Strategic Management in Hospitality & Tourism

LEI 6931 | Fall 2021

Wblumberg@ufl.edu

This course will provide critical and analytical insights on contemporary theoretical models and management practices while enhancing the learning process through worked examples and cases applied to the hospitality and tourism settings. The course equips students with contemporary knowledge of strategic management. Specifically helping students to develop the analytical and managerial skills they will need to do their jobs professionally and efficiently.
The course consists of four main sections: the introduction, strategy content, strategy context, and strategy process The course will provide a comprehensive understanding of strategic business concepts, terminology, how to develop meaningful vision, mission and values for a hospitality entity an advanced, explore challenges that face strategic plans. Students will exploreleading hospitality and tourism business perspectives as they relate to managing a successful hospitality business.

Course Objectives

Upon completion of this course students are expected to successfully:

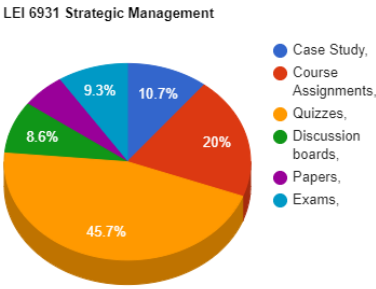
- ✓ Analyze approaches to strategic management
- ✓ Evaluate the strategic management perspective within the context of a hospitality firm
- ✓ Create strategies that garner competitiveness in the hospitality industry
- ✓ Develop strategic measures to motivate hospitality managers and employees
- ✓ Assess the role of the "Experience economy" in defining a firm's strategic orientation
- ✓ Evaluate how characteristics of organizations influence the application of strategic management practices within their organization
- ✓ Differentiate Business Ethics and Corporate Social Responsibility
- ✓ Interpret and evaluate internal analysis and financial analysis
- ✓ Analyze the firm's environment
- ✓ Evaluate positioning and generic business strategies and their role in a firm's value-creation process
- ✓ Research how organizations can create and sustain the multi-business advantage
- ✓ Assess and differentiate motivations for forming strategic alliances
- ✓ Evaluate hospitality firm resources and capabilities in establishing a competitive advantage
- ✓ Develop strategies that lead a team through establishing strong Vision, Mission and Value statements
- ✓ Evaluate strategy formulation & implementation from a holistic perspective
- ✓ Define the role of leadership in the strategic management process.

Instructor

Wende Blumberg, M.S
Adjunct Professor

Course Requirements

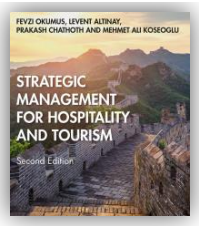
10.7% - Case Studies
20% - Course Assignments
45.7% - Course Quizzes
8.6% - Discussion Boards
5.7% - Leadership Debrief and Paper
9.3% - Examination



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, Altinay, Chathoth, ali Koseglu (2019). *Strategic Management for Hospitality and Tourism* **(2nd ed.).** ISBN 9780815393474

Additional Readings posted to Canvas.

Course Schedule

Week #	Topic	Assignment	Due Date	Point Value
Week #1	• Introduction to Strategic Management in Hospitality and Tourism	• Student Introductory Video Assignment • Chapter Study Questions: Intro to Strategy • Case Study Questions: Ocean Park • Syllabus Quiz • Module Quiz #1	• 10/22 • 10/24 • 10/22 • 10/24 • 10/24	• 10 • 20 • 15 • 0 • 40
Week #2	• Business Ethics • Social Responsibility	• Chapter Study Questions: Business Ethics/ Social Responsibility • Case Study Questions: SeaWorld • Discussion Board: Business Ethics	• 10/31 • 10/29 • 10/27 10/29	• 20 • 15 • 15
Week #3	• Organizational Context • Financial Analysis of a H & T Organization	• Chapter Study Questions: Organizational Context/ Financial Analysis • Case Study Questions: Din Tai Fung • Module Quiz #3	• 11/7 • 11/5 • 11/7	• 20 • 15 • 40
Week #4	• Business Level Strategies • Corporate Level Strategies	• Chapter Study Questions: Business Level Strategies/ Corporate Level Strategies • Case Study Questions: Six Flags • Discussion Board: Corporate Level Strategies • Quiz: Deloitte US Travel and Hospitality 2019 Outlook • Mid-Course Survey (non graded)	• 11/14 • 11/12 • 11/10 11/12 • 11/14 • 11/12	• 20 • 15 • 15 • 20 • 0
Week #5	• Network Level Strategies	• Chapter Study Questions: Network Level Strategies • Case Study Questions: Marriott Acquiring Starwood • Module Quiz #5	• 11/21 • 11/19 • 11/21	• 15 • 15 • 25
Week #6	• Strategy Formation	• Chapter Study Questions: Strategy Formation • Case Study Paper: Rosen's Views your perspectives	• 11/28 • 11/28	• 15 • 30
Week #7	• Strategy Implementation • Change • Leadership in H & T • Principles of Management	• Chapter Study Questions: Strategy Implementation/ Leadership • Discussion Board: Strategy Formation • Quiz: Principles of Management Article	• 12/5 • 12/1 12/4 • 12/5	• 20 • 15 • 30
Week #8	• Conclusions • Putting it all together	• Discussion Board: What can you learn from Service • Research Paper: Leadership • Module Quiz #8 • Final Quiz	• 12/12 • 12/10 • 12/12 • 12/12	• 15 • 30 • 20 • 65

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 as rescheduling/accepting assignments is at the discretion of the instructor. 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.

10% - Discussion Boards

4 Course Discussion Boards X 15 points each = 60 points

Overview: Students are required to participate in all discussion board assignments. The quality of engagement in this activity will be noted and graded accordingly.

- Initial post due by the Wednesday of the week by 9 pm
- Final post due by Friday of the week by 11:59 pm

23% - Course Assignments

7 Course Assignments = 130 points total

Overview: Students are required to complete all assignments. The assignments reflect course concepts taught in course textbooks, videos and lectures

- Points vary depending on assignments
- All assignments are due Sunday of that week by 11:59 pm

13% - Case Studies

5 Case Study Course Assignments X 15 points each = 75 points

Overview: Students will examine & analyze course related topics relating to Strategic Management in Hospitality and Tourism in relation to current high profile professional organizations and businesses.

- All assignments are due Friday of that week by 11:59 pm

32% - Course Quizzes

7 Quizzes = 185 points total this semester

Overview: Students will be assessed throughout the semester by taking 10 quizzes.

Students are required to complete quizzes and turn them in by due date assigned. Point value per quiz will vary. Please review each quiz's instructions & guidelines

- Students will be assessed over all course materials: readings, videos, lectures, etc.
- Quiz's are due Sunday of that week by 11:59 pm

10% - Leadership Research Paper & Paper on Mr. Rosen's views

60 points in total 2 Papers = 30 points each

Overview: Students will be developing a course related debrief and research paper focused on leadership and self-reflection of professional future.

- Students will be evaluated by main elements, inquiry and analysis, integration and application, critical thinking, research and writing.

11% - Course Examination

65 points in total = 2 or 3 points per question

Overview: Students will have a final examination this semester. This examination is comprehensive over all course related materials.

Students need to review opening and closing dates for both the mid-term and final examination. These examinations are not open note, they are timed and students will have one attempt in completion.

- All assignments due Sunday, December 12th.

Course Policies & Information

Students should be aware that online learning is different than a traditional classroom experience and can present unique challenges, particularly to individuals who do not possess good time management skills. The online classroom is available to you 24 hours a day. Unlike traditional instructional settings in which each student gets the same class at a set time and day, the online setting gives students the opportunity to tailor class to their particular learning style. You should note, however, that this course is not completely self- paced. As listed on the class calendar, there are select times during which units and course materials will be available and are due. You can view each unit's lectures at any time during the dates in which that specific unit is open. 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.

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 call my office and/or email my personal UF email, < **wblumberg@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."

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 webam, 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 **wwww.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 (844-243-2500), 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.

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.

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.

Point system used (i.e., how do course points translate into letter grades).										
Points earned	558+	540	556	521	497	479	461	437	419	401
		557	522	498	480	462	438	420	402	360
% of 600 pts.	93-	90-	87-	83-	80-	77-	73-	70-	67-	60-
	100%	92.90%	89.90%	86.90%	82.90%	77.90%	76.90%	72.90%	69.90%	66.90%
Letter Grade	A	A-	B+	B	B-	C+	C	C-	D+	D