

## **STAGE 3**

**Module:** Strategic Hospitality Management (BAIHH-SHM)

**Allocation of Marks:** 40% Continual Assessment  
60% Final Examination

### **Intended Module Learning Outcomes**

On successful completion of this module, the learner will be able to:

1. Assess the core areas of corporate, business and functional level strategy relevant to the international hospitality industry.
2. Analyse the relationship between the global business environment and strategic decisions made by international hospitality organisations
3. Apply judgement and skill in planning, design, and resource allocation when formulating and implementing a business strategy
4. Evaluate the role of operations in adding value and achieving sustainable competitive advantage in the international hospitality sector
5. Explain the importance of in-depth analysis of both the organisation and the external business environmental trends in assisting hospitality managers during the formulation of strategy
6. Employ analytical skills to choose appropriate structures and cultures for the successful implementation of particular strategies
7. Demonstrate sensitivity to global, organisational and environmental contexts when evaluating the strategic position of hospitality organisations.
8. Discuss business strategy clearly and professionally
9. Evaluate the appropriateness and effectiveness of various strategic evaluation methods for hospitality organisations.

### **Module Objectives**

Strategic Hospitality Management builds on the 'International Hospitality Management' and 'Economics' modules studied in Stage 1 and 'Tourism studies' and 'Marketing Management and Research' modules studied in Stage 2 of the programme. This module introduces the concept of strategy and the factors affecting strategy formulation, implementation and evaluation in the international hospitality industry. It includes the complexities of corporate operations and resource management in different countries and cultures, analysis of the global business environmental trends and principles of international best practice. This module enables learners to determine and analyse the factors contributing to the strategic development and survival or failure of a hospitality operation, and on the basis of such analysis evaluate long-term strategies which enable the operation to achieve its corporate and business objectives.

On completion learners possess an extensive knowledge of the role of strategy from a corporate, business and functional level in the international hospitality industry, the importance of the relationship between the global business environment and strategic decisions made by international hospitality organisations. In addition they

acquire the knowledge and analytical skills needed to manage the complexities of strategy implementation.

## **Module Curriculum**

### **Introduction to Strategic Hospitality Management**

- Defining Strategic Management
- Types of Strategies
- Prescriptive versus emergent strategies
- Growth and Benefits
- Overview of the Strategic Management Process

### **Environmental Scanning**

- Concept of Analysis
- Internal Analysis
- External Analysis
- SWOT
- PEST

### **Corporate Strategy**

- Directional Strategy
- Growth/Stability/Retrenchment
- Portfolio Analysis
- BCG Matrix
- Corporate Parenting

### **Business Strategies**

- Competitive & Cooperative Strategies

### **Functional Strategy**

- Resource Productivity
- Distinctive and core competencies

### **Value-Chain Analysis and the Value Network**

- Primary Activities
- Support Activities
- Outsourcing
- Benchmarking

### **Organisational Configuration**

- Organisational Structures and processes

### **Strategy Implementation**

- Strategy Implementation Process
- Organisational Culture
- Change Management
- BPR V's TQM
- Continuous Improvement

### **Managing People**

- Competitive Advantage through People
- Reasons for Failure to Deliver Success

### **Managing Finance & Technology**

- Funding Strategies
- Technology and Strategic Capability

### **Strategy Evaluation and Control**

- What and How to measure organisational performance
- Quantitative and Qualitative evaluation methods
- Common problems in performance evaluation

### **Corporate Governance**

- The role of the BOD
- The role of Top Management
- Ethical versus Legal behaviour