



LUND UNIVERSITY
Campus Helsingborg

Department of Service Management

Syllabus for Strategic Management in Tourism and Hospitality (SMMN20) 15 credits. Level: Second cycle

The course was approved by the Board of the Faculty of Social Science, 17 November, 2011.

The syllabus was approved by the Board of the Department of Service Management, 27 October, 2011.

The syllabus is valid from 1 January 2012.

Course details

The course is not included in the mail field of study.

This course is a mandatory course and is given within the the Master of Science Programme in Service Management.with specialisation in Tourism and Hospitality Management.

The language of instruction is English.

Learning outcomes

After completion of the course, students shall be able to:

- demonstrate an in-depth understanding of the strategic management
- demonstrate an understanding of philosophies, principles, concepts, processes, tools and techniques of various strategic management theories
- demonstrate a thorough practical knowledge about activities and work procedures of an organisation where an internship takes places
- apply appropriate theories and methods in conducting applied research
- analyse and critically review various strategic management frameworks
- formulate a research problem and conduct the research in relationship with strategic management by combining theories and practices

Course content

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 organisations in tourism and hospitality sector. Both micro perspectives and macro perspectives of strategic management will be treated during the course. As micro perspectives, theories of Quality Management, Lean philosophy, Learning & Knowledge Management,

Business/Organisational excellence, Strategic Human Resource Management will be introduced, including the main concepts, principles, methods and techniques that can be applied in relation to organisational strategic change and improvement programmes. As macro perspectives, different internationalization strategies as well as the factors that influence the internationalization processes will be handled.

Teaching and assessment

Teaching consists of lectures, guest lectures, seminars, workshops and an internship.

Examination is based on individual report writings, a seminar presentation and opposition and a group project report writing as well as oral presentation.

Examinations are scheduled during the academic year only. Two opportunities for re-examination are offered after the end of the course. The student has the right to participate in examinations during the following terms, but in accordance with the course regulations that apply at the time.

Grades

The grades awarded are A, B, C, D, E or Fail. The highest grade is A, and the lowest passing grade is E. The grade for a non-passing result is Fail.

The student's performance is assessed with reference to the learning outcomes of the course. For the grade of E the student must show acceptable results. For the grade of D the student must show satisfactory results. For the grade of C the student must show good results. For the grade of B the student must show very good results. For the grade of A the student must show excellent results. For the grade of Fail the student must have shown unacceptable results.

The internship report is exempted from the grading scale above. The grade awarded for the internship report is Pass or Fail. For the grade of Pass the student must show acceptable results. For the grade of Fail the student must have shown unacceptable results.

At the start of the course students are informed about the learning outcomes stated in the syllabus and about the grading scale and how it is applied in the course.

Admission requirements

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Other instructions

It is the student's own responsibility to find a suitable organisation for the internship.

Literature

See list of required readings.

Literature list for Strategic Management in Tourism and Hospitality, 15 credits (SMMN20)

The literature list was approved by the Board of the Department of Service Management, 27 October, 2011.

The literature list is valid from 1 January, 2012.

- Burnes, Bernard (2009). *Managing Change – A Strategic Approach to Organisational Dynamics*, London: Prentice Hall. [620 p. ISBN 978-0-273-71174-2]
- Kandampully, Jay (2007). *Service Management - The New Paradigm in Hospitality*. New Jersey: Pearson/Prentice Hall [378 p. ISBN: 0-13-191654-8]
- Mullins, Laurie J. (2001). *Hospitality Management and Organisational Behaviour*, 4th edition. Harlow: Longman. [503 p. ISBN: 978-0-582-43225-3]

Research articles:

- Buhalis, Dimitrios (1998) Strategic use of information technologies in the tourism industry, *Tourism Management*, Vol. 19 (5): 409-421
- Camison, Cesar (1996). Total quality management in hospitality; an application of the EFQM model, *Tourism Management*, Vol. 17 (3) : 191-201
- Cooper, Chris (2006). Knowledge management and tourism, *Annals of Tourism Research* 33 (1): 47- 64
- Dahlgaard, Jens, J. & Dahlgaard-Park, SuMi. (2004). A Comparison between European business leaders and top Swedish healthcare managers, *European Quality*, Vol. 11 (1): 58-75
- Dahlgaard, Jens, J & Dahlgaard-Park, Su Mi. (2004). The 4P quality strategy for breakthrough and sustainable development, *European Quality*, Vol. 10 (4): 6-20
- Dahlgaard-Park, Su Mi. (2008). Reviewing the European Excellence Model from a Management Control View, *The TQM Journal, The international review of organisational improvement*, Vol. 20 (2): 98-119.
- Dahlgaard-Park, Su Mi. (2009). Decoding The Code of Excellence – for achieving sustainable excellence, *International Journal of Quality and Service Sciences*, Vol. 1 (1): 5-28
- Dahlgaard-Park, Su Mi & Dahlgaard, Jens J. (2003). Toward a holistic understanding of human motivation: core values – the entrance to people’s commitment?, *The Int. Journal of AI (Artificial Intelligence) and Society*, Vol 17(2): 150-180
- Dahlgaard-Park, Su Mi & Dahlgaard, Jens J. (2007). Excellence – 25 years evolution, *Journal of Management History*, Vol.13 (4): 371-393
- Liu, Zhenhua. (2003). Sustainable tourism development: a critique, *Journal of Sustainable Tourism* 11 (6): 459-75
- McLaughlin, Curtis P & Fitzsimmons, James A. (1996). Strategies for globalizing service operations, *International Journal of Service Industry Management*, Vol. 7 Iss: 4:43 - 57
- Nonaka, Ikujiro. (1991). The Knowledge-Creating Company, *Harvard Business Review*, Nov.-Dec. pp. 96-104
- Pine, Joseph & Gilmore, James. (1998). Welcome to the Experience Economy, *Harvard Business Review*, July-August, 97-105, 1998.
- Solnet, David, Kandampully, Jay and Kralj, Anna (2010). Legends of service excellence: the habits of seven highly effective hospitality companies. *Journal of Hospitality Marketing and Management*, Vol 19 8: 889-908.
- Telfer, David J. (2001). Strategic alliances along the Niagara Wine Route, *Torism Management*, Vol. 22 (1): 21-30

Wirtz, Jochen & Johnston, Robert. (2003). Singapore Airlines: What it takes to sustain service excellence – a senior management perspective, *Managing Service Quality* Vol. 13 (1): 10-19

Other relevant articles from various Journals among others:

Int. Journal of Quality and Service Sciences, Harvard Business Review, Current Issues in Tourism, Int. Journal of Hospitality management, Int. Journal of Tourism Management – research, policies, practice, Journal of Tourism and Hospitality Technology, etc.

Approx. p: 1600