

Course Information			
Code:	GES5602	Course:	ADMINISTRACIÓN ESTRATÉGICA EN HOTELERÍA
Coordination Area / Program:	FAC. HTG HOTELERIA	Mode:	b-learning
Credits: 04	Teaching hours: 60	Autonomous Learning Hours:	84
Period: 2018-01	Start date and end of period: del 15/03/2018 al 01/07/2018		
Career: ADMINISTRACIÓN HOTELERA			

Detail of Teaching hours							
Sum: 60	Theory: 56	Practice: 0	Laboratory: 0	Evaluation Theory: 04	Evaluation Practice: 0	Reinforcement Theory: 0	Reinforcement Practice: 0

Course Pre-requisites		
Code	Course - Credits	Career
FC-GAS GESTREST	GESTIÓN DE RESTAURANTES	ADM HOTELERA
FC-HOT GESTAL-1	GESTIÓN DE ALOJAMIENTO I	ADM HOTELERA
FC-HOT DIREALQJ	DIRECCIÓN DE ALOJAMIENTO	ADM HOTELERA

Course Coordinators			
Surname and First Name	Email	Contact Hour	Contact Site
MATEO RAMOS, SILVIA FRINE	smateo@usil.edu.pe	09:00 - 18:00	HTG

Instructors
You can check the timetables for each teacher in their INFOSIL in the Classes Development Teachers option Teachers .

Course Overview
<p>This course introduces strategic management process as a planning and decision-making framework that integrates human resources, operations, marketing, and financial management concepts.</p> <p>The course aims to provide students with a more in-depth knowledge of various strategic management theories and their applications in general as well as within organizations in the hospitality sector. It focuses on the nature of the hospitality/business and addresses the challenges professionals must face in managing their firms. Both micro perspectives and macro perspectives of strategic management will be treated during the course, providing students with the tools for analysis and critical thinking.</p> <p>Instruction of the course will use a diverse set of examples and case studies that link strategies and pertinent issues to actions and activities of hospitality firms from both domestic and international perspectives.</p>

Course Competencies	
Professional Competency	CP 1: Design strategic, tactical and operating short and medium term plans for the hospitality industry, considering the environment, and contributing to the country's sustainable development CP 3: Design and implement strategies ¿Design and implement strategies that maximize and optimize the use of resources in the company, generating productivity in a safe environment for all stakeholders
Level of Professional Competency	CP 1 Level 3: Design strategic, tactical and operating short and medium term plans for the hospitality industry, considering the environment, and contributing to the country's sustainable development CP 3 Level 3: Design and implement strategies that maximize and optimize the use of resources in the company, generating productivity in a safe environment for all stakeholders.
USIL General Competencies	Human Development Act autonomously and ¿develop their life goals

Course Learning Outcomes		
General Learning Outcomes	Nº	Specific Learning Outcomes
Understand how strategic planning helps management envision a future direction and develop the goals and strategies to reach the right objectives.	1.1	Develop an appreciation of strategic management concepts, research and theories, including corporate, business and operational strategies
	1.2	Synthesize and integrate knowledge in marketing, operations, finance, organizational and personnel management in determining strengths and weaknesses of a hospitality organization, examining companies and competitors critical resources and capabilities to predict their future strategies
		Assess the company's external environment using a variety of methods and tools.

Develop and apply appropriate research skills in identifying and analyzing current practical strategic issues in hospitality industry	1.3	generating an understanding of the dynamics and complexity of the business environment
	1.4	Utilize sources of hospitality data, statistics and other reference materials for strategic planning
	2.1	Develop an appreciation of the forces driving change in the hospitality industry and what impact they will have on the manager of the future Analyze how firms formulate, implement, and evaluate strategies.
	2.2	Develop the powers of managerial judgment, to assess business risk, and a stronger understanding of the competitive challenges of a global market environment.
	2.3	Develop problem-solving and critical thinking skills and evaluate the effectiveness of business outcomes in hospitality organizations
	2.4	Develop critical thinking and decision making skills to maintain competitive advantage in a hypercompetitive and maturing industry.

Activity Scheduling						
Ses	Sem	(hrs)	Type	Contents	Learning Activities	Resources
Unidad N° 1: Hospitality Strategic Management						
Specific Outcome: 1.1, 1.2, 1.3, 1.4, 2.1, 2.2, 2.3, 2.4						
1	1	2	AP	Course Overview/ Introduction to Strategy	Concepts of Strategy	Power Point/ Class discussion
2	1	2	AV	Strategy in the Service Industry/ Review Group Project Requirements	Environmental Assessment/ List of Group Members and Projects	Power Point/ Class discussion
2	1	6	AA	Reading Assignment	Assignment/ homework	Text: What is Strategy? (Michael Porter)
3	2	2	AP	The Strategic Management Process	Strategy Formulation	Power Point/ Class discussion
4	2	2	AV	Strategic Direction	Developing a Strategic Vision, Setting Objectives, and Crafting a Strategy	Power Point/ Class discussion
4	2	6	AA	Reading Assignment	As indicated by the Instructor	Class Assignment/ homework
5	3	2	AP	Environmental Assessment/ External Environment: Identify Opportunities and Threats	Environmental Scanning	Power Point/ Class discussion
6	3	2	AV	Environmental Assessment/ Internal Environment: Identify Distinctive Competencies	Environmental Scanning	Power Point/ Discusión en Clase
6	3	6	AA	Case Analysis	As indicated by the Instructor	Case Assignment/ homework
7	4	2	AP	Environmental scanning/ Forces driving change	Key concepts of strategy and their role in organizational success	Power Point/ Class discussion
8	4	2	AV	Environmental scanning/ Forces driving change	Analyze and evaluate data and tools to draw conclusions	Power Point/ Class discussion
8	4	6	AA	Reading Assignment	As indicated by the Instructor	Class Assignment/ homework
9	5	2	AP	Examine the decision-making process in Strategic Management	Understand the role of the manager in adding value to the firm	Power Point/ Class discussion
10	5	2	AV	Functional Level Strategies: Competitive Strategies	Core Competencies/ Functional Competencies	Power Point/ Class discussion
10	5	6	AA	Case Analysis	As indicated by the Instructor	Case Assignment/ homework
11	6	2	AP	Business Level Strategies: Competitive Strategies	Core Competencies/ Functional Competencies	Power Point/ Class discussion
12	6	2	AV	Corporate Level Strategies: Competitive Strategies	Core Competencies/ Functional Competencies	Power Point/ Class discussion
12	6	6	AA	Reading Assignment	Assignment/ homework	Strategy and Society: The link between competitive advantage and social responsibility (Michael Porter)
13	7	2	AP	Strategic Management for Competitive Advantage	Core Competencies/ Functional Competencies	Power Point/ Class discussion
14	7	2	AV	Integrating Competitive Methods and Core Competencies	Understand the role of core competencies in executing the delivery of competitive methods	Power Point/ Class discussion
14	7	6	AA	Prepare for Group Presentacion	Final Presentation	Group Project
14	7	2	AV	Review	Use weblinks to recycle and review	USIL Virtual Campus
15	8	3	AP	Case Analysis	As indicated by the Instructor	Case Assignment in Class
16	8	1	AV	Integrating Competitive Methods and Core Competencies	Understand the role of core competencies in executing the delivery of competitive methods	Power Point/ Class discussion
16	8	6	AA	Prepare for Group Presentacion	Final Presentacion	Group Project
17	9	3	AP	First Group Presentation	Group Presentation	Power Point
18	9	1	AV	First Group Presentation	Group Presentation	Power Point
18	9	6	AA	Reading Assignment	As indicated by the Instructor	Book Chapter/ homework
19	10	3	AP	Strategy Implementation	The Role of Organizational Design	Power Point/ Class discussion
20	10	1	AV	Case Analysis	As indicated by the Instructor	Case Assignment in Class

20	10	6	AA	Reading Assignment	As indicated by the Instructor	Book Chapter/ homework
21	11	3	AP	Strategy Implementation	Organizational Structure	Power Point/ Class discussion
22	11	1	AV	Case Analysis	As indicated by the Instructor	Case Assignment
22	11	6	AA	Reading Assignment	As indicated by the Instructor	Book Chapter/ homework
23	12	3	AP	Strategy Implementation	Organizational Culture and its Role in Strategy Implementation	Power Point/ Class discussion
24	12	1	AV	Case Analysis	As indicated by the Instructor	Case Assignment
24	12	6	AA	Prepare for Group Presentation	Final Presentation	Group Project
25	13	3	AP	Final Project Review	In Class Review	Final Group Projects
26	13	1	AV	Final Project Review	In Class Review	Final Group Projects
26	13	6	AA	Prepare for Group Presentation	Final Presentation	Group Project
27	14	3	AP	Final Presentation	In Class Group Presentation	Power Point
28	14	1	AV	Final Presentation	In Class Group Presentation	Power Point
28	14	6	AA	Prepare for Group Presentation	Final Presentation	Group Project
28	14	2	AV	Review	Use weblinks to recycle and review	USIL Virtual Campus

Basic and Supplemental References Required Reading: 1

Methodology

Hospitality Strategic Management discusses the role of strategy in creating firm value and growth and stresses the relationship between leadership theory, strategic thinking and financial management. The course provides a realistic and current view of the field by considering the practical aspects of the strategic manager's role, including the acquisition, development, and management of internal resources (such as people, knowledge, financial capital, and physical assets) and relationships with external stakeholders (such as guests, suppliers, owners, franchisors, venture partners, and governmental agencies).

The class meetings will generally include lecture, discussion, case analysis, instructive videos, consultation, group meetings, and group presentations. The course objectives also include stimulating creativity in business solutions and strategies, responsibility, team building and leadership skills.

Assessment System

Each of the items of the evaluation scheme and the final grade of the course are rounded to whole numbers. The final grade of the course is the weighted average of the corresponding items: permanent evaluation, partial exam and final exam.

The averages calculated components of the item 'Permanent Evaluation' will keep your calculation with 2 decimals.

Type Evaluation	%/Weighing	Observation	Week Assessment	Rezag.
Evaluación Permanente	60%			
Promedio de Casos	35%			
Caso 1	25%		4ta	No
Caso 2	25%		7ma	No
Caso 3	25%		10ma	No
Caso 4	25%		13ra	No
Exposición	20%		14ta	No
Participación	20%		14ta	No
Promedio de Prácticas	25%			
Práctica 1	25%		4ta	No
Práctica 2	25%		7ma	No
Práctica 3	25%		10ma	No
Práctica 4	25%		13ra	No
Examen Parcial	15%			
Examen Final	25%			

General Guidelines

Title III: Attendance

Article 11: Attendance to theory lessons, practice lessons, lab sessions and workshops is regulated in each course's syllabus.

Article 12: The student will be able to do the follow-up of their attendance record in Infosil. In case he notices an irregularity, there is a three-day deadline (working days) to ask for an official revision of it.

Title V: Evaluation process

Article 23: The student who does not take one or more exams of the Ongoing Evaluation will be able to ask for a make-up exam of only one of them only if the syllabus allows it.

The Academic Calendar indicates the deadline for requesting a make-up exam, the date to pay for it, the fee and the dates when it will be administered. This exam will be about all the topics developed in the syllabus and will replace the exam the student did not take.

Article 24: The student who fails to sit for either Mid- term or Final exam on the scheduled date provided in the academic calendar, will be able to take a make- up exam. This grade will replace the exam the student did not take. The student will have 2 (two) days following the day he/she was absent to request the make- up evaluation through Plataforma Institucional. The corresponding fee must be paid in order to process the request.

Article 25: The exams have to be taken personally and in-campus or in the branches authorized by the Academic Vice-Presidency. In case that branch is not the regular one where students have their lessons, they will be previously informed. Exams taken through the Virtual Campus are an exception to this article
Midterm, final and make-up exams of the e-learning mode will be administered in-campus, in the classrooms assigned by the university

Course Specific Rules	

Attendance Policy	
Total Percentage Absences Permitted	30%
The students who reaches or exceeds the total percentage absences permitted for the course, defined by the total of effective hours, will not be able to take the final exam or the equivalent evaluation defined by the course coordination and therefore will get zero (00) as the score.	

Basic and Supplemental References Required Reading
<p>Basic References: [1] Enz, C. (2010). <i>Hospitality Strategic Management: Concepts and Cases</i> Hoboken, N.J : John Wiley & Sons. Recuperado de 2nd ed.</p>

References Supplementary Reading non-binding
<p>[1] Olsen, Michael; West Joseph; Ching Yick Tse, Eliza. (2014). <i>Strategic Management in the Hospitality Industry</i> (3rd ed.). Harlow: Pearson. [2] Morosini, P. (2010). <i>Las Siete Llaves de la Imaginación</i> Madrid: LID. [3] Robbins, S. (2014). <i>Administración</i> (12a ed.). México, D.F.: Pearson Educación.</p>

Approved by: MATEO RAMOS, SILVA FRINE Date: 07/02/2018	Validated by: Office of Curriculum Development Date: 12/02/2018
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