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COURSE CONTENT

Bachelor's Degree in Tourism
Academic Year [2024/25]

Code - Course	063406 – Hotel Management				
Type	Elective: specialization		Year	3 rd	
Thematic Area	Hospitality		Credits	4.5 ECTS	
Teacher in charge of the course			Núria Louzao		
In-class	45 hours	Teacher-led	30 hours	Individual	38 hours

BRIEF COURSE DESCRIPTION

This subject aims to offer a holistic vision of Operation Management in tourist accommodation establishments.

We will go from the definitions of basic concepts and elements of new organizational and operational structure of an establishment, to new emerging professional profiles, as well as the competences required by the companies in the sector.

Students will be able to study in depth, the operations management system of tourist accommodation companies, identify the basic functions of a manager and the different levels of management in this type of companies.

BASIC SKILLS

BS02- Students must be able to apply their knowledge to their work in a professional way and possess the skills used to develop and defend arguments and solve problems within their study field.

GENERAL SKILLS

GS02- Have business vision.

GS06- Be customer-oriented.

GS07- Make decisions and solve problems, critically interpreting and evaluating the results obtained.

SPECIFIC SKILLS

SS06- Analyze and evaluate tourism potential when designing products, services, and projects.

SS09- Understand and use information technology and information management systems in tourism.



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SS14- Identify and manage the internal aspects, functions, and operational processes of tourism business units.

SS16- Manage financial resources.

SS17- Understand and implement quality standards in the processes of tourism service.

LEARNING OBJECTIVES

1. Develop skills related to the planning, organization and management of the operations of hotel establishments.
2. Know the basic principles of hotel management.
3. Know the operating procedures of hosting companies.
4. Carry out an efficient design of the different activities and operational tasks carried out by the operational departments of a hotel.
5. Plan the specific objectives of each department, necessary human and material resources, including the study of costs and results of the planned actions.
6. Organize the tasks, functions, schedules and shifts of the staff assigned to each department according to the defined strategic plan.
7. Prepare and analyse the items that make up a hotel budget, specified in specific areas or departments.
8. Manage the phases of the opening of hotel establishments (obligations of the property and obligations of the manager).

ACADEMIC CONTENTS

1. Hospitality in the tourism industry
 - a. Hospitality within the global economy: trends and challenges
 - b. Introduction to segmentation
 - c. Stars ranking and price segments
2. Hotel Operations Management
 - a. Organizational chart and levels
 - b. Management and leadership
 - i. Management skills
 - ii. The role of a GM
 - iii. Real Case Study: One-Day decision making as GM
3. Rooms Division Operations
 - a. Rooms Division organization
 - i. Front Office (FOM): roles, tasks, departments
 - ii. Housekeeping (HKP): roles, tasks, departments
 1. The cleaning paths



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4. Main ratios for hotel management
 - a. Introduction to Revenue Management
 - b. Occupancy and Revenue ratios
 - c. Forecast
 - d. Benchmarking
 - e. Operations' ratios
5. Revenue Management in hotel establishments
 - a. Room Revenue optimization
 - i. Demand, pricing and inventory
 - ii. Positioning, strategies and deviations' control
 - iii. Yield restrictions and overbooking
 - b. Distribution channels
 - c. Data collection and analysis
6. The hotel budgets
 - a. Basic definitions and budget functions
 - b. Operational budget
 - c. Cost classification and imputation
 - d. The U.S.A.L.I. accounting model
 - e. The budget as a planning result
7. Hotel management control: budgets and forecast
 - a. Departmental budgets
 - b. Profit & Loss (P&L)
 - c. Results analysis, cost control and decision making
 - d. Forecast
8. Practical Case: business plan for an accommodation property
 - a. Concept, strategy and budget

LEARNING METHODOLOGY

The learning methodologies planned for the subject combine a number of processes being the most remarkable the cognitive methods related to the comprehension of the principles of tourism and the global tourism system as well as the inclusion of a set of skills, mainly technical.

The activities and methodologies -both group and individual- designed for this subject are the following:

- Activity 1- Management Trends
- Activity 2- Hospitality Roles
- Activity 3- My hotel project



ASSESSMENT SYSTEM

The assessment system measures the student's achievement of learning outcomes regarding the subject's competences and contents.

Students may choose continuous assessment or single assessment:

Continuous Assessment: the teaching-learning process is assessed by a continuous monitoring of the work done by the students throughout the course and a final individual examination. Students must attend classes in order to be assessed by continuous assessment.

Single Assessment: for those students who cannot come to class regularly, they can choose to be assessed by single assessment. The teaching-learning process is assessed by means of the assessment of all activities and in-person individual examination at the end of the course.

To qualify for this form of assessment, students must apply within the first 15 days of the start of the course through the assessment section of Virtual Campus.

The assessment activities planning will be public for the students from the start.

Activities	Type	Continuous	Single	Week deadline
Activity 1	Individual	15%	10%	2 nd week
Activity 2	Individual	15%	10%	4 th week
Activity 3	Group	30%	20%	12 th week
Final Exam	Individual	40%	60%	Exam Week
Total		100%	100%	

To pass the course, it is mandatory to have obtained a minimum final grade of "5", as long as the student has completed the individual exam/s or work/s established in the course. This exam/s or final work/s must be graded with a minimum of "4" in order to be able to calculate the average of all the assessment activities carried out during the course.

Revision and Reassessment of the Course

The student has the right to revise all the evidences that have been designed for the assessment of learning.



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If a student fails to achieve the learning objectives of the course, in order to opt for the subject reassessment, it will be necessary to have obtained a final grade of the subject between "4-4.9", and to have attended the individual final exam/s or final work/s of the course.

The reassessment process will only involve the modification of the final grade in the case that the new assessment activity is passed and, in any case, the maximum grade will be "5". This grade will be averaged with the other grades of the assessment activities carried out by the student during the corresponding academic period, considering the percentages established in each subject, setting the final grade for the course.

REFERENCES

Basic bibliographic resources:

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- Amat, O. (2008). Análisis de estados financieros. Gestión 2000. Barcelona
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- Blasco, A; Bachs. Jordi; Bancells, J; Vives, R. (2006). Manual de gestión de producción de Alojamiento y Restauración. Síntesis. Madrid
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- Gallego, J.F. (2002). Gestión de Hoteles. Una nueva visión. Paraninfo. Madrid
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- Jiménez, J.L; López. C. (1994). Dirección financiera de la empresa. Pirámide. Madrid
- Martín, I. (2003). Dirección y Gestión de Empresas del Sector Turístico. Pirámide. Madrid
- Mestres, J. (2003). Técnicas de gestión y dirección hotelera. Gestión 2000. Barcelona
- Olmo, M.J. (2001). Departamento de Gobernanta de Hotel. Sistemas y Procesos. Síntesis. Madrid
- Piedras, P. (2005). Dirigir hoteles... esa difícil partitura. Universidad de Sevilla. Sevilla
- Reich, A. (1995). Marketing Management for the hospitality Industry. John Wiley& Sons, Inc. New Jersey

Extended bibliographic resources:



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Martorell, O; Mulet, C. (2003). Estrategias de crecimiento de las Cadenas Hoteleras 3. Fitur. Madrid

Casanueva, C; García del Junco, J; Caro, F.J. (2002). Organización y gestión de empresas turísticas. Pirámide. Madrid

Sánchez, I. (1999). Adaptación del "Uniform System" a los Hoteles en España. Puzzle. Madrid

Amat, O; Soldevila, P. (1999). Contabilidad y gestión de costes. Gestión 2000. Barcelona

Valls, A. (1998). Las 12 Habilidades Directivas Clave. Gestión 2000. Barcelona

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NINEMEIER, J. Planning and Control for Food and Beverage Operations. Educational Institute of the American Hotel and Motel Association. Second and Third Edition.

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RIBERA J.; PRATS, M.J. (1996). Managing Service Operations, lessons from the service and the manufacturing sectors. Estudios y Ediciones. IESE.

CERRA, J.; DORADO, J.A.; ESTEPA, D.; GARCÍA, P. (1992). Gestión de Producción de Alojamientos y Restauración. Síntesis, S.A.

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