

**EVNT B8Z03: Strategic Management for
Hospitality and Events**

Module Details	
Module Code:	EVNT B8Z03
Full Title:	Strategic Management for Hospitality and Events APPROVED
Valid From::	Semester 1 - 2014/15 (September 2014)
Language of Instruction:	English
Duration:	1 Semester
Credits::	5
Module Owner::	Maria RoddyFreyne
Departments:	Unknown
Module Description:	<p>The dynamic and competitive nature of the tourism/leisure/hospitality/event industry requires a manager to adopt both a professional and a strategic visionary approach to the management of their organisations. In addition, managers require the necessary skills, strategic techniques and ethical standards to meet complex global challenges. This module of strategic management comprises a key module for an ordinary degree programme. Students taking this module will learn about strategic management in order to understand the real challenges and constraints which managers face when planning and implementing strategies within their organisation. This module integrates the application of individual key subject areas. It also develops important conceptualisation skills, which facilitate strategic thinking and provide a comprehensive context for implementation of strategic intent.</p>

Module Learning Outcome	
On successful completion of this module the learner will be able to:	
#	Module Learning Outcome Description
MLO1	Evaluate an organisations strengths and weaknesses in light of market opportunities and threats,
MLO2	Describe the major avenues to a competitive advantage based on differentiating an organisations product or service offering from the offering of rivals.
MLO3	Analyse the strategic options available to organisations in order to improve their market position.
MLO4	Develop an understanding of the main strategic approaches for competing internationally.
MLO5	Understand when and how business diversification can enhance shareholder value.
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 and Overview What is Strategy and why is it important ? Charting an Organisations Direction: Vision and Mission, objectives and strategy
Core concepts and Analytical Tools Analysing and Organisations external environment Evaluating an organisations resources and capabilities and competitiveness
Crafting a Strategy Strategies for competitive advantage: generic strategies and beyond. Strategies for changing the game: new ways of operating and altering the scope of operations. Strategies for international growth. Corporate strategies: diversification and the multibusiness organisation

Module Assessment

Assessment Breakdown	%
Course Work	50.00%
Final Examination	50.00%

Module Special Regulation

Assessments

Full Time On Campus

Course Work			
Assessment Type	Continuous Assessment	% of Total Mark	30
Marks Out Of	0	Pass Mark	0
Timing	Week 10	Learning Outcome	1,2,3,4,5
Duration in minutes	0		
Assessment Description Students will be required to individually analyse a number of case studies throughout the semester			
Assessment Type	Group Project	% of Total Mark	20
Marks Out Of	0	Pass Mark	0
Timing	Week 6	Learning Outcome	1,2,3
Duration in minutes	0		
Assessment Description Students will be required to select an organisation and analyse it in terms of its SWOT and to identify the strategic options available to it.			

No Project

No Practical

Final Examination			
Assessment Type	Formal Exam	% of Total Mark	50
Marks Out Of	0	Pass Mark	0
Timing	End-of-Semester	Learning Outcome	2,3,4,5
Duration in minutes	0		
Assessment Description Final Examination			

Reassessment Requirement

A repeat examination <i>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.</i>
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Module Workload

Workload: Full Time On Campus

Workload Type	Contact Type	Workload Description	Frequency	Average Weekly Learner Workload	Hours
Lecture	Contact	Through lectures and visiting speakers you will study the process of strategic decision making in organisations. You will be encouraged to relate theory to current examples of strategy making and to analyse and review case studies and articles on real world strategic developments.	Every Week	2.00	2
Tutorial	Contact	Seminars based on international case studies and course resources drawn from a variety of international contexts. Students taking this module should expect to become more global in outlook and as a result enhance their employability in the domestic and international hospitality industry.	Every Week	1.00	1
Online Contact	Contact	Online forums to facilitate formative assessments, to encourage self and peer evaluation, self-development and learning. Help learners establish a network of experts, users, and other parties of interest.	Every Third Week	1.00	3
Independent Study	Non Contact	Learners will be required to review material covered in lectures and research the online environment	Every Week	3.00	3
Directed Reading	Non Contact	Readings as directed – to supplement lecture notes.	Every Week	3.00	3
Total Weekly Learner Workload					10.00
Total Weekly Contact Hours					4.00

This module has no Part Time On Campus workload.

Module Resources

Recommended Book Resources

Thompson, Strickland, Gamble, Peteraf, Janes & Sutton. (2013), *Crafting and Executing -The Quest for Competitive Advantage*, European. McGraw- Hill Higher Education, UK.

Johnson, G., Scholes, K., and Whittingdon, R.. (2008), *Exploring Corporate Strategy*, 8th. Prentice Hall, [ISBN: 978-0273711919].

Johnson, G., Scholes, K., and Whittingdon, R.,. (2011), *Exploring Strategy: Text & Cases* (9th Edition), (9th Edition). Prentice Hall; 9 edition (July 31, 2011), [ISBN: 978-0273732020].

Campbell, David J., Edgar, David, Stonehouse, George. (2011), *Business strategy: an introduction*, 3rd ed. Palgrave Macmillan 3rd ed, [ISBN: 9780230218581].

Olsen, Michael D., West, Joseph J., Tse, Eliza Ching-Yick. (2008), *Strategic management in the hospitality industry*, 3rd. Pearson Prentice Hall, [ISBN: 9780131196629].

Supplementary Book Resources

Enz, Cathy A., Harrison, Jeffrey S. (2010), *Hospitality strategic management: concepts and cases*, 2nd. Wiley, [ISBN: 9780470083598].

Routledge. (2011), *Handbook of hospitality strategic management*, Routledge, [ISBN: 9780080450797].

Tribe, John. (2010), *Strategy for tourism*, Goodfellow, [ISBN: 9781906884079].

This module does not have any article/paper resources

Other Resources

website,
<http://www.emeraldinsight.com/journals>
Website, www.hotel-online.com.
Website, www.ecornell.com.
Website, www.strategicmgmtresources.com.