

12-18h, 13-11h.

LSC Use Only Proposal No: _____ UWUCC Use Only Proposal No: ~~11-111K~~
 LSC Action-Date: _____ UWUCC Action-Date: ~~Post-3/6/12~~ Senate Action Date: _____
W-7/13/14

Curriculum Proposal Cover Sheet - University-Wide Undergraduate Curriculum Committee

Contact Person(s) Yasong Wang	Email Address yswang@iup.edu
Proposing Department/Unit Hospitality Management	Phone 724-357-6233

Check all appropriate lines and complete all information. Use a separate cover sheet for each course proposal and/or program proposal.

1. Course Proposals (check all that apply)

New Course Course Prefix Change Course Deletion
 Course Revision Course Number and/or Title Change Catalog Description Change

ms

prerequisite

Current course prefix, number and full title: **HRIM408 Institutions Management**

Proposed course prefix, number and full title, if changing: _____

2. Liberal Studies Course Designations, as appropriate

This course is also proposed as a Liberal Studies Course (please mark the appropriate categories below)

Learning Skills Knowledge Area Global and Multicultural Awareness Writing Across the Curriculum (W Course)
 Liberal Studies Elective (please mark the designation(s) that applies – must meet at least one)
 Global Citizenship Information Literacy Oral Communication
 Quantitative Reasoning Scientific Literacy Technological Literacy

3. Other Designations, as appropriate

Honors College Course Other: (e.g. Women's Studies, Pan African)

4. Program Proposals

Catalog Description Change Program Revision Program Title Change New Track
 New Degree Program New Minor Program Liberal Studies Requirement Changes Other

Current program name: _____

Proposed program name, if changing: _____

5. Approvals	Signature	Date
Department Curriculum Committee Chair(s)	<i>Yasong Wang</i>	2-7-12
Department Chairperson(s)	<i>[Signature]</i>	2-7-12
College Curriculum Committee Chair	<i>[Signature]</i>	2-20-12
College Dean	<i>Nancy E. Sauer</i>	2/28/12
Director of Liberal Studies (as needed)		
Director of Honors College (as needed)		
Provost (as needed)		
Additional signature (with title) as appropriate		
UWUCC Co-Chairs		

Received
 FEB 28 2012
 Liberal Studies

Course Revision: HRIM 408 Institutions Management

Part II. Description of the Curriculum Change

1. Syllabus of Record.

The new syllabus of record for this revised course is attached in Appendix A.

2. A Summary of the proposed revisions:

The course prerequisite is being changed from ACCT 201, HRIM313, senior standing to no prerequisite required.

3. Justification/rationale for the revision:

Faculty reassessment of this course indicates that the course revision (prerequisites only) is necessary, because this course does not need the prior academic preparation reflected by the formerly required prerequisites.

4. The old syllabus of record.

The old syllabus of record is attached in Appendix B.

Appendix A: New Syllabus Record

I. Catalog Description

HRIM 408 Institutions Management

3 class hours

0 lab hours

3 credits

(3c-01-3cr)

A compendium of the concepts of managing human resources, capital, materials, equipment, and markets as related to various hospitality property systems. Focus on concept development and managerial decision making.

II. Course Outcomes

The student will be able to:

1. Develop the capability to think strategically about a hospitality business, its' present position, its' long-term direction, its' resources and competitive capabilities, the caliber of its' strategy, and its' opportunities for gaining sustainable competitive advantage.
2. Explain the role of strategy-supportive budgets, policies, reward structures, and internal support systems in hospitality organizations.
3. Explain why bench marking of best practices, total quality management, reengineering, and continuous improvement programs are important hospitality managerial tools for enhancing organizational competencies in executing strategy.
4. Explain how to create a hospitality supportive corporate culture.
5. Describe why internal hospitality leadership is needed to drive strategy implementation forward using sound management decision making.
6. Explain the importance of exemplary ethical principles, sound personal and company values, and socially responsible management practices in hospitality organizations.
7. Demonstrate the use of analytical tools and concepts in conducting strategic analysis of a variety of businesses and competitive situations in the hospitality industry.
8. Explain how the role of core competencies and organizational resources and capabilities are used to create customer value and to help build competitive advantages for hospitality organizations.

9. Given a case, with an emphasis on the areas of hotel and restaurant management and tourism, analyze and identify theoretical formulations which could be used to select appropriate strategies to solve identified organizational problems using the hospitality strategic management process.
10. Develop hospitality management skills in diagnosing problems, analyzing and evaluating alternatives, and formulating workable plans of action.

III. Course Outline

- A. Course Introduction and Guide to Case Analysis (3 hours)
- B. The Hospitality Strategic Management Process: An Overview (3 hours)
 1. Five tasks of strategic management
 2. Why strategic management
 3. Performing the strategic management tasks
 4. First case analysis
- C. The Three Hospitality Strategy-Making Tasks: Developing a Strategic Vision, Setting Objectives, and Crafting a Strategy (3 hours)
 1. Developing a strategic vision
 2. Establishing objectives
 3. Crafting a strategy
 4. Factors shaping strategy
 5. Linking strategy with ethics and responsibility
 6. Second case analysis
- D. Hospitality Industry and Competitive Analysis (3 hours)
 1. Methods for evaluating hospitality industry and competitive analysis
 2. How to do an industry and competitive analysis
 3. Third case analysis
- E. Evaluating Hospitality Company Resources and Competitive Capabilities (3 hours)
 1. Analysis of present strategy
 2. SWOT analysis
 3. Prices versus costs
 4. Competitive position
 5. Fourth case analysis
- F. Strategy and Competitive Advantage for Hospitality Organizations (3 hours)
 1. Five generic competitive strategies
 2. Cooperative strategies and competitive advantage
 3. Merger and acquisition strategies
 4. Vertical acquisition strategies

5. Outsourcing strategies
6. Using offensive strategies to secure competitive advantage
7. Using defensive strategies to protect competitive advantage
8. Fifth case analysis

- G. Strategies for Completing Globalizing Hospitality Markets (2 hours)
1. Why companies expand into foreign markets
 2. Cross-country differences in cultural, demographic, and market conditions
 3. Strategy options for entering and competing in foreign markets
 4. Pursuing competitive advantage by competing multinationals
 5. Strategic alliances and joint ventures with foreign partners
 6. Competing in emerging foreign markets
 7. Strategies for local companies in emerging markets

Exam (1 hour)

- H. Business Models and Strategies in the Internet Era (3 hours)
1. The Internet: Technology and participants
 2. How the Internet technology impacts company and industry value chains
 3. How the Internet reshapes the competitive environment
 4. The difficulty of relying on Internet technology to gain sustainable competitive advantage
 5. Strategic mistakes made by early Internet entrepreneurs
 6. E-Commerce business models and strategies for the future
 7. Sixth case analysis
- I. Tailoring Strategy to Fit Specific Hospitality Industry and Company Situations (3 hours)
1. Strategies for competing in emerging new businesses
 2. Strategies for competing in a maturing industry
 3. Strategies for competing in stagnant or declining industries
 4. Strategies for industry leaders
 5. Strategies for competing weak and crisis-ridden businesses
 6. Crafting successful business strategies
- J. Strategy and Competitive Advantage in Diversified Hospitality Companies (3 hours)
1. When to diversify
 2. Choosing diversification
 3. Unrelated diversification
 4. Strategies for entering new businesses
- K. Evaluating Strategies of Diversified Hospitality Companies (3 hours)
1. Identifying present corporate strategy
 2. Identifying industry attractiveness
 3. Evaluating competitive strength of business units

4. Strategic fit analysis
 5. Resource fit analysis
 6. Resource allocation
 7. Crafting a corporate strategy
 8. Seventh case analysis
- L. Implementing Hospitality Strategy: Building Resource Capabilities and Structuring the Hospitality Organization (3 hours)
1. A framework for executing strategy
 2. Strategy-implementation tasks
 3. Leadership and strategy implementation
 4. Building a capable hospitality organization
- M. Managing the Internal Hospitality Organization: Budgets, Policies, Best Practices, Support Systems, and Rewards (3 hours)
1. Linking business to strategy
 2. Creating strategy-supportive policies and procedures
 3. Installing support systems
 4. Designing strategy-supportive reward systems
- N. Culture and Leadership in Hospitality Organizations (2 hours)
1. Building a strategy-supportive corporate culture
 2. Executing strategic leadership
 3. Eighth case analysis

Exam (1 hour)

Final Exam -- During Final Exam Week

IV. Evaluation Methods

The final grade will determined as follows:

15% -- Two semester exams – multiple choice, short answer, true/false

40% -- Nine written case assignments

30% -- Oral team presentation of assigned case

15% -- Participation in class discussion of cases

V. Grading Scale

90% - 100%	A
80% - 89%	B
70% - 79%	C
60% - 69%	D
59% and Below	F

VI. Attendance Policy

As student learning is enhanced by class attendance and participation in discussions, the instructor encourages regular class attendance. The attendance policy of this instructor recognizes possible student need to miss class because of illness or personal emergency.

VII. Required Textbooks, Supplemental Books and Readings

Thomas and Strickland (2005). Crafting and Implementing Strategy: The Quest for Competitive Advantage, 14th Ed., Boston, Massachusetts: Irwin/McGraw Hill.

VIII. Special Resource Requirements

None

IX. Bibliography

Allen, M. (2000). Business Portfolio Management: Evaluation, Risk Assessment, and EVA Strategies, New York, New York: John Wiley and Sons.

Coltman, M.C. and Jagels, M.G. (2001). Hospitality Management Accounting, New York, New York: John Wiley and Sons.

Lewis, R.C., and Chambers, R.E. (2001). Marketing Leadership in Hospitality: Foundations and Practices, 3rd Ed., New York, New York: John Wiley and Sons.

Mill, R.C. (2001). Restaurant Management: Customers, Operations, and Employees, 2nd Ed., New York, New York: Prentice Hall.

Reynolds, D. (2003). On-Site Foodservice Management: A Best Practices Approach, New York, New York: John Wiley and Sons.

Appendix B: Old Syllabus Record

I. Catalog Description

HRIM 408 Institutions Management	3 class hours
	0 lab hours
Prerequisites: ACCT 201, HRIM 313, 326, senior standing	3 credits
	(3c-0l-3cr)

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 5. Resource fit analysis

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7. Crafting a corporate strategy
8. Seventh case analysis

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- M. **Managing the Internal Hospitality Organization: Budgets, Policies, Best Practices, Support Systems, and Rewards (3 hours)**
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