

Degree	Type	Year
Hotel Management	FB	1

## Contact

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## Teachers

Eduardo Cesar Rodes Mayor

## Teaching groups languages

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

## Prerequisites

No prerequisites.

## Objectives and Contextualisation

### Objectives and Contextualisation

This course is the first of those included in the Hotel Management Degree in the area of business management and management. The course begins with the concept, elements and classes of firms. Next, the managerial tasks and its functions are studied. The aspects related to the business strategy are discussed below and are developed from strategic analysis (both internal and external) and strategic typologies (both at the competitive level and at the corporate level). Throughout the course emphasis is placed on the companies or organizations that are related to the various hotel activities. Likewise, the theoretical contents are combined with various practical activities.

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

1. Understand the fundamental aspects related to the company and the management function, with special emphasis on the various hotel companies.
2. Know and understand the concepts and techniques related to the strategic management of the company and its application to the hotel management.

3. Entrepreneurship and innovation. In order to foster the entrepreneurial spirit of the students, work will be discussed and discussed on the entrepreneurial orientation in the framework of the managerial function and the business strategy. Likewise, during the course, a practical case will be analyzed that deals with the creation and development of a company of the tourist sector. Finally, the realization of the work on a real hotel business by the students will include the analysis of its creation and subsequent evolution.

## Competences

- Be able to search efficiently for the necessary information.
- Define and apply the management of different types of organisation in the hotel and catering sector.
- Demonstrate ethical behaviour in social relations and the ability to adapt to different intercultural situations.
- Demonstrate knowledge of the basic principles of accommodation and catering in all their dimensions, departments, activities and areas in the context of the tourist sector.
- Demonstrate responsible behaviour towards the environmental, social and cultural surroundings.
- Develop a capacity for independent learning.
- Identify and apply the elements that govern activity in the hotel and catering sectors, their interaction in the environment and their impact in the different business subsystems in the sector.
- Manage and organise time.
- Manage communication techniques at all levels.
- Plan and manage activities based on quality and sustainability.
- Plan, organise and coordinate work teams creating synergies and knowing how to put yourself in the place of others when negotiating and managing conflicts.
- Work in teams.

## Learning Outcomes

1. CM04 (Competence) Propose basic responses to social demands in reference to the needs of the human teams of hotel and restaurant companies, taking into account personal diversity and the gender perspective .
2. CM04 (Competence) Propose basic responses to social demands in reference to the needs of the human teams of hotel and restaurant companies, taking into account personal diversity and the gender perspective .
3. CM05 (Competence) Adapt business management and leadership models when performing tasks and projects to be developed in the hotel, restaurant and events sector.
4. KM03 (Knowledge) Identify the theoretical and conceptual foundation of strategy in hotel, restaurant and events companies.
5. KM04 (Knowledge) Recognise the main managerial functions and procedures in team management in different areas and departments in the tourism sector.
6. SM04 (Skill) In the work and projects to be performed, apply the concepts of strategic management in relation to hotel, restaurant and event companies.
7. SM05 (Skill) Use business analysis methodologies in business management, leadership, motivation and team management in the tourism and hotel sector.
8. SM06 (Skill) Apply leadership, motivation and team management models in joint work in the tourism and hotel sector.

## Content

### 1. The firm.

#### 1.1. Concept of company

- 1.2. Elements and functions of the company. The creation of value and profitability.
- 1.3. Classes of companies. The hotel companies.
- 2. The managerial function.
  - 2.1. Concept and address classes.
  - 2.2. Fundamental management tasks
  - 2.3. Management and entrepreneurship. Entrepreneurship from a gender perspective
- 3. The strategy of the company.
  - 3.1. Concept and elements of the strategy.
  - 3.2. Different levels of the strategy.
  - 3.3. The process of formulating the strategy.
- 4. Internal analysis.
  - 4.1. Functional analysis.
  - 4.2. The value chain
  - 4.3. Analysis of resources and capabilities.
  - 4.4. Financial resources and investment decisions.
- 5. Analysis of the environment.
  - 5.1. Analysis of the general environment.
  - 5.2. Analysis of the specific and operational environment.
  - 5.3. Social environment and current trends in hotel companies.
- 6. Competitive strategies.
  - 6.1. Nature and sources of competitive advantage and positioning.
  - 6.2. Generic competitive strategies.
  - 6.3. Strategies according to the life cycle of the sector.
- 7. Corporate strategies.
  - 7.1. Strategic development directions.
  - 7.2. Diversification strategies and vertical integration.
  - 7.3. Internationalization and cooperation strategies.

## Activities and Methodology

Title	Hours	ECTS	Learning Outcomes
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Type: Directed

Case discussions	10	0.4	CM04, CM05, KM04, SM04, SM05, CM04
Presentation of an analysis of a hospitality company	1	0.04	CM04, CM05, SM04, SM05, SM06, CM04
Theory Class	35	1.4	KM03, KM04, SM05, SM06, KM03
Type: Supervised			
Tutoring	10	0.4	CM04, CM05, KM03, KM04, SM04, SM05, SM06, CM04
Type: Autonomous			
Case solutions	4	0.16	CM04, CM05, SM04, SM05, CM04
Homework	25	1	CM04, CM05, SM04, SM05, CM04
Study	58	2.32	CM04, CM05, KM03, KM04, SM04, SM05, SM06, CM04

During the course, the theoretical classes (master classes) will be combined with the practical sessions (practical cases), during which the participation and teamwork will be encouraged by the students. Likewise, the students will have to carry out a group work on a real hospitality company, in which framework a fieldwork and an in-class presentation of the most relevant contents will be carried out.

#### TEACHING PLAN

WEEK	TOPIC	METHOD	HOURS
1, 2	The Firm	Master class and case studies	1, 2
3, 4	The managerial function	Master class and case studies	3, 4
5, 6	Firm's strategy	Master class and case studies, tutorials	5, 6
7, 8	Internal analysis	Master class and case studies	7, 8
9, 10	External analysis	Masterclass and case studies	9, 10
11, 12	Competitive strategies	Master class and case studies	11, 12
13, 14	Corporate strategies	Master class and case studies, tutorials	13, 14

Note: 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.

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## Assessment

### Continuous Assessment Activities

Title	Weighting	Hours	ECTS	Learning Outcomes
Case discussions	15	4	0.16	CM04, CM05, KM03, KM04, SM04, SM05, SM06
Exam part 1	30	1	0.04	CM04, CM05, KM03, KM04, SM05, SM06
Exam part 2	30	1	0.04	CM04, KM03, SM04
Presentation of an analysis of a tourism company	25	1	0.04	CM04, CM05, KM03, KM04, SM04, SM05, SM06

The evaluation of the course will be carried out by means of two written tests (each one counts for 30% of the final grade), as well as through the realization and presentation of the analysis of a hotel company (25%) and the discussion of practical cases throughout the course (15%). Sine qua non condition to obtain the accreditation of the course: it will be necessary to have passed (with a grade higher than or equal to 5) both the exams and the group work.

The grade of the course will be NOT EVALUABLE when the student attends less than half of the evaluation activities and/or does not take the final exam.

#### Single evaluation

Students who choose not to do a continuous evaluation have the option of a single evaluation. This will be a final exam of the entire syllabus and an *individual* written work (a short monograph) performing an economic analysis of a company in the hospitality area that applies all the concepts studied in the course.

## Bibliography

Teaching material in digital format will be available in the Virtual Campus and in the following books:

Besanko, David, David Dranove, Mark Shanley y Scott Shaefer (2017), *Economics of Strategy*, 7.<sup>a</sup> Ed. John Wiley and Sons, Nueva York

Brealy, Richard y Myers, Stephen (2020): *Principios de Finanzas Corporativas*. McGraw-Hill.

Enz, Cathy (2009) Hospitality Strategic Management: Concepts and Cases, 2da. Ed., John Wiley and Sons, Nueva Jersey.

Grant, Robert M. (2022): Contemporary Strategy analysis. Editorial Wiley, Hoboken, New Jersey.

Hudson, Simon (2025) Hospitality Management: International Introduction. Routledge, London.

Martín Rojo, Inmaculada (2020): Dirección y gestión de empresas del sector turístico. 6ª Edición. Ediciones Pirámide, Madrid.

Veciana, José Mª. (1999): Función directiva. Servicio de Publicaciones de la UAB, Bellaterra (Cerdanyola del Vallès).

## Software

Spreadsheet (MS Excel)

## Groups and Languages

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