



Code - Course	580023 – Hotel Asset Management and Concept Creation				
Type	Elective		Credits	6 ECTS	
Thematic Area	Hospitality Management				
Professor in charge of the course	Ricard Dogà				
In-class	42 hours	Teacher-led	58 hours	Individual	50 hours

BRIEF COURSE DESCRIPTION

This course provides students with a comprehensive and up-to-date understanding of hotel asset management, focusing on analysing the real estate market and handling various types of assets. It explores current trends affecting the sector, such as globalization, ESG factors (environmental, social, and governance), demographics, financing, and lifestyle changes. These topics will help students grasp the context in which asset management strategies are developed.

Furthermore, the subject includes an in-depth study of the market and the asset itself, covering key aspects such as due diligence, acquisition, architectural value, location, and legal status. Additionally, students will learn how to analyse the profitability of investments, establish criteria for asset valuation, and develop strategies to minimize financial risks.

Special emphasis will be placed too on financial analysis, delving into investment evaluation, income, expenses, available capital, and financing options. Promotion, marketing and operation processes of a real estate asset will be also covered, preparing students to make informed decisions at every stage of a hotel's lifecycle.

Lastly, case studies will be examined, allowing students to apply the knowledge gained and enhance their business models by incorporating current trends and tools into their strategies, with the aim of managing hotel assets efficiently and profitably.

LEARNING OUTCOMES

The learning process designed for this course allows students to achieve the following Subject Related Learning Outcomes:

M02H2- Develop complementary products to the traditionally offered services in accommodation establishments, considering new market technologies as optimization tools for customer satisfaction.

M02H4- Estimate the viability of potential hotel development projects and their respective investments considering expected profitability indicators from investors and the technical feasibility of the project in its geographical context.

M02S5- Determine risk management associated with creating new hotel products or investment projects.



Likewise, these contribute to the achievement of the following Degree Learning Outcomes: *TC01, TH01, TH03, TH05, TS02, TS03, TS04, TS09, TS10, TS11*. They are all available for consultation [in this link](#).

ACADEMIC CONTENTS

1. Fundamentals of Hotel Asset Management

2. Current Trends

2.1. Globalization

2.2. ESG

2.3. Demographics

2.4. Financing

2.5. Lifestyle

3. The Market

4. The Asset

4.1. Due Diligence

4.2. Acquisition

4.3. Architectural Value

4.4. Location

4.5. Legal Status

5. Financial Analysis

5.1. Investment, Income, and Expenses

5.2. Capital and Financing

6. Promotion, Marketing, and Operations

7. Case Studies

LEARNING METHODOLOGY

The learning methodologies related to this course include a wide window of different actions to set off its learning outcomes, which mean a development of different kinds of



capacities referred to the learning of processes and attitudes applicability in the organization's environment based on the following activities:

- Lectures
- Case studies
- Guided discussions
- Practical exercises
- Problem-based learning

ASSESSMENT SYSTEM

The assessment system measures the student's achievement of learning outcomes regarding the subject's learning outcomes and contents. Given the nature of this program, an essential part of the learning process is based on the active participation of the students during the sessions. For this reason, attending at least 80% of the sessions is considered mandatory. In each session, the student must sign the attendance control.

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 a minimum of 80% of the 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 ¹
Contracts activity	Group	20%	-	2 nd week

¹ The week deadline is an estimation which may be subject to changes that may prompt modifications to the planning or context of the syllabus.



Due diligence activity	Individual	40%	40%	4 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 evidence that have been designed for the assessment of learning. The revision period is public and is available in the evaluation section of the subject, on the virtual campus. It is the duty of the student to read and understand the review and reassessment processes of the subject. All requests for review must follow the established process in a timely manner. Any request for review outside the established process will not be considered estimated.

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 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.

COPY AND PLAGIARISM

Without prejudice to others that are considered appropriate and in accordance with current academic discipline regulations, irregularities committed by a student that may lead to a variation in the grade will be valued with a zero (0) mark. Evaluation activities classified in this way and by this procedure will not be reassessed or recovered. These irregularities include, among others:

- The total or partial copy of a practical activity, report or any other assessment activity.
- Letting others copy the test/work.
- Submit group work that has not been fully completed by group members.
- Present as your own those materials produced by a third party, even if they are translations or adaptations, and in general, works with non-original and exclusive elements of the student***
- Have communication devices (such as mobile phones, smart watches, etc.) accessible during theory assessment tests - individual practices (exams).



*** Artificial intelligence is considered a third party

REFERENCES

- Asociación AEV. (n.d.). *Asociación Española de Análisis de Valor*. <https://asociacionaev.org>
- Asociación Española de Oficinas (AEO). (n.d.). *Asociación Española de Oficinas*. <https://asociacionoficinas.es>
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- CBRE, C&W, JLL, Knight Frank. (2023-24). *Informes*.
- Consejo Superior de Colegios de Arquitectos de España (CSCAE). (n.d.). *Consejo Superior de Colegios de Arquitectos de España*. <https://cscae.com>
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