

Strategic Management

Code: 43408
ECTS Credits: 6

Degree	Type	Year	Semester
4314928 Hotel Management	OB	0	1

Contact

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Use of Languages

Principal working language: spanish (spa)

Teachers

Daniel Blabia Girau

Sebastián Aparicio Rincon

Joan Lluís Capelleras Segura

David Urbano

External teachers

Albert Grau

Federico Holzman

Pau Morata

Pilar Malagarriga

Prerequisites

There are no previous prerequisites to take this subject.

Objectives and Contextualisation

The implementation of business strategies is a key element for an organization to achieve optimal results. The development and implementation of strategic plans has become a key element of success for the management of hotel companies, especially after the increase in globalization and the increase in competition that has originated. This module addresses the complexity of this process and provides the necessary tools to design strategic hotel plans and achieve proper instrumentation. Likewise, the capacity of organizations to create a sustainable competitive advantage is examined. The objective is to optimize the ability of students to think strategically and to diagnose situations from a strategic perspective. Special attention is given to the practical formulation of strategies in hotel chains.

The objectives are:

- To understand the importance of strategic formulation
- To know the current environment of the international hotel sector and perform an analysis of it
- To analyze the viability of a hotel project

- To identify the strategies of hotel groups
- To understand the key elements of the expansion and asset management strategy
- To formulate and present a strategic plan
- To develop the capacity of entrepreneurship and intrapreneurship
- To analyze and formulate Corporate Social Responsibility strategies

Competences

- Communicate and justify conclusions clearly and unambiguously to both specialist and non-specialist audiences.
- Continue the learning process, to a large extent autonomously.
- Develop management and leadership skills.
- Focus on quality and corporate social responsibility in management.
- Formulate a strategy and its implementation in human-resource management.
- Formulate strategic plans on the basis of identification analysis variables significant environment capacities resources.
- Generate innovative, competitive ideas and solutions.
- Identify and combine indicators with which to prepare reports for decision-making.
- Integrate knowledge and use it to make judgements in complex situations, with incomplete information, while keeping in mind social and ethical responsibilities.
- Show expertise in advanced hotel management and in using its tools.
- Show possession of a holistic, integrating vision of the worldwide socioeconomic environment and take its impact into account in hotel management.
- Work in interdisciplinary teams.

Learning Outcomes

1. Acknowledge the importance of corporate social responsibility in hotel companies.
2. Communicate and justify conclusions clearly and unambiguously to both specialist and non-specialist audiences.
3. Continue the learning process, to a large extent autonomously.
4. Develop a comprehensive strategic plan for a complex hotel organisation.
5. Develop management and leadership skills.
6. Display in-depth knowledge of the international hotel sector.
7. Distinguish the advantages and disadvantages of each of the strategies for expansion in the hotel business.
8. Distinguish the elements of strategic management in the hotel sector.
9. Generate innovative, competitive ideas and solutions.
10. Identify and combine indicators with which to prepare reports for decision-making.
11. Identify and formulate the different hotel-management strategies.
12. Identify the key elements of the principal hotel-management strategies.
13. Identify the most recent world-class success stories in the hotel sector and the key factors behind this success.
14. Integrate knowledge and use it to make judgements in complex situations, with incomplete information, while keeping in mind social and ethical responsibilities.
15. Know and apply tools to implement corporate social responsibility.
16. Manage multicultural impact on hotel management.
17. Master the tools for implementing strategies effectively.
18. Measure the impact of local legislation on the formulation of expansion strategies.
19. Perform a rigorous external analysis.
20. Recognise the factors involved in hotel positioning.
21. Show expertise in expansion strategies for a hotel chain.
22. Value quality as an important differentiation strategy.
23. Work in interdisciplinary teams.

Content

1. Entrepreneurship and intra-entrepreneurship in the hotel sector
2. The process of formulating and implementing a strategic plan for an hotel company
3. Hotel environment and tourism policy. Analysis of strategic hotel alternatives. World class cases study in the hotel industry.
4. Feasibility analysis of new projects
5. Design of organizational structures for different hotel concepts
6. Strategies for expansion, outsourcing and asset management in the hotel sector
7. The management of corporate social responsibility (CSR)

Methodology

The teaching methodology is based on different activities:

- Master classes where the professors will present the general topics, cases / exercises will be solved / discussed and debates will be held among students on topics exposed and previously read or explained
- Written tests (exam)
- Oral presentation of cases and requested works
- Personalized tutorials with the teacher, both individual and group

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			
Theory classes	45	1.8	6, 15, 5, 4, 7, 8, 17, 21, 19, 9, 16, 13, 11, 10, 12, 18, 14, 2, 3, 20, 23, 22, 1
Type: Supervised			
Case studies	26	1.04	5, 4, 7, 8, 17, 21, 19, 9, 10, 12, 18, 14, 2, 3, 20, 23
Type: Autonomous			
Study, case studies and exam preparation	75	3	6, 15, 5, 4, 7, 8, 17, 21, 19, 9, 16, 13, 11, 10, 12, 18, 14, 2, 3, 20, 23, 22, 1

Assessment

Attendance to the sessions is compulsory with a minimum of 80% required. If the module is not passed, students can take a recovery exam provided that the grade obtained has been at least 3.5.

Assessment Activities

Title	Weighting	Hours	ECTS	Learning Outcomes
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Exam	30%	2	0.08	6, 15, 5, 7, 8, 17, 21, 9, 16, 13, 11, 10, 12, 18, 14, 20, 22, 1
Project 1 presentation	45%	1	0.04	6, 5, 4, 7, 8, 17, 21, 19, 16, 11, 10, 12, 18, 14, 2, 3, 20, 23, 22
Project 2 presentation	25%	1	0.04	5, 4, 8, 19, 9, 11, 2, 20, 23

Bibliography

- DRUCKER, P. F. (2002). La Gerencia en la Sociedad Futura. Colombia. Editorial Norma.
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- GRANT, R.M. (2014). Dirección estratégica. Civitas Thomson Reuters, 5ª ed. Madrid.
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- GUERRAS, L.A. y NAVAS, J.E. (2015). La dirección estratégica de la empresa. Teoría y aplicaciones. Civitas Thomson Reuters, 5ª ed. Madrid.
- HILL CHARLES W.L. (2001). Negocios Internacionales. Competencia en un Mercado Global. 3ra Edición. México, Editorial McGraw-Hill.
- JOHNSON, G. y SCHOLLES, K. (2001). Dirección Estratégica. Madrid. Prentice Hall, 2001
- KALAKOTA, R. y ROBINSON, M. (2001). Del E-Commerce al E-Business. El Siguiente Paso. México, Pearson Educación.
- KAPLAN, R. S. y NORTON, D.P. (2001). Cómo Utilizar el Cuadro de Mando Integral para Implementar y Gestionar su Estrategia. Barcelona, Editorial Gestión 2000.

Software

Microsoft Excel