

Unit Title: Strategic Hospitality Management	Unit Code: SHMTTH
Level: Advanced Diploma	Learning Hours: 210
Learning Outcomes and Indicative Content:	
Candidates will be able to use appropriate strategic management theory and practice in order to:	
<ol style="list-style-type: none"> 1. Strategically evaluate the nature, scope, function and organisation of facilities management in the hospitality business <ol style="list-style-type: none"> 1.1 Define facilities management 1.2 Recognise the breadth of facilities that require management within the hospitality sector 1.3 Understand the function of various types of facilities in the hospitality sector 1.4 Recognise organisational issues relating to facilities management in the hospitality sector 2. Understand the changing range and use of facilities as a strategic resource in the hospitality sector <ol style="list-style-type: none"> 2.1 Understand traditional uses of facilities in the hospitality sector 2.2 Identify new and emerging facility types that are available in the hospitality sector 2.3 Understand the impact of changing consumer demand on the use of facilities in the hospitality sector 2.4 Understand the impact of changing commercial and marketing demands on the use of facilities in the hospitality sector 2.5 Understand the impact of the local environment on planning and use of facilities (climate, culture) 2.6 Understand the impact of changing technologies on the use of facilities in the hospitality sector 2.7 Recognise the strategic benefits of effective facilities management in hospitality businesses 3. Recognise the impact of events on the operation and profitability of hospitality businesses from a strategic perspective <ol style="list-style-type: none"> 3.1 Understand the meaning of events in the context of the hospitality sector 3.2 Recognise the range of events hosted by the hospitality sector (small, large) 3.3 Recognise key trends and growth areas within the events sector 3.4 Recognise the range of facilities and services required to meet the needs of contemporary events (space, support facilities, entertainment, accommodation, food and beverages, technology) 	

4. Strategically understand and evaluate principles of contemporary hospitality facilities design and capacity planning

- 4.1 Understand the importance of design in relation to facilities
- 4.2 Understand the meaning of design in aesthetic, logistical/operational and economic/commercial terms
- 4.3 Recognise changing trends in design and the reasons for such changes
- 4.4 Recognise the impact of technology on contemporary design
- 4.5 Recognise the role of capacity planning in determining the scale, layout and organisation of hospitality facilities

5. Apply principles of strategic environmental best practice in the hospitality facilities context

- 5.1 Identify the key areas of environmental impact within the hospitality sector
- 5.2 Recognise principles of environmental best practice in relation to these areas
- 5.3 Recognise the role of consumer education in implementing environmental best practice
- 5.4 Recognise the role of staff training in implementing environmental best practice
- 5.5 Recognise the role of supplier education in implementing environmental best practice
- 5.6 Recognise the strategic benefits of applying environmental best practice in the hospitality sector

6. Recognise the principles of effective energy management in the hospitality industry context

- 6.1 Identify key sources of energy use in the hospitality sector
- 6.2 Recognise key principles of effective energy management
- 6.3 Apply principles of energy management to each of the main areas of energy use in hospitality operations
- 6.4 Recognise the impact of effective energy management decisions on consumers, staff and business profitability

7. Recognise the principles of effective waste management in the hospitality industry context

- 7.1 Identify key sources of waste in the hospitality sector
- 7.2 Recognise key principles of effective waste management
- 7.3 Apply principles of waste management to each of the main areas of energy use in hospitality operations
- 7.4 Recognise the impact of effective waste management decisions on consumers, staff and business profitability

8. Understand the use of ICT in the strategic planning and operation of hotel premises

- 8.1 Recognise the range of uses for ICT within the planning and operation of hospitality businesses
- 8.2 Understand the uses of ICT in providing management information on facilities and resource use in hospitality businesses
- 8.3 Understand the uses of ICT in energy management
- 8.4 Understand the uses of ICT in waste management
- 8.5 Understand the uses of ICT in enhancing the guest experience of facilities in the hospitality sector
- 8.6 Recognise the limitations of ICT in the management of hospitality operations
- 8.7 Recognise the strategic benefits of effective ICT management in hospitality businesses

9. Understand the legal obligations of hospitality and facilities managers from a strategic perspective

- 9.1 Recognise the legal responsibilities of managers in relation to the facilities for which they are responsible
- 9.2 Understand responsibilities with regard to key areas of health and safety (fire, food hygiene)
- 9.3 Understand the main features of legal obligations with respect to customers (consumer protection)
- 9.4 Understand the main features of legal obligations with respect to employees
- 9.5 Understand the main features of legal obligations with respect to suppliers
- 9.6 Understand the main features of legal obligations with respect to the wider community
- 9.7 Understand key licensing obligations and responsibilities
- 9.8 Recognise the influence of local and national laws and regulations

10. Understand and evaluate approaches to measuring the performance of hospitality facilities

- 10.1 Analyse the criteria for the measurement of performance of hospitality facilities:
- 10.2 Revenue
- 10.3 Profit
- 10.4 Opportunity costs
- 10.5 Use/occupancy
- 10.6 User satisfaction
- 10.7 Impact of physical wear and tear
- 10.8 Recognise the strategic value of effective performance measurement in hospitality businesses

11. Understand the stages in strategic facilities development, from feasibility planning to operation

- 11.1 Understand the concept of strategic feasibility planning
- 11.2 Purposes of feasibility planning
- 11.3 Methods of feasibility planning
- 11.4 Stages within a feasibility plan
- 11.5 Uses of a feasibility plan in facilities development
- 11.6 Physical facility development
- 11.7 Marketing planning
- 11.8 HR planning
- 11.9 Pre-opening phase
- 11.10 Soft openings
- 11.11 Full operations

12. Recognise the strategic impact of outsourcing on the management and operation of hospitality facilities

- 12.1 Define outsourcing in the context of hospitality businesses
- 12.2 Understand the advantages of outsourcing
- 12.3 Understand the limitations of outsourcing
- 12.4 Understand the impact of outsourcing on customers, staff, suppliers, the physical environment within facilities
- 12.5 Understand issues of branding and brand recognition
- 12.6 Recognise the strategic implications of outsourcing in hospitality businesses

Assessment Criteria:

- Assessment method: written examination
- Length of examination: three hours
- Candidates should answer four questions from a choice of eight, each question carrying equal marks

Recommended Reading

Ransley J & Ingram H (Eds), *Developing Hospitality Properties and Facilities* (2nd Ed) (2004), Oxford: Butterworth Heinemann
ISBN-10: 0750659823
ISBN-13: 978-0750659826

Swarbrooke J, *The Development & Management of Visitor Attractions* (2nd Ed) (2002), Oxford: Butterworth-Heinemann
ISBN-10: 0750651695
ISBN-13: 978-0750651691

Webster K, *Environmental Management in the Hospitality Industry* (2000),
London: Cassell.
ISBN-10: 0304332348
ISBN-13: 978-0304332342

Bob B (Ed), *The International Hospitality Industry: Structure, Characteristic
and Issues* (2003), Oxford: Butterworth Heinemann
ISBN-10: 0750652950
ISBN-13: 978-0750652957

Holcomb J and Pizam A, *International Dictionary of Hospitality Management*
(2007), Oxford: Butterworth Heinemann
ISBN-10: 0750683856
ISBN-13: 978-0750683852