

HOSP B8Z04: Strategic Management

Module Details	
Module Code:	HOSP B8Z04
Full Title:	Strategic Management APPROVED
Valid From::	Semester 1 - 2019/20 (June 2019)
Language of Instruction:	English
Duration:	1 Semester
Credits::	5
Module Owner::	Brianain Erraught
Departments:	Unknown
Module Description:	This module introduces students to fundamental strategic management principles in a tourism, hospitality and events context and brings theory to life by integrating a host of industry based case-studies. Students taking this module present and defend opinions by making judgement about information related to strategic management. Students will further appraise and evaluate the entire strategic process.

Module Learning Outcome	
On successful completion of this module the learner will be able to:	
#	Module Learning Outcome Description
MLO1	Analyse the external and internal environment.
MLO2	Critically analyse competitive strategy and strategic direction.
MLO3	Appraise the strategic implementation process.
MLO4	Conduct an evaluation of the international market entry strategies for tourism, hospitality and events organisations: theory and practice in a globalised economy.
Pre-requisite learning	
Module Recommendations <i>This is prior learning (or a practical skill) that is strongly recommended before enrolment in this module. You may enrol in this module if you have not acquired the recommended learning but you will have considerable difficulty in passing (i.e. achieving the learning outcomes of) the module. While the prior learning is expressed as named DkIT module(s) it also allows for learning (in another module or modules) which is equivalent to the learning specified in the named module(s).</i>	
No recommendations listed	

Module Indicative Content
Introduction to Strategy Strategy - what it is and why strategy is important to organisations in Tourism, Hospitality and Events. Strategic Objectives. The Strategic Process
External and Internal Environments Analysing the External Environment using the STEEP Model [PESTLE] and Internal Analysis using the SWOT Model.
Strategic Selection Competitive Strategies - Differentiation, Cost Leadership, Focus and Hybrid. Strategic choices for Tourism Hospitality and Event Industries.
Strategic Implementation Competencies and Resources. Strategic Evaluation.

Module Assessment	
Assessment Breakdown	%
Project	50.00%
Final Examination	50.00%

Module Special Regulation

Assessments

Full Time On Campus

No Course Work

Project			
Assessment Type	Project	% of Total Mark	50
Marks Out Of	100	Pass Mark	40
Timing	S1 Week 9	Learning Outcome	1,3
Duration in minutes	0		
Assessment Description Students will be required to individually analyse the internal and external environment of a pre-seen case-study, and make recommendations for strategic selection and implementation to achieve competitive advantage.			

No Practical

Final Examination			
Assessment Type	Formal Exam	% of Total Mark	50
Marks Out Of	100	Pass Mark	40
Timing	End-of-Semester	Learning Outcome	2,3,4
Duration in minutes	0		
Assessment Description End of Semester Final Examination (Extended Essay-based Answers)			

Reassessment Requirement
A repeat examination Reassessment of this module will consist of a repeat examination. It is possible that there will also be a requirement to be reassessed in a coursework element.

Module Workload

Workload: Full Time On Campus

Workload Type	Contact Type	Workload Description	Frequency	Average Weekly Learner Workload	Hours
Lecture	Contact	Interactive Lectures using a variety of lecturing techniques	Every Week	2.00	2
Tutorial	Contact	Individual and group tutorials using blended approaches	Every Week	1.00	1
Online Contact	Contact	Online forums via Moodle to facilitate formative assessments, to encourage self and peer evaluation and self-development	Every Week	2.00	2
Directed Reading	Non Contact	Perscribed reading to support and compliment indicative content delivered in Lectures	Every Week	1.00	1
Independent Study	Non Contact	Learners will be required to review material covered in lecturers and research independently	Every Week	3.00	3
Total Weekly Learner Workload					9.00
Total Weekly Contact Hours					5.00

Workload: Part Time On Campus

Workload Type	Contact Type	Workload Description	Frequency	Average Weekly Learner Workload	Hours
Lecture	Contact	Interactive lectures using a variety of lecturing techniques	Every Week	2.00	2
Tutorial	Contact	Individual and group tutorials using blended approaches	Every Week	1.00	1
Online Contact	Contact	Online forums via Moodle to facilitate formative assessments, to encourage self and peer evaluation and self-development	Every Week	2.00	2
Directed Reading	Non Contact	Perscribed reading to support and compliment indicative content delivered in Lectures	Every Week	1.00	1
Directed Reading	Non Contact	Learners will be required to review material covered in lecturers and research independently	Every Week	3.00	3
Total Weekly Learner Workload					9.00
Total Weekly Contact Hours					5.00

Module Resources

Recommended Book Resources

Evans, N.. (2015), Strategic Management for Tourism Hospitality and Events, 2. 15, Routledge, Oxon Uk, [ISBN: 978-0-415-837].

Supplementary Book Resources

Campbell, D.J. Edgar, D. Stonehouse, G.. (2011), Business Strategy - an Introduction, 3. 9, Macmillian, London, p.362, [ISBN: 9780230218518].
Enz, C. Harrison, A. Jeffrey, S.. (2010), Hospitality Strategic Management - Concepts and Cases, 2. Wiley and Sons., p.676, [ISBN: 9780470083598].
Johnson, G. Scholes, K. Whittingdon, R. Angwin, D.. (2017), Exploring Corporate Strategy - Texts and Cases, 9. 12, Pearson, UK, [ISBN: 9781292145129].
Olsen, M.D. Joseph, J. Tse, E.. (2008), Strategic Management in the Hospitality Industry, 1. 12, Pearson Prentice Hall, UK, [ISBN: 9780131196629].
Olsen, M. Zhao, J.. (2008), Handbook of Hospitality Strategic Management, 1. Elsevier, [ISBN: 9781136439513].
Pitt, M. Koufopoulos, D.. (2012), Essentials of Strategic Management, 1. 10, SAGE Publications, Oxon UK, [ISBN: 9781849201865].
Tribe, J.. (2010), Strategy for Tourism, Goodfellow Publishers Ltd., [ISBN: 978-190688407].
Thompson, A. Strickland, A.J. Gamble, J.. (2007), Crafting and Executing Strategy -The Quest for Competitive Advantage, McGraw-Hill Education, USA, [ISBN: 978-007338124].

Supplementary Article/Paper Resources

Emerald Open Access. (2019), Business Management & Strategy, Emerald,
<http://www.emeraldgroupublishing.com/products/collections/bms.htm>
The Case Centre. (2019), Teaching with Cases,
<http://www.thecasecentre.org/educators>

Other Resources

Website, Failte Ireland. (2019), Business Tools,
<http://www.failteireland.ie/Supports/Dev elop-your-tourism-enterprise.aspx>