

SIERRA NEVADA COLLEGE COURSE SYLLABUS

SKI BUSINESS & RESORT MANAGEMENT

FALL SEMESTER, 2015

SBRM 325: RESORT PROFIT CENTER MANAGEMENT, CRN# 80164

ASSISTANT PROFESSOR: TIM COHEE, PROGRAM CHAIR, SBRM

CLASSROOM: TCES 106

CLASS TIME: THURSDAY, 8:30-11:15AM

OFFICE: TCES 220

OFFICE HOURS: WEDNESDAY/THURSDAY, 12-3:30PM, BY APPOINTMENT

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COURSE DESCRIPTION:

Where does all the revenue go? What's more profitable for the resorts, selling season passes or daily lift tickets? What is the most profitable center? What is the most challenging to operate? Which profit center has the highest risk, the most turn over, the most theft? Should you be in the lodging business? What are the most profitable elements to the ski & ride school? Which profit center might lead to a role as General Manager? What are the two most important things to know about retail? Should I own full service restaurants? Get the answers to these questions and many more in Resort Profit Center Management.

STUDENT OUTCOME:

Upon completion of SBRM 325, students will have a thorough understanding of all elements of the six major resort profit centers: season passes and lift tickets, rentals/demos/repair, ski & ride school, lodging, retail, food & beverage. Students will have a working knowledge of organizational charts, budgets, margins, staffing, risk and more.

PROFESSOR BACKGROUND:

Tim Cohee has been Program Chair of Ski Business & Resort Management at Sierra Nevada College for the past decade, and began teaching SBRM courses in 2001. He began his mountain resort industry career in 1974, moving into management in 1979. The 2015/16 season will mark his 42<sup>nd</sup> in this exciting industry, highlighted by 37 consecutive years in senior management, 17 years as President of Kirkwood Mountain Resort, and for the past five years Managing Partner, CEO & General Manager of China Peak Mountain Resort in Lakeshore, California. He has served on over two dozen industry related boards and committees, and is currently a member of the

Board of Directors for the National Ski Areas Association, as well as a member of the Executive Committee for the California Ski Industry Association. He is a guest lecturer at Cal Poly, San Luis Obispo, and is a mentor with the Fresno State University Department of Entrepreneurship. He is widely recognized as a leader in the mountain resort industry nationwide.

#### COURSE TEXTBOOK:

There are no textbooks in the SBRM curriculum, however the professor will provide a series of handouts, articles and websites to add to the in class curriculum. In addition, a cornerstone of the SBRM is the Vail Speaker Forum, featuring over two dozen leaders from the Vail/Tahoe resorts who share their experience and expertise throughout the semester in all SBRM courses. Other top managers from Tahoe resorts will also offer their wisdom, including Diamond Peak, Sugar Bowl, Homewood, Boreal and Sierra-at-Tahoe.

#### COURSE GRADES:

There will be a mid-term, final, class attendance, participation and weekly assignments to determine the overall grade.

#### GRADING POLICY:

MID TERM:	25%
FINAL:	40%
ASSIGNMENTS:	15%
ATTENDANCE:	10%
PARTICIPATION:	10%

## CLASS SCHEDULE (SUBJECT TO CHANGE):

AUGUST 20:	Over view of profit center management
AUGUST 27:	Organizational structure, departments
SEPTEMBER 3:	Six profit centers
SEPTEMBER 10:	Ski & Ride Schools, Don Yuhas, GM, Northstar Adult Ski & Ride School
SEPTEMBER 17:	Retail, Kelly Finnan, Retail Manager, Northstar
SEPTEMBER 24:	Food & Beverage, Steve Turner, F&B Director, Heavenly
OCTOBER 1:	Commercial core, Amy Kylberg, Commercial Leasing, Northstar
OCTOBER 8:	Mid Term Exam
OCTOBER 15:	Exam Review
OCTOBER 22:	Lodging, Connie Blair, Lodging Director, Northstar
OCTOBER 29:	Budgets & margins
NOVEMBER 5:	Increasing profit center revenues
NOVEMBER 12:	Operating challenges
NOVEMBER 19:	Staffing
NOVEMBER 26:	Thanksgiving break, no classes
DECEMBER 3:	Semester review
DECEMBER 9:	Final, 6:30-9:30PM

## Sanctions for Cheating and/or Plagiarism

## The Honor Code

The faculty of SNC believes students must be held to high standards of integrity in all aspects of college life in order to promote the educational mission of the College and to encourage respect for the rights of others. Each student brings to the SNC community unique skills, talents, values and experiences which, when expressed within the community, contribute to the quality of the educational environment and the growth and development of the individual. Students share with members of the faculty, administration and staff the responsibility for creating and maintaining an environment conducive to learning and personal development, where actions are guided by mutual respect, integrity, responsibility and trust. The faculty and students alike must make diligent efforts to ensure high standards are upheld by their colleagues and peers as well as themselves. Therefore faculty and students accept responsibility for maintaining these standards at Sierra Nevada College and are obligated to comply with its regulations and procedures, which they are expected to read and understand.

## **Consequences of Violating the Student Honor Code**

SNC students and faculty share the responsibility for maintaining an environment of academic honesty. Thus, all are responsible for knowing and abiding by the SNC Faculty/Student Honor Code published in the current SNC Catalog. Faculty are responsible for presenting the Honor Code and the consequences of violating it to students at the start of their classes AND for reporting all incidences of academic dishonesty to the Provost. Students are responsible for knowing what constitutes CHEATING, PLAGIARISM and FABRICATION and for refraining from these and other forms of academic dishonesty. Violations of the Honor Code become part of a student's academic record.

1<sup>st</sup> Offense: Student receives a zero for assignment/exam and counseling with faculty on the honor code, consequences for violating the honor code, and the value of academic honesty in learning.

2<sup>nd</sup> Offense: Student fails course and receives counseling with faculty on the honor code, consequences for violating the honor code, and the value of academic honesty in learning.

3<sup>rd</sup> Offense: Student is expelled.

## **Grading Policy**

Describe how you determine a student's grade in this class.

## **ADA Accommodations**

In accordance with the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973, students with a documented disability are eligible for support services and accommodations. If a student wishes to request an accommodation, please contact the Director of Academic Support Services, Henry Conover, at (775) 831-1314 x7534, [hconover@sierranevada.edu](mailto:hconover@sierranevada.edu), office in Prim Library: PL-304.

## **The SNC Email System**

The SNC email system is the official communication vehicle among students, faculty members and administrative staff and is designed to protect the confidentiality of student information as required by the Family Educational Rights and Privacy Act of 1974 Act (FERPA). Students should check their college email accounts daily during the school year.

Students have a right to forward their SNC e-mail to another e-mail account (for example, @hotmail or @gmail). However, confidentiality of student information protected by FERPA cannot be guaranteed for SNC e-mail forwarded to an outside vendor. Having email redirected does not absolve a student from the responsibilities associated with official communication sent to his or her SNC email account.

**The Sierra Nevada College Mission Statement:**

Sierra Nevada College graduates will be educated to be scholars of and contributors to a sustainable world. Sierra Nevada College combines the liberal arts and professional preparedness through an interdisciplinary curriculum that emphasizes entrepreneurial thinking and environmental, social, economic and educational sustainability.

**The Core Themes:**

Liberal Arts	Professional Preparedness
Entrepreneurial	Thinking Sustainability