**Additional Teaching Activities**

**Entrepreneurship in Hospitality and Tourism**

**Chapter One: Entrepreneurial Traits**

**Activity 1.1. Conceptual Approaches**

**Compare and contrast the different conceptual approaches to understanding entrepreneurs (p2).**

**Activity 1.2 : Entrepreneurial Traits**

1. **On a scale of 1 to 5 (with 1 low and 5 high), use the following entrepreneurial traits to rank yourself as an entrepreneur. Use your work, volunteer and academic experiences to guide your decisions.** 
   1. **Need for achievement**
   2. **Need for autonomy**
   3. **Self-belief**
   4. **Risk-taking**
   5. **Locus of control**
2. **According to your gender (either male or female) and using the same scale of 1 to 5 (with 1 low and 5 high), rank yourself against the following personality characteristics of entrepreneurs. Try to identify specific examples that support your ranking.**

**Male:**

1. **Opinionated and persuasive**
2. **Goal-oriented**
3. **Innovative and idealistic**
4. **High level of self-confidence**
5. **Enthusiastic and energetic**
6. **Must be own boss**

**Female:**

1. **Flexible and tolerant**
2. **Goal-oriented**
3. **Creative and idealistic**
4. **Medium level of self-confidence**
5. **Enthusiastic and energetic**
6. **Ability to deal with the social and economic environment**
7. **Look at the answers for questions 2 and 3 combined. Do they demonstrate you are more or less entrepreneurial? How accurate do you think this ranking is?**
8. **Go back to Activity 1.1. Compare your rankings with the different approaches and consider whether one of the approaches is more reflective of you and your entrepreneurial traits.**

**Chapter 2: Entrepreneurship as a Process**

**Activity 2.1**

**Think about the 3 stages of entrepreneurship as a process identified in this chapter. In your own words describe the importance of each of these stages and the differences between them.**

**Activity 2.2.**

**Log onto the following website:**

[**http://www.success.com/mobile/article/greatest-hospitality-entrepreneurs-of-all-time**](http://www.success.com/mobile/article/greatest-hospitality-entrepreneurs-of-all-time)

**Choose one of the three ‘greatest hospitality entrepreneurs of all time’ listed: JW Marriott, Conrad Hilton and William Becker & Paul Greene (who worked collaboratively to found Motel 6). Using online resources, chart their development through the three key stages of the entrepreneurial process of opportunity identification, opportunity evaluation and opportunity exploitation.**

**Use the model on page 34 to help you identify**

1. **the factors that were influential at each stage (e.g prior knowledge, goal setting behaviour) and**
2. **what entrepreneurial traits they exhibited at each stage (e.g. optimism, risk taking, autonomy)**

**Chapter 3: Culture and Entrepreneurship**

**Activity 3.1: True or False**

**Identify the following statements as true or false:**

1. **Culture does not have an influence on entrepreneurial intention.**
2. **Hofstede’s cultural characteristics can be used to examine entrepreneurial propensity.**
3. **Individualistic societies do not support entrepreneurship.**
4. **High individualism can positively influence proactivity.**
5. **Internal locus of control is less prevalent in individualistic cultures.**
6. **Cultures with low uncertainty avoidance are less tolerant of risk.**
7. **Managers with a high tolerance for uncertainty are more innovative.**
8. **High power distant societies can influence the self-efficacy of business owners.**
9. **Masculine societies place more emphasis on achievement and thus support entrepreneurial endeavours.**
10. **Managers in feminine societies are more willing to take risks.**
11. **Cultures with a short-term orientation place more emphasis on persistence.**
12. **A long-term orientation positively influences self-enhancement and openness to change.**

**Activity 3.2**

**In your own words, discuss the influence of the universal values of self-enhancement, openness to change, self-transcendence and conservation on entrepreneurial intention.**

**Chapter 4: Social Entrepreneurship and Social Value Co-creation**

**Activity 4.1 Understanding Tourism Social Entrepreneurs**

**Log onto the Schwabb Foundation for Social Enterprise website at** <http://www.schwabfound.org/>

1. **Review the different types of social enterprises under the tab social enterprises and the sector column. What types of industries are represented?**
2. **Scroll down to the entry to Kurt Holle or log onto**

[**http://www.schwabfound.org/content/kurt-holle**](http://www.schwabfound.org/content/kurt-holle)

1. **What industry sector does this social enterprise fall within?**
2. **Read about the Rainforest Expeditions on this website and on other sites available through your search engines. There is also an interview with Kurt Holle available on Youtube on** <https://www.youtube.com/watch%3Fv%3DTEdHWxkJsy8>
3. **Using this information:**
   1. **Identify the social mission behind this enterprise.**
   2. **Identify the actors and their ties within this enterprise.**
   3. **Explain the market practices of this social enterprise.**
   4. **What are the key processes that Rainforest Expeditions followed to create a market picture?**

**Chapter 5: Hotel Middle Managers and Corporate Entrepreneurship**

**Activity 5.1 Corporate Entrepreneurship in Hospitality and Tourism**

**Think of a hotel, restaurant or tourism company that you have worked for in the past.**

**In your opinion, was this an entrepreneurial organisation?**

**If yes, what specific antecedents facilitated corporate entrepreneurship?**

**If no, what barriers were in place that prevented the development of corporate entrepreneurship?**

**Activity 5.2 Hotel Middle Managers and Corporate Entrepreneurship**

**Identify the following statements as true or false:**

1. **Middle managers have an impact on sales, costs and profitability**
2. **Corporate entrepreneurship can be described as an approach to organisational renewal.**
3. **Centralised hotel structures increase the likelihood of corporate entrepreneurship.**
4. **An entrepreneurial culture requires an empowering environment to succeed.**
5. **The long-hours culture in hotels reinforces corporate entrepreneurship.**
6. **Training and development are critical to a learning environment.**
7. **Communication underpins all other antecedents to corporate entrepreneurship.**
8. **Standardisation in hotels helps to facilitate corporate entrepreneurship.**
9. **Middle managers do not need to take risks to achieve corporate entrepreneurship.**
10. **Middle managers have a key role to play in achieving organisational renewal.**

**Chapter 6: Ethnic Minority Entrepreneurship**

**Activity 6.1: Understanding Ethnic Minority Entrepreneurship**

**Identify the following statements as true or false:**

1. **The ethnic enclave theory proposes that ethos and culture are ethnic resources conducive to entrepreneurship.**
2. **Socio-economic factors can promote but not impede the entrepreneurial process.**
3. **Immigrants can face disadvantages in a new country which prevents them from being self-employed.**
4. **Strong family and communities ties positively influence the availability of capital for a new business venture for immigrants.**
5. **The survival of ethnic SMEs is often reliant on co-ethnic capital.**
6. **There is limited reliance on co-ethnic labour in ethnic minority entrepreneurship.**
7. **Strong ties with informal networks have little impact on the competitive advantages of ethnic entrepreneurs.**
8. **Co-ethnic markets are particularly important at the initial stages of a new ethnic entrepreneurial venture.**
9. **Ethnic minority entrepreneurs who can speak the home country language of their business venture are less reliant on co-ethnic capital.**
10. **The willingness to suffer short-term deprivation in order to achieve a long-term objective of return to the home country is called sojourning orientation.**
11. **The long-term growth of an ethnic entrepreneurial venture is not dependent on adopting a market orientation.**
12. **Increased competition forces ethnic entrepreneurs to become less reliant on ethnic markets and also target mainstream markets.**

**Activity 6.2: Challenges and Support for Ethnic Minority Entrepreneurs**

**Log onto the following website**

<http://www.migrationpolicy.org/sites/default/files/publications/TCM_Cities_Ent>

**and download the document from the Migration Policy Institute entitled ‘Policies to Support Immigrant Entrepreneurship. Read the document and identify:**

1. **One key challenge facing immigrant entrepreneurs**
2. **One key policy designed to address that challenge to support immigrant entrepreneurs**

**Chapter 7: Franchising and Entrepreneurship**

**Activity 7.1: The Economic Importance of Franchising**

1. **Use the internet to determine whether there is a national franchise association in your home country. If your home country is included on the list on page 116, or does not have a national franchise association, look up a nearby country instead.**
2. **If there is a national franchise association, identify the contribution the economic contribution franchising makes.**
3. **What does this economic contribution tell you about the importance of franchising?**

**Activity 7.2: Types of Business Format Franchise Agreements**

1. **Using the internet and the lists provided by one country’s national franchise association, identify 3 or 4 fast food franchise chains operating in the country.**
2. **Identify the types of franchise agreements offered by these chains.**
3. **Identify what the key differences are between these different franchise agreements.**
4. **Why do some franchisors would offer master franchise agreements and some offer single-unit franchise agreements?**

**Activity 7.3 Franchisors as Entrepreneurs**

**Choose any hospitality and tourism franchise chain that you are familiar with. Investigate the history of that chain to identify why the franchisor is generally considered to be an entrepreneur.**

**Activity 7.4: Franchising as an Entrepreneurial Partnership**

**Log onto the following website:**

[**http://www.allbusiness.com/can-franchising-and-innovation-go-hand-in-hand-13310789-1.html**](http://www.allbusiness.com/can-franchising-and-innovation-go-hand-in-hand-13310789-1.html)

**and read the article entitled ‘Can Franchising and Innovation Go Hand in Hand?**

**Explain how this article contributes to the idea that franchising is an entrepreneurial partnership.**

**Chapter 8: Social Franchising**

**Activity 8.1: Hospitality and Tourism Social Franchisors**

**Log onto the website of the European Social Franchise Network at:** [**http://www.socialfranchising.coop/what-is-social-franchising**](http://www.socialfranchising.coop/what-is-social-franchising)

1. **What is the mission of this network?**
2. **Compare and contrast the Network’s defined differences between traditional and social franchise models.**

**After reading about the Network, click on the section entitled Case Studies and scroll down to Le Mat or log onto** [**http://www.socialfranchising.coop/uploaded/file/LE%20MAT%20case%20study.pdf**](http://www.socialfranchising.coop/uploaded/file/LE%20MAT%20case%20study.pdf)

**Read the case study and answer the following questions:**

1. **What is the social mission of Le Mat?**
2. **How does their social franchise model compare to a traditional franchise model?**
3. **Explain how the franchise model works for the different actors involved in the system?**
4. **What tools are provided to franchisees to help support their development? Are these consistent with the tools provided to traditional and commercial franchisees?**

**Chapter 9: Nurturing Small and Medium-Sized Enterprises in Europe**

**Activity 9.1: Global Differences in SMEs Definitions**

**Compare and contrast the definition of an SME in the USA, Europe and Australasia. You might find the following websites helpful in completing this task.**

<http://www.usitc.gov/publications/332/pub4125.pdf>

<http://ec.europa.eu/growth/smes/business-friendly-environment/sme-definition>

[**http://www.asmea.org.au/SMEFacts**](http://www.asmea.org.au/SMEFacts)

**Activity 9.2: SMEs by definition**

**In your home country or city, identify 3 hospitality or tourism SMEs using the definitions identified in Activity 9.1.**

**Activity 9.3: Crowdfunding for SMEs**

**Log onto the following website:**

[**http://www.bighospitality.co.uk/Trends-Reports/With-a-little-help-from-my-friends-is-crowdfunding-the-answer-to-the-SME-finance-gap**](http://www.bighospitality.co.uk/Trends-Reports/With-a-little-help-from-my-friends-is-crowdfunding-the-answer-to-the-SME-finance-gap)

1. **Read the article entitled ‘With a little help from my friends: Is Crowdfunding the answer to the SME financing gap?**
2. **Explain crowdfunding as a source of financial capital.**
3. **Identify hospitality organisations that have successfully used crowdfunding.**
4. **Consider the potential of crowdfunding for SMEs in the future.**

**Chapter 10: Tourism Entrepreneurship and Social Capital**

**Activity 10.1: Tourism Entrepreneurial Ventures**

1. **Use the internet and a major search engine to identify a tourism social enterprise in a developing country or emergent market.**
2. **Identify whether this enterprise is a public-private partnership.**
3. **If it is a public-private partnership, identify whether the roles of each partner are clearly identified.**

**Activity 10.2: Understanding Social Capital in Tourism Entrepreneurship**

**Identify the following statements as true or false:**

1. **Networks can facilitate the growth of social ventures.**
2. **Shared goals are important to public private partnerships for tourism entrepreneurship.**
3. **Stakeholder collaboration is not as important as a destination marketing organisation (DMO) in rural tourism entrepreneurship.**
4. **Social capital is a resource embedded in the interaction between an individual and other entities.**
5. **High operational costs do not affect tourism entrepreneurship in developing countries.**
6. **Network structures do not impact on social capital.**
7. **The capacity to exploit tourism entrepreneurial opportunities depends on a range of different capital resources.**
8. **Low skills are a factor driving the need for public private partnerships in supporting tourism entrepreneurship in developing countries.**
9. **Entrepreneurial initiatives are less likely to succeed if stakeholders are consulted.**
10. **Networking enables tourism entrepreneurs to gather capital resources required to pursue entrepreneurial opportunities.**

**Chapter 11: Entrepreneurship and Networking Processes**

**Activity 11.1: How Networks Work**

**Use the internet to search for a local tourism network in your country or log onto the following website:**

[**http://www.dalestourism.com/**](http://www.dalestourism.com/)

1. **Identify the types of organisations that belong to the network**
2. **Identify the network content (e.g. transaction costs, information and advice, innovation and knowledge sharing, reputational signals and sustainable development). Try to give specific examples for each type of content.**
3. **Identify the benefits of joining the network for a small, independent hospitality or tourism operator.**
4. **Identify any disadvantages of joining the network.**

**Activity 11.2: Network Ties**

**You have decided to return to your home town to open a small boutique hotel. The number of visitors to your town has been increasing steadily over the last 5 years and forecasts by the local tourist board are for visitor numbers to continue growing. You believe that there is a clear opportunity for a boutique hotel and have found the ideal venue. However, you are also aware that there is competition in the town from large, internationally branded hotel properties.**

1. **Explain how you might start to develop a network of ties to help you develop your business.**
2. **Explain how weak ties might help you develop your business.**
3. **Identify what weak ties might be available to you as someone returning to their home town.**
4. **Explain how strong ties might help you develop your business.**
5. **Identify who and/or what organisations you might consider as strong ties.**

**Activity 11.3 Network Structures**

**Identify the following statements as true or false**

1. **Network size is an indicator of the degree of integration in a network.**
2. **Density is the only measure of network cohesion.**
3. **Centrality includes the ability to access resources within a network.**
4. **Focal firms link two other firms indirectly within networks.**
5. **Focal firms do not have greater competitive advantages than other firms in the network.**
6. **Structural holes do not exist in well-developed networks.**
7. **Public tourism agencies do not play broker roles in tourism networks.**
8. **The term cluster refers to a localised network of specialised organisations.**
9. **Some clusters are known as industrial districts.**
10. **Local network clusters can work with other clusters in different sectors to support tourism growth.**

**Chapter 12:**

**Activity 12.1 Disaster Recovery Planning**

**You are the new owner of a 50 seat café/bar in a small historic town. Given the town’s history it is popular with both domestic and international visitors, for day trips and overnight stays. Given the town’s rural location, visitors arrive either by car or coach, the latter which are usually part of privately-run tours. Both day and overnight visitors use your café which is open all day serving breakfast from 7 am and then a lunch/dinner menu from 11 am until 11 pm. Given the hours of operation you employ both kitchen and serving staff over two shifts, with additional help behind the bar when required.**

**While the town is popular with tourists is subject to severe weather patterns including tornados and floods. As the new owner, you are aware of the potential impact of these severe weather patterns. However, you have stretched your financial resources to buy the café/bar and you know you must keep trading whatever happens.**

1. **Make a list of all the potential impacts that a tornado or flooding could have on your business.**
2. **Are there any potential positive impacts from the disaster caused by severe weather?**
3. **Drawing on the information presented in Chapter 12, prepare a business continuity plan for your café/bar in order to help you to keep trading should disaster strike the town.**

**Activity 12.2 Managing Disaster Recovery**

**Review the activities undertaken for Chapter 11. Explain how tourism networks could help you to recover from a severe weather disaster in the scenario for Activity 12.1. Have you included network members in your business continuity plan? Do these network members represent strong or weak ties?**

**Activity 12.3 Understanding Disasters**

**Identify the following statements as true or false.**

1. **Hospitality and tourism business are not very vulnerable to disasters.**
2. **There are only negative impacts on hospitality businesses following a disaster.**
3. **Visitor numbers never increase following a disaster.**
4. **Accessibility is a key factor in recovering from a disaster.**
5. **Disasters can lead to a decline in the number of skilled hospitality and tourism employees.**
6. **It is virtually impossible for small hospitality and tourism businesses to prepare for a disaster.**
7. **Destination management organisations (DMOs) often offer help in recovering from disasters.**
8. **Sharing destination information is important to disaster recovery.**
9. **It is important for hospitality and tourism organisations to diversity target markets when recovering from disasters.**
10. **Repeat visitors are more likely to return to a destination that has been hit by a disaster than those who have never visited before.**