



MHA 616: Principles & Practices of Hospitality Management

Spring 2022

Instructor Name:

Phone:

E-Mail:

Office Hours:

Office Location:

Course Meeting Time:

COURSE DESCRIPTION

This course examines the paradoxes and challenges facing hospitality managers. Students will complete foundational readings, self-reflection exercises, and practice applying the competencies of successful managers to their workplace.

COURSE PREREQUISITES

Admission to the MHA program.

COURSE OBJECTIVES

The main objective of this course is to teach the 20 competencies of successful managers while creating the habits of self-reflection and personal/professional development. Students will

- Understand the history of management styles evolution and why the Competing Values Framework was developed.
- Think critically and evaluate the reasoning (argument) of others.
- Assess and work to develop leadership and management skills as they align with the 20 competencies of the Competing Values Framework.
- Evaluate how the competencies of the Competing Values Framework are used in hospitality in general and your specific workplace.
- Demonstrate the use of each of the management competencies through practice exercises, case studies, and personal experience.
- Critically evaluate and recommend strategic direction using the competencies of the Competing Values Framework.
- Engage professional business and academic writing depending on assignments.

COLLEGE OF HOSPITALITY PROGRAM OUTCOMES

This course will expose students to the following Hospitality College learning objectives:

1. Identify career goals and effective strategies for achieving them

2. Communicate effectively in written, spoken, visual and digital modes to different audiences (e.g. industry leaders, employees, employers, faculty and peers).
3. Manage all forms of capital (e.g., human, financial) in an ethical and sustainable way.
4. Demonstrate effective management techniques in hospitality operations (hotel, F&B, gaming, meetings, events, etc.).

REQUIRED TEXT, READING, AND INSTRUCTIONAL RESOURCES

Quinn, R.E., Bright, D., Faerman, S.R., Thompson, M. P., McGrath, M.R., & Bright, D.S (2015). *Becoming a Master Manager: A competing values approach*, (7th Ed.). Hoboken, J: Wiley & Sons

Case Studies

Haynes, P. & Fryer, G. (2000) Human resources, service quality and performance: a case study, *International Journal of Contemporary Hospitality Management*, 12 (4), 240-248.

Campbell, D. & Brent, K. (2008) [Shangri-La Hotels](#). Harvard Business School Case 108-006.

Carbaugh, R. & Tenerelli, T. (2011). Restructuring the U.S. Postal Service. *Cato Journal*. 31.

COURSE GRADING & ASSIGNMENTS

UNLV Credit Hour Policy and Class Time

Keep in mind the university policy on classes is “One semester credit hour represents an amount of instruction that reasonably approximates both 50 minutes per week of classroom-based direct instruction and a minimum of two hours per week of student work outside the classroom over a fall or spring semester.” (<https://www.unlv.edu/advising/policies-forms>)

MHA courses are completed in half the time. This equates to a minimum 17 hours/week for this 3-credit class. This is a minimum and I have built the class around this time.

Week	Assignment	Points
1	Discussion: Video introduction/your latest resume	15
	Executive Leadership Certificate	30
	CVF self-assessment – page 16 map only	15
	Journal Entry	30
	<i>Read text pages 1 – 25 in Read Sturm, Vera, & Crossan, 2016</i>	
2	Discussion	15
	Big 5 Test/MBTI Test	10
	Viacharacter.org	10
	https://www.valuescentre.com/tools-assessments/pva/	10
	Mentoring Others Certificate	10
	Journal Entry	45
3	<i>Read text pages 28-83</i>	
	Discussion	15
	Project Management Certificate	45
	Design a project for your job (Page 144)	25
	Journal Entry	30
4	<i>Read text pages 87-133</i>	
	Discussion	15
	Case Study Analysis	50
	Workplace project part 1	50
5	Discussion	15

Week	Assignment	Points
	Advice for Leaders During Crisis Certificate	30
	Creating a Goal Implementation plan similar to page 193	25
	Journal Entry	45
	Read text pages 136-190	
6	Discussion	15
	Plan a change and sell your idea	45
	Journal Entry	30
	Read text pages 193-246	
7	Discussion	15
	Case Study Analysis	50
	Workplace project part 2	50
8	Discussion	15
	Journal Entry	45
	Read Text pages 248-262	
8	Case Study full analysis	75
	Workplace project updates / 1 document	25
	Total Points	900

GRADING POLICIES

Late work is not accepted. It is the policy of the instructor not to extend assignment deadlines without a documented emergency. All course materials are available online from any Internet-connected PC anywhere in the world. Students are responsible for reviewing and adhering to all course deadlines.

Evaluation

This course is evaluated by assignment completion; there are no exams. Grading rubrics and/or expectations will be posted with each assignment.

Extra credit projects will not be given, and no grades will be adjusted to make up for poor class performance.

Netiquette

<http://online.unlv.edu/content/resources/netiquette-etiquette-communicating-online>

Most, if not all, of the communication in online courses will occur online, which poses both benefits and challenges. It means that we can craft our responses effectively. If, however, we don't take the time to craft our responses, we can communicate unintended messages.

It is sometimes difficult to remember that there are real people reading our messages. Words can mean many things, and what we intend to say is not always what others hear. This is especially true of "online communication" where others do not have the opportunity to see your "body language" or hear your tone; therefore, they have a greater possibility of misunderstanding what you truly mean. For those reasons, users of the Internet have come up with guidelines for net communication aimed at lessening the chances of miscommunication and perceived disrespect.

Please, follow these guidelines in all your online responses and discussion groups.

Respect all who are participating in this learning community by

- honoring their right to their opinions
- respecting the right of each person to disagree with others

- responding honestly but thoughtfully and respectfully using language which others will not consider foul or abusive
- always signing your name to any contribution you choose to make
- respecting your own privacy and the privacy of others by not revealing information which you deem private and which you feel might embarrass you or others
- being constructive in your responses to others in the class
- being prepared to clarify statements which might be misunderstood or misinterpreted by others

One good way to avoid problems is to compose your postings off-line and reread them before sending them. Something written in haste may not say what you really think after the heat of the moment has passed.

A Special Note about Anger

- Do not send messages that you have written when you are angry. You will almost always be sorry because anger almost always inspires anger in others.
- In the online world, angry messages are known as “flaming” and are considered very bad behavior.
- Do not send messages that are written all in upper case; this is the visual equivalent of SHOUTING. It is considered aggressive, and in the online world, it is considered very bad behavior. If you ever feel like shouting a message, take a deep breath and wait until you have calmed down before responding. Then, respond in a calm and factual manner.

COURSE GRADING SCALE:

A:	93 - 100%
A-:	90 - 92.9%
B+:	87 - 89.9%
B:	83 - 86.9%
B-:	80 - 82.9%
C+:	77 - 79.9%
C:	73 - 76.9%
C-:	70 - 72.9%
D+:	67 - 69.9%
D:	63 - 66.9%
D-:	60 - 62.9%
F:	59% and below

Please note that grades will not be rounded up.

COURSE SCHEDULE

Week 1: Introduction and foundational assignments

Week 2: Module 1 – Human Relations Model - Collaboration
 Week 3: Module 2 – Internal Process Model - Control

Week 4: Case Study 1 & Workplace Project: Analysis of Modules 1 & 2
 Week 5: Module 3 – Rational Goal Model - Compete

Week 6: Module 4 – Open Systems Model - Create

Week 7: Case Study 2 & Workplace Project: Analysis of Modules 3 & 4

Week 8: Conclusions section & Case Study 3: Analysis using All Modules See “Course Schedule” for details of assignments and due dates

University Policies

Public Health Directives

Face coverings are mandatory for all faculty and students in the classroom. Students must follow all active UNLV public health directives while enrolled in this class. UNLV public health directives are found at [Health Requirements for Returning to Campus](https://www.unlv.edu/coronavirus/health-requirements), <https://www.unlv.edu/coronavirus/health-requirements>. Students who do not comply with these directives may be asked to leave the classroom. Refusal to follow the guidelines may result in further disciplinary action according to the [UNLV Student Conduct Code](https://www.unlv.edu/sites/default/files/page_files/27/StudentConduct-Code.pdf), https://www.unlv.edu/sites/default/files/page_files/27/StudentConduct-Code.pdf, including being administratively withdrawn from the course.

Academic Misconduct

Academic integrity is a legitimate concern for every member of the University 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 source(s). See the [Student Conduct Code](https://www.unlv.edu/studentconduct/student-conduct), <https://www.unlv.edu/studentconduct/student-conduct>.

Auditing a Course

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 devices such as cellular phones and pagers, or other potentially disruptive activities are only permitted with the prior explicit consent of the instructor. Students are specifically prohibited to record classes without instructor authorization, including online/remote classes (either audio only, or video and audio). 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 withdrawal of the student from the course.

Since the COVID-19 pandemic forced some instruction to be delivered remotely starting in Spring 2020, numerous students have asked instructors to record their synchronous classes, so that they can access them at their convenience. Instructors who agree to record their classes (audio only, or video and audio) should inform students in advance. Recorded lectures may not be broadly released to anyone but made available exclusively to those students enrolled in the class during

the particular academic term. Recorded lectures must be stored securely and are subject to the Nevada System of Higher Education's Records Retention Policy, meaning that the recordings can only be deleted 120 days after the end of class (i.e., after grades are posted). Once this requirement is met, the recordings should be deleted. Class recordings are protected from disclosure, as they are deemed part of an educational record under the Family Educational Rights and Privacy Act (FERPA).

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 student or employee 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](#) is available at <https://www.unlv.edu/provost/copyright>.

Disability Resource Center (DRC)

The [UNLV Disability Resource Center](#) (Student Services Complex, SSC-A, Room 143, <https://www.unlv.edu/drc>, telephone 702-895-0866) provides resources for students with disabilities. Students who believe that they may need academic accommodations due to a permanent disability, temporary or permanent medical need, or academic support due to pregnancy are encouraged to contact the DRC as early as possible in the academic term. A Disabilities Specialist will discuss what options may be available to you. Students who are already registered with the DRC should request their accommodations online each semester and make an appointment to discuss their accommodations with their instructors.

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 Final Exam 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>.

Identity Verification in Online Courses

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

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>, which states that "acting or attempting to act as a substitute for another, or using or attempting to use a substitute, in any academic evaluation or assignment" is 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>, 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-Canvas 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](https://guides.library.unlv.edu/appointments/librarian) website, <https://guides.library.unlv.edu/appointments/librarian>. You can also [ask the library staff](https://ask.library.unlv.edu/) questions via chat and text message at <https://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 Missed Classwork policy, under Registration Policies, on the [Academic Policies](https://catalog.unlv.edu/content.php?catoid=32&navoid=8271&hl=) webpage, <https://catalog.unlv.edu/content.php?catoid=32&navoid=8271&hl=>.

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 submits 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 be reasonably 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/School 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 academic recruitment activities, competitive intercollegiate athletics, fine arts activities, liberal arts competitions, science and engineering competitions, 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 in which 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. Sending emails within WebCampus-Canvas is also acceptable.

Tutoring and Coaching

The Academic Success Center (ASC), at the Claude I. Howard Building, 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 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, telephone 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.

Diversity Statement

As an institution of higher learning, UNLV represents a rich diversity of human beings among its faculty, staff, and students, and is committed to aspiring to maintain a Campus environment that values that diversity. Accordingly, the University supports understanding and appreciation of all members of its community, regardless of race, sex, age, color, national origin, ethnicity, creed, religion, disability, sexual orientation, gender, gender identity, marital status, pregnancy, genetic information, veteran status, or political affiliation. Please see [University Statements and Compliance](https://www.unlv.edu/about/statements-compliance), <https://www.unlv.edu/about/statements-compliance>.

A successful learning experience requires mutual respect and trust between the students and the instructor. Accordingly, the instructor asks that students be willing to listen to one another's points of view, acknowledging that there may be disagreements, keep discussion and comments on topic, and use first person, positive language when expressing their perspectives.