



## Experiential Learning and Leadership in the Hospitality and Tourism Industry

HTM\*4080

Fall 2019

0.5 Credits

### General Course Information

**Instructor:** Bruce McAdams  
*Email* bmcadams@uoguelph.ca  
*Office Location* MACS 204  
*Office Hours* Monday 5-6:30 and by appointment  
*Department/School* HFTM

**Class Schedule:**  
Section 01: Monday Lecture 2:30 – 3:50 (MACS 121)  
Wednesday Seminar 11:30-12:50 (ROZH 108)  
Section 02: Monday Lecture 2:30- 3:50 (MACS 121)  
Wednesday Seminar 4:00 – 5:20 (ROZH 107)

**Pre-requisites:** None

**Restrictions:** 14.00 credits and a minimum of 700 hours of verified work experience in the hospitality and tourism industry.

### 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 service profit chain. 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.

## 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:

This course ensures students reflect and evaluate experiences they have had in hospitality and tourism workplaces. Students will be presented with applicable theories and industry best practices to help them succeed in comparable workplaces moving forward.

## Attitudes and Values

Describe the challenges that managers face in addressing complex problems in a diverse and global context.

## Summary of Course Content and Materials

There is a large amount of resources posted on CourseLink.

## Course Assessment

			<b>Associated Learning Outcomes</b>	<b>Due Date/ location</b>
<b>Assessment 1:</b>	75%	e.g. Bi-weekly reflections and seminar assignments (Reflections 2.5% and assignments 5%)	LO 1 - 7	<i>Weeks 2,3,4, 5,6, 7, 8, 9,10 and 11</i>
<b>Assessment 2:</b>	25%	Integrated Report on the Modified Service Profit Chain and your workplace	LO 1 - 7	<i>Dec 1, dropbox at noon</i>
<b>Total</b>	<b>100%</b>			

## Teaching and Learning Practices

## Lectures

Please use this space to provide information regarding lecture style instruction as appropriate. This may be entered as formatted text (bullets, lists) or as a table.

## Course Resources

### Required Text: None

### Reflection guidelines:

Reflections are due in the dropbox at midnight the day before your seminar. They are to be between 1000 and 1400 words.

### Recommended Text: TBA

**Other Resources:** My twitter pages @rovingprofessor @SustainableRest as well as my website [www.ugsrp.com](http://www.ugsrp.com) will be of huge value to you in this course.

### Class Schedule:

\*\*September 9<sup>th</sup> is the first day of the course

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

### Week One

Monday September 9<sup>th</sup> and Wednesday September 11

Lecture: Course Orientation: The potential for 'professional and personal growth is immense!'

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

Monday September 16<sup>th</sup> and Wednesday September 18<sup>th</sup>

Lecture: Vision and Values

Seminar: Danny Meyer video and assignment, coffee talk

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 23<sup>rd</sup> and Wednesday September 25<sup>th</sup>

Lecture: Leadership (To Sir With Love)

Seminar: To Sir with Love 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**

Monday September 30 and Wednesday October 2

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

Reflection Topic: The stories of Cowbell, CN Tower, and Diversity Fooservices are all so different yet they are all about sustainability. Using the model of the three pillars of sustainability explain in your reflection how this is the case.

#### **Week Five**

Monday October 7<sup>th</sup> and Wednesday October 9<sup>th</sup>

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**

Monday October 14<sup>th</sup> and Wednesday October 16<sup>th</sup>

Lecture: No Monday class due to Thanksgiving

Seminar: Discuss retention, Assignment in class and coffee talk.

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**

Monday October 21 and Wednesday Oct 23

Lecture: External Service Value (Service in the year 2020!) 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**

Monday October 28 and Wednesday Oct 30

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

Monday November 4 and Wednesday November 6

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

Monday November 11 and Wednesday November 13

Lecture: Biz Sustainability

Seminar: Bhutan and Growth (GDP vs GDH)

Reading/Viewing/Podcast: World Happiness Report

Reflection:

Week Eleven

Monday November 18<sup>th</sup> and Wednesday November 20

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

Monday November 25<sup>th</sup>

Lecture: Discuss Integrated MSPC Report

Reading/Viewing/Podcast: None

Reflection: None

Course Policies

**Grading Policies**

Unless you have discussed an extension well ahead of the due date with the instructor, late penalties of 25% 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.

## 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](mailto:sas@uoguelph.ca) or see the website: <https://wellness.uoguelph.ca/accessibility/>

### **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 Wednesday Nov 29th. For regulations and procedures for Dropping Courses, see the Academic Calendar:

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

<b>Date Submitted to Chair:</b>	
<b>Chair Signature (Approval):</b>	
<b>Date Approved by Chair:</b>	