

HFT 3834
ENTREPRENEURSHIP
IN TOURISM, HOSPITALITY AND EVENT MANAGEMENT
(Spring, 2022)

COURSE INFORMATION

Credits: 3
Meeting location: TUR L011
Meeting times: M, W, F (3:00 PM - 3:50 PM)

INSTRUCTOR INFORMATION

Dr. Oscar (Hengxuan) Chi

Assistant Professor
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Department Chair

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COURSE DESCRIPTION

If you want to start your own business, pursue employment with a start-up company, or work in a venture capital firm in the tourism, hospitality, and event industries, this is the course for you. It is an integrative course that combines academic material from a wide range of classes and applies what is learned in class to future applications. More specifically, this course analyzes the entrepreneurial opportunities in tourism, hospitality, and event industries by examining the process of creating, planning, and managing travel, tourism, hospitality, event, and related business ventures. Moreover, during this course, you will work in an entrepreneurial team to design a strategic business model for your own venture.

COURSE OBJECTIVES

Upon successful completion of this course students will be able to:

- Explain the importance of entrepreneurial leadership and management as it relates to the development of a business venture in the tourism, hospitality, and event industries.
- State crucial factors involved in a decision to either buy or start up a business.
- Devise and employ a feasibility study for tourism, hospitality, and event business.
- Address the major business considerations for a start-up business.
- Develop financial, segmentation, positioning, and marketing strategic plans.
- Practice analytical thinking, opportunity identification, task prioritizing, and problem-solving skills.
- Formulate a business plan while working as part of a team in a realistic setting.
- Practice business writing and verbal presentation skills.

COURSE MATERIALS

Required textbook

Crossley J., Rood S., Brayley, R., Price-Howard, K., & Holdnak A. (2018). *Introduction to Commercial Recreation and Tourism: An Entrepreneurial Approach* (7th Ed.). Champagne, IL: Sagamore Publishing.

Canvas

Syllabus, spotlight readings, case studies, and PowerPoint slides, are available on Canvas as uploaded files.

Case studies

All case study files are available within the assignments on Canvas:

- Elephant Walk Thru (<https://www.iveycases.com/ProductView.aspx?id=33570>)
- Rwanda Backpackers (<https://www.iveycases.com/ProductView.aspx?id=60880>)
- Oasis of the Seas: The Largest Cruise Liner in the World (<https://www.iveycases.com/ProductView.aspx?id=51355>)
- Hockley Valley Brewing Co. Inc. (<https://www.iveycases.com/ProductView.aspx?id=65872>)
- Baynan Tree Hotels & Resorts: Gauging Investors Views on Corporate Social Responsibility (<https://www.iveycases.com/ProductView.aspx?id=42651>)

COURSE FORMAT:

The course will include a combination of lectures, discussions, group projects, case studies, spotlight readings, and exams. Active participation is essential to the nature of this course.

COURSE AND UNIVERSITY POLICIES

ATTENDANCE AND CLASS PARTICIPATION POLICY: Student's attendance and participations will be graded as 10% of their final grade. Please see the grading rubric listed in the GRADING section of this syllabus. UF attendance policies will be used <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

PERSONAL CONDUCT POLICY: Students are expected to exhibit behaviors that reflect highly upon themselves and our University. UF students are bound by The Honor Pledge which states, "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment." The Honor Code (<http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions.

Furthermore, you are obliged to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult the instructor or TA in this class.

MAKE-UP POLICIES FOR MISSED ASSIGNMENTS: A student experiencing an illness should visit the UF Student Health Care Center or their preferred healthcare provider to seek medical advice and obtain documentation. If you have an illness, family emergency or death, please contact the Dean of Students Office (www.dso.ufl.edu) and follow the DSO Care Team procedures for documentation and submission of a request for make-up assignment (<https://care.dso.ufl.edu/instructor-notifications/>). The DSO will contact the instructor. Do not provide any documentation to the instructor regarding illness or family emergency. This is your personal and protected information. The DSO is qualified to receive and verify the documents you provide. The instructor will follow the recommendations from the DSO. Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies that can be found in the online catalog at: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

ACCOMMODATING STUDENTS WITH DISABILITIES: Students with disabilities who experience learning barriers and would like to request academic accommodations should connect with the Disability Resource Center by visiting their Get Started page at <https://disability.ufl.edu/students/get-started/>. It is important for students to share their accommodation letter with their instructor and discuss their access needs, as early as possible in the semester.

COURSE EVALUATIONS: Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.aa.ufl.edu/students/>. Students will be notified when the evaluation period opens and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at <https://gatorevals.aa.ufl.edu/public-results/>.

COVID-RELATED: We will have face-to-face instructional sessions to accomplish the student learning objectives of this course. In response to COVID-19, the following policies and requirements are in place to maintain your learning environment and to enhance the safety of our in-classroom interactions.

- You are expected to wear approved face coverings at all times during class and within buildings. Following and enforcing these policies and requirements are all of our responsibility. Failure to do so will lead to a report to the Office of Student Conduct and Conflict Resolution.
- This course has been assigned a physical classroom with enough capacity to maintain physical distancing (6 feet between individuals) requirements. Please utilize designated seats and maintain appropriate spacing between students. Please do not move desks or stations.
- Sanitizing supplies are available in the classroom if you wish to wipe down your desks prior to sitting down and at the end of the class.
- Follow your instructor’s guidance on how to enter and exit the classroom. Practice physical distancing to the extent possible when entering and exiting the classroom.
- If you are experiencing COVID-19 symptoms ([Click here for guidance from the CDC on symptoms of coronavirus](#)), please use the UF Health screening system and follow the instructions on whether you are able to attend class. [Click here for UF Health guidance on what to do if you have been exposed to or are experiencing Covid-19 symptoms](#).
- Course materials will be provided to you with an excused absence, and you will be given a reasonable amount of time to make up work. [Find more information in the university attendance policies](#).

GETTING HELP

HEALTH AND WELLNESS

- U Matter, We Care: If you or a friend is in distress, please contact umatter@ufl.edu or 352-392-1575.
- Counseling and Wellness Center: <https://counseling.ufl.edu/>, 352-392-1575.
- Sexual Assault Recovery Services (SARS) - Student Health Care Center, 352-392-1161.
- University Police Department, 352-392-1111 (or 9-1-1 for emergencies) <http://www.police.ufl.edu/>

ACADEMIC RESOURCES

- E-learning technical support, 352-392-4357 (select opti on 2) or e-mail to Learning-support@ufl.edu. <https://lss.at.ufl.edu/help.shtml>.
- Career Connections Center, Reitz Union, 352-392-1601. Career assistance and counseling. <https://career.ufl.edu/>
- Library Support, <http://cms.uflib.ufl.edu/ask>. Various ways to receive assistance with respect to using the libraries or finding resources.
- Teaching Center, Broward Hall, 352-392-2010 or 352-392-6420. General study skills and tutoring. <http://teachingcenter.ufl.edu/>

- Writing Studio, 302 Tigert Hall, 352-846-1138. Help brainstorming, formatting, and writing papers. <http://writing.ufl.edu/writing-studio/>
- Student Complaints On-Campus: <https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/> On-Line Students Complaints: <http://distance.ufl.edu/student-complaint-process/>

UF WRITING STUDIO

The UF Writing Studio is a campus resource available for students wanting to become better writers. Students have the opportunity to work one-on-one with a consultant on issues specific to their own particular development. To get more information or schedule an appointment visit: <http://writing.ufl.edu/writing-studio/>.

COUNSELING AND WELLNESS CENTER

Phone 352-392-1575, website <http://www.counseling.ufl.edu/cwc/Default.aspx>; and the University Police Department: 352-392-1111 or 9-1-1 for emergencies.

U MATTER, WE CARE

The U Matter, We Care initiative is committed to creating a culture of care on our campus by encouraging members of our community to look out for one another and to reach out for help if a member of our community is in need. If you or a friend is in distress, please contact umatter@ufl.edu. A nighttime and weekend crisis counselor is available by phone at 352-392-1575.

GRADING

Make-up assignments will be considered at the instructor's discretion and only when arrangements have been made prior to the scheduled event. For emergencies, health-related issues, or religious observances, the instructor follows the UF policies specified here:

<https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

EVALUATION

<i>Attendance and in-class participation</i>	50
<i>Spotlight reading presentation</i>	50
<i>Case study #1</i>	50
<i>Case study #2</i>	50
<i>Mid-term exam</i>	50
<i>Final exam</i>	50
<i>Strategic business plan</i>	100
<i>Business plan presentation</i>	100
Total points	500

GRADING SCALE:

The following grading scale will be used to determine end-of-semester performance.

A = 94% & above;	A- = 90% to 93.99%;	
B+ = 87% to 89.99%;	B = 83% to 86.99%;	B- = 80% to 82.99%
C+ = 77% to 79.99%;	C = 73% to 76.99%;	C- = 70% to 72.99%
D+ = 67% to 69.99%;	D = 63% to 66.99%;	D- = 60% to 62.99%;
E = Below 60%		

It will take one week to 10 days to get grades posted for each assignment. Please contact your instructor in one week after your grade is posted when you feel there is an error in grading. **Your grade will not be rounded.** More detailed information regarding current UF grading policies can be found here:

<https://catalog.ufl.edu/UGRD/academic-regulations/grades-grading-policies/>.” Any requests for additional extra credit or special exceptions to these grading policies will be interpreted as an honor code violation (i.e., asking for preferential treatment) and will be handled accordingly.

ASSIGNMENTS AND PARTICIPATION

All assignments must be typed. Points will be deducted for spelling, syntax, and grammatical errors. All referencing must be done correctly and accurately.

ATTENDANCE AND IN-CLASS PARTICIPATION (50 points)

Students are expected to actively participate in class discussion (this means more than simply attending class). Participation will be assessed on the criteria below. Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies that can be found at: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

Performance	Participation Grade	Description
Excellent	100%	-Defines, describes, and illustrates concepts -Explains, assesses and criticizes ideas -Demonstrates preparation and reading of assignments -Full attendance
Good	80%	-Defines, describes, and illustrates concepts -Explains, assesses and criticizes ideas -Evidence of reading assignments, but not fully prepared -Unexcused absence ≤ 2 times
Reasonable	60%	-Defines, describes, and illustrates concepts -Explains, assesses, or criticize some ideas -Evidence of incomplete reading of assignments and preparation - Unexcused absence ≤ 2 times
Basic	40%	-Defines and describes some concepts -Explains but cannot assess and criticize ideas -Clearly unprepared and lacking evidence of reading assignments - Unexcused absence ≤ 3 times
Bare Minimum	20%	-Defines and describes some concepts -Unable to explain, assess, or criticize ideas -Clearly unprepared and lacking evidence of reading assignments - Unexcused absence ≤ 3 times
Unacceptable	0%	-Refuses to engage in discussion or answer questions when asked -Engaged into inappropriate behaviors (using cell phone, social media, visiting irrelevant websites) - Unexcused absence > 4 times

ASSIGNMENTS AND ASSESSMENTS

Each of the assignments will be evaluated as part of the course grade.

1. Spotlight readings presentation (50 points)

Students will form teams of up to four (4) members. Each team will choose one (1) spotlight topic (group) from the people tab in canvas and will present it to the class. The presentation will be worth fifty (50) points. **All team members must present.** Presentations will last a maximum of **15 minutes**. The format of your slides must follow the General American Psychological Association (APA) Guidelines shown at <http://www.apastyle.org/> Each slide should have no more than ten lines of text. Presentation slides should be uploaded to canvas. Presentations will be graded as follows:

Grading Rubric for Spotlight Readings Presentation (50 points)			
Criteria	Good	Average	Unsatisfactory
Title slide	Well-designed title slide that includes the topic of the presentation and a picture related to the topic. (5 points)	Title slide includes the topic of the presentation and a picture related to the topic. (3 points)	No title slide or missing important component. (0 point)
Summary	Provide a full summary of the article and highlight important details. (5 points)	Provide a summary of the article but some important details are missing. (3 points)	Important information is missing. (0 point)
Organization and quality of the presentation	Present information in a logical, interesting sequence which audience understands. (10 points)	Audience has difficulty following presentation because students jump around. (7 points)	Audience cannot understand presentation because there is no sequence of information. (0 points)
New material not presented in the article	Provide sufficient new materials that are not presented in the article to help audience understand the topic better. (10 points)	Provide new materials that are not presented in the article, but the materials are not very useful and relevant to the topic. (7 points)	No new materials are provided. (0 points)
Links to class concepts and materials	Discuss the article by linking to key class concepts and materials (e.g., types of leadership, service designs, business models, or financial strategies). (15 points)	Link to class concepts and materials without in-depth discussion. (10 points)	Do not link to class concepts and materials. (0 points)
Reference slide	References are provided and in correct APA format. (5 points)	References are provided but have formatting issues. (3 points)	References are not provided. (0 points)

2. Case studies (100 points total)

Case Study #1 (50 points)

Students will form teams of up to four (4) members or may work individually. Each team will

choose one (1) case study from canvas to analyze during the **first half** of the semester. Please choose the **Elephant Walk Thru** or the **Rwanda Backpackers**. This assignment is worth 50 points. The format of your documents must follow the General American Psychological Association (APA) Guidelines shown at <http://www.apastyle.org/> All information presented in your case should be properly cited. A detailed guideline for the assignment is available in canvas.

Case Study #2 (50 points)

Students will form teams of up to four (4) members or may work individually. Each team will choose one (1) case studies from canvas to analyze during the **second half** of the semester. Please choose the **Oasis of the Seas, Hockley Valley Brewing Co.** or **Banyan Tree Hotels**. This assignment is worth 50 points. The format of your documents must follow the General American Psychological Association (APA) Guidelines shown at <http://www.apastyle.org/> All information presented in your case should be properly cited. A detailed guideline for the assignment is available in canvas.

Grading Rubric for Case Studies (50 points)			
Criteria	Good	Average	Unsatisfactory
Background Information written in own words, no quotations	Excellent work in providing a written background summary in your own words. (5 points)	Provided a background summary with very minimal information and did provide the summary in your own words. (3 points)	Did not include the background summary in the report. (0 points)
Identify the Problem clearly identified problem described using terms and concepts from case and lecture.	Excellent work being able to clearly identifying the problem the case and being able to apply the key terms and concepts from the case study and the lectures. (5 points)	Provided a statement of the problem but missing the connection of the case study with the concepts from the lecture. (3 points)	Case study report did not identify the problem. (0 points)
Alternative Solutions Identify at least three alternatives	Excellent work in describing three alternative solutions from reviewing the case study. (10 points)	Only two alternative solutions were provided in the case study. (5 points)	Case study included one or no alternative solutions in the report. (0 points)
Methods of Determining Solutions Appropriate methods presented. These should be supported by information from case and concepts in lectures. Use the questions provided in the guidelines to guide you in this section.	Excellent work in detailing the methods of determining the solutions for the case study. The case study included a thorough explanation with clearly connecting the analysis of the guidelines to the concepts gained in the lectures.	Case study analysis provided vague descriptions of detailing the methods of the solutions. Not all questions were clearly answered in analyzing this case study.	Case study did not include the methods for determining the solutions.

	(10 points)	(5 points)	(0 points)
Final Solutions Present and defend your final solution using lectures, the book, the case study or other sources	Excellent work in providing the final solution and being able to support the solution evidence from the book, the case study, and additional sources. (10 points)	Analysis provided the final solution with minimal supporting pieces of evidence from the book, case study, or additional sources. (5 points)	Case study did not include the final solutions in the report. (0 points)
References/Citations References, in text citations, document format, following APA guidelines.	All references and cited correctly following APA guidelines. (5 points)		Does not include references in final case study report. (0 points)
Grammar, spelling, and logical flow Check grammar, misspelling, logical flow of the completed report from case study	No major errors in spelling, punctuation, grammar. The report had a logical flow. (5 points)		Numerous errors in spelling, punctuation, and grammar. The final report had several missing components. (0 points)

3. Mid-Term Exam (50 points)

Mid-term exam will cover course information from lectures and discussion through the first half of the semester. Mid-term exam will be a multiple-choice exam consisting of 50 questions.

4. Final Exam (50 points)

Final exam will cover course information from lectures, and discussion through the second half of the semester. Final exam will be a multiple-choice exam consisting of 50 questions.

5. Strategic business plan and presentation (200 points total)Strategic business plan (100 points)

Students will form entrepreneurial teams of up to four (4) members that consist of a chief executive officer (CEO), a chief marketing officer (CMO), a chief financial officer (CFO), and a chief product officer (CPO). Each team is required to submit a strategic business plan for their own venture. This strategic business plan will include a market investigation report, segmentation strategy, positioning strategy, marketing strategy, financial strategy, and a complete S.W.O.T. analysis for the new venture. Strategy formulation is a long-term focused project to ensure an effective management operation and business development. It explores environmental opportunities and threats and clearly indicates an organization's strengths and weaknesses. The business plan is highly strategic focused and prioritizes the core development procedures for your new business.

Grading Rubric for Strategic Business Plan (100 points)			
	Good	Average	Unsatisfactory
	Writing is professional and shows high degree of attention to logic and reasoning of points. Content indicates synthesis of ideas and in- depth analysis. Main points well developed with high quality and quantity support. Free of distracting spelling, punctuation, and grammatical errors.	Writing is coherent and logically organized. Some points remain misplaced and stray from the topic. Content indicates thinking and reasoning applied with original thought on a few ideas. Main points are present BUT with limited detail and development. Few spelling, punctuation, and grammatical errors.	Writing lacks logical organization. It shows some coherence, but ideas lack unity. Serious errors. Main points lack detailed development. Ideas are vague with lack of evidence of critical thinking. Spelling, punctuation, and grammatical errors create distraction, making reading difficult.
Criteria	Points		
Executive Summary	5	3	0
Business Description	15	10	0
Regulatory and Risk Analysis	10	7	0
Location Analysis	10	7	0
Management Analysis	15	10	0
Market Analysis	20	14	0

Financial Analysis	10	7	0
SWOT Analysis	10	7	0
Conclusion	5	3	0

Strategic business plan presentation (100 points)

Giving an appealing business presentation is arguably one of the most critical skills for an entrepreneur. Thus, in this semester, each entrepreneurial team will give a final presentation (**25 - 35 minutes**) to present their business plan. The purpose of the presentation is to demonstrate depth, extensiveness, and integration of knowledge about entrepreneurship in the tourism, hospitality, and event industries and to improve oral communication skills.

The final presentation will combine all steps of the strategic business planning process: a) market investigation, b) segmentation strategy, c) positioning strategy, d) marketing strategy, e) financial strategy, and f) a complete S.W.O.T. analysis of the proposed business plan.

After the presentation, the instructor will grade the presentation using a detailed rubric based on the quality and completeness of the presentation. The audience will act as potential investors to ask a series of challenging questions. Afterward, they are going to evaluate the entrepreneurial team using a measurement instrument that contains *perceived credibility, trustworthiness, attractiveness, profitability, competitiveness, and feasibility* of the business plan. The final presentation score will represent 60% of the presentation grade from the instructor and 40% of investors' evaluations.

Group members will complete a peer evaluation at the end of these semester. Students' grades will be adjusted according to their peers' evaluations.

GENERAL RULES

- Students should be prepared for each day's class. You should read the material to be covered each day before you come to class and be ready to answer and ask questions pertaining to the material.
- You will be always asked to support and defend the statements and answers you offer in class and in your essays and semester group project. "Sweeping Generalizations" are never accepted in this course.
- If you miss a class, it is your responsibility to obtain information from classmates. Your instructor is available to answer any questions regarding the class.
- Please stay in the same seats through the semester. This will assist us in getting to know you faster.
- **If you are marked absent more than three times you will suffer the loss of one full letter grade**, which means that if your final grade is B- it will be adjusted to a C-. Please refer to UF attendance policies outlined in Course Guidelines above.
- The lectures will complement the text and will not attempt to cover all points raised in the readings.
- Regular and punctual attendance is a necessary but not a sufficient criterion for class participation credit.
- The instructor reserves the right to make changes in the class schedule to meet the learning needs of the class. These will be communicated in a timely manner in announcements posted on Canvas as well as orally in class. Please read all announcements and pay attention to any changes.

CLASSROOM BEHAVIOR

- This course requires professional and respectful classroom behavior. Students engaging in the following activities (including but not limited to): cell phone usage, reading non-class materials such as newspapers, chatting and sleeping will be dismissed from that class meeting.
- Late arrivals and early departures are not tolerated. It is inappropriate and disrespectful to walk in and out of class during class, so please refrain from this behavior.
- Mobile phones must be off during the entire duration of each class meeting.
- No food is allowed in class.
- Email use does not relieve students of the responsibility of confirming the communication with the instructor. Always sign your email—do not make the recipient guess who sent it.

COURSE SCHEDULE

Week	Topic	Overview	Assignments
Week 1 (Jan 9 – Jan 14)	Introduction What are the tourism, hospitality, and event industries	Course overview Student introductions -Types of tourism, hospitality, and event related businesses -Expenditures in T.H.E. -Role of government -Entrepreneurial trends -The experience/motivation to participate	
Week 2 (Jan 16 – Jan 20)	The Entrepreneur	-Profile of an entrepreneur -Strategies for being entrepreneurial -Management -Sources of innovation	<i>Spotlight 1: Michelle Kelthy, Executive Spa Director</i> <i>Create entrepreneurial teams in class</i>
Week 3 (Jan 23 – Jan 27)	The nature of Tourism, Hospitality, and Event Industries	-Economic and political challenges -Constrains to participation	<i>Spotlight 2: Curt Beusman, Tennis Club Owner</i> <i>Schedule spotlight presentations</i>
Week 4 (Jan 30 – Feb 3)	Starting the Tourism, Hospitality and Event Enterprise	-Overcoming challenges and constrains -Relevant economic concepts	<i>Spotlight 3: Bill Acker & Manta Ray Bay Hotel</i>
Week 5 (Feb 6 – Feb 10)	Starting the Tourism, Hospitality and Event Enterprise	-Starting the Tourism, Hospitality and Event Enterprise: factors need to be considered	<i>Business idea due</i>

Week 6 (Feb 13 – Feb 17)	Financial Strategy	-Description of the business	<i>Spotlight 4: Dodong Uy & the Mangale Alibug Resort</i>
Week 7 (Feb 20 – Feb 24)	Marketing and Product	-Risk analysis -Location analysis -Management analysis	<i>Spotlight 5: The Heart of Bad Investment</i>
Week 8 (Feb 27– Mar 3)	Mid-course assessment	-Financial analysis -Market analysis	<i>Spotlight 6: The Mason Inn</i> <i>Case Study #1 Due</i>
Week 9 (Mar 6– Mar 10)	Operations Management	Mid-Term Exam	
Week 10 (Mar 13– Mar 17)		SPRING BREAK- NO CLASS	
Week 11 (Mar 20– Mar 24)	Tourism, Hospitality and Event Programming	-Sources and challenges of financing -Financial analysis -Financing the venture -Financing small businesses -Financial planning in small businesses -How to increase profits -Financial management issues	<i>Spotlight 7: Gearhart by the Sea Resort</i>

		Development of Financial Strategy <i>Guest speaker: Hotel investment / Q&A (TBD)</i>	
Week 12 (Mar 27– Mar 31)	Travel Industry	-Who is the primary market -Types of segmentation -How to do segmentation -Price -Promotion Market investigation Segmentation, positioning, and marketing Strategy	<i>Spotlight 8: Sarah Sigg-Hewett, Events Director, Fig Garden</i>
Week 13 (Apr 3– Apr 7)	Hospitality Industry	-Fundamentals of success -Ethical business practices -Human resource management -Risk management -Asset management -Informatics S.W. O. T. analysis	<i>Spotlight 9: Tauck, 85 years of excellence continues</i>
Week 14 (Apr 10– Apr 14)	Local Tourism, Hospitality and Event	-Businesses in the T.H.E. industry -A look ahead of the industry and entrepreneurship	<i>Spotlight 10: Al Bearse, Red Jacket Resorts</i> <i>Case Study #2 due</i>
Week 15 (Apr 17– Apr 21)	Strategic Business Plan	Development of a strategic business plan	
Week 16 (Apr 24– Apr 28)	Business Plan Presentation	<i>Business Plan Presentation/ Evaluation</i>	<i>Strategic business plan due</i>
Final Week (May 1 – May 5)		Final Exam	