

# University Master Degree in Hotel Management

Academic Year: 2016-2017

## Teaching guide

Area: Sustainability and Social Responsibility

Subject: Sustainability and Social Responsibility

Period: Semester 1

Lecturers:

Mr. Geoffrey Vito Belligoi

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MODULE: MANAGEMENT COMPETENCIES

AREA: SUSTAINABILITY AND SOCIAL RESPONSABILITY

SUBJECT: SUSTAINABILITY AND SOCIAL RESPONSABILITY

CODE: MHMSSR

LANGUAGE: ENGLISH

YEAR: 1

PERIOD: SEMESTER 1

CREDITS: 5 ECTS

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## 1. Subject objectives

Increased stakeholder expectations and transparency of corporate operations shape companies' attempts to balance the pursuit of profits and good corporate citizenship. Furthermore, managerial decision-making almost always has ethical implications. What has been, what is and what should be the role business plays in society? This course provides theoretical and practical understanding of a complex set of interrelated economic, social, and environmental issues (TBL issues) that shape today's business. The course examines hospitality companies' social responsibility to current global and local challenges. Students work in a real case study of a hospitality company considering emergent opportunities arising from social and environmental challenges. With an eye on strategy, entrepreneurship, innovation, leadership and teamwork, the course encourages critical thinking to view practical solutions to real business dilemmas. Students develop the capabilities necessary for formulating and implementing practical, operational solutions to TBL issues that have value in the marketplace. Students gain the skills required to discuss, describe and demonstrate how corporate social responsibility impact on the key business process and strategies of the hospitality companies. The on-going progress of Corporate Social Responsibility represents a significant opportunity for hospitality companies searching for the new competitive advantage.

## 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

### **Specific**

E01 - Leading the attainment of the objectives of hotel companies through management, considering environmental criteria, socio-cultural, ethical and economic principles to ensure sustainable and responsible tourism accommodation.

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

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

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

### **3. Content**

Session 1: Review the course syllabus. Discuss assignments. The sustainable behaviour of a company: What is Corporate Social Responsibility? Drivers of and the context for CSR. Towards being more strategic: Improving performance through responsible management (Theories of CSR and its evolution). The business case. . Related material: Friedman, M. (1970) McNulty, E. J., and Davis, R. (2010) Rangan, K., Chase, L.A. and Karim, S. (2012)

Session 2: Connecting social and economic progress: Where are we now? (Integrated decision-making) Beyond CSR: pursuing the future competitive frontiers, opportunities and challenges. Re-evolution of the companies (Creating Shared Value-CSV). . Related material: Porter, M.E. and Kramer, M.R. (2006) Porter, M.E. and Kramer, M.R. (2011)

Session 3: Visit to Hotel Princess. CSR project & interviews ..

Session 4: Ethics in the hospitality and tourism industry: An overview. Past and present ethical and social practices in the tourism industry (hotels, cruises...) Submission Assignment 1. The Debate over Corporate Social Responsibility (Class activity). Related material: Search the CSR of the company you are performing your internship with. Prepare to share the findings at class (5?) no slides needed.

Session 5: Embracing CSR: adapting and aligning the value systems to reinforce commitment. Launching and sustaining sustainability efforts: The role of human resources. (Pay, performance and incentives). Stakeholder approach to social responsibility and ethical behaviour. Identify key stakeholders? Key players. Review current trends and opportunities. Submission assignment 1. The debate over CSR. Related material: Schwarts, T. (2012) Preparation of the interview to the manager

Session 6: Influencing responsibility beyond the company: reengineering the value chain: increasing business opportunities and creating social and environmental benefits. Sustainable Supply Chain Management. Partnerships for development. Submission assignment 2. Hotel Princess essay . Related material: Lee, H. L. (2010) Senge, P. (2010)

Session 7: Responsible Marketing: greenwashing & greenhushing. Customers perception of CSR. Socially Responsible Investing: Do the shareholders care about CSR or just the value of the stock? . Related material: Terrachoice. (2009) Chouinard, Y., Ellison, J., and Ridgeway, R. (2011)

Session 8: CSR metrics for sustainability: The need to measure and Explain CSR. CSR Disclosure and Reporting: redefining what matters. (Stakeholder engagement, Transparency and Accountability) Docsprint (Class exercise) Final Assessment. . Related material: Rangan, V.K., Chase, L. and Karim, S. (2015)

Session 9: What comes next: Transforming the ecosystem. Disruptive change to craft innovative solutions to social challenges. Partnerships and Social Impact: Innovative CSR strategies. Understand where the opportunities are in the new landscape. Review course, goals and objectives.. Related material: Husted, B. W., Allen, D. B., and Kock, N. (2015)

#### 4. Teaching methodology

**Practical Exercises.** Class exercises to implement the theory learned at class.

**Case Studies.** CSR case studies from hospitality companies. Project-based learning.

**Plenary Lectures.** Provide theoretical knowledge and debate.

**Student Presentations (individual or group).** Final project presentation.

**Supervised Projects.** Final project.

#### 5. Assessment activities

##### **Regular examination call**

- **Hotel Princess essay (theory) (Oct, 09/2016)**

Academic Work (Individual - 15%)

Evaluated competences: CB10, E02

- **The Debate over Corporate Social Responsibility (theory) (Oct, 12/2016)**

Academic Work (Individual - 15%)

Evaluated competences: CB9, E04

- **Final project (Study trip) (Nov, 28/2016)**

Supervised project (Group - 50%)

Evaluated competences: CB7, CB8, CB9, E01, E07, E08

- **Sustainability Reporting case study - Meetingas. Participation and reporting**

Case analysis (Individual - 20%)

Evaluated competences: CB10, E02

\* The grades will be averaged only if ALL the assignments are marked 4,0 or higher. The student must obtain a minimum average of 5 to pass the subject, if not, resit conditions apply.

\* All assignments must be submitted via Moodle on the delivery date, before the start of the class, or the specified date and time.

\* Cheating and plagiarism are regarded as attempts to gain an unfair advantage over your fellow classmates and will be penalised according to HTSI rules and regulations.

\* Late submission: Permission to submit an assignment late may be granted by the Lecturer. Permission is dependent upon valid reasons and may be refused. Valid reasons are, for example, an extended illness or unforeseen personal difficulties. If a late submission is approved, you will be given written confirmation of the alternative submission date. The maximum extension to any submission deadlines normally 2 weeks. Unless the reason for lateness makes this impossible, permission for late submission must be sought at least 4 days in advance of the submission deadline. Where late submission is requested on medical grounds, a medical certificate must be provided.

### **Resit examination call**

- **The Debate over Corporate Social Responsibility (theory)**

Academic Work (Individual - 20%)

Evaluated competences: CB9, E04

- **Hotel Princess essay (theory)**

Academic Work (Individual - 10%)

Evaluated competences: CB10, E02

- **Final project improvements (study trip)**

Case analysis (Individual - 50%)

Evaluated competences: CB9, E01, E07, E08

- **Sustainability Reporting case study**

Case analysis (Individual - 20%)

Evaluated competences: CB10, E02

- \* The grades will be averaged only if ALL the assignments are marked 4,0 or higher. At the resit examination call, the grades corresponding to the submitted tasks will be accounted for, though the maximum grade for pieces of work submitted at resit is a 5,0/10.
- \* Cheating and plagiarism are regarded as attempts to gain an unfair advantage over your fellow classmates and will be penalised according to HTSI rules and regulations.
- \* Late submission: Permission to submit an assignment late may be granted by the Lecturer. Permission is dependent upon valid reasons and may be refused. Valid reasons are, for example, an extended illness or unforeseen personal difficulties. If a late submission is approved, you will be given written confirmation of the alternative submission date. The maximum extension to any submission deadline is normally 2 weeks. Unless the reason for lateness makes this impossible, permission for late submission must be sought at least 4 days in advance of the submission deadline. Where late submission is requested on medical grounds, a medical certificate must be provided.

### **Repeating students without attendance: regular examination call**

- **The Debate over Corporate Social Responsibility (theory)**

Academic Work (Individual - 20%)  
 Evaluated competences: CB9, E04

- **Hotel Princess essay (theory)**

Academic Work (Individual - 10%)  
 Evaluated competences: CB10, E02

- **Final Project (Last study trip attended).**

Supervised project (Individual - 50%)  
 Evaluated competences: CB9, E01, E07, E08

- **Sustainability Reporting case study**

Case analysis (Individual - 20%)  
 Evaluated competences: CB10, E02

- \* The grades will be averaged only if ALL the assignments are marked 4,0 or higher. The student must obtain a minimum average of 5 to pass the subject, if not, resit conditions apply.
- \* All assignments must be submitted via Moodle on the delivery date, before the start of the class.
- \* Cheating and plagiarism are regarded as attempts to gain an unfair advantage over your fellow classmates and will be penalised according to HTSI rules and regulations.
- \* Late submission: Permission to submit an assignment late may be granted by the Lecturer. Permission is dependent upon valid reasons and may be refused. Valid reasons are, for example, an extended

illness or unforeseen personal difficulties. If a late submission is approved, you will be given written confirmation of the alternative submission date. The maximum extension to any submission deadlines normally 2 weeks. Unless the reason for lateness makes this impossible, permission for late submission must be sought at least 4 days in advance of the submission deadline. Where late submission is requested on medical grounds, a medical certificate must be provided.

### **Repeating students without attendance: resit examination call**

- **The Debate over Corporate Social Responsibility (theory)**

Academic Work (Individual - 20%)  
Evaluated competences: CB9, E04

- **Hotel Princess essay (theory)**

Academic Work (Individual - 10%)  
Evaluated competences: CB10, E02

- **Final Project.**

Supervised project (Individual - 50%)  
Evaluated competences: CB9, E01, E07, E08

- **Sustainability Reporting case study**

Case analysis (Individual - 20%)  
Evaluated competences: CB10, E02

\* The grades will be averaged only if ALL the assignments are marked 4,0 or higher. At the resit examination call, the grades corresponding to the submitted tasks will be accounted for, though the maximum grade for pieces of work submitted at resit is a 5,0/10.

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### **Follow-up meetings**

Week 3 (Oct, 17/2016), 13:00

Week 7 (Nov, 07/2016), 13:00

Week 13 (Nov, 21/2016), 13:00

## 6. Bibliography

### Mandatory readings

Friedman, M. (1970) The Social Responsibility of Business is to Increase its Profits. [Internet] The New York Times Magazine, September 13. Available from: [Accessed 20 July 2015]See chapters/pages/

McNulty, E. J., and Davis, R. (2010) Should the c-suite have a ?Green? seat, Harvard Business Review, 88(12), 133-137. See chapters/pages/

Rangan, K., Chase, L.A. and Karim, S. (2012) Why every company needs a CSR strategy and how to build it, Harvard Business Review. Working paper 12-088. [Internet] Available from: [Accessed 20 July 2015]See chapters/pages/

Porter, M.E. and Kramer, M.R. (2006) Strategy and Society: the link between competitive advantage and corporate social responsibility. Harvard Business Review. [Internet] Available from: <<https://hbr.org/2006/12/strategy-and-society-the-link-between-competitive-advantage-and-corporate-social-responsibility>> [Accessed 20 July 2015]See chapters/pages/

Porter, M.E. and Kramer, M.R. (2011) Creating Shared Value, Harvard Business Review. [Internet] Available from: <[https://hbr.org/2011/01/the-big-idea-creating-shared-value&cm\\_sp=Article-\\_-Links-\\_-Top%20of%20Page%20Recirculation](https://hbr.org/2011/01/the-big-idea-creating-shared-value&cm_sp=Article-_-Links-_-Top%20of%20Page%20Recirculation)> [Accessed 20 July 2015]See chapters/pages/

Schwartz, T. (2012) Employee engagement hits the bottom line, Harvard Business Review. [Internet] Available from: [Accessed 20 July 2015]See chapters/pages/

Lee, H. L. (2010). Don?t tweak your supply chain?rethink it end to end. Harvard Business Review, 88(10), 62-69. See chapters/pages/

Senge, P. (2010) The Sustainable Supply Chain. Harvard Business Review (October 2008), 70-72. See chapters/pages/

Unruh, G., and Ettenson, R. (2010). Winning in the green frenzy. Harvard Business Review, 88(11), 110-16. See chapters/pages/

Terrachoice. (2009) The seven sins of greenwashing: Environmental claims in consumer markets. Summary report: North America, April. See chapters/pages/

Rangan, V.K., Chase, L. and Karim, S. (2015) The truth about CSR. Harvard Business Review, February. Available from: [Accessed 20 July 2015]See chapters/pages/

Husted, B. W., Allen, D. B., and Kock, N. (2015). Value creation through social strategy. Business & Society, 54(2), 147-186. See chapters/pages/

Chouinard, Y., Ellison, J., and Ridgeway, R. (2011) The sustainable economy. Harvard Business Review, 89(10), 52-62. See chapters/pages/



Girling and Gordy (2015) *The Good Company*, Business Expert Press.

### **Recommended readings**

Boston College Center for Corporate Citizenship. <http://www.bcccc.net/>

Business for Social Responsibility [www.bsr.org](http://www.bsr.org)

Carbon Disclosure Project Report <http://www.cdproject.net/>

CSR Europe [www.csreurope.org](http://www.csreurope.org)

FTSE4Good Index [www.ftse4good.com](http://www.ftse4good.com)

The Global Compact [www.unglobalcompact.org](http://www.unglobalcompact.org)

Global Reporting Initiative [www.globalreporting.org](http://www.globalreporting.org)

Global 100 <http://www.global100.org/2009/index.asp>

The Good Business Network [www.thegoodbusinessnetwork.com](http://www.thegoodbusinessnetwork.com)

Harvard University, Kennedy School of Government, CSR Initiative  
<http://www.ksg.harvard.edu/cbg/CSRI/>

International Organization for Standardization [www.iso.org/iso/home.htm](http://www.iso.org/iso/home.htm)

Sustainability. <http://www.sustainability.com/>

Sustainable Brands Newsletter <http://www.sustainablebrands.com/newsletters>

Principles for Responsible Investment: <http://www.unpri.org/>

Responsible Investor: <http://www.responsible-investor.com/>

Business and Human Rights [www.business-humanrights.org](http://www.business-humanrights.org)

Business Respect Newsletter [www.businessrespect.net](http://www.businessrespect.net)

Center for Global Development <http://www.cgdev.org/>

Ceres <http://www.ceres.org/>

Corporate Social Responsibility Forum [www.pwblf.org](http://www.pwblf.org)

The Good Business Network [www.thegoodbusinessnetwork.com](http://www.thegoodbusinessnetwork.com)

Harvard University, Kennedy School of Government, CSR Initiative.  
[http://www.ksg.harvard.edu/cbg/CSRI](http://www.ksg.harvard.edu/cbg/CSRI/)

Sustainable Business <http://www.sustainablebusiness.com/>

### **7. Lecturer/s**

**Mr. Geoffrey Vito Belligoi** (Head lecturer) - [geoff.belligoi@htsi.url.edu](mailto:geoff.belligoi@htsi.url.edu)

Contact hour: Every week one hour before class.

Geoff Belligoi

has lived and worked in many different cultural environments around the world. He has a background in

Humanities and Cultural Studies, has a Masters in Global Electronic Management from Esade, is completing his Doctorate for the Universitat de Barcelona, and has worked in the UB, the UAB, ESADE and the Generalitat.

## 8. Observations