

Degree	Type	Year
Hotel Management	OT	4

Contact

Name: Nestor Ulaf Salcedo Zuta

Email: nestor.salcedo@uab.cat

Teaching groups languages

You can view this information at the [end](#) of this document.

Prerequisites

There are no requirements.

Objectives and Contextualisation

At the end of the course, the student will be able to:

1. Know how to do strategic analysis.
2. Know how to choose a strategy between different strategic options.
3. Know how to apply the determining factors for the success of strategic implementation.
4. Develop technical and strategic knowledge of new trends and personal skills to train as an innovative manager capable of facing challenges in new environments.
5. Develop techniques, skills, and knowledge in commerce management in the new hotel 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 in hospitality

1. Strategic position and analysis
 - 1.1. Vision, mission, and strategic objectives.
 - 1.2. Analysis of the macro-environment, the industry, and the sector.
 - 1.3. Analysis of skills, resources, and competitive advantages.
 - 1.4. SWOT analysis for hospitality and tourism.
2. Strategic formulation and choice
 - 2.1. Business strategy.
 - 2.2. Corporate strategy.
 - 2.3. Strategic methods.
 - 2.4. Strategic evaluation and selection.
3. Strategic implementation
 - 3.1. Implementation of strategic resources.
 - 3.2. Implementation of structure, processes, and organizational culture.
 - 3.3. Implementation of strategic change.
 - 3.4. Strategic control and coordination.
 - 3.5. Entrepreneurship, innovation, and strategic internationalization.

Commerce management of Hotels

1. Commerce management
 - 1.1. Commerce management, actors, background, and evolution.
 - 1.2. Activities and team of commerce management.
 - 1.3. Marketing and commerce functional models and organizational structures.
 - 1.4. Target estimates and forecasts.
2. e-Commerce management
 - 2.1. e-Commerce models, strategy, process, and performance: e-commerce funnel, customer journey map, service blueprint, KPIs.
 - 2.2. Technology and marketing: SEO, SEM, emailing, social media, UX, CX, and more.
 - 2.3. e-Marketplace and Destination Marketing Organization (DMO).
 - 2.4. Customer Relationship Management (CRM).
 - 2.5. Revenue Management Systems (RMS).

Activities and Methodology

Title	Hours	ECTS	Learning Outcomes
Type: Directed			

Case discussion	9	0.36	1, 2, 6, 7, 5
Lectures with participation tests	24	0.96	1, 2, 6, 7, 5, 3
Strategic plan case presentation	9	0.36	1, 2, 6, 5, 3
Type: Supervised			
Tutorials	6	0.24	1, 2, 6, 4, 7, 5, 3
Type: Autonomous			
Case solving	18	0.72	1, 2, 6, 4, 7, 5, 3
Development of a strategic plan case	21	0.84	1, 2, 6, 4, 7, 5, 3
Self-learning by reading and studying materials	21	0.84	2, 4, 7, 5, 3

Teaching language: Spanish

The teaching methodology is theoretical-practical using various methods (presentations of theories and experiences, case studies, personal and group discussions, tutorials), with the concern of involving and provoking the student's intellectual and emotional situations through directed, autonomous and supervised activities. For the development and evaluation of these activities, work will be done individually and in teams, and tutorials will be carried out with the teams by the professor.

In addition, the commerce management part adapts the learning methodology "Learning by doing" through developing a real case study or "Live Project" to bring the student closer to the current needs of firms in the sector. In the sessions, a decisional dilemma by an essential agent in a functional area of a firm in the hotel sector is worked on and analyzed in teams. The actor-decision maker and the firm are investigated according to the phases of a case study. The development and resolution usually occur in at least four phases, although they may vary depending on each case. Finally, the case study will be presented, explaining each phase considering a brief teaching note.

Adequate monitoring of a student's course generally involves the following activities:

1. Directed

- 1.1. Attendance at presentations by the professor with individual participation tests in the classroom.
- 1.2. Discussion of case studies in the classroom.
- 1.3. Discussion of progressive development and presentation of a case study in the classroom.

2. Autonomous

- 2.1. Self-study through the textbook, slides, links to videos, and other resources on the virtual campus.
- 2.2. Study cases: personal reading, analysis based on theory, report, and presentation on the virtual campus.
- 2.4. Development of a complete strategic plan case in the Campus Virtual.

3. Supervised

- 3.1. Tutoring to solve personal study cases.
- 3.2. Tutoring for the development of the group's strategic plan case.

Teaching methodological plan:

Week	Content	Method	Normative Bibliography
------	---------	--------	------------------------

Strategic management in hospitality			
1, 2	1. Strategic position and analyses	Attendance and participation in classes	Evans, N. (2020). Chapters 1, 2, 3, 7, 8, 9
3, 4	2. Strategic formulation and choice	Attendance and participation in classes, and case study	Evans, N. (2020). Chapters 10, 11, 12
5, 6, 7	3. Strategic implementation	Attendance and participation in classes, guest expert, and the first presentation of group's strategic plan case	Evans, N. (2020). Chapters 13, 14
Commerce management of hotels		Midterm test	
8, 9, 10	1. Commerce management	Attendance and participation in classes, and case study	Del Valle, M. (2020). Chapters 1, 2, 4, 5
11, 12, 13	2. e-Commerce management	Attendance and participation in classes, and a guest expert	Fyall, A., et al (2019). Chapters 8, 5, 15, 19, 17
14		Final presentation of the group's strategic plan case	

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.

Assessment

Continuous Assessment Activities

Title	Weighting	Hours	ECTS	Learning Outcomes
Attendance and participation tests	30%	24	0.96	2, 6, 7, 5, 3
Case study: solving and discussion	30%	9	0.36	1, 2, 6, 4, 7, 5, 3
Development and presentation of a group's strategic plan case	40%	9	0.36	1, 2, 6, 4, 7, 5, 3

The course evaluation consists of the following system:

A) CONTINUOUS EVALUATION:

The overall grade of the course will be calculated as the arithmetic mean mark of the two parts: 50% of Strategic Management + 50% of Commerce Management. Being an essential condition to be able to make the average that, in both parts, at least a grade of 5 is obtained.

In both parts, a continuous evaluation will be carried out:

1.-Strategic management:

The grade for this part will be calculated as the arithmetic mean grade among 3 activities:

- a) Attendance and participation tests in the classroom proposed by the professor or the guest expert, which will be worth 15% of the final grade.
- b) Answers to the individual questions formulated in the case studies and during the discussions, which will be worth 15% of the final grade.
- c) Progressive development with the first document of the local group's strategic plan case, which will be worth 20% of the final grade.

2.-Commerce management:

The grade for this part will be calculated as the arithmetic mean grade among 3 activities:

- a) Attendance and participation tests in the classroom proposed by the professor or the guest expert, which will be worth 15% of the final grade.
- b) Answers to the individual questions formulated in the case studies and during the discussions, which will be worth 15% of the final grade.
- c) Progressive development with the final presentation of the local group's strategic plan case, which will be worth 20% of the final grade.

B) UNIQUE/FINAL EVALUATION:

There will be a single type of final exam, with no difference between students who have not satisfactorily passed the continuous assessment and those who have not followed it.

The date and time are established by the Official Programming according to the academic calendar.

C) RE-EVALUATION:

It is aimed only at students who obtain a grade between 3.5 and 5 in the Final Evaluation. The maximum possible grade to get will not exceed 5 (approved). Nature of the evaluation to define. Date and time established by the Official Programming according to the academic calendar.

The grade for the subject will be NOT EVALUABLE when the student attends less than half of the assessment activities and/or does not attend the final exam.

Bibliography

Normative:

Evans, N. (2024). *Strategic management for tourism, hospitality, and events*. 4th ed. Routledge.

Del Valle, M. (2020). *Liderazgo en la Dirección Comercial: Técnica más Talento igual a Triunfo*. 2nd ed. T-TalenT.es.

Fyall, A., Legohérel, P., Frochot, I., & Wang, Y. (2019). *Marketing for tourism and hospitality: Collaboration, technology, and experiences*. 1st ed. Routledge.

PowerPoint Presentations, Case Studies, links to videos, and others on the Campus Virtual.

Complementary:

Whittington, R., Regnér, P., Angwin, D., Johnson, G., & Scholes, K. (2020). *Exploring strategy: Text and cases*. 12th ed. Pearson.

The Boston Consulting Group (2022). *The Future of Sales and Marketing is Here*. BCG Executive Perspectives.

The Boston Consulting Group, & Google (2016). *The CMO Transformation Agenda: Winning in Digital Marketing*. BCG Executive Perspectives.

Osterwalder, A., & Pigneur, Y. (2011). *Generación de modelos de negocio*. Barcelona: Deusto.

Software

MS-Office.

Campus Virtual UAB.

Groups and Languages

Name	Group	Language	Semester	Turn
(TE) Theory	1	Spanish	second semester	morning-mixed