

Bachelor Degree in Tourism and Hospitality Management

Academic Year: 2019-2020

Teaching guide

Area: Business Strategies

Subject: Business Strategies and CSR in Tourism and Hospitality

Period: Semester 8

Lecturers:

Ms. Daniela Freund de Klumbis
Dr. Mónica Cerdán Chiscano

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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

The subjects "Business Strategies & CSR" and "Innovation & Entrepreneurship" are offered as one project during the academic year 2019-2020. All content can be found on one shared Moodle: "Innovation & Business Strategies Project".

Both subjects do have their own teaching guide and student's will get a grade for each subject separately.

In the Business Strategies & CSR sessions the main objectives are:

- * Understand strategic challenges confronting managers and organizations
- * Explore how organizations can gain competitive advantage and compete/cooperate successfully in the marketplace
- * Introduce elements related to open, collaborative strategies for exponential growth & operational excellence in hospitality (lean, Six Sigma)
- * Apply the principles of corporate social responsibility and how it impacts on all stakeholders (special focus on gender)

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. World-café activity. Related material: Syllabus & project guidelines

Session 2: Theme 1. Introduction to Business Strategies & CSR . Related material: Article: The history of management

Session 3: Continuation of Theme 1 .

Session 4: Theme 2. Paradigm change: Porter´s Management model . Related material: Article: What is Strategy (Porter) and the Five competitive forces that shape strategy (2008) Video https://www.ted.com/talks/michael_porter_why_business_can_be_good_at_solving_social_problems/transcript?language=es

Session 5: Theme 3. Open, collaborative strategies for exponential growth (introduction to Fiturnext by Ideas for Change). Project to be supervised by Javi Creus, Founder & Strategy Director.

Session 6: Theme 4. Explanation of Challenge based on ODS 5 Gender equality, focusing on employment, entrepreneurship, security and human rights. Methodological explanation . Related material: UNWTO (2019) Global Report on Women in tourism. Alarcón and Alarcón & Stroma articles

Session 7: Work on challenge with teacher´s support.

Session 8: Theme 5. Change Management . Related material: Case study Shangri-la and Kotter article

Session 9: Continuation of Theme 5.

Session 10: Work on challenge with teacher´s support.

Session 11: Theme 6. Seminar on Operational Excellence in Hospitality: introduction to lean and Six

Sigma. Invited lecturer: Ilona Baranowska, Operational Innovation Manager Europe, Marriott International . Related material: Articles to be distributed

Session 12: Continuation of Seminar on Operational Excellence in hospitality.

Session 13: Quiz # 1 // Theme 7. Competitive advantages . Related material: Value creation and capture - competitive strategy

Session 14: Follow up on Project FITURNEXT by Ideas for Change.

Session 15: Theme 8. Growth strategies. Related material: Case studies

Session 16: Work on challenge with teacher's support.

Session 17: Continuation of Theme 8. Growth strategies.

Session 18: Work on challenge with teacher's support.

Session 19: Work on challenge with teacher's support.

Session 20: Final presentations FITURNEXT 2021.

Session 21: Quiz # 2 // Theme 9. Sustainable Development. Related material: UNWTO (2018) Tourism for development Volume 1. Key areas for action

Session 22: Continuation of Theme 9. Sustainable Development.

Session 23: Theme 9. Sustainable Development - Invited lecturers: real-life examples of the tourism & hospitality business.

Session 24: Work on report with teacher's support.

Session 25: Theme 10. New marketplaces - challenges & opportunities. Invited speaker: Raymond Wilders, founder of Formitable .

Session 26: Cont. Theme 10. New marketplace: challenges & opportunities. Invited speakers.

Session 27: Cont. Theme 10. New marketplace: challenges & opportunities. Invited speakers.

Session 28: Quiz # 3 // Feedback on the project .

Session 29: Closing session.

4. Teaching methodology

Plenary Lectures. Theoretical fundamentals

Finding information and preparation and organization of material. FITURNEXT Supervised project

Case Studies. In class preparation and discussion

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

Supervised Projects. FITURNEXT Supervised project

Working individually or in groups. Preparing quizzes and case studies

5. Assessment activities

Regular examination call

- **Group project FITURNEXT, for details see project description (Apr, 28/2020)**

Supervised project (Group - 70%)

Evaluated competences: B1, B2, B3, B4, G7, G8, G9, G11, E11, E19

- **Failed quizzes will be evaluated at the ordinary call (May, 06/2020)**

Final exam (Individual - 30%)

Evaluated competences: B1, B2, B3, B4, G9, E12, E18

A minimum of 70% attendance is required in order to be evaluated at the ordinary call. A minimum grade of 5 is required at final exam and at the supervised project to pass the subject.

Final exam is the result of the average of different evaluation activities (quizzes) performed along the course. Failed quizzes will be evaluated at the ordinary call. All quizzes must be graded 5 or higher to calculate the grade of the final exam. Otherwise, the final exam is the minimum grade of all quizzes.

Resit examination call

- **Group project FITURNEXT 2021 (Jun, 02/2020)**

Supervised project (Group - 70%)

Evaluated competences: B1, B2, B3, B4, G7, G8, G9, G11, E11, E19

- **Quizzes to test subject knowledge (Jun, 03/2020)**

Final exam (Individual - 30%)

Evaluated competences: B1, B2, B3, B4, G9, E12, E18

A minimum grade of 5 is required at the quizzes and the supervised project to pass the subject. Maximum grade of at retake call of a failed activity at the ordinary call is 6.

Repeating students without attendance: regular examination call

- **Final exam based on topics from academic year 18-19 (May, 06/2020)**

Final exam (Individual - 100%)

Evaluated competences: B1, B2, B3, B4, G9, E12, E18

Repeating students without attendance: resit examination call

- **Final Exam based on topics of academic year 2018-2019 (Jun, 03/2020)**

Final exam (Individual - 100%)

Evaluated competences: B1, B2, B3, B4, G9, E12, E18

Maximum grade of at retake call is 6.

Follow-up meetings

Week 3 (Feb, 12/2020), 11:30

Week 8 (Mar, 11/2020), 11:30

Week 15 (Apr, 22/2020), 11:30

6. Bibliography

Mandatory readings

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

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

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

Wolfgang Pindur, W., Rogers, S. and Kim, P., (1995), The history of management: a global perspective, Journal of Management History, Vol. 1 Issue 1 pp. 59 ? 77.

Kotter, J. (2007), Leading change: why transformation efforts fail, Harvard Business Review, January, 96-103

Centre for Asian Business Cases [Case study]. Shangri-La Hotels and Resorts: achieving service leadership. Kwan, E. and Toquer, G. (2000)

UNWTO. Global Report on Women in tourism, Second edition. 2019

Moreno Alarcón, Daniela (2018) Feminist Perspectives in the Development of Action Plans for Tourism,

Moreno Alarcón, Daniela & Cole, Stroma (2019). No sustainability for tourism without gender equality

Pre-reading Operational Excellence in Hospitality

UNWTO Report : Tourism and the Sustainable Development Goals ? Journey to 2030

Recommended readings

Grant, R. (2015), Contemporary Strategy Analysis seventh edition. New Delhi: Wiley

Enz, C. (2010), Hospitality Strategic Management: concepts and cases. New Jersey: Wiley

Buhalis, D. & Darcy, S.A. 2011, Accessible Tourism: Concepts and Issues, first edition, Channel View Publications, Bristol, UK.

Check www.albasud.org

Kotter, J. (2016) Our Iceberg is melting. Penguin Random House

Tourism for Development Volume I: Key Areas for Action

Legrand, W.; Sloan, P.; Chen, J. (2017) Sustainability in the hospitality industry: principles of sustainable operations. Third Edition. New York: Routledge.

Freund, D.; Cerdán, M.; Hernández, G.; Guix, M.; Iñesta, A.; Castelló, M. Enhancing the hospitality customer experience of families with children on the autism spectrum disorder. International Journal of Tourism Research; Volume 21, Issue 5, 606-614. DOI:10.1002/jtr.2284

7. Lecturer/s

Ms. Daniela Freund de Klumbis (Head lecturer) - daniela.freund@htsi.url.edu

Contact hour: By appointment via e-mail

See website <https://www.htsi.url.edu/en/teacher/daniela-freund/>

Dr. Mónica Cerdán Chiscano - monica.cerdan@htsi.url.edu

Contact hour: By appointment via e-mail

<https://www.htsi.url.edu/en/teacher/monica-cerdan/>

8. Observations

* Sessions might be subjected to changes

* Information on the academic calendar, exam timetables, and room assignment is posted on the virtual campus

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