COURSE NUMBER: TSTD 6220

COURSE TITLE: International Hotel Management

COURSE DESCRIPTION: International Hotel Management is a study of international hospitality operations with emphasis on U.S. corporate involvement in and planning for strategic overseas development expansions as well as other international hotel firms' strategic entry into the US market. This course presents concepts and management practices pertinent to international tourism and hotel management. Topics include political, economic, cultural, environmental, financial and legal aspects inherent in the international business environment and their impacts on international tourism and hotel management and operations. The emphasis of this course is to introduce students to the knowledge and skills needed for planning and managing global hotel development operations.

PREREQUISITES:

PROFESSOR: Larry Yu
Department of Management
Office: Funger 301Q
Office Hours: Wednesday 3 – 6 pm, Thursday 3 – 6 pm or by appointment
Phone: 202 994-8740
E-mail: lyu@gwu.edu

LEARNING OBJECTIVES:
1. Understand the increasing globalization of hotel industry.
2. Develop an acute awareness of different cultural, political, financial, legal and economic systems worldwide.
3. Understand the integration of tourism and the hospitality industry with national policies and plans.
4. Analyze the investment trends and hotel development patterns by international hotel firms.
5. Understand the financial constraints in planning and developing overseas hotels.
6. Understand the socio-economic impact of developing hotels in developing countries.
7. Understand the impact of hotel development on environment and the emerging trends of ecotourism development for sustainability.
8. Identify emerging overseas markets for hotel development.
10. Understand the complexity and difficulty of human resources management.
in foreign countries.
12. Examine corporate social responsibility management by international hotel
Organizations.
13. Identify potential career development opportunities.
14. Develop an appreciation for overseas management assignment.

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Case packet from HBP

GRADING: Students are evaluated by their performance in the following academic requirements:

- Case analysis (20%)
- Country research (10%),
- Company research (10%)
- Final paper (13%)
- Hotel market research project presentation (10%)
- Final exam (30%)
- Class participation/attendance (7%)

Grades for this course will be curved. That is, the percentage points that you
obtain from the course write up, guest lecture critique, market analysis exercises,
class participation, and exam will be added up and sorted from high to low. Students at the top of this ranking will get an A. The cut-off points for A-, B+, B, B-, etc., will be determined in accordance with the School's policy on grade distribution. In particular, no more than 40% of the class will receive an A, and the average grade of the class will not be higher than 3.8.

ASSIGNMENTS: Explanation of Course Requirements

1. Case Analysis (20%)
Students are expected to study and analyze two HBS cases related to
international hotel development and management. Access link to HBP
coursepack is provided under Required Readings in the syllabus on Bb. Students will apply the knowledge and methods studied in this course to
analyzing these cases. The following is the guideline for the case study:

Your written analysis of a case should generally contain five sections:

1. Executive Summary
2. Brief overview of key case facts
3. Identification of the case problem or central issue
4. Discussion of 2-3 alternative solutions to resolve the problem
5. Selection of the preferred solution and explanation of how it solves the problem

The body of your case analysis should be no longer than 4.5 pages, double-
spaced. Allow yourself an average of one page per section (2-5 above) and a half-page for the executive summary. Part of the learning experience is the distillation of notes, ideas and opinions into succinct presentations of your thinking on a particular case. Articulately state your points. You are encouraged to use other resources. The due dates for case write-up are indicated in the Outline section in Bb.

2. Country Research (10%)
   The country research requires students to study in depth the country you have selected for your research. After examining the economic, political and cultural factors, the demographics, and international tourism development of the country, you need to provide evidence that this country has potential for international hotel development or you want to convince potential investors to develop new hotel projects or convert existing hotels in the host country. This research report should be at 12 double-spaced pages for a team of 3 students. Country report is due October 6.

3. Company Research (10%)
   Conduct research on the hotel company you have selected for your final project. Your focus should be on the company profile: the scope and size of the company, brand development, geographic distribution, global expansion, corporate culture, etc. These information will be the background information for your final project. This research report should be 12 double-spaced pages for a team of 3 students. Company report is due November 3.

4. Research Project Presentation (10%)
   The final research project presentation is an exercise that demonstrates students’ research skills in applying international hotel management concepts and theories learned in class to various aspects of hotel/resort development and management. It demonstrates students’ research competency, written and oral presentation skills, and teamwork among classmates. It is an opportunity for students to share their semester-long research projects with instructor and classmates. Students’ presentations will be graded by a set of criteria. Evaluation rubric for team presentation will be posted in Bb before the schedules presentation date.

5. Final Research Paper (13%)
   The previous country and company research information can be used as the background information for your final paper. The final paper should focus at least on one development or management topic by your company, such as creative financing strategies for overseas development, eco-resort development and design, managing local staff, multi-cultural marketing, service management, training program development, or religion and food practice, etc. You need to analyze in depth the management practice by your company. The final paper must be at least 15 double-spaced pages in length for a team of 3 students, excluding references, and at least 18 double-spaced pages in length for a team of 4 students.
6. Final Exam (30%)
   A comprehensive final exam is scheduled for this course during the final week. This exam will assess student learning outcome in hotel market analysis theories, methods and applications. The final exam consists of definitions, short-essay questions and problem solving questions applying the analytical methods for market analysis and hotel valuations.

7. Participation & Attendance (7%)
   Class attendance and participation is mandatory and will be evaluated strictly and on an individual basis. Your grade will depend on quantity of your participation and, most of all, the quality of your participation. Your participation grade may be negatively affected by unprofessional behavior, e.g., inappropriate comments, classroom distractions, chatting with classmates.

   It will be particularly important to prepare for the required sessions and activities where we have external guests. These people are experts in their domains and are willing to share their knowledge with us just for our benefit. Let's honor this by ensuring all are particularly professionally engaged during these sessions.

ACADEMIC INTEGRITY:
The code of academic integrity applies to all courses in the George Washington School of Business. Please become familiar with the code. All students are expected to maintain the highest level of academic integrity throughout the course of the semester. Please note that acts of academic dishonesty during the course will be prosecuted and harsh penalties may be sought for such acts. Students are responsible for knowing what acts constitute academic dishonesty. The code may be found at: http://www.gwu.edu/~ntegrity/code.html

UNIVERSITY POLICIES:

Religious Accommodation

Students should notify faculty during the first week of the semester of their intention to be absent from class on their day(s) of religious observance. Faculty should extend to these students the courtesy of absence without penalty on such occasions, including permission to make up examinations. Faculty who intend to observe a religious holiday should arrange at the beginning of the semester to reschedule missed classes or to make other provisions for their course-related activities.

Disability Support Services (DSS)

Any student who may need an accommodation based on the potential impact of a disability should contact the Disability Support Services office at 202-994-8250 in the Rome Hall, Suite 102, to establish eligibility and to coordinate reasonable accommodations. For additional information please refer to: gwired.gwu.edu/dss/
Mental Health Services 202-994-5300

The University's Mental Health Services offers 24/7 assistance and referral to address students' personal, social, career, and study skills problems. Services for students include: crisis and emergency mental health consultations confidential assessment, counseling services (individual and small group), and referrals. counselingcenter.gwu.edu/

Schedule of Topics, Readings and Problems  
(This is a Thursday class)

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic(s) and readings</th>
<th>Assignment(s) Due</th>
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</table>
| September 1   | Syllabus & Introduction  
Hospitality Industry as International Business  
Readings: Gee, Ch. 1                      |                   |
| September 8   | International Hospitality Development  
Regional and Industry Analysis  
Readings: Gee, Ch. 2                       |                   |
| September 15  | Global Hospitality Development Strategy  
Competitive Advantages, Integration and Differentiation  
Readings: Gee, Ch. 5             |                   |
| September 22  | Cultura. Environment  
Hospitality Service Influenced by Culture  
Business Ethics in Global Context  
Readings: Gee, Ch. 8                     |                   |
| September 29  | Market Entry Strategy  
Geographical Diversification  
Global Organizational Development  
Readings: Gee, Ch. 3                        | Case study 1 due    |
| October 6     | Hospitality Project Development  
Supply and Demand Analysis  
Infrastructure Development  
Design and Construction  
Sustainability  
Readings: Gee, Ch. 6                        | Country research project due |
| October 13    | Legal Environment  
Hotel Contracts and Agreements  
Legal Issues in Hotel Operations  
Readings: Gee, Ch. 7                         |                   |
| October 20    | Investment in Hotel Development  
Global Capital Flow  
Financing Overseas Hotel Projects  
Readings: Gee, Ch. 4                         |                   |
| October 27    | Case analysis  
Readings: Taj Hotels from HBP case packet                                    |                   |
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<tr>
<th>Date</th>
<th>Topic</th>
<th>Due Date</th>
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<tr>
<td>November 3</td>
<td>International Hospitality Marketing</td>
<td>Case analysis 2 due</td>
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<td>Marketing Functions in International Context</td>
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<td>Digital Marketing</td>
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<td>Readings: Gee, Ch. 13</td>
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<td>November 10</td>
<td>Talent Acquisition and Development</td>
<td>Company research project due</td>
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<td>Expatriate Selection vs. Local Manager selection</td>
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<td>Development of Associates</td>
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<td>Managing Cultural Diversity</td>
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<td>Readings: Gee, Chs. 9 &amp; 10</td>
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<td>November 17</td>
<td>Managing Corporate Social Responsibility</td>
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<td>CSR Best Practices</td>
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<td>Social Reporting</td>
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<td>Readings: Gee, Chs. 11 &amp; 12</td>
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<td>December 1</td>
<td>Future of International Hotel Development</td>
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<td>New Markets, New Capital Flow, M&amp;A Activities</td>
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<td>New Technologies and Disruptive Forces</td>
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<td>Readings: Gee, Ch. 14</td>
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<td>December 8</td>
<td>Research Project Presentation</td>
<td>Final research paper due</td>
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<td>December 15</td>
<td>Final Exam</td>
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**NOTE:** In accordance with university policy, the final exam will be given during the final exam period and not the last week of the semester.