

ACES

**THE EUROPEAN UNION CENTER OF
EXCELLENCE**

AUGUST 2010

**RESEARCH GRANTS AND
COURSE DEVELOPMENT**

Enriching the Case Study Approach:

Expert Perspectives from European Hospitality

Industry Managers

Stuart E. Levy

ACES Grant 2009-2010 : GWPTA 27920/10/ECNS20647N

ACES EU Grant Report

Enriching the Case Study Approach:

Expert Perspectives from European Hospitality Industry Managers

Fall 2010 Hospitality Industry Management (TSTD 143) syllabus, which details the dates in which the EU case studies are presented.

Stuart E. Levy, Ph.D.

Assistant Professor, Department of Tourism and Hospitality Management

The George Washington University

Funger Hall, Suite 301

2201 G Street NW

Washington, DC 20037

Phone: (202) 994-1706, Fax: (202) 994-1630, Email: slevy@gwu.edu

Review of Proposal Idea and Objectives:

For my undergraduate and graduate hospitality industry management courses, I planned to supplement frequent case study discussions and role plays with video-recorded insights from successful international and domestic hospitality managers. In these courses, numerous business topics are reviewed utilizing active learning approaches, with specific application to the hospitality industry.

My primary objective was to reinforce and substantiate course concepts with effective management practices, as conveyed by knowledgeable hospitality executives. Given the international nature of the industry as well as the cross-cultural differences in employee and guest behavior, it is critical to include a variety of perspectives outside of North America. I utilize full length and mini-case studies, in which students either engage in discussion or role playing, on the following topics in both hospitality industry management courses: service quality; branding; corporate social responsibility and sustainable hospitality; customer relationship management; sales; motivating employees; managing diversity; ethics; labor relations; crisis management; and leadership. For many of the topics listed above, I planned to integrate "expert perspective" videos, in which carefully selected hospitality managers give a succinct description of how they would handle the particular situations posed by the case study. These videos would be shown at the end of discussions and role playing exercises in order to reinforce concepts and good

practices.

The proposed "expert perspective" videos incorporate the benefits of guest lectures and field trips by helping students connect course concepts with effective management practices. In addition, students can be exposed to managerial insights from diverse international perspectives, enhancing cross-cultural knowledge and sensitivity. The opportunity to incorporate the European context is particularly important, given the traditional focus on North American managerial practices.

Project Execution

Through my academic and industry network in Washington DC, I identified a number of well-respected European hospitality professionals. I scheduled appointments to discuss two particularly relevant issues with each interviewee. Each professional first described a problem or challenge, and then detailed how they handled the situation. Then interviewees reflected upon their actions and conveyed major differences between European and North American managerial (or, in some cases, consumer) perspectives regarding the situation described. The interviews were conducted during July and August 2010 utilizing a flip video camcorder, and will be integrated into my undergraduate and graduate hospitality industry management courses during the Fall 2010 semester. Eight interviews (total length of video: 41.35 minutes) were taped, edited, and now will be transferred to a CD to be utilized for classroom discussions.

Interviewee Details (EU Citizenship), Case Description, and Subject Areas

Ms. Letizia Sirtori (Italy), International Sales Manager, Destination DC

Establishing Rapport with Difficult Clients at International Trade Shows

Sales, Services Marketing

Ms. Letizia Sirtori (Italy), International Sales Manager, Destination DC

Handling Guests During a Crisis at an Italian-Owned Resort

Crisis Management, Services Marketing, Customer Relationship Management

Mr. Liam Fitzgerald (Ireland), Director of Upscale Health Club/Spa

Managing Employee Anxiety at the Workplace during Ethnic Conflict in Lebanon

Crisis Management, Managing Diversity, Leadership

Mr. Liam Fitzgerald (Ireland), Director of Upscale Health Club/Spa

Motivating and Leading Employees during Difficult Economic Times

Crisis Management, Human Resources, Leadership

Dr. Philippe Duverger (France), GM of Luxury Hotel in France

Managing Workplace Conflict in a Union Environment

Managing Diversity, Human Resources, Labor Relations

Dr. Philippe Duverger (France), GM of Luxury Hotel in France

A Review of Ethical Situations as a Hotel Manager

Ethics, Leadership

Ms. Laura Piovesan (Italy), Supervisor of Five-Star Restaurant in London

Service Recovery in a Restaurant Setting

Customer Relationship Management, Service Quality

Ms. Laura Piovesan (Italy), Supervisor of Five-Star Restaurant in London

Staffing Challenges during a Restaurant Breakfast Shift

Human Resources, Crisis Management, Leadership

TSTD 143 COURSE SYLLABUS – Fall 2010

General Course Information

TSTD 143: Hospitality Industry Management

Elliott School, 1957 E Street, Room 112

Mondays/Wednesdays: 3:45-5PM

Instructor: Dr. Stuart Levy

Office: Fungler Hall 310

Office Hours: Wednesdays: 9AM-3PM (or by Appointment)

Phone: (202) 994-1706

E-mail: slevy@gwu.edu

Course Description and Objectives

TSTD 143 provides an overview and analysis of major issues involved in the management, marketing, and operations of hotels, events and other sectors of the hospitality industry. Particular emphasis will be given to the areas of branding, services marketing, human resources management, and leadership. After completing this course, students should be able to:

- Develop insightful analyses of hospitality industry case studies.
- Be familiar with industry concepts and practices.
- Be well acquainted with hospitality industry terminology.
- Clarify career opportunities in tourism and hospitality.
- Build upon important workplace skills (e.g., communication, teamwork, analytics) through case-based learning activities and other classroom exercises.

Assignments in this course have been designed to improve students' verbal, written, and analytical skills in preparing them for positions in the business world.

Required Text and Readings

Shoemaker, Lewis, and Yesawich (2007), Marketing leadership in hospitality and tourism : strategies and tactics for competitive advantage (4th Edition).

Online Case Study CoursePack (available online, details will be shared in class)

Additional course material will be provided via handouts, on library reserves, or through internet links.

Course Methodology and Schedule

The methodology for this course includes lectures, case discussions, videos, guest speakers, and an exam. The following is a schedule of course progression for your reference in preparing and planning for assignments and discussion. *It is expected that the material referred to below will be covered during or close to the dates indicated; however, I may make discretionary changes and modifications to the syllabus and to the schedule when necessary in order to meet course objectives.* Students are expected to read and to be prepared to discuss the material assigned for the date indicated. In addition, homework assignments and readings may be assigned for specific classes.

Aug 30 - Mon	Course Introduction
Sept 1 - Wed	Hospitality Management Issues - Video
Sept 8 - Wed	Project and Case Study Overviews
Sept 13 - Mon	*Services Marketing
Sept 15 - Wed	**Services Marketing
Sept 20 - Mon	Marketing Strategy / CRM
Sept 22 - Wed	**Marketing Strategy / CRM
Sept 27 - Mon	*Branding
Sept 29 - Wed	Branding
Oct 4 - Mon	Revenue Management
Oct 6 - Wed	**Sales
Oct 11 - Mon	*Human Resources
Oct 13 - Wed	**Human Resources
Oct 18 - Mon	Sustainable Hospitality /CSR
Oct 20 - Wed	Special Topics in Hospitality Management
Oct 25 - Mon	**Labor and Government Relations Informational Interview Research Report Due
Oct 27 - Wed	**Crisis Management

Nov 1 – Mon	*Performance Management
Nov 3 – Wed	Performance Management
Nov 8 - Mon	**Hospitality Law / Ethics
Nov 10 – Wed	Managing Diversity
Nov 15 - Mon	*Leadership
Nov 17 - Wed	**Leadership
Nov 22 - Mon	Exam
Nov 24 – Wed	Communication
Nov 29 - Mon	Special Topics in Hospitality Management
Dec 1 – Wed	Student Presentations Informational Interview Reflective Report / Presentation Power Points Due
Dec 6 – Mon	Student Presentations

**Case study deliverables due, **EU case studies presented*

Class Policies

Participation Standards

Your active involvement during class discussions and activities is a key factor in making your overall learning experience a success. Therefore, you will be expected to participate. You are expected to attend every class, arrive on time, be completely prepared and participate fully until the end of class. The following will determine your grade in the participation grade component:

- (a) quality participation in class activities and discussions
- (b) satisfactory completion of homework assignments
- (c) respectful, non-disruptive class behavior (see class behavior and etiquette rules 1-7 below).

Expected class behavior and etiquette:

1. Be in class on time.
2. Stay in class the entire period outside of breaks, unless it is an emergency.
3. Turn off ALL electronics (e.g., laptop, cell phone).
4. Be well prepared for class, and be prepared to participate.

5. Sit in assigned seats, placing your name placards in front of you.
6. While beverages are permitted, no food will be allowed in the classroom during the class session.
7. Do not chat during the class period.

Assignment Policies

Case studies and homework assignments must be submitted via Blackboard by 2PM on the assignment due date. If Blackboard is not working, you must email me at slevy@gwu.edu with an attachment of the assignment by the deadline to receive credit for your work. No late submissions are accepted. Submit hard copies of the informational interview research and reflective papers at the beginning of class on the respective due dates.

Examination Policies

Specifics regarding the exam will be discussed in class. The exam must be taken at the scheduled time, as there will be no makeup opportunities.

Communication Policies

I will periodically send emails to you via Blackboard. Please be sure to check the email account which receives blackboard messages on a daily basis.

Other Policies

All examinations, papers and other graded work products and assignments are to be completed in conformance with The George Washington University *Code of Academic Integrity*. The Code is printed in the Schedule of Classes and can be found on the GW website at <http://www.gwu.edu/~ntegrity/code.html>. Also, if weather conditions may affect the University class schedule, please call (202) 994-5050 to find out whether classes are cancelled. Alternatively, go to the Campus Advisories link on the homepage of the GW website.

Method of Evaluation

Grading: Final grades will be calculated based on the following factors:

Participation	15%
Journal Entries	10%
Information Interview Project	
Research Report	10%
Reflective Report	10%
Presentation	5%
Case Studies (4 cases, 7.5% each)	30%
Exam	20%

All exams and assignments will be awarded a letter grade consistent with the following:

A	100-92	B-	81-80	D+	68-69
A-	91-90	C+	79-78	D	62-67
B+	89-88	C	77-72	D-	60-61
B	87-82	C-	71-70	F	below 60

Classroom Emergency Preparedness and Response Information

To Report an Emergency or Suspicious Activity

Call the University Police Department at 202-994-6111 (Foggy Bottom) or 202-242-6111 (Mount Vernon). If the line is unavailable or you are calling from another University location, dial 911.

Shelter In Place – General Guidance

Although it is unlikely that we will ever need to shelter in place, it is helpful to know what to do just in case. No matter where you are on campus, the basic steps of shelter in place will generally remain the same:

- If you are inside, stay where you are unless the building you are in is affected. If it is affected, you should evacuate. If you are outdoors, proceed into the closest GW building or follow instructions from emergency personnel on scene.
- Shelter-in-place in an interior room, above ground level, and with the fewest windows. If sheltering in a room with windows, keep away from the windows. If there is a large group of people inside a particular building, several rooms may be necessary.
- Shut and lock all windows (locking will form a tighter seal) and close exterior doors.
- Turn off air conditioners, heaters, and fans. Close vents to ventilation systems as you are able. (Facilities staff will turn off ventilation systems as quickly as possible).
- Make a list of the people with you and call the list in to UPD so they know where you are sheltering.
- Visit GW Campus Advisories for incident updates <http://campusadvisories.gwu.edu> or call the GW Information Line 202-994-5050. If possible, turn on a radio or television and listen for further instructions. If your e-mail address or mobile device is registered with Alert DC, check for alert notifications.
- Make yourself comfortable and look after one other. You will get word as soon as it is safe to come out.

Evacuation

An evacuation will be considered if the building we are in is affected or we must move to a location of greater safety. We will always evacuate if the fire alarm sounds. In the event of an evacuation, please gather your personal belongings quickly (purse, keys, cell phone, GWorld card, etc.) and proceed to the nearest exit. Do not use the elevator.

Once we have evacuated the building, proceed to our primary rendezvous location (lobby of Duques Hall). In the event that this location is unavailable, we will meet in the lobby of Lerner Health and Wellness Center.

Alert DC

Alert DC provides free notification by e-mail or text message during an emergency. Visit GW Campus Advisories for a link and instructions on how to sign up for alerts pertaining to GW. If you receive an Alert DC notification during class, please share the information immediately.

GW Alert

GW Alert provides popup notification to desktop and laptop computers during an emergency. In the event that we receive an alert to the computer in our classroom, we will follow the instructions given. You are also encouraged to download this application to your personal computer. Visit GW Campus Advisories to learn how.

Additional Information

Additional information about emergency preparedness and response at GW as well as the University's operating status can be found on GW Campus Advisories <http://campusadvisories.gwu.edu> or by calling the GW Information Line at 202-994-5050.