

**HOSPITALITY SERVICES DELIVERY**  
**THS3HSD**

## **Subject Learning Guide**

Semester 2  
2014  
Bundoora Campus

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## Subject Details

### GENERAL DETAILS

Subject Code:	THS3HSD	Subject Title:	Hospitality Services Delivery		
Teaching Period:	Second Semester	Location(s):	Bundoora Campus		
Credit Points:	15	Mode:	<ul style="list-style-type: none"> <li>Lectures</li> <li>Tutorial/Computer simulation</li> </ul>	Level:	Third Year

### ENROLMENT REQUIREMENTS

Prerequisites:	MKT1MDP
Co-requisites:	No
Incompatibles:	THS31HSM
Assumed Skills & Knowledge:	None
Special Study Requirements:	This subject requires the learning of the HOTS computer simulation.

### STAFF CONTACTS

Subject Coordinator:	Mr Paul Strickland			
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Location:	119 Donald Whitehead Building (DW)			
Instance Coordinator:	See above			
Email:		Tel:		
Location:				

### SUBJECT DESCRIPTION

By the use of a computer-based simulation titled HOTS, this capstone hospitality subject explores the real-time working of a hotel. Based in teams, the HOTS software allows all business decisions of a hotel over a five year period. Students need to apply all gained knowledge in service operations and marketing principles including SWOT analysis, cash flow statements and other appropriate methods of interpreting data. The HOTS program simulates real decision making and prepares students for working in teams and in the industry

### SUBJECT INTENDED LEARNING OUTCOMES (SILOS)

Upon successful completion of this subject, you should be able to:

1	Make business decisions in a team environment.
2	Develop a marketing strategy including a S.W.O.T. and E.T.O.P analysis.
3	Demonstrate leadership and decision making skills.
4	Interpret financial data and make decisions based on this information.
5	Ability to respond to business market forces and hotel competition.

### FACULTY GRADUATE CAPABILITIES

The following Faculty Graduate Capabilities (FGCs) are *evaluated* in this subject:

	FGC	FGC Point
a	Team Work	Capstone
b	Oral communication	Capstone
c	Writing skills	Capstone

#### LEARNING ACTIVITY SUMMARY

Learning Activity:	Schedule
Lectures	Weeks 1-6
Tutorials/Computer simulation	Weeks 2-10

Further information is available at <http://www.latrobe.edu.au/timetable/>

#### ASSESSMENT AND FEEDBACK SUMMARY

Assessment Tasks:	Due Date	%	Comments
Computer simulation (team/group activity)	Will be assigned in the first tutorial	10%	Groups will be formed with 4 or more students and a group leader will be assigned,
Group presentation	Weeks 10-11	10%	All group members must be present.
Group report	Due at group presentation.	20%	Individual contribution to the group report will be 500-800 words.
Individual report	20 <sup>th</sup> October 2014	60%	2000 words

#### LEARNING RESOURCES

There is no compulsory text book however on LMS, there is a wide variety of authors and book chapters to assist in theory. It is expected that students will research a variety of hospitality, tourism, marketing and business texts, journals and theoretical concepts.

#### Recommended Readings: (All held in the Borchardt Library)

Gronroos C., (2000), *Service Management and Marketing 2<sup>nd</sup> Edition*, Wiley, Chichester.

Hubbard G., (2004), *Strategic Management Thinking, Analysis and Action 2<sup>nd</sup> Edition*, Pearson Education, Frenchs Forest.

Jagels M., and Coltman M., (2004), *Hospitality Management Accounting 8<sup>th</sup> Edition*, Wiley, Hoboken, N.J.

Johnston R. and Clark G. (2005), *Service Operations Management Improving Service Delivery 2<sup>nd</sup> Edition*, Prentice Hall, Harlow.

Krajewski L. and Ritzman L. (2005), *Operations Management Processes and Value Chains 7<sup>th</sup> Edition*, Pearson Education Inc, Upper Saddle River. N.J.

Lovelock C, Patterson P. and Walker R. (2004), *Services Marketing An Asia-Pacific and Australian Perspective*, Pearson Education Australia, Frenchs Forest.

McCull R., Callaghan B. and Palmer A. (1998), *Services Marketing A Managerial Perspective*, McGraw-Hill, Sydney.

McCull-Kennedy J. R. Ed. (2003), *Services Marketing A Managerial Approach*, John Wiley and Sons, Milton.

Porter M. E. (1980), *Competitive Strategy Techniques for Analyzing Industries and Competitor*, Free Press, N.Y.

Porter M. E. (1998), *On Competition*, Harvard Business Review Books, Boston.

Slack N, Chambers S. and Johnston R. (1998), *Operations Management 4<sup>th</sup> Edition*, Prentice Hall, Harlow.

Ziethaml V. A. and Bitner M.J. (2000), *Services Marketing Integrating Customer Focus Across the Firm 2<sup>nd</sup> Edition*, McGraw-Hill. Boston

#### **Journals:**

The following Journals are available from the La Trobe Library System and will contain material that will assist you in this subject:

- The Cornell Hotel and Restaurant Administration Quarterly
- Asia-Pacific Journal of Tourism Research
- Australian Journal of Hospitality Management
- Journal of Tourism & Hospitality Research
- International Journal of Contemporary Hospitality Management
- International Journal of Service Industry Management
- Journal of Hospitality and Tourism Management
- **International Journal of Hospitality Management**
- Journal of Leisure Research
- Leisure Management

#### **On-line Links**

HOTS Computer Simulation Homepage <http://simulations.etosc.com/>

**Hotel Online**<http://www.hotel-online.com/Neo/>

#### **STUDENT FEEDBACK ON SUBJECT SURVEY**

The *Student Feedback on Subjects (SFS) Survey* is part of the quality assurance process that occurs across the university. In this survey you are invited to tell us about your learning experiences in this subject. Your views will be taken seriously and will assist us to enhance this subject for the next group of students. The surveys are anonymous and will be distributed prior to the end of the teaching period.

## ACADEMIC INTEGRITY

Academic integrity means being honest in academic work and taking responsibility for learning the conventions of scholarship. La Trobe University views this seriously as evidenced by the following extract:

*Academic honesty is a fundamental principle in teaching, learning, research and scholarship. The University requires its academic staff and students to observe the highest ethical standards in all aspects of academic work and it demonstrates its commitment to these values by awarding due credit for honestly conducted scholarly work, and by penalising academic misconduct and all forms of cheating.*

*Academic Integrity Procedures (2010, p. 1 of 6)*

Academic misconduct includes poor referencing, plagiarism, copying and cheating. You should familiarise yourself with your responsibilities in relation to Academic Integrity and if you have any questions, direct them to your Course Coordinator. Information can be found on the website at: <http://www.latrobe.edu.au/learning/integrity.html>.

## Schedule of Learning Activities

### Session Plan

Lecture	Date	Topic	Readings	Lecturer
Week 1	29 <sup>th</sup> July 2014	<p>Introduction to Hospitality Service Delivery Strategies and subject overview.</p> <p><u>Management in the services sector.</u></p> <ul style="list-style-type: none"> <li>• Operations management</li> <li>• Services Management</li> <li>• Strategic Management</li> </ul> <p><u>The Business Plan.</u></p> <ul style="list-style-type: none"> <li>• Contents of the business plan.</li> <li>• Operational and capital planning.</li> </ul>	LMS Readings	Paul Strickland
Week 2	5 <sup>th</sup> August 2014	<p><u>Strategic Market Planning.</u></p> <ul style="list-style-type: none"> <li>• Market planning process</li> <li>• Corporate objectives</li> <li>• Analysing trends</li> <li>• Strategy Formulation</li> </ul> <p><u>Analysing the Environment.</u></p> <ul style="list-style-type: none"> <li>• The macro environment</li> <li>• Industry analysis</li> <li>• Competitor analysis</li> <li>• Market analysis</li> </ul> <p>Forecasting</p>	LMS Readings	Paul Strickland
Week 3	12 <sup>th</sup> August 2014	<p><u>Measuring Performance and Financial Reporting.</u></p> <ul style="list-style-type: none"> <li>• Income and expenditure</li> <li>• Cash flow and servicing debt</li> <li>• Tracking indicators</li> </ul> <p><u>Service Strategy</u></p> <ul style="list-style-type: none"> <li>• The concept of strategic service</li> <li>• Demand and supply</li> <li>• Competitive service strategies</li> </ul>	LMS Readings	Paul Strickland

Lecture	Date	Topic	Readings	Lecturer
Week 4	19 <sup>th</sup> August 2014	<u>Target Markets and Positioning.</u> <ul style="list-style-type: none"> <li>• Target market selection</li> <li>• Competitive Positioning</li> <li>• Positioning maps</li> </ul> <u>The Pricing of Services.</u> <ul style="list-style-type: none"> <li>• Pricing decisions</li> <li>• Pricing strategy</li> <li>• Service-mix pricing</li> <li>• Tactical pricing</li> </ul>	LMS Readings	Paul Strickland
Week 5	26 <sup>th</sup> August 2014	<u>Operations Strategy.</u> <ul style="list-style-type: none"> <li>• Corporate strategy</li> <li>• Capabilities of the organisation</li> <li>• Identifying strategic capabilities</li> <li>• New service/product development</li> <li>• The effects of the product life cycle</li> <li>• Inventory</li> </ul> <u>Service Delivery.</u> <ul style="list-style-type: none"> <li>• The servicescape</li> <li>• Service blueprinting</li> <li>• Productivity</li> </ul>	LMS Readings	Paul Strickland
Week 6	2 <sup>nd</sup> September 2014	<u>Managing Capacity and Demand.</u> <ul style="list-style-type: none"> <li>• Managing capacity</li> <li>• Patterns of demand</li> <li>• Managing demand</li> </ul> <u>People Management and Leadership.</u> <ul style="list-style-type: none"> <li>• Leadership</li> <li>• Organisational politics</li> <li>• The right people</li> <li>• Management team roles</li> <li>• Organisational Culture</li> <li>• Service Employees</li> <li>• Training</li> </ul>	LMS Readings	Paul Strickland

## Learning Activity Details

Times and rooms are subject to change. To view the full time and location details for learning activities in this subject, please ensure you seek further information available at <http://www.latrobe.edu.au/timetable/>.

You should also regularly check [at least once per week] the subject's LMS site (*where applicable*) for updated information.

Tutorial	Date	Topic	Tutor
Week 1	Week starting 28 <sup>th</sup> July 2014	No tutorials	NA
Week 2	Week starting 4 <sup>th</sup> August 2014	Meet your team Practice simulation	Paul Strickland
Week 3	Week starting 11 <sup>th</sup> August 2014	Practice simulation	Paul Strickland

Tutorial	Date	Topic	Tutor
Week 4	Week starting 18 <sup>th</sup> August 2014	Year 1 of HOTS simulation	Paul Strickland
Week 5	Week starting 25 <sup>th</sup> August 2014	Year 2 of Hots simulation	Paul Strickland
Week 6	Week starting 1 <sup>st</sup> September 2014	Year 3 of Hots simulation	Paul Strickland
Week 7	Week starting 8 <sup>th</sup> September 2014	Year 4 of Hots simulation	Paul Strickland
Week 8	Week starting 15 <sup>th</sup> September 2014	Year 5 of Hots simulation	Paul Strickland
Week 9	Week starting 22 <sup>nd</sup> September 2014	Working on group presentation and group report	Paul Strickland
<b>MID SEMESTER BREAK</b>			
Week 10	Week starting 6 <sup>th</sup> October 2014	Group presentations and group reports due	Paul Strickland
Week 11	Week starting 13 <sup>th</sup> October 2014	Group presentations and group reports due	Paul Strickland
Week 12	Week starting 20 <sup>th</sup> October 2014	Group presentations and group reports due if required	Paul Strickland



## Assessment and Feedback Details

Assessment Task 1	Due Date	%	SILOs Assessed
Computer Simulation (Group activity)	Weeks 2-8	10%	<p>Make business decisions in a team environment.</p> <p>Ability to respond to business market forces and hotel competition.</p>
<b>Submission Details</b>			
<p>Students are required to attend all simulation tutorials for the two hour period. Students are expected to be involved in business making decisions and simulation input. This simulation environment encourages discussion, team work and managerial decisions that impact the monthly operations of a simulated hotel.</p>			
<b>Grading Criteria and Feedback</b>			
<p>The grading criteria for this assessment task are subject to attendance through role call and subjectivity of the tutor's opinion. Part of the 10% will be allocated by the tutor by witnessing actual team input in oral, written and computer based assistance. Individual results may vary within the same team.</p>			
<b>Description of Task</b>			
<p>During the HOTS simulation, participants will be working in teams. <u>It is up to each team to determine the role(s) of individuals within the group.</u> Students will be allocated into a team during the first tutorial/computer laboratory.</p> <p>These teams will compete in a 'virtual hotel market' using the HOTS simulation program. The teams enter decisions directly into a PC, and feedback is given in the following session. The trading results are published in various formats including Standard Chart of Accounts, graphs and weekly/monthly indicators and may be printed during the computer laboratories.</p> <p>The software will provide students with an opportunity to develop knowledge of Business Strategy, Marketing and Sales, Finance, Operations and Human Resource Management by the development of a business plan for a hotel and implementing it through a series of decisions over a simulated period of up to five years. In addition to gaining business skills, participants will also gain an insight into the challenges and of group decision-making and group dynamics in a simulated management team.</p> <p>In order to compete successfully in the simulation, it is <u>essential that teams meet prior to computer simulation sessions</u>, in order to determine their strategies and for the next trading period. The meetings may be face-to-face or via electronic channels such as e-mail or LMS. It is up to the team to determine, when they will meet and their mode of communication, as well as how they will make their decisions. As the software has a "real-time" clock, if the group does not input new trading data by the end of the input period, the previous data inputs will prevail. That means that, participants will be hampered by the cost structures and hotel revenues that were entered in the previous period if no updated decisions are entered.</p> <p>Some teams may choose to allocate members specific portfolios such as Director of Rooms Division, Director of Marketing, Director of Food and Beverage, Chief Financial Controller or General Manager, or the teams may choose a more collective approach to decision-making. What is important is to realise that the costs and revenues of each "portfolio" cannot be taken in isolation. Each cost will impact on cash flow and the opportunity to invest in other areas.</p> <p>One of the key challenges is trying to anticipate what your competitors are doing in the virtual market, and position your hotel appropriately to respond to the changing market conditions. It is important utilise business tools such as planning budgets, revenue estimates, SWOT analysis, marketing and promotional plans and positioning charts etc. External factors such as interest rates, the state of the labour market, commodity costs, will impact on your borrowings, costs and your ability to service your debts.</p> <p>The objective of this exercise is to provide participants the opportunity to manipulate business inputs, in a simulation, without the risks associated with operating a business in the real world and reflect on the appropriateness of their strategic decisions.</p>			

### Assessment Task 2

Due Date

%

SILOs Assessed

Group Presentation

Week 10-11 in allocated timeslot

10%

Develop a marketing strategy including a S.W.O.T. and E.T.O.P analysis.

**Submission Details**

All team members are required to contribute to a 15 minute PowerPoint presentation regarding their overall hotel position in the HOTS simulation at the end of a 5 year trading period. All presentation will be conducted at an allocated date and time and presented in their tutorial room.

**Grading Criteria and Feedback**

**Group Oral Presentation – Worth 10% - Criteria Assessment Sheet**

Team Members: \_\_\_\_\_

Team Name: \_\_\_\_\_

Assessment Criteria	Comments	Marks		
		0.0 = unsatisfactory	0.5 = satisfactory	1.0 = above satisfactory
Logical structure – introduction, body, conclusion				
Intended strategies explained?				
Realised results explained?				
Analysis of results explained?				
Application of theory				
Clear and well formatted presentation slides				
Appropriate graphs and illustrations				
Pitch, vocal skills, volume of presenter				
Choice of presentation clothes				
Overall time management of presentation				
Total				

**Overall comments:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Description of Task**

**End of Simulation Evaluation of Performance Evaluation Presentation**

After the computer simulation is completed each group will make a formal, 15-minute Microsoft PowerPoint presentation and give a copy of the presentation to your tutor. This presentation is to be a case study analysis of your firm's actions and results. The presentation is to include an examination of your intended strategic plans as well as your realised results, and especially deviations from intended plans. Since organisational performance is one of the primary measures of business success, your presentation should include an analysis of the industry (competing firms, trading environment, etc.) and the hotel's results (financial, marketing, etc.). Lastly, as with any case study analysis, a set of key recommendations for future action is to be included. The 15-minute Microsoft PowerPoint presentation should focus on your team's mental models, your major learning points (magic moments of crisis or success), relevant financial data, and key recommendations for the incoming management team that is to replace you. Groups should be prepared to answer questions. It is up to the team as to how many presenters there are as all will receive the same result

Assessment Task 3	Due Date	%	SILOs Assessed
Group Report	Week 10-11 in allocated timeslot	20	Develop a marketing strategy including a S.W.O.T. and E.T.O.P analysis.  Interpret financial data and make decisions based on this information.

**Submission Details**

Students must submit the group report at the same time as their allocated group presentation in weeks 10-13. All students must assign the statement of authorship. Students are to contribute individually 500-800 words towards this report and each contribution to be collaborated in report format.

**Grading Criteria and Feedback**

Students will receive written feedback within two weeks of submission which can be collected in either the tutorials or at an arranged time.

**Group Report – Worth 20% - Criteria Assessment Sheet**

**Student Names:** \_\_\_\_\_  
**Tutorial Group:** \_\_\_\_\_

<b>ENVIRONMENTAL ANALYSIS</b>	<b>MARK</b> 0 = unsatisfactory 1 = satisfactory 2 = above satisfactory		
Assessment of Industry Environment			
SWOT/Capability Statements			
Strategic Statements			
Intended Strategy			
Realised Strategy			
<b>MARKETING</b>			
Positioning strategy			
Pricing tactics			
Appropriate advertising expenditure			
Appropriate promotional campaigns			
Evidence of future promotions.			
<b>OPERATIONAL MANAGEMENT</b>			
Interpretation of operating results			
Appropriate staffing levels			
Appropriate staff training budget			
Refurbishment program			
Maintenance program			
<b>FINANCIAL and OPERATING RESULTS</b>			
Evidence of cost control systems			
Interpretation of financial results			
Graphs and other 'management' tools			
Discussion of financial and operating results			
Discussion of the importance of cash flow			
<b>CONCLUSIONS, RECOMMENDATIONS &amp; JUSTIFICATIONS</b>			
Are the justification processes clear and backed up with suitable references to 'expert' opinion			
Clear argument summarising main points			
Referencing			
Hotel financially sustainable long term?			
Advice of future hotel direction			
<b>TOTAL MARK OUT of 50</b>			
<b>TOTAL RESULT OUT of 20 %</b>			

**COMMENTS:**

\_\_\_\_\_  
 \_\_\_\_\_

This group report is based on the group presentation. It is important that the recommended strategies, actions and recommendations are supported by relevant research and are appropriately referenced in Harvard style. Graphs are not included in the word count.

#### **CONTENTS OF THE ASSIGNMENT:**

The assignment should include an assessment of the final overall condition of your company in both the short run and the long run.

The specific items that you should also cover include at a minimum **(students are strongly encouraged to add advanced analysis beyond this list)**;

1. An assessment of industry environment (Recap of inherited hotel position).
2. Intended strategy (what was your team trying to achieve).
3. Realised strategy (summary report of what the strategy became).
4. Any deviation in strategy (difference between realised and intended).
5. Strengths and weaknesses of your firm - full SWOT analysis (at the end of simulation).
6. Financial condition (present and future); include at least the following 5-year data in graph format;
  - Graph A. Total Revenue & Net Income Overall
  - Graph B. Rooms Department Total Revenue & Net Income
  - Graph C. F&B Department Total Revenue & Net Income
  - Graph D. Other Department Total Revenue & Net Income
  - Graph E. Overall ROE & ROS
  - Graph F. Occupancy Rate & ADR
  - Graph G. ADR & REVPAR
  - Graph H. Occupancy Rate & Refurbishment Spending

**CRITICAL NOTE:**      **Just presenting graphs is not enough. There is a need to discuss what the graphs reveal and the implication(s) for your firm.**

7. Marketing, sales and pricing activities and their effectiveness (Did they work? Why or why not?)
8. Physical property condition - include renovations made and current status of the property. What rationale was used with your refurbishment decisions?
9. Cost control - including but not limited to: budgets, advertising, wages, fees, etc. What methods did you or could you use to control costs?
10. Strategic recommendations for the new, incoming management team that are thoughtful, specific, detailed and clearly supported by information previously presented in the analysis. What do you recommend the new management should do?
11. An overall conclusion.

Assessment Task 4

[Individual Report](#)

Submission Details

Students must submit the individual report by the 20<sup>th</sup> October 2014 by 3pm in the designated drop box in DW level 2. Students must sign the statement of authorship. Students are to contribute individually 2000 words towards this report.

**Hospitality Service Delivery Strategy (Semester 2, 2014)**  
**Individual Paper – 60%**  
**Criteria Assessment Sheet**

Student Name: \_\_\_\_\_

MARKING CRITERIA	MARK
Understanding of Teams Situation at Start/End      10%	
Critique of Strategies Employed                              15%	
Discussion of Theory    20%	
Report format, layout, grammar                              10%	
Referencing    5%	
<b>Total Mark out of 60 % is    %</b>	

COMMENTS:

## Description of Task

The individual assignment is a critique of the strategies and tactics implemented by your management team. The report should demonstrate your understanding of your team's situation at the commencement of the simulation and at the end of the simulation. This report is **your opportunity to either agree with, or dissent from** the tactics and strategies employed by your management group.

**It is your opportunity to explain what you might have done differently.**

Some areas that **may** be covered could include;

- What did your firm identify as strategic decisions? In hind-sight were these strategies the most appropriate?
- What is competitive advantage as a concept? What was it for your firm?
- A five forces analysis of your market. How well did your firms capabilities allow it to compete in your industry environment?
- What were the impacts of the team's decisions on human beings (employees, customers, the community and the owners?)
- Comment on the effectiveness and implementation of
  - The Operational plan
  - The Marketing plan
  - The Business objectives including intended and realised strategies
- Reflect on outcome data and perform a technical analysis of the trading results.
- How did your team make decisions? Comment on alternated decision making methods. How was your team organised? What organisational structures might you recommend?
- What recommendations can you supply for improvement?

It is important that your opinion is supported by a trading data, and you can demonstrate an application of **some** relevant 'management tools' such as environmental analyses, capacity statements, SWOT analysis, ratio analysis in your report.

**Most importantly your decisions should be supported by reference to appropriate theory sources.**

[Due 20<sup>th</sup> October 2014 by 3pm at the assignment Drop Box, DW level 2.](#)



## Detailed Grading Criteria

### Assessment Task 3 and 4

	Fail 49-0	D 50-59%	C 60-69%	B 70-79%	A 80-100%
<b>Overall application of PowerPoint presentation</b>	No submission or an answer that had no relevance to or did not answer the questions.	Broadly completed but some parts are superficially treated, misunderstood or nearly overlooked.	Sound conceptual development, problems encountered have been satisfactorily solved, resulting in well-presented work	Material presented is strongly linked to task; comprehension of task is high.	Sophisticated concepts communicated through advanced use of technique Exceeds or refines the basic task requirements.
<b>Interpretation of overall financial statements and hotel positioning</b>	Theories and concepts are lacking and not applicable to the questions.	Generally very limited application; some misunderstanding or quite superficial treatment.	Relevant concepts, etc. applied in a generally appropriate and thoughtful way. No major misunderstanding; logical connections between ideas; no serious omissions.	Critical or evaluative thinking about how concepts/theories are applied; little inaccuracy or misunderstanding.	Creative or reflective processing of theories/concepts; understanding of how and why they are used; critical and evaluative thinking.
<b>Academic structure and appropriate layout of assessment tasks</b>	Structure and organisation of the case study is poor; needed to focus upon the questions.	Well enough structured to make sense; could be better organised and more tightly focused upon the questions. Instances of irrelevance or confusion.	Sequence and structure are logical and easy to follow.	Ideas are sequenced in a logically satisfying way; connections between different themes or sections are well made.	Structure and sequence are used effectively to help integrate ideas or support logical argument. Soundly structured throughout.
<b>Language use</b>	Not able to be understood; confused or unclear expression. Spelling, punctuation & grammar unsatisfactory.	Some confused or unclear expression. Spelling, punctuation & grammar generally satisfactory but likely to need attention.	Language is generally sound and clear throughout.	Language use demonstrates precision and expressiveness as well as clarity.	Confident and precise use of language; mastery of style and tone.

### Assessment and Feedback - Faculty/School/Discipline-specific information

This subject is a capstone subject that embraces many other subjects from the tourism and hospitality course therefore students are encouraged to reflect on a wide range of sources. Feedback will be two weeks after submission.

### Academic Language and Learning Unit (ALLU)

The Academic Language and Learning Unit (ALLU) works closely with teaching staff in the Faculties and on the Melbourne campus and the regional campuses to ensure that all La Trobe students – including those from non-English-speaking backgrounds – develop high-level academic speaking, writing, reading, and numeracy skills required for successful learning in their courses. For further information, please see the website at: <http://www.latrobe.edu.au/learning/>

### Learning Management System (LMS)

The Learning Management System (LMS) is an Internet based system which allows you access to learning materials and to interact with other students and teaching staff in activities related to your studies from any location with Internet access. Most subjects have a LMS site into which you are automatically added as part of your enrolment into the subject.

The LMS can be accessed at: <https://www.latrobe.edu.au/lms/login/> by using your Username and Password provided to you on your *Statement of Account*. If you are having trouble accessing the LMS or want to find out more about LMS, please see the website at: <http://www.latrobe.edu.au/studentlmsinfo/moodle/index.html>

## Library

The Library has many valuable physical and online learning resources that can help you with your study. On campus students should get to know the physical Library environment by going on a Library Tour. All students should get familiar with the Library website where online resources include:

- LibGuides [<http://latrobe.libguides.com/index.php>] – providing specific discipline and subject guides;
- LibSkills [<http://latrobe.libguides.com/libskills>] – to teach you library research and information literacy skills;
- LibChat [<http://www.lib.latrobe.edu.au/>] - a library discussion forum allowing you to chat with a Librarian;
- Academic Referencing Modules [<http://latrobe.libguides.com/referencingmodules>] – to assist you to understand specific referencing styles;
- Academic Referencing Tool [<http://www.lib.latrobe.edu.au/referencingtool/non-flash/index.php>] – providing detailed referencing examples; and,
- Assignment Calculator [<http://www.lib.latrobe.edu.au/calculator/index.php>] – to assist you in time managing your assignments and submitting on time.

## Student Support Services

If you have special needs due to disability or other factors the Equality and Diversity Centre can provide advice and support. This Centre can be contacted by telephone on (03) 9479 2900 (Melbourne); (03) 5444 7410 (Bendigo); (02) 6024 9628 (Albury-Wodonga); **National Relay Service Deaf and Hearing Impaired**: T: 133677 (within Australia only). Email: [Equality@latrobe.edu.au](mailto:Equality@latrobe.edu.au) or refer to the website at: <http://www.latrobe.edu.au/equality/>.

## Learning Summary

This section is intended to show you how the various learning activities and assessments meet the stated Subject Intended Learning Outcomes (SILOs) and, where applicable, how they relate to your development and achievement of the Faculty Graduate Capabilities (FGCs) and any professional standards.

### SUBJECT INTENDED LEARNING OUTCOMES (SILOs)

Upon successful completion of this subject, you should be able to:

1	Make business decisions in a team environment.
2	Develop a marketing strategy including a S.W.O.T. and E.T.O.P analysis.
3	Demonstrate leadership and decision making skills.
4	Interpret financial data and make decisions based on this information.
5	Ability to respond to business market forces and hotel competition.

### FACULTY GRADUATE CAPABILITIES (FGCs)

The following Faculty Graduate Capabilities (FGCs) are *evaluated* in this subject:

	FGC	Level
a	Team Work	Capstone
b	Oral communication	Capstone
c	Writing skills	Capstone

### ACTIVITY AND ASSESSMENT CONTRIBUTION TO SILOs and FGCs

**ACTIVITY AND ASSESSMENT CONTRIBUTION TO SILOs and FGCs**
**Learning Activities**

Session	Topic	SILO(s)	FGC(s)
One	Students will be assigned team mates and topics.	Make business decisions in a team environment.	Team work Oral communication.
Two	Reviewing report writing	Develop a marketing strategy including a S.W.O.T. and E.T.O.P analysis.	Written skills.
Three - Seven	HOTS computer simulation	Demonstrate leadership and decision making skills.  Ability to respond to business market forces and hotel competition.	Team work  Oral communication
Ten - Twelve	PowerPoint presentation and reports	Interpret financial data and make decisions based on this information.	Oral communication  Team work  Writing skills.

**Assessment Tasks**

Due Date	Task	SILO(s)	FGC(s)
Weeks 3-8	Computer simulation participation	Make business decisions in a team environment.  Ability to respond to business market forces and hotel competition.	Team work  Oral communication.
Weeks 10-11	Group Presentation and Report	Develop a marketing strategy including a S.W.O.T. and E.T.O.P analysis.  Interpret financial data and make decisions based on this information.	Writing skills  Interpreting data.  Oral communication.
20 <sup>th</sup> October 2014 by 3pm.	Individual Report	Interpret financial data and make decisions based on this information.  Demonstrate leadership and decision making skills.	Writing skills.  Interpreting data.

## Policies, Procedures and Guidelines

The University has a comprehensive policy framework to which both staff and students must adhere. You should familiarise yourself with those policies, procedures and guidelines likely to affect you especially the following:

- Academic Integrity.
- Academic Progress.
- Assessment and Feedback.
- Extension to Submission Dates.
- Late Submission of Assessment Tasks.
- Occupational, Health and Safety [OHS].
- Privacy.
- Special Consideration.
- Student Charter.
- Use of Electronic Mail.

The relevant policies, procedures and guidelines can be found on the website at: <http://www.latrobe.edu.au/policy/>

## Academic Integrity

Academic integrity means being honest in academic work and taking responsibility for learning the conventions of scholarship. La Trobe University views this seriously as evidenced by the following extract:

Academic honesty is a fundamental principle in teaching, learning, research and scholarship. The University requires its academic staff and students to observe the highest ethical standards in all aspects of academic work and it demonstrates its commitment to these values by awarding due credit for honestly conducted scholarly work, and by penalising academic misconduct and all forms of cheating.

*Academic Integrity Procedures (2010, p. 1 of 6)*

Academic misconduct includes poor referencing, plagiarism, copying and cheating. You should familiarise yourself with your responsibilities in relation to Academic Integrity and if you have any questions, direct them to your Course Coordinator. Information can be found on the website at: <http://www.latrobe.edu.au/learning/integrity.html>

## Special Consideration

Special Consideration is the term used to describe a process that applies an equity measure to ensure that where any temporary adverse circumstances beyond the control of a student, that impact negatively on that student's ability to demonstrate their learning achievement for an assessment task, is taken into account.

Eligibility to apply for Special Consideration does not automatically imply eligibility to receive it. Certain criteria must be satisfied in order to receive Special Consideration.

Please refer to the relevant policies, procedures and guidelines website at: <http://www.latrobe.edu.au/policy/>

## Extensions, Late Submissions and Penalties

There are policies and procedures to guarantee fair, consistent and transparent treatment of late submission of assessment tasks provide equity around extensions to submission dates and penalties associated with not submitting assessment by the due date and time.

Please refer to the relevant policies, procedures and guidelines website at: <http://www.latrobe.edu.au/policy/>