

University of North Texas
College of Merchandising, Hospitality & Tourism
Department of Hospitality & Tourism Management
Spring 2021

HMGT 4860: Hospitality Business Strategies

Course Instructor:	Young Hoon Kim, Ph.D.	Telephone:	(940) 565 – 4786
Office Location:	Chilton Hall 343A	E-mail:	younghoon.kim@unt.edu
Class Time:	Wednesday 5:30 – 8:20pm	Skype ID:	younghoonkim13
Office Hours:	By appointment		
Class Location:	TBA		

*Prerequisite (s): **HMGT majors only; must be taken in final 18 hours of coursework.**

Required Text:

- Assigned Readings (Journal Articles will be distributed via Canvas in PDF format), PowerPoint's™ (distributed via Canvas), Case Studies, & In Class Handout Materials.

Supplemental Reading Materials (Recommended):

- Enz, C. (2010). Hospitality strategic management: Concepts and cases (2nd Ed.). Hoboken, NJ: John Wiley & Sons, Inc.
- American Psychological Association (2020). Publication Manual of the American Psychological Association (7th Ed.). Washington, DC: American Psychological Association.
- David, F., & David, F. R. (2020). Strategic Management: A Competitive Advantage Approach, Concepts and Cases (17th Ed.). ISBN 9780135203699. New York City, NY: Pearson.

Reference Style Guide:

American Psychological Association. (2020). Publication Manual of the American Psychological Association (7th Ed.). Washington: American Psychological Association.

Vision of the Hospitality & Tourism Management Program

To be a global leader in advancing education, creating knowledge, and shaping the hospitality and tourism professionals of the future.

Mission of the Hospitality & Tourism Management Program

Educating students for leadership in the global hospitality and tourism industries and advancing the profession through excellence in teaching, research, and service.

Program Learning Outcomes

Upon graduating with a BS in Hospitality Management, students will be able to:

1. Demonstrate basic knowledge of theoretical constructs pertaining to the hospitality and industries.
2. Apply the basic principles of critical thinking and problem solving when examining hospitality and tourism management issues.
3. Apply technical aspects of the hospitality and tourism industry.
4. Demonstrate professional demeanor, attitude, and leadership needed for managerial positions in the hospitality industry

Course Description

The course provides students with a comprehensive study, strategic management, leadership and analysis of the hospitality manager's role in operating a successful hospitality operation.

Expected/Learning Outcomes

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

- Apply critical thinking and strategic planning processes for a hospitality business operation through case study analysis and discussion.
- Apply spreadsheets to analyze financial statement for hospitality operation.
- Apply cost controls to maximize business outcomes.
- 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.
- Develop and create a personal leadership style for managing hospitality business operation.
- Evaluate the value of hospitality business operation.
- Create business strategies for a hospitality business operation.
- Create a business consulting project (team or individual project) as a final outcome.

Course Format

This course utilizes a combination of lecture, class discussion, interactive activities (team-based learning), case studies, and field assignments (i.e., project). You are encouraged to actively participate in discussions by asking questions and/or providing feedback. Quizzes and assignments will be given frequently throughout the semester.

Course Contents

PART I: Strategic Management

Chapter 1: Strategic Management

Chapter 2: The Environment and External Stakeholders

Chapter 3: Strategic Decision

PART II: Strategy for Organization

Chapter 4: Organizational Resources and Competitive Advantage

Chapter 5: Strategy Formulation at the Business-Unit Level

Chapter 6: Corporate-Level Strategy and Restructuring

PART III: Strategy Implementation Internally and Externally

Chapter 7: Strategy Implementation through Inter-organizational Relationships and Management of Functional Resources

Chapter 8: Strategy Implementation through Organizational Design and Control

Chapter 9: Strategies for Entrepreneurship and Innovation

Chapter 10: Global Strategic Management and the Future

Course Requirements

1) Examination:

Three Exams (Exam I, II, & III) will be given during the semester: each exam will cover about 1 – 3/4 chapters. The lowest one out of THREE Exams (Exam I, II, and III) will be dropped automatically. Exams will cover all material presented in lectures, class activities, daily quizzes and assignments, projects, text, reading assignments, guest speakers, and other indicated sources. The final exam is comprehensive and REQUIRED. No make-up exam will be given unless arrangements are made with the instructor's approval.

2) On-Line Discussion Participation:

Your individual assessment for online discussion participation is based on attendance (number of logs) and levels of interactive contributions to discussions on the Canvas. Canvas discussions are intended to be a continuous dialogue that lasts throughout the semester. To be specific, students are expected to logon to the Canvas and read the discussion questions assigned to the module. Students must upload one initial post and three additional comments (e.g., argument and statement).

Module Closing Date: (See Course Itinerary)

- Module I: FEB 02, 2021
- Module II: FEB 23, 2021
- Module III: APR 06, 2021

Inadequate submission/participation will receive fewer participation points (make sure your posts are completed to the best of your ability). No credit will be given if you do not meet your minimum number. **YOUR INITIAL POSTING RESPONSE TO THE QUESTIONS SHOULD BE "more" THAN 150 WORDS.**

Module I

- Discussion 1: Define what is strategic management in hospitality and the typical sequence of activities in the strategic management process.
- Discussion 2: Identify and discuss a recent economic, social, cultural, political, governmental, environmental, technological, and sustainable trend that has significantly affected the hospitality and tourism industry (e.g., COVID-19)
- Discussion 3: Discuss via different components of social responsibility and explain why those are important for your business.

Module II

- Discussion 1: Discuss the ways how hotel can develop competitive advantage.
- Discussion 2: List the offensive and defensive strategies firms can use to compete effectively and discuss the best strategy you want to employ for your own organization. Explain your position and provide specific examples.
- Discussion 3: Discuss and explain the most common restructuring approaches including turnaround, downsizing, reengineering, refocusing, bankruptcy, and leveraged buyouts.

Module III

- Discussion 1: Explain why cultural factors important considerations in the strategic management process. In the tourism and hospitality industry, please be as specific as possible in your response.
- Discussion 2: List and discuss the steps companies can take to control organizational crises (e.g., COVID-19)
- Discussion 3: What are the most significant issues/concepts/ideas that you feel are raised in Chapter 9: Strategies for Entrepreneurship and Innovation? Identify and discuss at least two specific issues/concepts/ideas and provide examples where appropriate in your discussions.

3) Course Webpage & On-line Communication

The course website is located at Canvas on (<https://unt.instructure.com>). In order to log on to your Canvas, you will need your UNT Login and Password. Canvas is intended to enhance class communications, and therefore it does not replace regular class sessions and face-to-face appointments with the Instructor. This site provides the following functions:

- Syllabus and Schedule
- Handouts – Class notes, supplementary readings, team projects guidelines, Assignments, quizzes, and exam hints.
- Grade – Attendance, assignment, quiz, extra-credit, project, and exam
- Discussions – Express your views regarding current and contemporary issues and exchange your ideas with your team members and other classmates.
- Email – Communicate freely without having to remember other’s e-mail accounts.

Canvas is only open to students registered in this course and can only be used for the purpose of this course. You are expected to check the site on a regular basis. It is strongly recommended to check student e-mail (e.g., denton.northtexas@my.unt.edu) on a regular basis. The important messages will be announced: e.g., the cancellation of class and change of class time and room. *It is student’s responsibility for checking class’ announcements/changes.

4) Business Consulting Project:

The individual/group project consists of several different components which are due in class on the designated date. Each student is required to work with other students for the group project. Each group must prepare a binder for the project and build each project component into the binder throughout the semester. At the end of the semester, a complete project must be submitted for a comprehensive grade. Each component submission that misses the deadline time will cause a **10% (10 points/day)** deduction from the allocated weight. Guideline for conducting each project component will be discussed in class and the instructor will provide handouts when appropriate. **In the modern business environment, teamwork is one of the most important factors to organizational success. Through this group project, you are expected to learn how to collaborate with team members/coworkers to achieve common objectives.**

- Failing to analyze and submitting the group project as a group will result in zero point.
- Please indicate the person for each designated section(s) at the beginning of this semester. For example, Section I: Mr. North Texas and Section II: Ms. Texas Woman.

Class Participation/Discussion & Attendance:

See “*Responsibilities of Students*” in the “Class Policies and Instructor’s Expectations” section of the syllabus...

Grade Policy: If you are caught cheating or plagiarizing in HMGT 4860 you will receive a failing grade “F” for the course and appropriate administrative action will be taken.

Grade Breakdown: *Your individual course grade will be based on a 100 Point Total:*

Homework and Quiz (In and Out Class Practice)	10%	50
Class Participation/Attendance with Daily Pop Quiz (Sincerity)	10%	50
Term Project		
Case Study (Application)	6%	30
Business Consulting Project (Creation)	24%	120
Module Discussion	20%	100
Exam (2 Exams: Knowledge)	20%	100
Final Exam	10%	50

Grading Scale:

A	451 – 500
B	401 – 450
C	351 – 400
D	301 – 350
F	300 and less

Revisions:

The instructor reserves the right to revise this syllabus and list of requirements when, in his judgment, such revision will benefit the advancement of the course goals and objectives.

Assignments should be submitted to the instructor via **Turnitin.com** unless otherwise specified. **Five (5)** points will be deducted **each** calendar day the assignment is submitted late. Assignments will not be accepted after the fourth day following submission date. A grade of **“F”** will be assigned after that time.

Grading Rubric for Written Assignments (Available on Turnitin.com in Grademark):

- 20% of the points can be deducted for technical errors in grammar, citations, diction, spelling, punctuation or format.
- 60% will be based upon content in terms of adequate coverage, analysis, and summary/discussion of the topic.
- 20% will be based upon a student’s contribution of thought to the paper.
- **No points will be given for any plagiarized project.**

Class Policies and Professor’s Expectations**In class and Online Class Decorum:**

Please be professional in all verbal discussions, questions, responses, and conversations in this course. No abusive or offensive language is permitted (as determined by instructor). This also applies to all written communication. Failure to comply with these rules will result in removal of access to the course until the issue is resolved with the instructor. The quality of your future performance in the tourism industry depends on the degree of professionalism which you exhibit in your academic career. It is expected that students conduct themselves in a mature and professional manner in every class session.

Professionalism includes students’ attendance during each class session, constructive participation in course dialog, contribution to classroom decorum, and completion of assignments. Students’ final grade will depend on the degree of professionalism that you demonstrate in this course. In order to create a professional classroom environment, please follow the following rules:

- Please review and complete course assignments in a timely manner.
- Complete the assigned readings before the scheduled class begins.
- Pay attention to the lectures, guest speakers, videos, and discussions.
- Write down any relevant notes, and participate in assignments and class discussions.
- Be a good teammate for your group members (if assigned).
- Academic dishonesty (plagiarism, submission of previous work, etc.) is not tolerated.
- Ask questions as much/many as you wish.
- Inappropriate behavior in the classroom shall result in removal from the course.

Responsibilities of Students:

1. Exhibit classroom behavior that does not infringe on other students' right to learn.

2. Attend all classes, recognizing that absences will adversely affect the final grade. **Five percent** of a student's total grade for the semester will be deducted for *each* unexcused absence.
3. Fulfill course assignments and requirements, recognizing that unfulfilled assignments and requirements will adversely affect the final grade. Students are expected to complete reading assignments, cases, and other assignments prior to class.
4. Abide by student and academic regulations as published by UNT.
5. Assignments, including cases, are due at the beginning of the class period unless otherwise stated.

CLASS REQUIREMENTS BY INSTRUCTOR

Classroom Code of Civility

Students are expected to attend class and honor other students' educational rights by arriving **ON TIME** and conducting themselves in a professional manner at all times in the classroom. Students are expected to assist in maintaining a classroom environment that is conducive to learning. In order to assure that all students have an opportunity to gain from time spent in class, students are prohibited from the following: *using cellular (smart) phones, texting message, personal digital assistants or beepers, eating, dominating discussion, making offensive or threatening remarks, reading newspapers or other materials not related to the class, leaving or sleeping during lecture, exhibiting violent behavior, talking excessively during lectures, or engaging in any other form of distraction.*

Inappropriate behavior in the classroom shall result in "minimal" a request to leave class. The instructor, in accordance with departmental policy, will determine any further disciplinary action. Repeated offenses may result in Initiation of Academic Discipline Cases and / or administrative withdrawal (drop) from the course. Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior, inebriated, under the influence, will be directed to leave the classroom and the instructor may refer the student to the Center for Student Rights and Responsibilities to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc.

The Code of Student Conduct can be found at www.unt.edu/csrr Course drop information: see schedule at – <http://essc.unt.edu/registrar/schedule/scheduleclass.html>. Policies on academic dishonesty:

<http://www.vpaa.unt.edu/academic-integrity.htm>

Academic Conduct

HONESTY is required of students in the presentation of any and all phases of course work as their own. Failure to maintain academic integrity will be regarded as a serious offense liable to consequences, possibly suspension.

CHEATING on exams and assignments will not be tolerated and will result in disciplinary action and letter grade, "F."

Cheating includes, but is not limited to, dishonesty on exams or on written assignments, illegal possession of examinations, the use of unauthorized notes during an exam, obtaining information during an exam from another student, assisting others to cheat, alteration of grade records, illegal entry to or unauthorized presence in an office are instances of cheating. Plagiarism refers to offering the work of another's as one's own. The **CMHT** adheres to and enforces UNT's policy on academic integrity (cheating, plagiarism, forgery, fabrication, facilitating academic dishonesty and sabotage). Students in this class should review the policy (UNT Policy Manual Section 18.1.16), which maybe located at http://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student_Affairs-Academic_Integrity.pdf. Violations of academic integrity in this course will addressed in compliance with the penalties and procedures laid out in this policy. Students may appeal any decision under this policy by following the procedures laid down in the UNT Policy Manual Section 18.1.16 "Student Standards of Academic Integrity."

ADA Statement

If you have a disability for which you will require accommodation under the terms of the Americans with Disabilities Act or Section 504 of the Rehabilitation Act of 1973, please discuss your needs with the instructor during office hours, or

present your request in writing after class. The School of Merchandising and Hospitality Management cooperates with the Office of Disability Accommodation to make reasonable accommodations for qualified students with disabilities. If you have not registered with the ODA, we encourage you to do so. **Please present your written Accommodation Request on or before the 2nd day of class.**

Assignment Policy

Refer to the Class Itinerary under **Topics/Activities** for dates when chapters, topics, and assignments will be introduced and discussed in class. Due dates for assignments are under **Assignments/Exams** on the Class Itinerary. It is the responsibility of each student to obtain the information regarding chapters, topics, and assignments if absent from class on the day the chapter, topic, or assignment is discussed. **Students are expected to come to class prepared to participate in the discussion of assigned chapters in the textbook, and assignments.** Chapters in the textbook and assignments are discussed in detail in class on the day noted under **Topics / Discussion** on the Class Itinerary. Class discussion of chapters and corresponding assignments extend on the learning process and are not intended to *orient* students to the material covered in the assigned readings and assignments. **Daily assignments are to be completed as assigned.** Students will be required to present and explain assigned summary problems in class. The summary problems will be reviewed in class the next class meeting after each assignment is made. This is done to encourage the student to work the problems and not copy the answer for a daily grade. Students will work similar problems on exams; therefore, problems should be utilized as a test of an individual's understanding of the concepts covered. **Assignments with points given must be turned in during class to be considered for evaluation for course credit.** Assignments are to be turned into the instructor at the beginning of class on the designated due date to be considered on time for evaluation and course credit. **Late Assignments will not be accepted. Additionally, it is also your obligation to obtain the information of assignments and turn in your assignment(s) to the instructor. Although you have an excuse for a sick absence, the assignment(s) will not be excused.**

***Turn in Draft #1, 2, and Final Project by 11:59AM on Due date: post on Canvas under the assignment.**

Exam Policy

Refer to the Class Itinerary under **Assignments/Exams** for the dates exams will be administered. It is the responsibility of each student to obtain the information regarding an exam if absent from class on the days the material to be covered on the exam is discussed. All exams are to be taken. **Make-up exams** will be given only to students with an excused absence. If it is necessary for a student to miss an exam, it is student's responsibility to make arrangements for taking the make-up exam. Failure to make-up an exam on the scheduled date will result in a grade of zero [0] for the exam. **If you miss an exam, you must notify the instructor within 24 hours.**

Excused Absence Policy – Excused absences require written proof and are given for the following reasons:

- **Illness** – Written evidence of your excuse is required the FIRST DAY BACK in class after the absence. A doctor's dated excuse with signature or a dated slip from Student Health Services with signature can be used.
- **Death in the Immediate Family** – Written evidence agreed on by student and instructor of the excuse is required the FIRST DAY BACK in class after absence.
- **Religious Observances** – Written evidence of your excuse is required PRIOR to the absence and should be provided by the 15th day after the first day of the semester.
- **Approved University or Department Activities** – Written evidence of your excuse is required to be given PRIOR to the absence. Example of approved activities: Class field trips and professional meetings.
- **Legal Business** – Written evidence of your excuse is required PRIOR to the absence. Example of legal business: Being called as a witness for a trial.
- **The internship CANNOT be excused for any reason!**

Attendance Policy

Every week pop quiz will be given to check student's attendance. Class attendance has a direct bearing on the student's grade because the content of material covered in class extends on information presented in the text. Class attendance will be taken at the beginning of each class session through the use of an attendance sheet or by calling the name of student. It is also the responsibility of each student to sign the attendance sheet before leaving each class session. Failure to sign the attendance sheet on the day of attendance will result in a recorded absence for the day. Class attendance will not be considered on days for a student who (a) arrives to class five (5) minutes or **later** into the class meeting time or (b) leaves class prior to the designated ending time. Signing the attendance sheet for another student will result in disciplinary action to be determined by the instructor of record. Extra credit(s) will be given to the student who has "0" absence for a semester. For more detail information:

- Illness – Written evidence of your excuse is required the **FIRST DAY BACK** in class after the absence. A doctor's excuse with signature or a dated slip from Student Health Services with signature can be used (*Teaching Assistant will contact Dr.'s office after receiving Dr.'s note).
- **One absence** will result in 5 points deduction in your attendance.
- **Two late attendances** (L: – 5) or two early leaves (E: – 5) will be counted as one absence (2.5 points will be deducted for one late or early leave).
- **Because of team project**, one absence will result in 3 points deduction in your project grade (* See Excused Absence Policy: 1.5 points will be deducted for one late or early leave).
- **4 absences** will result in "downgrading" your total letter grade of this course (e.g., A to B, B to C, C to D, and D to F).
- **5 times** and more absences (excused or unexcused) will result in "F" of this course.
- Class Exercises and Quizzes will be awarded and up to 20 points per class. These points cannot be made up, even with a doctor's note. Class Points comprise a significant portion of the course total points. Attendance will affect your final grade.

Attention

- You will have a designated seat for your group project.
- If you have any questions about class, please do not hesitate to **Ask Any** questions at **Any** time
- There is **No Make-up quiz**.
- Please let me know **who you are and what you want to know** when you email me.

As your instructor I will:

- treat you with the utmost respect and dignity.
- be available for assistance whenever possible.
- listen to your opinions and be open to feedback.
- return all graded work within two weeks.
- do my best to create an enjoyable, but challenging learning environment.

As my partner you will be expected to:

- **BE ON TIME!**
- ask questions to ensure you understand the material and its relevance.
- treat your classmates with dignity and respect.
- contribute to classroom discussion.
- not wear hats in class.
- come to class prepared, which means **reading the assignment prior to class!**

Revisions:

The instructor reserves the right to revise this syllabus and list of requirements when, in his judgment, such revision will benefit the advancement of the course goals and objectives.

College of Merchandising, Hospitality & Tourism CMHT Graduate Student Fall 2020
HMG T 4860 – Tentative Class Schedule
(Subject to Change at Professor’s Discretion)

DATES	TOPICS / ACTIVITIES	ASSIGNMENTS / EXAMS DUE DATE
Week 1 JAN 13	Introduction & Checking Pre-requisite (s) Module I: Chapter 1	ZM Lecture Individual and Group Project
Week 2 JAN 20	Module I: Chapter 2 & 3	ZM Lecture Preview Project & Teams Case Study Review Group Project Meeting I
Week 3 JAN 27	Exam I: 1 Hour Chapter 1 – 3	ZM Breakout rooms (BOR) Group Project Meeting II/Record Consent Form Submission
Week 4 FEB 02 FEB 03	Module II: Chapter 4 & 5	Module I Discussion Closing Date ZM BOR Group Project Meeting III/Record
Week 5 FEB 10	Module II: Chapter 6	ZM Lecture Group Project Meeting IV
Week 6 FEB 17	Exam II: 1 Hour Chapters 4 – 6	ZM BOR Group Project Meeting V/Record
Week 7 FEB 23 FEB 24		Module II Discussion Closing Date Project Draft # 1 Due: 05:00pm
Week 8 MAR 03	Module III: Chapter 7 & 8	ZM Lecture

DATES	TOPICS / ACTIVITIES	ASSIGNMENTS / EXAMS DUE DATE
Week 9 MAR 10		ZM Lecture Project Review Case Study Due at 05:00pm
Week 10 MAR 17	Module III: Chapter 9 & 10	Picture Day Module Review
Week 11 MAR 24		ZM BOR/Record Project Draft # 2 Due: 05:00pm
Week 12 MAR 31	EXAM III: 1 Hour Chapters 7 – 10	ZM Lecture Project Feedback
Week 13 APR 06 APR 07	Paper Review	Module III Discussion Closing Date Final Project Due at 05:00pm
Week 14 APR 13 APR 14	Paper Review	Evaluation (Team and Group) Due at 05:00pm
Week 15 APR 21	TBA	“Women in Power” ZM (Guest) Speaking – Kathy O’Neal
Week 16 APR 28	FINAL Week Chapters 1 – 10	Final Exam at 5:30pm

***ZM: Zoom Meeting Required**