HTM 301 – Service Leadership Development  
Fall 2015  

Instructor:  
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Office Hours:  
PSFA 446  
Tues/Thurs. 1:30 PM – 3:00 PM  
Wednesday by appointment  

COURSE OVERVIEW  

Course Description  
This course explores service leadership theory and development in the hospitality and tourism industry. Application of business models and industry metrics, with a focus on individual assessment and development of leadership competencies, is emphasized.  

Course Objectives  
Upon completion of this course, the student will be able to:  

• Define and discuss the SDSU HTM competency model – Relate the knowledge, skills, values, and behaviors that are most important for success as a service leader.  

• Give and receive critical feedback regarding performance in observed simulations – Be actively engaged in learning about personal potential through two business simulations observed by industry professionals.  

• Reflect on personal strengths and weaknesses – Utilize feedback from a mentor network (variety of development partners) to discuss and reflect on strengths and development areas of the competency model.  

• Prepare a multi-year development plan – Incorporate course learning about theory, service leadership competencies, feedback from a variety of mentors, and personal reflection to present a plan of development activities for future courses.
Competencies

HTM 301 provides students opportunities to develop the following competencies of the HTM Kaleidoscope Competency Model:

**Business Savvy**
- Planning
- Strategic Decision Making
- Number-wise
- Technical Service

**People Savvy**
- Interpersonal Communication
- Networked
- Coaching and Training
- Expressive Service

**Self Savvy**
- Professionalism
- Self Development
- Time Management/Priorities
- Spirit of Optimism
REQUIRED RESOURCES

Textbook

Peterson, D. & Hicks (2002), *Development First: DPI*.

The required textbook is available in the SDSU bookstore.

Customized Packet


The course materials packet is customized to this class. It comprises a hard copy course reader of articles, a development plan folder, and a flash drive with all graded assignments, assessments, and rubrics. It is available for purchase in the HTM office.

Blackboard Course Management System

The *Blackboard Course Management System* will be a part of the class. All students should visit the HTM 301 course site each Thursday before class. Students obtain weekly announcements, access course slides, and turn in online assignments here. Students can view their progress with the online grade book.

STRUCTURE AND APPROACH

Each week, you will actively participate in a kaleidoscope of opportunities to learn about what makes a great service leader and how you can personally develop. During the first few weeks, a competency model will be examined and you will define the behaviors of a great service leader. The middle of the course will have you participating in individual and group assessments to include personality assessments, observed simulations, and feedback sessions. Toward the end of the course you will prepare a personal development plan and design a personalized industry activity. The course instructor will encourage an environment conducive to active involvement and personal reflection.

Table 1. Three Phased Approach to Leadership Development

<table>
<thead>
<tr>
<th>Phase One: Learn</th>
<th>Phase Two: Practice</th>
<th>Phase Three: Plan</th>
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</thead>
<tbody>
<tr>
<td>Learn About the Competency Model and Dimensions of Service Leadership</td>
<td>Practice the Leadership Competencies and Give and Receive Feedback</td>
<td>Synthesize Learning and Feedback to Prepare a Personalized Development Plan</td>
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GRADED ASSIGNMENTS

An overview of each of the graded assignments is listed below. Although each assignment is worth a small amount of points, missing assignments will greatly impact the student’s grade. A detailed assignment explanation sheet, to include a grading rubric is included on the HTM flash drive of the Kaleidoscope Course Materials Packet. Assignment due dates are listed in the course outline section of this syllabus. The majority of the assignments involve active participation in a group setting in class. Class size is limited to four groups of six students. The nature of these in-class assignments do not allow for work to be made up. Thus, missing class not only impacts fellow group members, it usually has a negative impact on the student’s grade.

Competency Interviews (10 points)
Four interviews – one with a leader in each of the four HTM emphasis areas – will be conducted. Interview protocols will be distributed the first night of the course and students will have an opportunity to practice in class.

Behaviors Discussion (10 points)
Interview feedback will be used to identify specific behaviors for each of the competencies in the competency model. Students will be assessed based on the quality of their participation in the discussions as well as their ability to facilitate discussion in a group setting.

Paired Presentation (5 points)
In pairs, students will provide a 10-minute student experience relating to an assigned competency from the competency model. The presentation will require the students to share an existing video that exemplifies the competency, discuss the competency behaviors and incorporate active involvement of the class.

Exam (10 points)
Students will complete an exam to assess their understanding of the competency model and the assigned readings. Content, ability to link to personal development, and business writing will be assessed.

Mentor Network (10 points)
Students will prepare a network of development partners willing to provide feedback, advice, and mentorship to the student. This includes a peer-mentor who is enrolled in the HTM 480 class.

PRINT (10 points)
PRINT is a personality assessment. Students will complete the instruments, participate in discussions about the dimensions and the applications to work, and complete a reflective exercise.

Conquest Air Simulation (20 points)
A two-night group simulation will have teams develop an airline company and solve management problems. Each group of students will have an observer throughout the simulation. Individual feedback will be given.
4theBiz Simulation (20 points)
A two-night group simulation will have teams plan, execute, and follow-up on a business event. Outside actors will play the assigned business/judges parts. Each group of students will have an observer throughout the simulation. Individual feedback will be given.

Industry Association Participation (10 points)
Students will join an industry association and attend an industry function. Additional methods for getting involved are encouraged based on the networking competency roadmap posted on Blackboard.

Development Activity (5 points)
Students will design an industry activity to develop one of their critical needs areas (competencies that need improvement). The development activity will be completed during the following semester in another HTM class.

Development Plan (5 points)
Toward the end of the semester, students prepare an individualized plan for their development that includes gap analysis for each competency and development activities for the final two years of their HTM degree program.

Plan Presentations (5 points)
Students present their development plans during finals week.

Professionalism (5 points)
Students display a level of professionalism throughout the classes.

Summary of Course Grading

<table>
<thead>
<tr>
<th>Phase One: Learn</th>
<th>Phase Two: Practice</th>
<th>Phase Three: Plan</th>
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</thead>
<tbody>
<tr>
<td>Competency Interviews 10</td>
<td>Mentor Network 10</td>
<td>Development Activity 5</td>
</tr>
<tr>
<td>Behavior Discussions 10</td>
<td>PRINT 10</td>
<td>Development Plan 5</td>
</tr>
<tr>
<td>Paired Presentation 5</td>
<td>Conquest Air 20</td>
<td>Plan Presentation 5</td>
</tr>
<tr>
<td>Exam 10</td>
<td>4theBiz 20</td>
<td>Professionalism 5</td>
</tr>
<tr>
<td>Total Points 35</td>
<td>Association Participation 10</td>
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<td>Total Points 70</td>
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<td>Total Points 20</td>
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116 - 125 Points = A
112 - 115 Points = A -
108 - 111 Points = B +
103 - 107 Points = B
100 - 102 Points = B -
90 - 100 Points = C
OUR SCHOOL CULTURE

The L. Robert Payne School of Hospitality and Tourism Management prides itself on its customized approach to student success, innovative and caring faculty, and engagement with industry and alumni. The beginning of a new semester is a great time to reconnect with what makes our program special as you consider your own goals and intentions for being a part of our School.

Ways to Reconnect
• Visit the our School’s Website – htm.sdsu.edu
• Read the Student Association Bulletin Boards – Around PSFA 435 hallway
• Touch Base with the HTM Staff – Visit the HTM office PSFA 435
• Make an Advising Appointment – Call, contact, or visit the HTM office (619-594-4964 or htmasst@mail.sdsu.edu)
• Subscribe to Email Lists and Groups – Sign-up at the HTM office front desk
• Visit Faculty Office Hours
• Read the Kaleidoscope Competency Descriptions
• Update Your Kaleidoscope Development Plan
• Read the Networking Competency Road Map
• Read the Pathways to Excellence
• Set Goals for Getting Involved
• Envision a Meaningful Semester

Academic Integrity
The faculty and staff demand the highest levels of academic and professional integrity in all work at San Diego State University and especially in the HTM program. Positive leadership cannot exist without integrity and your actions determine your level of integrity. Plagiarism, cheating on exams or any other type of academic dishonesty, will be referred directly to the Office of Student Rights and Responsibilities for disciplinary action.

Students with Disabilities
If you are a student with a disability and believe you will need accommodations for this class, it is your responsibility to contact Student Disability Services at (619) 594-6473. To avoid any delay in the receipt of your accommodations, you should contact Student Disability Services as soon as possible. Please note that accommodations are not retroactive, and that accommodations based upon disability cannot be provided until you have presented your instructor with an accommodation letter from Student Disability Services. Your cooperation is appreciated.

Remember, Exceeding Expectations is a Habit!
<table>
<thead>
<tr>
<th>Dates</th>
<th>In-class Activities</th>
<th>Preparation Expected</th>
<th>My Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week One 8/27</td>
<td>Course Introduction</td>
<td>Read Syllabus Obtain Resources</td>
<td></td>
</tr>
<tr>
<td>Week Two 9/3</td>
<td>Assignment Overview Competency Models Interview Practice</td>
<td>Read Assignments Plan Interviews Enter Pair Date</td>
<td></td>
</tr>
<tr>
<td>Week Three 9/10</td>
<td>Interview Practice Business Pairs</td>
<td>Read Business Articles Bring Practice Interview</td>
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<tr>
<td>Week Four 9/17</td>
<td>Business Behaviors People Pairs</td>
<td>Read People Articles Finalize Interviews Bring Peer Evaluations</td>
<td></td>
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<tr>
<td>Week Five 9/24</td>
<td>People Behaviors Self Pairs</td>
<td>Read Self Articles Plan Mentor Bring Peer Evaluations</td>
<td></td>
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<tr>
<td>Week Six 10/1</td>
<td>Self Behaviors Exam</td>
<td>Plan Association Bring Peer Evaluations</td>
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<tr>
<td>Week Seven 10/8</td>
<td>Conquest Air</td>
<td>Read Simulation Plan Approach</td>
<td>Mentor 1</td>
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<tr>
<td>Week Eight 10/15</td>
<td>Conquest Air</td>
<td>Finalize Simulation Deliverables Bring Peer Evaluations</td>
<td>Conquest Deliverables</td>
</tr>
<tr>
<td>Week Nine 10/22</td>
<td>PRINT/Self Assessment</td>
<td>Bring Folder Bring PRINT</td>
<td>Take PRINT Online</td>
</tr>
<tr>
<td>Week Ten 10/29</td>
<td>4theBiz</td>
<td>Read Simulation Plan Approach</td>
<td></td>
</tr>
<tr>
<td>Week Eleven 11/5</td>
<td>4theBiz</td>
<td>Finalize Simulation Deliverables Bring Peer Evaluations</td>
<td>4theBiz Deliverables</td>
</tr>
<tr>
<td>Week Twelve 11/12</td>
<td>Debrief Assessments</td>
<td>Bring Folder Bring Development Activity Templates</td>
<td>Mentor 2</td>
</tr>
<tr>
<td>Week Thirteen 11/19</td>
<td>Development Plan Workshop</td>
<td>Bring Drafts of Plan Development Activity, and Presentation</td>
<td>Association Participation</td>
</tr>
<tr>
<td>Week Fourteen and Fifteen 12/3 and 12/10</td>
<td>Individual Meetings</td>
<td>Schedule Sign Ups Meetings in PSFA 446</td>
<td>Folder, Development Activity, and Presentation</td>
</tr>
</tbody>
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