



Page Name	Action	Quiz	Activity/Discussion
PRE-COURSE SURVEY	Activity		Survey
MODULE 1			
Module 1: An Introduction to the Hospitality Industry	Read		
Topic 1.1: The Depth and Breadth of the Industry	Read		
Explore the Hospitality Industry	Watch		
Build a Definition of Hospitality	Activity		Word Cloud
What Is the Hospitality Industry?	Watch		
Globalization in Hospitality	Watch		
Hospitality Is Global	Watch		
Topic 1.2: Game Changers	Read		
Opportunity and the Hospitality Industry	Watch		
Innovation in the Industry	Watch		
Find Out What People Are Doing in Hospitality	Activity		Survey
The Evolution of the Industry	Discuss		Discussion
MODULE 2			
Module 2: Strategic Hospitality Management and Innovation	Read		
Topic 2.1: The Role of Strategy in the Industry	Read		
A Strategic View of the Hospitality Industry	Watch	Quiz	
What Is Strategy?	Watch	Quiz	
Ask the Expert About Franchising	Watch		
Franchising in Your Part of the World	Discuss		Discussion
Topic 2.2: Corporate Strategies	Read		
Corporate vs. Business Strategies	Watch	Quiz	
Growth Strategies	Watch	Quiz	
Ask the Expert About Synergies	Watch		
Creating Value	Watch		
The Options Matrix	Watch		
Use the Options Matrix for PDC	Activity	Quiz	Case Study Component
Topic 2.3: Strategic Management	Read		



The Strategic Management Process	Watch	Quiz	
Strategic Direction Setting	Watch	Quiz	
Write a Mission for PDC	Activity	Quiz	Case Study Component
Ask the Expert About the Mission Statement	Watch		
Topic 2.4: External Analysis Tools	Read		
PEST Analysis	Read		
Perform a PEST	Activity	Quiz	Case Study Component
Situation Analysis Using HCAT	Watch		
Analyzing HCAT Results	Watch		
Use an HCAT	Activity	Quiz	Case Study Component
Topic 2.5: Innovation and Game Changers	Read		
Define Innovation	Activity		Word Cloud
What Is Innovation?	Watch		
Ask the Expert About Innovation	Watch		
Service Innovation	Watch	Quiz	
Views on Business Model Innovation	Watch		
Recommend Innovation Strategies for the Spanish Playa Hotel	Activity		Take Notes
Innovation Opportunities	Discuss		Discussion
Module 2 Wrap-Up	Read		Survey
Where to Go from Here	Read		
MODULE 3			
Module 3: Owners, Operators, and Investors -- A Behind-the-Scenes Look at Investing in the World of Hospitality	Read		
Topic 3.1: The Structure of the Operation	Read		
How Do Owners Evaluate a Potential Investment?	Watch		
The Hotel Question: Hire an Operator or Self-Operate?	Read		
The Restaurant Question: Own or Lease?	Read		
Choosing the Level of Branding	Watch		
Identify the Operation	Activity	Quiz	
Topic 3.2: Evaluating Proposed Projects	Read		
Introduction to Project Evaluation	Watch		



Investment Opportunity - The Spanish Playa Hotel	Watch		Case Study Component
Decision Tool: Exhibit B	Activity	Quiz	Case Study Component
Introduction to Exhibit B	Watch		
Exhibit B for the Spanish Playa	Watch		
Introduction to Net Present Value (NPV)	Read		
Evaluating the Spanish Playa Hotel	Read		Case Study Component
Evaluating the Deal, Part 1	Watch		
Evaluating the Deal, Part 2	Watch		
Use the Spreadsheet	Activity	Quiz	Case Study Component
Was It a Good Deal?	Discuss		Discussion
Topic 3.3: Negotiating Management Contracts	Read		
The Negotiation Process	Read	Quiz	
The Rules of Engagement	Watch		
Contract Negotiation	Watch		
Ask the Experts about the Negotiation Process	Watch		
The Implications for Owner and Operator	Discuss		Discussion
Topic 3.4: Negotiating Franchise Agreements	Read		
Why Franchise?	Watch	Quiz	
Franchise Affiliation Decision Guide	Read		
Ask the Experts about Franchises in the Future	Watch		
Analyze Franchises	Activity	Quiz	Case Study Component
Module 3 Wrap-Up	Read		Survey
Where to Go from Here	Read		
MODULE 4			
Module 4: Marketing the Hospitality Experience	Read		
Topic 4.1: Brand Promise and Target Markets	Read		
The Hospitality Brand Promise	Watch	Quiz	
Describe the Brand Promise	Activity	Quiz	Case Study Component
Target Markets for the Hospitality Enterprise	Watch		
Determine the Market Segments	Activity		Case Study Component



Topic 4.2: Price, Value, and Position	Read		
Hospitality Value Creation and Price	Watch	Quiz	
Viewpoints on Competitive Positioning	Watch		
Explore the Value Landscape	Activity		Take Notes
The Value Landscape	Discuss		Discussion
Topic 4.3: Distribution Channels	Read		
Hospitality Industry Intermediaries	Watch	Quiz	
Ask the Expert About eCommerce in Hospitality	Watch		
Vacation Planning	Activity		Poll
Identify Intermediaries for the Hotel	Activity		Case Study Component
Topic 4.4: Online Opportunities and Threats	Read		
Hospitality New Media Marketing	Watch		
New Media Challenges	Watch		Poll
Identify New Media Use	Activity	Quiz	Case Study Component
Topic 4.5: Marketing Performance Measures	Read		
What Is Marketing's Job?	Watch		
Measures of Marketing Performance	Watch	Quiz	
Key Metrics	Discuss		Discussion
Provide Marketing Advice to the Spanish Playa	Activity		Case Study Component
Module 4 Wrap-Up	Read		Survey
Where to Go from Here	Read		
MODULE 5			
Module 5: Human Resources Management in Hospitality	Read		
Module 5.1: The Relevance and Nature of HR in the Hospitality Industry	Read		
HR Is Key to the Success of the Hospitality Organization	Watch	Quiz	
Approaches to HR Management	Watch	Quiz	
Ask the Experts About HR Management	Watch		
Informed HR Decision Making	Read	Quiz	
A Competitive Assessment	Tool		Take Notes
Assessing the Impact of HR	Watch		



Assess HR at the Spanish Playa Hotel	Activity	Quiz	Case Study Component
The Future of Hospitality Work	Discuss		Discussion
Topic 5.2: Attracting and Selecting Talent	Read		
How Smart Hospitality Organizations Attract Talent	Watch		
Resources for Recruiting and Selecting Talent	Read		
Reviewing Job Descriptions	Activity		Website Review Exercise
How Smart Hospitality Organizations Select Talent	Watch	Quiz	
Select the Right Candidate	Activity	Quiz	Case Study Component
A Tool for Forecasting Impact	Tool		Optional Exercise
Topic 5.3: Developing and Retaining Talent	Read		
Essentials of Talent Development	Watch		
An Onboarding Checklist	Tool		
Consider Training at the Spanish Playa	Activity	Quiz	Case Study Component
Online Approaches to Training and Development	Discuss		Discussion
Talent Assessment	Watch		
Assess Your Performance	Activity		Exercise and Reflection
Ask the Experts About Rewards and Incentives	Watch		
Conduct a Pay Survey	Activity		Exercise and Reflection
Professional Development Resources Online	Read		
Module 5 Wrap-Up	Read		Survey
Where to Go from Here	Read		
MODULE 6			
Course Wrap-Up	Watch		
Acknowledgements	Read		
POST-COURSE SURVEY	Activity		Survey