



HTM 4080
Experiential Learning and Leadership in Hospitality
and Tourism
Fall 2022
0.5 Credits

General Course Information

Instructor: Professor Bruce McAdams
Email bmcadams@uoguelph.ca
Office Location MACS 204
Office Hours Tuesday and Thursday's 1-2 pm
Department/School HFTM

Class Schedule: Lecture: Tuesday 11:30- 12:50 MCKN224
Seminars: Section 1, Thursday 10:00-11:20 ROZH 109.
Section 2, Thursday 11:30-12:50 ROZH 107.

Pre-requisites: 14.00 credits and a minimum of 700 hours of verified work experience in the hospitality and tourism industry.

Classroom:

Course Description

Students will use the eleven components of the Modified Service Profit Chain (MSPC) to analyze and evaluate their work placements to date. Each week the student will have an assigned reading, listening, or viewing, related to a component of the MSPC. Particular focus will be placed on the leaderships behavior at the work placement and it's impact on the student, and their performance. Students will write a short reflection about each component and participate in seminars using a 'coffee-talk discussion' format. Students will be required to write an integrated paper evaluating their work-place and making recommendations using an evidence-based research approach.

Course Learning Outcomes

Upon successfully completing this course, you will:

1. Be able to relate the theory of the MSPC to your work placement environments
2. Show an understanding of how internal service quality impacts organizational success
3. Determine the effectiveness of leadership on internal service quality
4. Explain the role that 'Vision' plays in organizational success
5. Demonstrate and understanding of how employee engagement relates to productivity, customer focus, and retention.
6. Research and apply evidence-based research to a real-life work environment

7. Show an understanding of the difference between customer loyalty and customer advocacy.
8. Identify and evaluate the impact of mental health in the hospitality workplace

Knowledge and Understanding:

This course is designed to use a modified version of Sasser and Heskett's (1993) Service Profit Chain model as a guide for students to analyze and evaluate their work placements to date.

Discipline/Professional and Transferable Skills:

Describe the challenges that managers face in addressing complex problems in a diverse and global context. Particular attention is paid to how leaders can impact their organization in an environment where a 'labour crisis' exists.

Attitudes and Values

The course addresses and investigates how the following Sustainable Development Goals relate to leading in a hospitality business.



Summary of Course Content and Materials

Class Schedule:

**September 13th is the first day of the course

**Please note that some seminars will be held outside (weather permitting)

Week One

Tuesday September 13th and Thursday September 15

Lecture: Course Orientation: The potential for “professional and personal growth is immense!” Introduction of the Modified Service Profit Chain

Seminar: Nigel Marsh video and in class assignment, coffee talk

Reading/Viewing/Podcast: Read the article on Conviviality by Bruce

Reflection Topic: Reflect on the ‘true meaning of hospitality’, do we practice it today? (hand in not marked...this is a practice for you)

Week Two

Tuesday September 20th and Wednesday September 22th

Lecture: Vision and Values

Seminar: Coffee talk on the industry wide ‘labour crisis’ in hospitality.

Reading/Viewing/Podcast: Oliver and Bonacini Handbook

Reflection Topic: Read the Oliver and Bonacini Handbook. What does the handbook convey as the vision and values of this company? Would you want to work for them? Why or why not?

Week Three

Monday September 27th and Wednesday September 29th

Lecture: Leadership (Ernest Shackleton)

Seminar: Shackleton assignment and coffee talk

Reading/Viewing/Podcast: David Chang/Adam Grant Podcast “The Chef as Leader”

Reflection Topic: All I want you to do is discuss what interested and surprised you about this discussion between Chang and Grant.

Week Four

Tuesday October 4th and Thursday October 6th

Lecture: Internal Service Quality. Wellbeing and the workplace! Weslodge article and “Chef Sky podcast”. Weekly assignment to take place in this lecture

Seminar: Attend UGSRP Symposium Monday October 3rd. Time TBD.

Reflection Topic: Reflect on Rebecca Gordon’s lecture of some of the ‘work’ issues hospitality leaders face.

Week Five

Tuesday October 11th and Thursday October 13th

Lecture: Employee Engagement

Seminar: Can ‘dishwashers’ be engaged? And, if so, how as managers can we do this?

Reading/Viewing/Podcast: BBC podcast on ‘the dishwasher’

Reflection Topic: Were you engaged at your workplace? Using the Gallup results relate your work performance results related to productivity, customer focus, and retention.

Week Six

Tuesday October 18th and Thursday October 20th

Lecture: No Monday class due to Thanksgiving

Seminar: Discuss retention, Assignment in class and coffeetalk.

Reading/Viewing/ Podcast: Read the UGSRP students research papers on retention (Rebecca Gordon, Jacqueline Simard) Listen to the UGSRP podcast with Jocelyn Maurice and Scott Bellhouse and Jan van der Hoop, Skift article on the Dead Rabbit

Reflection: Think about retention: What is it that is going to make you stay in a job?

Week Seven

Tuesday October 25th and Thursday October 27th

Lecture: External Service Value (Service in the year 2022!) Lecture by Bruce!

Seminar: How is value created through Service?

Reading/Viewing/Podcast: Saks Fifth Avenue, The Purpose Hotel

Reflection: How did Saks Increase Sales? How would their approach to your place of work?

Week Eight

Tuesday November 1 and Thursday November 3rd

Lecture: Customer Satisfaction

Seminar: Moments of Truth Seminar on Butcher Block Paper

Reading/Viewing/Podcast: How A Toxic Culture Effects Service

Reflection: Reflect on how the culture at your workplace impacts the level of service

Week Nine

Tuesday November 8 and Thursday November 10th

Lecture: Customer Loyalty and Advocacy

Seminar: Calculate the 'lifetime value of a customer'

Reading/Viewing/Podcast: Article, The One Number

Reflection: What do 'loyalty programs' due? Do they create loyalty?

Week Ten

Tuesday November 15 and Thursday November 17

Lecture: Biz Sustainability and the "The Regenerative Employment Model"

Seminar: Bhutan and Growth (GDP vs GDH)

Reading/Viewing/Podcast: World Happiness Report

Reflection: Read the Regenerative Employment document and apply it, and what you have learned to class to the 'labour struggles' faced in the hospitality industry.

Week Eleven

Tuesday November 22 and Thursday November 24th

Lecture: You and your career

Seminar: Seminar on Inside Out leadership

Reading/Viewing/Podcast

Reflection: What has been the most interesting area of discussion in this course?

Week Twelve

Tuesday November 29th

Lecture: Class wrap up and discuss Integrated MSPC Report

Reading/Viewing/Podcast: None

Reflection: None

Course Assessment

			Associated Learning Outcomes	Due Date/location
Assessment 1:	50%	e.g., Bi-weekly reflections and seminar assignments (Reflections 2.5% and assignments 2.5%)	LO 1 - 8	<i>Weeks 2,3,4, 5,6, 7, 8, 9,10 and 11</i>
Assessment 2:	30%	Integrated Report on the Modified Service Profit Chain and your workplace	LO 1 - 8	<i>Dec 1, dropbox at noon</i>
Assessment 3:	20%	“The Business Case for Mental Health.” Research paper on Mental Health.	LO 6 & 8	<i>Nov 1, dropbox at noon</i>
Total	100%			

Teaching and Learning Practices

Lectures Lectures will be of great importance in this course. Lectures provide an in-depth coverage of the topic to be covered in seminar each week and will prepare the student to maximize learning.

Course Resources

Required Text: None

Recommended Text: None

Other Resources: You will be taking an on-line Mental Health course that will require 3 hours of time and cost approximately \$50.

Course Policies

Grading Policies

Unless you have discussed an extension well ahead of the due date with the instructor, late penalties of 5% of the total grade earned per day (including weekends) will be assigned to any assessment (i.e., deducted from the total mark). Extensions will only be granted on the basis of valid medical or personal reasons and need to be requested via email to the instructor as soon as possible. Late assignments will not be accepted once graded assignments have been returned officially to the class at large, unless circumstances permit, and alternative arrangements have been made.

Students who find themselves unable to meet course requirements by the deadlines or the criteria expected because of medical or personal reasons, should review the regulations on academic consideration in the Academic Calendar and discuss their situation with the instructor, program counselor or other academic counselor as appropriate.

<http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-grds.shtml>

Missed Assignments:

A grade of zero will be assigned if you fail to submit an assignment, unless you are ill or have other compassionate reasons. Please read your Undergraduate Calendar for the regulations

regarding illness and compassionate grounds. Please note, vacation travel, moving house, or outside work commitments will not be accepted as valid reasons for missing deadlines.

If you have religious observances which conflict with the course schedule or if you are registered with Student Accessibility Services, please contact the course instructor in order to make arrangements for your assessment if appropriate.

Guidelines Around COVID

Ongoing health situations remain fluid. The University of Guelph sets the protocols and guidelines that must be followed by staff, students, faculty, and visitors. Please be sure that you have reviewed all information relating to COVID protocols and any other health-related restrictions for face-to-face interaction in class and on campus. Any changes made by the University once the course has started will be also shared through our CourseLink announcements and email.

Please remember that we are community members within the class and on campus. If you are experiencing symptoms of illness, it is always best to remain at home and connect with your peer team (see above section!) about missed content.

A couple of quick links:

COVID Information for Students:

<https://www.uoguelph.ca/covid19/covid-info-for-students>

UofG Wellness Centre:

<https://wellness.uoguelph.ca/>

University Policies

Academic Consideration

When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please advise the course instructor in writing, with your name, id#, and e-mail contact. See the academic calendar for information on regulations and procedures for Academic Consideration:

<http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-ac.shtml>

Academic Misconduct

The University of Guelph is committed to upholding the highest standards of academic integrity and it is the responsibility of all members of the University community, faculty, staff, and students to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring.

University of Guelph students have the responsibility of abiding by the University's policy on academic misconduct regardless of their location of study; faculty, staff and students have the responsibility of supporting an environment that discourages misconduct. Students need to remain aware that instructors have access to and the right to use electronic and other means of detection. Please note: Whether or not a student intended to commit academic misconduct is not relevant for a finding of guilt. Hurried or careless submission of assignments does not excuse students from responsibility for verifying the academic integrity of their work before submitting it. Students who are in any doubt as to whether an action on their part could be construed as an academic offence should consult with a faculty member or faculty advisor.

The Academic Misconduct Policy is detailed in the Undergraduate Calendar:

<https://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-amisconduct.shtml>

Accessibility

The University of Guelph is committed to creating a barrier-free environment. Providing services for students is a shared responsibility among students, faculty and administrators. This relationship is based on respect of individual rights, the dignity of the individual and the University community's shared commitment to an open and supportive learning environment. Students requiring service or accommodation, whether due to an identified, ongoing disability or a short-term disability should contact Student Accessibility Services as soon as possible.

For more information, contact SAS at 519-824-4120 ext. 56208 or email sas@uoguelph.ca or see the website: <https://wellness.uoguelph.ca/accessibility/>

Equity, Diversity, and Inclusion Statement

At the Lang School of Business and Economics, we are committed to developing leaders with a social conscience, an environmental sensibility, and a commitment to their communities. A core tenet within this vision is that diversity is a strength with which we can experience greater connection and understanding.

As such, we affirm the importance and shared responsibility of our students, faculty, and staff creating and promoting equity and inclusion within our learning spaces. Creating these kinds of learning cultures is a process, not a destination; it requires ongoing willingness on the part of each person to thoughtfully and critically listen, unlearn, learn, and engage as they are exposed to a multitude of perspectives and lived experiences. We encourage dialogues between students and instructors to address and advance opportunities for fostering greater diversity and inclusion in the learning environment. Openness to conversations with each other enables us to reflect and grow as we learn from one another respectfully and holistically.

As a department that is training the professionals of the future, we expect our learning spaces to abide by all institutional policies and guidelines, in particular those outlined by the Office of Diversity and Human Rights and the [University of Guelph Human Rights Policy](#). Discrimination and harassment, as defined by our policies, will not be tolerated. Individuals should inform the appropriate party as per University policies if they experience any such behaviours.

Course Evaluation Information

Please refer to the [Course and Instructor Evaluation Website](#)

Recording of Materials

Presentations which are made in relation to course work—including lectures—cannot be recorded or copied without the permission of the presenter, whether the instructor, a classmate or guest lecturer. Material recorded with permission is restricted to use for that course unless further permission is granted.

Drop date

The last date to drop one-semester courses, without academic penalty, is Friday December 2, 2022. For regulations and procedures for Dropping Courses, see the Academic Calendar:

<https://www.uoguelph.ca/registrar/calendars/graduate/current/>

Date Submitted to Chair:	
Chair Signature (Approval):	<i>S. Elliot</i>
Date Approved by Chair:	Sept 6/22