



**Escola Universitària
de Turisme i Direcció Hotelera**

Adscrita a la **UAB**

STRATEGIC PLAN OF THE UNIVERSITY SCHOOL OF TOURISM AND HOTEL MANAGEMENT

May 2004

INTRODUCTION

Far-reaching changes in knowledge, technology and our variable environment oblige us to be prepared to assume a creative and innovative system of planning which will enable us to foresee the future and not suffer it. This rapid evolution of the environment and of work is creating a different kind of tourist company, with a different organization which should be more prepared to react in advance, to obtain better performance and to make human beings the main competitive advantage in this sector.

Taking into account these considerations and the fact that the University School of Tourism and Hotel Management of UAB (EUTDH) is being projected as a leader and benchmark both nationally and internationally, a Strategic Planning Exercise has been progressively developed to enable it to position itself and fulfil its mission.

This strategic exercise is being developed in different stages and is the second approximation to which the following aspects are related:

ANTECEDENTS AND HISTORY

The University School of Tourism and Hotel Management of UAB is located on the Bellaterra Campus, with all the amenities and services of one of the best and most prestigious universities in Spain. In 1999, this School obtained national and European official recognition with UNE-EN ISO 9002 (1994), which covers teaching activities and the school's management, thereby becoming the first university school with quality certification. From then on, this certification has been successfully renewed. In 2002, the quality system was certificated according to ISO 9001 (2000).

The educational model of tourism and hotel management at UAB started with the creation of the Hotel School Campus and the Graduate in Hotel Management in 1993; then, the University School of Tourism was founded, and the Tourism Diploma in 1997. The 1999-2000 academic year was the last one in which both Schools worked independently. In 1999 they merged under a single management and in 2000 a new centre was created: The University School of Tourism and Hotel Management.



Escola Universit ria de Turisme i Direcci  Hotelera

Adscrita a la **UMB**

EUTDH offers a unique education in Spain with two courses, which allow a high level of specialization with the offer of two degrees with specific “itineraries”: The Official Diploma in Tourism and the Diploma in Hotel Management with the possibility of transferring from course to course and validations of subjects and finally, obtaining a double degree or diploma. The relationship between EUTDH and courses at the UAB guarantee a high quality of teaching and facilitate a wide range of connections with other university methodologies in the subjects of humanities and social sciences, (see the Dual Qualification in Tourism and Business Science), a complementary education of specialities, and continuing education with a wide range of postgraduates and masters.

The School’s educational model understands tourism and hospitality teaching as the alternation between theoretical knowledge and its application in reality. It also promotes the investigation and development of the sector. Since its creation, it has established and maintained national and international relations with different university schools and sectorial organisations. Moreover, the number of companies and institutions which collaborate with EUTDH in the practical education of the diploma and postgraduate students is outstanding.

A wide range of conferences and seminars imparted by well-known personalities in the tourist and hotel world allows students to get to know the real experiences of these people in private companies or in charge of public institutions. Classroom-based learning is complemented by practical training in the Hotel School Campus of catering and accommodation, the on-campus travel agencies and the national and international practical internship in prestigious companies while studying towards the degree. An annual Workshop puts companies in direct contact with our graduates and final year students, as well as the annual Symposium, with current issues as a point of encounter and debate in the sector.

Our students can complete their studies with an academic year in Coastal Carolina University in the USA and obtain the American degree BSBA (Degree of Bachelor of Science in Business Administration).

The School organises masters and postgraduate programmes, with a degree of the Postgraduate School of UAB, and specialization programmes, some of which are imparted with the collaboration of other university schools or some tourist sector institutions. Furthermore, tailor-made courses are designed to satisfy the specific demands of particular groups.



**Escola Universitària
de Turisme i Direcció Hotelera**

Adscrita a la **UMB**

OUR MISSION:

The mission of the University School of Tourism and Hotel Management of the UAB is to attain national and international leadership as well as becoming an example to follow. Its identity signs are its integration in the UAB, excellence and rigour in teaching and the promotion of research, sectorial recognition and its students' career prospects. This project will be economically feasible and will generate a feeling of belonging.

SHARED VALUES

EUTDH has always had the following shared values:

Orientation based on aims and results

- Commitment and responsibility to teaching and non-teaching quality.
- Student-centred activity focussing on student satisfaction.
- Commitment by means of human resources via education, communication and professional and personal-familiar conciliation.
- Rigour, flexibility, agility, anticipation, organising learning and excellence in education and service performance.
- Permanent contact with the professional and working sector.
- Introduction of new management techniques and usage of the best available technology.
- Feeling of belonging among the teaching staff, students and other staff.
- Participative management style, with pro-active and dynamic dialogue, based on leadership by highly responsible staff, with a level of decentralized decision making, and in which group work predominates and with a high level of commitment to the institution.
- Long term vision, both institutional and global.
- Social responsibility, institutional and ethical behaviour and transparent communication.
- The need to possess sufficient competitive factors.
- Collaboration with the local community and with society in general.
- Responsible behaviour towards the environment.



Escola Universit ria de Turisme i Direcci  Hotelera

Adscrita a la **UMB**

- Solidarity toward integration projects, voluntary work, international cooperation and social programmes.

MOST PROBABLE SCENARIO

National and European recognition should consolidate the Diploma in Hotel Management and the Official Diploma in Tourism should become more widely-known. Consequently, new intakes should be more suited to this type of course. There will probably be a larger intake of foreign students in general and, especially, post-graduate immigrant students and a decrease in Spanish students due to the evolution of the Spanish, European and worldwide economy and society. Moreover, the least competitive and smaller tourism schools will disappear from the Catalan market and EUTDH's position as an educational, research and consultancy centre will be consolidated due to the increasing competitiveness of the tourist industry and the professionalisation of the sector's managerial staff. The interest of the UAB in this project will be reinforced owing to its quality, singularity, coherence and strategy.

THE VISION

When our students complete their courses, they have a profile which is balanced in professional and academic competences as well as in group work, communication and information analysis skills. The postgraduate department offers updated educational programmes of quality, with a clear differentiation and implication in the tourist and hotel sector and moreover, with wide-reaching career prospects for students.

Our quality of culture is now established alongside transversality in all services aimed at both our internal and external customers. The logistic management of our infrastructure and amenities facilitates its optimisation and maximum profitability.

Our commercial and marketing policies are flexible, participative, with an emphasis on all types of students and their fidelity. Excellent student career prospects highlight our value for money and quality.

We offer specialised research and assessment alongside the UAB or other universities for both public and private institutions. Due to our prestige in the business and academic sectors, research relations with foreign and national institutions (with special emphasis on Europe) on common projects is on the increase. In fact, some of them have become commercial products. Moreover, there should be an increase in communication and in international relations especially through the exchange programmes for both students and teachers. The provision of consultancy, on-line studies, destination planning, environmental safety, management as well as relations with Latin America has increased

An integrated management and human resources system is implemented and in continuous improvement, which facilitates high levels of motivation, satisfaction and a feeling of belonging, which forms the key basis of the School. The education and development and the elevation of the socio-psychological working atmosphere are



**Escola Universit ria
de Turisme i Direcci  Hotelera**

Adscrita a la **UMB**

emphasised. Strategic management has been perfected in all departments and at all levels as an example of change.

An information system is available which enables us to access economic and financial information. By means of analytical accounting we are able to obtain a sufficient amount of data to take any decision based on cost centres. The aim of guaranteeing financial sustainability is fulfilled efficiently.