

Bachelor Degree in Tourism and Hospitality Management

Academic Year: 2018-2019

Teaching guide

Area: Business Strategies

Subject: Business Strategies and CSR in Tourism and Hospitality

Period: Semester 8

Lecturers:

Ms. Estefania Parra Villarrubia

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MODULE: INTERNATIONAL TOURISM AND HOSPITALITY MANAGEMENT

AREA: BUSINESS STRATEGIES

SUBJECT: BUSINESS STRATEGIES AND CSR IN TOURISM AND HOSPITALITY

CODE: OB8BST-III

LANGUAGE: ENGLISH

YEAR: 4

PERIOD: SEMESTER 8

CREDITS: 6 ECTS

1. Subject objectives

Business Strategies deals with strategic challenges confronting managers and organizations competing internationally. An organization's strategy is its theory of how to gain competitive advantage and compete successfully in the marketplace. Our objective is to gain an enhanced understanding of the most fundamental question in strategic management: What determines the international success and failure of organizations.

Strategic management can be done using the principles of corporate social responsibility. Our objective is to understand how running business using CSR impacts on customers, employees, shareholders, local communities, environment and society in general. And can make a company even more competitive in the marketplace.

The aim of this course will be:

(i) An enhanced understanding of what determines the international success and failure of tourism organizations competing around the globe; applying international compliance systems to avoid bribery, conflict of interests in possible corrupted environments. And to adapt the differences in culture, values, ethics standards and beliefs.

(ii) An awareness of how to be competitive including corporate social responsibility-CSR in the mission and daily decision making of the companies

We will achieve these aims through close analysis of case studies, readings, theory and study-group discussion applied to the tourism field. Specifically, we have three major blocks: Strategy, CSR and case study and proposal.

2. Competencies developed

Basic

B01 - Be able to acquire, understand and structure knowledge.

B02 - Be able to apply knowledge.

B03 - Be able to search for and manage information in order to solve problems, transmit reflective

judgements and/or make decisions.

B04 - Be able to communicate information and/or knowledge in one's mother tongue, as well as in at least two foreign languages.

General

G07 - Team work and collaboration: Cooperates actively and jointly in achieving common objectives.

G08 - Conflict management: be able to negotiate and resolve disagreements.

G09 - Sensitivity and intercultural awareness: understands and interprets the influence of culture on the values and behaviours of individuals and organizations.

G11 - Planning and organization: reflects a constant concern for minimizing uncertainty in the environment and comply with established quality parameters.

Specific

E12 - Define objectives, strategies and marketing policies.

E18 - Know the objectives, strategy and public planning instruments.

E19 - Convert an empirical problem into research and draw conclusions.

3. Content

Session 1: Introduction. Course Overview. Introduction to the course: objectives, program, assessments, evaluation. BLOCK I: STRATEGY: Theme 1. Theory: Strategy. Introducing CSR. What is strategy? Three levels of strategy. Evolution of Strategic Management. What is CSR? Few examples on some companies. Is CSR a temporary trend? Theme 2. Theory: Industry Analysis. Industry Analysis Fundamentals: The Five Competitive Forces That Shape Strategy (Porter). Possible failures in Porter's Model. Fast reminder of PEST analysis. ROE, ROIC & WACC . Related material: Article 1: The Five Competitive Forces That Shape Strategy (Porter).

Session 2: Theme 3. Theory: Segmentation Analysis. Analyzing Resources and Capabilities. Resources of the firm. Classifying Capabilities- Porter's value chain . Related material: Case study 1: Tesla delivered it in class

Session 3: Case study 1: Tesla. Presentation from groups and class discussion . Related material: Tesla in class discussion

Session 4: Theme 4. Nature and Source of Competitive Advantage. Cost Advantage- Best price. Differentiation Advantage. Dual Advantage- Value creation and Capture. Theme 5. Sustaining Competitive advantages. Strategic Positioning based on singular activities (operational efficiency is not enough). . Related material: Book 1: Contemporary Strategy Analysis- Robert M. Grant. Read chapter 9 and 10. Article 2: Value creation and Capture- Competitive strategy- SMN-678-E (IESE). Case study 2: Southwest Airlines to be delivered in class. Article 3: What is Strategy (Porter).

Session 5: Case Study 2: South West Airlines in class presentation and class discussion Theme 6:

Sustaining Competitive advantages. Blue oceans strategy . Related material: Case study 3: Even a Clown Can Do It: Cirque du Soleil Recreates Live Entertainment to be delivered in class Article 4: Blue Ocean Strategy (Kim and Mauborgne)

Session 6: Case study 3: Cirque du Soleil in class discussion Theme 7 : Sustaining Competitive advantages. VRIO Analysis. Starbucks in a VRIO .

Session 7: Theme 8: Corporate-Level Strategy: concentration, vertical integration & diversification. How to grow. International expansion. Theme 9: Strategic restructuring. . Related material:

Session 8: Quiz # 1. In class exam Block I: Business Strategies.

Session 9: Correction of Quiz # 1. BLOCK II: CSR. Theme 10. Theory: Definitions and evolution of CSR. CSR (corporate social responsibility) Vs CMS (compliance management systems). Important factors for the development of the CSR.

Session 10: Theme 11- CSR Models: Model of four dimensions (Carroll/Buchholtz), ETNOR Model, Foretica studies, reports and conclusions. CSR programs implemented in Spanish companies: Gender equality, positive discrimination, labour relations, health and safety policies, reconciling work and family, relations with social communities, environmental sustainability policies, integration of disabled etc...The evolution of CSR from compliance to Sustainable Entrepreneurship . Related material: Book 2: Sustainable Entrepreneurship, chapter: The Evolution of CSR from compliance to sustainable entrepreneurship

Session 11: Theme 12 Theory: Stakeholders definitions and approaches. Effects of the CSR on the organizations & stakeholders. How to communicate and efficiently implement CSR: ethical codes, ethical committees, ethical audits. SR (sustainable reporting): triple bottom line approach. GRI Indicators. Andreas' Raps Model and Paul Hohnen's Model. Related material: Case study 4: Patagonia delivered in class

Session 12: Case study 4: Patagonia in class discussion. Theme 13: introduction to bribery and extortion

Session 13: Theme 14: Bribery and Extortion. Conflict of interest. . Related material: Case study 5: Voltium Inc delivered in class

Session 14: Case study 5: Voltium incorporation in class discussion Block 3: FINAL CASE STUDY: Six senses Spa and Resort. Introduction to the final project and rubric.

Session 15: Block 2. Theme 15. National and international institutions that promote CSR. International CSR standards: ISO 14000. SA 8000. ECO-LABEL. ISO 26000 . Related material: Case study 6: Taj Bombay terror. Delivered in class

Session 16: Case Study 6: Taj Bombay terror. In class discussion.

Session 17: Correction of Quiz # 2 Theme 16: LEED (Leadership in Energy & Environmental Design) certificate. A growing trend among the Hospitality industry .

Session 18: Quiz # 2. In class exam Block II: CSR.

4. Teaching methodology

Plenary Lectures. Theoretical fundamentals

Finding information and preparation and organization of material. Six Senses Study Supervised project

Case Studies. In class preparation and discussion

Self-study or Study Groups. After class, theoretical fundamentals and cases study

Supervised Projects. Six Senses Study Supervised project

Working individually or in groups. Preparing quizzes and case studies

5. Assessment activities

Regular examination call

- **Six Senses case study (Apr, 29/2019)**

Supervised project (Group - 30%)

Evaluated competences: B03, G07, G08, G09, G11, E12, E18, E19

- **Final exam (theoretical and applied) (May, 06/2019)**

Final exam (Individual - 35%)

Evaluated competences: B01, B02, B04

- **Quizzes**

Partial exam (Individual - 20%)

Evaluated competences: B01, B02, B04

- **Resolution of cases studies**

Case analysis (Group - 15%)

Evaluated competences: B03, G07, G08, G09, G11, E12, E18

The grades of the activities in group (Cases studies and Supervised project) will ONLY be averaged if the personal activities (partial and final exams) are marked with a 5,0 or higher. If this is not the case, students should go to the extraordinary call to pass this course.

If the students pass with a mark of 6,0 or higher the two quizzes that will be done in class, they can decide whether not to go to the final exam and therefore the 55% will account for the total of the quizzes. If this is only the case of one of them, they should go to the final exam for the part that has not obtained a 6,00 or higher. If both quizzes are passed with less than a 6,00 the final exam is mandatory.

Quizzes will be carried out in class (2 hours). An extra two hours from 08:30 to 09:30 AM will be used to correct them.

Those assessments or Quizzes that are not handed in or carried out on time will be graded with a 0 and will be averaged with the other grades. A minimum of 2 quizzes and 6 cases studies are required to get graded. For all assessments the HTSI referencing guidelines, cover page, format and lay-out instructions should be used appropriately.

Late submission: permission to submit an assessment 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.

VERY IMPORTANT: 70% of attendance is mandatory to pass this course

Resit examination call

• Six Senses Case Study (May, 30/2019)

Supervised project (Individual - 30%)

Evaluated competences: B03, G07, G08, G09, G11, E12, E18, E19

• Resolution of cases studies (May, 30/2019)

Case analysis (Individual - 15%)

Evaluated competences: B03, G07, G08, G09, G11, E12, E18

• Theoretical and applied exam (Jun, 11/2019)

Final exam (Individual - 55%)

Evaluated competences: B01, B02, B04

Case Studies and supervised project will be averaged ONLY if the final exam is graded with a "5" or higher. If supervised project has to be presented again, the maximum grade will be 5. And the same thing will be done with the cases studies.

Repeating students without attendance: regular examination call

• Supervised project (Individual - 30%)

Evaluated competences: B03, G07, G08, G09, G11, E12, E18, E19

- **Theoretical and applied exam (May, 06/2019)**

Final exam (Individual - 55%)

Evaluated competences: B01, B02, B04

- **Resolution of cases studies**

Case analysis (Individual - 15%)

Evaluated competences: B03, G07, G08, G09, G11, E12, E18

The grades of the activities: Case studies and Supervised project will ONLY be averaged if the personal activities (final exam) is marked with a 5,0 or higher. If this is not the case, students should go to the extraordinary call to pass this course.

For all assessments the HTSI referencing guidelines, cover page, format and lay-out instructions should be used appropriately.

Late submission: permission to submit an assessment 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: resit examination call

- **Supervised project (Individual - 30%)**

Evaluated competences: B03, G07, G08, G09, G11, E12, E18, E19

- **Theoretical and applied (Jun, 11/2019)**

Final exam (Individual - 55%)

Evaluated competences: B01, B02, B04,

- **Resolution of cases studies**

Case analysis (Individual - 15%)

Evaluated competences: B03, G07, G08, G09, G11, E12, E18

Case Studies and supervised project will be averaged ONLY if the final exam is graded with a "5" or

higher. If supervised project has to be presented again, the maximum grade will be 5. And the same thing will be done with the cases studies.

Follow-up meetings

Week 3 (Feb, 12/2018), 11:30

Week 8 (Mar, 05/2018), 11:30

Week 15 (Apr, 18/2018), 11:30

6. Bibliography

Mandatory readings

Porter, M. (1996). What is strategy? Harvard Business Review, Volum 74, Número 6, pàg. 61-82 See chapters/pages1

Porter, M. (2008), The Five competitive forces that shape strategy. Harvard Business Review. 1-18. See chapters/pages1

Contemporary Strategy Analysis seventh edition-Robert M. Grant See chapters/pages9-10

Value creation and Capture- Competitive strategy- SMN-678-E (IESE) See chapters/pages1

Chan, K, W and Renée. M (2009). Blue Ocean Strategy. Leadership Excellence; May 2009; 26, 5; ProQuest Central pg. 4 See chapters/pages1

Sustainable Entrepreneurship, Chapter: The Evolution of CSR from compliance to sustainable entrepreneurship- PART 2 Chapter: Sustainable Reporting (SR) A challenge worldwide- PART 3 Christina Weidinger, Franz Fischler and René Schmidpeter

Recommended readings

Semi-globalization and international business Strategy (Pankaj Ghemawat)

Ghemawat, P. (2007). Redefining Global Strategy: Crossing Border in a World Where Differences Still Matter. Harvard Business School Publishing. See chapters/pages1

Managing differences, the central challenge of global strategy (Pankaj Ghemawat) HBR

7. Lecturer/s

Ms. Estefania Parra Villarrubia (Head lecturer) - estefania.parra@htsi.url.edu

Contact hour: Mondays from 14 to 15

Estefania Parra received her Master of Business Administration (MBA) at Elkin McCallum Graduate School of Business Bentley University in Boston (MA) and graduated with distinction in 2000. She has a Bachelor in Economics from Pompeu Fabra University and a Master in Financial and Accounting Management from IDEC. After year 2000 she has been involved in executive positions in companies up

to Managing Director level. Positions held in recent years include: Founder and CEO of Trading Films in 2013; Managing Director and previously Finance and Purchasing Director of Steplax & Cia; Financial Consultant in Polaroid Corporation in Massachusetts, USA and Financial Planner in Prudential Securities in Massachusetts, USA. She carried out a PDG (General Management program) at IESE Business School University of Navarra in 2014.

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.