Graduate Certificate in International Hotel Management Subject Outlines
GRADUATE CERTIFICATE IN INTERNATIONAL HOTEL MANAGEMENT

List of Units

- Managerial Accounting and Finance  GHC501
- The Hospitality Industry  GHC502
- Hotel Service Operations  GHC503
- Management of Revenue  GHC504
Managerial Accounting and Finance (GHC501)

Section 1: General Information

1.1 Administrative details:

<table>
<thead>
<tr>
<th>Associated HE Award(s)</th>
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<tbody>
<tr>
<td>Graduate Certificate in International Hotel Management</td>
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<td>Postgraduate</td>
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</table>

1.2 Core or elective subject/unit

Indicate if the subject/unit is a

- [x] core subject/unit
- [ ] elective subject/unit
- [ ] other (please specify below):

1.3 Subject/unit weighting

Indicate below, the weighting of this subject/unit and the total course points (eg 10 credit points for the subject/unit and 320 credit points for the course).

<table>
<thead>
<tr>
<th>Subject/Unit Credit Points</th>
<th>Total Course Credit Points</th>
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<tbody>
<tr>
<td>2 Credit Points</td>
<td>8 Credit Points: GradCertIHM</td>
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1.4 Student workload

Indicate below, the expected student workload per week for this subject/unit:

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<th>No. timetabled hours/week*</th>
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<tr>
<td>4 Classroom Hours</td>
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* Total time spent per week at lectures, tutorials, clinical and other placements etc
** Total time students are expected to spend per week in studying, completing assignments, etc
*** That is, * + ** = workload hours.

1.5 Mode of Delivery

Indicate if this subject/unit is delivered

- [x] face to face
- [ ] online
- [ ] independent learning module/non-timetabled study
- [x] by a combination of modes (please specify below)
- [ ] through a practicum
- [x] other mode (please specify below)

Delivery will be a combination of face-to-face (traditional classroom delivery including lectures, seminars, group discussions, presentations, industry guest speakers). Flexible delivery modes may be incorporated such as intensive blocks to facilitate access to learning opportunities by those students who are employed and may need flexible study arrangements to support their interest in life-long learning.
## 1.6 Pre-requisites

Are students required to have undertaken a prerequisite/co-requisite subject/unit(s) for this subject/unit?

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If yes, provide details of the prerequisite/co-requisite **requirements** below:

Not Applicable

## 1.7 Other resource requirements

Do students require access to specialist facilities and/or equipment for this subject/unit (eg special computer access / physical education equipment)?

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<tr>
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If yes, provide details of the requirements below:

Not Applicable

Note: Access to these requirements should be detailed under 3.5 in the accreditation application form.
Section 2 – Academic Details

2.1 Student learning outcome

On completion of the course, the student will be able to:

a) Analyse and interpret financial information for a variety of users
b) Identify cost volume profit concepts to aid decision making
c) Evaluate current and non-current assets
d) Design and use spreadsheets to assist in planning and budget development
e) Distinguish investments in long-term assets
f) Manage and measure the risk and return of an investment
g) Recognise the basic role of capital instruments

2.2 Subject/unit content and structure

| Aim of the Unit: |
| The aim of this unit is to develop links between the finance, accounting and business decision making processes found within the hotel and hospitality industry. Students will develop an understanding of the use of financial strategies necessary in order to grow the business in line with other business goals. |

| Lecture topics: |
| • Accounting as a Tool for Decision Making |
| • Usage and Reporting of Financial Information |
| • Cost Volume Profit Analysis |
| • Operating and Capital Budgeting |
| • Operating Decisions – Inventories |
| • Operating Decisions – Receivables |
| • Investing Decisions – Non-Current Assets |
| • Risk and Return Analysis |
| • The Cost of Capital |

2.3 Teaching methods/strategies

Briefly describe below, the teaching methods/strategies (face-to-face lectures, online tutorial) used in this subject/unit:

| The teaching methods/strategies include: |
| • Face to face lectures/tutorials |
| • Prescribed textbook(s) |
| • Exercises and activities |
| • Guided readings together with additional materials (for example, web links, journal articles, press releases etc) available on the BMIHMS Student and Staff Information System (SSIS) |
| • Case Studies |
| • Student led discussions and presentations must include some coverage of multinational companies and their role in the global financial markets |
2.4 Student assessment:

<table>
<thead>
<tr>
<th>Assessment Type</th>
<th>When assessed</th>
<th>Weighting</th>
<th>Learning Outcomes Assessed</th>
</tr>
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<tbody>
<tr>
<td>Individual Report Hotel Company Financial Analysis + Presentation (2,500 words +/-10%) Presentation: 10 minutes with maximum of two PowerPoint slides</td>
<td>Week 7</td>
<td>40%</td>
<td>a, b, c, d</td>
</tr>
<tr>
<td>Final examination Combination of short and long answer questions (2 hours + 10 mins Reading Time)</td>
<td>Examination Week</td>
<td>60%</td>
<td>a, b, c, d, e, f, g</td>
</tr>
</tbody>
</table>

2.5 Prescribed and recommended readings:

Prescribed:

Recommended Reading:
Birt, J. et al 2005 *Accounting and Business Reporting For Decision Making*, John Wiley and Sons
Jagels, M, 2007 *Hospitality Management Accounting*, 10th edn, John Wiley & Sons

Journals:
*Advances in Management Accounting*
*International Journal of Accounting and Information Management*
*International Journal of Managerial Finance*
*Journal of Accounting and Organizational Change*
*Journal of Financial Reporting and Accounting*
*Review of Accounting and Finance*
Section 1: General Information

1.1 Administrative details:

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1.2 Core or elective subject/unit

Indicate if the subject/unit is a

- [x] core subject/unit
- [ ] elective subject/unit
- [ ] other (please specify below):

1.3 Subject/unit weighting

Indicate below, the weighting of this subject/unit and the total course points (eg 10 credit points for the subject/unit and 320 credit points for the course).

<table>
<thead>
<tr>
<th>Subject/Unit Credit Points</th>
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1.4 Student workload

Indicate below, the expected student workload per week for this subject/unit:

<table>
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<th>No. personal study hours/week**</th>
<th>Total workload hours/week***</th>
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<tbody>
<tr>
<td>4 Classroom Hours</td>
<td>8</td>
<td>21</td>
</tr>
<tr>
<td>9 Laboratory Hours (Applied Learning)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Total time spent per week at lectures, tutorials, clinical and other placements etc
** Total time students are expected to spend per week in studying, completing assignments, etc
*** That is, * + ** = workload hours.

1.5 Mode of Delivery

- [x] face to face
- [ ] online
- [ ] independent learning module/non-timetabled study
- [x] by a combination of modes (please specify below)
- [x] through a practicum
- [ ] other mode (please specify below)

Delivery will be a combination of face-to-face (traditional classroom delivery including lectures, seminars, group discussions, presentations, industry guest speakers). Flexible delivery modes may be incorporated such as intensive blocks to facilitate access to learning opportunities by those students who are employed and may need flexible study arrangements to support their interest in life-long learning.

The 9 hours per week of applied learning will be delivered in a combination of workshops and ‘hands on’ classes, which will be undertaken within the practicum laboratories or simulated environment.
1.6 Pre-requisites

Are students required have undertaken a prerequisite/co-requisite subject/unit(s) for this subject/unit?

☐ Yes
☒ No

If yes, provide details of the prerequisite/co-requisite requirements below:

Not Applicable

1.7 Other resource requirements

Do students require access to specialist facilities and/or equipment for this subject/unit (eg special computer access / physical education equipment)?

☒ Yes
☐ No

If yes, provide details of the requirements below:

Practicum laboratories or simulated environments: specifically a Commercial kitchen, food and beverage outlets (eg an operating restaurant, cafe, bar)

Note: Access to these requirements should be detailed under 3.5 in the accreditation application form.
Section 2 – Academic Details

2.1 Student learning outcome

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>a)</td>
<td>Execute Food and Beverage supervisory functions through applied learning experience</td>
</tr>
<tr>
<td>b)</td>
<td>Prepare and plan product lists (Menus) that fulfil the business requirements (revenue, costs &amp; customer expectations)</td>
</tr>
<tr>
<td>c)</td>
<td>Appraise the key characteristics and complexity of the hospitality industry.</td>
</tr>
<tr>
<td>d)</td>
<td>Analyse the linkages and inter-dependencies between the hospitality, event, tourism and travel industries.</td>
</tr>
<tr>
<td>e)</td>
<td>Differentiate the hospitality industry in domestic, international and global markets</td>
</tr>
<tr>
<td>f)</td>
<td>Examine the major sectors within the hospitality industry.</td>
</tr>
<tr>
<td>g)</td>
<td>Critique a hotel operation, it’s markets, it’s service levels and staffing requirements.</td>
</tr>
<tr>
<td>h)</td>
<td>Distinguish the current trends and forces shaping the industry.</td>
</tr>
</tbody>
</table>

2.2 Subject/unit content and structure

**Aim of the Unit:**
The aim of this unit is to develop students understanding and expertise in the efficient and effective management of hotel service operations. Students will be provided with practical management skills within an applied context (focusing specifically on food and beverage services) together with the overall theoretical knowledge required to manage a hotel.

**Structure:**
- An overview of the Hospitality, Tourism and Travel Industries
- The concepts of service and customer expectations
- The nature, scope and size of the hospitality industry on a domestic, international and global scale -
  - Key sectors of the Hospitality Industry – the interrelationships they share; the economic, socio-cultural, and environmental impacts they have; product differentiation and the associated service levels required to be commensurate with the market.
    - Accommodation Sector
    - MICE
    - Food Industry
    - Beverage Industry
- Sustainability, development and the future of the hospitality industry
- The responsible service of alcohol

**Laboratory Learning:**
Students will undertake 90 hours (9 hours per week) applied learning to obtain an understanding of Food and Beverage delivery. Typically, this will be delivered in a series of practical workshops/activities together with ‘hands-on’ experience in a laboratory or simulated Food and Beverage environment. Areas include:
- Key roles and responsibilities of a Food & Beverage operation
- Food & Beverage operations and service cycle
- Commercial kitchen operations and service cycle
- Menu planning, Food & Beverage cost structures
- Occupational Health and Safety – a practical application

**Classroom Based Learning:** The 4 hours per week of theoretical classes may be timetabled as a lecture and tutorial workshop (2 x 2 hr classes).
2.3 Teaching methods/strategies

The teaching methods/strategies include:
- Face to face lectures/tutorials
- Visiting industry experts
- Prescribed textbook(s)
- Guided readings together with additional materials (for example, web links, journal articles, press releases etc) available on the BMIHMS Student and Staff Information System (SSIS)
- Case Studies
- Student led discussions and presentations

The Applied Learning component of this unit will be delivered as described above in 2.2 together with appropriate industry visits.

2.4 Student assessment:

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<tr>
<th>Assessment Type</th>
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<tr>
<td>Learning Portfolio</td>
<td>Progressive Weeks 4 and 8, Final submission Week 10</td>
<td>60%</td>
<td>a, b, c, d, e, f, g, h</td>
</tr>
<tr>
<td>Skill Assessment Practical</td>
<td>Weeks 6 and 11</td>
<td>40%</td>
<td>a, b, c, d</td>
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2.5 Prescribed and recommended readings:

**Prescribed:**

**Recommended Readings:**
Lockyer, T. 2007 *The International Hotel Industry*, Haworth Press

**Journals:**
Australian Hotelier
Cornell Hotel and Restaurant Administrative Quarterly
Harvard Business Review

**Electronic Resources:**
http://www.hcima.org.uk
http://www.abs.gov.au
http://www.jonesanglasallehotels.com
Hotel Service Operations (GHC503)

Section 1: General Information

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1.2 Core or elective subject/unit

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* Total time spent per week at lectures, tutorials, clinical and other placements etc
** Total time students are expected to spend per week in studying, completing assignments, etc
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1.5 Mode of Delivery

- face to face
- online
- independent learning module/non-timetabled study
- by a combination of modes (please specify below)
- through a practicum
- other mode (please specify below)

Delivery will be a combination of face-to-face (traditional classroom delivery including lectures, seminars, group discussions, presentations, industry guest speakers). Flexible delivery modes may be incorporated such as intensive blocks to facilitate access to learning opportunities by those students who are employed and may need flexible study arrangements to support their interest in life-long learning.

The 9 hours per week of applied learning will be delivered in a combination of workshops and ‘hands on’ classes, which will be undertaken within the practicum laboratories or simulated environment.
1.6 Pre-requisites

Are students required have undertaken a prerequisite/co-requisite subject/unit(s) for this subject/unit?

☐ Yes
☒ No

If yes, provide details of the prerequisite/co-requisite requirements below:

Not Applicable

1.7 Other resource requirements

Do students require access to specialist facilities and/or equipment for this subject/unit (eg special computer access / physical education equipment)?

☒ Yes
☐ No

If yes, provide details of the requirements below:

Practicum laboratories or simulated environments: specifically a Hotel Reception utilising a Property Management System (E.G. Opera) and Hotel Guest Accommodation area.

Note: Access to these requirements should be detailed under 3.5 in the accreditation application form.
Section 2 – Academic Details

2.1 Student learning outcome

Upon completion of this unit, students should be able to demonstrate, in the appropriate context, the ability to:

a) Undertake Rooms Division supervisory functions through applied learning experience
b) Comprehend the importance of technology in operating a hotel
c) Distinguish the essential issues in a hotel operation from the planning stages to service delivery
d) Assess the service aspects of a hotel business using management theories, concepts and business performance measurement tools to measure, review and evaluate operational projects and logistic issues.
e) Examine the importance of asset management in a hotel operation.
f) Analyse principles of cost control and formulate a measured product
g) Inspect necessary resources for service delivery and compose a labour schedule to suit.
h) Appraise the role and importance of inventory management.
i) Examine security measures practiced in hotels, from cash handling to active participation.

2.2 Subject/unit content and structure

Aim of the Unit:
The aim of this unit is to develop students understanding and expertise in the efficient and effective management of hotel service operations. Students will be provided with practical management skills within an applied context (focusing specifically on hotel accommodation services) together with the overall theoretical knowledge required to manage a hotel.

Structure:
- Introduction to hotel service operations management
- Leadership roles in hotel service operations
- Customer relationship management – internal and external
- Living a culture of revenue creation
- Cost structures of a hotel
- Managing resources to forecasted demand; labour scheduling
- Purchasing and inventory management
- Facilities & asset management
- Security in hotel operations

Examination Week as per BMIHMS Published Schedule

Laboratory Learning:
Students will undertake 90 hours (9 hours per week) applied learning schedule (see italics above) to obtain an understanding of Hotel Accommodation Services. Typically, this will be delivered in a series of practical workshops/activities together with ‘hands-on’ experience in a laboratory or simulated Hotel Accommodation Services environment. Areas include

- Roles and responsibilities of a Rooms Division within a hotel
- Hotel reception function and service cycle, including concierge and portering
- Housekeeping function and service cycle including laundry

Classroom Based Learning: The 4 hours per week of theoretical classes may be timetabled as a lecture and tutorial workshop (2 x 2 hr classes).
2.3 Teaching methods/strategies

Briefly describe below, the teaching methods/strategies (face to face lectures, online tutorial) used in this subject/unit:

The teaching methods/strategies include:
- Face to face lectures/tutorials
- Visiting industry experts
- Prescribed textbook(s)
- Guided readings together with additional materials (for example, web links, journal articles, press releases etc) available on the BMIHMS Student and Staff Information System (SSIS)
- Case Studies
- Student led discussions and presentations

The Applied Learning component of this unit will be delivered as described above in 2.2 together with appropriate industry visits.

2.4 Student assessment:

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<tr>
<th>Assessment Type</th>
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<th>Weighting</th>
<th>Learning Outcomes Assessed</th>
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<tbody>
<tr>
<td>PMS Opera Test</td>
<td>Week 6</td>
<td>10%</td>
<td>a, b, e</td>
</tr>
<tr>
<td>Practical Skill Assessment</td>
<td>Week 6 and 11</td>
<td>30%</td>
<td>a, c</td>
</tr>
<tr>
<td>Individual Assessment</td>
<td>Week 8</td>
<td>30%</td>
<td>f, g</td>
</tr>
<tr>
<td>Final examination – 3hours + 10 mins reading time</td>
<td>Examination Week</td>
<td>30%</td>
<td>a, b, c, d, e, f, g, h, i</td>
</tr>
</tbody>
</table>

2.5 Prescribed and recommended readings:

**Prescribed:**

**Recommended Readings:**
Comen, T. 2003 *Case Studies in Front Office Management*, EIAHMA
Ismail, A. 2002 *Front Office Operations and Management*, Thomson Delmar
Kappa, M., Nitschke, A., & Schappert, P. 2008 *Managing Housekeeping Operations* 3rd edn, EIAHMA

**Journals:**
- *Facilities Management*
- *International Journal of Contemporary Hospitality Management*
- *Lodging Hospitality*
## Management of Revenue (GHC504)

### Section 1: General Information

**1.1 Administrative details:**

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**1.2 Core or elective subject/unit**

Indicate if the subject/unit is a

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**1.3 Subject/unit weighting**

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* Total time spent per week at lectures, tutorials, clinical and other placements etc  
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**1.5 Mode of Delivery**

Indicate if this subject/unit is delivered

- [x] face to face  
- [ ] online  
- [ ] independent learning module/non-timetabled study  
- [x] by a combination of modes (please specify below)  
- [ ] through a practicum  
- [ ] other mode (please specify below)

Delivery will be a combination of face-to-face (traditional classroom delivery including lectures, seminars, group discussions and presentations). Flexible delivery modes may be incorporated such as intensive blocks to facilitate access to learning opportunities by those students who are employed and may need flexible study arrangements to support their interest in life-long learning.
1.6 Pre-requisites

Are students required have undertaken a prerequisite/co-requisite subject/unit(s) for this subject/unit?

☐ Yes
☒ No

If yes, provide details of the prerequisite/co-requisite requirements below:

Not Applicable

1.7 Other resource requirements

Do students require access to specialist facilities and/or equipment for this subject/unit (eg special computer access / physical education equipment)?

☐ Yes
☒ No

If yes, provide details of the requirements below:

Not Applicable
Section 2 – Academic Details

2.1 Student learning outcome

Upon completion of this unit, students should be able to demonstrate, in the appropriate context, the ability to:

a) Analyse the role of revenue management as a business process.
b) Examine the purpose and functioning of automated revenue management systems.
c) Appraise areas of hospitality operations where revenue management can be applied effectively.
d) Contribute constructively to a Revenue Management Team meeting.
e) Construct a hotel forecast report for accommodation revenue.
f) Calculate and debate the merits of group business based on displacement analysis.
g) Organise a hotels inventory across key distribution channels.
h) Analyse reports and compose recommendations to achieve revenue management targets.

2.2 Subject/unit content and structure

Aim of the Unit:
To obtain a comprehensive understanding of:

- The origins, function, role and importance of the contemporary revenue management process
- The strategic levers, tools and performance measures within Revenue management.
- The wholistic nature of revenue management in the overall general management of hotels.
- The impact of revenue management on levels of guest service and satisfaction.

Structure:

- Origins, history and strategic role of Revenue Management.
- Market Segmentation and Channel Analysis
- The Strategic Levers of Revenue Management
- Dynamic Pricing and Stay Duration Controls
- Changing consumer behaviour through Revenue Management
  (Pricing: Discounting; Rate Fences; Market Segmentation, Dynamic Pricing)
- Inventory & Distribution Channel Management
- Reporting and Forecasting
- The holistic nature of Revenue Management – Group Displacement Analysis.
- Customer satisfaction and Revenue Management – how do they co-exist?
- Trends, applications and the future of Revenue Management.

Classroom Based Learning: The 4 hours per week of timetabled classes may be scheduled as a lecture and tutorial workshop (2 x 2 hr classes).

2.3 Teaching methods/strategies

The teaching methods/strategies include:

- Face to face lectures/tutorials
- Visiting industry experts
- Prescribed textbook
- Guided readings together with additional materials (for example, web links, journal articles, press releases etc) available on the BMIHMS Student and Staff Information System (SSIS)
- Case Studies
- Group work and practical exercises
- Student led discussions and presentations
2.4 Student assessment:

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Reflection Portfolio</td>
<td>Progressive Weeks 4, 6 and 8</td>
<td>40%</td>
<td>a, b, c, d, e, h</td>
</tr>
<tr>
<td>4500 words</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Group Presentation:</td>
<td>Week 10</td>
<td>20%</td>
<td>d, f, h</td>
</tr>
<tr>
<td>Final Examination</td>
<td>Examination Week</td>
<td>40%</td>
<td>a, b, c, d, e, f, g, h</td>
</tr>
<tr>
<td>Medium length essays and/or calculations.</td>
<td>(3 hour + 10 min reading time)</td>
<td></td>
<td></td>
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</table>

2.5 Prescribed and recommended readings:

**Prescribed:**

**Recommended Readings:**
Cross, R. 1997 *Revenue Management*, Broadway
Thomas, A. & Wilkinson, T. 2010 *The Distribution Trap: Keeping Your Innovations From Becoming Commodities*, Praeger

**Journals:**
Cornell Hotel Quarterly
Harvard Business Review
International Journal of Contemporary Hospitality Management
International Journal of Market Research
International Journal of Operations and Production Management
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