HRTM 285, Club Management

Winter Session 2021/2022- OYT

December 27, 2020-January 16, 2021

Professor: Jessica Chavis

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(Please include HRTM 285 in subject line of e mail)

Office: Close-Hipp 605

Virtual Office Hours (Via Bb Collaborate: Tuesday 9am-Noon

** You may also schedule an appointment if these times are not conducive with your individual schedule.*

Academic Bulletin Description

Unique problems and issues associated with private club management.

Full Course Description

HRTM Majors- required; HRTM Minor- recommended; 3 credit hours

This course is designed to be a basic introduction to the private club segment of the hospitality industry. Clubs are typically beautiful facilities, where top-of-the-line service is provided to members and their guests (versus customers).

Prerequisites

There are no prerequisites for this course.

Goals and Learning Outcomes

The primary goals of HRTM 285 are – to provide students with a basic knowledge of private club operations, including how and why this industry segment exists. Additionally, students will gain skills necessary to categorize numerous types of clubs and memberships. Lastly, students will evaluate how changes in the economy, demographics, and societal norms impact club operations and its membership and debate how these changes may affect clubs in the future.

The following measurable learning outcomes will be used to determine the degree to which these goals are being met.

By the end of this course, students will be able to:

- Categorize types of clubs and club memberships based on key characteristics of facilities and access, respectively. (HPLO 6)
- Explain the importance of food and beverage operations, along with entertainment and special events, held in clubs; compare/contrast with club's open-to-the-public counterparts (restaurants, catering, etc.) including respective target markets. (HPLO 4)

- Categorize tangible and intangible quality services provided by private clubs and defend how these services become a club's competitive advantage in its marketing to members and prospective members (HPLO 6, 3)
- Compare/contrast different types of club ownership, including legal implications and the role of typical board structures, and its ultimate influence on the club's governance, strategic and financial management. (HPLO 3)
- Explain how the First Amendment to the United States Constitution legally governs and protects the existence of private clubs and their operations and define the nature of private clubs and the customers (members) they serve

Upon completion of the virtual tours, the student will be able to:

- Describe key facilities in private clubs that operate as different functional areas and the resulting impact on facility operations maintenance and management
- Explain how club managers are able to lead effectively and the role of GMs in the strategic planning process. (HPLO 1)

Upon completion of course case studies and guest speaker analysis, the student will be able to:

- Explain management's role in human resources (hiring, training, evaluating) and its importance in high-service hospitality organizations. (HPLO 5)
- Analyze various managerial responses to challenges that can occur in club operations and create action plans to minimize associated risks (HPLO 1)
- Explain the importance of effective club leadership and debate its influence on employees, members, and the financial health of the organization given the high-service environment (HPLO 6, 2)

All learning outcomes in the course are equivalent to the face-to-face (F2F) version of the course

Course Materials

Contemporary Club Management, 3rd ed. (2013). Perdue, J. (Ed.) Lansing, MI: Educational Institute of the American Hotel & Lodging Association. ISBN: 978-0-86612-408-9.

Electronic access to textbook, and more, is gained by joining CMAA Student Chapter ($25/yr)

All course materials comply with copyright/fair use policies.

What's in it for me?

- Many USC-HRTM students have chosen to intern and begin careers within this industry segment; this niche offers many types of exciting workplace opportunities.
- **This is the foundation or first course that counts towards earning USC's Club Management Specialization.**
- USC-HRTM's club management curriculum has been officially endorsed by the Club Managers Association of America (CMAA); which is an international professional

association for club managers. Ours is one of two programs worldwide that has earned CMAA's endorsement.

Course Requirements

Course Format

This is a fully online course. Online classes are not easier than face-to-face lecture classes. To succeed in an online class, you must be extremely motivated and well organized. You will need to purchase the required textbook listed above by the first day of the course. Other course materials are available via Blackboard ("Bb"). Regular Internet access is essential for successful completion of the course.

The typical class structure will consist of learning modules, which include:

- PowerPoint Lectures with Voiceover
- Readings/Case Studies
- Online Discussions
- Exams
- Virtual Guest Speaker Presentations and Virtual Tours

This is an entirely Web-based course. We have no face-to-face class meetings, and you will complete your work asynchronously - which simply means that you will be working on it at different times than your colleagues. You can log into the class to do your work at whatever time is convenient for you as long as you are meeting class deadlines.

It is important to understand that this is not a self-paced class or an independent study. You will have assigned deadlines, and work must be submitted on time. You may not save up your assignments to complete in the last weeks or days of the semester. One critical part of this class is regular interaction with other students and with me, your instructor. Each assignment sequence must be completed on schedule – you can't work ahead or get behind and be successful.

Course Communication

I will be communicating with you regarding grades and assignments. If you need to get in touch with me, the best method is via email. Generally, I will reply to emails within 24 hours and will provide feedback on assignments within 72 hours. You may also post questions pertaining to the course on the Blackboard Discussion Board. These questions will be answered within 24 hours.

If you are having trouble with this course or its material, you should contact me via email to discuss the issues.

Announcements will be posted to this course whenever necessary. If there is any other information I think is important, I will send it to your email address you have in Blackboard. It is your responsibility to ensure that your email account works properly in order to receive email.

Below is how you check your email address in Blackboard:

- Access blackboard.sc.edu
- Click your name on the main Blackboard navigation panel on the left
- Review your email address. By default, Blackboard uses your university-issued email address

Your email address in Blackboard coincides with your preferred university email. If you are unsure of your preferred email, check your account (myaccount.sc.edu). For more information on setting your preferred university email, please see the How To Change Your Primary University Email Address (https://scprod.service-now.com/sp?id=kb_article_view&sysparm_article=KB0011464) Knowledge Base article.

Technology Requirements

The PowerPoint lecture presentations, links to articles, assignments, quizzes, and rubrics are located on the Blackboard site for the course. To participate in learning activities and complete assignments, you will need:

- Access to a working computer that has a ***current operating system*** with updates installed, plus speakers or headphones to hear lecture presentations (transcripts provided);
- Reliable Internet access and a USC email account;
- A current Internet browser that is compatible with Blackboard (Google Chrome is the recommended browser for Blackboard);
- Microsoft Word as your word processing program; and
- Reliable data storage for your work, such as a USB drive or Office365 OneDrive cloud storage.

If your computer does not have Microsoft Word, Office 365 ProPlus package is available to you free of charge and allows you to install Word, Excel, PowerPoint, Outlook, OneNote, Publisher, and Access on up to 5 PCs or Macs and Office apps on other mobile devices including tablets. Office 365 also includes unlimited cloud storage on OneDrive. To download Office 365 ProPlus, log into your student (University) email through a web browser, choose Settings (top right corner), and select software. If you have further questions or need help with the software, please contact the Service Desk (https://www.sc.edu/about/offices_and_divisions/university_technology_services/support/servicedesk.php).

Minimal Technical Skills Needed

Minimal technical skills are needed in this course. All work in this course must be completed and submitted online through Blackboard. Therefore, you must have consistent and reliable access to a computer and the Internet. The minimal technical skills you have include the ability to:

- Organize and save electronic files;
- Use USC email and attached files;
- Check email and Blackboard daily;
- Download and upload documents;

- Locate information with a browser; and
- Use Blackboard.

Technical Support
If you have problems with your computer, technology, IT-related questions, support, including Blackboard, please contact the Division of Information Technology (DoIT) Service Desk at (803) 777-1800 or submit an online request through the Self-Service Portal (https://scprod.service-now.com/sp) or visit the Carolina Tech Zone (https://www.sc.edu/about/offices_and_divisions/university_technology_services/support/ctz.php). The Service Desk is open Monday – Friday from 8:00 AM – 6:00 PM (Eastern Daylight Time). If you are located in the Columbia, SC area, the Thomas Cooper Library at USC has computers for you to use in case you encounter computer issues/problems. If you are not located in the Columbia, SC area, most regional campuses and public libraries have computers for public use.

Course Assignments and Grading

Module Schedule
Students will complete a variety of activities within each module. It is important to follow the module schedule and complete each course requirement according to the course syllabus and calendar. Each module is designed to introduce essential concepts and principles, and to enhance the students' ability to analyze, evaluate, and synthesize information, which will prepare the students for next module.

As such, it is very important that you:

- Carefully read the course syllabus;
- Check your USC email daily; and
- Monitor the announcements on the course Blackboard site.

All PowerPoint lectures, virtual tours, virtual guest speakers, case studies and discussion boards in will all be made available on the first day of class, December 27th. Each module will close on predetermined dates (see course schedule).

Module 1-5 will close on Tuesday, January 4th
Module 6-9 will close on Monday, January 10th
Module 10-14 will close on Sunday, January 16th

Course Requirements

- All coursework (assignments, exams, etc.) is secured in Blackboard with a username and password.
- **All assignments, quizzes and exams are due by 11:59pm (Eastern Standard Time) on the day indicated on the course schedule.**

Course Grading

Syllabus Quiz	5 points
Student Background Discussion Board	15 points
Exam 1	100 points
Exam 2	100 points
Exam 3	100 points
Virtual Tour Quizzes (3 @ 30 points each)	90 points
Guest Speaker Analysis (3 @ 30 points each)	90 points
Case Study Discussion Forum (8 @ 10 points each)	80 points
Total:	580 points

Grading Scale

A: 100-90% (580-520pts) B+: 89-87% (519-502pts) B: 86-80% (501-462pts)
C+: 79-77% (461-443pts) C: 76-70% (442-404pts) D+: 69-67% (403-386pts)
D: 66-60% (385-346pts) F: 59% or lower (345 pts and below)

Assignment Weights	Percent
Syllabus Quiz and Student Background	3%
Discussion Forums	14%
Virtual Tour Quizzes	15.5%
Guest Speaker Analysis	15.5%
Tests	52%
Total	100%

All written assignments are required to be submitted using Microsoft Word. There are no exceptions to this rule. Documents should be proofread to avoid spelling and grammatical mistakes. Additionally, all written assignments will be evaluated based on "quality" and not simply "quantity". In addition, all written assignments should adhere to the following guidelines:

1. Spacing: double;
2. Font: Times New Roman in 12 point (size);
3. Title of assignment followed by student name in next line; this should be typed in the top left corner ***(any more than this will result in a point deduction for trying to take up space)***
4. Documentation for all references and quotations using APA style
5. Accurate spelling and grammar.

Syllabus Quiz (5 points): In order to be equipped to succeed in this course it is imperative that you read the syllabus as well as the course schedule. Each student will be asked to take a five question quiz on Blackboard at the beginning of the semester ensuring their comprehension of the syllabus content.

Syllabus Quiz will require Lockdown Browser.

Student Background Disucssion Board (15 points): Each student will be required to complete the *"Student Background"* assignment. The purpose of this assignment is to have the instructor become familiar with the student and for students to become acquainted with one another. The breakdown of points is as follows:

- 1 points: Name;
- 1 points: Hometown;
- 1 points: Major;
- 1 points: Reason for enrolling in the course;
- 2 points: Desired career after graduation;
- 1 points: Hobbies and interests;
- 4 points: Paragraph describing why you believe "Quality Customer Service is important to your related industry"; and
- 4 points: Paragraph describing your prior "industry experience"; *these points could be related to any customer service on-the-job experiences or Private Club experience* (if none, describe what you wish to learn from understanding more about Club Management)

Discussion Forum Posts (8 @ 10 points each; 80 points total): Students will participate in eight online discussion forums based on relevant material within the associated module. Specific details and complete rubrics for online discussion is located within the associated module in Blackboard. Each online discussion will consist of two parts: (1) your initial post ***(7 points)*** and (2) your one responsive post to another classmate's initial post ***(3 points)***. Students are expected to prepare thought-provoking initial and responsive posts in order to ensure a stimulating student discussion of the related topics. **Unacceptable** responsive posts include statements such as "I agree", "You are right", or "Good Answer". Additionally, students are expected to extend professional courtesy to their classmates when interacting with other students, making comments to others' work, and participating in discussions. Therefore, professional etiquette should be always be taken into consideration.

Each discussion board does have its own due date and will close on that date. As such, it is very important that you carefully read the course calendar, check your USC email daily and monitor the announcements on the course Blackboard site.

- Initial and Responsive posts to other student initial posts should be made by ***11:59pm*** (Eastern Standard Time) on the date listed on the course schedule

You may work ahead and post on any discussion board.

Guest Speaker Analysis (3 @ 30 points each; 90 points total): Students will hear from three separate industry professional discussing specific topics related to the corresponding Learning Module. These professionals will provide insight into the practical implementation of the basic fundamentals that you are learning throughout this course.

Specific details for each assignment are located under the associated Learning Module in Blackboard. Each assignment is worth 30 points, and feedback/grades will be provided within one week from the due date.

- All Guest Speaker Analysis are due by 11:59pm (Eastern Standard Time) on the date listed on the course calendar.

Virtual Tour Quizzes (3 @ 30 points each; 90 points total): Students will complete three virtual tours, which will provide you with an "inside look" into actual clubs. These virtual tours will allow students to explore a club through an interactive platform and learn more about how clubs appeal to specific markets and the associated amenities. Each virtual tour will have narration; you must use the Chrome Browser to best utilize the Virtual Tours.

All Virtual Tour Quizzes will require Lockdown Browser.

Virtual Tour Quizzes are timed and will consist of true/false and multiple choice. Once you access an exam, you will have 25 minutes to complete the 20-question quiz. You may backtrack to change or review answers. You may not close the quiz and revisit it later. Specific details for each quiz are located on Blackboard.

Quizzes will be evaluated by Blackboard. Each quiz is worth 30 points, is secured through Blackboard with your username and password, and is open notes. You should take your quiz on a computer that has a reliable internet connection.

Exams (3 @ 100 points each; 300 points total): Each student is required to complete three online exams. Exams are timed, and will consist of true/false and multiple choice. Once you access an exam, you will have 70 minutes to complete the 65 question test. You may backtrack to change or review answers. You may not close the exam and revisit it at a later time. *Exam #1* covers material from Modules 1-5; *Exam #2* covers material from Modules 6-9; and *Exam #3* covers material from Modules 10-14.

All Exams will require Lockdown Browser.

The PowerPoint presentations do not cover all of the material that is covered in your book. You are responsible for reading each assigned chapter in our textbook and learning that material as well (all of the information covered in your text book is testable material). All articles, videos, guest speakers and case studies are also testable material.

Exams will be evaluated by Blackboard. Each exam is worth 100 points, is secured through Blackboard with your username and password. You should take your exam on a computer that has a reliable internet connection.

Tips for success when taking a quiz or exam online

To complete an exam, follow these steps:

1. Students are encouraged to use a desktop, laptop, or tablet to complete the exams.
2. Select a location where you won't be interrupted
3. Before starting the test, know how much time is available for it, and also that you've allotted sufficient time to complete it
4. Turn off all mobile devices, phones, etc. and don't have them within reach
5. Clear your area of all external materials - books, papers, other computers, or devices
6. Remain at your desk or workstation for the duration of the test
7. LockDown Browser will prevent you from accessing other websites or applications; you will be unable to exit the test until all questions are completed and submitted
8. Locate the link to the appropriate exam within the associated module. Click on the link to launch and complete the exam. When finished, click “Submit”.
9. Check the Blackboard gradebook to verify that your exam score has been posted. If no score has been posted, contact me immediately via email. It is the student’s responsibility to check the Blackboard gradebook to see that an exam score has been posted prior to the due date/time as indicated on the course calendar

Please know that your clock/watch may show a different time than that of the Blackboard system; therefore, you should complete and submit the exam 15-30 minutes prior to the deadline/cut-off time.

- All virtual tour quizzes and exams will open at 8am (Eastern Standard Time) on the date listed on the course calendar.
- All virtual tour quizzes and exams must be completed by 11:59pm (Eastern Standard Time) on the date listed on the course calendar.

****LOCKDOWN BROWSER REQUIREMENT****

This course requires the use of LockDown Browser for virtual tour quizzes and online exams. Watch this video to get a basic understanding of LockDown Browser:

https://www.respondus.com/products/lockdown-browser/student-movie.shtml

Download Instructions

Download and install LockDown Browser from this link:

https://download.respondus.com/lockdown/download.php?id=943743695

Once Installed

- Start LockDown Browser
- Log into Blackboard Learn
- Navigate to the test

Note: You won't be able to access tests with a standard web browser. If this is tried, an error message will indicate that the test requires the use of LockDown Browser. Simply start LockDown Browser and navigate back to the exam to continue.

Getting Help
Several resources are available if you encounter problems with LockDown Browser:

- The Windows and Mac versions of LockDown Browser have a "Help Center" button located on the toolbar. Use the "System & Network Check" to troubleshoot issues.
- If you have problems with your computer, technology, IT-related questions, support, including Blackboard, please contact the Division of Information Technology (DoIT) Service Desk at (803) 777-1800 or visit the Carolina Tech Zone (https://www.sc.edu/about/offices_and_divisions/university_technology_services/support/ctz.php). The Service Desk is open Monday – Friday from 8:00 AM – 6:00 PM (Eastern Daylight Time).
- Respondus has a Knowledge Base available from support.respondus.com. Select the "Knowledge Base" link and then select "Respondus LockDown Browser" as the product.
- If you're still unable to resolve a technical issue with LockDown Browser, go to support.respondus.com and select "Submit a Ticket". Provide detailed information about your problem and what steps you took to resolve it

Academic Success

Successful online learners:

1. Do not procrastinate;
2. Are open to sharing professional experiences online;
3. Enhance online discussions;
4. Have good written communication skills;
5. Use proactive communication;
6. Are self-motivated and self-disciplined;
7. Have a commitment to learning;
8. Have critical thinking and decision-making skills;
9. Believe quality learning can take place in an online environment; and
10. Have good time management skills.

Disability Services
Student Disability Resource Center (http://www.sa.sc.edu/sds/): The Student Disability Resource Center (SDRC) empowers students to manage challenges and limitations imposed by disabilities. Students with disabilities are encouraged to contact me to discuss the logistics of any accommodations needed to fulfill course requirements (within the first week of the semester). In order to receive reasonable accommodations from me, you must be registered with the Student Disability Resource Center (1705 College Street, Close Hipp 203, Columbia, SC 29208, 803-576-8457). Any student with a documented disability should contact the SDRC to make arrangements for appropriate accommodations.

Student Success Center
In partnership with USC faculty, the Student Success Center (SSC) offers a number of programs to assist you in better understanding your course material and to aid you on your path to success. SSC programs are facilitated by professional staff, graduate students, and trained undergraduate peer leaders who have previously excelled in their courses. Resources available to you in this course may include:

- **Peer Tutoring:** You can make a one-on-one appointment with a Peer Tutor (www.sc.edu/success). Drop-in Tutoring and Online Tutoring may also be available for this course. Visit their website for a full schedule of times, locations, and courses.
- **Supplemental Instruction (SI):** SI Leaders are assigned to specific sections of courses and hold three weekly study sessions. Sessions focus on the most difficult content being covered in class. The SI Session schedule is posted through the SSC website each week and will also be communicated in class by the SI Leader.
- **Peer Writing:** Improve your college-level writing skills by bringing writing assignments from any of your classes to a Peer Writing Tutor. Similar to Tutoring, you can visit the website to make an appointment, and to view the full schedule of available drop-in hours and locations.
- **Success Consultations:** In Success Consultations, SSC staff assist you in developing study skills, setting goals, and connecting to a variety of campus resources. Throughout the semester, I may communicate with the SSC via Success Connect, an online referral system, regarding your progress in the course. If contacted by the SSC, please schedule a Success Consultation. Success Connect referrals are not punitive and any information shared by me is confidential and subject to FERPA regulations.

SSC services are offered to all USC undergraduates at no additional cost. You are invited to call the Student Success Hotline at (803) 777-1000, visit the SSC website (www.sc.edu/success), or stop by the SSC in the Thomas Cooper Library on the Mezzanine Level to check schedules and make appointments.

Writing Center
Writing Center (http://artsandsciences.sc.edu/write/university-writing-center)
This course has many of writing assignments. The University Writing Center is an important resource you should use! It's open to help any USC student needing assistance with a writing project at any stage of development. The main Writing Center is in Byrnes 703.

University Library Resources
University Libraries Resources (sc.edu/libraries)

- University Libraries has access to books, articles, subject specific resources, citation help, and more. If you are not sure where to start, please Ask a Librarian! Assistance is available at sc.edu/libraries/ask.

- Remember that if you use anything that is not your own writing or media (quotes from books, articles, interviews, websites, movies – everything) you must cite the source in MLA (or other appropriate and approved) format.

Blackboard and Technology
Blackboard and Technology (https://sc.edu/about/offices_and_divisions/division_of_information_technology/end_user_services/available_technology_resources/)
As a student in this course, you have access to support from the Division of Information Technology (DoIT) for Blackboard and computer issues. The service desk can be reached at 803-777-1800.

Counseling Services
Counseling Services (https://sc.edu/about/offices_and_divisions/student_health_services/medical-services/counseling-and-psychiatry/index.php): The University offers counseling and crisis services as well as outreach services, self-help, and frequently asked questions.

Course Policies and Procedures

Attendance Policy
Success in this course is dependent on your active participation throughout the course. You are expected to log into Blackboard several times a week and complete course assignments. Even if your work is completed, you still need to login to ensure that you have seen all announcements, etc. It is your responsibility to checking updates related to the course.

Academic Integrity
You are expected to practice the highest possible standards of academic integrity. Any deviation from this expectation will result in a minimum academic penalty of your failing the assignment, and will result in additional disciplinary measures. This includes improper citation of sources, using another student's work, and any other form of academic misrepresentation.

The first tenet of the Carolinian Creed is, "I will practice personal and academic integrity."

Below are some websites for you to visit to learn more about University policies:

Carolinian Creed (http://www.sa.sc.edu/creed)
Academic Responsibility (http://www.sc.edu/policies/staf625.pdf)
Office of Student Conduct and Academic Integrity (https://www.sa.sc.edu/academicintegrity/)
Information Security Policy and Standards (https://sc.edu/about/offices_and_divisions/division_of_information_technology/security/policy/universitypolicy/)

Plagiarism
Using the words or ideas of another as if they were one's own is a serious form of academic dishonesty. If another person's complete sentence, syntax, key words, or the specific or unique ideas and information are used, one must give that person credit through proper citation.

Class Conduct/Netiquette
Professionalism will be expected at all times, but most especially with your interactions online. Because the university classroom is a place designed for the free exchange of ideas, we must show respect for one another in all circumstances. We will show respect for one another by exhibiting patience and courtesy in our exchanges. Appropriate language and restraint from verbal attacks upon those whose perspectives differ from your own is a minimum requirement. Courtesy and kindness is the norm for those who participate in my class.

Our discussion board is a way for you to share your ideas and learning with your colleagues in this class. We do this as colleagues in learning, and the Discussion Board is meant to be a safe and respectful environment for us to conduct these discussions.

Some Netiquette Rules:

- Treat one another with respect. It will be expected that we will not attack one another personally for holding different opinions.
- Do not use all CAPITAL LETTERS in emails or discussion board postings. This is considered "shouting" and is seen as impolite or aggressive.
- Begin emails with a proper salutation (Examples: Dr. Name; Ms. Name; Hello Professor Name; Good afternoon Mr. Name). Starting an email without a salutation or a simple "Hey" is not appropriate.
- When sending an email, please include a detailed subject line. Additionally, make sure you reference the course number (Ex. HRTM 285) in the message and sign the mail with your name.
- Use proper grammar, spelling, punctuation, and capitalization. Text messaging language is not acceptable.
- Use good taste when communicating. Profanity should be avoided.
- Re-Read, think, and edit your message before you click "Send/Submit/Post."

Please remember when posting to be respectful and courteous to your colleagues, and limit your posts to discussions of this course and its assignments.

Late Work/Make-up Policy
No late work will be accepted unless there are extreme extenuating circumstances (e.g. you are hospitalized). Failure to have access to a computer will NOT be considered an extreme extenuating circumstance. If you will be traveling or have an already scheduled appointment, it is up to YOU to work ahead so that you can submit your work by the due date on the course calendar.

Please plan accordingly, and complete these assignments in advance of their deadlines to ensure any unanticipated circumstances do not result in a missed assignment. User error and poor planning does not qualify you for any kind of makeup or retake opportunity.

If you are concerned about missing a deadline, you may want to do any of the following:

- Post your assignment the day before the deadline; or
- Begin quizzes and exams as soon as they are made available online.

BE CAREFUL: The clock on your computer may be different than the clock in Blackboard. If the clock is different by one second, you will be locked out of the assignment, quiz, or exam. Plan accordingly. I recommend that you submit your assignments, quizzes, and exams well before the 11:59 pm (Eastern Standard Time) deadline.

Incomplete Grades
Incompletes will be granted only in accordance with university policy.

Instructional Methods
The course will be taught using multiple instructional methods. These methods will include lecture videos, YouTube videos and PowerPoint presentations with an associated critical discussion.

Diversity and Inclusion
The university is committed to a campus environment that is inclusive, safe, and respectful for all persons, and one that fully embraces the Carolinian Creed. To that end, all course activities will be conducted in an atmosphere of friendly participation and interaction among colleagues, recognizing and appreciating the unique experiences, background, and point of view each student brings. You are expected at all times to apply the highest academic standards to this course and to treat others with dignity and respect.

Accessibility, Disability, and Triggers
I am committed to ensuring course accessibility for all students. If you have a documented disability and expect reasonable accommodation to complete course requirements, *please notify me at least one week before accommodation is needed*. Please also provide SDRC (https:/sc.edu/about/offices_and_divisions/student_disability_resource_center/) documentation to me before requesting accommodation. Likewise, if you are aware of cognitive or emotional triggers that could disrupt your intellectual or mental health, please let me know so that I can be aware in terms of course content.

Student Well-Being
Any student who has difficulty affording groceries or accessing sufficient food to eat every day, or who lacks a safe and stable place to live and believes this may affect their performance in the course, is urged to contact the Division of Student Affairs and

Academic Support. If you are comfortable doing so, please notify me as the professor so that we can find resources that may be helpful.

Students may experience situations or challenges that can interfere with learning and interpersonal functioning including stress, anxiety, depression, substance use, concern for a family/friend, or feelings of hopelessness. Pay attention to what is happening in the classroom and in the lives of your fellow students. There are numerous campus resources available to students including University Counseling and Psychiatry Services and University Student health Services. Help is available 24/7. Students who need immediate help should call (803-777-5223). An outside resource is the National Suicide Prevention Lifeline (800-273-8255).

Title IX and Gendered Pronouns
This course affirms equality and respect for all gendered identities and expressions. Please don't hesitate to correct me regarding your preferred gender pronoun and/or name if different from what is indicated on the official class roster. Likewise, I am committed to nurturing an environment free from discrimination and harassment. Consistent with Title IX policy, please be aware that I as a responsible employee am obligated to report information that you provide to me about a situation involving sexual harassment or assault.

Expectations of the Instructor
I am expected to facilitate learning, answer questions appropriately, be fair and objective in grading, provide timely and useful feedback on assignments and treat you as I would like to be treated.

Copyright/Fair Use Statement
I will cite and/or reference any materials that I use in this course that I do not create. You, as students, are expected to not distribute any of these materials, resources, quizzes, tests, homework assignments, etc. (whether graded or ungraded).

Disclaimer
The instructor reserves the right to make changes in the course syllabus, course calendar, lecture topics, and test dates with appropriate prior notification to students.

Course Schedule

Module & Topic	Assignments to Read & View	Assignments to be Completed	Due Dates (Assignments are due by 11:59pm)
Start Here Module Course Introduction	Read the syllabus		
		Syllabus Quiz	Tues, 12/28
	Review Student Background Discussion Board	Student Background Discussion Board	Tues, 12/28
Module #1 Overview and History of Club Operations	Read Ch. 1: "Overview of Club Operations" (pg. 3-41)		
	View PowerPoint Lecture #1		
	Read and review emails/announcements		
Module #2 Managing Club and Charlotte City Club	View Virtual Guest Speaker Video: Young Manager Panel		
		Complete Guest Speaker Analysis #1	Wed, 12/29
	Virtual Tour #1- Visit Charlotte City Club; Charlotte, NC		
		Complete Virtual Tour Quiz #1	Thurs, 12/30
	Read and review emails/announcements		
Module #3 General Manager and the Board of Directors	Read Ch. 2: "The Board of Directors and the GM/COO" (pg. 43-78)		
	View PowerPoint Lecture #2		
	Read Case Study #1: "Too Many Managers"		
		Discussion Forum Initial Post #1	Fri, 12/31
		Discussion Forum Responsive Post #1	Fri, 12/31
	Watch the "Jessica's Take" video on case study (opens the day after the discussion board closes)		
	Read and review emails/announcements		
Module #4 Leadership	Read Ch. 3: "Leading Clubs Effectively" (pg. 81-136)		
	View PowerPoint Lecture #3		
	Read Case Study #2- "I Never Wanted to be a Supervisor Anyway"		
		Discussion Forum Initial Post #2	Sun, 1/2
		Discussion Forum Responsive Post #2	Sun, 1/2
	Watch the "Jessica's Take" video on case study (opens the day after the discussion board closes)		
	Read and review emails/announcements		

Module & Topic	Assignments to Read & View	Assignments to be Completed	Due Dates (Assignments are due by 11:59pm)
Module #5 Quality Service	View PowerPoint Lecture #4		
	Discussion Forum #3 Content: Watch “Johnny the Bagger” and “BJ the Ferry Operator” Videos		
		Discussion Forum Initial Post #3	Mon, 1/3
		Discussion Forum Responsive Post #3	Mon, 1/3
	Watch the "Jessica's Take" video on case study (opens the day after the discussion board closes)		
	Exam #1 Opens Tuesday, 1/4 at 8am (EST)	Exam #1	Tues, 1/4
	Read and review emails/announcements		
Module #6 Financial Management and Strategic Planning	Read excerpt of Ch. 11: “Club Financial Management” (pg. 469-473)& (476-480)		
	View PowerPoint Lecture #5A		
	Read Ch. 4: Strategic Planning and Management (pg. 139-188)		
	View PowerPoint Lecture #5B		
	Virtual Tour #2 Carmel Country Club- Strategic Planning and Funding (3 videos), Charlotte, NC		
		Complete Virtual Tour Quiz #2	Thurs, 1/6
	Read and review emails/announcements		
Module #7 Club and Membership Marketing	Read Ch. 7: “Membership Marketing” (pg. 269-308)		
	Read excerpt of Ch. 6: “Club Marketing” (pg. 229-239)		
	View PowerPoint Lecture #6		
	View Virtual Guest Speaker Video: Eric Bischofberger, CCM, Assistant GM at Colleton River Club		
		Complete Guest Speaker Analysis #2	Fri, 1/7
	Read and review emails/announcements		

Module & Topic	Assignments to Read & View	Assignments to be Completed	Due Dates (Assignments are due by 11:59pm)
Module #8 Food and Beverage Operations and Catering	Read Ch. 10: “Club Food and Beverage Operations” (pp. 391-445)		
	Read and Study F&B Jargon (Terms)		
	View PowerPoint Lecture #7		
	Read Case Study #4- “Banquet Gone Bad”		
		Discussion Forum Initial Post #4	Sat, 1/8
		Discussion Forum Responsive Post #4	Sat, 1/8
	Watch the "Jessica's Take" video on case study (opens the day after the discussion board closes)		
	Read and review emails/announcements		
Module #9 Golf Operations and Golf Course Maintenance	Read Ch. 15: “Golf Operations in Clubs” (pg. 583-621)		
	View PowerPoint Lecture #8		
	Read Case Study #5- “Complancency is Par for the Course”		
		Discussion Forum Initial Post #5	Sun, 1/9
		Discussion Forum Responsive Post #5	Sun, 1/9
	Watch the "Jessica's Take" video on case study (opens the day after the discussion board closes)		
	Exam #2 Opens Monday, 1/10 at 8am (EST)	Exam #2	Mon, 1/10
	Read and review emails/announcements		
Module #10 Tennis, Fitness and Spa/Aquatics	Read recent and relevant articles within this module on Bb to learn of new amenities offered		
	Virtual Tour #1- Visit Cherokee Town and Country Club, Atlanta, GA		
		Complete Virtual Tour Quiz #3	Tues, 1/11
	Read and review emails/announcements		

Module & Topic	Assignments to Read & View	Assignments to be Completed	Due Dates (Assignments are due by 11:59pm)
Module #11 Managing Human Resources in Clubs (Employment Law)	Read excerpt of Ch. 8: “Managing Human Resources in Clubs” (pg. 311-319)		
	View PowerPoint #9		
	Read Case Study #6- “What Would You Do?”		
		Discussion Forum Initial Post #6	Wed, 1/12
		Discussion Forum Responsive Post #6	Wed, 1/12
	Watch the "Jessica's Take" video on case study (opens the day after the discussion board closes)		
	Read and review emails/announcements		
Module #12 Recruitment, Hiring and Orientation in Clubs	Finish reading Ch. 8: “Managing Human Resources in Clubs” (pp. 319-352)		
	View PowerPoint #10		
	Read Case Study #7- “Misdirection and Disorientation		
		Discussion Forum Initial Post #7	Thurs, 1/13
		Discussion Forum Responsive Post #7	Thurs, 1/13
	Watch the "Jessica's Take" video on case study (opens the day after the discussion board closes)		
	Read and review emails/announcements		
Module #13 Training and Professional Development	Read Ch. 9: “Training and Professional Development in Clubs” (pg. 355-387)		
	View PowerPoint #11		
	View Virtual Guest Speaker Video: Mandy Long, Director of Operational Excellence at the Club at Ibis, Palm Springs, FL		
		Complete Guest Speaker Analysis #3	Fri, 1/14
	Read and review emails/announcements		

Module & Topic	Assignments to Read & View	Assignments to be Completed	Due Dates (Assignments are due by 11:59pm)
Module #14 Crisis and Risk Management	View PowerPoint Lecture #12		
	Read “Turning Crisis into Opportunity: A Failsafe Roadmap for Clubs”		
	Read Case Study #8- “At Least it Killed the Geese”		
		Discussion Forum Initial Post #8	Sat, 1/15
		Discussion Forum Responsive Post #8	Sat, 1/15
	Watch the "Jessica's Take" video on case study (opens the day after the discussion board closes)		
	Read and review emails/announcements		
	Exam #3 Opens Sunday, 1/16 at 8am (EST)	Exam #3	Sun, 1/16
	Read and review emails/announcements		