

Unit Title	International Hospitality Operations
Level	6
Reference No. (<i>showing level</i>)	(UEL_6_IHO)
Credit Value	20 CAT points
Student Study Hours	Contact hours: 36 Student managed learning hours: 164
Pre-requisite learning	na
Co-requisites	na
Excluded combinations	na
Unit co-ordinator	Edward M Isaacs
Faculty/Department	FAHS/DUELS
Short Description	This unit's rationale is based on the notion that the hospitality industry is a global enterprise. However, the differences in the approach to business vary from one country to another. These differences become more marked between one region to another. For the purposes of study, the international hotel industry is divided into six principal regions i.e. Western Europe, Eastern Europe, North America, Latin/South America, Far East/Pacific Rim and the Middle East/Africa.
Aims	At the end of the unit the student should be able to: • Synthesise and assess current practices in the international hospitality sector. • Critically analyse the impact of globalisation upon the international hospitality sector. • Identify & analyse ownership, financing, and managerial aspects of the international hospitality business.
Learning Outcomes	Knowledge and Understanding: • Analyse current trends and events in the hospitality sector. • Demonstrate knowledge of the theoretical background of international hospitality operations. • Explore the differing management techniques and styles used by hospitality operators. • Critique the impact of hotel development on the environment and host country. Intellectual Skills: • Critically analyse & evaluate the status and potential of international hospitality operations. • Compare & contrast the management styles and organisational cultures in the international arena, focusing on quality service and human resource aspects. • Appraise the prerequisites skills and abilities required to

	be a successful manager in an international service industry operation. • Critique government involvement in the development of the international hospitality industry. Practical Skills: • To critically evaluate the structure and design of an international hospitality operator. • To make informed decisions about strategic hospitality development. • To analyse and recommend improvements on hotel development strategies. Transferable Skills: • Undertake planned research of a topic area. • Develop presentation and report writing skills. • Analyse the global business environment in order to develop strategic plans. • Develop analytical and critical thinking based upon empirical evidence or research.
Employability	This unit will enable students to analyse and evaluate current industry practices in hospitality operations. It will help students demonstrate to prospective employers that they understand the global environment in which international hospitality organisations operate in. A knowledge of product design, entry into new markets and operational effectiveness should be present.
Teaching and learning pattern	Teaching will be in a 3 hour block comprising one hour of formal lecture followed by an activity such as a case study, practical exercise or student led discussion of a topic.
Indicative content	Application of Hotel Concepts Historical development of the worldwide hospitality industry. Framework of management objectives, philosophies and policies. Concepts of motivation/productivity applied to different regions. A measure of operational constraints and opportunities of international expansion. International Hotel Environment Structure, characteristics and culture of the industry in the six principal regions. The main international operators. Demographic and ethical issues affecting the industry. Political, economic, social and technological advances in the regions. Functional Management Aspects Regional differences to the concept of service. A review of the perception, values of the international operator compared to that of the host country.

	Financial Aspects Different financing techniques around the globe. Attitude to Emergency planning and risk management taken by international hotel operators. Human Resource Aspects The main components of international human resource management. Laws governing procedures and payroll. Expatriate preparation and survival. Cross cultural differences. Property Ownership & Management Future trends in the six principal regions. Environmental issues. Corporate responsibilities. Role and influence of property, operations, maintenance, energy and costs.
Assessment Elements & weightings	The unit is assessed 50% by examination and 50% by coursework. The coursework is an individually prepared report of 2000 words in the form of a consultancy report that investigates the feasibility of a hospitality form expanding its operations into a new world region. Week 9 Examination, 3 hours, seen paper requiring students to demonstrate wide research skills and the use of academic sources in their answers.
Indicative Sources (Reading lists)	Core Reading Brotherton, B. (2003) <i>International Hospitality Industry</i>. London: Butterworth-Heinemann Ltd Clarke, A. and Chen, W. (2007) <i>International Hospitality Management</i>. London: Elsevier Science & Technology Butterworth-Heinemann Ltd Hall, C.M. and Coles, T. T. (2008) <i>International Business and Tourism</i>. London: Routledge Harrison, J. and Cathy A. (2004) <i>Hospitality Strategic Management</i>. Chichester: John Wiley & Sons Laws, E. Prideaux, B. Moscardo, G. and Laws, E. (2006). <i>Managing Tourism and Hospitality Services, Theory and International Applications Theory and International Applications</i>. London: CABI publishing Yu, L. (2005) <i>The International Hospitality Business – Management & Operations</i>. New York: Haworth Hospitality

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Optional Reading

Buhalis, D. Buhalis, C. C. and Costa, D. (2005) [*Tourism Management Dynamics*](#). London: Elsevier Science & Technology Butterworth-Heinemann Ltd

Go, F. and Pine, R. (1996) *Globalization Strategy in the Hotel Industry*. London: Routledge

Knowles, T. El-Mourhabi, J. and Diamantis, D (2004) *The Globalization of Tourism and Hospitality a Strategic Perspective*. London: Thomson Learning

Lashley, C. and Morrison, A. (2001) *In Search of Hospitality Theoretical Perspectives and Debates*. London: Butterworth Heinemann

Okumus, F. and Altinay, L. (2007) [*Strategic Management for Hospitality and Tourism*](#) London: Elsevier Science & Technology Butterworth-Heinemann Ltd

Reisinger, Y. and Dimanche, F. (2009) [*International Tourism*](#). London: Elsevier Science & Technology Butterworth-Heinemann Ltd