

University of Guelph
School of Hospitality and Tourism Management
College of Management & Economics
HTM*4200 - Policy and Strategy in the Hospitality Industry
Winter 2014

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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 January 10
(Sec 02): Week 1 starts on Friday January 10

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.
8. Through class discussions of current news appreciate the interconnectedness of economics, commerce, social conditions, politics and policies.

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.uoguelph.ca/GraduateStudies>

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

What's in the News: Discussion of relevant news stories. Class participation.

Assigned Readings: Required readings are announced in this course outline, and they are supportive of lectures and cases as well the material from which the quiz questions are drawn..

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): Seven and a half marks per submission. **15%**
Text/web/news media based research questions to build understanding of specific business issues.
Each assignment maximum 500 words.

In-class assigned case presentation (groups of 3-5) and written report
Written report 7.5% (max 2,000 words); 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. Teams assigned by instructor (max 5 per team). 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 YUM YUM |
| 2. Sir Corp | 8 Compass |
| 3 Fairmont International | 9 Keg Restaurants |
| 4 Coast Hotels | 10 Cara Brands |
| 5 McDonalds Canada | 11 Sodexo |
| 6 Aramark | 12 Delta Hotels |

Max 3,000 words 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. Deduction of ½ point mark for each 150 words over prescribed limits.

The presentation material (PPTs) and the written report should be emailed to the instructor prior to the presentation. Bring a hard copy to the class.

Note: Sec 01 and Sec 02 start on Friday January 10, 2014

**HTM*4200 Winter 2014
Policy and Strategy in the Hospitality Industry**

<p>Week 1 Jan 10.</p> <p>- Set up teams</p>	<p>INTRODUCTION TO THE STRATEGIC MANAGEMENT FRAMEWORK Chap 1 – The Strategic Leadership & Strategic Management Process</p> <p>Introduce Groups, cases and Major Term Assignment</p>
<p>Week 2 Jan 17</p>	<p>THE NATURE OF COMPETITIVE ADVANTAGE Chap 2 – External Analysis: Opportunities and Threats Chap 3 – Internal Analysis – Leadership, Distinct Competencies, Competitive Advantage Short class discussion Quiz 1: Chap 1, 2</p>
<p>Week 3 Jan 24</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 Group Contract signed and handed in. Quiz 2: Chap 3 ,4 Case presentation #1: Best Buy Case1, Pg C 17.</p>
<p>Week 4 Jan 31</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: Staples. Case 5, Pg C 58. Short class discussion</p>
<p>Week 5 Feb 7</p>	<p>Chap 8 – Leadership and Strategy in the Global Environment Quiz 4: Chap 7 Case presentation #3: Airborne Express Case 8, Pg C 96. Short class discussion</p>
<p>Week 6 Feb 14.</p>	<p>Chap 9 – Corporate-Level Strategy: Horizontal/Vertical Integration, Outsourcing</p> <p>Research Question 1: With reference to the rail accident summer 2013 in Lac Megantic, what strategic actions would you within the first few days take as the CEO/Chairman of the MM&A railroad company?</p> <p>Quiz 5: Chap 8 Case presentation #4: Home Video Game Industry Case 13, Pg C 162. Short class discussion.</p> <p>Reading week Feb 17 – 21.</p>
<p>Week 7 Feb 28</p>	<p>Chap 10 – Corporate-Level Strategy: Diversification, Acquisitions. Quiz 6: Chap 9 Case presentation #5: American Airlines. Case 17, Pg C 224 Short class discussion.</p>

Week 8 Mar 7	<p>Chap 11 – Corporate Performance, Governance, Business Ethics Quiz 7: Chap 10</p> <p>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?. Short class discussion.</p> <p>Case presentation #6: How Amazon.com became the leader, Case # 21, Pg C 271</p>
Week 9 Mar 14	<p>Chap 12 – Implementing Strategy in a Single Industry Quiz 8: Chap 11+12</p> <p>Case presentation #7: Is Yahoo’s Bus. Model Working in 2011. Case 23, Pg C 297</p>
Week 10 Mar 21	<p>Chap 13 – Implementing Strategy across Industries and Countries Quiz 9: Chap 13 Video: Jack Welch on Leadership and other opinions.</p>
Week 11 Mar 28	<p>STRATEGIC MANAGEMENT TEAM CASE PRESENTATIONS All members of the team should participate in the presentations. Each member of the group to submit a one page peer review of each of their team member’s contribution to the project..</p>
Week 12 April 4	<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 (format on courselink)
4. Submit by email the written report and PPTs prior to the presentation and bring a hard copy of same to class on the day of the presentation.

Grade evaluation will assess the following:

- i) Introduction and Executive Summary --The executive summary is a strategic leadership perspective. It provides the reader in 1-2 pages a leadership perspective of the current position of the firm and the strategic intent of the organization. This includes an overview of the industry structure, the firm's position in the industry, what the key strategic issues are, what the firm's alternatives are to deal with the key issues, and what your recommendations are with respect to what alternative(s) to choose.

ii) Situation Analysis – This is a customer, competitive and corporate situational analysis that provides a S.W.O.T. a Porter's Five Forces, a PESTEL. It includes an assessment of the firm's organizational structure and control systems and concludes with a strategic assessment of the firm's strategies. What are the firm's competitive advantages, if any? Are there gaps in the firm's strategies that would address potential weaknesses and taking advantage of specific strengths? How does the firm align their strategies in face of external factors and internal competencies (SWOT, Porter and Pestel analysis)? What are the key strategic issues?

iii) Strategic Management Assessment – 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 – Provide recommendations based on your research.

See Hand-Out of Grading rubric.

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 shall evaluate both themselves and team members' performance.

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

The class will receive a hand-out detailing the grading criteria for the presentation and for the content of the written report.