# San José State UniversityHospitality

# HSPM 186-01

# (45837)

## Course and Contact Information

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| Instructor: | Barbara Ratcliffe  |
| Office Location: | Clark Building 310 |
| Telephone: | 408 835 3107 |
| Email: | Barbara.ratcliffe@sjsu.edu |
| Office Hours: | (15 Minutes prior to class and by appointment)  |
| Class Days/Time: | Mon and Wednesday 1:30 PM -2:45PM |
| Classroom: | Clark Building 310 |
| Prerequisites: | HSPM 001, HSPM 065, Bus 020 or Bus 1020N Senior Standing |
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## Course Description

**Strategic Management in Hospitality, Recreation, & Tourism**

## Learning Outcomes (Required) and Course Goals (Optional)

The course is designed to provide an introduction to understanding and application as it applies to the Hospitality industry.

1. To develop an appreciation of strategic management concepts, research, and theories, including corporate, business and operational strategies.
2. To apply knowledge previously acquired from work experience and the classroom to strategic issues related to hospitality organization.
3. To synthesize and integrate previous study in marketing, operations, finance, organizational and personnel. Determining strengths and weaknesses of each functional area of the company.
4. To assess the company’s external environment using a variety of methods and tools.
5. To improve communication skills including oral discussion and presentation, listening and writing capabilities.
6. To develop a framework of analysis enabling an identification of central issues and problems in complex, comprehensive cases; to suggest alternative courses of action based upon resources available; to present well supported recommendations for future action; to evaluate implementation of strategic choices with attention to who will carry out the strategy, how and within what time frame. Discuss cost implications and how strategy chosen will be advantageous to the company.

## Required Texts/Readings

Textbook & Materials:

**Hospitality Strategic Management**

**ISBN-978-0-470-08359-8**

### Other Readings

### Hospitality trade magazines and Wall Street Journal

Class Handouts will be emailed to Students weekly. It is the students’ responsibility to check email for class materials. It is the Students’ choice whether to print out the handouts and bring them to class. A hard copy of class handouts will not be distributed in class.

### In order to receive handouts in your email, please PRINT your name and email address in the sheet distributed in class. Please also write your phone numbers for emergency

## Course Requirements and Assignments

Written Assignments:

All assignments are due as scheduled and must be completed on a computer word processing system or no points will be awarded. No late papers will be accepted unless specific prior permission has been obtained from the instructor before the assignment is due. Assignments are due by the end of the class period and may not be emailed. Any paper left in the instructor’s mailbox must have the time and date recorded by the department secretary or other faculty member. If illness prevents one from completing an assignment, a doctor’s written verification will be necessary. Students with English as a second language, please ask a friend to proof-read all the papers. Margins must be no bigger than one inch.

## Grading Policy

Grading

Assignment Percentage Points

Team Project 26.3% 50

Quizzes 15.7% 30

Participation 5.2% 10

Midterm 26.3% 50

Final Exam 26.3% 50

Total 100% 190

Grade Percentage

A 92.1%-100%

A- 90%-92%

B+ 86.1%-89.9%

B 82.1%-86%

B- 79.1%-82%

C+ 76.1%-79%

C 72.1%-76%

C- 69.1%-72%

D 64.1%-69%

F 64% or below

## Classroom Protocol

*Insert your expectations for participation, attendance, arrival times, behavior, safety, cell phone use, etc. here.*

## University Policies

### General Expectations, Rights and Responsibilities of the Student

As members of the academic community, students accept both the rights and responsibilities incumbent upon all members of the institution. Students are encouraged to familiarize themselves with SJSU’s policies and practices pertaining to the procedures to follow if and when questions or concerns about a class arises. See [University Policy S90–5](http://www.sjsu.edu/senate/docs/S90-5.pdf) at http://www.sjsu.edu/senate/docs/S90-5.pdf. More detailed information on a variety of related topics is available in the [SJSU catalog](http://info.sjsu.edu/web-dbgen/narr/catalog/rec-12234.12506.html), at http://info.sjsu.edu/web-dbgen/narr/catalog/rec-12234.12506.html. In general, it is recommended that students begin by seeking clarification or discussing concerns with their instructor. If such conversation is not possible, or if it does not serve to address the issue, it is recommended that the student contact the Department Chair as a next step.

### Dropping and Adding

Students are responsible for understanding the policies and procedures about add/drop, grade forgiveness, etc. Refer to the current semester’s [Catalog Policies](http://info.sjsu.edu/static/catalog/policies.html) section at http://info.sjsu.edu/static/catalog/policies.html. Add/drop deadlines can be found on the current academic year calendars document on the [Academic Calendars webpage](http://www.sjsu.edu/provost/services/academic_calendars/) at http://www.sjsu.edu/provost/services/academic\_calendars/. The [Late Drop Policy](http://www.sjsu.edu/aars/policies/latedrops/policy/) is available at http://www.sjsu.edu/aars/policies/latedrops/policy/**.** Students should be aware of the current deadlines and penalties for dropping classes.

Information about the latest changes and news is available at the [Advising Hub](http://www.sjsu.edu/advising/) at http://www.sjsu.edu/advising/.

### Consent for Recording of Class and Public Sharing of Instructor Material

[University Policy S12-7](http://www.sjsu.edu/senate/docs/S12-7.pdf), http://www.sjsu.edu/senate/docs/S12-7.pdf, requires students to obtain instructor’s permission to record the course and the following items to be included in the syllabus:

* “Common courtesy and professional behavior dictate that you notify someone when you are recording him/her. You must obtain the instructor’s permission to make audio or video recordings in this class. Such permission allows the recordings to be used for your private, study purposes only. The recordings are the intellectual property of the instructor; you have not been given any rights to reproduce or distribute the material.”
	+ It is suggested that the greensheet include the instructor’s process for granting permission, whether in writing or orally and whether for the whole semester or on a class by class basis.
	+ In classes where active participation of students or guests may be on the recording, permission of those students or guests should be obtained as well.
* “Course material developed by the instructor is the intellectual property of the instructor and cannot be shared publicly without his/her approval. You may not publicly share or upload instructor generated material for this course such as exam questions, lecture notes, or homework solutions without instructor consent.”

### Academic integrity

Your commitment, as a student, to learning is evidenced by your enrollment at San Jose State University. The [University Academic Integrity Policy S07-2](http://www.sjsu.edu/senate/docs/S07-2.pdf) at http://www.sjsu.edu/senate/docs/S07-2.pdf requires you to be honest in all your academic course work. Faculty members are required to report all infractions to the office of Student Conduct and Ethical Development. The [Student Conduct and Ethical Development website](http://www.sjsu.edu/studentconduct/) is available at http://www.sjsu.edu/studentconduct/.

### Campus Policy in Compliance with the American Disabilities Act

If you need course adaptations or accommodations because of a disability, or if you need to make special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible, or see me during office hours. [Presidential Directive 97-03](http://www.sjsu.edu/president/docs/directives/PD_1997-03.pdf) at http://www.sjsu.edu/president/docs/directives/PD\_1997-03.pdf requires that students with disabilities requesting accommodations must register with the [Accessible Education Center](http://www.sjsu.edu/aec) (AEC) at http://www.sjsu.edu/aec to establish a record of their disability.

### Accommodation to Students' Religious Holidays (Optional)

San José State University shall provide accommodation on any graded class work or activities for students wishing to observe religious holidays when such observances require students to be absent from class. It is the responsibility of the student to inform the instructor, in writing, about such holidays before the add deadline at the start of each semester. If such holidays occur before the add deadline, the student must notify the instructor, in writing, at least three days before the date that he/she will be absent. It is the responsibility of the instructor to make every reasonable effort to honor the student request without penalty, and of the student to make up the work missed. See [University Policy S14-7](http://www.sjsu.edu/senate/docs/S14-7.pdf) at http://www.sjsu.edu/senate/docs/S14-7.pdf.

## Student Technology Resources (Optional)

Computer labs for student use are available in the [Academic Success Center](http://www.sjsu.edu/at/asc/) at http://www.sjsu.edu/at/asc/ located on the 1st floor of Clark Hall and in the Associated Students Lab on the 2nd floor of the Student Union. Additional computer labs may be available in your department/college. Computers are also available in the Martin Luther King Library. A wide variety of audio-visual equipment is available for student checkout from Media Services located in IRC 112. These items include DV and HD digital camcorders; digital still cameras; video, slide and overhead projectors; DVD, CD, and audiotape players; sound systems, wireless microphones, projection screens and monitors.

## SJSU Peer Connections (Optional)

Peer Connections, a campus-wide resource for mentoring and tutoring, strives to inspire students to develop their potential as independent learners while they learn to successfully navigate through their university experience. You are encouraged to take advantage of their services which include course-content based tutoring, enhanced study and time management skills, more effective critical thinking strategies, decision making and problem-solving abilities, and campus resource referrals.

In addition to offering small group, individual, and drop-in tutoring for a number of undergraduate courses, consultation with mentors is available on a drop-in or by appointment basis. Workshops are offered on a wide variety of topics including preparing for the Writing Skills Test (WST), improving your learning and memory, alleviating procrastination, surviving your first semester at SJSU, and other related topics. A computer lab and study space are also available for student use in Room 600 of Student Services Center (SSC).

Peer Connections is located in three locations: SSC, Room 600 (10th Street Garage on the corner of 10th and San Fernando Street), at the 1st floor entrance of Clark Hall, and in the Living Learning Center (LLC) in Campus Village Housing Building B. Visit [Peer Connections website](http://peerconnections.sjsu.edu) at http://peerconnections.sjsu.edu for more information.

## SJSU Writing Center (Optional)

The SJSU Writing Center is located in Clark Hall, Suite 126. All Writing Specialists have gone through a rigorous hiring process, and they are well trained to assist all students at all levels within all disciplines to become better writers. In addition to one-on-one tutoring services, the Writing Center also offers workshops every semester on a variety of writing topics. To make an appointment or to refer to the numerous online resources offered through the Writing Center, visit the [Writing Center website](http://www.sjsu.edu/writingcenter) at http://www.sjsu.edu/writingcenter. For additional resources and updated information, follow the Writing Center on Twitter and become a fan of the SJSU Writing Center on Facebook. (Note: You need to have a QR Reader to scan this code.) 

## SJSU Counseling Services (Optional)

## The SJSU Counseling Services is located on the corner of 7th Street and San Fernando Street, in Room 201, Administration Building. Professional psychologists, social workers, and counselors are available to provide consultations on issues of student mental health, campus climate or psychological and academic issues on an individual, couple, or group basis. To schedule an appointment or learn more information, visit [Counseling Services website](http://www.sjsu.edu/counseling) at http://www.sjsu.edu/counseling.

# Strategic Management HSPM 186-01 (45837)

## Course Schedule

| Week | Date | Topics, Readings, Assignments, Deadlines |
| --- | --- | --- |
| 1Wed | 8/21/19 | Course Introduction Agenda and objectives  |
| 2 | 8/26/19 | The origin of Strategic Management  |
| 3 | 8/28/19 | The Strategic Management process  |
| 4 | 9/2/19  | Labor Day –Campus Closed  |
| 5 | 9/4/19 | Strategic Management process /Hospitality  |
| 6 | 9/9/19 | Global Competiveness  |
| 7 | 9/11/19 | Variables Affecting strategic management  |
| 8 | 9/16/19 | Strategic Thinking and Quiz 1  |
| 9 | 9/18/19 | Characteristics of strategic thinking  |
| 10 | 9/23/19 | Motivating managers and employees to think strategically |
| 11 | 9/25/19 | Scanning the environment  |
| 12 | 9/30/19 | External stakeholders  |
| 13 | 10/2/19 | Analysis of external stakeholders -Quiz 2 |
| 14 | 10/7/19 | Managing the Operating environment  |
| 15 | 10/14/19 | Partnering with external stakeholders  |
| 16 | 10/16/19 | Mid term |
| 17 | 10/21/19 | Project work  |
| 18 | 10/23/19 | Project work |
| 19 | 10/28/19 | Strategic direction  |
| 20 | 10/30/19 | Creating a strategic direction  |
| 21 | 11/4/19 | Organizational resources and competitive advantage  |
| 22 | 11/6/19 | Strategy formulation  |
| 23 | 11/11/19 | Veterans day –Campus closed |
| 24 | 11/13/19 | Presentations |
| 25 | 11/18/19 | Corporate restructuring and Corporate strategy |
| 26 | 11/20/19 | Strategy restructuring  |
| 27 | 11/25/19 | Strategies for Entrepreneurship  |
| 28 | 11/27/19 | Global strategic Management  |
| 29 | 12/2/19 | Innovations and Quiz 3 |
| 30 | 12/4/19 | Leadership and planning  |
| 31 | 12/9/19 |  Last Day of Instruction |
| 3233 | 12/11/1912/16/19 | Dark day Final Exam |

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