

University Master Degree in Hotel Management

Academic Year: 2019-2020

Teaching guide

Area: Operations Management

Subject: Hotel Operations and Service Management

Period: Semester 1

Lecturers:

Mr. Antoni Mestres Claver

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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

PURCHASING & SUPPLYING

- Difference between purchasing and supplying.
- Understand the concept of strategic purchases. Learn how to classify them.
- Know different tools to manage the purchasing procedures.

F&B COST CONTROL

- Know and analyze the different components of Food & Beverage preparation.
- Understand and practice the process of cost control using some ratios and tools.
- Make some gastronomic offers through management tools. Control and follow up.

HOUSEKEEPING:

- Organisational structure overview of the Housekeeping department - operational areas.
- Operating supplies & equipment needed to run the Housekeeping department
- Expenses and main departmental ratio analysis & comparison between different hotel business models.

MAINTENANCE CONTROL:

- know the critical control points in order to do a good maintenance plan.
- Corrective vs Preventive maintenance procedures.

FRONT OFFICE:

- Identify the key responsibilities of front and back office and know it's functioning.
- Organize and coordinate the staff.
- how to manage the customer satisfaction.

OPEX:

- Operational Excellence (OpEx) as a fundamental pillar of any kind of hospitality business.
- More value for Guests (Customers) and Professionals, at a lower cost, is the target of Operations.
- A necessary new culture of Continuous Improvement to be implemented in the Company.

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: PRESENTATION: subject, Operational Week, Internship and Talent Forum.. Related material: LECTURER: Mr. Toni Mestres, Daniela Freund, Lia Naik and Elisabeth Solé.

Session 2: SUPPLYING: What is the function nowadays and what should it be in the short term. How this department works in a hotel organigram and how to build good relationships with other departments, sometimes as a project leader .Differences between strategic procurement and supply procedures. How to classify the purchases and suppliers.. Related material: LECTURER: Mr. Toni Mestres. Master class involving: Order and supply cycle, Supply tools, Adding value to the hotel from purchase dpt, Quick wins to obtain savings. Class exercises with real examples.

Session 3: HOTEL MANAGER FORUM: Challenge presentation and visit Hotel Arts . Related material: LECTURER: Mr. Toni Mestres. Related to the Challenge

Session 4: PURCHASING: How to reduce costs to obtain savings, helping Finance to be more profitable, How to negotiate and which is the best marketplace to buy. E-procurement tools.. Related material: GUEST SPEAKER: Mr. Xavier Felguera. Master class involving: Adding value to the hotel from purchase dpt, Technical procurement tools: Kraljic matrix, RFQ's... Class exercises with real examples and role plays.

Session 5: HOUSEKEEPING OPERATIONS: knowledge about how to manage this department: laundry, valets, linen&terry, costs (amenities, operating and cleaning supplies) showrooms, VIP set up's, cleaning procedures in all the areas, flower decoration, lost&found, room readiness, uniform, etc. How to manage the customer satisfaction and the internal and external staff.. Related material: GUEST SPEAKER: Ms. Elena Sacristan. Real examples of how to manage ratios daily, tips, satisfaction surveys, advics and cost control tools.(P/L)

Session 6: F&B COST CONTROL: know different types of food or beverage offers, outlets, products and managing indicators. How to design a special offer, menu, or a simple dish at a profit (cost vs price) Analyze, follow up and reach conclusions. . Related material: LECTURER: Mr. Toni Mestres. Master class teaching tools to use daily: food or beverage data sheet (recipe), production file, TCO, menu engineering and ratios.

Session 7: MAINTENANCE CONTROL: learn some concepts about types of maintenance management and how to solve incidences asap.Take care of the enviroment, lays and legislation. How to make a plan.. Related material: GUEST SPEAKER: Mr. Raúl Pérez. Tools to manage daily, with real examples. Staff and operational supplies and cost controlling.

Session 8: FRONT OFFICE:know how to organize your department in order to manage properly, making

good decisions. How to break down the daily tasks, manage the operational time to improve the relationship among departments and be flexible and effective.. Related material: GUEST SPEAKER: Ms. Patricia Rodríguez. Different types of daily tools, ratios and exercises, with real examples.

Session 9: OPEX: Introduction to Operational Excellence to the Tourism Industry, adding value at every stage. Methodology and implementation.. Related material: GUEST SPEAKER: Mr. J.A. Aguilar. Master Class with different type of tools: Learn Management, Six Sigma and Kaizen. Add value vs non-add value, and Value Stream Mapping.

Session 10: FINAL CHALLENGE PRESENTATIONS AND OPERATIONAL WEEK PRESENTATIONS. Related material: LECTURER: Mr. Toni Mestres

4. Teaching methodology

Practical Exercises. to understand better the reality

Student Presentations (individual or group). to improve their communications skills and to put in practice the knowledges acquired

Supervised Projects. to get more consistent projects

Working individually or in groups. to consolidate the knowledges acquired and to reflect the class taught.

Practical evaluation.

Project evaluation.

5. Assessment activities

Regular examination call

- **Test Exam by Moodle (Nov, 26/2019)**

Partial exam (Individual - 20%)

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

- **Challenge presentation (Dec, 02/2019)**

Supervised project (Group - 60%)

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

- **Operational week Presentation (Dec, 02/2019)**

Academic Work (Individual - 20%)

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

All the contents taught in class will be upload to Moodle after each session.

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 extraordinary exam call.

Attendance to the Operational Week is mandatory

Resit examination call

- **To do again the Test exam (retake) (Dec, 09/2019)**

Partial exam (Individual - 20%)

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

- **Operational week Presentation (Dec, 09/2019)**

Academic Work (Individual - 20%)

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

- **Challenge presentation (Dec, 09/2019)**

Supervised project (Group - 60%)

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

Recommended readings

BRADBERRY, T. & GREVES, J. (2012), ?Lidership 2.0?BrillianceCorp

Walter Isaacson (2011), Steve Jobs: The Biography

Reynolds, D.E. (2003). On-site Foodservice Management. A best practices approach. Hoboken, New Jersey. John Wiley & Sons, Inc.

Sheryl Sandberg (2013), Lean in. Editorial WH Allen

Michael L. George (2003), Lean Six Sigma for Service, Editorial McGraw-Hill.

7. Lecturer/s

Mr. Antoni Mestres Claver (Head lecturer) - toni.mestres@htsi.url.edu

Contact hour: Monday to Thursday from 18h to 19h by appointment (better in a class day)

<https://www.linkedin.com/in/toni-mestres-8952941b/>

8. Observations

- Attendance: : it is mandatory to attend more than 80% of classes if not, the student will not be evaluated and will do an extra exam, In this case, the maximum mark will be 6.
- Plagiarism: This is a very serious offense, subject to disciplinary action, as determined by the Bachelor Degree Academic committee.
- Mobile phones, smartphones, 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

TEACHER'S TEAM:

Mr. Xavier Felguera, Corporate Procurement Director at Selenta Group,
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