

Syllabus for MSH-5030

STRATEGIC PLANNING AND OPERATIONS IN THE HOSPITALITY INDUSTRY

COURSE DESCRIPTION

This course provides learners the opportunity to apply the core concepts of strategic management within hospitality industry. Students learn how to effectively formulate and implement business policies while gaining insight into the effective evaluation of hospitality organizational practices. By focusing on key management topics and industry-applied cases, students gain an understanding of the growing importance of data, from operational and marketing information to financial and industry-vendor supplied data, in strategic decision making. Through an examination of key topics tied to industry examples, learners gain an appreciation of how to effectively leverage organizational strategy to build a competitive advantage.

COURSE OBJECTIVES

After completing this course, students will be able to:

- CO1** Evaluate the core components necessary for implementing strategic management principles within hospitality organizations.
- CO2** Analyze the role of operational, consumer, and hospitality industry data in strategic decision-making.
- CO3** Assess the essential elements necessary for developing and implementing effective hospitality business strategies in a global context.
- CO4** Compare and contrast core theories and practices of effective strategic planning with hospitality organization realities and business practices.
- CO5** Assess the effectiveness of hospitality strategy through operational efficiencies, financial outcomes, customer perceptions, and other industry benchmarks.

COURSE MATERIALS

You will need the following materials to complete your coursework. Some course materials may be free, open source, or available from other providers. You can access free or open-source materials by clicking the links provided below or in the module details documents. To purchase course materials, please visit the [University's textbook supplier](#).

Required Textbook

- David, F. R. and David, F. R. (2017). *Strategic Management: A Competitive Advantage Approach, Concepts and Cases*, 16th ed. Boston: Pearson.
ISBN-13: 978-013416784

COURSE STRUCTURE

Strategic Planning and Operations in the Hospitality Industry is a three-credit online course, consisting of three modules. Modules include an overview, topics, learning objectives, study materials, and activities. Module titles are listed below.

- **Module 1: Strategy: An Introduction**
Course objectives covered in this module: 1, 4
- **Module 2: Strategy Formulation**
Course objectives covered in this module: 1, 2, 3, 4
- **Module 3: Strategy Implementation and Evaluation**
Course objectives covered in this module: 2, 3, 5

ASSESSMENT METHODS

For your formal work in the course, you are required to participate in online discussion forums, complete written assignments, complete a midterm article analysis, complete a final project (a case analysis), and participate in synchronous events relating to the midterm and final projects. See below for details.

Consult the Course Calendar for due dates.

Promoting Originality

One or more of your course activities may utilize a tool designed to promote original work and evaluate your submissions for plagiarism. More information about this tool is available in [About SafeAssign](#).

Discussion Forums

You are required to participate in **three** graded discussion forums within modules. Discussion forums are on a variety of topics associated with the course modules. Please read through the instructions that accompany each discussion as these may be slightly different from others you have participated in.

There is also an ungraded but required introduction forum in Module 1.

Consult the Evaluation Rubrics folder for a grading rubric for discussion forums.

Written Assignments

You are required to complete **three** written assignments in the form of briefing notes. The written assignments short, well-structured papers that summarize module content.

Consult the Evaluation Rubrics folder for a grading rubric for briefing notes.

Midterm Project and Synchronous Event: Article Analysis

At about the midpoint of the course you will write and submit a critical analysis of an article and apply the findings/recommendations to thinking more strategically in rapidly changing markets.

You will participate in a discussion of your findings in the first live synchronous event.

Consult the Evaluation Rubrics folder for a grading rubric for the midterm project.

Final Project and Synchronous Event: Case Analysis and Presentation

Near the end of the course you will write and submit an extensive case study analysis and prepare a 5- to 7-minute presentation of report content, to be presented during the second live synchronous event.

Please Note: Given the scope of this project and the level of detail expected, you will be required to submit updates on your progress at three points during the course. These updates are required for two reasons: to ensure that you are making steady progress in the completion of your final project and allow an opportunity for the mentor to provide continuous feedback on your project. Due dates are indicated on your course calendar as Phase I, Phase II, and Phase III Checkpoints and must be submitted using the course management system like any other assignment. While these submissions will not receive grades,

they are required and significantly contribute to the successful completion of your semester long final project.

Consult the Evaluation Rubrics folder for a grading rubric for the final project.

Synchronous Events and Alternative Assignments

Synchronous events will be held during Weeks 5 and 8 of this course using Edison Live. Your mentor will post meeting information at least one week before the event. To access the event, click the Collaboration Space link in the Edison Live! section of the course site a few minutes before the designated time. Use the following link for directions and helpful videos about [how to use the Edison Live! tool in Moodle](#).

Please note that you will need to use the visual features of this service so you will be required to access the web conference using more than just the voice feature.

GRADING AND EVALUATION

Your grade in the course will be determined as follows:

- **Discussion forums (3)**—20%
- **Written assignments (3)**—20%
- **Synchronous events**—10%
- **Midterm project paper**—20%
- **Final project paper**—30%

All activities will receive a numerical grade of 0–100. You will receive a score of 0 for any work not submitted. Your final grade in the course will be a letter grade. Letter grade equivalents for numerical grades are as follows:

A	=	93–100	B	=	83–87
A–	=	90–92	C	=	73–82
B+	=	88–89	F	=	Below 73

To receive credit for the course, you must earn a letter grade of C or higher on the weighted average of all assigned course work (e.g., assignments, discussion postings, projects, etc.). Graduate students must maintain a B average overall to remain in good academic standing.

STRATEGIES FOR SUCCESS

First Steps to Success

To succeed in this course, take the following first steps:

- Read carefully the entire Syllabus, making sure that all aspects of the course are clear to you and that you have all the materials required for the course.
- Take time to read the entire Online Student Handbook. The Handbook answers many questions about how to proceed through the course and how to get the most from your educational experience at Thomas Edison State University.
- Familiarize yourself with the learning management systems environment—how to navigate it and what the various course areas contain. If you know what to expect as you navigate the course, you can better pace yourself and complete the work on time.
- If you are not familiar with Web-based learning be sure to review the processes for posting responses online and submitting assignments before class begins.

Study Tips

Consider the following study tips for success:

- To stay on track throughout the course, begin each week by consulting the Course Calendar. The Calendar provides an overview of the course and indicates due dates for submitting assignments, posting discussions, and scheduling and taking examinations.
- Check Announcements regularly for new course information.

ACADEMIC POLICIES

To ensure success in all your academic endeavors and coursework at Thomas Edison State University, familiarize yourself with all administrative and academic policies including those related to academic integrity, course late submissions, course extensions, and grading policies.

For more, see:

- [University-wide policies](#)
- [Undergraduate course policies and regulations](#)
- [Graduate academic policies](#)
- [Nursing student policies](#)
- [Academic code of conduct](#)

