



Hospitality Strategic Management

**HMD 405
3 Credits
Section
Semester/Year**

Instructor Name:
Phone:
E-Mail:
Office Hours:
Office Location:

COURSE DESCRIPTION

Topics include strategic direction, competitive advantages, strategy development, and strategy implementation. Organization and operation of hospitality companies emphasizing strategic management tools. Identify internal and external strategic issues, generate future-oriented plans, and implement change in a variety of business applications. Develop a business plan for a new or existing business.

COURSE PREREQUISITES

- Harrah College of Hospitality major,
- Analytical Thinking Requirement,
- Minimum of C grade in HMD 305, HMD 340, and HMD 350

COURSE OBJECTIVES

1. Analyze business problems, root causes, and impacts on stakeholders and develop solutions.
2. Communicate business information and solutions to internal and external stakeholders.
3. Develop and apply analytical skills to evaluate key business information.
4. Discover the basic concepts, principles, and practices associated with strategy formulations and implementation.
5. Apply a variety of strategic planning tools (i.e. SWOT analysis) to develop business strategies.

6. Establish measurements and accountability to reach project/organizational goals.
7. Synthesize knowledge in marketing, operations, finance, organizational and personnel management in determining strengths and weaknesses of each functional area of a hospitality organization.
8. Establish vision, mission, and core values to set company direction.
9. Evaluate and implement corporate level strategies (i.e. mergers and acquisitions, etc.) to achieve financial and organizational goals.

COLLEGE OF HOSPITALITY PROGRAM OUTCOMES

- Communicate effectively in written, spoken, visual and digital modes to different audiences (e.g. industry leaders, employees, employers, faculty and peers).
- Develop knowledge of the global and multicultural hospitality industry.
- Understand issues in ethics, diversity, and inclusion.
- Apply critical thinking to hospitality management problems.
- Evaluate critical hospitality management concepts.

REQUIRED TEXT, READINGS, AND INSTRUCTIONAL RESOURCES

Hospitality Strategic Management Concepts and Cases by Cathy A. Enz, Second Edition

Additional articles on canvas.

Course packet.

Case studies.

COURSE GRADING SCALE

Homework Assignments (5, 30 points each)	150 (15%)
In-Class Assignments (10, 30 points each)	300 (36%)
Reading quizzes (10, 10 points each)	100 (10%)
Exams (2, 100 points each)	200 (24%)
Semester-long project	250 (25%)

Total Points:

1000

Extra Credit – Perfect attendance	30
Missing 1 class	20
Missing 2 classes	10

GRADING POLICIES

Attendance is awarded with extra credit. Your attendance is needed to learn the material as the lecture notes do not contain all of the needed information to be successful in this class.

All homework assignments and the final project are due at 5:00 p.m. No late assignments will be accepted. All in-class assignments must be completed the day they are assigned. If you are to be absent, you must let the instructor know in advance and then you may be able to make-up the assignment at her discretion.

COURSE SCHEDULE

Date	Lecture	Reading/Homework	In Class Assignment
Week 1	Welcome to Strategic Management!	Reading: None.	
Week 1	Lecture 1: What is strategic management?	Reading: Read Chapter 1 pages 1-34.	
Week 2	Lecture 2: The Origin of Strategic Management and Strategic Management in Hospitality	Reading: Chapter 2 pages 36-58 Homework 1: Part 1 of the project due February 12 at 5:00 p.m. on Canvas.	In class assignment 1- group contract
Week 2	Lecture 3: Assessing the business environment	No outside assignment – library day on September 11.	
Week 3	Lecture 4: External Stakeholders and Operating Environment	Reading: Chapter 3 pages 80-113	
Week 3	Finding resources – Library day.	Reading: Chapter 2 pages 58-78	In class assignment 2
Week 4	Lecture 5: Strategic Direction	Reading: Chapter 4 pages 114-148 Homework 2: Due February 28 at 5:00 p.m.	In class assignment 3
Week 4	Lecture 6: Organizational Resources	Reading: Chapter 4 pages 148-162	
Week 5	Lecture 7: Knowledge Based Resources	Reading: Chapter 5 pages 164-189	
Week 5	Lecture 8: Generic Business Strategies	Reading: Chapter 5 pages 189-199	In class assignment 4

Week 6	Lecture 9: Competitive Dynamics	Reading: Chapter 5 pages 199-203	
Week 6	Lecture 10: Strategic Group Mapping	Reading: No reading Homework 3: Due March 14 at the start of class.	
Week 7	Exam 1 review	Study for exam 1	No graded activity
Week 7	Exam 1	No reading. Dress for success for guest speaker and finish homework 3.	
Week 8	Guest Speaker: Ken Janssen, VP and General Manager of the Cromwell.	No reading.	
Week 8	Lecture 11: Cross- department levels strategies or be a good neighbor	No reading	In class assignment 5
Week 9	Spring break	Have fun!	
Week 9	Spring break	Have fun!	
Week 10	Lecture 12: Corporate-Level Strategy	Reading: "Game Theory Through Examples" Chapter 1 and Chapter 2, pages 21-39 in the PDF	
Week 10	Lecture 13: A gentle introduction to game theory	Reading: "Why all the fuss? The many aspects of the Prisoner's Dilemma" Homework 4: Due April 11 at 5:00 p.m.	
Week 11	Lecture 14: Game theory part 2	Reading: Chapter 7 pages 289-298	In class assignment 6
Week 11	Lecture 15: Functional-Level Resource Management	Reading: Case Study 5 "Starwood Hotels and Resorts Brings Aloft to India" pages 552-564	
Week 12	Lecture 16: Case Study Analysis	Reading: Chapter 8 pages 299-325	In class assignment 7
Week 12	Lecture 17: Organizational Structures	Reading: Chapter 8 pages 325-354 Homework 5: Due April 25 at 5:00 p.m.	

Week 13	Lecture 18: Organizational Design and Control	Reading: Chapter 9 pages 356-380	In class assignment 8
Week 13	Lecture 19: Entrepreneurial Start-ups	Reading: Chapter 9 pages 380-396	
Week 14	Lecture 20: Innovation and Corporate Entrepreneurship	Final Project: Make sure to complete the revisions of assignments 1-5 and follow the guidelines for the project. Due at 5:00 p.m. May 9.	
Week 14	Lecture 21: Global Strategies, International Market Selection, and Global Stakeholders	Reading: Chapter 10 pages 397-28	In class assignment 9
Week 15	Review for exam 2	Study for exam 2.	
Week 15	Exam 2 in class		
Week 16	Lecture 23: Analysis of global strategies		In class assignment 10
Week 16	Class re-cap and final thoughts.	Final Project due today at 5:00 p.m.!	

ACADEMIC REQUIREMENTS

Project: There will a semester long project to teach students to understand the application of strategic management practices and principles in the hospitality environment. The scope of the project will be introduced by the professor on the first day of class.

Homework assignments: The homework assignments will be the rough drafts of the

In-class assignments: There will be group and individual assignments. These include case studies, short projects, class discussions, and individual worksheets.

Reading quizzes: Reading quizzes will be taken online prior to the start of class on an individual basis and will cover the assigned reading for that week.

Exams: The exams will be taken individually and will be closed book and closed note.

Academic Misconduct

Academic integrity is a legitimate concern for every member of the Campus community; we all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility, and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy, and are encouraged to always take the ethical path whenever faced with choices. Students enrolling at UNLV assume the obligation to conduct themselves in a manner compatible with UNLV's educational mission. An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another person, from the Internet or any other source without proper citation of the sources. See the [Student Conduct Code](https://www.unlv.edu/studentconduct/student-conduct), <https://www.unlv.edu/studentconduct/student-conduct>.

Auditing Classes

Auditing a course allows a student to continue attending the lectures and/or laboratories and discussion sessions associated with the course, but the student will not earn a grade for any component of the course. Students who audit a course receive the same educational experience as students taking the course for a grade, but will be excused from exams, assessments, and other evaluative measures that serve the primary purpose of assigning a grade.

Classroom Conduct

Students have a responsibility to conduct themselves in class and in the libraries in ways that do not interfere with the rights of other students to learn or of instructors to teach. Use of electronic devices such as pagers, cellular phones, or recording devices, or potentially disruptive devices or activities, are only permitted with the prior explicit consent of the instructor. The instructor may rescind permission at any time during the class. If a student does not comply with established requirements or obstructs the functioning of the class, the instructor may initiate an administrative drop of the student from the course.

Copyright

The University requires all members of the University Community to familiarize themselves with, and to follow copyright and fair use requirements. You are individually and solely responsible for violations of copyright and fair use laws. The University will neither protect nor defend you, nor assume any responsibility for employee or student violations of fair use laws. Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional [copyright policy information](http://www.unlv.edu/provost/copyright) is available at <http://www.unlv.edu/provost/copyright>.

Disability Resource Center (DRC)

The [UNLV Disability Resource Center](https://www.unlv.edu/drc) (SSC-A, Room 143, <https://www.unlv.edu/drc>, 702-895-0866) provides resources for students with disabilities. Students who believe that they may need academic accommodations due to injury, disability, or due to pregnancy should contact the DRC as early as

possible in the academic term. A Disabilities Specialist will discuss what options may be available to you. If you are registered with the UNLV Disability Resource Center, bring your Academic Accommodation Plan from the DRC to the instructor during office hours, so that you may work together to develop strategies for implementing the accommodations to meet both your needs and the requirements of the course. Any information you provide is private and will be treated as such. To maintain the confidentiality of your request, please do not approach the instructor in front of others to discuss your accommodation needs.

Final Examinations

The University requires that final exams given at the end of a course occur on the date and at the time specified in the Final Exam schedule. The general schedule is typically available at the start of the semester, and the classroom locations are available approximately one month before the end of the semester. See the [Final Exam Schedule](https://www.unlv.edu/registrar/calendars), <https://www.unlv.edu/registrar/calendars>.

Identity Verification in Online Courses

All UNLV students must use their Campus-issued ACE ID and password to log in to WebCampus.

UNLV students enrolled in online or hybrid courses are expected to read and adhere to the [Student Academic Misconduct Policy](https://www.unlv.edu/studentconduct/misconduct/policy), <https://www.unlv.edu/studentconduct/misconduct/policy>, which defines, “acting or attempting to act as a substitute for another, or using or attempting to use a substitute, in any academic evaluation or assignment” as a form of academic misconduct. Intentionally sharing ACE login credentials with another person may be considered an attempt to use a substitute and could result in investigation and sanctions, as outlined in the Student Academic Misconduct Policy.

UNLV students enrolled in online courses are also expected to read and adhere to the [Acceptable Use of Computing and Information Technology Resources Policy](https://www.it.unlv.edu/policies/acceptable-use-computing-and-information-technology-resources-policy), <https://www.it.unlv.edu/policies/acceptable-use-computing-and-information-technology-resources-policy>, which prohibits sharing university accounts with other persons without authorization.

To the greatest extent possible, all graded assignments and assessments in UNLV online courses should be hosted in WebCampus or another UNLV-managed platform that requires ACE login credentials for access.

Incomplete Grades

The grade of “I” (Incomplete) may be granted when a student has satisfactorily completed three-fourths of course work for that semester/session, but cannot complete the last part of the course for reason(s) beyond the student’s control and acceptable to the instructor, and the instructor believes that the student can finish the course without repeating it. For undergraduate courses, the incomplete work must be made up before the end of the following regular semester.

Graduate students receiving “I” grades in 500-, 600-, or 700-level courses have

up to one calendar year to complete the work, at the discretion of the instructor. If course requirements are not completed within the period indicated, a grade of "F" will be recorded, and the student's GPA will be adjusted accordingly. Students who are fulfilling an Incomplete grade do not register for the course, but make individual arrangements with the instructor who assigned the "I" grade.

Library Resources

Librarians are available to consult with students on research needs, including developing research topics, finding information, and evaluating sources. To make an appointment with a subject expert for this class, please visit the [Libraries' Research Consultation](#) website:

<http://guides.library.unlv.edu/appointments/librarian>. You can also [ask the library staff](#) questions via chat and text message at: <http://ask.library.unlv.edu/>.

Missed Classwork

Any student missing class, quizzes, examinations, or any other class or laboratory work because of observance of religious holidays will be given an opportunity during that semester to make up the missed work. The make-up opportunity will apply to the religious holiday absence only. It is the responsibility of the student to notify the instructor within the first 14 calendar days of the course for Fall and Spring courses (except for modular courses), or within the first 7 calendar days of the course for Summer and modular courses, of their intention to participate in religious holidays which do not fall on state holidays or periods of class recess. For additional information, please visit the Policy for Missed Work, under Registration Policies, on the [Academic Policies](#) webpage, <https://catalog.unlv.edu/content.php?catoid=6&navoid=531>.

In accordance with the policy approved by the Faculty Senate regarding missed class time and assignments, students who represent UNLV in any official extracurricular activity will also have the opportunity to make up assignments, provided that the student provides official written notification to the instructor no less than one week prior to the missed class(es).

The spirit and intent of the policy for missed classwork is to offer fair and equitable assessment opportunities to all students, including those representing the University in extracurricular activities. Instructors should consider, for example, that in courses which offer a "Drop one" option for the lowest assignment, quiz, or exam, assigning the student a grade of zero for an excused absence for extracurricular activity is both contrary to the intent of the Faculty Senate's policy, and an infringement on the student's right to complete all work for the course.

This policy will not apply in the event that completing the assignment or administering the examination at an alternate time would impose an undue hardship on the instructor or the University that could reasonably have been avoided. There should be a good faith effort by both the instructor and the

student to agree to a reasonable resolution. When disagreements regarding this policy arise, decisions can be appealed to the Department Chair/Unit Director, College/School Dean, and/or the Faculty Senate Academic Standards Committee.

For purposes of definition, extracurricular activities may include, but are not limited to: fine arts activities, competitive intercollegiate athletics, science and engineering competitions, liberal arts competitions, academic recruitment activities, and any other event or activity sanctioned by a College/School Dean, and/or by the Executive Vice President and Provost.

Rebelmail

Rebelmail is UNLV's official email system for students, and by University policy, instructors and staff should only send emails to students' Rebelmail accounts. Rebelmail is one of the primary ways students receive official University communications, information about deadlines, major Campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the University. Emailing within WebCampus is also acceptable.

Tutoring and Coaching

The Academic Success Center (ASC) provides tutoring, academic success coaching, and other academic assistance for all UNLV undergraduate students. For information regarding tutoring subjects, tutoring times, and other ASC programs and services, please visit the [ASC website](https://www.unlv.edu/asc), <https://www.unlv.edu/asc>, or call 702-895-3177. The ASC building is located across from the Student Services Complex (SSC). Academic success coaching is located on the second floor of SSC A, Room 254. Drop-in tutoring is located on the second floor of the Lied Library, and on the second floor of the College of Engineering building (TBE A 207).

UNLV Writing Center

One-on-one or small group assistance with writing is available free of charge to UNLV students at the [Writing Center](https://writingcenter.unlv.edu/), <https://writingcenter.unlv.edu/>, located in the Central Desert Complex, Building 3, Room 301 (CDC 3-301). Walk-in consultations are sometimes available, but students with appointments receive priority assistance. Students may make appointments in person or by calling the Center, 702-895-3908. Students are requested to bring to their appointments their Rebel ID Card, a copy of the instructions for their assignment, and two copies of any writing they have completed on their assignment.