

**UNIVERSITY OF NORTH TEXAS**  
**COLLEGE OF MERCHANDISING, HOSPITALITY & TOURISM**  
**Spring 2026**

**HMGT 4860/5260 - Hospitality Business Strategies**

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**\*Prerequisites: MUST have taken ALL Prerequisites! In addition, you must have seen your academic advisor and been approved for the course.**

**Required Text:**

- Okumus, F., Altinay, L., Chathom, P., & Koseoglu. (2019). Strategic Management for Hospitality and Tourism (Second Edition). New York, NY: Routledge, Taylor Francis Group.
- Assigned Readings (Journal Articles), PowerPoint's™, Case Studies, & Data Sets, and Other Class Materials will be distributed via Learn in PDF format unless otherwise stated.

**Suggested Textbook:**

- American Psychological Association. (2020) *Publication Manual of the American Psychological Association* (6th Ed.). Washington, DC: American Psychological Association.
- Enz, C. (2010). *Hospitality strategic management: Concepts and cases* (2nd ed.). Hoboken, NJ: John Wiley & Sons, Inc.

**Course Description**

The course provides students with a comprehensive study, strategic management, leadership, and analysis of the hospitality manager's role in a successful hospitality operation. This course was designed as the "capstone course" of the hospitality management program.

**Learning Outcomes (Upon completion of this course, students will be able to):**

- Use case study analysis and discussion to apply critical thinking and strategic planning processes for a hospitality operation.
- *Develop a personal leadership style for managing hospitality organizations.*
- Use spreadsheets to build a financial business plan for a hospitality operation.
- Develop a human resources business plan for a hospitality operation.
- Develop a marketing plan for a hospitality operation.
- Address hospitality cost control issues on labor management.
- *Analyze legal and ethical issues in hospitality management.*
- Analyze problems and create solutions from the executive management perspective.
- Analyze business strategies from both the corporate and entrepreneurial perspectives.

This class combines lectures, tests, case studies, research assignments, data sets, AI use, student presentations, and class discussions (in-person and online). In addition, terms and take-home problems/exercises will be used to enhance the student's application and retention of the material.

## Course Requirements:

### 1. Written Assignments:

- Students will submit four (4) written assignments and deliver two (2) presentations during the semester.
- Assignments will draw on course readings, industry interactions, current events, AI use, and in-class and online discussions.
- Refer to the "Submission of Written Assignments" section (p. 3) for submission guidelines and the "Grading Rubric" (p. 4) for content development criteria.
- *Details for each assignment will be provided in lectures.*
- *Each assignment carries 12.25 points, accounting for 50% of your total grade.*

### 2. Examinations:

- Three examinations will be held during the semester, labeled Exam I, II, and III.
- Each exam will cover class materials, chapter readings, discussions, and other relevant resources.
- *Your final grade calculation will discard the lowest score among the three exams.*
- Exams will cover lectures, readings, industry engagements, class activities, quizzes, assignments, videos, additional reading materials, guest lectures, AI exercises, and other designated sources.
- *Each exam is worth 15 points, which account for 30% of your final grade.*

### 3. Quizzes:

- Students are expected to complete online chapter quizzes covering the course readings.
- Quizzes are due in the class following the one in which they are assigned.
- Completion and submission are required to earn full credit.
- *Quizzes contribute 10% to your final grade.*

### 4. Class Discussions:

- Active participation in discussions grounded in assigned readings and course materials is required for full credit.
- Class discussions will focus on critical topics from chosen readings and current events.
- *In-class discussions account for 10% of your final grade.*

### 5. Extra Credit Opportunities:

- There *may be* opportunities for extra credit throughout the semester. Further details will be provided in class.

### 6. Class Attendance:

- Regular attendance is essential for successful course completion.
- *\*Refer to the "Responsibilities of Students" subsection under "Class Policies and Instructor's Expectations" in the syllabus for additional details.*

## Course Webpage & Digital Communication

Access the course materials on our Canvas page at [<https://unt.instructure.com/>]. To sign in, use your UNT Login credentials. Canvas is designed to deliver course content, streamline communication, and provide relevant resources. Features available on the Canvas site include:

- **Syllabus:** Outline of the course structure, objectives, and expectations.
- **Presentations:** Relevant PowerPoint slides used in lectures.
- **Resources:** This section includes class notes, supplemental readings, guidelines for team projects, take-home assignments, and quizzes.
- **Grades:** Track your performance here, including attendance, quiz and test scores, extra-credit achievements, and project details.
- **Discussions:** Engage in conversations about current topics, share ideas with peers, and collaborate.
- **Messaging:** Use Canvas's built-in messaging system for direct communication with classmates, faculty, and the TA.

The course pages on Canvas are available only to registered students and are for this course only. You are expected to check the site regularly. *I strongly recommend checking your student **UNT e-mail and Canvas Messages regularly**. I may announce the cancellation of a class, a change in class time and room, and other vital information, especially in the event of a campus closure.*

**Grade Breakdown:**

Your course grade will be based on a 100-point total.

Assignments (Four).....	50% Total (12.50 Each)
Exam (Best 2 of 3).....	30% Total (15% Each)
Quizzes.....	10% Total
Discussion Participation.....	10% Total
<b>Total Points</b> .....	<b>100% Total</b>

**Grading Scale:**

A	90% - 100%
B	80% - 89.9%
C	70% - 79.9%
D	60% - 69.9%
F	<60%

**Submission Guidelines for Written Assignments**

**1. Submission Process:**

- o *Default method:* You can submit your assignments electronically via Canvas directly to the instructor unless directed otherwise.

**2. Late Submissions:**

- o 24-hour grace: Assignments won't be accepted if they are more than 24 hours past the due date.
- o Up to 48 hours late: Assignments will incur a 20% (20 points) penalty per day.
- o Beyond 48 hours: If the assignment is not submitted within 48 hours of the due date, it will receive a grade of "0."

**3. Evaluation Criteria:**

- o Assignments will be assessed based on content quality, comprehensiveness, presentation, grammatical accuracy, and adherence to APA guidelines.

**4. Format & Presentation:**

- o Assignments should be professionally typed.
- o Always cite references in APA format. For guidance on APA, refer to [APASTYLE.ORG](http://APASTYLE.ORG) and the provided two-page handout.
- o Prior to submission, ensure thorough proofreading.

**5. Specific Formatting:**

- o *Title Page:* Center the paper's title. In the upper right corner, include your name, course name and number, instructor, and date.
- o *Printing:* Only use single-sided printing.
- o *Margins:* Maintain a one-inch margin on all sides.
- o *Spacing:* Double-space the entire document, except for the title page.
- o *Font:* Use size 12 and stick to standard fonts like Arial or Times New Roman.
- o *Page Numbers:* Center them at the bottom of each page, excluding the title page.
- o *References:* Ensure they're in APA format. If requested, provide copies of all referenced materials with your paper.

*Please note: Assignments that do not adhere to these guidelines will incur point deductions. It's crucial to follow the provided format meticulously.*

## Grading Rubric for Written Assignments (Total: 100 Points):

### 1. Technical Precision (20 points):

- Deductions will be made for errors in grammar, citations, word choice (diction), spelling, punctuation, or overall format.

### 2. Content Quality (60 points):

- Evaluation will focus on the depth of coverage, analysis, and a coherent summary/discussion of the topic.

### 3. Originality & Personal Insight (20 points):

- Marks are awarded for the unique thoughts and perspectives the student contributes to the paper.

## Class Policies and Professor's Expectations

The University's expectations for student conduct apply to all instructional forums. The Code of Student Conduct is located at <https://policy.unt.edu/policy/07-012>.

## Course Professionalism and Decorum

Everyone must remain professional in all verbal and written interactions related to this course, whether in class or online. Specifically:

- Abstain from using any language that may be deemed abusive or offensive. The instructor will determine the appropriateness of the language.
- Any breach of these guidelines will lead to temporary suspension from the course until the instructor resolves the issue.

Your professional demeanor during your academic journey heavily influences your future career achievements. Hence, it's expected that all students:

- Display mature and professional conduct in all facets of the course.
- Attend each class session, participate constructively in discussions, contribute positively to the class environment, and complete assignments punctually.

Your final grade will reflect the professionalism you demonstrate throughout the course. To ensure a professional classroom atmosphere, kindly adhere to the following guidelines:

- Finish course assignments and participate in discussions promptly, preferably before the next class.
- Complete all reading assignments before the class they pertain to.
- Engage fully in lectures, guest talks, videos, and discussions. Take meaningful notes and actively partake in classroom tasks and conversations.
- Collaborate effectively and supportively with group members if you are part of a team.
- Any form of academic dishonesty will not be tolerated.
- Feel free to ask questions, but please keep them relevant and concise.
- Any inappropriate behavior in class will result in suspension from the course until the issue has been addressed and resolved.

## Student Responsibilities:

1. *Classroom Etiquette*: Maintain behavior that fosters a conducive learning environment for everyone.
2. **Attendance: Ensure regular class attendance. Each unexcused absence will result in a 2.5% deduction from your final semester grade.**
3. *Course Commitments*: Complete all course requirements, including reading assignments, case studies, and other tasks, before each class. You must complete these commitments to ensure your final grade.
4. *University Regulations*: Adhere to the academic and student guidelines established by UNT.
5. *Timely Submission*: Submit assignments at the beginning of the class period unless otherwise specified.

## Final Exam Policy

Final exams will be administered at the designated times on the specified day of each semester. Please check the course calendar early in the semester to avoid conflicts.

## Notice of Copyright for Course Syllabi and Lectures

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## Technology in the Classroom:

To ensure a conducive learning environment, please follow these guidelines for the use of electronic devices and technology in the classroom:

1. *Mobile Phones and Electronic Devices:* When you enter the classroom, please turn off or set your mobile phones and other electronic devices to silent or vibration mode. This will help minimize disruptions and allow everyone to engage fully in the course.
2. *Approval for Technological Equipment:* The instructor must approve the use of technological equipment in the classroom. If you need computers, projection equipment, or any other technology for presentations or demonstrations, please submit your request at least two (2) class periods before the scheduled class. This allows us to make appropriate arrangements and ensure the smooth facilitation of your presentation or demonstration.

## Artificial Intelligence (AI) Use in This Course

This course permits and expects the responsible use of generative artificial intelligence (AI) tools as part of graduate-level strategic analysis and professional skill development. AI may support research, analysis, organization, and communication; however, it may not replace independent thinking, judgment, or accountability. Students are fully responsible for the accuracy of all content, the logic of their analysis, and their ability to defend strategic decisions. *Detailed guidelines, expectations, and disclosure requirements for AI use will be provided and discussed separately.* Failure to adhere to established AI use standards will be treated as an academic integrity issue.

## Tentative Class Schedule Statement and Revision of Class Schedule

Please note that the course syllabus is tentative and subject to change. While I have made every effort to provide a comprehensive outline of the course content and schedule, adjustments may be necessary throughout the semester to accommodate unforeseen circumstances and student needs or to enhance the learning experience.

I will promptly communicate any syllabus changes in class or via the Canvas course management system. You must regularly check for updates and review any revised materials to stay informed about course expectations, assignments, readings, and assessments. Your feedback and input are valuable. I encourage you to actively participate in class discussions and share suggestions or concerns about the course structure or content. Together, we can create a productive and engaging learning environment that meets the needs of all students.

I appreciate your understanding and flexibility as we navigate the course content. Please don't hesitate to reach out with any questions or for clarification on any aspect of the syllabus. I am committed to your success and look forward to a rewarding semester.