

ADHM 479 Hospitality Industry Management Strategies (3 credits)
College of Human Development and Education
Department of Apparel, Design, and Hospitality Management
Spring 2012 TTH (2:00-3:15pm) Candlewood Classroom

Instructor: Dr. Amelia Estepa Asperin
E-mail: Amelia.Asperin@ndsu.edu
Telephone Number: 231-5720
Office: Room 178B E. Morrow Lebedeff Hall
Office Hours: Monday, 1-2:30 pm; Tuesday 10 am – 12 noon; or by appointment

Required Text

Woods, R.H., & King, J.Z. (2010). *Leadership and management in the hospitality industry*. (3rd ed). Lansing, Michigan: American Hotel & Lodging Educational Institute.

Course Description

This is a capstone course for all Hospitality & Tourism (HTM) majors. The course includes opportunities to analyze hospitality issues, make business decisions, and solve practical problems through case studies and real situations.

Learning Objectives

During the duration of the course, students will:

- Develop the ability to think strategically;
- Learn how to apply theory and concepts;
- Learn how to interpret research results; and
- Practice decision-making in a business operation.

Hospitality & Tourism Management Program –

“The mission of our program is to develop leaders of the Hospitality & Tourism industry.

To achieve this mission, it is our goal that students graduating from the HTM program at NDSU will demonstrate leadership skills by having the following:

*Knowledge of the industry
People management skills
Problem-solving abilities, and
A sense of Responsibility”*

Academic Honesty

All work in this course must be completed in a manner consistent with NDSU University Senate Policy, Section 335: Code of Academic Responsibility and Conduct (<http://www.ndsu.edu/policy/335.htm>). It is expected that all academic work for this class is done individually by the student unless collaboration is otherwise approved or required by the instructor. Plagiarism, fabrication, and cheating are serious offenses and may result in failure on an exam, project, or the course.

Accommodation Policy

To request academic accommodations or assistance due to a disability, please contact the Disability Services Office (231-8463). Share concerns or requests with me as soon as possible so we can discuss any accommodations you might need for this class.

Veterans and student soldiers with special circumstances or who are activated are encouraged to notify the instructor in advance.

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Communication

Email is the official mode of communication at NDSU. In addition, announcements regarding changes in class schedules, assignments, and other information will be posted on the course Blackboard. Students are responsible for checking their NDSU email and Blackboard regularly. Having no access to your email is not an appropriate excuse for missing any class work.

Verifiable excuses

A verifiable excuse that is deemed acceptable includes any of the following:

1. Evidence from a physician or hospital verifying an illness or medical condition;
2. An obituary from the local newspaper along with supporting evidence showing a family relationship with the student;
3. A letter from an instructor or department that documents attendance at a trade show, conference, convention, athletic event or other activity that is university-related;
4. Closing of the university due to inclement weather.

Excuses other than the above are generally not verifiable, and the instructor will make no attempt to verify any other excuse. If you have an emergency or a verifiable excuse to be absent, please be ready to provide documentation if asked to do so. The instructor reserves the right to make any exceptions to the above verifiable excuses on a case by case basis.

Evaluation Methods

No make-up exams, pop quizzes, seatwork, or assignments will be given unless prior arrangements are made with the instructor or a verifiable excuse is provided. Late submissions will NOT be accepted.

Hotel Operations Tactics & Strategies (HOTS)

HOTS is a simulation that integrates strategic management, marketing and sales, managerial accounting and finance, hotel operations, restaurant management, human resources, and technology applications. Student teams will conduct market research and develop a strategic business plan. As the teams compete against one another throughout the semester, they will make management decisions on product pricing, product mix, advertising, capital expenditures, refurbishing, staffing and training. The simulation enhances knowledge through practice, by allowing students to act and react in a competitive market. The objectives of the simulation are to: encourage individual creativity and risk assumption, promote problem solving and financial management skills, enhance daily business acumen and experience the ultimate accountability and outcome of growth and success, or failure of a hospitality business. A more in-depth description of the project will be posted on the course Blackboard.

Research Project

Students will participate in a semester long research project. The research project is designed to give students the opportunity to interpret data, make comparisons, arrive at logical and practical conclusions, and develop or suggest industry or research implications based on existing literature and data. Students will read and summarize articles to acquire information to support their analyses and conclusions.

Articles and Summaries

Each student is responsible for reading the journal articles. Write a summary of the article, including the important facts and how they will affect the industry. During class we will discuss each article.

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Book Chapter

Each team will present a chapter and lead the discussion for the chapter review questions. The teams will be graded on the following managerial skills - organizing, planning, speaking and listening, leading and directing. Students who are not presenting will also be responsible for reading chapters and participating in the discussion.

Discussion Participation

The Instructor and peers will conduct an end-of-semester evaluation based on the learner's overall contribution and performance in the course. Each student will be awarded points based on the following levels:

1. Outstanding contributor (18-20 points): contributions reflect exceptional preparation; ideas nearly always provide important insights and direction for the class/team. If such a person were not in the class, discussion would diminish significantly.
2. Good contributor (16-17.99): contributions reflect thorough preparation; ideas frequently provide good insights and direction for the class/team.
3. Adequate contributor (14-15.99): contributions reflect only satisfactory preparation; ideas seldom offer direction for the class/team.
4. Non-contributor (12-13.99): little or no substantial contribution.
5. Net-loss contributor (0-11.99): statements reflect inadequate preparation; ideas are not substantive or constructive. If such a person were not in the class, the quality of the discussion would increase significantly, and valuable time would be saved for others.

Other Assignments and Classwork

Class activities or quizzes may be announced or unannounced. Due to the nature of in-class assignments, they cannot be "made-up". You will be allowed to drop your lowest quiz score; therefore, no make-up quizzes are allowed. Take home assignments may include posts on class discussion boards, reactions to posts by other students, class polls, article reviews, etc.

Grading Scale/Points Possible

	Points Possible	Due Date
Individual Work		
Research Project	200	<i>Refer to project guidelines</i>
Article Summaries	100 (5x20)	<i>Refer to class schedule</i>
Discussion Points	20	<i>End of semester</i>
Other Assignments and Classwork	Up to 170	<i>As Assigned</i>
Sub total	490 (~54% of final grade)	
Group Work		
HOTS	310	<i>Refer to project guidelines</i>
Book Chapters	100	<i>As Assigned</i>
Sub total	410 (~46% of final grade)	
TOTAL POINTS		900
A =	100% - 90%	C =
B =	89% - 80%	D =
		F =
		Below 60%

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Tentative Class Schedule

Instructor reserves the right to make changes to the schedule. Check the course Blackboard for announcements.

Day	Date	Topic/Materials to be covered	Assignment/Readings Due
Tues	Jan 10	Introductions and Syllabus Overview	
Thur	Jan 12	Strategic Thinking	Supplemental notes on BB
Tues	Jan 17	HOTS Introduction	
Thur	Jan 19	High Performance Teams HOTS – Team charter development	Chapter 8
Tues	Jan 24	High Performance Teams HOTS Practice Round	Chapter 8 Team charter
Thur	Jan 26	HOTS – Business Plan development	
Tues	Jan 31	Strategic Management	Supplemental notes on BB HOTS Business Plan (BP), Yr. 1
Thur	Feb 2	Research Methods	
Tues	Feb 7	Managing Organizational Change	Chapter 1, Group 1
Thur	Feb 9	HOTS Yr 1 Months, 1-3	Article Summary 1
Tues	Feb 14	The Changing Nature of Leadership and MGMT	Chapter 2, Group 2
Wed	Feb 15	NDSU Spring Career Fair, 10-3, FargoDome	
Thur	Feb 16	HOTS Yr 1, Months 4-6	Article Summary 2
Tues	Feb 21	Power and Empowerment	Chapter 5, Group 3
Thur	Feb 23	HOTS Yr 1, Months 7-9	Article Summary 3
Tues	Feb 28	Goal Setting, Coaching, and Conflict Mgmt Skills	Chapter 7, Group 4 *EQ Survey opens
Thur	Mar 1	HOTS Yr 1, Months 10-12	Article Summary 4
Tues	Mar 6	The Quest for Quality	Chapter 3 *EQ Survey closes
Thur	Mar 8	HOTS Yr 2, Months 1-4	BP for Yr 2 and Report Yr 1 *EQ Survey review
Mar 12-16		Spring Break!	
Tues	Mar 20	Research – Data Analysis	
Thur	Mar 22	HOTS Yr 2, Months 5-8	Article Summary 5
Tues	Mar 27	Continuous Improvement—Process and Tools	Chapter 4, Group 5
Thur	Mar 29	HOTS Yr 2, Months 9-12	
Tues	Apr 3	Research – Preparing the Report	
Thur	Apr 5	HOTS Yr 3, Months 1-4	BP for Yr 3 and Report Yr 1
Tues	Apr 10	The Challenge of Diversity	Chapter 9, Group 6
Thur	Apr 12	HOTS Yr 3, Months 5-8	Draft Research Paper Due

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Tues	Apr 17	A Look at Ethics	Chapter 11, Group 7
Thur	Apr 19	HOTS Yr 3, Months 9-12	
Tues	Apr 24	Research Discussion	Final Research Paper Due
Thur	Apr 26	HOTS Analysis	
Tues	May 1	Case Studies	
Thur	May 3	HOTS Workday—Final Group Report Completion	
Wed	May 9	FINAL EXAM	HOTS Final Group Report 1:00 – 3:00 pm, as per NDSU Finals schedule.