

NAME OF THE COURSE		Hotel strategic management				
Code	EUT304	Year of study	1. (graduate)			
Course teacher	Anita Talaja, PhD Nikša Alfirević, PhD	Credits (ECTS)	5			
Associate teachers		Type of instruction (number of hours)	L	S	E	F
			26		26	
Status of the course	Compulsory	Percentage of application of e-learning	40%			
COURSE DESCRIPTION						
Course objectives	The objectives of this course include understanding theoretical concepts of strategic management in hospitality and tourism and implement learned concepts.					
Course enrolment requirements and entry competences required for the course						
Learning outcomes expected at the level of the course (4 to 10 learning outcomes)	<p>Course learning outcome: Analyze strategic management process in hotel industry and compare the results of environmental analysis in order to develop adequate strategy for managing hotel.</p> <ol style="list-style-type: none"> Determine the process and models of strategic management in hospitality and tourism. Classify elements and methods for environmental analysis. Determine phases of strategic management, i.e. strategic formulation, implementation and control. Compare different types of business strategies, corporate strategies and corporate social responsibility. 					
Course content broken down in detail by weekly class schedule (syllabus)		Lectures		Exercises		
		Topic	Hours	Topic	Hours	
	1	Strategic management process and strategic management in hospitality and tourism.	2	Opening discussion Information on the course, requirements and grading.	2	
	2	Introduction to environmental analysis. Elements of company's environment.	2	Case study/assignment.	2	
	3	General environment. Methods and techniques of general environment analysis.	2	Case study/assignment.	2	
	4	Industry environment. Methods and techniques of industry analysis.	2	Case study/assignment.	2	
	5	Internal environment.	2	Case study/assignment.	2	
	6	Methods and techniques of internal environment analysis.	2	Presentation and discussion of student seminars.	2	
	7	Business strategies - types and characteristics.	2	Presentation and discussion of student seminars.	2	
	8	Corporate strategies – types and characteristics.	2	Case study/assignment.	2	
9	Corporate strategies – portfolio matrix.	2	Presentation and discussion of student seminars.	2		

	10	Strategic corporate social responsibility – characteristics and principles.	2	Case study/assignment.	2	
	11	Strategy formulation. Strategic choice.	2	Presentation and discussion of student seminars.	2	
	12	Strategy implementation.	2	Presentation and discussion of student seminars.	2	
	13	Strategic control.	2	Case study/assignment.	2	
Format of instruction	<input type="checkbox"/> lectures <input type="checkbox"/> seminars and workshops <input type="checkbox"/> exercises <input type="checkbox"/> on line in entirety <input type="checkbox"/> partial e-learning <input type="checkbox"/> field work		<input type="checkbox"/> independent assignments <input type="checkbox"/> multimedia <input type="checkbox"/> laboratory <input type="checkbox"/> work with mentor <input type="checkbox"/> guest lecturer			
Student responsibilities	Requirement for the successful completion of the course is 70% of class attendance for regular, full-time students. Students should participate in case studies/assignments and present an essay.					
Screening student work (name the proportion of ECTS credits for each activity so that the total number of ECTS credits is equal to the ECTS value of the course)	Class attendance	0.5	Research		Practical training	
	Experimental work		Report		Case study	0.5
	Essay		Seminar essay	2	Individual evaluation (Other)	2
	Tests		Oral exam		(Other)	
	Written exam		Project		(Other)	
Grading and evaluating student work in class and at the final exam	Two individual evaluations are organized during the semester. Final grade is formed following way: two individual evaluations during the semester or the final cumulative individual evaluation at the end of the semester - 40% of the grade, seminar (essay) - 40% of the grade, case studies/assignments - 20% of the grade. Grading intervals: 50-60% pass (2); 61-75% good (3); 76-85% very good (4), 86-100 excellent (5).					
Required literature (available in the library and via other media)	Title			Number of copies in the library	Availability via other media	
	Moutinho, L. (2005): Strateški menadžment u tuzrizmu, Masmedia. Zagreb			3		
	Taylor, S.J., Okumus, F.: Strategic Management Content and Process in the International Hospitality Industry, Butterworth and Heinemann, 2000.			1		
Optional literature (at the time of submission of study programme proposal)	1. Teare, R., Boer, A.: Strategic Hospitality Management, Cassel, London, 1993. 2. Okumus, F., Altinay, L., Chathoth, P.K. (2010): Strategic management for hospitality and tourism, Elsevier, Oxford 3. Enz, C.A. (2010): Hospitality strategic management: concepts and cases, Wiley, New Jersey					

	<p>4. Olsen , M.D., Tse, E. Ching-Yick, West, J.: Strategic Management in the Hospitality Industry, John Wiley and sons, USA, 1998.</p> <p>5. Talaja, A., Miloš, H. (2016.): Change management, organizational culture and competitive advantage of a luxury hotel, Conference Proceedings of the International Conference on Tourism ICOT2016, 448-459.</p>
Quality assurance methods that ensure the acquisition of exit competences	<ul style="list-style-type: none"> • Monitoring student's class attendance (teacher) • Class quality supervisions (Vice-Dean) • Analysis of student success (Vice-Dean) • Student survey on the quality of teachers and teaching (University of Split, Centre for Quality Improvement) • Final exam is relevant for the assessment of course outcomes. The content of exam is reassessed periodically in order to assure fit with course outcomes.
Other (as the proposer wishes to add)	