

Code-Course	064406 – International Hospitality Management				
Year	4th	Credits	3 ECTS		
Thematic Area	Hotel Management	Course Type	Specialization		
In-class hours	24 hours	Teacher-led learning hours	24 hours	Individual work hours	27 hours

### BRIEF COURSE DESCRIPTION

The World of the Hospitality Management has changed considerably over the last 3 decades due to major changes in leisure and vacation travel together with general increases in travel between different countries and regions. These changes have resulted in many companies altering their strategies and behavior.

“International Hospitality Management” will give the student the opportunity to learn how the biggest Hotel Chains have formulated their own strategies in a progressively more globalized world and adapted to new technology.

The course focuses on best practices and innovations of some the mayor hotel operators of the world. We will bring together the latest developments in global hospitality operations with contemporary management principles. We will develop a critical view of the management practices and the traditional theories, analyzing how appropriate they are to the hospitality and tourism industries in a multicultural context.

The course is designed to instill a greater awareness of the cultural factors influencing the strategies and performance of international hospitality organizations. It will focus on a critical analysis of the relevance and application of general management theory and practice to the hospitality industry.

### GENERAL SKILLS

GS02- Have business vision.

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

GS08- Master the techniques of oral and written communication in order to transmit information, ideas, opinions, etc.

GS09- Work in an international context.

## SPECIFIC SKILLS

---

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. CE17- Understand and implement quality standards

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

## LEARNING OBJECTIVES

---

1. Develop skills related to the planning, organization and management of the operations of hotel establishments.
2. Know the different variables that can influence the creation of the organizational structure of a tourist establishment.
3. Identify the most important Quality Management and Environmental Systems applicable to tourist accommodation companies.
4. Know the main models of international hotel management.
5. Know the main models of international hotel management.
6. Identify the main tendencies, dynamics, paradigms and conflicts observed in the evolution of the hotel activity.
7. Manage the phases of the opening of hotel establishments (obligations of the property and obligations of the manager).
8. Assess the importance of external advice.
9. Interpret the most important ratios of the real estate.

## ACADEMIC CONTENTS

---

### Part 1 Overview of the Hospitality Industry

- 1.1. Introduction to the course
- 1.2. Overview of the global hospitality industry

1.3. Impact of Covid-19 on the hospitality industry

1.4. Service Profit Chain

### **Part 2 Disruptive players in the Hospitality industry**

1.5. TQM and Ritz-Carlton case study

1.6. Innovation, disruption and Virgin Hotels case study

1.7. Competitive advantage and the Westin case study

1.8. International expansion and Four Seasons case study

1.9. Experience Economy and Experience safari assignment

1.10. Service culture in hospitality & Taj case study

1.11. Gaming Tourism in Spain: Hard Rock World and Elysium City

1.12. Themed destinations and Disney case study

1.13. McDonald's failed hotel case study

1.14. Food & Beverage revenue optimization and Chevy's case study

## **LEARNING METHODOLOGY**

---

The learning methodologies planned for the subject combine a number of processes being the most remarkable the cognitive methods related to the comprehension of the principles of tourism and the global tourism system as well as the inclusion of a set of skills, mainly technical.

The activities and methodologies -both group and individual- designed for this subject are the following:

- Lectures
- Case studies
- Guided discussions
- Practical exercises
- Problem-based learning

## **ASSESSMENT SYSTEM**

---

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	Week deadline
Four Surprise Quizzes	Individual	40 %	0 %	Week 12.
Group Project	Group (continuous)	20 %	50 %	Week 14.
	Individual (single)			
Individual Final Exam	Individual	40 %	50 %	Week 15
	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

---

Benigson, M. (2017) 'Almost Is Not Good Enough': Lessons in retail from Andrew Jennings. The MBS Group;

Despande, R., Raina, A. (2011) The Ordinary Heroes from Taj. Boston Harvard Business Review, 1-11.

Fraiman, N., Green, L., Heching, A., Van Ryzin, G. (2010) The Ritz Carlton Hotel Company The Quest for Excellence. Columbia Business School, 1 – 26.

Hallowell, R., Bowen, D., Knoop, C. (2003) Four Seasons goes to Paris: 53 Properties, 24 Countries, 1 Philosophy. Harvard Business School, 1 -24.

Kimes, S. (2004) Revenue Management: Implementation at Chevys Harrowhead; Cornell Hotel & Restaurant Administration (v. 45-1), 52-67.

Morgan, B. (2020) 25 examples of Covid-inspired customer experience trends in action; Forbes.com

Michel, S., Wooley, C. (2006) McDonald's Adventure in the Hotel Industry. Thunderbird The Garvin School of Management, 1 - 7.

Payne, K., Richman, V. (2016) What time is the 3 PM parade? HVS Hotel Management, 1 – 17.

Piazza, J. (2016) Virgin's First Hotel got Rid of Everything We Hate about Hotels. Yahoo, 1 – 15.

Pine II, J., Gilmore, J. (2019) The Experience Economy. Boston: Harvard Business School Press, 1-11.

Solomon, M. (2015) Leadership Lessons from Virgin Hotels. Forbes, 1 - 4.

Snow, D. (2017) Top five customer service mistakes; Dennis Snow & Associates White Paper, 1 – 17.

Sylt, C. (2020) Inside Disney's Internet of Things; Forbes.com



Centre adscrit



UNIVERSITAT DE  
BARCELONA

## COURSE CONTENT

### Bachelor's Degree in Tourism

Themed Entertainment Association (2020) Theme Index and Museum Index: The Global Attractions Attendance Report 2019.

Ting, D. (2016) Onefinestay CEO interview: 'The full service hotel is dead'

Velotta, R. (2019) The Venetian celebrates its 20<sup>th</sup> anniversary; The Review Journal, 1 -21.