

General Course Information

Instructor: Adam Fikis, MBA
Email adam.fikis@uoguelph.ca
Office Location MACS
Office Hours By appointment
Department/School HFTM

Class Schedule: Tuesday 10am – 11:20am, Thursday 10am – 11:20am

Pre-requisites: 1 of ACCT2330, BUS2230, HTM3070, HTM3080

Restrictions: BUS3320, MGMT3320

Course Description

The course examines management and organization practices as they are applied to typical hospitality and tourism operational issues. Significant decision points and sub-system interrelationships are emphasized.

Course Learning Outcomes

Upon successfully completing this course, you will:

1. Understand the role context plays in analyzing and solving operational issues
2. Use creativity in solving complex, and real problems.
3. Determine what analysis is relevant to solving problems and how to apply such in a critical manner.
4. Demonstrate and understanding the importance of 'relationships' in analysis and decision making. (How decisions affect people)
5. Take your thoughts and ideas and communicate them in a clear and concise manner without the help of guidelines.
6. Apply a 'design thinking' approach to solving operational issues in hospitality and tourism.
7. Research and apply evidence-based research to provide solutions for operational issues.

Knowledge and Understanding:

Students will apply knowledge and understanding gained in their first three year to helping solve real life issues.

Discipline/Professional and Transferable Skills:

Use evidence from a variety of sources to make informed decisions and recommendations to address complex organizational design problems.

Attitudes and Values

Describe the challenges that managers face in addressing complex problems in a diverse and competitive landscape.

PROCESS, THINK, CREATE

Summary of Course Content and Materials

Students will work on one capstone project and eight mini case study projects during the semester. Each project will involve a hospitality organization seeking assistance with an issue or project they are working on. Students will write a consultancy report for the partner, and in some cases complete accompanying presentations. A personal learning journal will be kept and shared throughout the semester for ongoing reflection and feedback. Class contribution is based on in-class discussions of the cases and weekly scheduled content.

Course Assessment

			Associated Learning Outcomes	Due Date/ location
Assessment 1:	40%	Class Contribution	LO 1-7	<i>Ongoing</i>
Assessment 2:	25%	Capstone Case Report	LO 1-7	<i>Week #12</i>
Assessment 3:	20%	Capstone Case Presentations	LO 1-7	<i>Week #12</i>
Assessment 4:	15%	Personal Reflection Journal	LO 1-7	<i>Ongoing</i>
Total	100%			

Teaching and Learning Practices

Lectures Will be recorded and presented when applicable on lecture days. (Tues & Thurs)

Course Resources

Required Text: None **Recommended Text: None**

Other Resources:

Students will be advised of readings and other materials that will assist them.

CLASS SCHEDULE

Week One: Course Orientation / Case Study Method

Week Two: The Westin Harbour Castle, Capstone Case Study, Introduction

Peter Gillis, General Manager, The Westin Harbour Castle

Laura Baxter, Director of Hospitality Analytics, Canada at CoStar Group

Week Three: CBRE Hotel Consulting – Case Study #1

Nicole Nguyen, Senior Director, CBRE Hotels & CBRE Tourism & Leisure

Week Four: Marriott International – Case Study #2

Duncan Chiu, Senior Director, Lodging Development, Western Canada, Marriott

Cayley Dow, Founder & CEO, Thrivity HR Consulting & Coaching Inc.

Week Five: InnVest Hotels – Case Study #3

Jeff Hyslop, SVP Asset Management & Investments at InnVest Hotels

Aaron Laurie, Senior Director, Lodging Development, Eastern Canada, Marriott

Week Six: Ignite Group Restaurants – Case Study #4

Quentin Lewonas, Director of Operations at Ignite Group, Franchise Owner at Pita Pit

Senior Leadership Team, The Westin Harbour Castle

Winter Break

Week Seven: Tourism Saskatchewan – Case Study #5

Rebecca Godfrey, Senior Strategic Consultant at Destination Think!

Denise Ethier, Director of Loyalty Operations, North & Central America, AccorHotels

Week Eight: Summerland Cannabis Corp. – Case Study #6

James Jesty, Founder and CEO Summerland Cannabis Corp.

Week Nine: Viking Cruises – Case Study #7

Joseph Yaworski III, Executive Human Resources & Training Officer

Week Ten: Trajectory Beverage Partners – Case Study #8

David Grant, Vice President Sales, On Premise, Trajectory Beverage Partners

Week Eleven: Equal Parts Hospitality & The Laundry Rooms

Jerrett Young, Partner & CEO Equal Parts Hospitality, Co-Founder The Laundry Rooms

Week Twelve: The Westin Harbour Castle, Capstone Reports Due

**Capstone Case Presentations (20%)*

**Capstone Case Reports (25%)*

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.

Expected Behavior:

Wearing Masks in the Classroom is Mandatory

It is necessary for all students, faculty, and staff to wear facemasks or cloth face coverings in classrooms, laboratories and other public spaces where in-person instruction occurs. We require the wearing of masks covering the nose and mouth in all physical classrooms to help mitigate the transmission of COVID-19. The University of Guelph as a community views the adoption of mask wearing as a sign of keeping others safe. Students who cannot wear a face

covering due to a medical condition or disability, or who are unable to remove a mask without assistance, should contact their professor.

Health-related Class Absences

Please regularly evaluate your own health according to Guelph – Wellington Public Health (<https://www.wdgpUBLICHEALTH.ca/>) or <https://www.uoguelph.ca/covid19/covid-info-for-students>. Do not attend class if you are ill / having any COVID symptoms.

You are encouraged to seek appropriate medical attention, the UofG Student Wellness Centre (<https://wellness.uoguelph.ca/>) is available to book an appointment with a medical professional.

In the event of having COVID-19 or other contagious illness, please do not come to class. Instead, email me about your absence as soon as you are able so that appropriate accommodations can be explored.

Please note that documentation (a Doctor's note) for medical absences is not required. As part of their commitment to maintain confidentiality, to encourage more appropriate use of healthcare staff resources, and to support meaningful dialogue between instructors and students, Student Health Services will not provide documentation of illness.

I am committed to working with students with pre-existing medical and mental health needs, as well as new needs that may arise within the semester. I encourage you to reach out to me as early as possible to discuss any adjustments you think may be necessary in this course. Reasonable accommodations may include leveraging the course modules that have been developed in creative ways to maximize your access during times when students need to quarantine due to COVID exposure, or during an absence related to a disability or COVID-19 diagnosis. While I cannot guarantee any specific outcome, I am committed to working with you to explore all the options available in this course.

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>

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.

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/>

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 Monday April 8, 2022. For regulations and procedures for Dropping Courses, see the Academic Calendar:

<https://calendar.uoguelph.ca/undergraduate-calendar/>

Disclaimer

Please note that the ongoing COVID-19 pandemic may necessitate a revision of the format of course offerings, changes in classroom protocols, and academic schedules. Any such changes will be announced via CourseLink and/or class email. This includes on-campus scheduling during the semester, midterms, and final examination schedules. All University-wide decisions will be posted on the COVID-19 website (<https://news.uoguelph.ca/2019-novel-coronavirus-information/>) and circulated by email.

Illness

Medical notes will not normally be required for singular instances of academic consideration, although students may be required to provide supporting documentation for multiple missed assessments or when involving a large part of a course (e.g., final exam or major assignment).

For information on current safety protocols, follow these

links: <https://news.uoguelph.ca/return-to-campus/how-u-of-g-is-preparing-for-your-safe-return/>

<https://news.uoguelph.ca/return-to-campus/spaces/#ClassroomSpaces>. Please note, these guidelines may be updated as required in response to evolving University, Public Health, or government directives.

Date Submitted to Chair:	
Chair Signature (Approval):	<i>S Elliot</i>
Date Approved by Chair:	Jan 11/22