

CASE STUDY QUESTIONS

1. You have engaged as a consultant by the property. Write an appraisal of the external environment scanning undertaken by the management team. Your report should include those things that have been done well, those that have been done poorly, and how the process could be improved.
2. Do you believe the Core Competences of the property are those necessary to develop the competitive advantages the General Manager has identified as important?
3. Do you believe any adjustment needs to be made to either the properties' resource allocation, (human or financial), or the structure of the business?
4. Using evidence from the case, identify all external forces which may provide Threats and Opportunities for the hotel
5. Identify all human resource shortfalls apparent in the case and suggest strategies to overcome those shortfalls
6. Have the management co-aligned all of the strategies and core competencies with each other and with the structure of the property?
7. Using evidence from the case, explain why the crisis management plans failed to prevent the bad publicity about the hotel from getting into the public domain
8. Do you think the Core Competences of the hotel are adequate to enable the hotel to take advantages of all the opportunities the management team has identified in the external environment? Cite evidence from the case to support your answer
9. In your opinion. Does the General Management of the hotel have the full support of the departmental managers in her attempt at implementing the co-alignment principle? Include in your answer where you think she is succeeding and where she is failing.

Textbook:

Olsen, M., J. West, et al. (2010). Strategic management in the hospitality industry. Upper Saddle River, New Jersey, Pearson Prentice Hall.

Nykiel, R. (2005). Hospitality management strategies. Upper Saddle, River New Jersey, Pearson Prentice Hall.