



# Teaching Guide 2016-2017

Hospitality analysis, description and main trends. New business models

Master in Hospitality Management



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The hospitality industry

## Hospitality analysis, description and main trends.

Module: The hospitality industry

Course: Hospitality analysis, description and main trends

Modality: On campus

Number of ECTS: 3

Time: 1st

Lecturer: PhD Margarita Capdepón. Nick Montgomery

Email: [nmontgomery@ucam.edu](mailto:nmontgomery@ucam.edu), [mcapdepon@ucam.edu](mailto:mcapdepon@ucam.edu)

Module, course lecturer/Coordinator: PhD Margarita Capdepón.

## Course description

The hospitality and tourism industry is the largest and fastest growing industry groupings in the world.

"In recent years, tourism has proven to be a strong and fruitful strand of economic activity with a great capacity to contribute to the global economic recovery as it generates billions of dollars in exports and creates millions of jobs. This has happened in destinations around the world, but particularly in Europe which is striving to consolidate its escape from one of the worst economic periods of its history", said Taleb Rifai, UNWTO Secretary-General, at the opening of the Global Tourism Forum in Madrid Spain.

In addition the travel and tourism industry is a sector that provides 9,4% of employment, generating 277 million jobs around the world, and is expected to grow over 3,9% per year in the next decade, (according to Oxford Economics). This data indicates that the tourism sector is vital and strategic for the global economy, thus increasing the demand for qualified professionals who are adapted to the reality of new productive structures based on the constant management of business transformation, as can be seen in the hospitality industry.

The tourism sector and, in particular, the hotel business is one that generates the highest rate of employment worldwide. The hospitality industry is closely related to other key sub-sectors of the development of tourist regions; catering, events, entertainment, wellness, sport, golf courses, among others, thus impacting majorly on labour supply.

The Master's in Hospitality Management offered by UCAM, an Affiliated Member of the World Tourism Organization (UNWTO), is an essential step in the honing in of professional skills and a giant leap in the modernization of tourism management, hereby improving the competitiveness of tourist companies and popular tourist destinations.

In this module we will go over the history of the hospitality industry as far back as during the Ancient Times right up to today. Various possible career paths and ladders will be discussed as well as the

The hospitality industry

key characteristics of the hospitality industry.

Key topics include your self-assessment and your suitability to this fascinating industry as well as current trends in the industry. New and innovative business models in hospitality and tourism will be explored and finally an in depth perspective of the customer service culture which makes up such an integral and important part of the hospitality industry.

## Previous requirements

None

## Course objectives

1. Know the essential keys of tourism system.
2. Explore new and innovative business models in hospitality and tourism.
3. Understand the perspective of the customer service culture as an integral and important part of the hospitality industry.

## Competences and learning outcomes

### General Competences

- **G1:** Acquire the ability to manage and run hotels and restoration integrated in the current work scenery.
- **G2:** Acquire advanced knowledge to answer the demands of the hotel market.
- **G3:** Develop abilities to promote and manage and continuous change. Promote abilities key to improve management and business competition.
- **G4:** Go deep in the knowledge of the different areas of hotel corporations within a global focus.

### Specific Competences

- **E.1** – Integrate and know how to apply the procedures of the management and running of hotel corporations and restoration: geographic, economic, social, cultural, legal, political and managerial.

The hospitality industry

- **E.2** –Acquire, understand and know how to apply the operational procedure in the field of accommodation and restoration.

## Methodology

	Hours	Contact hours	Independent study work
Lectures and seminars	13,5	22,5 (30%)	
Tutorials	4,5		
Assessment in class	4,5		
Personal study	23,62		52,5 (70%)
Assignments and papers	13,13		
Research	15,75		
<b>TOTAL</b>	<b>75</b>	<b>22,5</b>	<b>52,5</b>

## Syllabus

### Theoretical classes

#### **UNIT 1: Hospitality analysis, description and main trends**

I. Hospitality Analysis, Description and Main Trends II. The Hotel Business and Product Life Cycle III. The Service Culture IV. Group Presentations.

#### **UNIT 2. New business models**

I. Some basic tourism principles. II. Tourism demand. III. Tourism supply. IV. New business models.

#### **UNIT 3: The customer service culture**

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### **Case study analysis**

Case study unit 1 (group presentation): Hyatt Hotels Corporation, Hilton Worldwide, InterContinental Hotels Group, Accor Hotels, Wyndham Worldwide

Case study unit 2: Be Mate.

## **Relation to other disciplines of the study program**

All subjects are interrelated.

## **Assessment system**

June Call:

- **Individual work:** 70% of total grade
- **Attendance and participation:** 30% of total grade

September Call:

- **Individual work:** 70% of total grade
- **Attendance and participation:** 30% of total grade

## **Bibliographic references**

### **Basis Bibliography**

Cooper, C., Fletcher, J. Fyall, A., Gilbert, D. & Wanhill, S. (2007). *Tourism. Principles and practice*. 4th Edition. Elsevier. 1997.

John R. Walker (2015). *Introduction to Hospitality Management*, 5<sup>th</sup> Edition. Pearson Education Limited

Richard Templar (2011). *The Rules of Management*. 2<sup>nd</sup> Edition. Pearson Education Limited

### **Recommended Reading**

The hospitality industry

Roy C. Wood . *Hospitality Management* . Prentice Hall.  
Michael J. O'Fallen/Denney J. Rutherford. *Hotel Management and Operations*, 5th Edition

## Webs related

- ✓ [www.unwto.com](http://www.unwto.com)
- ✓ [ww.wttc.com](http://ww.wttc.com)
- ✓ [www.hospitalitynet.org](http://www.hospitalitynet.org)
- ✓ [www.ehotelier.com](http://www.ehotelier.com)
- ✓ [www.hotelmarketing.com](http://www.hotelmarketing.com)
- ✓ [www.customerservicezone.com](http://www.customerservicezone.com)
- ✓ [www.restaurant-hospitality.com](http://www.restaurant-hospitality.com)
- ✓ [www.hostemur.es](http://www.hostemur.es)
- ✓ [www.hostetur.com](http://www.hostetur.com)
- ✓ [www.arumgroup.es](http://www.arumgroup.es)
- ✓ [www.opentable.com](http://www.opentable.com)
- ✓ [www.fecemd.org](http://www.fecemd.org)
- ✓ [www.dircom.org](http://www.dircom.org)
- ✓ [www.aui.es](http://www.aui.es)
- ✓ [www.acrwebsite.org](http://www.acrwebsite.org)
- ✓ [www.ama.org](http://www.ama.org)
- ✓ [www.afe.es](http://www.afe.es)
- ✓ [www.aimc.es](http://www.aimc.es)
- ✓ [www.agep.es](http://www.agep.es)
- ✓ [www.agemdi.org](http://www.agemdi.org)
- ✓ [www.aedemo.es](http://www.aedemo.es)
- ✓ [www.aece.org](http://www.aece.org)
- ✓ [www.aeap.es](http://www.aeap.es)
- ✓ [www.anunciantes.com](http://www.anunciantes.com)
- ✓ [www.adecec.com](http://www.adecec.com)

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- ✓ [www.ams-web.org](http://www.ams-web.org)
- ✓ [www.agenciasdemedios.com](http://www.agenciasdemedios.com)
- ✓ [www.aap.es](http://www.aap.es)
- ✓ [www.interbrand.com](http://www.interbrand.com)
- ✓ [www.aemark.es](http://www.aemark.es)

## **Study recommendations**

There are not study recommendations.

## **Instructional materials**

Not needed.

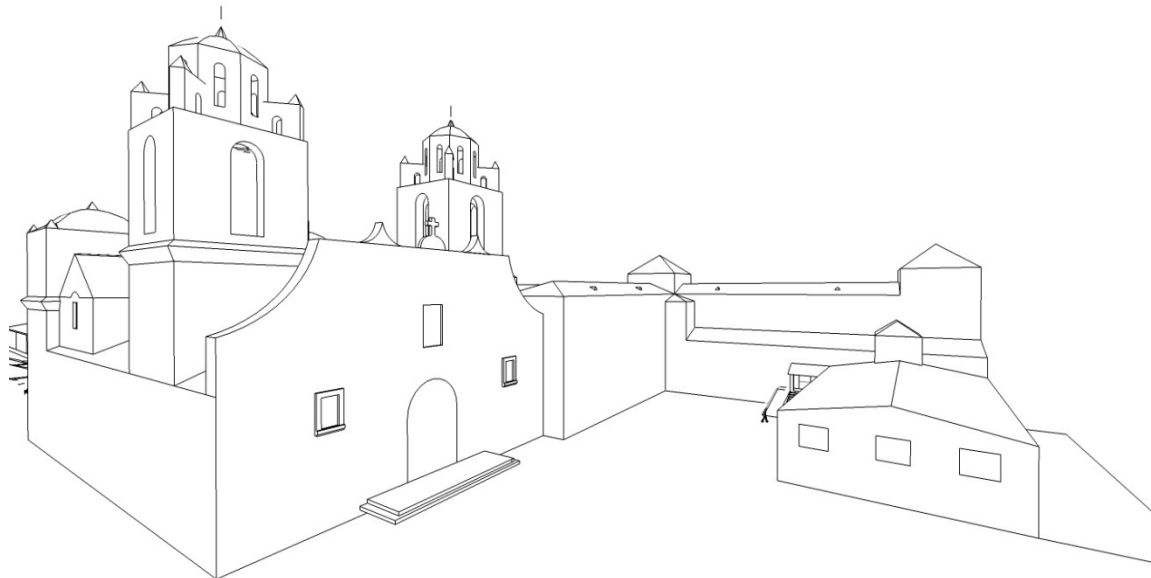




# Teaching Guide 2016-2017

Hospitality market and consumer  
research and management

Master in Hospitality Management



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Hospitality Market and consumer research and management

## **Hospitality market and consumer research and management**

Module: Marketing, sales and revenue management

Course: Hospitality market and consumer research and management

Modality: On campus

Number of ECTS: 4 ECTS

Term: 1st

Lecturers: PhD. Pilar Barra Hernández

Email: mpbarra@ucam.edu

Module Coordinator: PhD. Pilar Barra Hernández

## **Course description**

Marketing is essential for any organization that wants to raise awareness about itself, its products or its services and has assumed an increasingly important role in the hospitality industry. Further knowledge about marketing will greatly assist managers in their careers and the success of the hospitality company they manage.

Revenue management helps to predict consumer demand to optimize inventory and price availability in order to maximize revenue growth. Revenue Management challenges the resources in the importance of gathering information about the market so that you can be proactive and not reactive.

## **Previous requirements**

None

## **Course objectives**

1. Recognize customer requirements, added-value products and services and the role of communications in customer satisfaction.
2. Develop the marketing mix strategy adapted to the hospitality industry.
3. Make an accurate use of the information to divide our market and adjust your products through distribution, to the right customer at the right time and at the right price.

## Competences and learning outcomes

### General Competences

- **G1:** Acquire the ability to manage and run hotels and restoration integrated in the current work scenery.
- **G2:** Acquire advanced knowledge to answer the demands of the hotel market.
- **G3:** Develop abilities to promote and manage and continuous change. Promote abilities key to improve management and business competition.
- **G4:** Go deep in the knowledge of the different areas of hotel corporations within a global focus.

### Specific Competences

- **E.3** – Understand and know how to apply the aspects to take into account for the trade of the hotel products as a need and opportunity for business results optimization, by applying searching tools, such as big data and digital platforms for information storing and management of tourism information.
- **E.4** – Integrate and know how to apply the hotel Revenue Management.

## Methodology

	Hours	Contact hours	Independent study work
Lectures and seminars	18	30 (30%)	
Tutorials	6		
Assessment in class	6		
Personal study	31.5		70 (70%)
Assignments and papers	21		
Research	17.5		
<b>TOTAL</b>	<b>100</b>	<b>30</b>	<b>70</b>

## Syllabus

### I. HOSPITALITY MARKETING AND SALES

UNIT 1. Understanding the Hospitality marketing.

UNIT 2. Strategic planning.

UNIT 3. Positioning. Consumer Buying Behaviour.

UNIT 4. Hospitality Marketing Mix.

### II. REVENUE MANAGEMENT

UNIT 1. Origins and first steps of Revenue Management

UNIT 2. Aspects of Revenue Management

UNIT 3. Revenue Management Tools

## Relation to other disciplines of the study program

All subjects are interrelated.

## Assessment system

June Call:

- **Individual work:** 70% of total grade
- **Attendance and participation:** 30% of total grade

September Call:

- **Individual work:** 70% of total grade
- **Attendance and participation:** 30% of total grade

## Bibliographic references

### Basic bibliography

KOTLER, P; BOWEN J.T; MAKENS, J. C (2010). *Marketing for hospitality and Tourism*. Pearson.

TRANter, K; STUAR-HILL, T (2013) *Introduction to Revenue Management for the Hospitality Industry*. Pearson.

### Complementary bibliography

KINNI, T. (2011). *Be Our Guest: Perfecting the Art of Customer Service*. Disney Institute Book.

WALKER, J. (2013). *Introduction to Hospitality* (2013).

## Webs related

Global brands <http://interbrand.com/>

Association for consumer research [www.acrwebsite.org](http://www.acrwebsite.org)

All about selling [www.justsell.com](http://www.justsell.com)

American Market Association [www.ama.org](http://www.ama.org)

Hotel Marketing <http://www.hotelmarketing.com/>

Hospitality news <http://www.hospitalitynet.org/>

Hospitality marketing news <http://www.hotelnewsresource.com/>

Hospitality Market and consumer research and management

Forbes. Sales and Marketing <http://www.forbes.com/sales-marketing/#3ae338d3a6d7>

**Revenue Management:**

<http://www.leshoteliers.com/blog/>

<http://revhoteles.com/blog/>

<http://www.smarttravel.news/>

**Study recommendations**

There are not study recommendations.

**Instructional materials**

Not needed.



# Teaching Guide 2016-2017

## Social media management

### Master in Hospitality Management





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Social media management

## **Social media management**

Module: Marketing, sales and revenue management

Course: Social media management

Modality: On campus

Number of ECTS: 4 ECTS

Term: 1st

Lecturer: Mayte Vañó Sempere

Email: info@maytevs.com

Lecturer office hours: Course hours

Module, course lecturer/Coordinator: Dra. Pilar Barra

## **Course description**

Social networking is so versatile that can be used both for leisure and business purposes. In the hospitality and tourism industry, social networking sites are one of the essential tools that play an important and beneficial role.

For hotel or travel professionals, it is essential to take advantage of what online reputation could be. Social Media will let hoteliers know much more about their customers, manage their online reputation, reach new clients, focus their marketing actions and advertisements, connect with their current and future customers, increase bookings, and many more advantages.

But to reach their goals, they have to put more efforts in their online strategy, learn about the different types of Social Media interaction, how to build and operationalize the right plan for their specific hotel or business, how to set the right goals, and how to measure their success.

## **Previous requirements**

None

## **Course objectives**

1. Understand the importance of Social Media marketing for the Hospitality Industry
2. Know and manage the main Social Media Network platforms
3. Be able to build and operationalize a Social Media strategy for an specific hotel or touristic business

## Competences and learning outcomes

### General Competences

- **G1:** Acquire the ability to manage and run hotels and restoration integrated in the current work scenery.
- **G2:** Acquire advanced knowledge to answer the demands of the hotel market.
- **G3:** Develop abilities to promote and manage and continuous change. Promote abilities key to improve management and business competition.
- **G4:** Go deep in the knowledge of the different areas of hotel corporations within a global focus.

### Specific Competences

- **E.5** Integrate the bases to elaborate a strategy in social nets, by acquiring the theoretical guidelines and practice to carry it out and understand the importance of social nets in which the organization is situated and know how define one's position in them.

## Methodology

	Hours	Contact hours	Independent study work
Lectures and seminars	18	30 (30%)	
Tutorials	6		
Assessment in class	6		
Personal study	31.5		70 (70%)
Assignments and papers	21		
Research	17.5		
<b>TOTAL</b>	<b>100</b>	<b>30</b>	<b>70</b>

## Syllabus

### Theoretical classes

UNIT 1: SOCIAL MEDIA IN HOSPITALITY INDUSTRY

UNIT 2: FACEBOOK FOR HOTELS AND TOURISM INDUSTRY

UNIT 3: TWITTER FOR HOTELS AND TOURISM INDUSTRY

UNIT 4: MEDIA AND GEOLOCATION PLATFORMS FOR HOTELS AND TOURISM INDUSTRY

UNIT 5: ONLINE REPUTATION, INBOUND MARKETING AND ROI

### Case study analysis

Case study 1: Group Work. Social Media campaign

Case study 2: Individual Homework. Analysis of the Social Media presence of a hospitality company/destination

Social media management

## Relation to other disciplines of the study program

All subjects are interrelated.

## Assessment system

June Call:

- **Individual work:** 70% of total grade
- **Attendance and participation:** 30% of total grade

September Call:

- **Individual work:** 70% of total grade
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## Bibliographic references

### Basic bibliography

KOTLER, P; BOWEN J.T; MAKENS, J. C (2010). Marketing for hospitality and Tourism. Pearson.

TRANTER, K; STUAR-HILL, T (2013) Introduction to Revenue Management for the Hospitality Industry. Pearson.

### Complementary bibliography

**Facebook** <https://www.facebook.com/help>

**Twitter** <https://support.twitter.com/>

**TweetDeck** <https://support.twitter.com/articles/20169620>

**YouTube** <https://support.google.com/youtube/>

**Flickr** <http://www.flickr.com/help/>

**Instagram** <http://help.instagram.com/>

Social media management

**Pinterest** <https://help.pinterest.com/home>

**Google Plus** <https://support.google.com/plus/>

**Linkedin** <https://www.linkedin.com/help/linkedin>

**Bitly** <http://bitly.com/a/help>

## Webs related

Unit 1 <https://www.revinate.com/resource/2015-social-media-action-plan-hoteliars/>

<https://www.tripadvisor.es/TripAdvisorInsights/TripBarometer-ES#tab=0>

<http://www.tripinfo.com/ITM/Articles2013/ITM5541.html>

Unit 2 <https://investor.fb.com/investor-news/default.aspx>

<https://www.reviewpro.com/resources/guide-successful-facebook-marketing-for-hotels/>

Unit 3 <https://adespresso.com/wp-content/eBooks/Science-Successful-Twitter-Ads.pdf>

Unit 4 [https://business.pinterest.com/sites/business/files/best\\_practices\\_02\\_en.pdf](https://business.pinterest.com/sites/business/files/best_practices_02_en.pdf)

[http://valiakaimaki.gr/wp-content/uploads/2014/05/unfiltered-guide-to-instagram-for-brands\\_1.pdf](http://valiakaimaki.gr/wp-content/uploads/2014/05/unfiltered-guide-to-instagram-for-brands_1.pdf)

[https://think.storage.googleapis.com/docs/creator-playbook-for-brands\\_research-studies.pdf](https://think.storage.googleapis.com/docs/creator-playbook-for-brands_research-studies.pdf)

Unit 5 <https://business.linkedin.com/marketing-solutions/company-pages/best-practices#>

<https://learn.revinate.com/blog/how-to-respond-to-negative-hotel-reviews>

<https://blog.hubspot.com/marketing/state-of-inbound-2016#sm.00qfwj8i1dlfdo411hr26mrlIg75h>

## Study recommendations

There are not study recommendations.

## Instructional materials

Not needed.

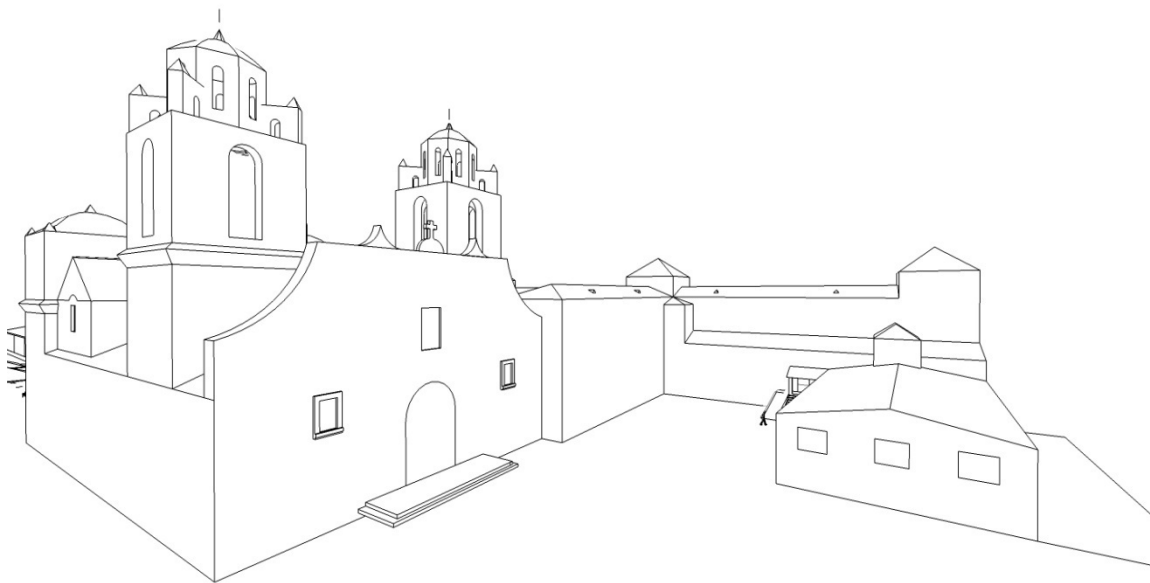
Social media management



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## Food and Beverage Management

### Master in Hospitality Management





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## **The hospitality management process. Products and services**

Module: Food and Beverage Management

Course: The hospitality management process. Products and services

Modality: On campus

Number of ECTS: 3 ECTS

Term: 1st

Lecturers: Maria Jose Poyato and Nick Montgomery

Emails: nmontgomery@ucam.edu, mjpyato@yahoo.com, monica.alacuart@yahoo.de

Lecturer office hours: Mondays to Thursdays from 16.30pm to 20.30pm

Module, course lecturer/Coordinator: M<sup>a</sup> José Poyato

### **Course description**

The hospitality and tourism industry is the largest and fastest growing industry groupings in the world. "In recent years, tourism has proven to be a strong and fruitful strand of economic activity with a great capacity to contribute to the global economic recovery as it generates billions of dollars in exports and creates millions of jobs. This has happened in destinations around the world, but particularly in Europe which is striving to consolidate its escape from one of the worst economic periods of its history", said Taleb Rifai, UNWTO Secretary-General, at the opening of the Global Tourism Forum in Madrid Spain.

In addition the travel and tourism industry is a sector that provides 9,4% of employment, generating 277 million jobs around the world, and is expected to grow over 3,9% per year in the next decade, (according to Oxford Economics). This data indicates that the tourism sector is vital and strategic for the global economy, thus increasing the demand for qualified professionals who are adapted to the reality of new productive structures based on the constant management of business transformation, as can be seen in the hospitality industry.

The tourism sector and, in particular, the hotel business is one that generates the highest rate of employment worldwide. The hospitality industry is closely related to other key sub-sectors of the development of tourist regions; catering, events, entertainment, wellness, sport, golf courses, among others, thus impacting majorly on labour supply.

The Master's in Hospitality Management offered by UCAM, an Affiliated Member of the World Tourism Organization (UNWTO), is an essential step in the honing in of professional skills and a giant leap in the modernization of tourism management, hereby improving the competitiveness of tourist companies and popular tourist destinations.

In this module of Food and Beverage Management we will cover the various departments of this fascinating division within the hotel industry. F&B has always been regarded as a key driver to

## Food and Beverage Management

service and product excellence within each hotel and it is typically a division which produces the most General Managers.

We will go into all the different departments within the F&B division including restaurants, beverage, stewarding, kitchen, events and groups management and F&B management including marketing and business plans.

Below is a list of the main topics to be covered under Food and Beverage Management

- 1) Introduction to food and beverage and vision and mission statements.
- 2) Kitchen.
- 3) Beverage.
- 4) Service and training in Food and Beverage.
- 5) Innovations and trends in Food and Beverage.
- 6) Restaurant concept statement.
- 7) Restaurant openings in resorts in operation.
- 8) Food and Beverage marketing.
- 9) F&B productivity and KPI report.
- 10) Food and Beverage business plan and incentives.

A full afternoon on practical service training will also be conducted to show the students how to carry plates, how to clear a table, how to lay different set-ups according to different menus as well as general service etiquette.

Another key operational department in a hotel being Rooms Division will also be covered in the second section of this module and will cover the following areas:

- 1) Functions and departments of a hotel
- 2) Management structure of hotels
- 3) Role of the General Manager
- 4) The Executive Committee
- 5) The key departments in Rooms Division – Front Office, Housekeeping, Concierge and Security
- 6) Rooms Division revenue management and billing.
- 7) Reservations department
- 8) Guest Reservation Systems

The third section in this module is MICE (meetings, incentives, conferences and events) and the following areas will be covered:

- 1) MICE Introduction
- 2) Event planners – top 10 rules to plan a event
- 3) Business Tourism
- 4) Business fares and contracts
- 5) The hotel procedure to plan an event

## Food and Beverage Management

- 6) Event examples
- 7) Deposit and Payment policy
- 8) Important MICE fares
- 9) Trends in the MICE industry
- 10) Congresses, Incentive trips, Banqueting, weddings and groups.

## Previous requirements

No previous requirements are needed.

## Course objectives

1. To understand the concept of and functioning of a Food and Beverage division within a hotel.
2. To learn about the importance of service and food quality within the hospitality industry
3. To have thorough knowledge of all types of beverage.
4. To understand restaurant management and marketing, F&B productivity and to know how to interpret F&B forecasting and budget templates.
5. To have thorough knowledge of a Rooms Division within a hotel including all its key departments.
6. To learn about rooms revenue management, billing, reservations and guest reservation systems.
7. Obtain knowledge and skills in MICE (meetings, incentives, conferences and events) including fares, contracts different types of events and trends in the MICE industry.
8. Learn how to plan an event in a hotel including deposit and payment policy

## Competences and learning outcomes

### General Competences

- **G1:** Acquire the ability to manage and run hotels and restoration integrated in the current work scenery.
- **G2:** Acquire advanced knowledge to answer the demands of the hotel market.
- **G3:** Develop abilities to promote and manage and continuous change. Promote abilities key to improve management and business competition.
- **G4:** Go deep in the knowledge of the different areas of hotel corporations within a global focus.

### Specific Competences

Food and Beverage Management

- **E.6** Have, understand and integrate a restoration global knowledge, its evolution and predicaments in order to apply and them correctly within the hotels and restoration sector.

## Methodology

	Hours	Contact hours	Independent study work
Lectures and seminars	13,5	22,5 (30%)	
Tutorials	4,5		
Assessment in class	4,5		
Personal study	23,7		52,5 (70%)
Assignments and papers	15,75		
Research	13,13		
<b>TOTAL</b>	<b>75</b>	<b>22,5</b>	<b>52,5</b>

## Syllabus

### Theoretical classes

#### **UNIT 1: The hospitality management process in Food and Beverage**

- 1) Introduction to food and beverage and vision and mission statements.
- 2) Kitchen.
- 3) Beverage.
- 4) Service and training in Food and Beverage.

#### **UNIT 2: Hospitality industry: products and services**

- 1) Innovations and trends in Food and Beverage.
- 2) Restaurant concept statement.
- 3) Restaurant openings in resorts in operation.

## Food and Beverage Management

- 4) Food and Beverage marketing.
- 5) F&B productivity and KPI report.
- 6) Food and Beverage business plan and incentives.

### **UNIT 3: Service Excellence and Service Training:**

- 1) Personal Presentation and Etiquette
- 2) Mise en place in your service station
- 3) 5 types of service – Gueridon, French, English, American and Self Service
- 4) Practical service training

### **UNIT 4: Rooms Division**

- 1) Functions and departments of a hotel
- 2) Management structure of hotels
- 3) Role of the General Manager
- 4) The Executive Committee
- 5) The key departments in Rooms Division – Front Office, Concierge and Security

### **UNIT 5: Rooms Division continued**

- 1) Housekeeping
- 2) Rooms Division revenue management and billing.
- 3) Reservations department
- 4) Guest Reservation Systems

### **UNIT 6: MICE (meetings, incentives, conferences and events)**

- 1) MICE Introduction
- 2) Event planners – top 10 rules to plan a event
- 3) Business Tourism

### **UNIT 7: MICE (meetings, incentives, conferences and events) continued**

- 1) Business fares and contracts
- 2) The hotel procedure to plan an event
- 3) Event examples

**UNIT 8: MICE (meetings, incentives, conferences and events) continued**

- 1) Deposit and Payment policy
- 2) Important MICE fares
- 3) Trends in the MICE industry
- 4) Congresses, Incentive trips, Banqueting, weddings and groups.

**Case study analysis****Case study unit 1: F&B Forecast and Budget**

Using a Forecasting F&B excel sheet, the students need to do a forecast of covers, average food check and average beverage check (only dinner shift) for all the months of 2017 for a given restaurant.

They are also required to complete a Budget F&B excel sheet for the year 2017 filling out all the monthly revenues and fixed and variable costs for each month.

**Case study unit 2: Restaurant concept statement and menu creation**

They are required to write out a Restaurant Concept Statement as well as create a restaurant menu

**Case study unit 3: Rooms Division Group exercise**

1. Hotel Website critique
2. Check the rack rate for the same room type for 3 different dates: weekday, weekend & bank holiday or local festivity-event
3. Calculation of Room Occupancy Percentage and Average Daily Rate
4. Check if that hotel has an Advance Purchase Offer (early booking)
5. Make a conversation when the guest arrives to a hotel & his/her reservation is not registered at the PMS & after 10 minutes the Front Office clerk can't find it on the system but the guest have all confirmation number & reservation details. What will the Front Office clerk do to solve the situation?
6. Make a list of 10 hotel's offered services
7. Draw an organizational chart of the Rooms Division of a hotel & identify the Executive Committee members
8. From your point of view explain the main challenges of the Rooms Division

## Food and Beverage Management

9. Explain a situation where a guest had a negative experience at breakfast time & wants to talk with the GM. What would the GM do to enhance the guest satisfaction?

10. From your point of view which actions have the hotel to implement to repeat the guest stay?

### **Case study unit 4: Rooms Division Individual exercise**

1. What is the primary function of a hotel?
2. What are the key Executives of the Executive Committee?
3. Make a list of 10 things of a General Manager's role
4. Make a list of 5 topics the members of an Executive Committee usually address in their meetings
5. Describe the duties performed by the Front Office Manager
6. What are the main functions of the Front Office?
7. Make a list of 5 duties of each Shift: AM, PM & Night Auditor

### **Case study unit 5: MICE Individual exercise**

The students are required to do a quotation for a meeting of 200 pax. They are given various parameters in order to fulfil this exercise.

## **Relation to other disciplines of the study program**

This is a basic and introductory subject that is fundamental for all the other disciplines in the Master, especially those related to Hospitality Management as well as the Master Final Project.

## **Assessment system**

June Call:

- **Individual work:** 70% of total grade
- **Attendance and participation:** 30% of total grade

September Call:

- **Individual work:** 70% of total grade
- **Attendance and participation:** 30% of total grade



## **Bibliographic references**

### **Basic bibliography**

John R. Walker (2015). Introduction to Hospitality Management. 5<sup>th</sup> Edition. Pearson Education Limited

Richard Templar (2011). The Rules of Management. 2<sup>nd</sup> Edition. Pearson Education Limited

### **Complementary bibliography**

Roy C. Wood (2014). Hospitality Management. Prentice Hall.

Michael J. O'Fallon/Denney J. Rutherford (2012). Hotel Management and Operations. 5th Edition

## **Webs related**

[www.unwto.com](http://www.unwto.com)

[ww.wttc.com](http://ww.wttc.com)

[www.hospitalitynet.org](http://www.hospitalitynet.org)

[www.ehotelier.com](http://www.ehotelier.com)

[www.hotelmarketing.com](http://www.hotelmarketing.com)

[www.customerservicezone.com](http://www.customerservicezone.com)

[www.restaurant-hospitality.com](http://www.restaurant-hospitality.com)

[www.hostemur.es](http://www.hostemur.es)

[www.hostetur.com](http://www.hostetur.com)

[www.opentable.com](http://www.opentable.com)

[www.fecemd.org](http://www.fecemd.org)

[www.dircom.org](http://www.dircom.org)

[www.modernistcuisine.com](http://www.modernistcuisine.com)

[www.souschef.co.uk](http://www.souschef.co.uk)

[www.citmagazine.com](http://www.citmagazine.com)

[www.arumgroup.com](http://www.arumgroup.com)

## **Study recommendations**

There are no study recommendations.

Food and Beverage Management

## **Instructional materials**

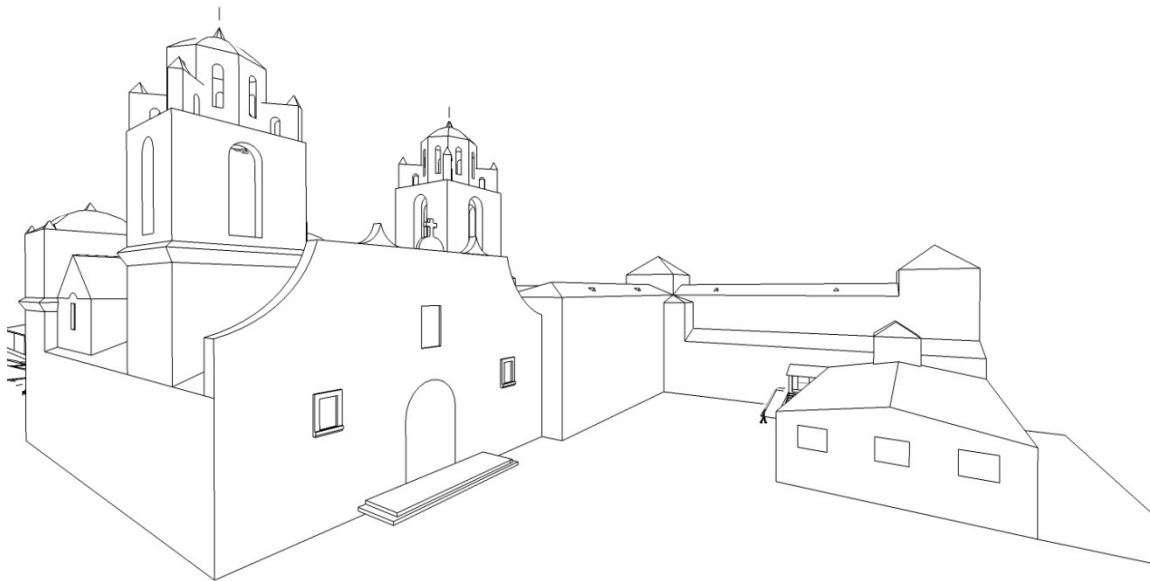
Not required.



# Teaching Guide 2016-2017

## Hospitality Financial Management

Master in Hospitality Management



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Hospitality financial management

## **Hospitality financial management**

Module: Financial management and cost accounting

Course: Hospitality financial management

Modality: On campus

Number of ECTS: 4 ECTS

Term: 1st

Lecturer: Dra. María Belda and D. Jesús Martínez

Email: [mbelda@ucam.edu](mailto:mbelda@ucam.edu)

Lecturer office hours: María Belda (Wednesdays 11:00-12:00)

Module, course lecturer/Coordinator: Dra. María Belda

## **Course description**

The course of Hospitality Financial Management offers a current vision of the financial environment in the Hospitality Industry, along with an analysis of key issues that configure the financial planning of hotel and restoration business. Specially, after studying general principles of corporate finance, this course focused on the particularities of managing financial area of hotel and restoration business.

## **Previous requirements**

None specified.

## **Course objectives**

1. Professional integration in the financial areas of Hospitality Industry.
2. Deepening the knowledge on the company's nature and its relation to the national and international financial and economic environment.
3. To be able to identify and learn how to use methods and techniques of financial analysis of hotel and restoration businesses.

## Competences and learning outcomes

### General Competences

- **G1:** Acquire the ability to manage and run hotels and restoration integrated in the current work scenery.
- **G2:** Acquire advanced knowledge to answer the demands of the hotel market.
- **G3:** Develop abilities to promote and manage and continuous change. Promote abilities key to improve management and business competition.
- **G4:** Go deep in the knowledge of the different areas of hotel corporations within a global focus.

### Specific Competences

- **E.7** Train in the strategic and operational decision making in terms of the management, financial and economic analysis tools applicable to hotel and restoration business.

## Methodology

	Hours	Contact hours	Independent study work
Lectures and seminars	18	30 (30%)	
Tutorials	6		
Assessment in class	6		
Personal study	31.5		70 (70%)
Assignments and papers	21		
Research	17.5		
<b>TOTAL</b>	<b>100</b>	<b>30</b>	<b>70</b>

## Syllabus

### Theoretical classes

UNIT 1: General principles of corporate financial management.

#### **UNIT 2: Long term financial plan**

Concepts and tools for decision-making in the hospitality industry

Analysis and critical interpretation of economic and financial reports

Decision making based on economic and financial information. Investment selection criteria.

Mechanisms to detect and assess new financing systems associated with the development of innovative activities.

#### **UNIT 3: Short and medium term financial plan**

Identification of financing needs.

Tools for decision-making on the management of assets and current liabilities. Management of working capital: liquidity, solvency and debt.

Decision making financing based on markets and financial products suitable for the business cycle and characteristics of the hotel and catering companies.

### Case study analysis

Case studies unit 1: The time value of money, investment and financial decisions.

## Relation to other disciplines of the study program

The Hospitality financial management course corresponds to the module Financial management and cost accounting.

Hospitality financial management

## Assessment system

June Call:

- **Individual work:** 70% of total grade
- **Attendance and participation:** 30% of total grade

September Call:

- **Individual work:** 70% of total grade
- **Attendance and participation:** 30% of total grade

## Bibliographic references

### Basic bibliography

BREALEY, R.A., MYERS, S.C. AND ALLEN, F. (2014). Principles of Corporate Finance. MC Graw Hill.

### Complementary bibliography

HULL, J.C. (2015). Options, futures, and other derivatives. Pearson.

MADURA, J. (2011). International Financial Management.

AMAT, O. (2008). Análisis Económico-Financiero. Gestión 2000.

ARROLLO, A.M. AND PRAT, M. (1996). Dirección Financiera. Deusto.

DURBÁN, S. (2008). Dirección Financiera. MC Graw Hill.

FERNÁNDEZ, P. (2005). Valoración de empresas. Gestión 2000.

RUIZ, R.J. AND GIL, A.M. (2005). Introducción a la Dirección Financiera. Síntesis.



Hospitality financial management

## **Webs related**

- ✓ <http://www.bde.es>: Banco de España
- ✓ <http://www.ceca.es>: Confederación Española de Cajas de Ahorros
- ✓ <http://www.aebanca.es>: Asociación Española de Banca

## **Study recommendations**

There are not study recommendations.

## **Instructional materials**

Not needed.



# Teaching Guide 2016-2017

## Hospitality Cost accounting

### Master in Hospitality Management



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Financial management and cost accounting

## Hospitality cost accounting

Module: Financial management and cost accounting

Course: Hospitality cost accounting

Modality: On campus

Number of ECTS: 3 ECTS

Term: 1nd

Lecturer: PhD. Nicolás González Gallego and Jesús Martínez Victorio

Email: nicolas.gonzalvez@economistas.org

Lecturer office hours: 9:00-18:00

Module, course lecturer/Coordinator: PhD. Nicolás González Gallego

## Course description

Across the hospitality industry, companies and managers need to rely on quantitative information to make decisions. Hospitality is immersed in a global and competitive environment in which understanding and controlling internal costs are critical to develop, implement and assess a firm's strategy. Indeed, the aim of this *Cost accounting* course is to provide students with key cost management concepts, tools and accounting systems so that they can use them to successfully deploy tactical and strategic planning in hospitality organizations.

After facing general cost accounting methods, students will then study in more detail the specific implementation of accounting systems based on internal costs to different areas of hospitality management, such as lodging, food and beverages, spa & leisure, and human resources. This learning will lead students to approach companies from a cost-based perspective that will allow them to address strategic management within the hospitality industry by identifying, controlling and evaluating critical sources of cost and revenue.

## Previous requirements

Good command on previous subjects is needed in order to be able to contextualize this course's contents within an overall understanding of hospitality management and how cost accounting supports decision making processes. Basic knowledge on accounting is not compulsory but highly recommended.

## Course objectives

1. Learning how to use cost accounting information to support strategic management decisions in the hospitality industry.

## Financial management and cost accounting

2. Understanding how different cost classifications and behaviors influence cost management and decisions.
3. Developing a consistent and comprehensive approach on how to implement most wide-spread cost accounting systems in hospitality industry.

## Competences and learning outcomes

### General Competences

- **G1:** Acquire the ability to manage and run hotels and restoration integrated in the current work scenery.
- **G2:** Acquire advanced knowledge to answer the demands of the hotel market.
- **G3:** Develop abilities to promote and manage and continuous change. Promote abilities key to improve management and business competition.
- **G4:** Go deep in the knowledge of the different areas of hotel corporations within a global focus.

### Specific Competences

- **E.8** Know how to set up the cost system suitable to a hotel and restoration business, as a management and control tool.

## Methodology

	Hours	Contact hours	Independent study work
Lectures and seminars	13,5	22,5 (30%)	
Tutorials	4,5		
Assessment in class	4,5		
Personal study	23,63		52,5 (70%)
Assignments and papers	15,75		
Research	13,12		
<b>TOTAL</b>	<b>75</b>	<b>22,5</b>	<b>52,5</b>

## Syllabus

### Theoretical classes

#### I. COST ACCOUNTING

UNIT 1. Introduction. Financial accounting vs cost accounting.

UNIT 2. Different types of costs and behavior.

UNIT 3. Building blocks of accounting and job costing.

UNIT 4. Activity-based costing and activity-based management.

UNIT 5. Decision making based on accounting information.

#### II. COST ACCOUNTING APPLIED TO HOSPITALITY MANAGEMENT

UNIT 1. Costs in hospitality industry.

UNIT 2. Fixed costs & variable costs.

UNIT 3. Hospitality accounting systems.

UNIT 4. Key performance indicators.

### Case study analysis

Case study cost accounting unit 1: exercises on first approach to cost accounting.

Financial management and cost accounting

Case study cost accounting unit 2: a hotel's income statement.

Case study cost accounting unit 3: developing an activity-based costing system.

## Relation to other disciplines of the study program

- Module III. Food and beverage management.
- Module IV. Purchasing management and suppliers.

## Assessment system

June Call:

- **Individual work:** 70% of total grade
- **Group presentation in class:** 30% of total grade

September Call:

- **Individual work:** 70% of total grade
- **Group presentation:** 30% of total grade (scored in June Call)

## Bibliographic references

### Basic bibliography

ORNGREN, T.; DATAR, S.M. and RAJAN, M.V. (2015). *Cost accounting: a managerial emphasis*. Pearson.

KINNEY, M.R.; RAIBORN, C.A. (2011). *Cost accounting. Foundations and evolutions*. Cengage Learning.

### Complementary bibliography

HARRIS, P.J. (1998). *Accounting and finance for the international hospitality industry*. Elsevier.

JAGELS, M.G.; COLTMAN, M.M. (2004). *Hospitality management accounting*. John Wiley and Sons.

MONCARAZ, E.S.; PORTOCARRERO, N.J. (1986). *Financial Accounting for Hospitality Management*.

Financial management and cost accounting

## **Webs related**

- ✓ Accounting tools: [www.accountingtools.com](http://www.accountingtools.com)
- ✓ Accounting tools: [www.accountingcoach.com](http://www.accountingcoach.com)
- ✓ Investopedia: [www.investopedia.com](http://www.investopedia.com)
- ✓ Hospitality Industry: [www.setupmyhotel.com](http://www.setupmyhotel.com)
- ✓ Hospitality Industry: [www.hotel-usali-experts.com](http://www.hotel-usali-experts.com)

## **Study recommendations**

There are not study recommendations.

## **Instructional materials**

Not needed.

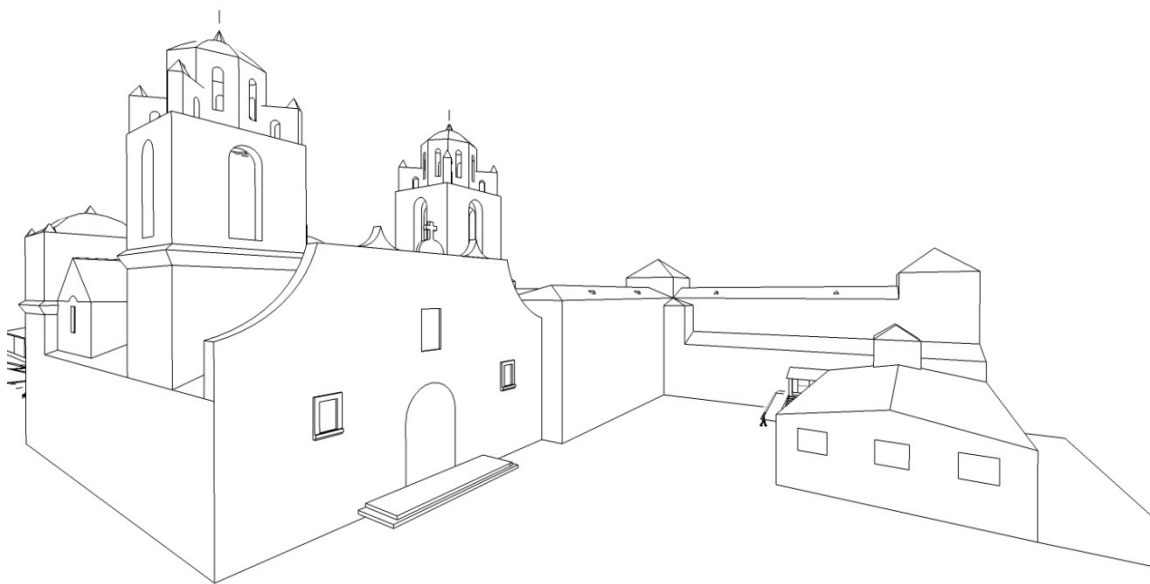




# Teaching Guide 2016-2017

## The provisioning system: Definition and functions

Master in Hospitality Management



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Purchasing and Suppliers Management

## **Purchasing management and suppliers**

Module: Purchasing management and suppliers

Course: The provisioning system: Definition and functions

Modality: On campus

Number of ECTS: 5 ECTS

Term: 1nd

Lecturer: D. Antonio Torrecillas Nicolás and Eduardo Serrano Martínez

Email: eduardo@eduardoserrano.com; atorrecillasnicols@gmail.com

Lecturer office hours: 17:30h-20:30h

Module, course lecturer/Coordinator: Antonio Torrecillas

## **Course description**

Today, purchasing is recognized as having an overwhelming impact on the bottom line of the organizations. It has a direct impact on the two forces that drive the bottom line: sales and costs. Purchasing is becoming a core competency of the Hospitality Industry, finding and developing suppliers and bringing in expertise that is aimed to add value to the customer experience,

We will cover all the different functions of Provisioning& Purchasing area, paying special attention to key processes as procurement and focusing on the stock management.

## **Previous requirements**

None

## **Course objectives**

1. To develop a wide vision of the importance of the Purchasing and Procurement Management and its impact in the hotel operation,
2. To understand the how the hotel Purchasing Department works
3. To be able to identify the hotel stock needs in quantity and quality terms, and how to control and optimize its inventories
4. To know the different stages of the suppliers negotiation and how to influence in the process

## Competences and learning outcomes

### General Competences

- **G1:** Acquire the ability to manage and run hotels and restoration integrated in the current work scenery.
- **G2:** Acquire advanced knowledge to answer the demands of the hotel market.
- **G3:** Develop abilities to promote and manage and continuous change. Promote abilities key to improve management and business competition.
- **G4:** Go deep in the knowledge of the different areas of hotel corporations within a global focus.

### Specific Competences

- **E. 9** Acquire a global view of the relevance of purchase suitable management and optimization, as well as the suppliers' selection and the proper working order of a hotel purchasing department.
- **E. 10** Know how to identify the quantitative and qualitative provision for materials, as well as know how to perform a purchase, an offer, apply prices and control stocks and perform inventories.
- **E. 11** Acquire management abilities and communication and persuasion technical skills.

## Methodology

	Hours	Contact hours	Independent study work
Lectures and seminars	22,5	37,5 (30%)	
Tutorials	7,5		
Assessment in class	7,5		
Personal study	39,37		52,5 (70%)
Assignments and papers	21,87		
Research	26,25		
<b>TOTAL</b>	<b>125</b>	<b>37,5</b>	<b>87,5</b>

## Syllabus

### Theoretical classes

**UNIT 1: Provisioning Functions**

**UNIT 2: Procurement Process**

**UNIT 3: Purchasing Process**

**UNIT 4: Stock Management**

**UNIT 5: Food Safety**

### Case study analysis

Case study unit 1: CULINARY INSTITUTE LE NOTRE

Case study unit 2: STARBUCKS

Case study unit 3: GUADLUPE HOTEL INTERNATIONAL

Case study unit 4: THE DIRECT COST IN HOTELS

## Relation to other disciplines of the study program

All subjects are interrelated

## Assessment system

June Call:

- **Individual work:** 70% of total grade
- **Attendance and participation:** 30% of total grade

September Call:

- **Individual work:** 70% of total grade
- **Attendance and participation:** 30% of total grade

## Bibliographic references

### Basic bibliography

Clement K. Odoom (2012) *Logistics and Supply Chain Management in the Hotel Industry: Impact on Hotel Performance In Service Delivery*, 2<sup>nd</sup> Edition. University of Nevada, Las Vegas

Birk, S. K. (2008). *Supply chain innovation in other industries: What can we learn?* Healthcare Executive,

Andrew Hale Feinstein & John M. Stefanelli (2002) *Selection and Procurement for the Hospitality Industry*, 5th Edition. John Wiley & Sons

### Complementary bibliography

KINNI, T. (2011). *Be Our Guest: Perfecting the Art of Customer Service*. Disney Institute Book.

WALKER, J. (2013). *Introduction to Hospitality* (2013).

## Webs related

- ✓ [www.unwto.com](http://www.unwto.com)
- ✓ [ww.wttc.com](http://ww.wttc.com)
- ✓ [www.hospitalitynet.org](http://www.hospitalitynet.org)

## Purchasing and Suppliers Management

- ✓ [www.hostemur.es](http://www.hostemur.es)
- ✓ [www.hostetur.com](http://www.hostetur.com)
- ✓ [blog.procurify.com](http://blog.procurify.com)
- ✓ [www.thenhospitality.com](http://www.thenhospitality.com)
- ✓ [www.source1purchasing.com](http://www.source1purchasing.com)
- ✓ [www.coperama.com](http://www.coperama.com)

## Study recommendations

There are not study recommendations.

## Instructional materials

Not needed.



# Teaching Guide 2016-2017

## Quality control and management

Master in Hospitality Management





Quality control and management. Quality standards. Food safety.

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Quality control and management. Quality standards. Food safety.

## **Quality control and management**

Module: Hospitality total quality management

Course: Quality control and management. Quality standards. Food safety.

Modality: On campus

Number of ECTS: 3 ECTS

Term: 1nd

Lecturer: D<sup>a</sup> Laly García

Email: lalygarciamillan@hotmail.com

Lecturer office hours: Monday to Friday from 9.30 to 13:30

Module, course lecturer/Coordinator: D<sup>a</sup> Laly García

## **Course description**

This subject will guide us into the quality world where we will understand how important it is for the hospitality field.

Every hotel is in a need of a system where we must control the operating procedures in order to ensure that the performed service in a hotel meets the requirement of the customer/client or we work under the standard quality criteria which helps us to improve our business.

One of the most important goals for an owner or manager of a hotel is the satisfaction of a customer, customer retention and the increasing of the number of clients. According to this fact, a quality system is the accurate tool to identify and analyse the weak points; to implement new procedures to improve and solve problems; to understand the expectations and needs of our customers and offer a quality service.

## **Previous requirements**

Not required.

## **Course objectives**

1. Provide students the needed skills to recognize, integrate, implement and control a quality system in a hotel.
2. Provide students the skills to use the satisfaction of a customer as quality measure and use the continuous improvement as a tool to increase the benefits of a hotel.
3. Provide students the basic knowledge to understand and control the food safety in a hotel.

Quality control and management. Quality standards. Food safety.

## Competences and learning outcomes

### General Competences

- **G1:** Acquire the ability to manage and run hotels and restoration integrated in the current work scenery.
- **G2:** Acquire advanced knowledge to answer the demands of the hotel market.
- **G3:** Develop abilities to promote and manage and continuous change. Promote abilities key to improve management and business competition.
- **G4:** Go deep in the knowledge of the different areas of hotel corporations within a global focus.

### Specific Competences

- **E.12** Train in the design, structure and implementation of a Quality Management System, know Quality basic concepts and different quality management systems liable to be implemented in hotel business.
- **E. 13** Know excellence basic principles, 9000 ISO rule and EFQM and its content and the elaboration and implementation of APCC (Food corporation quality system) in hotel restaurants.

Quality control and management. Quality standards. Food safety.

## Methodology

	Hours	Contact hours	Independent study work
Lectures and seminars	13,5	22,5 (30%)	
Tutorials	4,5		
Assessment in class	4,5		
Personal study	23,63		52,5 (70%)
Assignments and papers	15,75		
Research	13,12		
<b>TOTAL</b>	<b>75</b>	<b>22,5</b>	<b>52,5</b>

## Syllabus

### Theoretical classes

## Content

### I. QUALITY MANAGEMENT INTRODUCTION

1. Concept and application
2. Quality and tourims
3. Quality Management by procedures: procedures design.
4. Main quality standards: ISO 9001, ISO 22000, EFQM.

### II. QUALITY INDICATORS

1. Indicators as quality measures
2. Indicators analysis and corrective actions
3. Customer satisfaction management as quality indicators

Quality control and management. Quality standards. Food safety.

### III. FOOD SAFETY

1. HACCP (Hazard Analysis and Critical Control Point): principles and implantation

#### Case study analysis

Case study unit 1: Mission and Vision.

Case study unit 1: Procedures analysis.

Case study unit 2: Indicators design and corrective actions.

Case study unit 2: Customer satisfaction control.

Case study unit 3: HACCP identification and corrective actions.

### Relation to other disciplines of the study program

- This subject is directly related to all the disciplines of the study program as quality management is created to control all areas of a hotel.

### Assessment system

June Call:

- **Individual work:** 70% of total grade
- **Attendance and participation:** 30% of total grade

September Call:

- **Individual work:** 70% of total grade
- Attendance and participation: 30% of total grade

### Bibliographic references

#### Basic bibliography

Berk, J. and S. Berk (1993). Total Quality Management: Implementing Improvement, Sterling Publishing Co. Inc., New York NY.

Quality control and management. Quality standards. Food safety.

Evans, J.R. and Lindsay, W.M. (2002). The Management and Control of Quality, 5<sup>th</sup> edn. South-Western, Cincinnati, OH.

Williams, C. and Buswell, J. (2003). Service Quality in Leisure and Tourism. CAB International, Wallingford.

Soteriades, M. (2011). Service Quality in the Hotel Industry: Issues and Challenges. Lambert Academy Publishing

### **Complementary bibliography**

Hill, N., Roche, G. and Allen, R. (2007). Customer Satisfaction. The customer experience through the customer's eyes. Cogent Publishing.

Antony, J. and Peece, D. (2002). Understanding, Managing and Implementing Quality: Frameworks, Techniques and Cases. Routledge.

### **Webs related**

- ✓ <http://www.world-tourism.org/>
- ✓ <http://www.iso.org/iso/home.html>
- ✓ <http://www.efqm.org/>
- ✓ <http://unwto.org/en>

### **Study recommendations**

There are not study recommendations.

### **Instructional materials**

Not needed.



# Teaching Guide 2016-2017

## Management Skills and Human Resources Management

Master in Hospitality Management



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Management skills and HRM

## **Management skills and Human Resources Management**

Module: Management skills and Human Resources Management

Course: Management skills and HRM

Number of ECTS: 5 ECTS

Term: 1nd

Lecturer: PhD. Pilar Barra Hernández and D. Jorge Cagigas

Email: mpbarra@ucam.edu

Lecturer office hours: 17:00h.-19.30h.

Module, course lecturer/Coordinator: PhD. Pilar Barra Hernández

## **Course description**

This course introduces the human resources function and related elements and activities. Emphasis is placed on the modern day importance of HRM and the new "corporate view" of the function. A global analysis of the HRM department and key aspects as selection, leadership and communication are examined.

## **Previous requirements**

None

## **Course objectives**

1. To learn the basics and frameworks of human resource management (HRM) and understand the role of HRM has to play in effective business administration.
2. To improve students' ability to think about how HRM should be used as a tool to execute strategies.
3. To learn the importance of leadership and motivation in efficient management.
4. To understand the role of communication in business management.

## Competences and learning outcomes

### General Competences

- **G1:** Acquire the ability to manage and run hotels and restoration integrated in the current work scenery.
- **G2:** Acquire advanced knowledge to answer the demands of the hotel market.
- **G3:** Develop abilities to promote and manage and continuous change. Promote abilities key to improve management and business competition.
- **G4:** Go deep in the knowledge of the different areas of hotel corporations within a global focus.

### Specific Competences

- **E. 14** Know staff management tools to plan and manage human resources of hotel and restoration corporations.
- **E. 15** Know how to define and institute the different human resources management processes (analysis, assessment and planning of the work posts, staff selection and training, performance assessment and compensations management), taking into account peculiarities of hotel and restoration corporations and the necessary flexibility in a sector with an important demand seasonal variation.
- **E. 16** Develop and perfection leadership attitudes and team work, interdisciplinary cooperation and focus based in fostering interpersonal relationships in order to manage and run efficiently the organizational targets.

## Methodology

	Hours	Contact hours	Independent study work
Lectures and seminars	22,5	37,5 (30%)	
Tutorials	7,5		
Assessment in class	7,5		
Personal study	39,38		87,5 (70%)
Assignments and papers	26,25		
Research	21,87		
<b>TOTAL</b>	<b>125</b>	<b>37,5</b>	<b>87,5</b>

## Syllabus

### Theoretical classes

UNIT 1: Planning and integrated HRM

UNIT 2: Analysis and definition of job positions

UNIT 3: The company training

UNIT 4: Leadership

UNIT 5: Internal communication and motivation

### Case study analysis

Case study 1: Job positions

Case study 2: Leadership

Case study 3: Internal communication

## Relation to other disciplines of the study program

- Hospitality Financial Management
- The provisioning system: Definition and functions
- Quality control and Management

## Assessment system

### June Call:

- **Individual work:** 70% of total grade
- **Attendance and participation:** 30% of total grade

### September Call:

- **Individual work:** 70% of total grade
- **Attendance and participation:** 30% of total grade

## Bibliographic references

### Basic bibliography

Bock Lazslo (2015). Work Rules. Twelve Editors

Gómez-Mejía, Balkin, David; Cardy, Robert (2015). Managing Human Resources. Pearson.

Senge, Peter (2006). The fifth discipline. Doubleday Publisher.

### Complementary bibliography

Cascio, Wayne; Aguinis, Herman (2010). Applied Psychology in Human Resource Management. Financial Times and Prentice Hall.

Deloitte (2016). Human Global Capital Trends (2016). Deloitte.

Management skills and HRM

## **Webs related**

- ✓ <http://www.hrmonline.com.au/>
- ✓ <http://www.masters-in-human-resources.org/50-online-resources-for-hr-professionals/>
- ✓ <http://www.hrmguide.net/>

## **Study recommendations**

There are not study recommendations.

## **Instructional materials**

Not needed.



# Teaching Guide 2016-2017

## Final project

### Master in Hospitality Management



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## Final project

### Final project

Module: **Final project**

Course: **Final project**

Number of ECTS: **6 ECTS**

Term: **2<sup>nd</sup> Semester**

Lecturer: Jorge López Carratala

Email: [jlcaratala@ucam.edu](mailto:jlcaratala@ucam.edu)

Lecturer office hours: Tuesday and Wednesday, 11:00 to 13:30 h

### Brief course description

The Final Project consists in the development of an academic work; the result should include and reflect all the skills learned by the student during the academic year of this master. At all times the student will be guided and a tutor will be assigned to this effect.

### Previous requirements

Having passed all the subjects of the master

### Objectives of the subject

1. Achieve perspective over the entire professional environment by integrating the training received.
2. Allow students to develop the professional and theoretical skills acquired throughout the Masters.
3. Start to work in tourism research.



## Competences and learning outcomes

### General Competences

- **G1:** Acquire the ability to manage and run hotels and restoration integrated in the current work scenery.
- **G2:** Acquire advanced knowledge to answer the demands of the hotel market.
- **G3:** Develop abilities to promote and manage and continuous change. Promote abilities key to improve management and business competition.
- **G4:** Go deep in the knowledge of the different areas of hotel corporations within a global focus.

### Specific Competences

- **E. 17** Training in information securing from reliable sources from the hotel and restoration field.
- **E. 18** Integrate knowledge acquired and issue sentences from limited or incomplete information by using this field specialized terminology.
- **E. 19** Analyze, research and develop strategies and actions in the field of a marketing planning according to the abilities and knowledge acquired during the Master course.
- **E. 20** Qualify in the use of communication techniques in the Master's degree final project defense.

## Final project

### Methodology

Metodología	Hours	of face to face work 5%	Hours of non face to face work 95%
Tutorials	7,12	7,5 horas (5 %)	
Theoretical exposition	0,38		
Work in final project	135,38		horas 142,5 (95 %)
Preparación defensa pública	7,12		
<b>TOTAL</b>	<b>150</b>	<b>7,5</b>	<b>142,5</b>

### Syllabus

Students should read these documents " Guidelines for the development of final project " and " Nature of Final project ". Both documents are available on the virtual campus.

### Related disciplines in the program

Modules I, II, III, IV, V, VI, VII

### Assessment system

#### First Call:

- **Written work:** 75% of total grade
- **Oral presentation:** 25% of total grade

#### Second Call:

## Final project

- **Written work:** 75% of total grade
- **Oral presentation:** 25% of total grade

## Bibliographic references

### Basic bibliography

Bui, Yvonne N. (2014). How to write a Master's Thesis (2<sup>nd</sup> Edition). Los Angeles, USA: Sage Publishing.

Coles, Tim; Duval, David T; Shaw, Gareth (2013). Student's Guide to Writing Dissertations and Theses in Tourism Studies and Related Disciplines. New York, EEUU: Routledge.

Eco, Umberto; Mongiat Farina, Caterina; Farina, Geoff (2015). How to Write a Thesis. London, England: MIT Press

Murray, Rowena (2011). How to write a Thesis (3rd. Edition). Berkshire, England: McGraw-Hill Education.

### Complementary bibliography

Aleskerov (2009). How to Prepare and Write PhD and MS Thesis. Automation and remote control, 70, 11.

Fowler, Alistair (2006). How to write. Oxford, England: OUP Oxford.

Hardy, Sally (2005). Reflections on how to write and organise a research. Nurse Researcher 13, 2.

Kearins, Kate; Waring, Marilyn (2011). Thesis Survivor Stories: Practical Advice on Getting Through Your PhD or Masters Thesis. Auckland, New Zealand: Exisle Publishing.

O'Collins, Gerald (2011). A short guide to writing: what to do and what not to do. Series: ACU. Hindmarsh, Australia: ATF Press.

## Final project

### Webs related

<http://newt.phys.unsw.edu.au/~jw/thesis.html>

<http://www2.hw.ac.uk/sml/postgraduate/downloads/dissertations/dissertationguide.pdf>

<https://justwrite.mst.edu/files/2013/08/Best-Practices-for-Writing-Your-Masters-Thesis.pdf>

[https://www.postgrad.com/advice/exams/dissertations\\_and\\_theses/research\\_project/](https://www.postgrad.com/advice/exams/dissertations_and_theses/research_project/)

### Instructional materials

Using the Virtual Campus.



# Teaching Guide 2016-2017

## Internships

### Master in Hospitality Management



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## Internships

### Internship

Module: External internships

Subject: Internship

Mode: Compulsory

Number of ECTS: 20 ECTS

Term: 2nd Semester

Coordinators: PhD Maria Dolores Gil Quiles and PhD. Ginesa Martínez del Vas.

Email: [mdgil@ucam.edu](mailto:mdgil@ucam.edu). [givas@ucam.edu](mailto:givas@ucam.edu).

Coordinator office hours: 10.00h.- 13.00h.

Module Coordinator: PhD. María Dolores Gil Quiles

### Brief description

The external placement module consists of a period of practical training in which the student in situ will put into practice the contents of the compulsory modules. The placement will be supervised by an internal tutor and an external tutor of the company.

### Previous requirements

In order to maximize learning outcomes of this subject, students should have prior knowledge of hospitality management. It is assumed that the student has been acquiring these skills throughout this course.

### Objectives

1. To offer students the opportunity to put into practice theoretical content imparted throughout the master.
2. Bring the business world to the students and provide a realistic view of the hospitality industry.

### Competences and learning results

#### General Competences

- **G1:** Acquire the ability to manage and run hotels and restoration integrated in the current work scenery.
- **G2:** Acquire advanced knowledge to answer the demands of the hotel market.

## Internships

- **G3:** Develop abilities to promote and manage and continuous change. Promote abilities key to improve management and business competition.
- **G4:** Go deep in the knowledge of the different areas of hotel corporations within a global focus.

### Specific Competences

- **E. 21** Apply the knowledge acquired in the Master course in the different aspects of the hotel and restoration corporations' management.
- **E. 22** Knowledge of management in hotel and restoration corporations' labor market.
- **E. 23** Integration in the labor atmosphere by trying out and knowing the dynamics of work in this field.

## Methodology

	Hours	Contact hours	Independent study work
Internship	466.5	466.5 (93.33%)	
Internship report	33.5		33.5 (6.67 %)
<b>TOTAL</b>	<b>500</b>	<b>466.5</b>	<b>33.5</b>

## Related disciplines

The interships is related to the compulsory subjects of the curriculum.

## Assessment system

- Trainee's report (60% Final grade) students must submit a report wherein they will give a brief description of the enterprise where they carried out the placement: business model,



## Internships

organization of activity, SWOT analysis. At the same time they will describe the functions and tasks they carried out and their contribution to the company.

- Internship report (40% Final grade): the report of the tutor of the company will be assessed. It will detail the tasks performed by the student, their contribution to the enterprise, their level of commitment and their capacity to integrate.