

HRMA 4370—Project Development and Management in the Hospitality Industry

Fall 2021 Syllabus

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Office Location: North Wing 231-C
Office Hours: By appointment via MS Teams
MW 2:30 – 5 p.m.

Course Overview and Objectives

Successful projects in any industry require good planning, execution, and subsequent measurement to make sure the overall objective was accomplished. In the hospitality industry projects can be of a various nature from construction of a new facility, additions to existing facilities, implementing new training programs, converting software, or repositioning a product to increase asset value.

In this course the steps and processes needed to complete tasks and meet deadline will be explored. The focus will be on initiating, planning, executing, controlling, and closing projects.

Upon the completion of this course, a student should be able to:

- Define the term project management and how it is used in the hospitality industry
- Describe the project life cycle
- Explain the role of the project manager/team in initiating and closing a project
- Identify and effectively communicate the objective/purpose of a project
- Assess the resources both capital, information and human required to complete the project
- Describe the process to procure and approve the necessary resources
- Develop tools for planning and tracking a project
- Incorporate a quality control mechanism for the project
- Identify and address project risks
- Explain the project closing process
- Develop effective communication regarding the status, completion, and results from implementation to completion of the project

Course Prerequisites

- HRMA 3341: Hospitality Managerial Accounting
- HRMA 3353: Hospitality Data Analytics and Managerial Decision Making
- Acceptance into the Project Management and Analytics Track

Course Materials

- All resources provided via Blackboard Learn and MS Teams
- Students need online access and will need a basic computer

Course Schedule

WEEK	SUBJECT	TOPIC
Week 1—8/23 – 8/29	Module No. 1	Review & Intro to Project Management
Week 2—8/30 – 9/5	Module No. 2	The Project Management Framework
Week 3—9/6 – 9/12	Module No. 2	Continued (No class Monday Labor Day Holiday)
Week 4—9/13 – 9/19	Module No. 3	People, the Project and Communication
Week 5—9/20 – 9/26	Module No. 3	Continued
Week 6—9/27 – 10/3	Module No. 4	Starting a Project
Week 7—10/4 – 10/10	Module No. 4	Continued
Week 8—10/11 – 10/17	Module No. 5	Project Time Management
Week 9—10/18 – 10/24	Module No. 6	Estimating and Managing Costs
Week 10—10/25 – 10/31	Module No. 6	Continued
Week 11—11/1 – 11/7	Module No. 7	Managing Project Quality
Week 12—11/8 – 11/14	Module No. 8	Managing Risk
Week 13—11/15 – 11/21	Module No. 9	Procurement and Closure
Week 14—11/22 – 11/28	Module No. 9	Continued (No Wednesday Class—Thanksgiving)
Week 15—11/29 – 12/4	Presentations	Project and Presentations Due

Grading

Requirements	Points	Grade	Points	Grade	Points
Case Studies— 5 @ 10 points each	50	A	Over 93	C	73 – 76
Final Project	40	A-	90 – 92	C-	70 – 72
Final Project Presentation	10	B+	87 - 89	D+	67 – 69
TOTAL POSSIBLE POINTS	100	B	83 - 86	D	66 – 63
		B-	80 – 82	D-	60 - 62
		C+	77 - 79	F	Below 59

Case Studies

To better understand the material case studies will be completed to apply the concepts discussed in class. Review problems will be provided after every chapter; however, these will not be graded only reviewed in class. **There will be five (5) graded case studies worth 10 points each for a total of 50 points.**

Case Studies will be graded for completion and accuracy, partial credit will be given if part of a problem is correct and if the work reflects understanding of the concepts or process. Tentative due dates are listed on the schedule. When the Case Study is returned and if your answers are not correct and you do not understand why, please make every effort to come for office hours or set up an appointment to review with the instructor.

Each student is responsible for making sure they can access the Case Studies and instructions on Blackboard before the assignments are due. Students are responsible for contacting the instructor on a timely basis (not the day before the Case Study is due) if they cannot access the Case Study so that the situation can be rectified. Not being able to access assignments on Blackboard will not be an acceptable reason for not submitting homework or for late submissions.

CASE STUDY	SUBMISSION DUE DATES ALL VIA BLACKBOARD AT 11:59 PM
Case Study No. 1	Monday, August 30, 2021
Case Study No. 2	Monday, September 13, 2021
Case Study No. 3	Monday, September 27, 2021
Case Study No. 4	Monday, October 11, 2021
Case Study No. 5	Monday, November 1, 2021

Final Group Project and Presentation:

The case studies will provide a framework to complete a final group project incorporating all the concepts discussed in the course. In addition to a written submission with appropriate documentation, students will prepare an oral presentation for a group of industry professionals. Students will begin work on the project from the beginning of the semester.

Late Assignments

In order to successfully complete this course, it is important to complete all the assignments on time. Staying organized is key. All assignments are due on the date indicated in the course calendar at 11:59 p.m. central standard time. If there is an emergency please contact your professor, communication is key.

Withdrawal Policy

As the semester progresses, a student may decide to lighten his or her academic load by dropping a course. Please see the online academic calendar for the exact date for deadlines to drop a course without receiving a grade. The last day to drop a course or withdraw with a grade of W, is published in the academic calendar. The actual procedure for dropping courses is outlined in the Undergraduate and Graduate catalogs. Certain colleges require students to process all schedule changes in the college after certain dates. Before dropping courses, international students must see an international student counselor, financial aid recipients speak with a financial aid officer, and student-athletes must see their athletics counselor to discuss eligibility implications of withdrawing. Students are responsible for verifying whether they have been dropped from a course.

<http://publications.uh.edu/content.php?catoid=36&navoid=13219>

Counseling and Psychological Services

Counseling and Psychological Services (CAPS) can help students who are having difficulties managing stress, adjusting to college, or feeling sad and hopeless. You can reach CAPS (uh.edu/caps) by calling 713-743-5454 during and after business hours for routine appointments or if you or someone you know is in crisis. No appointment is necessary for the “Let’s Talk” program, a drop-in consultation service at convenient locations and hours around campus.

<https://uh.edu/caps/outreach/index.php>

Students with Disabilities

The Center for Students with DISABILITIES provides academic support services for all UH students who have any type of health impairment, learning disability, physical handicap, or psychiatric disorder. Individuals wishing to find out more about the services should contact CSD in room 305 of the Student Service Center (or call them at 743-5400 voice; 749-1527 TTD). Students requesting “reasonable and necessary” accommodations for this course (including test modifications) should contact the instructor as soon as possible (but prior to an exam or project deadline).

FALL 2021 Policies

Face Covering Policy

To reduce the spread of COVID-19, the University strongly encourages everyone (vaccinated or not) to wear face coverings indoors on campus including classrooms for both faculty and students.

Presence in Class

Your presence in class each session means that you:

- Are NOT exhibiting any [Coronavirus Symptoms](#) that makes you think that you may have COVID-19
- Have NOT tested positive or been diagnosed for COVID-19
- Have NOT knowingly been exposed to someone with COVID-19 or suspected/presumed COVID-19

If you are experiencing any COVID-19 symptoms that are not clearly related to a pre-existing medical condition, do not come to class. Please see [Student Protocols](#) for what to do if you experience symptoms and [Potential Exposure to Coronavirus](#) for what to do if you have potentially been exposed to COVID-19. Consult the (select: [Undergraduate Excused Absence Policy](#) or [Graduate Excused Absence Policy](#)) for information regarding excused absences due to medical reasons.

COVID-19 Information

Students are encouraged to visit the University's [COVID-19](#) website for important information including on-campus testing, vaccines, diagnosis and symptom protocols, campus cleaning and safety practices, report forms, and positive cases on campus. Please check the website throughout the semester for updates.

Vaccinations

Data suggests that vaccination remains the best intervention for reliable protection against COVID-19. Students are asked to familiarize themselves with pertinent [vaccine information](#), consult with their health care provider. The University strongly encourages all students, faculty and staff to be vaccinated.

Reasonable Academic Adjustments/Auxiliary Aids

The University of Houston complies with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, pertaining to the provision of reasonable academic adjustments/auxiliary aids for disabled students. In accordance with Section 504 and ADA guidelines, UH strives to provide reasonable academic adjustments/auxiliary aids to students who request and require them. If you believe that you have a disability requiring an academic adjustments/auxiliary aid, please contact [the Justin Dart Jr. Student Accessibility Center](#) (formerly the Justin Dart, Jr. Center for Students with DisABILITIES).

Excused Absence Policy

Regular class attendance, participation, and engagement in coursework are important contributors to student success. Absences may be excused as provided in the University of Houston [Undergraduate Excused Absence Policy](#) and [Graduate Excused Absence Policy](#) for reasons including: medical illness of student or close relative, death of a close family member, legal or government proceeding that a student is obligated to attend, recognized professional and educational activities where the student is presenting, and University-sponsored activity or athletic competition. Under these policies, students with excused absences will be provided with an opportunity to make up any quiz, exam or other work that contributes to the course grade or a satisfactory alternative. Please read the full policy for details regarding reasons for excused absences, the approval process, and extended absences. Additional policies address absences related to [military service](#), [religious holy days](#), [pregnancy and related conditions](#), and [disability](#).

Recording of Class

Students may not record all or part of class, livestream all or part of class, or make/distribute screen captures, without advanced written consent of the instructor. If you have or think you may have a disability such that you need to record class-related activities, please contact the [Justin Dart, Jr. Student Accessibility Center](#). If you have an accommodation to record class-related activities, those recordings may not be shared with any other student, whether in this course or not, or with any other person or on any other platform. Classes may be recorded by the instructor. Students may use instructor's recordings for their own studying and notetaking. Instructor's recordings are not authorized to be shared with *anyone* without the prior written approval of the instructor. Failure to comply with requirements regarding recordings will result in a disciplinary referral to the Dean of Students Office and may result in disciplinary action.

Syllabus Changes

Due to the changing nature of the COVID-19 pandemic, please note that the instructor may need to make modifications to the course syllabus and may do so at any time. Notice of such changes will be announced as quickly as possible through (*specify how students will be notified of changes*).

Resources for Online Learning

The University of Houston is committed to student success, and provides information to optimize the online learning experience through our [Power-On](#) website. Please visit this website for a comprehensive set of resources, tools, and tips including: obtaining access to the internet, AccessUH, and Blackboard; requesting a laptop through the Laptop Loaner Program; using your smartphone as a webcam; and downloading Microsoft Office 365 at no cost. For questions or assistance contact UHOnline@uh.edu.

UH Email

Please check and use your Cougarnet email for communications related to this course. To access this email, [login](#) to your Microsoft 365 account with your Cougarnet credentials.

Webcams

Access to a webcam is required for students participating remotely in this course. Webcams must be turned on (*state when webcams are required to be on and the academic basis for requiring them to be on*). (Example: *Webcams must be turned on during exams to ensure the academic integrity of exam administration.*)

Honor Code Statement

Students may be asked to sign an honor code statement as part of their submission of any graded work including but not limited to projects, quizzes, and exams: “*I understand and agree to abide by the provisions in the (select: [University of Houston Undergraduate Academic Honesty Policy](#), [University of Houston Graduate Academic Honesty Policy](#)). I understand that academic honesty is taken very seriously, and, in the cases of violations, penalties may include suspension or expulsion from the University of Houston.*”

Helpful Information

- **Coogs Care:** <https://www.uh.edu/dsaes/coogscare/>
- **Laptop Checkout Requests:** <https://www.uh.edu/infotech/about/planning/off-campus/index.php#do-you-need-a-laptop>
- **Student Health Center:** <https://www.uh.edu/healthcenter/>