



<b>Code - Course</b>	<b>064403 – Strategic Management in Hospitality</b>				
<b>Type</b>	Elective: specialization		<b>Year</b>	4 <sup>th</sup>	
<b>Thematic Area</b>	Strategic Management		<b>Credits</b>	4.5 ECTS	
<b>Teacher in charge of the course</b>					
<b>In-class</b>	45 hours	<b>Teacher-led</b>	30 hours	<b>Individual</b>	38 hours

## BRIEF COURSE DESCRIPTION

Strategic management is a comprehensive and dynamic field of study and practice within the realm of business and organizational management. |

## BASIC SKILLS

BS05- Students must develop the necessary learning skills to undertake further studies with a high grade of autonomy.

## GENERAL SKILLS

GS06- Be customer-oriented.

GS09- Work in an international context.

## SPECIFIC SKILLS

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

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

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

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



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## LEARNING OBJECTIVES

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1. Develop skills related to the planning, organization and management of the operations of hotel establishments.
2. Know the different variables that can influence the creation of the organizational structure of a tourist establishment.
3. Know the basic principles of hotel management.
4. Plan the specific objectives of each department, necessary human and material resources, including the study of costs and results of the planned actions.
5. Organize the tasks, functions, schedules and shifts of the staff assigned to each department according to the defined strategic plan.
6. Prepare and analyse the items that make up a hotel budget, specified in specific areas or departments.
7. Prepare reports assessing the trend of the results obtained and the evolution and expectations of service prices, according to internal economic information and market needs.
8. Interpret the most important ratios of the real estate.

## ACADEMIC CONTENTS

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1. Introduction to the strategy concept and strategy management
  - 1.1. Vision, mission and company values
  - 1.2. Strategy
  - 1.3. Strategy management and strategic process
  - 1.4. Business model
2. Analysis of the external environment
  - 2.1. The environment within the strategy position
  - 2.2. The macro environment
  - 2.3. Industry analysis. The 5 forces
  - 2.4. Analysis of competitors
3. Analysis of the internal resources
  - 3.1. Own capabilities within the strategy position
  - 3.2. Competitive advantage
  - 3.3. Sustainable competitive advantage. Dynamic capabilities
  - 3.4. Diagnosing strategic capability
  - 3.5. Tools to diagnose internal and strategic capabilities
  - 3.6. Managing strategic capability
4. Development of management strategies
  - 4.1. Development of strategies and strategic choice
  - 4.2. Business-level strategy. Competitive moves



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- 4.3. Corporate-level and international strategies
- 4.4. Strategies to grow/to change (portfolio planning, Ansoff matrix, blue ocean)
- 4.5. Leadership
- 5. Implementation of strategies
  - 5.1. Planning, implementation and control
  - 5.2. Structures, processes and relationship
  - 5.3. Assessing organizational performance: Balanced Scorecard
  - 5.4. Managing Strategic Change

## LEARNING METHODOLOGY

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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:

- Business case
- Final exam

## ASSESSMENT SYSTEM

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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.



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Activities	Type	Continuous	Single	Week deadline
Business case 1	Group	10%	-	Week 3
Business case 2	Group	20%	-	Week 8
Business case 3	Group	20%	-	Week 13
Business case 3'	Individual	-	40%	Week 13
Participation in class	Individual	10%	-	-
Final Exam	Individual	40%	60%	Exam Week
<b>Total</b>		<b>100%</b>	<b>100%</b>	

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.

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**

Strategic Management: Concepts and Cases: Competitiveness and Globalization. 13<sup>th</sup> edition – Cengage Learning – Hitt, Ireland & Hoskisson – 2018.



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## COURSE CONTENT

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

Blue ocean strategy. How to create uncontested market space and make the competition irrelevant – Harvard Business Review Press – W. Chan Kim, Renée A. Mauborgne – 2015.

Exploring Corporate Strategy – Prentice Hall – Johnson, Scholes & Whittington – 2008.

Business Minds: Connect with the World's Greatest Management Thinkers - Prentice Hall – Brown, Crainer, Dearlove, Rodrigues – 2002.

The Balanced Scorecard: Translating strategy into action. 1<sup>st</sup> edition – Harvard Business Review Press – Kaplan & Norton – 1996.