

**Strategic and Commercial Hotel Management**

Code: 103733  
ECTS Credits: 6

Degree	Type	Year	Semester
2502904 Hotel Management	OT	4	0

The proposed teaching and assessment methodology that appear in the guide may be subject to changes as a result of the restrictions to face-to-face class attendance imposed by the health authorities.

## Contact

Name: Magdalena Cayón Costa  
Email: Magda.Cayon@uab.cat

## Use of Languages

Principal working language: spanish (spa)  
Some groups entirely in English: No  
Some groups entirely in Catalan: No  
Some groups entirely in Spanish: Yes

## Teachers

Magdalena Cayón Costa  
Gerard Belenes Casas

## Prerequisites

There are no requirements

## Objectives and Contextualisation

At the end of the course the student / a will be able to:

1. Strategic analysis expertise
2. Knowing how to choose a strategy between different strategic options
3. Apply the determinants for the successful implementation of a strategy factors.
4. Develop technical, strategic knowledge on new trends and personal skills to make it as an innovative manager able to face challenges in new surroundings
5. Develop techniques, skills and knowledge in business management about new hotels scenarios and emerging markets.

## Competences

- Analyse, formulate and introduce the general strategy of an organisation as well as action policies in the different operational areas of the hotel and catering sector.
- Analyse, summarise and evaluate information.
- Be able to search efficiently for the necessary information.
- Define and apply the commercial objectives, strategies and policies in hotel and catering companies.
- Develop a capacity for independent learning.
- Manage and organise time.

## **Learning Outcomes**

1. Analyse and implement a marketing system appropriate to the need of the hotel and catering sector.
2. Analyse, summarise and evaluate information.
3. Be able to search efficiently for the necessary information.
4. Develop a capacity for independent learning.
5. Interpret and apply general company or organisation plans and turn them into actions of information and commercialisation.
6. Know how to coordinate operative and strategic commercial objectives and policies.
7. Manage and organise time.

## **Content**

### **STRATEGIC MANAGEMENT**

#### **1. STRATEGIC ANALYSIS:**

##### **1.1 Surrounding analysis**

##### **1.2 Analysis of resources and strategic capacity**

##### **1.3 Analysis of culture and expectations of stakeholders**

Case presentations worked in the classroom and course schedules

#### **2. Strategic Choice**

##### **2.1 Strategic options**

##### **2.2 Assessment of the appropriateness of strategies**

##### **2.3 Decision making.**

Case presentations worked in the classroom and course schedules

#### **3. STRATEGIC IMPLEMENTATION**

##### **3.1 Planning and resource allocation**

##### **3.2 Structure and organizational design**

##### **3.3 The management of strategic change**

Case presentations worked in the classroom and course schedules

### **COMMERCIAL MANAGEMENT**

#### **1. MANAGEMENT AND COMMERCIAL MANAGEMENT**

##### **1.1 Introduction**

##### **1.2 Key concepts in business management and trade developments**

##### **1.3 Phases international / Internationalization marketing business address**

##### **1.4 The sales team and functions**

##### **1.5 Commercial communication in the organizations**

##### **1.6 Revenue Management**

## 2. WORLD TRADE IN HYPER LINKED

### 2.1 Strategies "mobile"

### 2.2 MarketPlace: new forms of ecommerce.

### 2.3 Marketing in today's environment

### 2.4 Use of commercial tools and customer-centric marketing: SEO / SEM, email marketing, MICE, web, CRM, packetization, social media and online reputation.

Presentations of case studies in the classroom and course schedules

## 3. - MANAGING CUSTOMER EXPERIENCE:

### 3.1 Reviews analysis and their influence.

Presentations of case studies in the classroom and course schedules

## Methodology

The sessions will be developed through the presentation and debate of the main concepts and will be deepened through the group presentations of the different practical cases proposed, with the support of the material available in the virtual campus of the subject.

The commercial management part adapts the learning methodology "Learning by doing" and thanks to the University - Company cooperation, the development of a real project or "Live Project" is implemented, with the objective of bringing the student to the current needs of the sector. In the sessions, an area of opportunity to be solved divided into different objectives and phases is worked on and analyzed in teams, this is presented by a member of the company that acts as commissioner, which monitors each phase and / or activity presented by the students throughout the sessions. The development and resolution usually occurs in three phases, although it can vary, because it is created to measure for each project.

Annotation: Within the schedule set by the centre or degree programme, 15 minutes of one class will be reserved for students to evaluate their lecturers and their courses or modules through questionnaires.

## Activities

Title	Hours	ECTS	Learning Outcomes
Type: Directed			
Lectures	14	0.56	1, 2, 6, 7, 5, 3
Public presentation of assignments	14	0.56	1, 2, 6, 7, 5
Public presentation of assignments	14	0.56	1, 2, 6, 5, 3
Type: Supervised			
Tutorials	5	0.2	1, 2, 6, 4, 7, 5, 3
Type: Autonomous			
Case study resolution	32	1.28	1, 2, 6, 4, 7, 5, 3
Homework elaboration	33	1.32	1, 2, 6, 4, 7, 5, 3

## Assessment

The sessions will take place through the presentation and discussion of the main concepts and deepen through group presentations of different case studies proposed, with the support of material available on the virtual campus of the subject.

The assessment of this course consists of the following system:

### A) CONTINUOUS EVALUATION:

The overall grade for the course will be calculated as average grade arithmetic of two parts: 50% of the grade of Strategic Management + 50% of the Commercial Management, being necessary to make the average condition in the two parts is obtained at least one note 5.

In the two sides will carry out a continuous evaluation:

#### 1.-STRATEGIC DIRECTION:

The note of this part shall be calculated as arithmetic average grade between 3 mandatory activities that students perform at the timetable indicated.

#### 2.-COMMERCIAL MANAGEMENT:

The note of this part shall be calculated as arithmetic average grade between 3 mandatory activities that students perform at the timetable indicated.

### B) EVALUATION: Final exam

Day and time established academic calendar according to the official program of the Center (EUTDH).

There will be a single type of final exam, with no difference between students who have not successfully passed the continuous evaluation and those who have not succeeded.

### c) RE-EVALUATION

Students who have taken the assessment in a note between 3,5 to 5 can access a re-evaluation exam to pass the course, being the maximum score that can be obtained from re-evaluation of 5 (approved).

## Assessment Activities

Title	Weighting	Hours	ECTS	Learning Outcomes
Case Study Development: application content to an existing real company (distributed in three deliveries) Strategic management	50%	3	0.12	1, 2, 6, 4, 7, 5, 3
Two assignments. Commercial management	50%	3	0.12	1, 2, 6, 4, 7, 5, 3

## Bibliography

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- Claver, E., Tarí, JJ, Pereira, J. (2006). "Does quality impact on hotel performance?" *International Journal of Contemporary Hospitality Management*, 18(4): 350-358.
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- Masters, B., Thiel, P. (2014). *Zero to One: Notes on Start Ups, or How to Build the Future*. Virgin Digital.
- Michelli, J.A. (2007). *Experiencia Starbucks*. Ediciones Granica, S.A.
- Osterwalder, A., Pigneur Y. (2011). *Generación de modelos de negocio*. Deusto.
- Osterwalder, A., Bernarda, G., Pigneur, Y., Smith ,A. (2015). *Diseñando la propuesta de valor: Cómo crear los productos y servicios que tus clientes están esperando*. Deusto.
- Ries, E. (2012). *El método Lean Startup: Cómo crear empresas de éxito utilizando la innovación continua*. Deusto.
- Thiel, P. (2015). *De cero a uno: Cómo inventar el futuro*. Gestión 2000.

## Software

Schedule of the class woks will be published in the virtual paltform at the beginning of the course