

SCHOLAR SUBMISSION  
“ENTERPRISE LEARNING”  
AN INTERACTIVE TEACHING AND LEARNING MODEL  
THAT COMBINES  
CLASSROOM THEORY, CASE STUDY ANALYSIS, AND INDUSTRY  
ENVIRONMENT REALITY  
FOR STUDENTS OF HOTEL OPERATIONS

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ABSTRACT

The above model has been applied initially to the Hotel Operations class in the School of Hospitality and Service Management. Students spend time in the classroom learning the theory and procedure of running a 300 room full-service hotel. In preparation for their first visit to the RIT Inn they follow the Harvard Business Review format for analyzing case studies. On four separate occasions class is held at the RIT Inn where students interface with the managers and employees. Students join teams and each team engages in analyzing case studies developed by the instructor and Inn Management which mirror situations that the managers have recently been challenged with. Students present their solutions, and the managers tell what their solutions were in reality. The students are able to compare their results with actual results. The interchange of classroom, case study, and workplace is intended to yield greater learning outcomes for students that will enhance their professional management thinking and enrich their academic experience.

OBJECTIVES

The objectives of the Interactive Learning Model are to better prepare students in everyday problem solving situations that are common to the hospitality industry. Students will learn the terminology of the hotel business, the complicity of case study analysis, and have the advantage of workplace reality. The three components will contribute to integrated learning. Students will learn the issues that impact the hotel industry, and they will find effective solutions through their integrated learning experience. Students will be able to validate and test theory. Students will have the opportunity of inquiry and discovery through the interface of the instructor, managers, employees, and teammates. Students most importantly will transcend from thinking like employees to thinking like managers. Students having successfully completed the class will be more prepared to negotiate a supervisory or management position for their future co-ops and first positions upon graduation.

## PURPOSE

## KEY WORDS

INTERACTIVE TEACHING-LEARNING MODEL

CASE STUDY ANALYSIS

CLASSROOM AT THE RIT INN

INQUIRY AND DISCOVERY

THINKING LIKE MANAGERS

LEARNING OUTCOMES

HARVARD BUSINESS REVIEW CASE STUDY FORMAT

LEADERSHIP ROLES ENHANCED

HOTEL OPERATIONS

EXPERIENTIAL LEARNING MODEL

CASE STUDY LEARNING MODEL

STUDENT-MANAGEMENT INTERFACE

ASSESSMENT OF OUTCOMES

## METHOD

1. Classes 1-3 During the 1<sup>st</sup> three classes students are introduced to the hotel industry. Topics such as the overview of the industry, statistics that demonstrate scope of the industry, standard operating procedures, types of ownership, external organization, internal organization, and hotel policy formulation are discussed. Also introduction of the Harvard Business Case Study format is introduced, and a case study in Human Resources is assigned for analysis and discussion.

2. Class 4      First visit to the RIT Inn  
Students prepare for the visit by formulating questions for the Inn Managers who they will be meeting. The questions are typed and faxed to the Inn General Manager. The first visit is in a classroom meeting set up with the managers on a panel. The managers include the hotel's executive committee; general manager, director of operations, chief engineer, sales and marketing director, food and beverage director, director of marketing and sales, and the human resource director. The panel welcomes the students, remarks from the G.M., Student introductions, notations of place of origin and experience, the Panel introduces themselves, and gives the sequence of their career progression. The students' questions are answered, and students are invited to ask additional questions.  
Following the opening panel, students are divided into 2 groups and given a complete tour of the physical plant. Students are requested to do a critique and assessment of their experience for the following class.
3. Classes 5-7      During the next three classes lectures are centered around the Rooms Division of the hotel. The hotel policies, procedures, strategies, and management responsibilities that involve the front desk, reservations department, rate management strategies, housekeeping , laundry, inventory control, interdepartmental relations, crisis management, and the legal responsibilities that hotels are subject to are the topics of discussion. Students prepare for their next visit to the Inn where the case studies they work on will include elements of the above topics.
4. Visit 2      Second Visit to the Inn – Main topic will be Rooms operations of the hotel. The Inn Director of Operations and staff will develop cases that are current in the hotels recent events. Provide 5 or 6 different cases. The Students will join their teams, and proceed to analyse and report their findings. Management will at the conclusion of each case state how they handled each situation. General discussion will
5. Classes 9-11      The next three classes held on campus will revolve around The Food and Beverage Department, the Catering Department, Room Service, Kitchen, Purchasing, and Cost Control. Students will also do short simulations that involve situations common in hotel operations.

These situations are developed from their collective experience, their class work, work experience, the experience at the Inn, cases studied, and research with a local hotel. At the end of each class from this point on each student group will present and enact their own simulation for the benefit of the rest of the class. An example would be the procedure for handling an unexpected fire alarm in the hotel.

6. Class 12 Third Visit to the Inn - this visit will involve management developed cases that center around the Food and Beverage Department, Customer service, Cost control, purchasing, human resource issues, and event management.
7. Class 13, 14, 15 the next three classes will cover the Support Departments, ie Sales and Marketing, Maintenance and Engineering, and Finance and Accounting. Also the concept of Yield Management. The simulation exercises by teams will continue to be presented.
8. Class 16 4<sup>th</sup> and final visit to the Inn \_ the Inn Management will develop more involved cases that entail, legal issues, construction issues, corporate politics, and handling major change. Students will analyze and present. Management will advise and discussed. Students will access the experience.
9. Classes 17, 18, 19, 20 All subsequent classes at campus. A field trip to another area hotel will take place for comparison. Hotel Law, Life Safety, Franchise Issues, and Public Relations will be the topic. Review for final examination.