Wiley & Sons.

Egerton-Thomas, C. (2005). *How to open and run a successful restaurant* (3<sup>rd</sup> ed.). New Jersey: John Wiley & Sons, Inc.

Jagels, M. G. (2006). *Hospitality management accounting*. New Jersey: John Wiley & Sons, Inc.

Keiser, J., DeMicco, F. J., & Grimes, R.N. (2000). *Contemporary management theory: Controlling and analyzing costs in foodservice operations* (4th ed.). New Jersey: Prentice Hall.

Lynch, F. T. (2004). *The book of yields: Accuracy in food costing and purchasing* (6<sup>th</sup> ed.). New Jersey: John Wiley & Sons, Inc.

Miller, J. E., Dopson, L. R., & Hayes, D. K. (2004). *Food and beverage cost control* (3rd ed.). New Jersey: John Wiley & Sons, Inc.

Schmidgall, R.S, Hayes, D.K., and Ninemeier, J.D. (2002). Restaurant financial basics. John Wiley & Sons, New Jersey.

Wade, W. (2006). *Successful restaurant management: From vision to execution*. New York: Thompson-Delmar Learning.

Walker, J.R., & Lundberg, D.E. (2004). *The restaurant: From concept to operation* (4<sup>th</sup> ed.). New Jersey: John Wiley & Sons, Inc.

Weygandt, J. J., Kieso, D.E., Kimmel, P.D., & DeFranco, A. L. (2004). *Hospitality financial accounting*. New Jersey: John Wiley & Sons, Inc.

Course Analysis Questionnaire  
HRIM 400 Restaurant Revenue Management

Section A: Details of the Course

- A1. How does this course fit into the programs of the department? For which students is the course designed? (Majors, students in other majors, liberal studies). Explain why this content cannot be incorporated into an existing course.

HRIM 400 Restaurant Revenue Management will strategically compliment the Department of Hospitality Management curriculum as a senior-level elective course. This course will be accepted as a department elective. This course is not for inclusion in the Liberal Studies Program. The content of this course is specialized and cannot be incorporated into an existing course.

- A2. Does this course require changes in the content of existing courses or requirements for a program? If catalog descriptions of other courses or department programs must be changed as a result of the adoption of this course, please submit as separate proposals all other changes in courses and/or program requirements.

This course does not require changes in the context of any other existing courses nor will it affect or require additional requirements for a major in the Hospitality Management  
This course is designed to provide distinct specialized competencies.

- A3. Has this course ever been offered at IUP on a trial basis (e.g. as a special topic)? If so, explain the details of the offering (semester/year and number of students).

No

- A4. Is this course to be a dual-level course? If so, please note that the graduate approval occurs after the undergraduate.

No, this course is not a dual-level course.

- A5. If this course may be taken for variable credit, what criteria will be used to relate the credits to the learning experience of each student? Who will make this determination and by what procedures?

This course will not be taken for variable credit.

- A6. Do other higher education institutions currently offer this course? If so, please list examples (institution, course titles).

Evidence has been found other hospitality management programs in the United States offer and other similar courses.

### **Pennsylvania State University**

#### **HRIM 435 FINANCIAL MANAGEMENT IN HOSPITALITY OPERATIONS ( 3)**

Fiscal techniques in the development, management, and control of hospitality establishments. Prerequisite: ECON 002 or ECON 014 ; HRIM 336 . Prerequisite or concurrent: HRIM 350

**HRIM 438 CASES IN FINANCIAL ANALYSIS ( 3)** Financial analysis and decision making is examined through a series of hospitality-oriented cases. Prerequisite: HRIM 435

### **University of Delaware**

#### **HRIM 382 Course Title: Managerial Accounting and Finance in the Hospitality Industry**

Credit Hours: 3 Hrs Academic

Course Description: Generation and analysis of quantitative information for planning, control and decision making by managers at various levels. Use of timely and relevant information as a vital tool in management.

### **Purdue University**

#### **HTM 141 Financial Accounting for the Service Industries**

Fundamental accounting principles and procedures applied to the hospitality and service industries. Includes study of the uniform system of accounts, financial statements, special purpose journals and subsidiary ledgers unique to the hospitality and service industries

#### **HTM 241 Managerial Accounting and Financial Management in Hospitality Operations**

Prerequisite: HTM 141 Managerial and financial analyses of numerical data used for

decision-making. Consideration of systems, techniques, information types, and presentational forms used by hospitality management. Emphasis on situation oriented to the hospitality industry.

#### **541 Advanced Hospitality Accounting and Finance Systems**

Prerequisite: HTM 212, 241, 341, or consent of instructor Specialized accounting and finance systems as related to the hospitality industries. Applications of budgeting and pricing models, performance evaluations and incentive systems, and short term management concepts are discussed, as well as other current subjects.

#### **Cornell University, School of Hotel Administration**

##### **H ADM 606: Restaurant Revenue Management**

Revenue management is a method for profitably managing capacity. The objective of this course is to help students learn how to apply the principles of revenue management to restaurants. The course focuses on methods of managing duration and price with the intent of maximizing revenue per available seat-hour. Topics to be covered include forecasting, overbooking, reservations systems, information technology, process design, pricing, and management and marketing issues.

##### **H ADM 722: Hospitality Financial Management**

Limited to Hotel students. This course covers both managerial accounting and financial management as they are practiced in the hospitality industry. Topics include hospitality accounting systems, financial analysis, operational analysis, cost behavior, budgeting and forecasting, pricing, and feasibility analysis.

##### **H ADM 321: Hospitality Financial Management**

The course integrates the areas of financial accounting, managerial accounting, and finance and applies the interpretive and analytical skills of each to hospitality industry situations. Course topics will provide an understanding of: the analysis and interpretation of financial statements and operating reports, the budgeting and forecasting process, the application of C-V-P and other decision models to hospitality operations, operating agreements, capital investment analysis, financial feasibility, project and general financing, valuation techniques, and measuring value for important stakeholders.

- A7. Is the content, or are the skills, of the proposed course recommended or required by a professional society, accrediting authority, law or other external agency? If so, please provide documentation. Explain why this is content or these skills cannot be incorporated into an existing course.

The Accreditation Commission for Programs in Hospitality Administration standards require advanced work in program-specific subject areas.



## Section B: Interdisciplinary Implications

- B1. Will this course be taught by instructors from more than one department or team taught within the department? If so, explain the teaching plan, its rationale, and how the team will adhere to the syllabus of record.

This course will be taught by one professor

- B2. What is the relationship between the content of this course and the content of courses offered by other departments? Summarize your discussions (with other departments) concerning the proposed changes and indicate how any conflicts have been resolved. Please attach relevant memoranda from these departments which clarify their attitudes toward the proposed change(s).

This is a specialized course for Hospitality Management students and will not overlap with any other course at the University.

- B3. Will this course be cross-listed with other departments? If so, please summarize the department representatives' discussions concerning the course and indicate how consistency will be maintained across departments.

This course is not cross-listed.

## Section C: Implementation

- C1. Are faculty resources adequate? If you are not requesting or have not been authorized to hire additional faculty, demonstrate how course will fit into the schedules of current faculty. What will be taught less frequently or in fewer sections to make this possible?

Faculty resources in the Department of Hospitality Management are adequate.

- C2. What other resources will be needed to teach this course and how adequate are the current resources? If not adequate, what plans exist for achieving adequacy? Reply in terms of the following:

- Space
- Equipment
- Laboratory Supplies and other Consumable Goods
- Library Materials
- Travel Funds

The Department of Hospitality Management currently has adequate resources available now to teach this course.

- C3. Are any of the resources for this course funded by a grant? IF so, what provisions have been made to continue support for this course once the grant has expired? (Attach letters of support from the Dean, Provost, ect.)

No grant funds are associated with this course.

- C4. How frequently do you expect this course to be offered? Is this course particularly designed for or restricted to certain seasonal semesters?

One section of this course will be offered once every two years, Fall semester.

- C5. How many sections of this course do you anticipate offering in any single semester?

One section

- C6. How many students do you plan to accommodate in a section of this course? Is this planned number limited by the availability of any resources? Explain.

This course will comfortably accommodate forty-five students.

- C7. Does any professional society recommend enrollment limits or parameters for a course of this nature? If they do, please quote from the appropriate documents.

No professional society limits either the enrollment or parameters for this course.

#### Section D: Miscellaneous

No additional information is necessary.