



Diploma in Hotel Management (610) – Hospitality Strategic Management

<p>Pre-requisites: Knowledge of business organisation.</p>	<p>Co-requisites: A pass or higher in Certificate in Business Studies or equivalence.</p>
<p>Course Description: 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 course 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 for those interested in managing effectively in today's competitive international hospitality industry.</p>	
<p>Required Materials: Recommended Learning Resources.</p>	<p>Supplementary Materials: Lecture notes and tutor extra reading recommendations.</p>
<p>Special Requirements: The course requires a combination of lectures, demonstrations and classroom discussions.</p>	
<p>Intended Learning Outcomes:</p> <ol style="list-style-type: none"> 1. Provide a historic perspective of the growth of brands, the concepts of development and other key strategies that have helped shape what is known as today's hospitality industry. 2. Describe internal (within the industry itself) and external (socio demographic and psychographic) factors affecting management strategies. 3. Describe how to assess the competition, environment market, and the business strengths, weaknesses, opportunities, and threats. 4. Describe a business development process marked by not only new starts/brands but also by acquisitions and mergers. 	<p>Assessment Criteria:</p> <ol style="list-style-type: none"> 1.1 Identify the major sectors of the hospitality industry. 1.2 Provide an understanding of the dynamics and evolution of the industry. 1.3 Describe management strategies which played a major role in the development of the industry. 1.4 Identify selected focal points of management strategies. 2.1 Explain the historic foundations of corporate strategies. 2.2 Describe how internal and external forces help shape corporate strategies. 2.3 Describe the forces likely to have a significant impact on the hospitality industry in the twentyfirst century. 3.1 Identify strategy selection options available to hospitality related businesses. 3.2 Define hospitality business positioning options. 3.3 Discuss the rationale behind management decisions related to both strategy selection and positioning options. 4.1 Describe how various hospitality businesses developed. 4.2 Identify the major ways in which to expand and grow businesses in the hospitality industry. 4.3 Demonstrate the relationship between selective growth strategies and specific sectors of the hospitality industry.

5. Define the hospitality industry as a capital intensive industry. Describe financial strategies and options.	<p>4.4 Define the development process for the major industry segments.</p> <p>4.5 Define the key techniques related to expanding businesses in the hospitality industry.</p> <p>5.1 Identify financial strategy options for the major sectors of the hospitality industry.</p> <p>5.2 Explain the pros and cons of various approaches in financial strategy selection.</p> <p>5.3 Discuss key terms related to strategic financial options in various sectors of the hospitality industry.</p> <p>5.4 Demonstrate the relationship between financial strategy selection and return on investment.</p>
6. Describe how brands have evolved and multiplied in the hospitality industry. Define brand strategy.	<p>6.1 Define how branding and brand strategy plays a role in the hospitality industry.</p> <p>6.2 Identify the evolution of brands within the context of management strategy.</p> <p>6.3 Describe the key components of brand strategy.</p> <p>6.4 Demonstrate the relationship of brand strategy to managerial success and failure.</p>
7. Describe how a marketing strategy within the hospitality industry is determined and set and internally and externally. Understand the process of developing a strategic marketing plan.	<p>7.1 Explain the internal and external drives of marketing strategy in the hospitality industry.</p> <p>7.2 Identify the specific research methodologies which assist in the development of selecting marketing strategies.</p> <p>7.3 Provide an overview of the strategic marketing management process upon which hospitality industry strategies are based.</p> <p>7.4 Discuss the applications of the various marketing disciplines and weapons deployed in the hospitality industry today.</p>
8. Provide a comprehensive approach to structuring the total sales element of a strategic marketing plan.	<p>8.1 Describe formulas and techniques for setting sales goals and objectives.</p> <p>8.2 Provide a review of where and how sales management plays a role in the various sectors of the hospitality industry.</p> <p>8.3 Delineate the overall changing approaches to sales strategy between the industry entity and the respective customer.</p> <p>8.4 Discuss the importance of knowledge acquisition in support of successful sales strategy.</p> <p>8.5 Describe the different sales strategies, their applications, and execution and measurement.</p> <p>8.6 Provide a perspective on how and where the hospitality industry is changing its approach to sales and sales management.</p>
9. Customer service has been touted as the	9.1 Identify how customer service and

Tel: 0044 7423211037

Email: info@londoncomputercollege.co.uk Website: www.londoncomputercollege.co.uk

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<p>ultimate weapon in today's hospitality industry. Define a tenstep process for customer service in a disciplined managerial environment.</p> <p>10. Describe how human resource management strategies in the hospitality industry is assessed focusing on the total environment and the external and internal factors, which impact strategy. Discuss the major areas of focus for human resource management strategy.</p> <p>11. Technology is having a dramatic impact on everything from the pre-purchase to post purchase process in virtually all industry sectors. Examine how technological advances are likely to impact the consumption process. Define how technology may solve labour shortages, improve customer satisfaction and add more profit.</p> <p>12. Describe the scope of risk management and the roles of loss prevention and security within the hospitality industry. Analyse defensive, offensive, and preventive strategies.</p> <p>13. Define management. Discuss key management strategies to assist in managing a</p>	<p>quality strategies are deployed as major managerial strategies within the hospitality industry.</p> <p>9.2 Present a tenstep process, which identifies and supports changes in customer service and quality strategies for all sectors of the hospitality industry.</p> <p>9.3 Provide a discussion of the various stages or hierarchy of customer development.</p> <p>9.4 Delineate the managerial strategies of Customer Quality Improvement (CQI) and Total Quality Management (TQM) within the hospitality industry.</p> <p>9.5 Assess the likely directions and future trends for customer service and quality strategies within the hospitality industry.</p> <p>10.1 Place human resource management strategies in perspective in the dynamic and global environment of today's hospitality industry.</p> <p>10.2 Identify major focal points for human resource management strategies in the hospitality industry.</p> <p>10.3 Identify contemporary and experimental human resource managerial practices and philosophies taking hold in the industry today.</p> <p>10.4 Discuss the successful characteristics of winning organisations from a human resource managerial perspective.</p> <p>10.5 Explore the concept of human resource management in the future and in the global context.</p> <p>11.1 Identify the driving forces behind the ever increasing demand for technological applications in the hospitality industry.</p> <p>11.2 Delineate where technology plays a role in hospitality management strategies.</p> <p>11.3 Provide an overview of how technological applications impact the industry and what types of technology are having the greatest impact.</p> <p>11.4 Explore the future both near-term and distant to ascertain the influence of technology on managerial strategy.</p> <p>12.1 Describe the scope of risk management in the hospitality industry.</p> <p>12.2 Delineate the major focal points for risk management and loss prevention strategies.</p> <p>12.3 Discuss the role of security within the context of its duties and functions from a management strategies perspective.</p> <p>12.4 Identify risks and discuss preventative steps and other management strategies.</p> <p>13.1 Delineate the significance of crisis management.</p>
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<p>crisis.</p> <p>14. Identify many audiences and focal points for management communications strategies ranging from employees and customers to the investment community.</p> <p>15. Define the strategic planning process within the context of hospitality industry organisations. Delineate the approaches hospitality organisations utilise to conduct the strategic planning process.</p> <p>16. Discuss leadership skills in relation to the lifecycle of a company or brand.</p>	<p>13.2 Provide a comprehensive understanding of the crisis management process and related planning.</p> <p>13.3 Set forth an evaluation and assessment process for a crisis.</p> <p>13.4 Suggest a multifaceted checklist to assist hospitality management to strategically manage a crisis.</p> <p>14.1 Identify major focal points for managerial strategies with respect to communications within the hospitality industry.</p> <p>14.2 Delineate the various target audiences for management communications strategies.</p> <p>14.3 Provide examples of the communications process.</p> <p>14.4 Discuss public relations one of the major communications vehicles.</p> <p>14.5 Demonstrate some guidelines for dealing with the media and press.</p> <p>15.1 Define the strategic planning process within the context of hospitality industry organisations.</p> <p>15.2 Identify various organisational strategies utilised by management to conduct the strategic planning process.</p> <p>15.3 Provide a step-by-step walk through of the key components of a strategic planning process.</p> <p>15.4 Delineate managerial responsibilities and strategies related to the strategic planning process.</p> <p>16.1 Delineate leadership skills in relation to life cycle stages within the hospitality industry.</p> <p>16.2 Profile a number of managerial approaches to leadership within the hospitality industry.</p> <p>16.3 Define business acumen and outline the goals and focal points for managerial leadership strategies.</p> <p>16.4 Discuss common traits of successful leaders within the hospitality industry.</p>
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Recommended Learning Resources: Hospitality Strategic Management

	<ul style="list-style-type: none"> Strategic Management in the Hospitality Industry by Michael D. Olsen, Joseph J. West and Eliza Ching Yick Tse. ISBN-10: 0131196626
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Text Books	<ul style="list-style-type: none"> • Hospitality Strategic Management: Concepts and Cases by Jeffrey S. Harrison and Cathy A.ENZ. ISBN-10: 0471478539 • Strategic Hospitality Management: Theory and Practice for the 1990's (Cassell Hotel & Catering) by Andrew Boer. ISBN-10: 0304322857 • Hospitality Strategic Management: Concepts and Cases by Cathy A.ENZ. ISBN-10: 047008359X
Study Manuals 	BCE produced study packs
CD ROM 	Power-point slides
Software 	None