



МИНИСТЕРСТВО НАУКИ И ВЫСШЕГО ОБРАЗОВАНИЯ РОССИЙСКОЙ ФЕДЕРАЦИИ  
Федеральное государственное автономное образовательное учреждение высшего образования  
«Дальневосточный федеральный университет»  
(ДВФУ)

**ШКОЛА ЭКОНОМИКИ И МЕНЕДЖМЕНТА**

СОГЛАСОВАНО

Руководитель ОП

Овчаренко Н.П.  
(Ф.И.О. рук. ОП)  
« 13 » ноября 2019г.

УТВЕРЖДАЮ

Врио заведующий(ая) кафедрой  
сервиса и туризма  
(название кафедры)

Овчаренко Н.П.  
(Ф.И.О. зав. каф.)  
« 13 » ноября 2019г.

**РАБОЧАЯ ПРОГРАММА ДИСЦИПЛИНЫ**

Hotel Sales and Revenue Management (Управление продажами и доходами в гостинице)

**Направление подготовки 43.03.03 Гостиничное дело**

**Форма подготовки очная**

курс 3 семестр 5  
лекции 36 час.  
практические занятия 36 час.  
лабораторные работы 00 час.  
в том числе с использованием МАО лек. 0 /пр. 0 /лаб. 0 час.  
всего часов аудиторной нагрузки 72 час.  
в том числе с использованием МАО 18 час.  
самостоятельная работа 72 час.  
в том числе на подготовку к экзамену 36 час.  
контрольные работы (количество) не предусмотрены  
курсовая работа / курсовой проект не предусмотрены  
зачет не предусмотрен  
экзамен 5 семестр

Рабочая программа составлена в соответствии с требованиями Федерального государственного образовательного стандарта по направлению подготовки 43.03.03 Гостиничное дело, утвержденного приказом Министерства образования и науки РФ от 8 июня 2017 г. № 515

Рабочая программа обсуждена на заседании кафедры сервиса и туризма  
протокол № 11 от « 13 » ноября 2019г.

Врио заведующий(ая) кафедрой: канд. техн. наук., доцент Овчаренко Н.П.  
Составители: ассистент Орловская Ю.В

Владивосток  
2019

**Оборотная сторона титульного листа РПУД**

**I. Рабочая программа пересмотрена на заседании кафедры:**

Протокол от « \_\_\_\_ » \_\_\_\_\_ 20\_\_ г. № \_\_\_\_\_

Заведующий кафедрой \_\_\_\_\_  
(подпись) (И.О. Фамилия)

**II. Рабочая программа пересмотрена на заседании кафедры:**

Протокол от « \_\_\_\_ » \_\_\_\_\_ 20\_\_ г. № \_\_\_\_\_

Заведующий кафедрой \_\_\_\_\_  
(подпись) (И.О. Фамилия)

**III. Рабочая программа пересмотрена на заседании кафедры:**

Протокол от « \_\_\_\_ » \_\_\_\_\_ 20\_\_ г. № \_\_\_\_\_

Заведующий кафедрой \_\_\_\_\_  
(подпись) (И.О. Фамилия)

**IV. Рабочая программа пересмотрена на заседании кафедры:**

Протокол от « \_\_\_\_ » \_\_\_\_\_ 20\_\_ г. № \_\_\_\_\_

Заведующий кафедрой \_\_\_\_\_  
(подпись) (И.О. Фамилия)

1. Goals and objectives of the discipline:

**The purpose of the discipline:** is aimed at improving students' understanding of marketing concepts, principles of revenue management, problems of sales of hotel products, as well as operational management practices.

**Tasks:**

1. Demonstrate critical awareness of hotel sales and revenue management and their benefits to the organization;
2. Discuss strategic levers for managing hotel sales and revenue, and how they can be manipulated to increase revenue;
3. To evaluate and describe the revenue management of the hotel from the point of view of its component parts and critical considerations;
4. Suggest ways to increase sales and implement revenue management systems in divisions and other joint departments or industries, such as restaurants, spas, Golf clubs, etc.

General professional competences of graduates and indicators of their achievement:

Professional competences of graduates and indicators of their achievement:

The task of professional activity	Objects or knowledge area	Code and name of professional competence	Code and name of the achievement indicator of professional competence	Basis (PS, analysis of other requirements for graduates)
Type of professional activity tasks: _____				
		PK-10	PK-10.1 PK-10.2 PK-10.3	

**I. THE STRUCTURE AND CONTENT OF THE THEORETICAL PART OF THE COURSE**

**Part I. Understanding the Hospitality Industry (12 hr.)**

**Topic 1. Competencies for Understanding the Hospitality Industry (4**

**hr.)**

Identify the major sectors of the hospitality industry

Key Concepts: Interaction and interdependency of: Travel; Lodging; Restaurants; Clubs; Gaming; Attractions; Entertainment; Recreation.

Competency 2: Describe the rise of brands within the hospitality industry.

Key Concepts: Image marketing; Brand-product association; Consumer expectations; Brands within brands

Competency 3: Identify the many different audiences marketing must address, and explain how marketing activities in the hospitality industry address the needs of many different types of buyers.

Key Concepts: Sale of product and service; Consumer market; Sale of firm's image; Investor market; Marketing to the total audience; Image and awareness advertising; Annual report as a marketing tool; Franchise marketing

Competency 4: Explain why a consumer's perspective of the hospitality industry changes in relation to the purpose for venturing away from home.

Key Concepts: Needs of the business traveler; Brand preferences to satisfy needs; Needs of the vacation traveler; Cost-driven preferences.

## **Topic 2. Market Segmentation and the Hospitality Industry (4 hr.)**

Competency 1: Describe the value of geographic segmentation for marketing in the hospitality industry.

Key Concepts: Regions, feeder cities, zones, districts; Metropolitan statistical areas; City pairs; Zip codes; Designated Market Areas; Areas of Dominant Influence

Competency 2: Explain how feeder cities and city pairs may help focus a company's marketing efforts.

Key Concepts: Feeder cities; City pairs

Competency 3: Distinguish destination cities from destination markets.

Key Concepts: Destination cities—unique attractions unto themselves that create demand for travel (Las Vegas, Acapulco); Destination markets—create demand for travel with unique attractions and centers of business and commerce

Competency 4: Describe the value of demographic customer profiles for marketing in the hospitality industry.

Key Concepts: Specific customer needs; Customer income levels

Competency 5: Explain how the knowledge gained from benefit and need segmentation can bring hospitality marketers and operations managers into close working relationships.

Key Concepts: Flexibility to effectively serve diverse customer needs; Family vacationers vs. the business traveler vs. the vacationer without children; Business traveler vs. pleasure traveler

Competency 7: Explain how combining different market segmentation techniques provides valuable research tools for marketing in today's hospitality industry.

Key Concepts: Heavy user; Geodemographics; Price segmentation; Value

### **Topic 3. Positioning in Line with Consumer Preferences (4 hr.)**

Competency 1: Distinguish end users from intermediaries in the travel and hospitality market.

Key Concepts: End users—business travelers, pleasure travelers; Travel intermediaries—meeting planners, traffic departments, administrators/administrative assistants, travel management companies, travel agents, airlines, travel clubs, credit card companies, online travel intermediaries

Competency 2: Describe characteristics of business travel market segments.

Key Concepts: Meeting, conference, or convention attendees; Travelers with unrestricted expense accounts; Price-conscious business travelers

Competency 3: Describe characteristics of pleasure travel market segments.

Key Concepts: Travelers without children; Family travelers

Competency 4: Identify travel intermediaries for business and pleasure travel market segments.

Key Concepts:

Meeting planners, traffic departments, administrators/administrative assistants, travel management companies, travel agents, airlines, travel clubs, credit card companies, online intermediaries

Competency 5: Describe user characteristics of consumer segments in the food service market.

Key Concepts: Desired dining experience; Price sensitivity; Convenience and location.

## **Part II. The Channels of Distribution (12 hr.)**

### **Topic 1. Competencies for The Channels of Distribution (4 hr.)**

Competency 1: Describe channels of distribution within the hospitality industry.

Key Concepts: Travel intermediaries—captive, commercial; Commercial: Retail travel agents; Travel management companies

Tour operators: retailers, wholesalers; Packager/retailers; Service providers; Travel websites; Meta search engines and fare aggregators; Incentive travel companies; Travel clubs and charter companies; Convention movers; Online travel agents; Electronic travel distribution systems (global distribution system companies); Amadeus, Galileo, Sabre, Worldspan; Ground operators; Air carriers; In Europe and Japan

Competency 2: List and briefly describe U.S. and international governmental entities that regulate or influence travel.

Key Concepts: Interstate Commerce Commission; Federal Maritime Commission; Department of Transportation; Federal Aviation Administration; Department of State; Department of Justice; Department of Commerce; United States Travel Service; Department of the Treasury; Congress; Foreign governments; TIA and WTO

Competency 3: Describe vertical, horizontal, backward, and forward integration in the hospitality industry.

Key Concepts: Vertical integration; Horizontal integration; Backward

integration; Forward integration.

## **Topic 2. The Consumers and Marketing in Perspective (4 hr.)**

Competency 1: Explain why hospitality companies need flexible marketing strategies.

Key Concepts: Effects of change; Fast, flexible responses to emerging challenges

Competency 2: Describe how marketing efforts benefit from a zero-base budgeting process.

Key Concepts: Zero-base budgeting; Based on specific goals; Marketing planning

Competency 3: Explain the function of internal and external analyses in determining company needs that marketing can fill.

Key Concepts: Identifying business needs; Internal and external analyses and resource allocation

Competency 4: Describe how the concept of segment profitability applies to the marketing of hospitality products and services.

Key Concepts:

Identifying market segments not currently targeted

Revenue and profit analysis by marketing to specific segments

PowerPoints:

Competency 5: Identify some key motivational factors of travel intermediaries that could help shape a hospitality company's marketing efforts, and identify tools the company can use to reach the market.

Key Concepts: Monetary motivators; Non-monetary motivators

Tools: Internet, electronic signage, cell phones and PCDs, blogs, social networks, Twitter

## **Topic 3. Applying Key Marketing Methodologies: Marketing Research (4 hr.)**

Competency 1: Explain the purpose of marketing research, and describe the types of marketing research.

Key Concepts: Purpose; Quantitative research; Data; Numbers; Projections; Forecasts; Qualitative research; Consumer attitudes, behaviors, etc.; Types of marketing research; Market; Product or service; Consumer; Competitive; Environmental; Trend

Competency 2: Describe three basic marketing research techniques.

Key Concepts: Surveys, Questionnaires, Focus groups

Competency 3: Discuss five essential marketing intelligence tools.

Key Concepts: SWOT analysis; Customer satisfaction index; Customer perceptions audits; Gap analysis; Other people's data

Competency 4: Describe marketing research presentation tools.

Key Concepts: Pyramids; Circles; Linear diagrams; Boxes/rectangles/matrices; Grids

### **Part III. Applying Key Marketing Methodologies: Sales (12 час.)**

#### **Topic 1. Competencies for Applying Key Marketing Methodologies: Sales (4 hr.)**

Competency 1: Describe common sales tools and procedures used in hotel sales departments.

Key Concepts: Sales brochures, activities and amenities guidebook or brochure, VIP reservation request form, tentative confirmation letter, sales checklist, contact report, reminder/final confirmation letter, telephone assurance procedures, meeting/convention definite booking form, key-contact assignment, events timetable/work plan form, billing procedures, post-meeting/convention report, thank-you process, "please-come-back" letter; Desk manual: sales administrative assistant

Competency 2: Summarize three keys to personal selling.

Key Concepts: Thorough knowledge of: Your product or service; Your client's needs; Your sales image; Checklist for Increasing Sales

Competency 3: Summarize keys to telephone sales.



Key Concepts: Thorough knowledge of: Your product or service; Your client's needs; Your sales image; Listen! Ask for the sale Say "Thank you"

Competency 4: Describe the importance of interdepartmental communication to the sales process.

Key Concepts: Critical sales department communication with: Catering; Food and beverage; Reservations; Rooms department; Engineering; Security department

Competency 5: Explain how changes in technology and economics have reshaped the sales function.

Key Concepts: Technology: Allows communication from anywhere; Display of graphic layouts of meeting space; Instantaneous pricing; Maintaining electronic calendars; Allows customer access to above tools, if desirable Economics: Allowed sales personnel to work from home; Reducing commuting and office expenses; Allowed group sales customer service to be specialized at property; Faster response times; Shortened lead times for booking

## **Topic 2. Applying Key Marketing Methodologies: Customer Service (4 hr.)**

Competency 1: Identify the role of customer service in marketing. (p. 87)

Key Concepts: Most valuable marketing tool; Taking market share from competitors; Retaining existing customers vs. attracting new customers; Effect of word-of-mouth of customer who's dissatisfied

Competency 2: Describe the chapter's ten-step procedure for identifying customer service problems and ways to improve customer service. (pp. 87–94)

Key Concepts: Recognition; Identification of problems; Plan of action; Reallocation of resources; Prioritization; Training and retraining; Recruiting; Communication; Follow-up; Beginning again

Competency 3: Describe sales from a consumer's perspective.

Key Concepts: Points of encounter; Customer expectations ; Let the customer win

Competency 4: Suggest ways to retain customers through problem resolution.

Key Concepts: Suggestive selling; Show leadership; Establish a formalized customer service process or plan; Focus on customer needs; Implement a customer-employee feedback system; Respond to feedback; Promote sales-service synergy; Initiate customer-retention motivation programs; Innovate; Recognize performing employees

Competency 5: Discuss the hierarchy of customers and identify items on an effective customer service checklist.

Key Concepts: First-time customers; Repeat customers; Regular clients; Supporters; Members; Colleagues; Investors (time)

Customer service checklist: Plan/strategy; Plan adequately resourced; Training; Staff empowerment; Feedback; Image, policy, position of your company; Monitoring customer perception audits; Customer satisfaction measurement; Proper hiring for point-of-encounter positions; Customer service as marketing tool; Employee recognition programs; Suggestive selling strategy; Leadership support; Communicating customer service within the organization.

### **Topic 3. Applying Key Marketing Methodologies: Advertising (4 hr.)**

Competency 1: Summarize advertising guidelines, and describe a six-step advertising process that can help you develop a successful advertising campaign.

Key Concepts: Advertising guidelines; Know product or service; Advertise as part of total strategy; Develop proposition; Create platform; Be realistic about level of expectation; Review for customer needs; Six-step advertising process; Identify purpose; Target audience; Select medium; Create ad; Place and time the ad; Fulfill expectations

Competency 2: Describe criteria for selecting an ad agency.

Key Concepts: Master notebook; Ad agency as a business partner; Agency's knowledge of your market and customers; Agency's functional areas; Account management; Research; Creative function; Casting; Media; Production; Placing work out to bid

Competency 3: Describe the trade-out and barter concepts.

Key Concepts: Print space; Air time; Co-op

Competency 4: Summarize advertising types and themes, and describe examples of hospitality industry advertising campaigns.

Key Concepts: Reputation builders; Product or service touters; Brand identifiers; Offers; Human scenarios; Benefit; Series; Line art and silhouettes; Trade; Meetings; Destinations

Competency 5: Discuss the concept of market coverage and media selection.

Key Concepts: Coverage; Global and nationwide campaigns; Major markets; Regional markets; Population markets; Viewer/reader/listener/subscriber market areas; Feeder markets; Cities; Media selection; Broadcast, print, electronic; Media strategies; Media scheduling; Budget; Media measurement and terminology; Gross rating points; Target rating points; Share of media voice; Share of market; Brand development index; Category development index; Developing advertising message requires: Planning; Establishing objectives; Developing strategies; Implementing plan

## **II. THE STRUCTURE AND CONTENT OF THE PRACTICAL PART OF THE COURSE AND INDEPENDENT WORK**

### **Practice 1. Understanding the Hospitality Industry (2,5 hr.)**

#### **Class Activities**

Consider inviting a guest speaker to this class session. An appropriate speaker would be the marketing director or manager of a local hotel or restaurant. Help the speaker prepare by providing him or her with a copy of the competencies for this chapter. Have the speaker discuss:

- Overview of hospitality marketing
- Specific marketing strategies
- The importance of brands
- The diverse types of markets that must be addressed and the manner in

which effective hospitality marketing speaks to these markets

## **Individual/Group Activities**

The following are some optional assignments you may want to give to your students:

1. Describe how your needs as a consumer change as your purpose of travel changes.
2. Explain what you look for in a hospitality industry product or services and who best meets those needs.
3. Have you developed a brand preference, whether for an airline, hotel/motel company, or food service company? Are you a loyalist?
4. Which hospitality company is doing the best job of meeting your needs? Describe those needs and how they are being fulfilled (or why some of them are not).
5. List your preferred hospitality brands and state how these brands identify with your needs.

## **Practice 2. Market Segmentation and the Hospitality Industry (2,5 hr.)**

### **Class Activities**

Consider inviting a guest speaker to this class session. An appropriate speaker would be a marketing research analyst conversant in the methodology of market segmentation. Help the speaker prepare by providing him or her with a copy of the competencies for this chapter. Have the speaker discuss:

- Information gathering
- Categorization and segmentation
- Database management
- Techniques for analyzing the data from a marketing perspective

### **Individual/Group Work**

- The following are some optional assignments you may want to give to your students:
  - Define the market segments you fall into as a consumer in the hospitality industry.

- Identify three destination cities that have emerged over the past 50 years, and state why they are destination cities.
- Name three sets of city pairs, based on the intercity traffic flow.
- Describe the demographic characteristics of the zip code area in which you reside.
- Discuss the benefits you seek and the needs you must have satisfied in a food service facility. Compare them with what your parents seek.
- Develop a psychographic profile of yourself and one of your parents (using activities, interests, opinions, and so on), and compare the two.

### **Practice 3. Positioning in Line with Consumer Preferences (2,5 hr.)**

#### **Class Activities**

Ask a travel agent from a local travel agency to discuss:

- The needs and travel preferences of business traveler market segments
- The needs and travel preferences of pleasure traveler market segments
- A travel agency's relationship with other travel intermediaries

### **Practice 4. The Channels of Distribution (2,5 hr.)**

#### **Class Activities**

Ask a representative of a travel management company to discuss:

- Domestic and international regulations concerning travel.
- The types of services ground operators provide.
- The types of services air carriers provide.
- The differences between scheduled air carrier service and supplemental air carrier service.

#### **Individual/Group Activities**

1. The following are some optional assignments you may want to give to your students:
2. Describe the purchase of your last trip, including how many channels of distribution you used.

3. Select a major hospitality industry firm, and, through its annual reports and other information, determine all of the vertical, horizontal, backward, and/or forward aspects of the hospitality industry in which the firm is involved.

4. Visit a travel agency or corporate travel department and view its automated travel system, identifying product or service displays and capabilities.

5. Investigate online travel services on your own computer.

### **Practice 5. Consumers and Marketing in Perspective (2,5 hr.)**

#### **Class Activities**

Ask a hotel marketing and sales manager to discuss:

- The marketing and sales department's budgeting process.
- How the hotel targets profitable consumer segments.
- How marketing strategies are formed at the hotel.
- How the marketing and sales department and the hotel interact with travel intermediaries.

### **Practice 6. Applying Key Marketing Methodologies: Marketing Research (2,5 hr.)**

#### **Class Activities**

#### **Individual/Group Work**

- The following are some optional assignments you may want to give to your students.
  - Contact a local hotel marketing and sales department and find out what techniques and tools they use in researching their markets and competition.
  - Make a list of all the major external environmental factors affecting a hotel or restaurant in your market area. Decide whether any of the factors would suggest a new marketing strategy for the hotel or restaurant.
  - Conduct a focus group session among your classmates on a selected travel product or service.

- Select a travel product or service you are familiar with and locate it on a Marketing Strategy Grid. State the condition of the market and the competitive position of your product or service. Come up with marketing strategies to improve this position.

### **Practice 7. Applying Key Marketing Methodologies: Sales (2,5 hr.)**

#### **Class Activities**

#### **Individual/Group Work**

The following are some optional assignments you may want to give to your students.

1. Explain how you would organize a sales office to make maximum use of the time of all salespersons. Discuss what the receptionist or administrative assistant could do in his or her spare time to help your sales effort.
2. Develop a script for a telephone sales effort that results in a definite booking.
3. Visit a local hotel or resort sales office. Review the checklists presented in the chapter and determine if the property's sales department is organized.
4. Create a direct mail letter that sells.
5. Visit a local hotel's sales office and review all of the functional aspects that have been automated.

### **Practice 8. Applying Key Marketing Methodologies: Customer Service (2,5 hr.)**

#### **Class Activities**

Consider inviting a hospitality customer service specialist from your local area to address this class session. An appropriate speaker would be an individual from a hotel that has built a reputation on customer service. Ask this person to discuss:

The various points of encounter at the hotel

The level of internal and external communication

Problem-solving procedures

Satisfying unusual customer requests

### **Individual/Group Work**

The following are some optional assignments you may want to give to your students.

1. Describe how you would go about recognizing a potential problem before it becomes real in a hospitality setting.
2. List the points of encounter in a typical hotel.
3. Create a list of personal attributes you would look for while hiring a customer service employee.
4. Think of a problem a customer might have at a hotel and devise a solution that is satisfactory to the customer.

### **Practice 9. Applying Key Marketing Methodologies: Advertising (2,5 hr.)**

#### **Class Activities**

Consider inviting an advertising agency account executive (preferably one with hospitality experience) from your local area, or the marketing principal from a hospitality company to address this class session. Ask this person to discuss:

Advertising philosophy

Advertising agency capabilities/services

Advertising strategy

Target audiences

Media plan

Measurement of effectiveness

### **Individual/Group Work**

The following are some optional assignments you may want to give to your students.



1. Select a current hospitality advertisement and analyze it using the criteria presented in the chapter.
2. Create a hospitality advertisement using the criteria presented in the chapter.
3. Develop your own advertising checklist or guide, and use it to critique a local hospitality business's advertising efforts.

**Practice 10. Applying Key Marketing Methodologies: Public Relations (2,5 hr.)**

**Class Activities**

Consider inviting a public relations executive from either a PR firm that handles hospitality accounts or a PR practitioner from a hotel company. Ask this person to discuss:

- The importance of hospitality public relations relative to that of other industries
- The publics involved in hospitality PR
- PR challenges that are unique to the hospitality industry
- Actual cases of offensive and defensive PR
- Most-effective PR tools

### **Individual/Group Work**

The following are some optional assignments you may want to give to your students.

1. Conceptualize an event and develop a public relations plan to promote the event.
2. Develop an internal public relations program for a local hotel, restaurant, or other hospitality industry firm.
3. Select a negative public relations problem from the local news and develop a defensive public relations effort to resolve the problem.
4. Conduct a public relations audit of a selected hospitality business.
5. Write a press release on a new restaurant or hotel opening.
6. Develop a sample press kit for a local restaurant or hotel.

### **Practice 11. Applying Key Marketing Methodologies: Promotions (2,5 hr.)**

#### **Class Activities**

Consider inviting a hotel marketing and sales manager to discuss the following:

- The keys to successful promotions
- The types of promotions the hotel uses
- Strengths and weaknesses of each type of promotion
- How the hotel reaches its targeted market segments
- How the hotel creates and executes internal promotions

### **Practice 12. Applying Key Marketing Methodologies: Packaging (2,5 hr.)**

#### **Class Activities**

The following are some optional assignments you may want to give to your students.

1. Identify two types of travel packages advertised in the Sunday travel section of your newspaper. For each ad, determine what type of package is offered, whether it is being marketed on the basis of price, whether a wholesaler is offering it directly to the consumer or it is being offered through a retail outlet, and who the target market is.
2. Analyze a local lodging facility and identify its occupancy pattern. Then develop a packaging concept that fills the voids in the pattern.
3. Create a package based on a theme or event, including the pricing, promotion plan, and identification of the market for your package.

**Practice 13. Applying Key Marketing Methodologies: Collateral Materials and Promotional Support (2,5 hr.)**

**Individual/Group Work**

The following are some optional assignments you may want to give to your students.

1. Design a brochure for a local lodging facility. Be sure to include all the key elements.
2. Develop a tent card promotion for a food item or beverage for a local restaurant.
3. Obtain a local hotel's brochure and analyze its strengths and weaknesses.
4. Scan your yellow pages directory and identify three hospitality firms' listings. Analyze each to determine the clarity and effectiveness of the listing.
5. Design an entertainment promotion piece suitable for placing in a hotel or restaurant lobby to attract patrons to the lounge.
6. Select a menu item from a local restaurant's menu and design a "menu special" insert to promote the item.

## **Practice 14. Technology and Marketing in Perspective (2,5 hr.)**

### **Class Activities**

Consider inviting a guest speaker to this class session. An appropriate speaker would be a hospitality marketing manager or market/information systems analyst. Ask the speaker to discuss:

- How automation has changed marketing in the hospitality industry.
- How technological advances have affected hospitality guest services and the guest experience.
- How technological advances have affected the marketing program at his or her property.
- How technology has affected the purchasing process for both guests and hospitality businesses.
- The effects of technological advances on hospitality purchasing systems.

### **III. TRAINING AND METHODOLOGICAL SUPPORT INDEPENDENT WORK OF STUDENTS**

#### **Schedule of the discipline independent work**

<b>№ п/п</b>	<b>Date / deadline</b>	<b>Type of independent work</b>	<b>Approximate time for standards implementation</b>	<b>Type of control</b>
1.	Exercise 1	Study of the theoretical part of the topic, search for information about globalization, tourism and the hotel sector, preparation for the protection of tasks, preparation of files, preparation for discussion of the reports	24	Check the availability of lectures, files, assignments and their protection, passing the test, active participation in the discussion of issues on the topics of classes and assignments, reports
2.	Exercises 2, 3, 4, 5	Study of the theoretical part of the topic, preparation for testing, preparation for discussion of the group reports, preparation for assignments	24	Check the availability of lectures, files, assignments and their protection, passing the test, active participation in the discussion of issues on the topics of classes and assignments, reports

3.	Exercises 6, 7	Study of the theoretical part of the topic, preparation for testing, preparation for discussion of the group reports, preparation for assignments	24	Check the availability of lectures, files, assignments and their protection, passing the test, active participation in the discussion of issues on the topics of classes and assignments, reports
Total			72	

### **Recommendations for students independent work**

Of particular importance for the development of theoretical material and for the acquisition and formation of skills is independent work of students.

Independent work of students in the discipline "Hotel Sales and Revenue Management" provides for the study of the recommended basic and additional literature, writing essays, preparation for the implementation and protection of laboratory work and intermediate certification – exam.

For self-examination of mastering the theoretical material, preparation for the implementation and protection of laboratory work and passing the exam, students are offered questions for self-control.

### **Recommendations for working with literature**

When working independently with the recommended literature, students should follow a certain sequence:

- when choosing a literary source of theoretical material, it is best to proceed from the basic concepts of the course topic to know exactly what to look for in a particular publication;
- for a deeper understanding and assimilation of the material should read not only the definitions and concepts available in the text, but also specific examples;
- order to get a broader and systemic understanding on the topic you want to view a few of the literature (perhaps an alternative);
- it is not necessary to outline the entire text on the topic under consideration, as this approach does not make it possible to understand the

material; it is necessary to highlight and outline only the main provisions, definitions and concepts that allow to build a logic of the answer to the studied questions.

### **Questions for self-control**

Questions for self-control are designed for self-examination of the student mastering the theoretical material, preparation for the implementation and protection of laboratory work and the exam. For ease of use questions for self-control are divided into sections and topics of the theoretical part of the course.

#### **Part I. Understanding the Hospitality Industry**

##### **Topic 1. Competencies for Understanding the Hospitality Industry**

1. Describe how your needs as a consumer change as your purpose of travel changes.
2. Explain what you look for in a hospitality industry product or services and who best meets those needs.
3. Have you developed a brand preference, whether for an airline, hotel/motel company, or food service company? Are you a loyalist?
4. Which hospitality company is doing the best job of meeting your needs? Describe those needs and how they are being fulfilled (or why some of them are not).
5. List your preferred hospitality brands and state how these brands identify with your needs.

##### **Topic 2. Market Segmentation and the Hospitality Industry**

1. Define the market segments you fall into as a consumer in the hospitality industry.
2. Identify three destination cities that have emerged over the past 50 years, and state why they are destination cities.
3. Name three sets of city pairs, based on the intercity traffic flow.
4. Describe the demographic characteristics of the zip code area in which

you reside.

5. Discuss the benefits you seek and the needs you must have satisfied in a food service facility. Compare them with what your parents seek.

6. Develop a psychographic profile of yourself and one of your parents (using activities, interests, opinions, and so on), and compare the two.

### **Topic 3. Positioning in Line with Consumer Preferences**

1. Distinguish end users from intermediaries in the travel and hospitality market.

2. Describe characteristics of business travel market segments.

3. Describe characteristics of pleasure travel market segments.

4. Identify travel intermediaries for business and pleasure travel market segments.

5. Describe user characteristics of consumer segments in the food service industry.

## **Part II. The Channels of Distribution**

### **Topic 1. Competencies for The Channels of Distribution**

1. Describe the purchase of your last trip, including how many channels of distribution you used.

2. Select a major hospitality industry firm, and, through its annual reports and other information, determine all of the vertical, horizontal, backward, and/or forward aspects of the hospitality industry in which the firm is involved.

3. Visit a travel agency or corporate travel department and view its automated travel system, identifying product or service displays and capabilities.

4. Investigate online travel services on your own computer.

### **Topic 2. The Consumers and Marketing in Perspective**

1. The marketing and sales department's budgeting process.

2. How the hotel targets profitable consumer segments.

3. How marketing strategies are formed at the hote

4. How the marketing and sales department and the hotel interact with travel intermediaries.

### **Topic 3. Applying Key Marketing Methodologies: Marketing Research**

1. Contact a local hotel marketing and sales department and find out what techniques and tools they use in researching their markets and competition.

2. Make a list of all the major external environmental factors affecting a hotel or restaurant in your market area. Decide whether any of the factors would suggest a new marketing strategy for the hotel or restaurant.

3. Conduct a focus group session among your classmates on a selected travel product or service.

4. Select a travel product or service you are familiar with and locate it on a Marketing Strategy Grid. State the condition of the market and the competitive position of your product or service. Come up with marketing strategies to improve this position.

### **Part III. Applying Key Marketing Methodologies: Sales**

#### **Topic 1. Competencies for Applying Key Marketing Methodologies: Sales**

1. Explain how you would organize a sales office to make maximum use of the time of all salespersons. Discuss what the receptionist or administrative assistant could do in his or her spare time to help your sales effort.

2. Develop a script for a telephone sales effort that results in a definite booking.

3. Visit a local hotel or resort sales office. Review the checklists presented in the chapter and determine if the property's sales department is organized.

4. Create a direct mail letter that sells.

5. Visit a local hotel's sales office and review all of the functional aspects that have been automated.

#### **Topic 2. Applying Key Marketing Methodologies: Customer Service**



1. Describe how you would go about recognizing a potential problem before it becomes real in a hospitality setting.
2. List the points of encounter in a typical hotel.
3. Create a list of personal attributes you would look for while hiring a customer service employee.
4. Think of a problem a customer might have at a hotel and devise a solution that is satisfactory to the customer.

**Topic 3. Applying Key Marketing Methodologies: Advertising**

1. Select a current hospitality advertisement and analyze it using the criteria presented in the chapter.
2. Create a hospitality advertisement using the criteria presented in the chapter.
3. Develop your own advertising checklist or guide, and use it to critique a local hospitality business’s advertising efforts.

**IV. MONITORING THE ACHIEVEMENT OF THE COURSE  
OBJECTIVES**

№ п/п	Controlled sections / topics of the discipline	Code and name of the achievement indicator	Assessment tools	
			current control	interim certification
№ п/п	Контролируемые разделы / темы дисциплины	Код и наименование индикатора достижения	Оценочные средства	
			текущий контроль	промежуточная аттестация

Part II The Channels of Distribution  Part III Applying Key Marketing Methodologies: Sales	PK-10.1	Know	Work-book (Lesson 4-6); Class Activities	Optional test (Lesson 5-6)
	PK-10.2	Can	Work-book (Lesson 7-8); Class Activities	Optional test (Lesson 7-8)
	PK-10.3		Work-book (Lesson 9-10); Class Activities Individual/Group Activities	Optional test (Lesson 9-10)

## V. A LIST OF TEXTBOOKS AND METHODOLOGICAL SUPPORT OF THE DISCIPLINE

### Basic literature

*(electronic and printed publications)*

1. Голова А.Г. Управление продажами: [Электронный ресурс] / А.Г. Голова - М.: Дашков и К, 2017. Режим доступа: <http://znanium.com/catalog/product/414918>
2. Джоббер Д., Ланкастер Д. Продажи и управление продажами [Электронный ресурс] / Д. Джоббер, Д.Ланкастер - М.:ЮНИТИ- ДАНА, 2015. Режим доступа: <http://znanium.com/catalog/product/872281>
3. Казаков С.П. Сущность и специфика формирования инновационного маркетинга в сфере гостеприимства и туризма [Электронный ресурс] / С.П. Казаков - М.: ИНФРА-М, 2016: Режим доступа: <http://znanium.com/catalog/product/561287>
4. Савчук В.П. Управление прибылью и бюджетирование [Электронный ресурс] / В.П.Савчук - М.:БИНОМ. ЛЗ, 2015. Режим доступа: <http://znanium.com/catalog/product/476715>
5. Сулова, Ю. Ю. Прибыль предприятия [Электронный ресурс] : / Ю. Ю. Сулова, Н. Н. Терещенко. – Красноярск: Сиб. федер. ун-т, 2014. Режим доступа: <http://znanium.com/catalog/product/505759>

## **Additional literature**

*(electronic and printed publications)*

1. Chuck Kim Gee. International Hotels Development and Management [American Hotel & Lodging Educational Institute, 2012] Режим доступа: <https://www.ahlei.org/resources/instructor-resources/>
2. David K. Hayes, Jack D. Ninemeier, Allisha A. Miller. Hotel Operations Management [Pearson Higher Ed USA, 2016] Режим доступа: <https://www.ahlei.org/resources/instructor-resources/>
3. Debra F. Cannon. Training and Development for the Hospitality Industry [American Hotel & Lodging Educational Institute, 2003] Режим доступа: <https://www.ahlei.org/resources/instructor-resources/>
4. James R. Abbey, Ph.D. Convention Sales and Services, Ninth Edition [American Hotel & Lodging Educational Institute, 2016] Режим доступа: <https://www.ahlei.org/resources/instructor-resources/>
5. James R. Abbey, Ph.D. Hospitality Sales and Marketing, Sixth Edition [American Hotel & Lodging Educational Institute, 2016] Режим доступа: <https://www.ahlei.org/resources/instructor-resources/>
6. Karen Lieberman, Bruce Nissen. Ethics in the Hospitality and Tourism Industry [American Hotel & Lodging Educational Institute, 2005] Режим доступа: <https://www.ahlei.org/resources/instructor-resources/>
7. Michael N. Chibili. Modern Hotel Operation Management [Noordhoff Uitgevers bv Groningen/Houten, The Netherlands, 2016] Режим доступа: <https://www.ahlei.org/resources/instructor-resources/>
8. Michael L. Kasavana, Ph.D. Managing Front Office Operations, Tenth Edition [American Hotel & Lodging Educational Institute, 2017] Режим доступа: <https://www.ahlei.org/resources/instructor-resources/>
9. Philip Kotler. Marketing for Hospitality and Tourism, Global Edition [Pearson Higher Ed USA, 2016] Режим доступа: <https://www.ahlei.org/resources/instructor-resources/>

10. Robert H. Woods, Misty M. Johanson, Mochael P. Sciarini. Managing hospitality human resources [American Hotel & Lodging Educational Institute, 2012] Режим доступа: <https://www.ahlei.org/resources/instructor-resources/>

11. Rocco M. Angelo, Andrew Vladimir. Hospitality Today: An Introduction [American Hotel & Lodging Educational Institute, 2011] Режим доступа: <https://www.ahlei.org/resources/instructor-resources/>

12. Ronald A. Nykiel. Marketing in the hospitality industry. [American Hotel & Lodging Educational Institute, 2015] Режим доступа: <https://www.ahlei.org/resources/instructor-resources/>

## **VI. GUIDELINES FOR THE DISCIPLINE DEVELOPMENT**

Implementation of the discipline "Hotel Sales and Revenue Management" provides the following types of educational work: lectures, laboratory work, independent work of students, ongoing monitoring and interim certification.

The development of the course of discipline "Hotel Sales and Revenue Management" involves a rating system for assessing the knowledge of students and provides for the teacher's current control over the attendance of students lectures, preparation and implementation of all laboratory work with the obligatory provision of a report on the work, the implementation of all types of independent work.

Intermediate certification in the discipline "Hotel Sales and Revenue Management" is an exam, which is held in the form of testing.

- study master the theoretical material (20 points);
- successfully complete in-class and assignments (50 points);
- timely and successfully perform all types of independent work (30 points).

The student is considered to be certified in the discipline "Hotel Sales and Revenue Management" subject to all types of ongoing monitoring and independent work provided by the curriculum.

Evaluation criteria for the discipline "commodity consumer goods" for

certification in the exam are as follows: 86-100 points – "excellent", 76-85 points – "good", 61-75 points – "satisfactory", 60 or less points – "unsatisfactory".

### **Recommendations for planning and time management, assigned to the study of the discipline**

The best option of planning and organization of student time required for the study of the discipline is a uniform distribution of workload, i.e. systematic familiarization with the theoretical material in the lectures and consolidate the knowledge gained in the preparation and implementation of laboratory work and assignments provided for independent work of students.

Preparation for laboratory work should be carried out in advance to be able to consult with the teacher on emerging issues. In case of missing classes, you must provide a written development of the missed laboratory work.

Independent work should be carried out according to the schedule and requirements proposed by the teacher.

### **The algorithm of the discipline**

The study of the course should be conducted systematically and accompanied by a detailed summary. The abstract is recommended to include all types of educational work: lectures, self-study of the recommended basic and additional literature, reports on laboratory work, the solution of situational problems and crosswords, answers to questions for self-control and other tasks provided for independent work of students.

The main intermediate indicator of the student's success in the process of studying the discipline is his readiness to perform laboratory work.

When preparing for laboratory work, first of all, it is necessary to get acquainted with the lesson plan, study the relevant literature, regulatory and technical documentation. For each question of laboratory work, the student must identify and learn the key concepts and concepts. In case of difficulties, the student should and can seek the advice of a leading teacher.

The criterion of readiness for laboratory work is the ability of the student to

answer all control questions recommended by the teacher.

The knowledge gained by students in the process of studying the discipline should be fixed not by repetition, but by the use of the material. This purpose in the study of the discipline "Hotel Sales and Revenue Management" are active forms and methods of training, such as the method of situational analysis, which allows the student to master the professional competence and show them in conditions that mimic professional activity.

Of particular importance for the development of theoretical material and for the acquisition and formation of skills is independent work of students. Independent work of students in this discipline involves the study of the recommended basic and additional literature, preparation for the implementation and protection of laboratory work and intermediate certification – exam.

For self-examination of mastering the theoretical material, preparation for the implementation and protection of laboratory work and passing the exam, students are offered questions for self-control.

### **Recommendations for working with literature**

When working independently with the recommended literature, students should follow a certain sequence:

- when choosing a literary source of theoretical material, it is best to proceed from the basic concepts of the course topic to know exactly what to look for in a particular publication;
- for a deeper understanding and assimilation of the material should read not only the definitions and concepts available in the text, but also specific examples;
- order to get a broader and systemic understanding on the topic you want to view a few of the literature (perhaps an alternative);
- it is not necessary to outline the entire text on the topic under consideration, as this approach does not make it possible to understand the material; it is necessary to highlight and outline only the main provisions,

definitions and concepts that allow to build a logic of the answer to the studied questions.

### **Recommendations for the exam preparation**

Preparation for the exam and its effectiveness also requires students the ability to optimally organize their time. Ideally, if the student is familiar with the basic provisions, definitions and concepts of the course in the classroom study of the discipline, then the preparation for the exam will systematize the studied material and learn it deeper.

Preparation for the exam is better to start with the distribution of the proposed control questions by sections and topics of the course. Then it is necessary to find out the presence of theoretical sources (lecture notes, textbooks, manuals).

In the study of the material should highlight the main provisions, definitions and concepts, you can outline them. Selection of reference the provisions will give the chance to organize representation for the discipline and, consequently, more productively to prepare for the exam.

## **VII. THE DISCIPLINE LOGISTICS**

For the implementation of the educational process in the discipline "Hotel Sales and Revenue Management" are necessary:

Starting the study of the discipline "Hotel Sales and Revenue Management", the student must:

Familiarize yourself with the program, study the list of recommended literature; the program of the course will need to be returned constantly, as the assimilation of each topic separately, in order to understand whether all the issues are sufficiently studied;

In preparation for classes in the discipline "Hotel Sales and Revenue Management", should be guided by the norms of time to perform tasks. For example, in preparation for the lesson to study the abstract of one lecture, textbooks, as a rule, is given from 2 hours to 3 hours, and to study the primary

sources of text with a summary of 1.5–2 hours, with the preparation of only a plan for about 2 hour.

## VIII. THE ASSESSMENT FUND

### The assessment scale of the competence formation level

Competence code and formulation	Stages of competence formation		Criteria	Indicators
PK-10 Owns the basics of financial, accounting and statistical accounting in the field of hotel service	knows (threshold level)	<p>Explain why hospitality companies need flexible marketing strategies. (p. 43)</p> <p>Key Concepts: Effects of change Fast, flexible responses to emerging challenges</p>	<p>Describe how the concept of segment profitability applies to the marketing of hospitality products and services. (p. 45)</p> <p>Key Concepts: Identifying market segments not currently targeted Revenue and profit analysis by marketing to specific segments</p>	<p>Identify some key motivational factors of travel intermediaries that could help shape a hospitality company’s marketing efforts, and identify tools the company can use to reach the market. (pp. 46–48)</p> <p>Key Concepts: Monetary motivators Non-monetary motivators</p> <p>Tools: Internet, electronic signage, cell phones and PCDs, blogs, social networks, Twitter</p>
	able (advanced level)	<p>Describe vertical, horizontal, backward, and forward integration in the hospitality industry. (p. 40)</p> <p>Key Concepts: Vertical integration Horizontal integration Backward integration Forward integration</p>	<p>List and briefly describe U.S. and international governmental entities that regulate or influence travel. (pp. 37–39)</p> <p>Key Concepts: Interstate Commerce Commission Federal Maritime Commission Department of Transportation; Federal Aviation Administration Department of State Department of Justice Department of Commerce; United States Travel Service</p>	<p>Describe channels of distribution within the hospitality industry. (pp. 31–37)</p> <p>Key Concepts: Travel intermediaries— captive, commercial</p> <p>Commercial: Retail travel agents Travel management companies Tour operators: retailers, wholesalers Packager/retailers Service providers Travel websites Metasearch engines and fare aggregators Incentive travel companies Travel clubs and charter companies</p>



			Department of the Treasury Congress Foreign governments TIA and WTO	Convention movers Online travel agents Electronic travel distribution systems (global distribution system companies) Amadeus, Galileo, Sabre, Worldspan Ground operators Air carriers In Europe and Japan
	owns (high level)	Describe three basic marketing research techniques. (pp. 53–55) Key Concepts: Surveys Questionnaires Focus groups	Discuss five essential marketing intelligence tools. (pp. 55–56) Key Concepts: SWOT analysis Customer satisfaction index Customer perceptions audits Gap analysis Other people’s data PowerPoints: PowerPoint 4: Five Essential Marketing Intelligence Tools	Explain the purpose of marketing research, and describe the types of marketing research. (pp. 51–53) Key Concepts: Purpose Quantitative research Data Numbers Projections Forecasts Qualitative research Consumer attitudes, behaviors, etc. Types of marketing research Market Product or service Consumer Competitive Environmental Trend

### Assessment tools to check the formation of competencies (20 min)

Competence code and formulation	Task
PK-10 Owns the basics of	<b>Writing Telemarketing Scripts/Role-Playing Calls</b>

<p>financial, accounting and statistical accounting in the field of hotel service</p>	<p>Divide the class into groups of three to five members each. Assign each group the task of writing a telemarketing script. Inform the groups that the script will be used to gather information from prospects and pave the way for a follow-up call by a sales executive. The script should contain an opening and closing statement as well as questions that will obtain useful information for a follow-up call. Suggest that the information on prospect and qualifying calls presented on pages 190–192 of the textbook will help the groups prepare effective questions. Distribute copies of Worksheet 1.</p> <p>After the groups complete the activity, have them exchange scripts and critique them according to the following characteristics of effective telemarketing scripts:</p> <ul style="list-style-type: none"> <li>· Short</li> <li>· Specific</li> <li>· Simple</li> <li>· Structured</li> </ul> <p>Allow each group to revise its script according to the feedback received. Ask a representative from each group to use the group’s script as you role-play a prospect. Ask the class to evaluate the telemarketer’s performance according to the following telephone communication skills:</p> <ul style="list-style-type: none"> <li>· Tone of voice</li> <li>· Pitch</li> <li>· Inflection</li> <li>· Understandability</li> <li>· Enthusiasm</li> </ul>
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## Test and examination materials

### Assessment tools for interim certification

#### Test task

**1. Which of the following statements about the hospitality industry and technology is *false*?**

- a. Today’s technology is changing the way hospitality firms do business.
- b. More and more guestrooms are featuring high-tech gadgets and facilities such as fax machines and Internet connections.
- c. The use of “smart cards” is decreasing in the hotel industry.
- d. Today’s technology has had a positive impact on the way hotels manage their sales and marketing efforts.

**2. Which of the following statements about the hospitality industry and globalization is *false*?**

a. It is expected that thousands of hotels will be built in the Asia-Pacific region within the next few years.

b. Foreign hotel chains have established a greater presence in the United States.

c. The first hotels built outside the United States by U.S. hotel chains were usually upscale properties located in capital cities.

d. Globalization has not affected the food service industry very much.

**3. Stacy is a very personable food server who is always friendly with the restaurant's guests. Alex, on the other hand, is merely civil to guests most of the time. This illustrates the \_\_\_\_\_ of hospitality products and services.**

a. intangibility

b. inconsistency

c. perishability

d. incompatibility

**4. Salespeople do not sell guestrooms or banquet rooms; they sell the *use* of these rooms. This refers to the \_\_\_\_\_ of hospitality products and services.**

a. intangibility

b. inconsistency

c. inseparability

d. inaccessibility

**5. In small to medium-size properties, which of the following positions is generally responsible for advertising and public relations activities?**

a. the general manager

b. the sales manager

c. the front office manager

d. the food and beverage director

**6. Peak business periods, off-seasons, and shoulder periods are most relevant to the \_\_\_\_\_ component of the hospitality marketing mix.**

a. product-service

- b. place-distribution
- c. promotion-communication
- d. price-rate

**7. Advertising and direct mail campaigns best fit into which of the following components of the hospitality marketing mix?**

- a. product-service
- b. place-distribution
- c. promotion-communication
- d. price-rate

**8. Mick is responsible for evaluating the brand identity of a chain and recommending ways to increase the value of the brand. For which of the following components of a hospitality marketing mix is Mick responsible?**

- a. product-service mix
- b. place-distribution mix
- c. promotion-communication mix
- d. price-rate mix

**9. Which of the following statements about the relationship between marketing and sales is *true*?**

- a. Sales and marketing have no relationship to each other; they are completely separate activities.
- b. The scope of marketing activities is more long-term than that of sales activities.
- c. Marketing has more direct customer contact than sales.
- d. Sales focuses more on creating the appropriate mix of business than does marketing.

**10. The director of sales produces a report that details the number of room nights sold for each market segment by salesperson. This report is a critical part of which of the following steps in the marketing planning cycle?**

- a. positioning the sales force
- b. evaluating the marketing plan

- c. implementing marketing objectives
- d. validating the percentage-of-sales marketing budget

**11. The principal advantage of zero-based budgeting is that:**

- a. every expenditure is questioned.
- b. every revenue source is questioned.
- c. all revenue-center accounts are “zeroed out” at the end of every month.
- d. no revenue-center account is allowed to reach zero during the fiscal year.

**12. “Increase room nights from the senior-citizen market during June while maintaining an average room rate of \$59.” What is wrong with this marketing objective?**

- a. It is not quantity-specific.
- b. It is not time-specific.
- c. It is not market share-specific.
- d. There is nothing wrong with this marketing objective.

**13. Which of the following statements about determining marketing objectives is *true*?**

- a. Objectives should be stated in general terms to ensure that the entire staff clearly understands them.
- b. All markets with potential sales should be targeted equally by written objectives for each revenue center.
- c. Objectives for each market segment and revenue center should be measurable.
- d. Occupancy and other forecasts should be based on prior years’ performance.

**14. Which of the following tools would managers use to determine the current guest base and assess the decline or growth of business from market segments?**

- a. revenue grid and occupancy chart
- b. market share and fair share calculations
- c. competition analysis and situation analysis

d. REVPAR and positioning analysis

**15. Given the data above, which of the following properties has the highest fair share?**

	Number of Rooms	Availabl e Rooms	Occupa ncy Percentage	Room Nights Sold
Hotel 1	150	54,750	78%	42,705
Hotel 2	200	73,000	70%	51,100
Hotel 3	250	91,250	74%	67,525
Hotel 4	300	109,500	60%	65,700
Total	900	328,500		227,030

a. Hotel 1

b. Hotel 2

c. Hotel 3

d. Hotel 4

**16. Given the data above, which of the following properties has the highest market share?**

	Number of Rooms	Availabl e Rooms	Occupa ncy Percentage	Room Nights Sold
Hotel 1	150	54,750	78%	42,705
Hotel 2	200	73,000	70%	51,100
Hotel 3	250	91,250	74%	67,525
Hotel 4	300	109,500	60%	65,700
Total	900	328,500		227,030

a. Hotel 1

b. Hotel 2

c. Hotel 3

d. Hotel 4

**17. All of the following are ways to determine how a property's performance compares with competitors *except*:**

- a. determining market share.
- b. determining fair share.
- c. comparing RevPAR.
- d. segmenting target markets.

**18. Which of the following steps in the cycle of marketing planning involves property, competition, and marketplace analysis?**

- a. designing action plans
- b. positioning the hotel
- c. conducting a marketing audit
- d. selecting target markets

**19. A marketing plan should be developed for at least a \_\_\_\_\_ period.**

- a. six-month
- b. three-year
- c. ten-year
- d. twenty-year

**20. In which of the following types of personal sales calls does the salesperson typically make a strong sales pitch, overcome a decision-maker's objections, and ask for the sale?**

- a. a cold call
- b. a public relations call
- c. a presentation call
- d. a service call

**21. Group sales at the Kingsward Hotel have steadily fallen over the past several months. One of the first actions Harry takes as the new director of sales is to shore up the current customer base. He has each account manager call on current clients to promote goodwill and to assure them that**

**the hotel wants to meet their future needs. Which of the following best identifies the type of personal sales calls that Harry wants his staff to make?**

- a. cold calls
- b. appointment calls
- c. presentation calls
- d. public relations calls

**22. Sharon, the new director of sales at the Westgate Hotel, assigned each of her three account managers ten personal sales calls a week. The objective was to introduce prospective clients to the products and services of the hotel. Before making the calls, account managers were to gather as much information as possible about their prospects' needs. Which of the following best describes the type of personal sales calls that Sharon wants her staff to make?**

- a. cold calls
- b. presentation calls
- c. public relations calls
- d. service calls

**23. A salesperson would typically use all of the following sources when prospecting for individual and group business in relation to family social functions except:**

- a. retail store managers.
- b. chamber of commerce listings.
- c. church officials.
- d. newspaper stories.

**24. Which of the following types of territorial space is the most appropriate for salespeople to use when beginning a sales presentation to an individual decision-maker?**

- a. public space
- b. social space
- c. personal space



d. intimate space

**25. The nonthreatening area that is the greatest distance from a client is called \_\_\_ space.**

- a. public
- b. personal
- c. intimate
- d. social

**26. Which of the following statements about a presentation sales call is false?**

- a. During a presentation sales call, a “major close” is a question or statement that asks for the sale.
- b. During a presentation sales call, a salesperson should handle all of the client’s objections immediately.
- c. Questions about the specific needs of the client should precede the actual sales presentation.
- d. A follow-up letter is necessary even when a presentation sales call does not result in a sale.

**27. A client who says, “All of our board members are happy with the hotel we currently use” is stating a \_\_\_\_\_ objection.**

- a. price or rate
- b. product or service
- c. lack of interest or urgency
- d. features/benefit

**28. Which of the following places the five steps of a personal sales call in the correct order?**

- a. opening the sales call, the presentation, getting client involvement, overcoming objections, closing and following up
- b. opening the sales call, overcoming objections, getting client involvement, the presentation, closing and following up

c. opening the sales call, getting client involvement, the presentation, overcoming objections, closing and following up

d. opening the sales call, overcoming objections, the presentation, getting client involvement, closing and following up.

**29 A salesperson would likely spend the least amount of time with:**

a. new accounts with high potential.

b. present accounts with medium potential that are providing an acceptable level of business.

c. new accounts with medium potential.

d. present accounts with high potential but lower than expected profitability.

**30. Benita, the reservations manager at the Greentree Hotel, is having a training session with Theresa, a new reservationist. Benita tells Theresa that it's important to have a "verbal smile" when answering the telephone for the hotel. Theresa says she doesn't know how to do that. Which of the following is the best advice Benita can give Theresa for achieving a verbal smile when she speaks on the telephone?**

a. "Be sure to speak clearly."

b. "Simply smile while you speak."

c. "Just be friendly."

d. "You can project a verbal smile by speaking slowly and never interrupting the caller."

**31. Which of the following types of outgoing sales calls is made in order to find out if an individual or company warrants an in-person sales call?**

a. a qualifying call

b. a service call

c. a promotional call

d. a public relations call

**32. The first step in a telephone appointment call is to:**

a. set the appointment.

b. present the sales pitch.

- c. reach the decision-maker.
- d. overcome objections.

**33. Which of the following statements about telephone sales calls is false?**

- a. The “pause close” is very effective in telephone selling.
- b. A good way to build rapport with a client during the opening of a telephone appointment call is to use a third-party endorsement.
- c. Qualifying calls are used to find out if an individual or company warrants an in-person sales call.
- d. If a decision-maker cannot be reached during a telephone appointment call, the salesperson should always leave a message.

**34. “Shall I book your tour group for Friday night or Saturday morning?” is an example of:**

- a. assuming a sale.
- b. a forced-choice question.
- c. closing on a stipulation.
- d. a fact-finding question.

**35. Don is the catering sales manager at the Bluestone Hotel. He has made calls all week to couples who have recently announced their engagements in the local newspaper. He made these calls to tell these couples about the hotel’s new wedding reception package. These calls are classified as \_\_\_\_\_ calls.**

- a. qualifying
- b. service
- c. promotional
- d. public relations

**36. Which of the following types of outgoing sales calls is made just to keep in touch with clients?**

- a. a service call
- b. a qualifying call

- c. a promotional call
- d. an appointment call

**37. Vivian is the manager of the Downhome Restaurant. She got a complimentary letter from a recent customer who tried the restaurant for the first time and liked it. She called the customer to thank him for taking the time to write and to invite him to return to the restaurant soon. This is an example of a \_\_\_\_\_ call.**

- a. promotional
- b. service
- c. prospect
- d. public relations

**38. An inquiry call is an example of a(n) \_\_\_\_\_ call.**

- a. prospect
- b. incoming
- c. public relations
- d. outgoing

**39. For which of the following purposes are telephone sales blitzes used?**

- a. to gather information
- b. to follow up on clients who have recently booked a function at the property
- c. to generate goodwill toward the property among the general public
- d. to maintain existing business relationships

**40. At an executive committee meeting, the food and beverage director noted the low percentage of hotel guests dining at the restaurant during their stay. The general manager suggested that the committee develop a training program for all front-of-the-house employees on how to present the benefits of the hotel's restaurant to guests. What the general manager is suggesting is an example of:**

- a. internal sales.
- b. external sales.

- c. internal marketing.
- d. external marketing.

**41. Salespeople at the Convention Center Hotel can negotiate terms and conditions with clients without constantly seeking approval from the director of sales. This illustrates the concept of:**

- a. upgrading.
- b. internal marketing.
- c. employee empowerment.
- d. external marketing.

**42. Monica, a room attendant at the Glitz Hotel, responded to a guest's request for extra towels and pillows. At the end of her shift, she recorded the guest's request on a form used to update guest profiles. On the next visit to the property, the guest found extra towels and pillows already in the room. This is an example of:**

- a. relationship selling.
- b. internal marketing.
- c. upgrading.
- d. suggestive selling.

**43. Which of the following upgrading techniques would likely be most effective for a salesperson who was attempting to sell high-priced rooms?**

- a. rate-category-alternatives method
- b. bottom-up method
- c. cross-selling method
- d. top-down method

**44. Thad, a bartender at the 5th Street Hotel, makes it a practice of recommending the house specialty drink to guests at the bar waiting for a table in the dining room. He always uses descriptive phrases, such as: "Would you care to try our 'Tropical Delight' while you're waiting? It's a delicious mixture of fruit juices and vodka, served ice cold in a frosted glass with a fruit garnish." Thad is practicing:**

- a. suggestive selling.
- b. internal marketing.
- c. cross-selling.
- d. upgrading.

**45. Tent cards on tables in the hotel restaurant that advertise a sale in one of the hotel's stores is an example of:**

- a. upgrading.
- b. cross-selling.
- c. internal marketing.
- d. relationship selling.

**46. Front desk agents at the Business Center Hotel are trained to tell early-morning check-ins about the one-hour valet service at the property. This is an example of:**

- a. relationship selling.
- b. upgrading.
- c. cross-selling.
- d. cross-training

**47. Which of the following hotel areas has the best opportunity to sell next-morning room service breakfast specials when guests request wake-up calls?**

- a. reservations
- b. front desk
- c. food and beverage
- d. uniformed service

**48. The use of a video magazine in a hotel's lobby to showcase the property's facilities and services is an example of:**

- a. empowerment.
- b. internal merchandising.
- c. targeting guests.
- d. upgrading.

**49. Discount coupons for rooms and two-for-one specials in the restaurant are examples of:**

- a. cross-selling.
- b. upgrading.
- c. special services.
- d. in-house promotions.

**50. Over which of the following types of advertising do sales personnel have the most control in terms of directing it to target markets?**

- a. direct mail advertising
- b. outdoor advertising
- c. display advertising
- d. transit advertising

**51. The Bringum Inn's sales managers miscalculated when they created the Inn's advertising plan. They need to bring in an extra 100 room nights in the next two weeks to meet their budget. In which of the following media should they advertise if they want to develop a new ad and place it quickly?**

- a. television
- b. newspapers
- c. print directories
- d. magazines

**52. Which of the following statements about the differences between magazine and newspaper advertising is true?**

- a. A newspaper has a longer reading life than a magazine.
- b. Magazines do not have the multipage spreads that newspapers do.
- c. Most magazines are national in scope.
- d. Most magazines are designed to appeal to all audiences.

**53. Grace wants all her restaurant's advertisements to have a similar look. About which of the following advertising characteristics is she concerned?**

- a. consistency

- b. reach
- c. frequency
- d. timing

**54. Cooperative advertising:**

- a. is also called “due bill advertising.”
- b. enables advertisers to share costs.
- c. involves the exchange of room nights or meals for advertising space or time.
- d. is for similar businesses only.

**55. Which of the following best describes the role that competitors’ advertising should play in determining a hospitality firm’s advertising budget?**

- a. Competitors’ advertising should play no role in determining a hospitality firm’s advertising budget.
- b. A firm should spend the same amount as its competitors on advertising.
- c. A firm should spend twice what its competitors spend on advertising.
- d. A firm should keep track of competitors’ advertising activity and set its advertising budget to help it receive a fair market share.

**56. “CPM” is an acronym used in the advertising field that stands for:**

- a. cost per million potential customers reached.
- b. cost-potential marketing.
- c. cost per thousand potential customers reached.
- d. cost-profit margin.

**57. A hotel’s public relations efforts are:**

- a. solely the responsibility of the general manager.
- b. not part of a line-level employee’s job.
- c. impossible for an outside public relations company to handle.
- d. none of the above

**58. The gratuitous mention of your company in the media is termed:**

- a. public relations.



- b. publicity.
- c. reciprocal advertising.
- d. sponsorship.

**59. A hotel should schedule a news conference:**

- a. whenever the general manager feels like it.
- b. when it's important that the facts of a situation be presented to all of the media at once.
- c. in the morning, never in the afternoon.
- d. whenever a media report is slanted or contains misleading or incorrect information

**Criteria for students grading on the test  
in the disciplines «Hotel Sales and Revenue Management»**

Points (rating estimation)	Assessment test (standard)	Requirements to formed competences
86-100	«excellent»	Assessment "excellent" is exposed to the student, if he deeply and firmly learned the program material, exhaustively, consistently, clearly and logically presents it, is able to closely link the theory with practice, freely copes with tasks, questions and other types of application of knowledge, and does not complicate with the answer when modifying tasks, uses the material of monographic literature in the answer, correctly justifies the decision, has versatile skills and techniques of performing practical tasks.
85-76	«good»	Assessment "good" is exposed to the student, if he knows the material, competently and essentially sets it, without allowing significant inaccuracies in the answer to the question, correctly applies the theoretical provisions in solving practical issues and problems, has the necessary skills and techniques of their implementation.
75-61	«satisfactory»	Assessment "satisfactorily" is exposed to the student if he has knowledge only of the basic material, but did not learn its details, admits inaccuracies, insufficiently correct formulations, violations of logical sequence in the statement of program material, has difficulties at answers to additional questions.

60-0	«unsatisfactory»	Evaluation of "unsatisfactory" exhibited student who knows the significant parts of the program material, allows substantial errors, uncertain, with great difficulty performs practical work. As a rule, the "unsatisfactory" grade is given to students who cannot continue their education without additional training in the relevant discipline.
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### **Discipline case study**

#### **«Hotel Sales and Revenue Management»**

#### **Class                    Activities**

##### **Individual/Group Work**

The following are some optional assignments you may want to give to your students:

1. Describe how your needs as a consumer change as your purpose of travel changes.
2. Explain what you look for in a hospitality industry product or services and who best meets those needs.
3. Have you developed a brand preference, whether for an airline, hotel/motel company, or food service company? Are you a loyalist?
4. Which hospitality company is doing the best job of meeting your needs? Describe those needs and how they are being fulfilled (or why some of them are not).
5. List your preferred hospitality brands and state how these brands identify with your needs.

#### **Class Activities**

##### **Individual/Group Work**

The following are some optional assignments you may want to give to your students:

1. Define the market segments you fall into as a consumer in the hospitality industry.

2. Identify three destination cities that have emerged over the past 50 years, and state why they are destination cities.
3. Name three sets of city pairs, based on the intercity traffic flow.
4. Describe the demographic characteristics of the zip code area in which you reside.
5. Discuss the benefits you seek and the needs you must have satisfied in a food service facility. Compare them with what your parents seek.
6. Develop a psychographic profile of yourself and one of your parents (using activities, interests, opinions, and so on), and compare the two.

### **Class Activities**

#### **Individual/Group Work**

The following are some optional assignments you may want to give to your students:

1. Describe the purchase of your last trip, including how many channels of distribution you used.
2. Select a major hospitality industry firm, and, through its annual reports and other information, determine all of the vertical, horizontal, backward, and/or forward aspects of the hospitality industry in which the firm is involved.
3. Visit a travel agency or corporate travel department and view its automated travel system, identifying product or service displays and capabilities.
4. Investigate online travel services on your own computer.

### **Class Activities**

#### **Individual/Group Work**

The following are some optional assignments you may want to give to your students.

1. Contact a local hotel marketing and sales department and find out what techniques and tools they use in researching their markets and competition.
2. Make a list of all the major external environmental factors affecting a

hotel or restaurant in your market area. Decide whether any of the factors would suggest a new marketing strategy for the hotel or restaurant.

3. Conduct a focus group session among your classmates on a selected travel product or service.

4. Select a travel product or service you are familiar with and locate it on a Marketing Strategy Grid. State the condition of the market and the competitive position of your product or service. Come up with marketing strategies to improve this position.

## **Class Activities**

### **Individual/Group Work**

The following are some optional assignments you may want to give to your students.

1. Explain how you would organize a sales office to make maximum use of the time of all salespersons. Discuss what the receptionist or administrative assistant could do in his or her spare time to help your sales effort.

2. Develop a script for a telephone sales effort that results in a definite booking.

3. Visit a local hotel or resort sales office. Review the checklists presented in the chapter and determine if the property's sales department is organized.

4. Create a direct mail letter that sells.

5. Visit a local hotel's sales office and review all of the functional aspects that have been automated.

## **Class Activities**

### **Individual/Group Work**

The following are some optional assignments you may want to give to your students.

1. Describe how you would go about recognizing a potential problem

before it becomes real in a hospitality setting.

2. List the points of encounter in a typical hotel.
3. Create a list of personal attributes you would look for while hiring a customer service employee.
4. Think of a problem a customer might have at a hotel and devise a solution that is satisfactory to the customer.

**Assessment criteria:**

– 100-85 points if the answer shows a strong knowledge of the main processes of the subject area, different depth and completeness of the disclosure of the topic; possession of the terminological apparatus; the ability to explain the essence of phenomena, processes, events, to draw conclusions and generalizations, to give reasoned answers, give examples; fluency monological speech, logic and sequence of response; the ability to give examples of modern problems of the study area.

– 85-76 - points-the answer that reveals a strong knowledge of the main processes of the studied subject area, is characterized by the depth and completeness of the disclosure of the topic; possession of the terminological apparatus; the ability to explain the essence of phenomena, processes, events, draw conclusions and generalizations, give reasoned answers, give examples; fluency of monological speech, logic and sequence of the answer. However, one or two inaccuracies in the answer are allowed.

– 75-61 – points - the answer testifying basically to knowledge of processes of the studied subject area differing in insufficient depth and completeness of disclosure of a subject is estimated; knowledge of the basic questions of the theory; poorly formed skills of the analysis of the phenomena, processes, insufficient ability to give the reasoned answers and to give examples; insufficiently free possession of monologic speech, logic and sequence of the answer. There are several mistakes in the content of the answer; inability to give an example of the situation, to communicate with other aspects of the study area.

– 60-50 points-the answer that reveals ignorance of the processes of the studied subject area, characterized by a shallow disclosure of the topic; ignorance of the basic questions of theory, unformed skills of analysis of phenomena, processes; inability to give reasoned answers, poor command of monological speech, lack of logic and consistency. Serious errors in the content of the answer are allowed; ignorance of modern problems of the studied area.

### **Guidelines that define procedures for results assessment of learning**

**Current certification of students.** Current certification of students in the discipline "Hotel Sales and Revenue Management" is carried out in accordance with local regulations FEFU and is mandatory.

Current certification in the discipline "Hotel Sales and Revenue Management" is carried out in the form of control measures (interview, practical work, solution of situational problems) to assess the actual results of students' learning and is carried out by a leading teacher.

The objects of evaluation are:

- academic discipline (activity in the classroom, the timeliness of various types of tasks, attendance of all types of classes in the certified discipline);
- the degree of assimilation of theoretical knowledge (interview);
- the level of mastering practical skills on all types of academic work (implementation of practical work, the decision of situational tasks);
- the results of independent work

**Intermediate certification of students.** Interim certification of students in the discipline "Hotel Sales and Revenue Management" is carried out in accordance with local regulations FEFU and is mandatory.

On discipline "Hotel Sales and Revenue Management" provides an exam in the form of testing.

**Brief description of the procedure for using the evaluation tool.** As a result of attending lectures, laboratory classes, seminars and round tables, the

student consistently masters the materials of the discipline and studies the answers to the questions to the offset presented in the structural element of the FOS IV.1. During the interim certification, the student prepares an individual creative credit task (individual creative credit task is placed in the structural element of the FOS IV.2). The criteria for student assessment in the competition are presented in the structural element of FOS IV.3. Criteria for evaluation of the current certification-control test (laboratory work 1, laboratory work, group creative task) are presented in the structural element of the FOS.

**Criteria for grading a student in the standings  
in the disciplines «Hotel Sales and Revenue Management»**

<b>Points (rating estimation)</b>	<b>Assessment test (standard)</b>	<b>Requirements to formed competences</b>
86-100	«excellent»	Assessment "excellent" is exposed to the student, if he deeply and firmly learned the program material, exhaustively, consistently, clearly and logically presents it, is able to closely link the theory with practice, freely copes with tasks, questions and other types of application of knowledge, and does not complicate with the answer when modifying tasks, uses the material of monographic literature in the answer, correctly justifies the decision, has versatile skills and techniques of performing practical tasks.
85-76	«good»	Assessment "good" is exposed to the student, if he knows the material, competently and essentially sets it, without allowing significant inaccuracies in the answer to the question, correctly applies the theoretical provisions in solving practical issues and problems, has the necessary skills and techniques of their implementation.
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