

University of Guelph
School of Hospitality and Tourism Management
College of Management & Economics
HTM*4200 - Policy and Strategy in the Hospitality Industry
Fall 2013

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Class Times: (Sec 01) : Fridays: 8:30-11:20
(Sec 02) : Fridays: 2:30- 5:20
Class Room: (Sec 01) : MACS 129
(Sec 02) : MACS 129

Office Hours: By appointment Fridays 12:30pm – 1:30pm (Room MACS 104).

Note: (Sec 01): Week 1 starts on Friday September 6
(Sec 02): Week 1 starts on Friday September 6

Course Description:

Strategic Management ... Business Policy... Leadership & Strategy. Whatever the name used, is typically considered a “capstone” course in most business courses and management programs. Its primary function is to examine a business as a whole and to integrate the functional disciplines of leadership, management and strategy formulation and implementation. It generally includes lecture, discussion and case analysis to assess environmental, industry, competitive and stakeholder analysis to improve policy and strategy formulation and decision-making. Integrating these elements requires considerable rigour to develop the mindset for ethical leadership, good governance and strategic advantage. Developing the strategic thinking to manage contexts, relationships and activities will require continuous learning throughout this course and in your career.

Course Learning Objectives:

The course connects theory and practice. We take an applied view of how policy and strategy in organizations functions “in the real world”. Having said that, there are many ways to study policy and strategy. We use lectures and case analysis throughout the course. This will be supported with required reading, independent research and teamwork to help develop the thinking, knowledge, skills and leadership attitude required to succeed. Policy and Strategy addresses pivotal leadership questions of why some organizations are successful and why others fail.

The primary goal of this course is to prepare you to think and act like ethical effective leader-managers in the hospitality-tourism-service management sectors.

The learning objectives are to help you self-develop leadership competency by:

1. Studying a values-based leadership framework for strategic decision-making.
2. Understanding theory and practice of policy and strategy applied to the industry.
3. Developing smart leadership practices for strategy formulation and implementation.
4. Case analysis to assess real world problems and opportunities in shaping strategy.
5. Self-developing bases of leadership competency required for career intelligence.
6. Implementing policy and strategy planning through applied research and casework.
7. Developing team-building in casework and strategic management presentations.

Course Resources:

Required Reading:

Charles W.L. Hill and Gareth R. Jones (2010). Strategic Management (10th edition).
Published by Houghton Mifflin Company, Boston and New York.

Selected cases in Strategic Management from the Textbook.

COURSE ASSIGNMENTS AND PROFESSIONAL CONDUCT

As this is a fourth year level course designed to prepare you for success in the workplace, the following expectations need to be understood in order to meet our objectives.

Deadlines: All deadlines are firm. A medical certificate is required to submit late.

Conduct: This fourth year level course requires commitment to succeed. We will develop and foster a learning environment that respects and encourages constructive dialogue by all participants. As is expected, at this university (and in this course) any acts of cheating, plagiarism and / or impersonation will not be tolerated. More information on the subject of academic misconduct can be found at the following website: <http://www.uoquelp.ca/GraduateStudies>

Should you need to miss class for religious purposes, please advise the Professor.

Student Profile: Note the attached form. Please complete and hand in on the first day.

Assigned Readings: Required readings are noted in this outline. The readings are supportive of lectures and cases.

Strategic Management Theory Tests (9): Three marks per quiz. **27%**
Test questions based on required readings. If submitted all 9 quizzes (bonus) **3%**

Strategic Leadership Research Questions (2): 7.5% marks per submission. **15%**
Text/web based research questions build understanding of specific business issues.
(max two typed pages per submission).

In-class.assigned case presentation (groups of 4-5) and written report
Written report 7.5% (max 6 pages); In-class presentation 7.5% (20 min.) **15%**
(Groups will be assigned a case, and will be asked to lead the discussions).

In-class participation **5%**

Strategic Management Project (17.5%) / Integrated Case Presentation (17.5%) **35%**

Strategic Management Project. Self-select Teams (max 5 per team) and present a comprehensive integrated case analysis of leadership, policy and strategy development and implementation of a leading organization in either the hospitality, tourism or food industry sector. You can choose any company you want from within the hospitality, tourism, food service industries, or you can select a company from the following list of options.

- | | |
|--|----------------------------------|
| 1. Marriott Hotels & Resorts - Canadian Strategy | 7 Tim Horton's TDL Group |
| 2. Hilton International - US Strategy | 8 Compass |
| 3. Fairmont International – International Strategy | 9 Keg Restaurants |
| 4. Four Seasons Hotels & Resorts | 10 Cara Brands |
| 5. Tourism B.C. | 11 Sodexo |
| 6. Aramark | 12 Australia Tourism Development |

Max 12 typed pages submission and max 40 minutes team presentation of case analysis.

Note: All written assignments should be: White paper, single page, page numbered, double spaced, 12 points, Arial font, stapled and must include a cover page and a list of references.

Note: Sec 01 and Sec 02 start on Friday September 6, 2013

**HTM*4200 Fall 2013
Policy and Strategy in the Hospitality Industry**

<p>Week 1 Sept 6.</p>	<p>Student Profile. - Set up teams</p>	<p>INTRODUCTION TO THE STRATEGIC MANAGEMENT FRAMEWORK Chap 1 – The Strategic Leadership & Strategic Management Process Introduce Team-Building Project..</p>
<p>Week 2 Sept 13</p>		<p>THE NATURE OF COMPETITIVE ADVANTAGE Chap 2 – External Analysis: Opportunities and Threats Chap 3 – Internal Analysis – Leadership, Distinct Competencies, Competitive Advantage Quiz1: Chap 1, 2</p>
<p>Week 3 Sept 20</p>	<p>Team credo Submit signed contract</p>	<p>LEADERSHIP STRATEGIES FOR COMPETITIVE ADVANTAGE Chap 4 – Building Competitive Advantage, Functional-Level Strategies Chap 5 – Building Competitive Advantage – Business- Level Strategies Team Project Proposal and Team Credo. Small Group Exercise. Quiz 2: Chap 3 ,4 Case presentation #1: Whole Foods Case 2, Pg C 27</p>
<p>Week 4 Sept 27</p>		<p>LEADERSHIP, KNOWLEDGE, INNOVATION AND COMPETITIVE ADVANTAGE Chap 6 – Competitive Strategy and the Industry Environment Chap 7 – Strategy in High-Technology Knowledge-Based Industries Quiz 3: Chap 5, 6 Case presentation #2: Herman Miller. Case 3, Pg C 38</p>
<p>Week 5 Oct 4.</p>		<p>Chap 8 – Leadership and Strategy in the Global Environment Quiz 4: Chap 7 Case presentation #3: Google. Case 9, Pg C 107.</p>
<p>Week 6 Oct 11.</p>		<p>Chap 9 – Corporate-Level Strategy: Horizontal/Vertical Integration, Outsourcing Research Question 1. With reference to the rail accident summer 2013 in Lac Megantic, what strategic actions would you take as the CEO of the MM&A railroad company? Quiz 5: Chap 8 Case presentation #4: HCSS Case 16, Pg C 209</p>
<p>Week 7 Oct 18</p>		<p>Chap 10 – Corporate-Level Strategy: Diversification, Acquisitions. Quiz 6: Chap 9 Case presentation #5 AB Electrolux. Case 10, Pg C 146</p>
<p>Week 8 Oct 25.</p>		<p>IMPLEMENTING STRATEGY Chap 11 – Corporate Performance, Governance, Business Ethics Quiz 7: Chap 10 Research Question 2. Google’s takeover of Motorola Mobil Unit. What are the benefits, and what are the drawbacks from Google’s strategic point of view?. Case presentation #6: Amazon. Case 21, Pg C 271</p>

Week 9 Nov 1	<p>Chap 12 – Implementing Strategy in a Single Industry Quiz 8: Chap 11, 12</p> <p>Case presentation #7: 3M . Case 27, Pg C 358</p>
Week 10 Nov 8	<p>Chap 13 – Implementing Strategy across Industries and Countries Quiz 9: Chap 13 Research Question 3. What strategic actions did Merck immediately undertake as a result of its VIOXX case. Video: Jack Welch on leadership and other opinions.</p>
Week 11 Nov 15	<p>STRATEGIC MANAGEMENT TEAMS CASE PRESENTATIONS Submit written report and copies of visuals used in the presentation. All members of the team should participate in the presentations. Each member of the group to submit a maximum one page peer review of each of their team member’s fulfillment of credo and team contract.</p>
Week 12 Nov 22	<p>STRATEGIC MANAGEMENT TEAMS CASE PRESENTATIONS</p>

STRATEGIC MANAGEMENT MAJOR PROJECT GUIDELINES

The objective of the major project is to provide evidence of your understanding of the theory and practice of policy, strategy and the strategic management process.

The major project assists you in applying many of the leader-manager competencies required for successful strategy formulation and implementation in an organization.

In developing the major project it is essential that best management practices are developed by the individual and the project team. Two activities are required to support this objective:

- i) Major Project Proposal – clearly define the research objective.
- ii) Major Project “Credo” Team Contract – clearly define your mission and the tasks that each member of the team will undertake.

ASSIGNMENT

The major project consists of:

- | | |
|--|-------|
| 1. The major project case analysis of a specified organization | 17.5% |
| 2. Project presentation to the class - who you should consider as stakeholders | 17.5% |
| 3. Peer Review and evaluation of individual/team performance | |

Grade evaluation will assess the following:

- i) Introduction and Executive Summary – Pages 1-3

-The executive summary is a strategic leadership perspective. It provides the reader in 1-2 pages a leadership perspective of strategic intent of the organization. This includes a strategic overview of the context, industry structure that impact policy and strategy decisions. (Integrate theory and sources to validate the executive summary).

ii) Situation Analysis – Pages 4-6

This is a customer, competitive and corporate situational analysis that provides a S.W.O.T. and a Porter's Five Forces and includes an assessment of the firm's organizational structure and control systems and concludes with a synthesis on potential gaps, niche, and strategic assessment.

(integrate theories such as, roots of competitive advantage, competitive strategy to show evidence of capability in research, probe, assess and analysis of an industry).

iii) Strategic Management Assessment – Pages 7-9

Items i) and ii) lead to and validate your internal strategic assessment of corporate, business and functional level strategy. In essence an assessment of leadership, culture, competency and capability of the organization to compete. (integrate secondary and primary research).

iv) Alternatives, Recommendations and Intended outcomes – Page 10-12

Provide recommendations based on your research.

STRATEGIC MANAGEMENT MAJOR PROJECT PRESENTATION GUIDELINES

Major Project Presentation

Consider the class as organizational stakeholders.
They need to understand the issues and implications.

Consider the instructor as CEO of the specific organization.
He needs insights and solutions.

1. It is your job to present effectively to engage the CEO and stakeholders.
2. You have max 40 minutes to present your major project. The last 10 minutes will be question and answer period.
3. You will be judged on your ability to cover all components of the major project.
4. All team participants are required to participate in the presentation
5. Professionalism, business communication and team-work are important.
6. Peer Review and evaluation of individual/team performance
7. Each person must evaluate both themselves and other team members' performance.

Each participant will be allocated \$10,000 (hypothetical dollars) to allocate as they see appropriate to team members based on:

- commitment, contribution, collaboration, conflict resolution.

The instructor will review this evaluation and take it into consideration in grading individual performance.

**HTM*4200
Policy and Strategy
Student Personal Profile**

Please make a copy of this form and complete for handing in by the end of the first session. This will help me to help you as you proceed through the course.

1. Name and Student Number: _____

2. Correct U of G email address: _____

3. Degree / Major field of study: _____

4. Career goal on graduation: _____

5. Prior work / volunteer experience:

6. Prior learning related to leadership / management / strategy:

3. From where do you get your industry/ business information?

a) Family/People _____

b) Electronic Media

c) Newspapers / Magazines _____

d) World Wide Web _____

e) Workshops / Seminars _____