



**INTERNATIONAL QUALIFICATIONS
AND ASSESSMENT CENTRE (IQAC)**



Programme	Level 6 Diploma in Tourism & Hospitality		
Unit Number/ Unit Title	Unit 1 Strategic Management in Tourism and Hospitality		
Cohort Code:	L06SMH-U1		
Unit Level	Level 6		
Total Credits/Hours	Total qualification time 200/ Total Guided learning hours 90/ Self-guided learning hours 110		
Credits	20 CATS/ 10 ECTS		
Lecturer			
Start Date			End Date

Unit Aims	This unit aims to equip learners with the knowledge and skills necessary to develop and implement strategic plans in the tourism and hospitality industries. It emphasizes competitive positioning, strategic analysis, and leadership in dynamic environments.
Differentiation Strategies <i>(e.g. planned activities or support for individual learners according to their needs)</i>	Various approaches to addressing the various identified students' needs will be adopted throughout the lesson. Such will include: <ol style="list-style-type: none">1. Progressive tasks2. Digital resources3. Verbal support4. Variable outcomes5. Collaborative learning6. Ongoing assessment7. Flexible-pace learning
Equality & Diversity	Variety of teaching techniques will be employed to ensure that the needs of each individual learner are met.

Safeguarding & Prevent	Safeguarding policies and the Prevent duty are strictly observed to ensure the safety, well-being, and inclusivity of all students and staff.
Health & Safety	SIRM H&S policies will be maintained.
Learning Resources	<p style="text-align: center;">Teaching and Learning Materials</p> <ul style="list-style-type: none"> • Johnson, G., Scholes, K., & Whittington, R. (2020). Exploring Strategy. Pearson Education. • Evans, N., Campbell, D., & Stonehouse, G. (2012). Strategic Management for Travel and Tourism. Routledge. • Okumus, F., Altinay, L., & Chathoth, P. (2010). Strategic Management for Hospitality and Tourism. Butterworth-Heinemann. • Porter, M. E. (1998). Competitive Strategy: Techniques for Analyzing Industries and Competitors. Free Press. • Enz, C. A. (2010). Hospitality Strategic Management. Wiley.

Learning Outcome (The learner will be able to)	Assessment Criteria (The learner can:)
LO1. Understand key strategic management concepts in tourism and hospitality.	1.1 Analyse the importance of strategic management within the tourism and hospitality industry. 1.2 Evaluate different models and frameworks used in strategic planning.
LO2. Assess internal and external environments of organisations.	2.1 Conduct SWOT and PESTEL analyses for a hospitality or tourism business. 2.2 Interpret the implications of competitive forces on strategic decision-making.
LO3. Formulate and implement strategic plans.	3.1 Develop a strategic plan using evidence-based tools. 3.2 Justify the chosen strategic direction and implementation methods.
LO4. Evaluate the impact of strategic decisions.	4.1 Assess the effectiveness of strategic implementation through performance measures. 4.2 Recommend improvements based on evaluation outcomes.

No	Learning Outcome / Topic	Learning and Teaching Activities	Which assessment criteria does the session relate to?	Day/month/year/ signature
1.	Introduction to Strategic Management	Understand the concept, purpose, and scope of strategic management in hospitality and tourism.	LO1	
2.	Strategic Thinking vs. Operational Thinking	Distinguish between strategic and day-to-day operational roles in management.	LO1	
3.	Levels of Strategy: Corporate, Business, and Functional	Explore how strategies operate at different organizational levels.	LO1	
4.	The Strategic Management Process	Understand the stages from environmental scanning to evaluation.	LO1	
5.	Vision, Mission, and Strategic Objectives	Analyze how guiding statements influence long-term direction.	LO1	
6.	Internal Environment Analysis: Resources and Capabilities	Examine internal strengths using tools such as VRIO and Value Chain analysis.	LO2	
7.	Organizational Culture and Structure	Evaluate how internal culture and structure influence strategic capability.	LO2	
8.	External Environment: PESTEL Analysis	Assess the political, economic, social, technological, environmental, and legal factors shaping the industry.	LO2	
9.	Industry Analysis Using Porter's Five Forces	Analyze competitive pressures and industry attractiveness.	LO2	
10.	Competitor Analysis and Strategic Group Mapping	Explore the strategic positioning of rival firms in the sector.	LO2	
11.	SWOT and TOWS Matrix	Combine internal and external analysis to identify strategic options.	LO2	

12.	Market Positioning and Customer Segmentation	Evaluate how customer needs and market segments guide strategy.	LO2	
13.	Strategy Formulation: Cost Leadership, Differentiation, Focus	Apply Porter's generic strategies to tourism and hospitality businesses.	LO3	
14.	Blue Ocean Strategy and Innovation	Explore strategies that create uncontested market space.	LO3	
15.	Corporate Growth Strategies: Diversification, Integration, Market Development	Identify and assess strategies for long-term growth.	LO3	
16.	Midterm	Midterm assessment covering all learning outcomes (theory and practical elements)	LO1, LO2, LO3	
17.	Strategic Alliances, Mergers, and Joint Ventures	Examine partnership-based strategies for expansion or synergy.	LO3	
18.	Strategic Implementation: Turning Strategy into Action	Translate strategy into tactical plans, timelines, and resource allocations.	LO3	
19.	Change Management and Strategic Leadership	Understand how leadership drives successful implementation during transformation.	LO3	
20.	Organisational Alignment and Communication	Ensure employees and stakeholders are aligned with strategic objectives.	LO3	
21.	Risk Management in Strategy Implementation	Identify and plan for obstacles and uncertainties in execution.	LO3	
22.	Strategy Evaluation and Control	Monitor and measure strategic performance against KPIs.	LO4	
23.	Balanced Scorecard and Strategic Performance Tools	Use multi-dimensional tools for evaluating long-term strategy outcomes.	LO4	
24.	Financial Impact of Strategic Decisions	Evaluate profitability, ROI, and cost implications of strategic choices.	LO4	

25.	Strategic Failure and Lessons Learned	Analyze causes of failed strategies and what can be learned from them.	LO4	
26.	Globalisation and International Strategy	Examine strategies for entering and competing in international markets.	LO1, LO3	
27.	Digital Strategy in Hospitality and Tourism	Explore how technology impacts strategic direction and business models.	LO3, LO4	
28.	Crisis Strategy and Business Continuity Planning	Develop strategies to address crises and ensure organizational resilience.	LO3, LO4	
29.	Strategic Case Study Presentations	Present and evaluate strategic analyses and plans in real-world scenarios.	LO1 – LO4	
30.	Final Exam Preparation & Review			
31.	Final Exam			