University of North Texas at Dallas
Fall 2025
Syllabus for HMGT 4350-0081 Leadership and Strategy – Hybrid Format

Department of	Hospitality		School of	Business
Instructor Name:	Michael Lansing			
Office Location:	FH 324			
Office Phone:	TBD			
Email Address:	Michael.lansing@untdallas.edu			
Office Hours:	tbd			
Classroom Location:	*Tu 11:30PM - 12:50PM* *Founders Hall 339*			
Class Meeting Days & Times:	In class and Online (Check table for meeting dates)			
Course Catalog Description:	How to strategically compete with their competitors and increase productivity and profitability for their organization.			
Prerequisites:	Senior Standing or Hospitality Major.			
Required Text:	Strategic Management: A Competitive Advantage, 17th Edition, Authors: David, David, and David. Pearson Publishing			
Access to Learning Resources:	**UNT Dallas Library:** phone: (972) 780-1616 web: http://www.untdallas.edu/library email: library@untdallas.edu **UNT Dallas Bookstore:** phone: (972) 780-3652 web: http://www.untdallas.edu/bookstore e-mail: untdallas@bkstr.com			
Supported Browsers: Chrome 67 & 68 Firefox 60 & 61 Flash 29, 30 (for audio/video) Respondus Lockdown Browser Safari 10, 11 **Supported Devices:** iPhone Android Chromebook *(Tablet users can use the Canvas app)* **Screen Readers:** VoiceOver (Safari) JAWS (Internet Explorer) NVDA (Firefox)	**Access Canvas via** untdallas.instructure.com • **Username**: your EUID # • **Password**: your password **Getting Help with Canvas:** **Canvas 24/7 Phone Support for Students: 1-833-668-8634** **Canvas Help Resources:** **Web:** Canvas Student Guide **For additional assistance, contact Student Assistance (Distance Learning):** DAL 1, Rm 157 phone: (972)338-5580 email: distancelearning@untdallas.edu ***If you are working with Canvas 24/7 Support to resolve a technical issue, make sure to keep me updated on the troubleshooting progress.***			

Note: There is no screen reader support for Canvas in Chrome	If you have a course-related issue (course content, assignment troubles, quiz difficulties) please contact me during office hours or by email.

Course Goals or Overview: The goals of this course are as follows -	

Learning Objectives/Outcomes: At the end of this course, students will be able to:	
1	Determine where each organization and brand in their industry ranks and competes with each other.
2	Create a SWOT matrix for their organization and their competitors.
3	Build a list of resources to track impacts on strategies
4	Identify core competencies and competitive advantages of their industry and organization.
5	Develop ideas and actions to improve their organization's position in the market.
6	Review and act upon current topics and trends in their industry that will improve their organization's short- and long-term market position.

Online/Hybrid Course Outline

This schedule is subject to change by the instructor. Any changes to this schedule will be communicated in class or via class email or Canvas announcement. Additional readings and activities may be added, these will be noted in the Readings and Activities/Assignments sections.

Week	Mode	Topic	Activities	All Due by Sunday 11pm
1 8/26	In Class Tue 27th Aug	Ch. 1 The Nature of Strategic Management	Intro Quiz	Sunday 11p
2	Online	Ch. 2 Business Vision and Mission	Ch. 1 and 2 Quizzes Mission and Vision Assignment	Sunday 11pm
3	On-line	Ch. 3 External and Ch. 4 Internal Assessment	Ch. 3 and 4 Quizzes	
4	Online	External Environment Presentations	External Environment Presentation	
5	In Class 24th Sept	Ch. 5 Strategies in Action	Ch. 5 Quiz	
6	Online	Ch. 6 Strategy Analysis and Choice	Ch. 6 Quiz	
7	Online	Midterm (Ch. 1-6)	Midterm	
8	ONLINE	Ch. 7 Implementing Strategies: Management and Marketing Issues – Sales and Revenue Strategy	Ch. 7 Quiz	
9	Online	Ch. 8 Implementing Strategies: Finance and Accounting Issues	Ch. 8 Quiz	
10	In Class Oct 29			
11	Online	Leadership Lecture Video?	Leadership Assignment	
12	Online	Ch. 9 Strategy Evaluation and Governance	Ch. 9 Quiz	
13	IN Class Nov 19	Presentations	Presentation	
14	Online	Ch. 10 Business Ethics, ES, and CSR	Ch. 10 Quiz	11/26
15	Online	Ch. 11 Global and International Issues	Ch. 11 Quiz	12/3
16	Online	Final (Ch. 7-11)	Final	12/6

Course Evaluation Methods
This course will utilize the following instruments to determine student grades and proficiency of the learning outcomes for the course.

Quizzes
20 questions, MC & T/F. Two attempts. 60 Minutes. Must use Respondus Lockdown Browser.

Midterm and Final

You will be required to complete a midterm and final. The material will come from the book, lectures, and guest speakers. Questions will be MC, T/F, and short answer. Details on number of questions and amount of time will be discussed in class. Must use Respondus Lockdown Browser.

Assignments, SWOT Presentation and Reflections
You will be assigned several assignments throughout the semester. Each will have their own directions and requirements. Details will be discussed in class.
Guest Speaker Reflection papers will also be included in this section. They will be assigned based on the Guest Speakers we have in class. YOU MAY NOT COMPLETE THE REFLECTIONS IF YOU WERE NOT IN CLASS. YOU WILL GET AN AUTOMATIC ZERO FOR NOT BEING IN CLASS.

Presentation
Your final presentation this semester is in person. Details will be discussed in class.

Exam policy: Quizzes should be taken as scheduled. No makeup examinations will be allowed except for documented emergencies (See Student Handbook).

GRADING MATRIX

Quizzes	20%
Midterm and Final	20%
Assignments	40%
Presentation	20%
Total	100%

GRADE DETERMINATION:
A = 89.45-100
B = 79.45-89.44
C = 69.45-79.44
D = 59.45-69.44
F = 59 and below

University Policies and Procedures

Students with Disabilities (ADA Compliance):
Chapter 7(7.004) Disability Accommodations for Students:

The University of North Texas at Dallas makes reasonable academic accommodation for students with disabilities. Students seeking accommodations must first register with the Disability Services Office (DSO) to verify their eligibility. If a disability is verified, the DSO will provide you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course.

You may request accommodations at any time, however, DSO notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet/communicate with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of accommodation during faculty office hours or by appointment. Faculty members have the authority to ask students to discuss such letters during their designated office hours to protect the privacy of the student. For additional information see [Disability Services Office](). You may also contact them by phone at 972-338-1777; by email at [UNTDdisability@untdallas.edu]() or at Building PL, room 1104.

Disruptive Behavior in an Instructional Setting:

Students are expected to engage with the instructor and other students in this class in a respectful and civil manner at all times to promote a classroom environment that is conducive to teaching and learning. Students who engage in disruptive behavior will be directed to leave the classroom. A student who is directed to leave class due to disruptive behavior is not permitted to return to class until the student meets with a representative from the Dean of Students Office. It is the student's responsibility to meet with the Dean of Students before class meets again and to provide the instructor confirmation of the meeting. A student who is directed to leave class will be assigned an unexcused absent for that class period and any other classes the student misses as a result of not meeting with the Dean of Students. The student is responsible for material missed during all absences and the instructor is not responsible for providing missed material. In addition, the student will be assigned a failing grade for assignments, quizzes or examinations missed and will not be allowed to make up the work.

The Code of Student's Rights, Responsibilities, and Conduct (Policy 7.001) describes disruption as the obstructing or interfering with university functions or activity, including any behavior that interferes with students, faculty, or staff access to an appropriate educational environment. Examples of disruptive behavior that may result in a student being directed to leave the classroom include but are not limited to: failure to comply with reasonable directive of University officials, action or combination of actions that unreasonably interfere with, hinder, obstruct, or prevents the right of others to freely participate, threatening, assaulting, or causing harm to oneself or to another, uttering any words or performing any acts that cause physical injury, or threaten any individual, or interfere with any individual's rightful actions, and harassment. You are encouraged to read the Code of Student's Rights, Responsibilities, and Conduct for more information related to behaviors that could be considered disruptive.

Canvas Instructure Accessibility Statement:
University of North Texas at Dallas is committed to ensuring its online and hybrid courses are usable by all students and faculty including those with disabilities. If you encounter any difficulties with technologies, please contact our ITSS Department. To better assist them, you would want to have the operating system, web browser and information on any assistive technology being used. [Canvas Instructure Accessibility Statement is also provided.]()

NOTE: Additional instructional technology tools, such as Turnitin, Respondus, Panopto, and publisher cartridge content (i.e. MyLab, Pearson, etc.) may NOT be fully ADA compliant. Please contact our Disability Office should you require additional assistance utilizing any of these tools.

Course Evaluation Policy:
Student's evaluations of teaching effectiveness is a requirement for all organized classes at UNT Dallas. This short survey will be made available to you at the end of the semester, providing you a chance to comment on how this class is taught. I am very interested in the feedback I get from students, as I work to continually improve my teaching. I consider students' evaluations to be an important part of your participation in this class.

Assignment Policy: (According to the instructor's discretion while working in concert with the division/program's guidelines).

Exam Policy: (Online exams and the ability to retake is solely at the instructor's discretion). NOTE: Online exams may be proctored on campus per instructor's discretion.

Academic Integrity:
Academic integrity is a hallmark of higher education. You are expected to abide by the University's code of Academic Integrity policy. Any person suspected of academic dishonesty (i.e., cheating or plagiarism) will be handled in accordance with the University's policies and procedures. Refer to UNT Dallas' Student Code of Academic Integrity for complete provisions of this code.

Academic dishonesty includes, but is not limited to, cheating, plagiarizing, fabrication of information or citations, facilitating acts of dishonesty by others, having unauthorized possession of examinations, submitting work of another person or work previously used without informing the instructor, or tampering with the academic work of other students.

Web-based Plagiarism Detection*:* Please be aware in some online or hybrid courses, students may be required to submit written assignments to Turnitin, a web-based plagiarism detection service, or another method. If submitting to Turnitin, please remove your title page and other personal information.

Classroom Policies

Online Attendance and Participation:
The University attendance policy is in effect for this course. Class attendance in the Canvas classroom and participation is expected because the class is designed as a shared learning experience, and because essential information not in the textbook will be discussed in the discussion board. Online presence and participation in all class discussions is essential to the integration of course material and your ability to demonstrate proficiency.

Attendance for this online or hybrid course is considered when you are logged in and active in Canvas, i.e., posting assignments, taking quizzes, or completing Discussion Boards. To maintain financial aid award eligibility, activity must occur before the census date of the session or term of the course. Refer to UNT Dallas' Registrar for specific dates. If you are absent/not active in the course shell, it is YOUR responsibility to let the instructor know immediately, upon your return, the reason for your absence if it is to be excused. All instructors must follow university policy 7.005 covering excused absences; however, it is the instructor's discretion, as outlined in the course syllabus, of how unexcused absences may or

may not count against successful completion of the course.

Inclement Weather and Online Classes: Online classes may or may not be effected by campus closures due to inclement weather. Unless otherwise notified by your instructor via e-mail, online messaging, or online announcement, students should assume that assignments are due as scheduled.

Online "Netiquette":
In any social interaction, certain rules of etiquette are expected and contribute to more enjoyable and productive communication. Emails, Discussion Board messages and/or any other forms of written communication in the online environment should use proper "netiquette" (i.e., no writing in all caps (usually denotes yelling), no curse words, and no "flaming" messages (angry, personal attacks).

Racial, ethnic, or gender slurs will not be tolerated, nor will pornography of any kind.

Any violation of online netiquette may result in a loss of points or removal from the course and referral to the Dean of Students, including warnings and other sanctions in accordance with the University's policies and procedures. Refer to [UNT Dallas Student Code of Conduct](). Respect is a given principle in all online communication. Therefore, please be sure to proofread all of your written communication prior to submission.

Diversity/Tolerance Policy:
Students are encouraged to contribute their perspectives and insights to class discussions in the online environment. However, offensive & inappropriate language (swearing) and remarks offensive to others of particular nationalities, ethnic groups, sexual preferences, religious groups, genders, or other ascribed statuses will not be tolerated. Disruptions which violate the Code of Student Conduct will be referred to the Dean of Students as the instructor deems appropriate.

Technology Assistance: In order to successfully access the materials in an online or hybrid course, UNT Dallas advises that your computer be equipped with the minimum system requirements listed on the first page of the syllabus.

If you experience difficulty accessing or using components of the course, try using Google Chrome browser. If you still experience technical difficulties, first, notify your instructor.

If the problem is still not resolved, call Student Assistance (Distance Learning) at the phone number listed on the first page of the syllabus. Also, no matter what browser you use, always enable pop-ups. For more information see:

- [UNT Dallas Canvas Technical Requirements]()
- [Canvas Instructure Supported & Unsupported Operating Systems]()

 Parking Downtown:

There are several options to get to the downtown campus. 1. You may park at the DART station on the main campus and take the blue line downtown to St. Paul station. Exit station and walk to our downtown campus on the street or via underground tunnels. 2. You may drive and park at the Elm Street Garage located on Elm and Pearl. Take a

parking ticket once you enter and find somewhere to park. Just FYI, parking is limited and can be hard to find spots in the garage. Once you park in garage you can either go down to street level and walk over to downtown campus or you can go down to 3rd floor and use the skybridge to cross the street and enter by Hotel Indigo. Once you pass Hotel Indigo's Skybridge entrance you will take the escalator downstairs and take a left. This will take you into the downtown campus building. Inside you can scan your parking ticket by the police desk and parking will only cost you $6 a day. 3. You can find your own parking on the street. Apparently, there is an app you can use to find and reserve a parking spot around the downtown campus. I am not familiar with this so I either take the DART or park in the garage. Please email me if you have questions about this before class starts.

Rules of Respect:

Attendance is not taken in this course, but that does not mean absence can't negatively impact your grade. While taking this course you are expected to show a professional level of respect to the instructor, your classmates, and most importantly any guest speakers. Respect for this course is defined as not being disruptive, paying attention, and actively participating in the class discussion. Respect is also defined as positively building the reputation of the university and hospitality program and not embarrassing the institution, myself, or your colleagues. ONE DISPLAY OF DISREPECT IN THIS COURSE AND YOU WILL IMMEDIATELY GET A ZERO FOR YOUR REFLECTION GRADE. IF YOUR BEHAVIOR IS DISREPCTFUL A SECOND TIME THEN YOU WILL FAIL THE COURSE.
Examples of being disrespectful include but are not limited to:
- Being late to class and being disruptive trying to get to your seat
- Not paying attention or playing on your phone or computer while the instructor, guest speaker, or another student is speaking
- In a virtual setting, turning off your camera or not looking at the screen when someone is presenting
- While touring properties, swearing and inappropriate behavior
- While touring properties, asking for more than what is being given (in terms of food and beverage)
- Not being prepared or knowledgeable about the guest speaker or property we are working with
- Displaying signs, expressions, and behaviors indicating you do not want to be there or you do not care
- Dressing inappropriately for the day's activities. If we are going to visit a 4-star property you should not be wearing pajamas. You don't have to dress super professional, but you should not look like you just rolled out of bed
- Not showing up to class or not paying attention to other speakers after you have presented
- Essentially, any negative behavior or action that reflects poorly on the university, program, or instructor