

Global Learning Semesters

Course Syllabus

Course: HOSP-540 Strategic Management

Department: Hospitality and Tourism

Host Institution: University of Nicosia, Nicosia, Cyprus



Course Summary		
Course Code	Course Title	Recommended Credit Hours
HOSP-540	Strategic Management	3
Semester Offered	Contact Hours	Prerequisites
Please contact us	42-45	None
Department	Level of Course	Language of Instruction
Hospitality and Tourism	Upper Division	English

Course Description

The course covers global strategic management theory by addressing strategic thinking in hospitality operations as an essential, creative aspect of the strategy process. It covers practical aspects of the strategy manager's role, including the acquisition, development, and management of internal resources, and relationships with external stakeholders. Through critical analysis, the course identifies internal strengths and weaknesses in a hospitality organization, and stresses the effects of structure, leadership, and culture on management decision-making. The course also covers policy formulation in dealing with competitive challenges, entrepreneurial strategy, industry change, organizational culture, and potential future industry challenges in the hospitality arena.

Prerequisites

None

Topic Areas

1. Strategic management and policy formulation in the hospitality industry
2. Environmental scanning and assessment – forces that drive change
3. Internal and external scanning – SWOT analysis and strategies
4. Selection of competitive methods – strategies and portfolios of goods and services and core competencies as competitive tools
5. Integration of strategic change
6. Globalization, multinationals, and corporate strategies – international hotel chains
7. The Value Chain – added value factors and characteristics
8. Product life-cycle strategies
9. New product development and growth strategies
10. The venture process and corporate strategy
11. Innovation Management strategies
12. Organization culture
13. Leadership and strategy – future challenges
14. Case analyses

Evaluation Guidelines

Assignments, case studies, reports, project: 20-40%

Midterm exam:	20-40%
Final exam:	30-50%
Total:	100%

Readings and Resources

Required Textbooks

1. Harrison, J. and Enz, C. (2004). Hospitality Strategic Management: Concepts and Cases. Wiley. ISBN: 0471478539
2. McGrath, R.G. and MacMillan, I.C. (2000), Entrepreneurial Mindset: Strategies for Continuously Creating Opportunity in an Age of Uncertainty, Harvard Business School Press.

Recommended Reading

1. Brizek, M., (2005). Hospitality Management: Strategic Management and Policy Formulation. Thomson Delmar Learning. ISBN: 1401859437
2. Olsen, M., et al, (2004). Strategic Management in the Hospitality Industry. Prentice Hall. ISBN: 0131710702
3. Evans, N., et al, (2003). Strategic Management for Travel and Tourism. Butterworth-Heinemann. ISBN: 0750648546
4. David, F. (2003), Strategic Management, Concepts. Prentice Hall.
5. David, F. (2003), Strategic Management, Cases. Prentice Hall.
6. Hitt, M.A. et. al (eds.), (2002). Strategic Entrepreneurship. Blackwell Publishing.
7. Hitt, M.A., Amit, R. and Nixon, R. (2002). Creating Value. Blackwell Publishing.
8. Journal articles.