






## Level 5 Diploma in Hotel Management (610) 143 Credits



<b>Unit:</b> Hospitality Strategic Management	<b>Guided Learning Hours:</b> 240
<b>Exam Paper No.:</b> 5	<b>Number of Credits:</b> 24
<b>Prerequisites:</b> Knowledge of business organisation.	<b>Corequisites:</b> A pass or higher in Certificate in Business Studies or equivalence.
<p><b>Aim:</b> Hospitality Strategic Management provides a realistic, balanced, and current view of the field by considering the practical aspects of the strategic manager's role, including the acquisition, development, and management of internal resources (such as people, knowledge, financial capital, and physical assets) and relationships with external stakeholders (such as guests, suppliers, owners, franchisors, venture partners, and governmental agencies). The unit offers a complete, comprehensive, and managerially useful treatment of strategic management in the hospitality industry. This up-to-date resource provides the most relevant models, theories, and hospitality practices ensure efficiency management in today's competitive international hospitality industry.</p>	
<b>Required Materials:</b> Recommended Learning Resources.	<b>Supplementary Materials:</b> Lecture notes and tutor extra reading recommendations.
<b>Special Requirements:</b> The unit requires a combination of lectures, demonstrations and classroom discussions.	
<p><b>Intended Learning Outcomes:</b></p> <p>1 Understand how management strategies play a major role in the development of the hospitality industry; the advanced tools and techniques that guide strategic pricing decisions and set inventory controls.</p> <p>2 The internal (within the industry itself) and external (socio-demographic and psychographic) factors affecting hospitality strategies.</p> <p>3 The business development process marked by acquisitions and mergers; both as aspects of strategic management, corporate finance and management dealing with the buying.</p> <p>4 The hospitality industry as a capital-intensive industry and the financial strategies and options required to support and increase returns on invested capital.</p> <p>5 The managerial and functional responsibilities of the overall corporation's development and business</p>	<p><b>Assessment Criteria:</b></p> <p>1.1 Describe the different Hospitality Management Strategy (HMS) global factors</p> <p>1.2 Compare and contrast (i) transnational (ii) global (iii) multinational</p> <p>1.3 Analyse the HMS global challenges</p> <p>1.4 Describe the strategic management process</p> <p>2.1 Describe the HMS external and internal driving forces</p> <p>2.2 Outline the SWOT analysis</p> <p>2.3 Explain the five-factor model of market profitability</p> <p>2.4 Analyse the sociocultural issues in UK</p> <p>2.5 Identify the global economic forces to monitor and predict</p> <p>3.1 Outline the business level strategies</p> <p>3.2 Describe different management issues</p> <p>3.3 Explain the different positioning techniques and pitfalls</p> <p>3.4 Outline the different types of franchise relationships</p> <p>3.5 Describe the different business development strategies</p> <p>4.1 Describe Return on Investment Capital (ROIC) metrics and methods</p> <p>4.2 Describe how to determine the value of a firm's resources and capabilities</p> <p>4.3 Outline and demonstrate financial resources</p> <p>4.4 Outline leadership approaches, ownership structure and the agency theory</p> <p>5.1 Describe corporate-level responsibilities</p> <p>5.2 Outline corporate-level strategies</p>

expansion strategies.	5.3 Explain the strategic drivers of brand value
	5.4 Explain the levels of branding and how brand identify and position creates value
6 The strategy formulation and implementation process as the competitive environment changes and the steps for effective implementation.	6.1 Describe inter-organisational advantages and disadvantages
	6.2 Analyse the management and partnering tactics with external stakeholders
	6.3 Describe functional strategy audits and the process of conducting the audits
	6.4 Outline the functional structure of a typical hotel
	6.5 Outline the functional geographic, product, project matrix and corporate structures
	6.6 Describe crisis management, preventive and controlling mechanisms
	6.7 Describe a marketing strategy and marketing issues
	6.8 Describe a sales strategy and factors that affect sales
	6.9 Demonstrate customer service and quality strategies
	6.10 Describe the improvement process and the tools used
7 Human Resource Management strategies in the hospitality industry and focus on the total environment and the external and internal factors.	7.1 Describe Human Resource Management strategies
	7.2 Describe entrepreneurship and innovation strategies
	7.3 Analyse the internal and external problems faced by entrepreneurs
	7.4 Describe technology strategies
8 The scope of risk management and the roles of loss prevention and security within the hospitality industry.	8.1 Outline Human Resource risk management strategies
	8.2 Design a risk and contingency policy for a hotel
	8.3 Design a strategic plan for a hotel
<b>Methods of Evaluation:</b> 2½-hour written essay examination paper with five questions. Candidates are required to answer all questions. Each question carries 20 marks. Candidates also undertake project/coursework in Hospitality Strategic Management with a weighting of 100%.	

### Recommended Learning Resources: Hospitality Strategic Management

<b>Text Books</b>	<ul style="list-style-type: none"> <li>• Strategic Management in the Hospitality Industry by Michael D. Olsen, Joseph J. West and Eliza Ching Yick Tse. ISBN-10: 0131196626</li> <li>• Hospitality Strategic Management: Concepts and Cases by Jeffrey S. Harrison and Cathy</li> <li>• Strategic Hospitality Management: Theory and Practice for the 1990's (Cassell Hotel &amp; Catering) by Andrew Boer. ISBN-10: 0304322857</li> <li>• Hospitality Strategic Management: Concepts and Cases by Cathy A. Enz.</li> </ul>
<b>Study Manuals</b> 	BCE produced study packs
<b>CD ROM</b> 	Power-point slides
<b>Software</b> 	None