

## The Hong Kong Polytechnic University

<b>Subject Code</b>	HTM4309
<b>Subject Title</b>	Strategic Management in Hospitality and Tourism
<b>Credit Value</b>	3
<b>Level</b>	4
<b>Pre-requisite / Co-requisite/ Exclusion</b>	HTM3202 Financial Management in Hospitality and Tourism
<b>Objectives</b>	<p>This subject is designed to introduce students to the fundamentals of both theoretical frameworks and practical applications of strategic management in the hospitality and tourism industries. The three phases of the strategic management process – the planning, implementation and evaluation of strategies – will be focused in this subject, and the students will have opportunities to analyze domestic and international organizations with the strategic tools and techniques learned from the subject. This subject will allow students to integrate all the knowledge which they have gained in previous subjects and stand back from an operational perspective to critically evaluate the long-term strategic issues that affect hospitality and tourism businesses.</p>
<b>Intended Learning Outcomes</b>	<p>Students will be able to do the following:</p> <p><b>A. Professional Competence</b></p> <ul style="list-style-type: none"> <li>● Understand the fundamental theories and principles of strategic management</li> <li>● Identify and analyze strategies at different levels of hospitality and tourism organizations</li> <li>● Understand and discuss the strategic management process and explain the relationship between its three main phases: strategy planning, implementation and evaluation</li> </ul> <p><b>B. Critical Thinkers</b></p> <ul style="list-style-type: none"> <li>● Demonstrate independent thinking to generate and evaluate business strategies through case studies</li> <li>● Analyze and critically assess the internal and external environment of hospitality and tourism organizations and the pertinent interactive relationships between them in the process of strategic formulation, implementation and control</li> </ul> <p><b>C. Effective Communicators</b></p> <ul style="list-style-type: none"> <li>● Present and communicate their own ideas proactively to various stakeholders in the industry and revise them based on feedback from these</li> </ul>

	<p>stakeholders</p> <p><b>D. Innovative Problem Solvers</b></p> <ul style="list-style-type: none"> <li>• Work as a team and use a wide range of routine and some advanced skills in analyzing the cases and making presentations</li> </ul> <p><b>E. Lifelong Learners</b></p> <ul style="list-style-type: none"> <li>• Work as a team and follow the necessary steps to develop appropriate strategies and to propose effective implementation and evaluation methods for the hospitality and tourism organizations</li> <li>• Identify strategic changes and evaluate new dynamic industry forces in order to develop new directions for the future.</li> </ul> <p><b>F. Ethical Leaders</b></p> <ul style="list-style-type: none"> <li>• Demonstrate a global outlook and cultural sensitivity by analyzing companies from different regions and countries.</li> <li>• Recognize and identify ethical issues and apply corporate social responsibilities in strategy planning, implementation and evaluation.</li> </ul>
<p><b>Subject Synopsis/ Indicative Syllabus</b></p>	<ol style="list-style-type: none"> <li>Strategic Management Overview</li> <li>Strategic Management Process</li> <li>Business Vision and Mission</li> <li>Analysis of External Environment</li> <li>Analysis of Internal Assessment</li> <li>Strategy Analysis and Choice</li> <li>Strategies at Corporate, Business and Functional Levels</li> <li>Strategic Alignment and Strategy Implementation</li> <li>Strategy Evaluation and Control</li> <li>Strategic Leadership and Organizational Culture</li> <li>Strategies in Depth: Specific strategies and their applications in the hospitality and tourism industry</li> <li>Trends and Hot Topics in Strategic Management</li> </ol>