

Code-Course	063406 – Hotel Management				
Year	3rd	Credits	4.5 cr ECTS		
Thematic Area	Hospitality	Course Type	Basic subject	Training	
In-class hours	36 hours	Teacher-led learning hours	36 hours	Individual work hours	40.5 hours

### BRIEF COURSE DESCRIPTION

This subject aims to offer a holistic vision of Operation Management in tourist accommodation establishments.

We will go from the definitions of basic concepts and elements of new organizational and operational structure of an establishment, to new emerging professional profiles, as well as the competences required by the companies in the sector.

Students will be able to study in depth, the operations management system of tourist accommodation companies, identify the basic functions of a manager and the different levels of management in this type of companies.

### BASIC SKILLS

BS02- Students must be able to apply their knowledge to their work in a professional way and possess the skills used to develop and defend arguments and solve problems within their study field.

### GENERAL SKILLS

GS02- Have business vision.

GS06- Be customer-oriented.

GS07- Make decisions and solve problems, critically interpreting and evaluating the results obtained.

### SPECIFIC SKILLS

SS06- Analyze and evaluate tourism potential when designing products, services, and projects.

SS09- Understand and use information technology and information management systems in tourism.

SS14- Identify and manage the internal aspects, functions, and operational processes of tourism business units.

SS16- Manage financial resources.

SS17- Understand and implement quality standards in the processes of tourism service.

## LEARNING OBJECTIVES

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1. Develop skills related to the planning, organization and management of the operations of hotel establishments.
2. Know the basic principles of hotel management.
3. Know the operating procedures of hosting companies.
4. Carry out an efficient design of the different activities and operational tasks carried out by the operational departments of a hotel.
5. Plan the specific objectives of each department, necessary human and material resources, including the study of costs and results of the planned actions.
6. Organize the tasks, functions, schedules and shifts of the staff assigned to each department according to the defined strategic plan.
7. Prepare and analyse the items that make up a hotel budget, specified in specific areas or departments.
8. Manage the phases of the opening of hotel establishments (obligations of the property and obligations of the manager).

## ACADEMIC CONTENTS

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1. Hospitality in the tourism industry
  - a. Hospitality within the global economy: trends and challenges
  - b. Introduction to segmentation
  - c. Stars ranking and price segments
2. Hotel Operations Management
  - a. Organizational chart and levels
  - b. Management and leadership
    - i. Management skills

- ii. The role of a GM
  - iii. Real Case Study: One-Day decision making as GM
- 3. Rooms Division Operations
  - a. Rooms Division organization
    - i. Front Office (FOM): roles, tasks, departments
    - ii. Housekeeping (HKP): roles, tasks, departments
      - 1. The cleaning paths
- 4. Main ratios for hotel management
  - a. Introduction to Revenue Management
  - b. Occupancy and Revenue ratios
  - c. Forecast
  - d. Benchmarking
  - e. Operations' ratios
- 5. Revenue Management in hotel establishments
  - a. Room Revenue optimization
    - i. Demand, pricing and inventory
    - ii. Positioning, strategies and deviations' control
    - iii. Yield restrictions and overbooking
  - b. Distribution channels
  - c. Data collection and analysis
- 6. The hotel budgets
  - a. Basic definitions and budget functions
  - b. Operational budget
  - c. Cost classification and imputation
  - d. The U.S.A.L.I. accounting model
  - e. The budget as a planning result
- 7. Hotel management control: budgets and forecast
  - a. Departmental budgets
  - b. Profit & Loss (P&L)
  - c. Results analysis, cost control and decision making
  - d. Forecast
- 8. Practical Case: business plan for an accommodation property
  - a. Concept, strategy and budget



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# COURSE CONTENT

## Bachelor's Degree in Tourism



## LEARNING METHODOLOGY

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The learning methodologies planned for this subject contemplate different activities that contribute to develop the skills related to this course. Some of the learning activities that will be developed are the following:

- Lectures
- Case studies and discussions
- Practical exercises and Problem-based learning
- Practical Case: creation and design of a new hotel product (group assignment) in order to deepen in the theoretical concepts and learning of the course, and to improve the management of usual tools in hotel business.
  - The project will be presented and defended in class

## ASSESSMENT SYSTEM

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The assessment system measures the student's achievement of learning outcomes regarding the subject's competences and contents.

Students may choose continuous assessment or single assessment:

**Continuous Assessment:** the teaching-learning process is assessed by a continuous monitoring of the work done by the students throughout the course and a final individual examination. Students must attend classes in order to be assessed by continuous assessment.

**Single Assessment:** for those students who cannot come to class regularly, they can choose to be assessed by single assessment. The teaching-learning process is assessed by means of the assessment of all activities and in-person individual examination at the end of the course.

To qualify for this form of assessment, students must apply within the first 15 days of the start of the course through the assessment section of Virtual Campus.

The assessment activities planning will be public for the students from the start.

Activities	Type	Continuous	Single	Deadline
Activity 1 (Hospitality trends)	Individual	15 %	10 %	September 25th
Activity 2 (Management role)	Individual	15 %	10 %	October 7th
My hotel project (Partial delivery 1)	Groups	0 %	0 %	October 31st
My hotel project (Partial delivery 2)	Groups	0 %	0 %	November 21st
My hotel project (Final delivery)	Groups	30 %	20 %	December 14th
Final Test	Individual	40 %	60 %	TBD
	TOTAL	100%	100%	

To pass the course, it is mandatory to have obtained a minimum final grade of "5", as long as the student has completed the individual exam/s or work/s established in the course. This exam/s or final work/s must be graded with a minimum of "4" in order to be able to calculate the average of all the assessment activities carried out during the course.

### Revision and Reassessment of the Course

The student has the right to revise all the evidences that have been designed for the assessment of learning.

If a student fails to achieve the learning objectives of the course, in order to opt for the subject reassessment, it will be necessary to have obtained a final grade of the subject between "4-4.9", and to have attended the individual final exam/s or final work/s of the course.

The reassessment process will only involve the modification of the final grade in the case that the new assessment activity is passed and, in any case, the maximum grade will be "5". This grade will be averaged with the other grades of the assessment activities carried out by the student during the corresponding academic period, considering the percentages established in each subject, setting the final grade for the course.

### REFERENCES

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Reich, A. (1995). Marketing Management for the hospitality Industry. John Wiley& Sons, Inc. New Jersey

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