

Course Syllabus

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| 1. Program of Study | B.B.A. (Tourism and Hospitality Management) |
| Faculty/Institute/College | Mahidol University International College |
| 2. Course Code | ICTM 401 |
| Course Title | Strategic Management for Travel Industry |
| 3. Number of Credits | 4 (4-0-8) (Lecture-Lab-Self-study) |
| 4. Prerequisite (s) | ICMS 301 & ICTM 311 |
| 5. Type of Course | Core Course |
| 6. Session | Trimester 1, 2, 3 / Every academic year |
| 7. Conditions | Maximum number of students is 30 |

8. Course Description

Strategic issues in management; formulation and analysis of strategies; relationship between strategies and organizational structures; strategic thinking and managing change; pricing and distribution strategies; differences in strategies between sectors.

9. Course Objectives

After successful completion of this course, students will be able to

- 9.1 Understand the concept of strategy & strategic management.
- 9.2 Analyze the environment context & adapt the strategic plan accordingly.
- 9.3 Formulate effective strategic plan.
- 9.4 Select appropriate techniques in developing a strategic plan.
- 9.5 Provide the organization with a sustainable competitive advantage.

10. Course Outline

Week	Topics	Hours			Instructor
		Lecture	Lab	Self-Study	
1	Class Introduction & Introduction to Strategic Management: Concept and Overview of Strategic Management	2	-	4	Sriratanaviriyakul, N.
	Decision Making at the Strategic and Operational Level Exercise: Innkeepers of America	2	-	4	
2	Understanding the Concept of Strategy Exercise: How Do You Define Strategy?	2	-	4	
	Communicating Purpose Through Mission Statement Exercise: How Well Do These Organizations Communicate Their Purpose?	2	-	4	
3	Communicating Purpose Through Mission Statement (Contd.) Exercise: Create a Mission Statement				
	The Board's Role in Corporate Governance Exercise: Translating the Board's Role into Guidelines for Practice	2	-	4	
4	Forces Affecting Competitive Strategy Exercises: Intensity of Competition in the Casino Gambling Industry				
	Forces Affecting Competitive Strategy (Contd.)				
5	Generating a Plan of Action: SWOT Analysis & TOWS Analysis Exercise: An Action Plan for Robin Hood	2	-	4	
	Generating a Plan of Action: SWOT Analysis & TOWS Analysis (Contd.) Exercise: The Geek Squad's Future Strategy	2	-	4	
6	Developing Generic Strategy Exercise: Choosing How to Compete in the Lodging Industry	2	-	4	
	Developing Generic Strategy (Contd.) Exercise: The Generic Strategy for Caribou Coffee	2	-	4	
7	Viewing Corporate Strategy from the Core Competencies Perspective (Contd.) Exercise: Practice Using BCG Growth/Share Matrix	2	-	4	
	Viewing Corporate Strategy from the Core Competencies Perspective (Contd.) Exercise: Practice Using GE/McKinsey Industry Attractiveness & Business Strength	2	-	4	

Week	Topics	Hours			Instructor	
		Lecture	Lab	Self-Study		
8	Viewing Corporate Strategy from the Core Competencies Perspective (Contd.) Exercise: Practice Using Arthur D. Little Matrix	2	-	4	Sriratanaviriyakul, N.	
	Viewing Corporate Strategy from the Core Competencies Perspective (Contd.) Exercise: Corporate Strategy at Walt Disney Company	2	-	4		
9	Global Strategic Alliances Exercise: Making the Alliance Work	2	-	4		
	Identifying Transnational Strategies Exercise: Global Operations	2	-	4		
10	Succeeding in Strategy Formulation and Implementation Exercise: Diagnosing Problems	2	-	4		
	Strategy Implementation Using the 7-S Model Exercise: Transition at PeopleSoft	2	-	4		
11	Monitoring Strategy Implementation Through the Balanced Scorecard Exercise: Tie Performance to Mission	2	-	4		
	Course Review	2	-	4		
Total		44	0	88		
Final Examination						

NB. The course is subject to change without prior notice to fit the changing tourism circumstances.

11. Teaching Method (s)

- 11.1 Lectures
- 11.2 Case studies
- 11.3 Assignments
- 11.4 Presentations
- 11.5 Discussion

12. Teaching Media

- 12.1. LCD overhead projector
- 12.2. PowerPoint
- 12.3. Multimedia resources
- 12.4. Handouts
- 12.5. Text books

13. Measurement and evaluation of student achievement

Student achievement is measured and evaluated by

- 13.1 the ability in understanding the concept of strategy & strategic management.
- 13.2 the ability in analyzing the environment context & adapt the strategic plan accordingly.
- 13.3 the ability in formulating effective strategic plan.
- 13.4 the ability in select appropriate techniques in developing a strategic plan.
- 13.5 the ability in providing the organization with a sustainable competitive advantage.

Student's achievement will be graded according to the faculty and university standard using the symbols: A, B+, B, C+, C, D+, D, and F.

Students must have attended at least 80% of the total class hours of this course.

Ratio of mark

1. Class attendance & participation	10 %
2. Homework	10 %
3. In-Class Quiz	20 %
4. Case Study Presentations	20 %
5. Final Examination	40 %
Total	100 %

14. Course evaluation

- 14.1. Students' achievement as indicated in number 13 above.
- 14.2. Students' satisfaction towards teaching and learning of the course using questionnaires.

15. Reference (s)

Main Textbooks

Nykiel, R. (2005). *Hospitality Management Strategies* (1st ed.), New Jersey: Pearson Education, Inc.

Gopinath C., Siciliano, J. I. (2005). *Strategize!* (2nd ed.), Ohio: Thomson Corporation.

Additional Readings

Sadler P. (2003). *Strategic Management* (2nd ed.), London: Kogan Page Limited

Cunill Onofre. (2006). *The Growth Strategies of Hotel Chains: Best Business Practices By Leading Companies* (1st ed.), New York: The Haworth Hospitality Press

Porter M. (1980). *Competitive Strategy: Techniques for Analyzing Industries and Competitors* (1st ed.), New York: Macmillan Publishing Co., Inc.

Kim C. and Mauborgne R. (2005). *Blue Ocean Strategy: How to Create Uncontested Market Space & Make the Competition Irrelevant* (1st ed.), Massachusetts: Harvard Business School Publishing.

Welch J. and Welch S. (2005). *Winning*, (1st ed.), New York: HarperCollins Publishers, Inc.

De Bono E. (1982). *De Bono's Thinking Course* (1st ed.), London: BBC Worldwide Ltd.

(Thai) Wannarat Chantakij (2003) . *17 Problem Solving Devices* (1st ed.), Bangkok: Thailand Productivity Institute

16. Instructor (s)

Ms. Narumon Sriratanaviriyakul
Lecturer
Travel Industry Management Division
Mahidol University International College

17. Course Coordinator

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18. Additional Information

Assignment

Case Study Presentation & Analysis

Length: Not Applicable
Due Date: Depends on assigned to your group

Task

You are expected to make a 20-minute group oral presentation to your class, which will include the presentation of the case, the analysis you made and answers to the case questions. You will also be encouraged to participate in consequent discussions about the case assigned to your group.

Your classmates will be encouraged to question you about whether you have correctly interpreted your circumstances and the result of the analysis in your version.

You are supposed to work with 2-3 fellow classmates in doing the presentation.

Each group will be expected to make 2 presentations, which all groups must have taken turn to finish theirs before the second round begins.

Purpose

This assignment is aimed at providing you the experience of being in different circumstances, which requires quick and careful decisions. You will take a role as the executives of various companies and learn how to deal with risks.

Preparation

You should read some of the references provided to frame your thinking. You may also prepare for the questions, which your fellow classmates and I will be asking.

You will be allowed to use the visual aid of your choice (e.g. PowerPoint) for your presentation. Speaking notes will also be allowed. You may need to choose representative(s) for presentation. However, all group members will be questioned regarding the case assigned.

No reports will be required but you will need to hand to me a copy of your presentation.

Guidelines

After you have decided on your group members, submit your group names through email by the end of Session 2.

Case studies will be chosen according to the first come, first serve basis.

Presentation

You will have to present a 20-minute presentation. Afterwards, 10 minutes will be question and answer session by your fellow classmates.

Marking Criteria

- Presentation Objectives 75%
 - Clarification of topics and examples presented
 - Flow of presentation and contents delivered
 - Easy and understandable illustrations
 - Capture audience's attention (interesting)
 - Ability to explain and simplify queries

- Question and Answer Session 25%
 - Did each team member make a valuable contribution in clarification of questions?
 - Did the team answer any questions asked by the audience clearly and effectively?
 - Did the team's presentation and response to questions demonstrate appropriate preparation, subject knowledge and common purpose?