NEW COURSE SYLLABUS

HRMT 4500
Strategic Hospitality Management

DAY/TIME/LOCATION:
Wednesdays
3:00 p.m. – 5:50 p.m.
Room 336 Spidle Hall

FACULTY INFORMATION
Baker Ayoun, Ph.D.
360 Spidle Hall
Phone: (334) 844-8196
Fax: (334) 844-3279
Email: bayoun@auburn.edu
Office Hours: Tuesday & Thursday 1:30 - 3:30 p.m., or by appointment.

REQUIRED TEXT

HRMT PROGRAM MISSION
To educate exceptional leaders for the global hospitality and tourism industries. We concentrate on service excellence, social and ethical responsibility and diversity in a practically oriented and intellectually challenging learning environment.

COURSE DESCRIPTION
This course integrates the material gained in prior HRMT courses and provides students with a perspective of managing a hospitality business through strategic eyes, utilizing the tools and techniques of strategic management to develop and implement sound hospitality strategies. Cases are used to provide actual applications of the theoretical material.

COURSE OBJECTIVES/OUTCOMES
By the end of this course, the student will be able to:
- Think strategically about hospitality businesses, their strategic postures and how they gain competitive advantages.
- Demonstrate ability to manage the core activities by which hospitality strategies get formed and implemented.
- Build skills in conducting strategic analysis of the various environments of the hospitality industry.
- Integrate the knowledge gained in earlier HRMT and business courses and work experience.

**CLASS POLICIES**

1. **Academic honesty**
   The University Academic Honesty policy (TITLE XII) will be strictly enforced. Students are responsible for familiarity with this policy and its adherence. Please review the current edition of the Tiger Cub for specifics regarding this policy.

2. **Grading for course requirement**
   - Classroom Activities, Home Tasks, and Quizzes 30%
   - Mid-Semester Test 20%
   - Case Study Analysis & Presentation 10%
   - Term Project 10%
   - Final Examination 30%

3. **Grading scale**
   - 90 - 100% = A
   - 80 - 89% = B
   - 70 – 79% = C
   - 60 – 69% = D
   - 59% & < = F

4. **Unannounced quizzes, attendance, participation and late assignments**

5. **There will be no unannounced quizzes. Class attendance is mandatory for all HRMT classes and only official university excused absences (please refer to the Tiger Cub) supported by the relevant documentation will be accepted by Faculty for non-attendance. All supporting documentation must be date stamped and turned into the relevant faculty member when the student next attends class (no late excuses will be accepted). Each class missed without an official university approved excuse and supporting documentation will result in a letter grade deduction (one letter grade per class missed) at the end of each semester. In the event that a student misses more than three classes without an official university approved excuse and/or supporting documentation, this will result in an automatic fail grade for the class. Late assignments will not be accepted after the due date other than with an approved and stamped university excuse.**

6. **Special Accommodations for Students with Disabilities**
   Students who need special accommodations in class, as provided for by the American Disabilities Act, should arrange a confidential meeting with the instructor during office hours the first week of classes - or as soon as possible if accommodations are needed immediately. You must bring a copy of your
Accommodation Memo and an Instructor Verification Form to the meeting. If you do not have these forms but need accommodations, make an appointment with the Program for Students with Disabilities, 1244 Haley Center, 844-2096.

Classroom activities, home works, and quizzes: Several times during the semester, we will have a variety of class activities, home works, and/or quizzes. Specific guidelines for these activities will be provided in class.

Exams: There will be two exams during the semester: one midterm exam and a final exam. The mid-term and final exams may consist of multiple choice, essay and true/false questions. Students are to bring all material they might need for the exam, including the scantrons.

Case study analysis & presentation: Students will be assigned to teams, consisting of 3 to 4 students each. Each team will prepare a written report for a comprehensive case. For each assigned case, one team will provide a 20-minute presentation of the case in class. Presenting teams should be prepared for a 15-minute discussion period following the presentation, during which time their classmates and the professor will comment and ask questions. Written case reports should be no more than eight (8) pages long (excluding the cover sheet), double-spaced, and use fonts that are conventional for business writing. Spreadsheet models and/or graphs may be included as attachments to the written report and thus will not count toward the eight page limit. Presenting teams need to prepare a report for their case, present the issues in the case to their classmates, and answering the questions assigned for the case clearly. The primary focus for the case analysis will be content, including whether the analysis is internally consistent.

Term project:
This is a 3-5 double-spaced pages of text paper reporting a recent (2007 or later) strategic initiative undertaken by a hospitality-related firm. You may not choose a firm that is the subject of a case in your textbook! You will need to cite a minimum of two sources in your references. The strategic initiative can be at the business-unit level or the corporate level; it can be competitive, corporate, conglomerate, or international. After reporting the strategy, give your opinion about the firm’s strategic direction. Do you feel that it appropriately addresses the strengths, weaknesses, opportunities, and threats of the firm? Will the firm’s implementation steps work?
## TENTATIVE LECTURE PROGRAM

<table>
<thead>
<tr>
<th>Session</th>
<th>Dates</th>
<th>Seminar</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>Welcome and Course Overview</td>
<td>Syllabus</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>Strategic management in the hospitality industry</td>
<td>Chapter 1&lt;br&gt;- Group formation</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>Thinking strategically: a working model</td>
<td>Chapter 2&lt;br&gt;- Handout: Preparing an Effective Case Analysis</td>
</tr>
<tr>
<td>4</td>
<td></td>
<td>Environmental assessment: conceptual tools</td>
<td>Chapter 3</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td>Environmental scanning: identifying forces driving change</td>
<td>Chapter 4</td>
</tr>
<tr>
<td>6</td>
<td></td>
<td>Environmental assessment: scanning the remote environment</td>
<td>Chapter 5</td>
</tr>
<tr>
<td>7</td>
<td></td>
<td><strong>Mid-Term Exam</strong></td>
<td>(Chapters 1 through 5)</td>
</tr>
<tr>
<td>8</td>
<td></td>
<td>Environmental assessment: scanning the environment</td>
<td>Chapter 6&lt;br&gt;- Review Exam</td>
</tr>
<tr>
<td>9</td>
<td></td>
<td>Investing in competitive methods</td>
<td>Chapter 7</td>
</tr>
<tr>
<td>10</td>
<td></td>
<td>Choosing competitive methods: portfolios of products and services</td>
<td>Chapter 8</td>
</tr>
<tr>
<td>11</td>
<td></td>
<td>Analyzing core competencies</td>
<td>Chapter 9</td>
</tr>
<tr>
<td>12</td>
<td></td>
<td>Strategy alignment and implementation: realizing intended strategy</td>
<td>Chapter 10</td>
</tr>
<tr>
<td>13</td>
<td></td>
<td>Leadership and strategy: challenges for tomorrow's manager</td>
<td>Chapter 11</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Term Project Due</strong></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td></td>
<td>Case Presentations</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td></td>
<td>Case Presentations</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td></td>
<td><strong>Final Examination</strong></td>
<td>(Comprehensive)</td>
</tr>
</tbody>
</table>