



Course Syllabus

Course Code	Course Title	ECTS Credits
HMGT-450	Strategic Management	10
Prerequisites	Department	Semester
Senior	Hospitality, Tourism and Sports Management	Fall/Spring
Type of Course	Field	Language of Instruction
Compulsory	Hospitality	English
Level of Course	Lecturer(s)	Year of Study
1 st Cycle	Dr. Leonidas Efthymiou	3 rd
Mode of Delivery	Work Placement	Corequisites
Distance Learning	N/A	None

Course Objectives:

The main objectives of the course are to:

- Help students evaluate the fundamental issues and techniques of strategy in a complex, globalised, automated and non-linear hospitality environment.
- Encourage an applied approach to strategy through formulating, implementing, evaluating and controlling strategic planning in hospitality business activities.
- Utilise external environment audit tools as well as internal analytical techniques at a cross-functional level of interconnectivity interdependence.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Analyse the external environment and its impact on the organisation
2. Assess the internal environment and strategic change issues facing an Organization
3. Develop, apply and justify a strategic management process in a hospitality organisation.
4. Apply theory, models, frameworks and decision-making tools to identify key issues and make recommendations based on your findings.
5. Discuss the advantages and disadvantages of selecting and adopting various strategic options which characterize the competitive business environment.
6. Explore the importance of Leadership, Knowledge, Intelligence (including analytics), Intellectual Capital, Communities of Practice and other contemporary tools in the strategizing of hospitality organisations.

Course Content:

- Introduction to Strategic Management
- Company Vision and Mission
- Audit: External Environment
- Audit: Internal Environment
- Long-Term Objectives
- Grand Strategies
- Short-Term Strategies and SMART Goals
- Global Strategy
- Governance, Corporate Social Responsibility and Ethics
- Strategic Control
- Knowledge Management and Organisational Learning
- Leadership and Culture

Learning Activities and Teaching Methods:

The latest material and student activities are now available on the Moodle Platform. The material includes:

- Group Forum discussions that are related to LOs on the topic
- Multiple Choice Quizzes for Self-Evaluation
- Every 3 weeks one 3 hours WebEx session following the LOs
- Review activities such as Discussions Questions
- Two of the weeks include Summative Assignment deadlines

Assessment Methods:

- Assessed educational activities
 - Assignments/Essays
 - Exams 60
- Participation to WebEx meetings, discussion forums and other communication tools is recommended as they will assist you in successfully completing your course.

Required Textbook / Readings:

Title	Author(s)	Publisher	Year	ISBN
Strategic Management:	Dyer, J., Godfrey, P., Jensen, R. and Bryce, D.	Wiley	2016	978-0-470-93738-9

Concepts and Cases				
--------------------	--	--	--	--

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Strategic Management for Tourism, Hospitality and Events (2 nd Ed.)	Evans, N.	Routledge	2015	978-0415837248
Strategic Management (14 th Ed.)	Pearce, J. and Robinson, R.	McGraw-Hill Education	2014	978-0077862510
Lecturer Audiovisual Presentations	Audio-visual presentations can be found in each week's course material in the electronic platform.			

UNic Library eBook Collections: Unic Library provides full text access to a number of eBooks. Below you will find collections from various vendors/publishers.

- EBSCO contains more than 135,000 eBook titles from various publishers.
- E-BRARY contains more than 111,200 eBook titles from various publishers.
- SPRINGER offers access to 18,000 eBook titles published by Springer.
- ELSEVIER offers access to 445 titles in specific areas.
- WILEY provides access to 690 Wiley eBook titles.