

University Master Degree in Hotel Management

Academic Year: 2016-2017

Teaching guide

Area: Operations Management

Subject: Hotel Operations and Service Management

Period: Semester 1

Lecturers:

Mr. Willem van Rossem

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MODULE: INTERNATIONAL HOTEL MANAGEMENT

AREA: OPERATIONS MANAGEMENT

SUBJECT: HOTEL OPERATIONS AND SERVICE MANAGEMENT

CODE: MHMHOSM

LANGUAGE: ENGLISH

YEAR: 1

PERIOD: SEMESTER 1

CREDITS: 5 ECTS

1. Subject objectives

- Identify the key responsibilities of front and back office and know it?s functioning
- Identify the keys of success in the decision-making process in hotel operations
- Know the functioning of a current purchasing department
- Know the techniques and phases of purchasing
- Understand the process of cost control
- Describe and analyze both the structure and offering of services in the industry
- Know and analyze the different components of Food & Beverage preparation
- Know and identify the main Food & Beverage trends
- Identify and know the main subsystems of Food & Beverage systems
- Recognize the key management indicators
- Understand the concept of quality and service excellence

2. Competencies developed

Basic

B06 - knowledge and understanding that provide a basis or opportunity for originality in developing and / or applying ideas, often in a research context

B07 - students can apply their knowledge and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their field of study

B08 - students are able to integrate knowledge and handle complexity and formulate judgments based on information that is incomplete or limited, include reflecting on social and ethical responsibilities linked to the application of their knowledge and judgments

B09 - students can communicate their conclusions and the underlying supporting knowledge and rationale to specialists and non-specialists in a clear and unambiguous way.

B10 - students must possess the learning skills that enable them to continue studying in a way that will be largely self-directed or autonomous

General

G01 - be able to search and manage information from sources in order to make decisions that contribute to achieving the objectives of the organization

Transversales

T03 - use English as the language of the hotel industry in developing a career in an international environment

Specific

E02 - Identify the different global actors active in shaping the market and hotel industry to learn how to compete or cooperate with them

E03 - Manage and plan the economic-financial resources affecting the hotel industry, as well as making investment decisions

E04 - Understanding the legal framework governing hotel activities to plan and carry out the activity according to the regulations

E06 - identify the needs and expectations of consumers to plan for the provision of various products and services that allow hoteliers to encourage excellence in customer relations through a process of continuous innovation

E07 - evaluate the operational areas of the different types of accommodation and catering for a full analysis of the production process in terms of excellence and quality of service

E08 - Detect technical planning needs of infrastructure and hotel facilities to plan their maintenance, renovation and improvement

E10 - Identifying and using information technology and communications (ICT) in the various fields of hotel management companies, both internally and externally

3. Content

Session 1: Strategic Operational Management. Related material: Prepare the reading 'Thinking Strawberries', 'Independent Minds' as well as the Rosewood case study

Session 2: Service Excellence: creating and sustaining a guest-centric culture for employees. Related material: Prepare the texts 'Extraordinary heroes of Taj', 'Top View' and 'Motivating your staff to provide outstanding service'.

Session 3: Optimizing revenue in hotel outlets. Related material: Prepare the text 'Revenue Management in restaurants', 'Psychology of menu design' and 'Attract local guests to F&B operations'

Session 4: Final presentations and final test.

4. Teaching methodology

Practical Exercises.

Case Studies.

Self-study or Study Groups.

Student Presentations (individual or group).

Plenary Lectures.

Supervised Projects.

Working individually or in groups.

Practical evaluation.

Project evaluation.

5. Assessment activities

Regular examination call

- **Operations preparation: analyse the property of the operational week in written format (Oct, 11/2016)**

Academic Work (Individual - 5%)

Evaluated competences: G1, T3

- **Operations Report: analytical description of operational week (Nov, 08/2016)**

Academic Work (Individual - 15%)

Evaluated competences: T3, E3, E4, E6, E7, B9

- **Final test (Nov, 22/2016)**

Final exam (Individual - 20%)

Evaluated competences: G1, T3, E7, B7, B8, B9

- **Challenge presentation (Nov, 22/2016)**

Supervised project (Group - 40%)

Evaluated competences: B6, B7, B8, B9, G1, T3, E3, E4, E6, E7, E8, E10

- **Case studies**

Case analysis (Individual - 20%)

Evaluated competences: B6, B7, B8, B9, B10, G1, T3, E2, E3, E6, E7

Minimum grade Students must obtain a minimum grade of 5 on each evaluated assessment. In the case that a student has failed, or has a grade less than 5 on any assessment they will be evaluated as N/A and will miss the regular exam call. The student must resubmit all assessments with less than a grade 5 at the extra exam call.

Resit examination call

- **Operations preparation: descriptive analysis of the hotel for the operations week**

Academic Work (Individual - 5%)

Evaluated competences: G1, T3

- **Final test**

Final exam (Individual - 20%)

Evaluated competences: G1, T3, E7, B7, B8, B9

- **Operations week report:**

Academic Work (Individual - 15%)

Evaluated competences: T3, E3, E4, E6, E7, B9

- **B6, B7, B8, B9, B10, G1, T3, E2, E3, E6, E7**

Case analysis (Individual - 20%)

Evaluated competences: B6, B7, B8, B9, B10, G1, T3, E2, E3, E6, E7

- **Challenge presentation**

Supervised project (Group - 40%)

Evaluated competences: B6, B7, B8, B9, G1, T3, E3, E4, E6, E7, E8, E10

Minimum grade Students must obtain a minimum grade of 5 on each evaluated assessment. In the case that a student has failed, the student must resubmit/redo all assessments less than a grade 5 at the retake exam call date. All assessed group work that the student has failed must be done individually. The maximum grade that students can obtain in retake evaluation assessments is a 6.

6. Bibliography

Mandatory readings

American Marketing Association Annual Meeting, 1973. New York, (1974). Think strawberries, J.

Lavenson. New York, Saturday Evening Post.

Dev, C., Mougeot, L. (2007); Rosewood Hotels & Resorts: Branding to increase customer profitability and customer lifetime value; Harvard Business School Brief Cases.

Deshpande, R., Raina, A. (2011) The ordinary heroes of Taj; Harvard Business Review.

Sturman, M., Ford, R. (2011) Motivating you staff to provide outstanding service; The Scholarly Commons.

Karson, K., Murphy, K. (2013) Attracting local guest to resort food & beverage operations Journal of Foodservice Business Research, 16: 391-406

Aaron Global Restaurant Consulting (2016) The psychology of menu design [online] Available at <http://aaronallen.com> [accessed February 2016]

Kimes, S. (2004) Revenue Management: Implementation at Chevys Harrowhead; The Scholarly Commons.

Lerner, O. (2013) From the top view; Hotels, September 2013, 20 ? 25.

7. Lecturer/s

Mr. Willem van Rossem (Head lecturer) - willem.vanrossem@htsi.url.edu

Contact hour: Tuesdays, from 15h00 until 16h00

8. Observations

* Information on the academic calendar, exam timetables, and room assignment will be posted on the virtual campus and on the faculty's web site once it is available.

* Academic norms and regulations is an obligation for all the members of the academic community in the faculty.