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UNIVERSITAT DE
BARCELONA

SYLLABUS

Master in Hotel management and Hospitality

Code - Course	580004 – Strategic management		
Course year	1	Credits	6 ECST
Thematic Area	Mandatory	Course type	Compulsory
In-class hours	42 hours	Hours of individual work	108 hores

BRIEF COURSE DESCRIPTION

The aim of this course unit is that students develop the basic strategic skills so they can think about real problems tourism companies have, establish qualitative and quantitative analysis criteria, find alternative solutions and take decisions in order to achieve the implementation of strategic solutions.

Students will be encouraged to think strategically in different situations so they can develop a process of creating and capturing value. Students will learn other related concepts used to analyse the competitive environment of a hotel company or a restaurant business.

Once students have acquired some strategic skills they will be encouraged to formulate complete and coherent strategies to respond to market changes, competitiveness, technology, social and political environment and to the organization itself. Students will learn to understand the company as a holistic system in which all the company policies should be coordinated and integrated simultaneously and interdependently, so other fields such as human resources or online reputation could be included when taking decisions.

This course unit will allow students to discover the secret of making things happen so they will learn to replan or adjust the organization, the information systems, the processes, the management systems and the control mechanisms in order to turn the strategy into reality.

This course unit will end with students learning to establish objectives at different levels for the strategy to reach all levels of the organization, to establish departmental objectives and to prepare budgets in order to implement the strategy and to use the balanced scorecard to manage strategy.

BASIC SKILLS



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CB8 – Students must be able to integrate knowledge and face the difficulty of making judgements from limited or incomplete information that include thoughts on ethics and social responsibility linked to the application of their knowledge and judgements.

CB10 – Students must acquire the learning skills which shall allow them to continue studying in a self-directed or an autonomous way.

GENERAL SKILLS

GS1 – Business oriented.

GS2 – Teamwork.

GS3 – Have initiative and an entrepreneurial spirit

SPECIFIC SKILLS

SS1 – Design and implement marketing strategies that respond to new emerging business opportunities in the sector.

SS6 – Define politics needed to achieve the results come out from the company's strategic analysis.

ACADEMIC CONTENT

1. Strategic thinking.
2. The process of strategic decision.
3. The preliminary analysis strategy.
4. Enterprise Strategy
5. Deployment, implementation and monitoring of the strategy
6. Involving people.

LEARNING METHODOLOGY

The learning methodology is based on theoretical presentations as well as on individual and group tasks.

- Theoretical presentations.



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- Group presentations.
- Practical activities.

ASSESSMENT SYSTEM

The evaluation process determines the degree of a student's achieved learning with regards to the competencies of the course in hand.

Students are able to request to be evaluated via a system of continuous assessment along the academic year or a single assessment at the end of the established period of time.

Continuous Assessment consists of the evaluation of the teaching-learning process based on the continuous monitoring of the student's performance through the acquired comprehension, coursework and exams. Attending a minimum of 80% of the classes is required to follow this system.

Single Assessment consists in the evaluation of the student's learning administered at the end of the established period of time. This system of evaluation is available for all students that provide appropriate proof of their inability to regularly attend class. This assessment is determined based on the learning evidences proven through this evaluation.

Evaluation systems	Continuous	Single
Task done by the student	60 %	40 %
Final written exam	40 %	60%

Review and Reassessment of the Course

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



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If a student fails to achieve the learning objectives of the course, in order to opt for the reassessment of the course and submit a new reassessment task, it will be mandatory to fulfil one of these conditions:

A) Students must have been awarded a mean grade of 5.0 or higher in relation to the activities carried out throughout the semester without taking into account the final exam/s (both continuous assessment and single assessment) and having attended the final exam.

B) Students must have been awarded a final minimum grade of 4.0 in the overall course.

REFERENCES

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CARVER, J.; CAROLINA, O. Consejos de administración que crean valor. Dirigir la actividad de la empresa desde la sala de reuniones del consejo de administración. Ed. Deusto.

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KAPLAN R. S.; NORTON D.P. How to implement a new strategy disrupting your organization. Harvard Business Review Article.

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PIERA, G. La travesía. 18 claves para llegar a un buen puerto. Ed. Alienta Editorial.

PRAHALAD, C.K. La fortuna en la base de la pirámide. Cómo crear una vida digna y aumentar las opciones mediante el mercado. Ed. Granica.

TERMES, R . (2001). Antropología del capitalismo. (2nd edition, revised and enlarged) Ed. Rialp.

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