

# University Master Degree in Hotel Management

Academic Year: 2017-2018

## 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

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## 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
- 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

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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: Prepare the reading ?Independent Minds?, ?The mystery of vanishing hotel reservations?, ?How hotels can counter high OTA cancelation rates? and the Rosewood case study.

Session 2: Prepare the readings ?Thinking strawberries?, ?Marriott Management Philosophy? and ?Heart of Gold?.

Session 3: Prepare the Ritz-Carlton case study and texts ?Top View? and ?Motivating your staff to provide outstanding service?..

Session 4: Prepare the text ?Revenue Management in restaurants?, ?Psychology of menu design? and

?Attract local guests to F&B operations?.

Session 5: Prepare the case studies on Barcelo and Westin..

Session 6: Prepare the case studies ?Disney in the Middle Kingdom? , ?The wonderful of human resources at Disney? and the reading ?At what time starts the 3 PM? parade??.

Session 7: Prepare the readings ?The full service hotel is dead?, ?Virgin hotels?, AirBnB strategies and the case study on McDonald?s hotel..

Session 8: Final challenge presentations and operational week presentations.

#### 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**

##### **• Case studies (Oct, 09/2017)**

Case analysis (Individual - 20%)

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

##### **• Operations preparation (Oct, 11/2017)**

Academic Work (Individual - 20%)

Evaluated competences: G1, T3

##### **• Operations presentation (Nov, 08/2017)**

Case analysis (Individual - 20%)

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

- **Challenge presentation (Dec, 18/2017)**

Supervised project (Group - 40%)

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

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.

Attendance to the Operational Week is mandatory

### **Resit examination call**

- **Written summaries of every case study and article (Jan, 08/2018)**

Case analysis (Individual - 40%)

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

- **Operations preparation (Jan, 08/2018)**

Academic Work (Individual - 20%)

Evaluated competences: G1, T3

- **Operations presentation (Jan, 08/2018)**

Case analysis (Individual - 20%)

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

- **Challenge presentation (Jan, 08/2018)**

Supervised project (Group - 20%)

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

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. 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.
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- Ting, D. (2016) Onefinestay CEO interview: ?The full service hotel is dead? [<https://skift.com/2016/07/15/onefinestay-ceo-interview-the-full-service-hotel-is-dead/>],
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- Yemen, G., Isabella, L. (2013) The Wonderful World of Disney. University of Virginia Darden School Foundation, 1 ? 14.
- Michel, S., Wooley, C. (2006) McDonald?s Adventure in the Hotel Industry. Thunderbird The Garvin School of Management, 1 - 7.
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Mastrogiacomo, M. (2017) Winning the direct booking: a 2017 action plan to combat the effect of Airbnb on your bottom line  
[<https://blog.hebsdigital.com/winning-the-direct-booking-a-2017-action-plan-to-combat-the-effect-of-airbnb-on-your-bottom-line/>]

## 7. Lecturer/s

**Mr. Willem van Rossem** (Head lecturer) - [willem.vanrossem@htsi.url.edu](mailto:willem.vanrossem@htsi.url.edu)

Contact hour: Tuesday at 7 PM by appointment only

## 8. Observations

- Material: Students are expected to come prepared for lectures. Failure to do so may result in students being asked to leave class.
- Attendance: Each student is responsible for making sure they cover the material of lectures missed. Evaluations missed in lectures are a 0.
- Plagiarism: This is a very serious offence, subject to disciplinary action, as determined by the Bachelor Degree Academic committee.
- Mobile phones, smart phones, tablets and laptop computers are only allowed in class for academic use.
- Punctuality: Students are expected to attend class on time, and out of respect, those who arrive late are required not to interrupt