

**San José State University.**  
**Department of Hospitality Management.**  
**HRTM 186 Strategic Management (25119, Sec. 1)**  
**Spring 2014**

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<b>Office Hours:</b>	Monday-Wednesday 9:30-10:15
<b>Class Days/Time:</b>	Monday-Wednesday 10:30-11:45
<b>Classroom:</b>	Spartan Complex 209
<b>Prerequisites:</b>	HRTM 012, HRTM 104, HRTM 105

**Course Description.**

A **capstone course** focuses on the development and evaluation of management strategies with special emphasis on hospitality, recreation and tourism fields.

**Course Goals and Student Learning Objectives**

Upon successful completion of this course the student should be able to

1. Develop an appreciation of strategic management concepts, research and theories, including corporate, business and operational strategies,
2. Apply strategic management principles to hospitality business operations in maximizing the accomplishment of organizational goals and objectives,
3. Synthesize and integrate knowledge in marketing, operations, finance, organizational and personnel management in determining strengths and weaknesses of each functional area of a hospitality organization,

4. Assess the company's external environment using a variety of methods and tools,
5. Utilize sources of hospitality data, statistics and other reference materials for strategic planning,
6. Apply problem-solving and critical thinking skills and evaluate the effectiveness of business outcomes in hospitality organizations,
7. Improve communication skills including oral discussion and presentation, listening and writing capabilities.

These objectives require quantitative analysis, problem solving, critical thinking, and computer skills.

### Required Texts/Readings

#### Textbook

Hospitality Strategic Management: Concepts and Cases, 2nd Edition

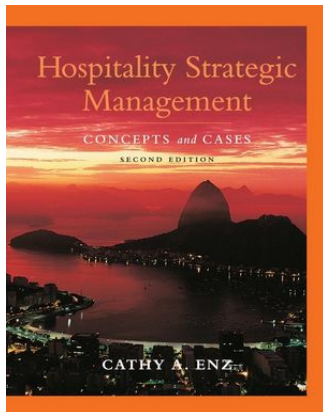
Hospitality Strategic Management: Concepts and Cases, 2nd Edition

by Cathy A. Enz

ISBN 978-0-470-08359-8

April 2009, ©2010

Hardcover, 696 pages



<http://www.wiley.com/WileyCDA/WileyTitle/productCd-EHEP000770.html>

<http://bcs.wiley.com/he-bcs/Books?action=index&itemId=047008359X&bcsId=4965>

### More Teaching Options



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### Library Liaison (Optional)

Christina Mune, Reference and Instruction Librarian,

Liaison for Hospitality Management,

Dr. Martin Luther King Jr. Library, San Jose State University,

Office location:#4034,

Phone: [408-808-2046](tel:408-808-2046),

E-mail: [christina.mune@sjsu.edu](mailto:christina.mune@sjsu.edu).

Helpful electronic resource: URL: <http://libguides.sjsu.edu/hospitality>.

### Classroom Protocol

Policies outlined in the University Catalog and student handbook shall be enforced as defined. Further, instructor policies identified in this syllabus shall be the governing structure for this course and shall be enforced as defined. Plagiarism and cheating on examinations will be penalized to the fullest extent of University regulations. Students are encouraged to take the plagiarism tutorial offered by the King Library, <http://tutorials.sjlibrary.org/plagiarism/index.htm>. Please read the SJSU Academic Integrity Policy S04-12 at <http://www2.sjsu.edu/senate/S04-12.pdf>.

Please make a sincere attempt to arrive on time. If you arrive late, please enter the classroom quietly. It is difficult to educate fellow classmates with constant interruptions at the door. If you miss a class, given the size of this class, it is your responsibility to catch up. This class requires a lot of exercises and homework.

### Dropping and Adding

Students are responsible for understanding the policies and procedures about add/drops, academic renewal, etc. Information on [add/drops](#) are available at <http://info.sjsu.edu/web-dbgen/narr/soc-fall/rec-298.html>. Information about [late drop](#) is available at <http://www.sjsu.edu/sac/advising/latedrops/policy/>. Students should be aware of the current deadlines and penalties for adding and dropping classes.

**Assignments and Grading Policy (may change)**

Assignments.	Points.	Point earned.
A. Participation and discussion.	10.	
B. Quizzes.	50	
C. Case study paper and presentations	40	
D. Term project and presentation.	100	
E. Class Attendance (10 Possible)	10	
F. Mid-term Examination.	50	
Total.	250	

**Road to "A"--Rules for Success:**

- Rule 1: Show up to class
- Rule 2: Be vocal and participate in class
- Rule 3: Do assigned tasks in the book.
- Rule 4: No Eating in Class.(beverages are acceptable) I drink Red Bull
- Rule 5: Read and review lectures, readings and homework more than once.
- Rule 6: Learn how to use course materials.

**Final total percentage range and letter grade:**

Percentage.	Grade.
96 to 100.	A plus.
93 to 95.	A.
90 to 92.	A minus.
86 to 89.	B plus.
83 to 85.	B.
80 to 82.	B minus.
76 to 79.	C plus.
73 to 75.	C.
70 to 72.	C minus.
66 to 69.	D plus.
63 to 65.	D.
60 to 62.	D minus.
59 and below.	F.

## Explanation of Assignments

### A. Participation

Participation in this course is expected. To receive maximum benefit from this course, you are expected to attend all classes, come prepared, and actively participate in the discussion. Late arrival and early departure in class are marks of disrespect, unprofessional, and interrupt class. Please be on time. Evaluation of participation will be based on participation in class **discussions and exercises**, completion of reading assignments, review questions, discussion questions, and homework. Class participation is expected and graded.

### B. Quizzes

Quizzes will be given every other chapter

### C. Case study.

Each team will be responsible for a case presentation.

### D. Term project.

See term project handout for detail.

### E. Mid-term and Final examinations

The format may be true/false, multiple choice, short answer, or problems. The instructor will not administer make-up examinations unless there is an acceptable excuse. If you know that you will not be able to take an exam during its scheduled time, please inform the instructor and make appropriate arrangement.

## COURSE POLICIES.

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### E-mail Announcements:

The instructor will use e-mail to make course-related announcements. It is the student's responsibility to provide the instructor with correct e-mail address and to read e-mail regularly. Please send an e-mail to [terry.thompson@sjsu.edu](mailto:terry.thompson@sjsu.edu). Due to the current computer virus threats,

when sending an e-mail to the instructor, please type your name and course number in the **SUBJECT** field. The instructor will not read any unidentifiable e-mail.

Behavior during class period should reflect professional courtesy. Please refrain from any unnecessary talking, deactivate any pagers and/or cell phones, conducting business not related to the course, and snoozing. ***Web surfing during lecture will result in banishment of your phone, tablet, or pc for the rest of the semester.***

Assignments turned in after the due date without prior approval will not be acceptable. Assignments must be typed and follow a consistent style (a word processor software program is recommended). Professional "quality" for each of the assignments is the standard. A deduction in grading will occur for sloppiness, grammatical, spelling, or typographical errors, or lack of proper APA format.

Make-up exam will not be given. Students with scheduling difficulties must make arrangements with the instructor prior to the exam. Late assignment and make up test will not receive full credit

### **Positive Suggestions:**

Please make a sincere attempt to arrive on time for each class. If there is a class prior to this one that requires that you be late, please see the instructor one week in advance about this problem. It is difficult to educate fellow classmates with constant interruptions at the door. Participate in class discussions. Hand in your best work. Ask questions. Make an appointment if you are having any problems. Be proud of your accomplishments. Do the readings weekly. Take charge of your education and strengthen your knowledge. It can only payoff.

### **University Policies**

#### **Academic integrity**

Students should know that the University's [Academic Integrity Policy](http://www.sa.sjsu.edu/download/judicial_affairs/Academic_Integrity_Policy_S07-2.pdf) is available at [http://www.sa.sjsu.edu/download/judicial\\_affairs/Academic\\_Integrity\\_Policy\\_S07-2.pdf](http://www.sa.sjsu.edu/download/judicial_affairs/Academic_Integrity_Policy_S07-2.pdf). Your own commitment to learning, as evidenced by your enrollment at San Jose State University and the University's integrity policy, require 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.sa.sjsu.edu/judicial_affairs/index.html) is available at [http://www.sa.sjsu.edu/judicial\\_affairs/index.html](http://www.sa.sjsu.edu/judicial_affairs/index.html).

Instances of academic dishonesty will not be tolerated. Cheating on exams or plagiarism (presenting the work of another as your own, or the use of another person's ideas without giving proper credit) will result in a failing grade and sanctions by the University. For this class, all assignments are to be completed by the individual student unless otherwise specified. If you would like to include in your assignment any material you have submitted, or plan to submit for another class, please note that SJSU's Academic Policy F06-1 requires approval of instructors.

### 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 requires that students with disabilities requesting accommodations must register with the DRC (Disability Resource Center) to establish a record of their disability.

## HRTM 186 Strategic Management Course Schedule

The instructor reserves the right to *revise this tentative schedule* in order to enhance the achievement of learning objectives. Any revision will be announced in class and through e-mail. It is the student's responsibility to be aware of all classroom discussions, assignments, and changes in course requirements.

Week.	Date.	Topics, Readings, Assignments, Deadlines.
1.		Course introduction
2.		Chapter 1, Mcdonalds and Chipotle homework
		Form groups, Chap 1
3.		Ch 2- The Environment, Porters 5 points
		Pick group topics. Five Strategies homework
4.		Chapter 1 and 2 Quiz
		Chapter 3
5.		Chapter 3 and 4 quiz
		Group Work on Term Paper
6.		Mid Term assignment
7.		Ch 5: Strategy Formulation at business unit level
		The SWOT Analysis <a href="http://rapidbi.com/created/swotanalysis/">http://rapidbi.com/created/swotanalysis/</a>
8.		Ch 6: Corporate level strategy

Week.	Date.	Topics, Readings, Assignments, Deadlines.
		Porter: The Five Forces Analysis
9.		Ch 7: Strategy Implementation
10.		Mid-Term business plan due
		Event Management , Term Project assignment
11.		Ch 8 Strategic implementation
		<u>Group Work</u>
12.		Review
		<u>Mid-term Presentations</u>
13.		Group work
		<u>Chapter 8 quiz</u>
14.		Chapter 9, Strategies for Entrepreneurship
15.		Ch 11: Instructor choice
		Open Review
16.		Term project presentation (1).
		Term project presentation (2).
17.		
		Final examination,. Still tentative