UNIVERSITY OF
FLORIDA
DEPARTMENT OF TOURISM, HOSPITALITY AND EVENT MANAGEMENT

LEI 6931 – Strategic Management in Hospitality & Tourism

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Office Hours	By appointment
Department Chair	Rachel Fu, Ph.D., CHE

Course Description: 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 explore leading hospitality and tourism business perspectives as they relate to managing a successful hospitality business.

Course Objectives: By the end of this course, students will be able to:

- 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.

Required Course Materials:

Strategic Management for Hospitality and Tourism 2nd Edition
by Fevzi Okumus (Author), Levent Altinay (Author), Prakash Chathoth (Author), Mehmet Ali Koseoglu (Author)

ISBN-13: 978-0815393474
ISBN-10: 0815393474

Course Format: The course will include a combination of lectures, discussions, assignments, case studies, quizzes and an exam. Active participation is essential to the nature of this course.

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

Readings from articles and the required text will be assigned throughout the semester. It is important to keep up with the assigned readings to enhance your understanding of the course content.
Participation in discussions are highly recommended and encouraged to facilitate ideas and concepts.

The instructor will provide quality feedback on all assignments on the individual grade item in Canvas. Please refer to these comments when questioning a grade item.

Assessment Tool		**% value & (Pt value)**
Chapter Study Question – Group assignment	7 assignments @ (pts. Vary from 10 to 20 each)	21.5 % (140 pts.)
Discussions - individual	4 discussions @ 15 pts each	9.2% (60 pts.)
Quizzes	8 @ (pts vary from 20 to 40 each)	41.5% (270 pts.)
Exams	1 @ 65 pts.	10% (65 pts.)
Case Studies	5 @ 15 points.	11.5% (75 pts.)
Project – 2 Research papers.	2 Papers @ 20 pts. Each	6.3% (40 pts.)
Total		100% (650 pts)

Chapter Study Questions: 21.5% (140 pts): **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

Discussions Boards: 9.2% (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

Quizzes: 41.5% (270 points) **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.
- Quizzes are due Sunday of that week by 11:59 pm

Case Studies: 11.5% (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

Exams: 10% (65 points) **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 Wednesday, December ??th.

Scheduling Conflicts, Deadlines, and Make-Up Policy: Keep in mind, that should you have a conflict with the dates and/or times of the quizzes you must email me at least five (5) business days prior to reschedule. Only University Accepted Excuses will be permitted and documentation must be provided. If personal circumstances arise that may interfere with your ability to meet an assignment deadline, please let me know as soon as possible. Only University Accepted Excuses will be accepted and documentation must be provided. Personal issues with respect to fulfillment of course requirements will be handles on an individual basis. https://catalog.ufl.edu/ugrad/current/regulations/infor/attendance.aspx.

Grading Scale

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

Grade	% (Grade Point)	Grade	% (Grade Point)
A	93 - 100 (4.0)	C	73 – 76.99 (2.0)
A-	90 - 92.99 (3.67)	C-	70 – 72.99 (1.67)
B+	87 – 89.99 (3.33)	D+	67 – 69.99 (1.33)
B	83 – 86.99 (3.0)	D	63 – 66.99 (1.0)
B-	80 – 82.99 (2.67)	D-	60 – 62.99 (0.67)
C+	77 – 79.99 (2.33)	E	Below 59.99 (0)

Grade Appeal Policy

• You have up to three (3) days after a grade has been posted to contact me regarding any issues or concerns, after which the grade is final. Grades are based on a point scale and will not be rounded.

Honor Code Policy

• All students are expected to uphold the Honor Code: "*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 university requires all members of its community to be honest in all endeavors. A fundamental principle is that the whole process of learning and pursuit of knowledge are

diminished by cheating, plagiarism and other acts of academic dishonesty."

• 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/

University Policy on Accommodating Students with Disabilities

• Students requesting accommodation for disabilities must first register with the Dean of Students Office (http://www.dso.ufl.edu/drc/). The Dean of Students Office will provide documentation to the student who must then provide this documentation to the instructor when requesting accommodation. Students must submit this documentation prior to submitting assignments or taking the quizzes or exams. Accommodations are not retroactive; therefore, students should contact the office as soon as possible in the term for which they are seeking accommodations. https://disability.ufl.edu/

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 and 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: 392-1111 or 9-1-1 for emergencies. https://counseling.ufl.edu/

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.

Teaching Evaluations

• Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations at https://evaluations.ufl.edu. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at https://evaluations.ufl.edu/results/ .

Getting Help

• If you are having difficulties with the course material, please email the Professor and/or visit the Health and Human Performance Subject Guide at the UF Library. https://guides.uflib.ufl.edu/HealthHumanPerformance

• 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.

• *Dean of Students Office* - Do you need help resolving a conflict or would like access to the student code of conduct? Advise the Professor of your needs and register with the Dean of Students Office. The Dean of Students Office will provide documentation to you, which you then give to the instructor when requesting accommodation.

• *Counseling and Wellness Center* Would you like to speak to a counselor about a problem that you are having? Please visit our counseling and wellness center.

• *Online Computing Help Desk e-Learning Support Services* - The UF Computing Help Desk is available to assist students when they are having technical issues.

• *Online Library Help Desk* The help desk is available to assist students with access to all UF Libraries resources.