

MGT 405 Strategic Hospitality Management

Course Details

Course Title: Strategic Hospitality Management

Course Code: MGT 405

Credit Hours: 3

Course Description

Course Objectives

This course will achieve following objectives:

1. To introduce students to the fundamentals and characteristics of the highly globalized, complex and fragmented hospitality industry.
2. To be able to evaluate the development of the hospitality industry in the context of international markets and operations.
3. To familiarize students with key interrelationships among various aspects of hospitality such as consumer behavior and relationship management, HR management, hospitality market entry, strategic planning, entrepreneurship and SMEs, and social responsibility
4. To contribute to BBA students' strategic thinking, analytical and communication skills both from the perspective of hospitality professionals as well as strategic managers
5. To be able to translate strategic ideas into hospitality contexts by linking useful strategies and strategic issues into actions and activities of hospitality businesses.

Course Learning Outcomes (CLO)

Program Learning Goals and Objectives

General Learning Goals & Objectives of Undergraduate Program:

1. A baccalaureate-level knowledge of business administration
2. Understanding of the macroeconomic environment, of state of industries and of the functional areas of different types of organizations
3. The ability to identify, formulate, and solve business problems using appropriate methodologies and tools (quantitative as well as qualitative)
4. The ability to communicate effectively and function well in teams
5. An appreciation of professional and ethical responsibilities

Course Evaluation (Grade Breakup)

Grading will be done as per NBS criteria. The breakup of the grade points is as follows:

-Final Exam	40 %
-Midterm	20 %
-Case analyses & their presentation	25%
-Quizzes (3)	10%
-Class Participation	5%
(Including class activities/ Article Discussions)	

Mapping Program Objectives & Goals with Course Learning Outcomes

PROGRAM LEARNING GOALS AND OBJECTIVES	COURSE LEARNING OBJECTIVES	COURSE EVALUATION ITEM
Goal 1: A baccalaureate-level knowledge of business administration	CLO 1, 2, 4, 5	Midterm and final exams, quizzes, case analyses
Goal 2: Understanding of the macroeconomic environment, of state of industries and of the functional areas of different types of organizations	CLO 1, 2, 4, 5	Exams, quizzes, class participation, case analyses and presentation
Goal 3: The ability to identify, formulate, and solve business problems using appropriate methodologies and tools (quantitative as well as qualitative)	CLO 3, 4, 5	Class project, quizzes, exams
Goal 4: The ability to communicate effectively and function well in teams	CLO 2, 3	Case analyses and presentation, class participation
Goal 5: An appreciation of professional and ethical responsibilities	CLO 1, 2, 5	Exams, case analyses and presentation, class participation

Course Content (Weekly)

Weekly breakdown is given below

Week	Lecture No. and Topic	Reading	Session (Students should be able to...)	Outcomes
1	LECTURE 1: Introduction to the Hospitality Industry The key concepts: -The roots, elements and dynamics of the hospitality industry -The context of international management in the hospitality industry -Globalization and international hospitality management -Cultures and the challenges	-Katz, J.H. & Withiam. G. (2012) "The International Hospitality Industry: Overcoming the Barriers to Growth". Cornell University School of Hotel Administration The Scholarly Commons https://scholarship.sha.cornell.edu/chrconf/15 -Hemmington, N. (2007) "From Service to Experience; Understanding and Defining the Hospitality Business". The Service Industries Journal. Vo.27, No.6. -2019 Travel and Hospitality Industry Outlook Report by Deloitte https://www2.deloitte.com Kim S.; Kim, M; Holland, S. and Han, H. (2018), "Hospitality employees' citizenship behavior: the moderating role of cultural values". International Journal of Contemporary Hospitality Management. Vol. 30. No. 2, pp. 662-684.	-CLO 1	
2	LECTURE 2: Exploring the	-Alon, I; Ni, L.; Wang, Y. (2012) "Examining the Determinants of	-CLO 1 -CLO 5	

	International Environment -Chaining -Market segmentations -Changing nature of the industry -Situational and environmental analysis	Hotel Chain Expansion through International Franchising". International Journal of Hospitality Management. Vol.31. Issue 2, pp. 379-386. -Jullao, J.; Gaspar, M; Tjahjono, B.; Rocha, S. (2019). "Exploring Circular Economy in the Hospitality Industry". Emerald Publishing DOI: 10.1007/978-3-319-91334-6_131	
3	LECTURE 3: International Hospitality Marketing and Market Entry -Concepts -Cultural sensitivity -Types of foreign market entry strategies -Non-investment management arrangements	-Quer, D.; Claver, E.; Andreu, R. (2007). "Foreign Market Entry Mode in the Hotel Industry". International Business Review. Volume 16. No.3, pp. 362-376. -Kruesi, M. A.; Hemmington, N.R.; Kim, P.B. (2018). "What Matters for Hotel Executives? An Examination of Major Theories in Non-Equity Entry Mode Research". International Journal of Hospitality Management. Vol.70, pp. 25-36.	-CLO 1
4	LECTURE 4: Strategic Planning of Hospitality Businesses -External & internal analyses -Forces influencing	-Peters, M. & Kallmuenzer, A. (2018). "Entrepreneurial Orientation in Family Firms: The Case of the Hospitality Industry". Journal Current Issues in Tourism. Vol. 21. Issue 1, pp. 21-40.	-CLO 1 -CLO 4 -CLO 5

	<p>competition</p> <p>-SMEs in the global hospitality market</p>	<p>-Languiniene, N. & Daunoraviciute, I. (2015). "Factors Influencing the Success of Business Model in the Hospitality Service Industry". Procedia – Social & Behavioral Sciences. Vol. 213, pp. 902-910.</p>	
5	<p>LECTURE 5:</p> <p>Managing Diversity & Social Responsibility in Hospitality</p> <p>-The management challenge</p> <p>-Formal vs. Informal, central vs. decentralized organization</p> <p>-Social and cultural issues and stakeholder dialogue</p> <p>-Sustainable Hospitality</p> <p>-Sustainable business value</p>	<p>-Farrington, T.; Curran, R.; Gori, K.; O’Gorman, K.D.; Queenan, C.J. (2017). "Corporate Social Responsibility: Reviewed, Rated, Revised". International Journal of Contemporary Hospitality Management. Vol. 29. Issue 1. DOI: 10.1108/IJCHM-05-2015-0236</p> <p>-Xu, X. & Gursoy, D. (2015). "A Conceptual Framework of Sustainable Hospitality Supply Chain Management". Journal of Hospitality Marketing and Management. Vol. 24. Issue 3, pp. 229-259.</p>	<p>-CLO 1</p> <p>-CLO 4</p>
6	<p>LECTURE 6:</p> <p>The Analysis of International Hospitality Management</p> <p>-Analyzing an international hospitality business with</p>	<p>-Law, V.T.; Tavitiyaman, P.; Zhang, H.Q. (2015). "An Analysis of Industry Forces, Strategic Implementation, and Performance: Evidence from State-owned Hotels in China" Journal of China Tourism Research. Vol. 11. Issue 3, pp. 315-336.</p>	<p>-CLO 2</p> <p>-CLO 3</p> <p>-CLO 4</p> <p>-CLO 5</p>

	<p>regard to:</p> <ul style="list-style-type: none"> *Operating environment *Environmental impacts *Strategy *Market entry 	<p>-Soto-Camacho, E.G.; Vargas-Sanchez, A. (2015). "Choice of Entry Mode, Strategic Flexibility and Performance of International Strategy in Hotel Chains: An Approach based on Real Options". European Journal of Tourism Research. Vol.9, pp.92-114.</p>	
7	<p>LECTURE 7:</p> <p>Strategic Management in the Hospitality Industry</p> <ul style="list-style-type: none"> -The strategic management process -Global competitiveness in the hospitality industry -Strategic thinking -The foodservice industry and its players -The lodging industry and its players 	<p>- Beldona, S.; Miller, B.; Francis, T. & Kher, H.V. (2015). "Commoditization in the U.S. Lodging Industry: Industry & Customer Perspectives". Cornell Hospitality Quarterly. Vol. 56. No. 3, pp. 298-308.</p> <p>-Kim, M.; Thapa, B.; Holland, S. (2018). "Drivers of Perceived Market & Eco-Performance in the Foodservice Industry". International Journal of Contemporary Hospitality Management. Vol.30. No.2, pp.720-739.</p>	<p>-CLO 1</p> <p>-CLO 5</p>
8	<p>LECTURE 8:</p> <p>The Environment and External Stakeholders (Case analysis)</p> <ul style="list-style-type: none"> -Assessment of 	<p>-Abdel-Maksoud, A.; Kamel, H.; Elbanna, S. (2016). "Investigating Relationships Between Stakeholders' Pressure, Eco-control Systems and Hotel Performance". International</p>	<p>-CLO 1</p> <p>-CLO 3</p> <p>-CLO 4</p> <p>-CLO 5</p>

	<p>the broad environment</p> <ul style="list-style-type: none"> -Analysis of external stakeholders and the operating environment -Managing the operating environment 	<p>Journal of Hospitality Management. Vol.59, pp.95-104.</p>	
9	<u>MID-TERM EXAM WEEK</u>		
10	<p>LECTURE 10: Hospitality Strategic Direction (Case analysis)</p> <ul style="list-style-type: none"> -Creating a strategic direction -Organizational vision and mission -Organizational values (social responsibility, code of ethics, enterprise strategy) 	<ul style="list-style-type: none"> -Kandampully, J.; Bilgihan, A.; Zhang, T.C. (2016). "Developing a People-Technology Hybrids Model to Unleash Innovation and Creativity: The New Hospitality Frontier". Journal of Hospitality and Tourism Management. Vol. 29, pp. 154-164. 	<ul style="list-style-type: none"> -CLO 1 -CLO 3 -CLO 4 -CLO 5
11	<p>LECTURE 11: Organizational Resources and Competitive Advantage (Case analysis)</p> <ul style="list-style-type: none"> -Sustainable competitive advantage 	<ul style="list-style-type: none"> -Nazarian, A.; Atkinson, P. (2017). "Influence of National Culture & Balanced Organizational Culture on the Hotel Industry's Performance". International Journal of Hospitality Management. Vol. 63, pp. 22-32. -Kim, Y.H.; Kim, M.C.; Mattila, 	<ul style="list-style-type: none"> -CLO 1 -CLO 3 -CLO 4 -CLO 5

	<ul style="list-style-type: none"> -Value-adding activities -Tangible and intangible resources -Financial resources -Physical resources -Human-based resources -Employees, culture and structure -Knowledge-based resources -General organizational resources 	<p>A.S. (2017). "Corporate Social Responsibility and Equity-holder Risk in the Hospitality Industry". Cornell Hospitality Quarterly. Vol. 58. No.1, pp. 81-93.</p>	
12	<p>LECTURE 12: Strategy Formulation at the Business-Unit Level and Corporate-Level (Case analysis)</p> <ul style="list-style-type: none"> -Generic business strategies -Competitive dynamics -Strategic group mapping -Concentration strategies -Vertical 	<p>-Avery, J.; Dev, C.S.; Stroock, L.M. (2018). "The Marriott-Starwood Merger: Navigating Brand Portfolio Strategy and Brand Architecture". Harvard Business School Case 518-081. February 2018 (Revised April 2018).</p> <p>-Zheng, C.; Tsai, H. (2019). "Diversification and Performance in the Hotel Industry: Do Board Size and Family Representation Matter?". International Journal of Contemporary Hospitality Management.</p>	<p>-CLO 1</p> <p>-CLO 3</p> <p>-CLO 4</p> <p>-CLO 5</p>

	<p>integration and diversification strategies</p> <ul style="list-style-type: none"> -Mergers and acquisitions -Strategic restructuring -Portfolio management 	<p>DOI: 10.1108/IJCHM-06-2018-0465.</p>	
13	<p>LECTURE 13:</p> <p>Strategy Implementation through Inter-organizational Relationships and Management of Functional Resources (Case analysis)</p> <ul style="list-style-type: none"> -Inter-organizational relationships and the tourism cluster -Functional-level resource management 	<p>-Metaxas, I.N.; Chatzoglou, P.D.; Koulouriotis, D.E. (2019). "Proposing a New Modus Operandi for Sustainable Business Excellence: The Case of Greek Hospitality Industry". Total Quality Management & Business Excellence. Vol.30. Issue 5-6.</p> <p>DOI: 10.1080/14783363.2017.1315934</p> <p>-Kooli, K.; Cai, H.; Tang, X.; Beer, C.; Wright, L.T. (2016). "Better Together? A Hospitality Case for Umbrella Branding". Journal of Business & Industrial Marketing. Vol.31. Issue 8, pp. 1006-1016.</p>	<p>-CLO 1</p> <p>-CLO 3</p> <p>-CLO 4</p> <p>-CLO 5</p>
14	<p>LECTURE 14:</p> <p>Strategy Implementation through Organizational Design and Control (Case analysis)</p>	<p>-Elbanna, S. (2016). "Managers' Autonomy, Strategic Control, Organizational Politics and Strategic Planning Effectiveness: An Empirical Investigation into Missing Links in the Hotel Sector". Tourism Management. Vol.52, pp.210-220.</p>	<p>-CLO 1</p> <p>-CLO 3</p> <p>-CLO 4</p> <p>-CLO 5</p>

	<ul style="list-style-type: none"> -Organizational structures -The lateral organization -Organizational control 		
15	LECTURE 15: Strategies for Entrepreneurship and Innovation (Case analysis) <ul style="list-style-type: none"> -Entrepreneurial start-ups -Innovation and corporate entrepreneurship 	<p>-Lado-Sestayo, R.; Vivel-Bua, M.; Otero-Gonzalez, L. (2017). "Drivers and Barriers to Entry for New Hotel Start-ups". Tourism Management Perspectives. Vol. 23, pp.87-96.</p> <p>-Lee, C.; Hallak, R.; Sardeshmukh, S.R. (2016). "Innovation, Entrepreneurship and Restaurant Performance: A Higher-Order Structural Model". Tourism Management. Vol.53, pp. 215-228.</p>	<ul style="list-style-type: none"> -CLO 1 -CLO 3 -CLO 4 -CLO 5
16	LECTURE 16:	Project Presentations	
17	Buffer Week		
18	<u>FINAL EXAM WEEK</u>		