

**Hospitality Management Strategies**  
**HRTM 490**  
**Winter Session 2020-2021**  
**Online only course**

**Instructor:** Dr. Robin DiPietro

**Office:** Close-Hipp Building, Room 610

**Virtual Office Hours:** Tuesdays 1-2pm on Blackboard Collaborate or Thursdays 10-11am or anytime by appointment via BB Collaborate or Skype

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**Course Description:** This is a required, upper-division course in HRTM which meets curriculum standards established by the Accreditation Commission for Programs in Hospitality Administration (ACPHA). The course will focus on planning and managing strategic activities in the highly competitive hospitality business environment. Roles and actions of top management in developing and implementing strategy are examined with emphasis on "long-range" perspectives rather than operational "how-to's."

**Prerequisites:** MGMT 371, RETL 344, and senior standing

**Learning Outcomes:** At the completion of this course the student will be able to demonstrate the ability to:

1. Apply strategic thinking and planning skills to solving problems in the hospitality industry.
2. Compare and contrast the different perspectives on strategic management.
3. Analyze environmental trends impacting hospitality firms in relation to their overall strategy.
4. Determine the value of an organization's resources and competitive advantage to its overall strategy.
5. Evaluate the effectiveness of a firm's mission and vision statements to its strategic direction.
6. Select appropriate business- and corporate-level strategies based on the competitive environment.
7. Determine how to effectively manage functional resources and inter-organizational relationships.
8. Compare and contrast different organizational structures and control systems among the various corporate design models.
9. Incorporate entrepreneurship and innovation into strategic planning.

**Format:** A combination of textbook readings, video lectures, powerpoint information, assigned videos, online discussions, and individual case papers/discussions will be the primary means of instruction for this course. All learning outcomes are the equivalent to the face-to-face HRTM 490 courses.

This is a fully online course. Online classes are not easier than face-to-face lecture classes. To succeed in an online class, you must be extremely motivated and well organized. You will need to purchase the required textbook listed above by the first day of the course. Other course materials are available via Blackboard (“Bb”). Regular Internet access is essential for successful completion of the course.

The typical class structure will consist of learning modules, which include:

- Short Video/PowerPoint Lectures with audio
- Readings
- Online Discussions
- Exams
- Field Exercises
- Written Exercises

This is an entirely Web-based course. We have no face-to-face class meetings, and you will complete your work asynchronously - which simply means that you will be working on it at different times than your colleagues. You can log into the class to do your work at whatever time is convenient for you as long as you are meeting class deadlines.

It is important to understand that this is not a self-paced class or an independent study. You will have assigned deadlines, and work must be submitted on time. You may not save up your assignments to complete in the last weeks or days of the semester. One critical part of this class is regular interaction with other students and with me, your instructor. Each assignment sequence must be completed on schedule – you can't work ahead or get behind and be successful.

Students will complete 2 exams (including the final exam), 8 chapter quizzes and one syllabus quiz, participate in group discussions, and write and discuss 1 case study in order to be assessed for the course. Students are also expected to check in via virtual office hours. Class content will be divided into course modules and there will be 15 course modules over the Fall 2020 semester, but please check e-mails and Blackboard Announcements for any changes. **Students must have regular and frequent access to Blackboard, the internet and must have a working computer with audio and video capability.** Checking Blackboard a minimum of once per day is required to achieve a good grade in this class as all of the content/material will come via online. **Also please make sure that the email attached to your blackboard account is the one that we both use for communication regarding course content. Send all emails to the instructor using your USC email address or it may not get to the correct place.**

**Required Textbook:** *Hospitality Strategic Management* (2<sup>nd</sup> Ed.) by Cathy Enz, Wiley Publishing, 2009.

## Course Communication

I will be communicating with you regarding grades and assignments. If you need to get in touch with me, the best method is via email. **Generally**, I will reply to emails within 24-48 hours and will provide feedback on assignments within 72 hours. You may also post questions pertaining to the course on the Blackboard Discussion Board. These questions will be answered within 24-48 hours.

If you are having trouble with this course or its material, you should contact me via email to discuss the issues.

Announcements will be posted to this course whenever necessary. If there is any other information I think is important, I will send it to your email address you have in Blackboard. It is your responsibility to ensure that your email account works properly in order to receive email.

Below is how you check your email address in Blackboard:

- Access [blackboard.sc.edu](http://blackboard.sc.edu)
- Click your name on the main Blackboard navigation panel on the left
- Review your email address. By default, Blackboard uses your university-issued email address

Your email address in Blackboard coincides with your preferred university email. If you are unsure of your preferred email, [check your account \(myaccount.sc.edu\)](http://myaccount.sc.edu). For more information on setting your preferred university email, please see the [How To Change Your Primary University Email Address \(https://scprod.service-now.com/sp?id=kb\\_article\\_view&sysparm\\_article=KB0011464\)](https://scprod.service-now.com/sp?id=kb_article_view&sysparm_article=KB0011464) Knowledge Base article.

## Module Schedule

All course deadlines are listed in Eastern Standard Time Zone (EST). Blackboard will record all deadlines in this timezone. If you are in a different timezone, plan accordingly. Each week will begin on a Monday and will end on Sunday.

In order to complete all of the module assignments, you will need to spend about 30-40 hours per week on the course material for a total of approximately 120 hours of course-related activities using Blackboard, discussion boards and blogs, and reading and reflecting on the texts.

**Grading/Course Requirements:**

Mid-Term Exam	(250 points)	25%
Individual Case Study Paper (Final Draft- 100 points)	(100 points)	10%
Chapter Quizzes and Syllabus Quiz (9- 20 points each)	(180 points)	18%
Participation (discussion boards- 9 worth 25 points each)	(225 points)	22.5%
Final Exam (Exam II)	(245 points)	24.5%

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Total points 1000

A	900-1000
B+	870-899.9
B	800-869.9
C+	770-799.9
C	700-769.9
D+	670-699.9
D	600-669.9
F	0-599.9

**Determination of Grade:**

In general, students can determine their standing in the course throughout the semester by keeping track of points on each assignment or through the use of the USC Blackboard account. If a student has questions regarding an earned grade on an assignment or needs clarification regarding a grade, they should come to see the instructor during live or virtual office hours or should make an appointment to talk to the instructor in order to discuss their questions.

**Academic Dishonesty:**

Academic honesty is essential to the existence and integrity of an academic institution. The responsibility for maintaining that integrity is shared by all members of the academic community. To further serve this end, the University supports a Student Code of Conduct in the Carolinian Creed which addresses the issue of academic dishonesty. You are expected to practice the highest possible standards of academic integrity. Any deviation from this expectation, such as improper citation of sources, using another student's work, and any other form of academic misrepresentation, will result in a minimum academic penalty of your failing the assignment, and can result in additional disciplinary measures such as failing the entire course and being reported to the University Office of Student Conduct. **Any projects or exams that you are assigned to complete for this class are to be done individually without any help from other students or others (including quizzes and your individual case study paper) unless otherwise noted in the assignment.**

**Your success in this course is important.** Your instructor has partnered with the Student Success Center (SSC) to assist you in better understanding course material which can aid you on your path to success. Resources available to students include: Peer

## **Tutoring, Supplemental Instruction (SI), Peer Writing & Communications (PWC), and Peer Success Consultations.**

Your instructor may communicate with the SSC regarding your progress throughout the semester, which indicates your instructor is concerned about your progress in this course. If contacted by the SSC, please schedule a Success Consultation right away. Referrals are not punitive, and any information shared by your professor is confidential and subject to FERPA regulations. SSC services are offered to all USC undergraduates at no additional cost. Please call 803-777-1000, visit [www.sc.edu/success](http://www.sc.edu/success), or come to the SSC in the Thomas Cooper Library (Mezzanine Level) to check schedules and make appointments.

### ***Technology Requirements***

Online lectures will be provided through Blackboard Collaborate Ultra. Therefore, you must have access to the Internet to view/hear lectures. No special software is required.

The PowerPoint lecture presentations, links to articles, assignments, quizzes, and rubrics are located on the Blackboard site for the course. To participate in learning activities and complete assignments, you will need:

- Access to a working computer that has a current operating system with updates installed, plus speakers or headphones to hear lecture presentations (transcripts provided);
- Reliable Internet access and a USC email account;
- A current Internet browser that is compatible with Blackboard (Google Chrome is the recommended browser for Blackboard);
- A working camera and microphone;
- Microsoft Word as your word processing program; and
- Reliable data storage for your work, such as a USB drive or Office365 OneDrive cloud storage.

If your computer does not have Microsoft Word, Office 365 ProPlus package is available to you free of charge and allows you to install Word, Excel, PowerPoint, Outlook, OneNote, Publisher, and Access on up to 5 PCs or Macs and Office apps on other mobile devices including tablets. Office 365 also includes unlimited cloud storage on OneDrive. To download Office 365 ProPlus, log into your student (University) email through a web browser, choose Settings (top right corner), and select software. If you have further questions or need help with the software, please contact the [Service Desk](http://www.sc.edu/about/offices_and_divisions/university_technology_services/support/servicedesk.php) ([http://www.sc.edu/about/offices\\_and\\_divisions/university\\_technology\\_services/support/servicedesk.php](http://www.sc.edu/about/offices_and_divisions/university_technology_services/support/servicedesk.php)).

### ***Minimal Technical Skills Needed***

Minimal technical skills are needed in this course. All work in this course must be completed and submitted online through Blackboard. Therefore, you must have consistent and reliable access to a computer and the Internet. The minimal technical skills you have include the ability to:

- Organize and save electronic files;
- Use USC email and attached files;
- Check email and Blackboard daily;
- Download and upload documents;
- Locate information with a browser; and
- Use Blackboard.

### ***Technical Support***

If you have problems with your computer, technology, IT-related questions, support, including Blackboard, please contact the Division of Information Technology (DoIT) Service Desk at (803) 777-1800 or submit an online request through the [Self-Service Portal \(https://scprod.service-now.com/sp\)](https://scprod.service-now.com/sp) or visit the [Carolina Tech Zone \(https://www.sc.edu/about/offices\\_and\\_divisions/university\\_technology\\_services/support/ctz.php\)](https://www.sc.edu/about/offices_and_divisions/university_technology_services/support/ctz.php). The Service Desk is open Monday – Friday from 8:00 AM – 6:00 PM (Eastern Daylight Time). If you are located in the Columbia, SC area, the Thomas Cooper Library at USC has computers for you to use in case you encounter computer issues/problems. If you are not located in the Columbia, SC area, most regional campuses and public libraries have computers for public use.

### **Class Protocol:**

**Participation:** Participation is expected of all students in this class. And, it is expected to be active, enthusiastic, regular, intelligent, and with a highly visible role by the student. This is an upper level class which will require you to get-involved, analyze course material, work in small groups both in class and online, regularly challenge others around you, and constructively make strategic management “come to life.” Everyone is expected to pull his or her weight in terms of class participation. Since the class is fully online, participation will be evaluated through the use of quizzes, discussion boards, viewing and reviewing the ppts and video lectures for the class. Also, participation in virtual office hours is important if you have questions or to review material. Lack of participation will all hurt your overall grade.

**Demeanor:** Students will conduct themselves according to the rules of the University of South Carolina. Provocative, foul or vulgar language use or disruptive

behavior will not be tolerated online. Please be professional in your discussion board posts and ensure that your posts fully explain the topic and questions at hand. If you have any questions regarding material, please do not hesitate to email me or to participate in the virtual office hours.

**Assignments/Exams:** Late assignments will **not** be accepted, except in case of extreme emergency **pre-approved** by the instructor. Assignments are due at the times stated in the syllabus (primarily 11:59PM on the date due). Exams will be given on the date on the syllabus unless **prior approval** is received by the instructor due to emergency situations. No make up exams will be given with the exception of serious illness or emergency.

The professor must be contacted via phone (803-777-2600) regarding such an emergency **prior to** the exam, and will follow USC policies regarding if the situation was indeed of a warranted, serious nature. All situations will be subject to proof of acceptable documentation from the student to the professor. A make up exam is not guaranteed and is subject to the above mentioned review by the professor and, if necessary, the administration. If an exam or quiz is not taken, the student will receive a zero on that particular exam or quiz.

There will be two exams throughout the semester, as well as other assignments as noted on the schedule and grading/course requirements section of the syllabus. The exams (including the final) may be multiple choice, true/false, short answer, or essay in format. **Please keep up with assignments as points cannot be made up later.**

**Exams and Quizzes.** All material will be provided online and quizzes and exams will be all taken online. The online quizzes and exams will cover material presented in modules, online, and readings from the chapters in the textbook. Online quizzes will be available on the dates noted on the calendar below from 7:00 a.m. – 11:59 p.m. **and** you will have 15 min. to complete online quizzes once you have logged in. All exams are timed and will be accessible on Respondus LockDown Browser using your Blackboard account. All exams are open-book and open-notes; however, you are not allowed to search on internet or discuss with other people during the exam.

**Please double check the course calendar on a frequent basis so that you don't miss any of the exams or quizzes.** Format for all exams and quizzes will be multiple choice, true/false or short answer. Please review the guidelines for taking online exams as you cannot have multiple browsers open or have "spotty" internet or you will lose your exam and time. Please prepare for quizzes and online exams before you log in to take them as you will not have time to look up each answer to the quiz or exam. Do not use your cell phone or I-Pad to log in to take exams or quizzes as that has not worked well in the past for people. Using the proper technology is your responsibility **and it is essential that you read the guidelines on Blackboard for taking exams.**

The final exam (Exam II) will be given online and will be open from Saturday, December 16<sup>th</sup> from 7am to Saturday, December 16<sup>th</sup> at 11:59pm. **Ensure that you plan**

accordingly. There will be no other exam time used to take the final exam. Plan on ensuring you have internet and wifi as the final exam will be online. You will have 90 minutes to complete the exam once you log in.

### **LockDown Brower + Webcam Requirement for Exams**

This course requires the use of LockDown Browser and a webcam for all online exams. The webcam can be the type that's built into your computer or one that plugs in with a USB cable. Watch this brief video to get a basic understanding of LockDown Browser and the webcam feature.

<https://www.respondus.com/products/lockdown-browser/student-movie.shtml>

**Download Instructions.** Download and install LockDown Browser from this link:

<https://download.respondus.com/lockdown/download.php?id=943743695>

### **Once Installed**

- Start LockDown Browser
- Log into Blackboard Learn
- Navigate to the test

*Note: You won't be able to access tests with a standard web browser. If this is tried, an error message will indicate that the test requires the use of LockDown Browser. Simply start LockDown Browser and navigate back to the exam to continue.*

- **Guidelines.** When taking an online test, follow these guidelines:
  - Select a location where you won't be interrupted
  - Turn off all other devices (e.g. tablets, phones, second computers) and place them outside of your reach
  - Before starting the test, know how much time is available for it, and also that you've allotted sufficient time to complete it
  - Have only your textbook and notes next to you, in case you need them
  - Remain at your computer for the duration of the test
  - If the computer, Wi-Fi, or location is different than what was used previously with the "Webcam Check" and "System & Network Check" in LockDown Browser, run the checks again prior to the exam
  - To produce a good webcam video, do the following:
    - Avoid wearing baseball caps or hats with brims
    - Ensure your computer or device is on a firm surface (a desk or table). Do NOT have the computer on your lap, a bed, or other surface where the device (or you) are likely to move
    - If using a built-in webcam, avoid readjusting the tilt of the screen after the webcam setup is complete
    - Take the exam in a well-lit room, but avoid backlighting (such as sitting with your back to a window)
    - Remember that LockDown Browser will prevent you from accessing other websites or applications; you will be unable to exit the test until all questions are completed and submitted



**Getting Help.** Several resources are available if you encounter problems with LockDown Browser:

- The Windows and Mac versions of LockDown Browser have a "Help Center" button located on the toolbar. Use the "System & Network Check" to troubleshoot issues.
- If you have problems with your computer, technology, IT-related questions, support, including Blackboard, please contact the Division of Information Technology (DoIT) Service Desk at (803) 777-1800 or visit the [Carolina Tech Zone \(https://www.sc.edu/about/offices\\_and\\_divisions/university\\_technology\\_services/support/ctz.php\)](https://www.sc.edu/about/offices_and_divisions/university_technology_services/support/ctz.php). The Service Desk is open Monday – Friday from 8:00 AM – 6:00 PM (Eastern Daylight Time).
- Respondus has a Knowledge Base available from support.respondus.com. Select the "Knowledge Base" link and then select "Respondus LockDown Browser" as the product. If your problem is with a webcam, select "Respondus Monitor" as your product
- If you're still unable to resolve a technical issue with LockDown Browser, go to support.respondus.com and select "Submit a Ticket". Provide detailed information about your problem and what steps you took to resolve it

**Individual Case Discussions and Papers.** Working individually, you will be responsible for reading the case study assigned for class and you will then be required to answer 3-5 questions for this individual case study as assigned by the instructor. Your final draft of your case study is worth 100 points. Paper and discussion guidelines and questions about the case will be provided by your professor to help you think about the case study and how it ties into the text material and other material discussed in class. The case study and grading rubric will be posted in Blackboard in the assignments tab.

#### **Course Evaluation:**

*At the end of the semester you will have the opportunity to formally evaluate the course and the instructor. This process is very important and we take your comments very seriously. The course evaluation will be online and open the last two and half weeks of the semester. You will receive daily e-mail reminders to complete a course's evaluation. Once you complete a course evaluation, e-mail reminders for the course will stop. The course instructor will award 10 extra credit points equivalent to 1% of your overall grade for completing the course evaluation. All evaluations are anonymous. Results will be shared with the instructor after final grades are posted. We also encourage you to provide feedback during the semester on your classes.*

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Date	Reading, Topic, Assignment	Format
Module 1 Dec. 28th  Introduction and Overview of Course	-Read and review syllabus by Sunday 11:59pm <b>-Quiz 1- syllabus</b> – open Monday at 7am- 11:59pm- 15 minute time limit -Watch introduction video of the course before Sunday at 11:59pm -Read, listen to and watch ppts by Sunday at 11:59pm on Introduction to Course <b>-Post Your Introduction – video and            discussion board (1)*</b> post by Monday at 11:59pm	Online
Module 2 Dec. 29th	-Read Ch. 1 (pp. 1-34) Strategic Management Activities, Strategic Thinking -Review and listen to ppts Chapter 1, Part 1 -Review and listen to ppts Chapter 1, Part 2 -Review and listen to ppts Chapter 1, Part 3 <b>-Quiz 2- Chapter 1-</b> open Tuesday at 7am- 11:59pm	Online
Module 3 Dec 30th	-Read Ch. 2- Environment and External Stakeholders Read Ch. 2 (pp. 35-80)- - Review and listen to ppts Chapter 2, Part 1 -Review and listen to ppts Chapter 2, Part 2 <b>-Discussion board (2)</b> -first post due by Wednesday at 11:59pm, two other posts to students and respond to any posts to you by Thursday, December 31 <sup>st</sup> at 11:59p	Online

Module 4 Dec. 31st	<p>-Read Ch. 3 (pp. 81-112) Strategic Mission, Vision, Business Definition; Organizational Values, Enterprise Strategy, and Ethics;</p> <p>-Review and listen to ppts Chapter 3, Part 1</p> <p>-Review and listen to ppts Chapter 3, Part 2</p> <p><b>Discussion board (3)</b>- first post due by Thursday at 11:59pm, other posts by Friday, January 1st at 11:59pm</p> <p><b>Quiz 3- Chapters 2 and 3</b>- open Thursday, December 31<sup>st</sup> at 7am- Saturday, January 2<sup>nd</sup> at 11:59pm</p>	
Module 5 Weekend of Jan. 1st-3rd	<p>- Read Ch. 4 (pp. 114-164) Sustainable Competitive Advantage; Organizational Resources and Corporate Ownership</p> <p>-Review and listen to ppts Chapter 4, Part 1 and Part 2</p>	Online
Module 6 Jan 4th	<p><b>-Discussion board (4)</b> first post on Chapter 4 due by Monday, January 4th at 11:59pm, other posts by Tuesday at 11:59pm</p> <p>-Finish reviewing and studying for Ch. 4; -</p> <p>-Review Chapters 1-4 for mid-term exam</p> <p>-Read Case Analysis Process (pp. 433-441)</p> <p>-Review and listen to ppts on Case analysis process</p> <p>-Review and listen to ppts on Exam Review</p> <p><b>-Quiz 4- Chapter 4</b>- open Wednesday at 7am- Thursday 11:59pm</p>	Online
Module 7 Jan 5th	<p><b>-Mid-Term Exam (Chapters 1-4)</b> open Tuesday at 7am- 11:59pm</p> <p><b>-Discussion board (5)</b> first post on chapters 1-4 due by Tuesday at 11:59pm, other posts by Wednesday at 11:59pm</p>	Online
Module 8 Jan. 6th	<p>-Read Ch. 5 (pp. 164-184) Business-Level Strategy: Cost Leadership, Differentiation</p> <p>-Review and listen to ppts Chapter 5, Part 1</p> <p><b>-Discussion board (6)</b> first post on Chapter</p>	Online

	5 due by Wednesday at 11:59pm, other posts by Thursday at 11:59pm	
Module 9 Jan. 7th	-Read Ch. 5 (pp. 184-204) Focus and Best Value Strategies; Competitive Dynamics- -Review and listen to ppts Chapter 5, Part 2 <b>-Quiz 5- Chapter 5</b> open Thursday from 7am- 11:59pm	Online
Module 10 Jan. 8th	-Read Ch. 6 (pp. 205-225) Corporate Level Strategy- Open 7am-11:59pm, 15 minute time limit; -Review and listen to ppts Chapter 6, Part 1  <b>-Discussion board (7)</b> first post on Chapter 6 due by Friday at 11:59pm, other posts by Sunday at 11:59pm	Online
Module 11 Jan 11th	- Read Ch. 6 (pp. 226-250) Diversification and M & A; Corporate Restructuring and BCG Matrix; -Review and listen to ppts Chapter 6, Part 2  <b>-Quiz 6- Chapter 6-</b> open Monday from 7am- 11:59pm	Online
Module 12 Jan 12th	-Read Chapter 7- Strategy Implementation (pp. 252-268); Strategy Implementation and Stakeholder Management (pp.268-298)- -Review and listen to ppts Chapter 7, Part 1 -Review and listen to ppts Chapter 7, Part 2 -Review and listen to ppts Chapter 7, Part 3  <b>-Quiz 7- Chapter 7</b> open Tuesday from 7am- 11:59pm <b>-Case Study Final Draft Due- 100 points- due by Tuesday, January 12th at 11:59pm</b>	Online
Module 13 Jan 13th	-Read Ch. 8- Strategy Implementation and Organizational Design (pp. 299-330); Read Ch. 8 (pp. 330-355) Organizational Controls;	Online

	<p>-Review and listen to ppts Chapter 8, Part 1 -Review and listen to ppts Chapter 8, Part 2</p> <p><b>-Quiz 8- Chapter 8-</b> open Wednesday from 7am- 11:59pm</p> <p><b>-Discussion board (8)</b> first post due by Wednesday at 11:59pm, other posts by Thursday at 11:59pm</p>	
Module 14 Jan 14th	<p>-Read Ch. 9 (pp. 358-381) Strategies for Entrepreneurship and Innovation; -Review and listen to ppts Chapter 9</p> <p><b>-Discussion board (9)</b> first post due by Thursday at 11:59pm, other posts by Friday at 11:59pm</p> <p>-Read Chapter 9- Innovation and Entrepreneurship and Strategic Management (pp. 381-396) - -Review Course Overview and Review of Chapters 5-9</p> <p><b>-Quiz 9- Chapter 9</b> open Thursday from 7am- 11:59pm</p>	Online
Module 15 Jan. 15th	<b>Final Exam- online, Chapters 5-9 open Friday, January 15<sup>th</sup> from 7am-11:59pm</b>	Online