

Strategic Management in Hospitality and Tourism

HMG6296 | Section R274 (28391) | Fall 2025

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STRATEGIC MANAGEMENT IN HOSPITALITY & BUSINESS

This course equips students with contemporary knowledge of strategic management in the hospitality and tourism sector. The course consists of four main sections: (1) foundation, (2) strategy context, (3) strategy content, and (4) strategy implementation/leadership, collectively integrated within the generic strategy process. The course will explain crucial insights of well-known strategic management frameworks and practices while enhancing the learning process through worked examples, cases, and an ongoing, team-based activity applied within hospitality and tourism settings. Students will be able to differentiate good strategy from bad strategy and will create business strategy for their teams in a competitive, multi-period hospitality and tourism simulation. By successfully completing this course, students will enhance the strategic thinking and analysis skills necessary to contribute meaningful insight at the strategic level of their organizations.

Course Objectives

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

- Analyze the firm's internal and external environments
- Calculate key metrics that determine financial and operational success in the hospitality and tourism industry
- Explain positioning and generic business strategies and their role in a firm's value-creation process
- Evaluate hospitality firm resources and capabilities in establishing a competitive advantage
- Prepare and integrate strategy formulation & strategy implementation from a holistic perspective
- Create strategies that increase competitive advantage in the hospitality and tourism industry

Instructor

Joe Norsworthy

Executive in Residence

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Course Requirements

35% - Case Analyses and Presentations

35% - Exercises and Simulation

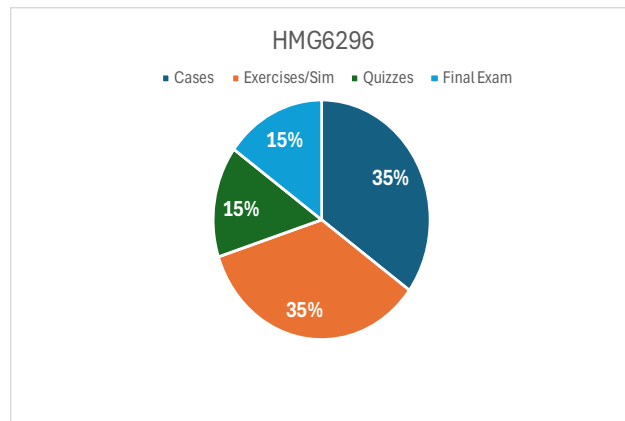
15% - Quizzes (online)

15% - Final Exam (take home)

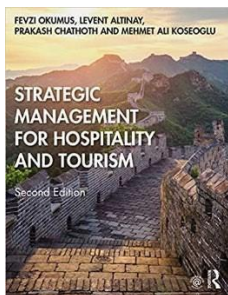
Grading Standards

A	= 100-93	C(S)	= 76.99-73
A-	= 92.99-90	C-(U)	= 72.99-70
B+	= 89.99-87	D+	= 69.99-67
B	= 86.99-83	D	= 66.99-63
B-	= 82.99-80	D-	= 62.99-60
C+	= 79.99-77	E	= 59.99-0

See current UF
Grading Policies
for further details:



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



Text & Reading Material

- Okumus, F. Altinay L., Chathoth P., & Köseoglu, M.A. (2020). **Strategic Management for Hospitality and Tourism (2nd ed.)**. New York, NY: Routledge.

Paperback and ebook available online

[Strategic Management for Hospitality and Tourism - 2nd Edition - Fevzi](#)

Additional Readings posted to Canvas.

Course Schedule: T-Th 4:05-6PM Hough Hall 250

Week #	Topic	Assignment	Due Date	Point Value
Week 1 Oct 14/16	Strategy Foundations	* Financial Metrics Exercise * Quiz 1	Oct 19 Oct 19	25 points 30 points
Week #2 Oct 21/23	Strategy Context	* Analyze Business Environment exercise * Financial Statement Analysis Simulation (in class) * Quiz 2	Oct 26 Oct 21-23 Oct 26	25 points 60 points 30 points
Week #3 Oct 28/30	Business-level Strategy	* Business-level Strategy Exercise * Quiz 3	Nov 2 Nov 2	25 points 30 points
Week #4 Nov 4/6	Corporate-level Strategy	* Corporate Portfolio exercise * Team 1 Case Presentation * Team 2 Case Presentation * Weekly Case Reports for Non-Presenting Teams (2 @45 pts each) * Quiz 4	Nov 9 Nov 6 Nov 6 Nov 5 Nov 9	25 points 100 points 100 points 90 points 30 points
Week #5 Nov 13	Network Strategies	* Network Strategies exercise	Nov 16	25 points
Week #6 Nov 18/20	Strategy Development and Implementation	* Strategy Schools Application exercise * Strategy Implementation Exercise * Team 3 Case Presentation * Team 4 Case Presentation * Weekly Case Reports for Non-Presenting Teams (2 @45 pts ea) * Quiz 5	Nov 22 Nov 22 Nov 20 Nov 20 Nov 19 Nov 22	25 points 25 points 100 points 100 points 90 points 30 points
Weeks 7/8 Holiday / Dec 2	Strategic Leadership, including Ethical Issues	* Leadership & Ethics Exercise * Team Member and Personal Assessment Report * Team 5 Case Presentation * Team 6 Case Presentation * Final Exam Prep exercise	Dec 3 Dec 3 Dec 2 Dec 2 Nov 22	25 points 25 points 100 points 100 points 50 points
Finals Week		* Final Exam	TBD	150 points

Course Requirements

The assignments will be used to assess the student's academic standing in this course. **Late assignments will not be accepted for credit unless arrangements have been made with the instructor prior to the due date for that particular assignment.** Failure to make prior arrangements may result in rejection of work submitted late. Requirements for class attendance and make-up exams, assignments, and other work are consistent with university policies:

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

35% - Team Case Presentations and Analyses of Presentations

1 Team Case Presentation = 100 points total

5 Team Case Reports x 45 points each = 225 points total

1 Team Member and Personal Assessment Report = 25 points

Overview: Students are required to participate as a team member when presenting one of six assigned case studies (these are in the required Coursepack, see link below). There will be 6 teams, evenly distributing the class among them. You will remain on the same team throughout the course; only the instructor can move students between teams.

- **Students must purchase the required Coursepack from Harvard Business Publishing before the first day of class at this URL (price is \$78.85).** For students who have never used the Case Study Method in a class or who could use additional help with this, I suggest purchasing the optional tutorial (additional \$5) available in the Coursepack: <https://hbsp.harvard.edu/import/1323965>
- Teams assigned by the instructor. See instructions in Canvas for information about requesting a teammate.
- Each team will present their analyses and recommendations to the entire class for one of the assigned cases. These presentations should be between 20-25 minutes long on the assigned Thursdays. Content should apply relevant lessons and concepts to date from the course -- teams presenting in later weeks will have more course material to leverage and more complex cases, so the analyses and interpretations should improve from week to week. Expectations for earning a high grade will reflect the level of time and preparation available to each team. All team members should have a noticeable, valuable role in the presentations. At the end of each presentation, teams will take questions for approximately 10 minutes from the rest of the class, instructor, and any guests who may be attending. **Each team member will receive the same grade on the presentation and responses to questions. Presentation max score is 100 points.**
- For each of the other five (5) presentations, teams will submit a report analyzing the cases they are not presenting that week. These team reports are due in Canvas by 11:59pm Eastern Time on the day BEFORE the case is presented in class (i.e., the night before the presentations). Obviously, your team will submit two evaluations each week **except** during the week of your team's presentation (e.g., only one during the week of Nov 6 if you are Team 1 or Team 2). Areas of focus for these reports are teams' analyses, interpretations of facts/data, and clear presentation of ideas, options, proposals, and recommendations. **Each team member earns the same score. Max score is 45 points per team report for 5 reports or 5 x 45 = 225 points.**
- Towards the end of the course, each student will submit a Team Member and Personal Evaluation Report, which is an evaluation of overall team performance and the contributions of other team members. Specifics will be in Canvas, but be aware that one purpose is to identify students, if any, who do not adequately participate as well as recognizing students who gave outstanding and/or invaluable effort. **You will receive 25 points for submitting this report on time and with thoughtful comments,** and feedback can lead to some students receiving bonus points or grade adjustments based on team feedback.

Additional information about the assignments and reports will be explained in Canvas.

15% - Quizzes

Quizzes 5 X 30 points each = 150 points total

Overview: Students will be assessed throughout the semester by taking quizzes focused on content from that week's readings, videos, and other assigned materials.

Students are required to complete quizzes in Canvas by the due date assigned. Point value is 30 per quiz. Please review each quiz's instructions & guidelines

- Students will be assessed over all course materials: readings, videos, lectures, etc.
- **Quizzes MUST be done independently and without the help or assistance of any other person**

35% - Exercises, Simulation, and Exam Prep

Overview: To demonstrate application of major concepts taught in this course, students will complete weekly exercises that will enable students to articulate how and why certain strategies would be more successful than alternatives in various circumstances and environmental contexts.

8 Weekly Exercises X 30 points each + Final Prep 50 points + In-class simulation 60 points = 350 points in total

- All weekly exercises are due Sunday of assigned week by 11:59pm except for last week
- Final Exam Prep Exercise is due Saturday, November 22 at 11:59pm

15% - Final Examination

Overview: Students will have a comprehensive final examination in a case study format.

- **Final 150 points**

Students need to review opening and closing dates for the final examination. **Exam MUST be done independently and without the help or assistance of any other person**, including your teammates (i.e., teammates may not work together on the final).

- Final exam schedule is TBA

Course Policies & Information

Please note that all quizzes, exams, assignments, discussion posts, etc. must be completed and submitted by the due date listed on the syllabus. Quizzes and exams will only be available to you on the date(s) and time(s) listed on the syllabus. Since we will not have in-class meeting times for me to remind you of critical dates, it is essential to familiarize yourself with the course schedule, deadlines, and due dates.

A link to the University of Florida academic policies and resources available is here:

<https://syllabus.ufl.edu/syllabus-policy/uf-syllabus-policy-links/>

Make Up Policy:

Assignments/Quizzes/Discussion posts/etc. will not be accepted late, and on some days more than one of these tasks may be due. If personal circumstances arise that may interfere with your ability to meet a deadline, **please let me know as soon as possible before the due date**. Please keep in mind only university authorized excuses will be accepted, and documentation must be provided. Requirements for make-up exams, assignments, and other work are consistent with university policies:

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

Communication and Questions:

Students are responsible for getting a University of Florida email account (e.g., john.doe@ufl.edu) and should use this email for all university related correspondence – The instructor may not read emails from or send emails to any non-UF email addresses (e.g., john.doe@hotmail.com). Email subject should start with “SPM 4723 – First name, Last name - ...” Email use does not relieve students from the responsibility of confirming the communication with the instructor. Always sign your email – don’t make the instructor guess from whom the email was sent. The instructor will answer your email within two business days, when possible.

You may email me through the course site with any questions or concerns you have, and I will attempt to respond to your emails within 48 hours (typically sooner). If you have an urgent issue, please email my personal UF email, jnorsworthy@ufl.edu.

For general course questions, I encourage you to check the **Course Questions Discussion Board** since other students may have the same question. If you do not find an answer, post your question using a descriptive subject line. All students are expected to follow rules of common courtesy in email messages, discussions, chats, etc. Please review the [Netiquette Guide](#) (also on course website) for further important information.

University Policy on Accommodating Students with Disabilities:

Students with disabilities requesting accommodations should first register with the Disability Resource (DSR) Center (352-392-8565; www.dso.ufl.edu/drc/) by providing appropriate documentation. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodation. You must submit this documentation to your instructor prior to submitting assignments or taking the quizzes or exams. Accommodations are not retroactive, therefore, students should contact the DSR office as soon as possible in the term for which they are seeking accommodations

Honor Code Policy:

“We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity by abiding by the Honor Code.”

The following pledge will be either required or implied on all work:

“On my honor, I have neither given nor received unauthorized aid in doing this assignment.”

It is the duty of the student to abide by all rules set forth in the UF Undergraduate Catalog. Students are responsible for reporting any circumstances, which may facilitate academic dishonesty. University Policy on Academic Misconduct: Academic honesty and integrity are fundamental values of the University community. Students should be sure that they understand the UF Student Honor Code at: <https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/>

Honorlock Quiz and Exam Proctoring Information:

Honorlock will proctor your quizzes and examinations this semester. Honorlock is an online proctoring service that allows you to take your exam from the comfort of your home. You DO NOT need to create an account, download software or schedule an appointment in advance. Honorlock is available 24/7 and all that is needed is a computer, a working webcam, and a stable internet connection.

To get started, you will need Google Chrome and to download the Honorlock Chrome Extension. You can download the extension at www.honorlock.com/extension/install

When you are ready to test, log into Canvas/E-Learning, go to your course, and click on your exam. Clicking launch Proctoring will begin the Honorlock authentication process, where you will take a picture of yourself, show your ID, and complete a scan of your room. Honorlock will be recording your exam session by webcam as well as recording your screen. Honorlock also has an integrity algorithm that can detect search-engine use, so please do not attempt to search for answers, even if it's on a secondary device.

Honorlock support is available 24/7/365. If you encounter any issues, you may contact Honorlock by live chat, phone (844243-2500), and/or email (support@honorlock.com)

Academic Integrity:

All students must adhere to university regulations regarding academic integrity. Any form of academic dishonesty (including but not limited to any form of cheating, plagiarism, misrepresentation, etc.) will not be tolerated. Any student guilty of academic dishonesty will receive a failing grade (E) for the course, and the matter will be forwarded to the UF Office Student Affairs and the Dean of Students.

Grade Appeal Policy:

Should you want to contest a grade, you will have up to three (3) days after a grade has been posted to contact me and discuss your issue; after which the grade is final. Grades are based on a point scale and will not be rounded.

Getting Help:

The University of Florida recognizes that pursuit of an online degree requires just as much student support as pursuit of a traditional on-campus degree and, therefore, each online program is responsible for providing the same student support services to both students who are in residence on the main campus and those who are seeking an online degree through distance learning. The following links provide support services for students:

[Online Computing Help Desk- e-Learning Support Services](#)

The UF Computing Help Desk is available to assist students with technical issues. If you have any issues accessing the online course material you must contact the UF Computing Help Desk immediately for assistance and obtain a case number. I will not accept late assignments, or change any course dates, due to technology difficulties if you do not have a case number prior to the due date for the assignment.

For issues with technical difficulties in E-learning, please contact the UF Help Desk:

helpdesk@ufl.edu (352) 392-4357

<https://elearning.ufl.edu/student-help-faqs/>

Other resources are available at: <https://distance.ufl.edu/getting-help/>

[Online Library Help Desk](#)

The help desk is available to assist students with access to all of the UF Libraries resources.

[Disabilities Resource Center](#)

Students requesting classroom accommodation must first register with the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the Instructor when requesting accommodation. If you have a physical, learning, sensory or psychological disability, please visit our Disabilities Resource Center.

Campus Resources

U Matter, We Care - Your well-being is important to the University of Florida. 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 so that the U Matter, We Care Team can reach out to the student in distress. A nighttime and weekend crisis counselor is available by phone at 352-392-1575. The U Matter, We Care Team can help connect students to the many other helping resources available including, but not limited to, Victim Advocates, Housing staff, and the Counseling and Wellness Center. Please remember that asking for help is a sign of strength. In case of emergency, call 9-1-1.

Student Privacy

There are federal laws protecting your privacy with regards to grades earned in courses and on individual assignments. For more information, please see the [Notification to Students of FERPA Rights](#).

Health and Wellness

Counseling and Wellness Center: counseling.ufl.edu/cwc, and 392-1575; and the University Police Department: 392-1111 or 9-1-1 for emergencies.

Sexual Assault Recovery Services (SARS) Student Health Care Center, 392-1161.

University Police Department at 392-1111 (or 9-1-1 for emergencies), or police.ufl.edu.

Academic Resources

E-learning technical support, 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu.

Career Resource Center, Reitz Union, 392-1601. Career assistance and counseling.

Library Support, Various ways to receive assistance with respect to using the libraries or finding resources.

Teaching Center, Broward Hall, 392-2010 or 392-6420. General study skills and tutoring.

Writing Studio, 302 Tigert Hall, 846-1138. Help brainstorming, formatting, and writing papers.

Student Complaints Campus On-

Line Students Complaints

Copyright Statement:

The materials used in this course are copyrighted. The content presented is the property of UF and may not be duplicated in any format without permission from the College of Health and Human Performance and UF, and may not be used for any commercial purposes.

Content includes but is not limited to syllabi, videos, slides, quizzes, exams, lab problems, in-class materials, review sheets, and additional problem sets. Because these materials are copyrighted, you do not have the right to copy or distribute the course materials, unless permission is expressly granted. Students violating this policy may be subject to disciplinary action under the UF Conduct Code.

Disclaimer: This syllabus represents the objectives and tentative plans for the course. As we go through the semester, those plans may need to change to enhance the class learning opportunity. Such changes, will be communicated clearly, are not unusual, and should be expected.