

Fall 2015

## HRT 4000

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**Lester E. Kabacoff**  
**School of Hotel, Restaurant and Tourism Administration**

**Course:** HRT 4000 Policy Issues Tourism & Hospitality

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**Office Hours:** MTW 10:00 am – 12:00 pm; also by appointment

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**Course Description:** A case-oriented course in strategic planning and management in the hospitality industry. Students will analyze tourism and hospitality industry cases to develop their skills in formulating and implementing business strategies. Prerequisites: FIN 3300, HRT 2000, 3011, 3017, and 3140.

This is an exciting and challenging course that will require students to apply what has been learned in previous classes; to conduct library or online research; to write business papers; to prepare and present case studies; and to work in teams. The first part of the semester will be spent in learning the principles of strategic management while the second half of the semester will be spent in discussing, preparing, and presenting written case analysis reports.

Learning Objectives:

1. To learn the basic strategic management concepts and techniques.
2. To conduct environmental analysis research
3. To understand how firms formulate, implement, and evaluate strategies.
4. To learn to use all the knowledge acquired from prior business and HRT courses, coupled with new strategic-management techniques learned and chart the future direction of different organizations.
5. The major responsibility of students in this course is to use case studies to make objective strategic decisions and to justify them through oral and written communication.

### Teaching Method:

1. Lectures
2. Case Studies

### Required Text Books:

1. Pearson Custom Book HRT 4000 (ISBN 1-269-69419-7)

### Assessment & Grading

Quizzes	30%	See below
Strategic Case Written Papers and Oral Recitations	50%	As announced
Final Case Study	10%	Due Dec 8
Core Knowledge	10%	As announced

### Quizzes (30% of total grade)

Quizzes will be used to evaluate your knowledge of the assigned chapter readings and the final case. There will be 8 quizzes. Quizzes will be conducted as listed below on Moodle and questions will be based on the Text Book chapter readings. Quizzes will have objective type questions and answering time will be limited. You must prepare for these quizzes by reading and highlighting the important topics in each chapter. Questions will be based on your understanding of the Key Terms and Concepts listed in the chapter. Quizzes will be available on Moodle from Monday **till 2:50 pm on the Tuesday RIGHT BEFORE** each class and the schedule is as follows:

QUIZ	TEXT CHAPTER	DUE DATE
1	1&2	SEP 8
2	3	SEP 22
3	4	OCT 6
4	5	OCT 20
5	6	OCT 27
6	7	NOV 3
7	8	NOV 10

NOTE: QUIZZES WILL NOT BE AVAILABLE AFTER 2:50 pm ON TUESDAY.

### Quizzes on MOODLE

Students are expected to complete assignments and quizzes, and examinations **on their OWN** unless otherwise stated. This means that you should not be taking the quizzes together with others in the class and the College of Business Computer Center will be monitored. No form of academic dishonesty will be tolerated and any suspicion will be investigated and punished to the fullest extent.

### Cases (50% of total grade)

The case method of teaching will be used heavily in this class and students will work individually on an assigned company. Cases place students in decision making roles in real companies and require them to use their knowledge to make recommendations for the future of the company. The cases will be selected from the case book and will be relevant to the hospitality and tourism industry.

Students will have to submit weekly reports following the Case Report Writing schedule which is also posted on Moodle.

PLEASE NOTE THAT ALL REPORTS WILL BE RUN THROUGH TURNITIN – A PROGRAM THAT “DETECTS UNORIGINAL CONTENT IN STUDENT PAPERS” (<https://turnitin.com/static/products/originality.php>)

### Core Knowledge Tests (10% of total grade)

These tests will require you to show your knowledge of the important concepts from each of the required HRT classes (HRT 2000, 2030, 3011, 3016, 3017 and 3140). These tests will be conducted in class, weekly, at the beginning of each class, and the schedule and study topics are posted on Moodle.

### Final Case Study (10% of total grade)

The final case study will be an individual assignment where students will have to use a problem solving framework to propose a recommended solution to a hospitality organization that is faced with a real operations challenge. The case will be handed out during the last week of class and a written case report will have to be turned in on the scheduled final exam day. Failure to complete this assignment will result in an INCOMPLETE grade for the class.

### Policy on Late Submission

There will be no credit for reports that are not submitted in time.

### Attendance

Students are expected to attend class regularly and attendance will be recorded.

## TOPICS

1.	Strategic management	Ch. 1	Aug 25
2.	Business vision & mission	Ch. 2	Sep 1
3.	External assessment	Ch. 3	Sep 15, 22
4.	Internal assessment	Ch. 4	Sep 29
5.	Competitive analysis	Ch. 4	Oct 6
6.	Objectives & strategies	Ch. 5	Oct 13
7.	Choosing strategies	Ch. 6	Oct 20
8.	Implementing strategies - Operations	Ch. 7	Oct 27
8.	Implementing strategies - Marketing	Ch. 8	Nov 3
10.	Implementing strategies - Technology	Ch. 8	Nov 10
11.	Implementing strategies - Finance	Ch. 8	Nov 17
13.	Case – Problem Solving		Dec 1
14.	Case Due – Problem Solving		Dec 8

### Cellphone and Laptop Policy

Students will be required to put away their cell phones and laptops into their purses or book bags during class lectures. Using a cellphone (voice or text) will not be permitted and a penalty of 2% of your final grade will be assessed each time the cellphone policy is violated. Please feel free to step outside the classroom if you need to use your cellphone during the class period.

## Statement of Accommodations for Students with Disabilities:

The Office of Disability Services (ODS), in conjunction with the Office of Academic Affairs's campus-wide administrative policy regarding the accommodations of students with disabilities, has two primary objectives: 1) to ensure compliance with Section 504 of the 1973 Rehabilitation Act and the Americans with Disabilities Act (ADA) in regard to equal access for qualified students to academic programs; and 2) to uphold the academic integrity of UNO. When these two objectives are met, those students who qualify for services based on clear, comprehensive, and relevant documentation will receive those services or academic modifications for which they are legally entitled.

ODS is considered the University's designated office for determining eligibility for services, reviewing and maintaining documentation, and recommending appropriate accommodations. Students, however, do not have to register with ODS in order to advocate for disability-related accommodations. For those instructors who have students with disabilities who choose not to register for services with ODS, and who request academic accommodations, ODS is available as a resource to verify eligibility and recommend appropriate accommodations.

Part of this policy regulates the accommodative testing services. These accommodations are made available in the ODS Accommodative Testing and Adaptive Technology Center (ATATC), located in the Library Room 120. For more information contact Amy King, Assistant Director, Office of Disability Services (UC 260) at 280-6222. The Policy is available online via the UNO webpage (<http://ods.uno.edu/>)

## Sexual Misconduct Policy:

Purpose: To reaffirm the University's policy against sexual harassment in any and all areas of the University environment. Harassment on the basis of sex is a violation of Section 703 of Title VII of the Civil Rights Act of 1964. Additionally, sexual harassment subverts the mission of the University. It is necessary, therefore, to prohibit such behavior to protect both the individuals involved and the University.

General Policy: Sexual harassment is unacceptable behavior and will not be tolerated. Sexual harassment is a violation of state and federal law. Sexual harassment has a negative impact on the functioning of the University. Consequently, all member of the University community must be sensitive to the possibility of sexual harassment whether intended or inadvertent. Individuals must recognize this potential and act to prevent it. When sexual harassment has occurred, the University shall take effective and expeditious action.

Individuals in supervisory positions must be aware of their role as agents of the University and shall make every effort to censure such behavior when it occurs. Any member of the University community who is informed of a possible incident of sexual harassment shall make the informer aware of the existence of the University's policy and procedures.

All members of the University community must learn to recognize sexual harassment when it occurs and should be aware of the policy and procedures which govern the handling of allegations of sexual harassment fairly and expeditiously. Since those who may be subjected to sexual harassment may experience disruption in their work or academic environment and may fear retaliation and public notoriety, investigative procedures must protect their privacy as much as possible. For more information go to <http://www.studentaffairs.uno.edu>.

#### Academic Integrity Policy:

All students are required to follow the academic integrity policy. In addition:

- 1) All pagers, cell phones, and laptops need to be in your book bag during class
- 2) Leaving class early without informing the instructor in advance will result in loss of attendance for that day.
- 4) All quizzes and assignments should represent each individual student's effort.

#### University Policy on Academic Integrity:

The college has an obligation as an educational institution to be certain that each student's work is his/her own. Dishonesty in such academic practices as assignments, examinations, or other academic work cannot be condoned. A student who submits work, which is not original, violates the purpose of the University and may forfeit his/her right and opportunity to continue at the college. Dishonesty in academic practices such as assignments, papers, examinations, or other academic work will be reported. Should academic dishonesty be determined, a failing grade in the work submitted and/or the course may be recorded in addition to other disciplinary action.

Definition of Plagiarism: Plagiarism is the unacknowledged appropriation of the words, ideas, theories, and opinions of another. Since the writer represents these words, ideas, theories and opinions as his/her own, plagiarism is the academic equivalent of theft. If a student has any doubt about the possibility of plagiarism in his/her work, the student should consult with the instructor before submitting it.

Academic Integrity is fundamental to the process of learning and evaluating academic performance. Academic dishonesty will not be tolerated. Academic dishonesty includes, but is not limited to, the following: cheating, plagiarism, tampering with academic records and examinations, falsifying identity, and being an accessory to acts of academic dishonesty. Refer

to the UNO Student Code of Conduct for further information. The Code is available online via the UNO web page <http://www.studentaffairs.uno.edu>.

#### Harassment and Discrimination Policy:

The University of New Orleans is a multicultural community composed of diverse students, faculty, and staff. A fundamental principle of the University of New Orleans is that there be an environment of mutual tolerance and respect, which is free of hostility toward, discrimination against, or harassment of any person based on race, color, religion, sex, disability, national origin, age, sexual orientation, marital or veteran status, or any other status protected by law. Every member of the university community is held strictly accountable for his or her behavior with regard to this standard. The Policy is available online via the UNO web page <http://www.studentaffairs.uno.edu>