

SIERRA NEVADA COLLEGE
COURSE SYLLABUS
SKI BUSINESS & RESORT MANAGEMENT
SBRM 325: RESORT PROFIT CENTER MANAGEMENT
CRN: 80141 (3 credits)
PREREQUISITES: ACCT 204, MKTG 201, SBRM 315
FALL SEMESTER 2014
THURSDAY 8:30-11:15AM PL 320

PROFESSOR (ASSOCIATE): TIM COHEE, PROGRAM DIRECTOR, SBRM
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OFFICE: TCES 220
OFFICE HOURS: WEDNESDAY 12-3:30PM; THURSDAY 12-3:30PM; BY APPOINTMENT

COURSE DESCRIPTION:

Profit Center Management is the in-depth look into the various resort departments that generate the vast majority of revenues, including lift tickets, season passes, lodging, food & beverage, ski & board schools, rentals, repair & demo centers and retail shops. Discussion will consider pricing strategies, staffing, management, design, budgeting, marketing, margins and more. As with all SBRM courses students can expect to hear from several top managers from Vail Resorts in all profit centers at Northstar, Heavenly or Kirkwood.

PROFESSOR BACKGROUND:

Tim Cohee is an Associate Professor and Program Director of Ski Business & Resort Management at SNC. A 35 year mountain resort industry veteran, he owns and operates China Peak Mountain Resort in Lakeshore, California; prior to this acquisition in 2010 he was President, GM & COO of Kirkwood Mountain Resort for 17 years. From 1979-1993 Cohee was recognized as one of the top industry marketers in the nation, serving in a senior marketing capacity at Snow Summit, Heavenly, Bear Mountain and Sunday River. He has sat on over two dozen boards related to the ski and tourism industry.

Cohee was an adjunct faculty member at SNC from 2002-2008, and since that time has been Program Chair of SBRM, teaching all courses and counseling over 60 SBRM students. Cohee currently serves on the Executive Committee of the Board of Directors for the California Ski Industry Association, and is a member of the National Ski Areas Association Board of Directors.

He sits is on the Advisory Board for Tourism & Recreation at Cal Poly, San Luis Obispo, and is a mentor for the Entrepreneurship Program at California State University, Fresno.

STUDENT OUTCOME:

At the conclusion of SBRM 325 students will have a thorough understanding of the inner workings of all resort profit centers that are integral to the overall revenue generation plan. They will understand the highest margin operations, most difficult to staff and manage, the best layouts for customer service, building capacities and more.

COURSE MODULE:

The following subjects will be covered in this course:

- How revenue is generated
- Ski & Board Schools: adult, children, special programs
- Rental, repair & demo centers
- Lodging: property management, condominiums, hotels, HOAs
- Food & Beverage: cafeterias, restaurants, bars
- Retail: full service shops, specialty stores
- Lift Tickets & Season Passes: pricing strategies, product types

GRADING:

Consistent with all SNC SBRM courses (6), there are no textbooks, hence attendance becomes a critical factor in both the learning experience and grading. There will be a series of quizzes, projects, mid term and a final exam to determine the final grade:

Attendance:	10%
Class Assignments:	20%
Mid Term:	30%
Final:	40%

FINAL DATE & ATTENDANCE: WEDNESDAY, DECEMBER 10, 8-11AM

There have been a number of SNC students who make arrangements to travel home or elsewhere prior to the final date and time. Be advised this is not tolerated by SNC, and any

student who is unable to attend the final due to travel or any other reason without prior approval from the Chair of the Business Department will receive an automatic 'F'.

ATTENDANCE:

As stated above, attendance is critical in all SBRM courses, for two reasons. First, 100% of the learning comes from class time. Second, given this SBRM course meet only once per week, each class is 2-3 times more critical than courses held 2-3 times per week. Therefore, a reasonably strict attendance policy is in place for all SBRM courses. Each student is allowed one absence for any reason. For each absence thereafter the final grade will be reduced by .5. The only exception to this policy is lengthy, serious illness or injury. The historical excuses – picking up family or friends at the airport, car trouble – will not hold up.

CLASS PARTICIPATION:

Given the nature of the SBRM curriculum, subject matter and the instructor's 35+ years of experience, plus that of the guest speakers, becoming an active learner is not only encouraged but is critical to the overall experience. In addition, participation in class allows the instructor to get to know students beyond a simple lecture environment, an important element to his ability to provide accurate recommendations for employment beyond graduation.

MISSION STATEMENT:

SNC graduates will be educated to be scholars of and contributors to a sustainable world. SNC combines the **liberal arts** and **professional preparedness** through an interdisciplinary curriculum that emphasizes **entrepreneurial thinking** and environmental, social, economic and educational **sustainability**. SNC's four core themes are in **bold** text.

SPECIAL ACCOMMODATIONS:

In accordance with the American 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

Coordinator of Academic Support Services, Henry Conover, at (775) 831-1314, x 7534, hconover@sierranevada.edu, or go to the OASIS office on the 3rd floor of the Prim Library during the first week of the semester.

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 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 SNC 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 is responsible for presenting the Honor Code and the consequences of violating it to students at the start of their classes and for reporting all incidents 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.

1st 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.

2nd 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.

3rd Offense: Student is expelled.

SNC EMAIL SYSTEM:

The SNC email system is the official communication vehicle among students, faculty and administration and is designed to protect the confidentiality of student information as required by the Family Educational Rights and Privacy Act of 1974 (FERPA). Students have the right to forward their SNC email to another email account, however confidentiality of student information protected by FERPA cannot be guaranteed for SNC email forwarded to an outside vendor. Having email redirected does not absolve a student from the responsibilities associated with official communication sent to his/her SNC email account.