



# UNIVERSITÀ DEGLI STUDI DI PALERMO

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| <b>DEPARTMENT</b>                      | Scienze Economiche, Aziendali e Statistiche  |  |                                      |
| <b>ACADEMIC YEAR</b>                   | 2021/2022  |  |                                      |
| <b>SECOND CYCLE (7TH LEVEL) COURSE</b> | TOURISM SYSTEMS AND HOSPITALITY MANAGEMENT   |  |                                      |
| <b>INTEGRATED COURSE</b>               | STRATEGY AND YIELD AND REVENUE MANAGEMENT C.I.   |  |                                      |
| <b>CODE</b>                            | 22003  |  |                                      |
| <b>MODULES</b>                         | Yes  |  |                                      |
| <b>NUMBER OF MODULES</b>               | 2  |  |                                      |
| <b>SCIENTIFIC SECTOR(S)</b>            | SECS-P/08  |  |                                      |
| <b>HEAD PROFESSOR(S)</b>               | MOCCIARO LI DESTRI<br>ARABELLA   | Professore Ordinario                         | Univ. di PALERMO                     |
| <b>OTHER PROFESSOR(S)</b>              | MOCCIARO LI DESTRI<br>ARABELLA<br>DE CANTIS STEFANO  | Professore Ordinario<br>Professore Associato | Univ. di PALERMO<br>Univ. di PALERMO |
| <b>CREDITS</b>                         | 6  |  |                                      |
| <b>PROPAEDEUTICAL SUBJECTS</b>         |  |  |                                      |
| <b>MUTUALIZATION</b>                   |  |  |                                      |
| <b>YEAR</b>                            | 2  |  |                                      |
| <b>TERM (SEMESTER)</b>                 | 2° semester  |  |                                      |
| <b>ATTENDANCE</b>                      | Not mandatory  |  |                                      |
| <b>EVALUATION</b>                      | Out of 30  |  |                                      |
| <b>TEACHER OFFICE HOURS</b>            | <p><b>DE CANTIS STEFANO</b><br/>           Tuesday 10:00 12:00 Dip. SEAS, Edificio 13, secondo piano, stanza 89, sopra la ex presidenza<br/>           Thursday 10:00 12:00 Incontro telematico via Teams da concordare (e prenotare) con il docente</p> <p><b>MOCCIARO LI DESTRI<br/>ARABELLA</b><br/>           Monday 10:00 12:00 DSEAS</p> |  |                                      |

**DOCENTE:** Prof.ssa ARABELLA MOCCIARO LI DESTRI

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|---------------------------|--|
| <b>PREREQUISITES</b>      | None   |
| <b>LEARNING OUTCOMES</b>  | <p><b>EXPECTED EDUCATIONAL GOALS</b></p> <p>Knowledge and comprehension<br/> The course is aimed to transmit in-depth graduate knowledge of the strategic logics and the yield and revenue management techniques underlying top managers' choices and the processes which lead to value creation in corporations within the hospitality industry.</p> <p>The course is aimed to allow students to develop a deep comprehension of the theoretical principles underlying business and corporate strategy choices and the principle underlying effective yield and revenue management in hospitality firms. Parallel to the theoretical setting of the main issues concerning strategy and yield &amp; revenue management, the course will treat practical models which render theoretical issues concrete and which may be of use to support real context managerial choices. The discussion of practical models is also directed to provide students with a rich array of instruments they may fruitfully apply in their future work within varied firm settings.</p> <p>Capacity to apply knowledge and comprehension<br/> The course will expose students to the idea of firms as complex dynamic systems and highlight the interconnected nature of aspects internal and external to the organization, as well as the reciprocal links between the strategic aspects of firm choices and the effective management of yield and revenue management. Given the aims of this course, particular attention will be paid in order to develop the capacity to apply the analytical models analyzed nimbly in varied empirical real world settings within the hospitality industry. Instrumental to this aim, is the detailed description of the contexts in which each model may be applied, the usefulness of each model, as well as its limits. Through the didactical use of case discussions in the classroom, this course will push students to develop their capacity to reason critically and their confidence in applying the models studied to concrete cases once they are engaged in real work settings.</p> <p>Autonomous reasoning capacities<br/> The course is aimed to spur students to mature a distinct capacity to reason autonomously and to link the theoretical themes covered during the classroom sessions to the empirical contexts in which they may be applied. The focus of the themes treated will regard the corporate choices that consent firms to create value, with particular focus on the interface and interconnection between company strategies and effective yield and revenue management in the implementation of such choices.</p> <p>Classroom discussion will be targeted to develop full comprehension of the theoretical issues, together with the capacity to evaluate critically the operational applicability of the models treated.</p> <p>Communication abilities<br/> By following this course, students will develop communication abilities and a specific technical terminology regarding the main resources and processes belonging to the principal intersection between company strategy and yield and revenue management techniques in both academic and practitioner literature. Each participant will be encouraged to present and transfer to others, in a clear and precise way, analyses and opinions concerning company strategies and the management of yields and revenues techniques proposed in the syllabus.</p> <p>Learning capacities<br/> The structure of the course and the didactic methods used will stimulate active participation on behalf of the students. The use of both inductive and deductive learning processes are aimed to consent a full comprehension of the themes proposed in the syllabus. Furthermore, the professor will verify the degree to which students have matured an adequate comprehension of the themes treated and will vary the pace of the course accordingly. This mixture of teaching techniques is geared to allow students to mature a deep comprehension of the main themes and aspects related to corporate strategy and to develop the capacity to apply the models studied to a variety of concrete empirical settings</p> |
| <b>ASSESSMENT METHODS</b> | Oral and written exam  |
| <b>TEACHING METHODS</b>   | Lessons  |

**MODULE**  
**YIELD AND REVENUE MANAGEMENT**

*Prof. STEFANO DE CANTIS*

**SUGGESTED BIBLIOGRAPHY**

- Revenue Management for the hospitality industry – David K. Hayes, Alisha Miller – ISBN 978-0470393086
- Hotel Pricing in a Social World: Driving Value in the Digital Economy – Kelley A. McGuire, Jeannette Ho – Ed. Whyley ISBN: 978-1119129967
- Introduction to Revenue Management for the Hospitality Industry: Pearson New International Edition PDF eBook: Principles and Practices for the Real World – Kimberly A. Tranter, Tevor Stuart-Hill, Juston Parker ASIN: B00IZ0R9GK

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|-------------------------------|---|
| <b>AMBIT</b>                  | 20965-Attività formative affini o integrative |
| <b>INDIVIDUAL STUDY (Hrs)</b> | 57  |
| <b>COURSE ACTIVITY (Hrs)</b>  | 18  |

**EDUCATIONAL OBJECTIVES OF THE MODULE**

Revenue management is one of the key disciplines for all those production companies that have a limited production capacity, a perishable inventory, and a demand strongly influenced by seasonality. The course introduces the student to the basic principles of revenue management in the hotel business, which are then applicable to airlines, restaurants and SPAs. The objective of the Revenue Management course is to look in depth at the link that exists between this discipline, the financial and economic strategy of the company and the marketing positioning. Working sharing a revenue culture allows business to grow more than proportionally to demand. In fact, the RM places the hotel in a position to take advantage of the trend in demand through its systematic observation. For this reason, the price component, often mistakenly considered as the only variable, will be analysed under two main aspects, economic and marketing, in order to understand which are the strategic plan and the tactical plan to work on. Everything will be included within the product / service cycle to understand how evaluations, strategies and tactics change depending on precise moments.

**SYLLABUS**

| Hrs | Frontal teaching  |
|-----|---|
| 2   | Revenue and Yield management<br>History<br>Profit Management                        |
| 2   | The meaning of a price<br>How to determine the best price<br>The product life cycle |
| 2   | Cost Analysis: total cost, marginal cost, uniform system of account                 |
| 2   | Marketing positioning<br>Measure the customer journey                               |
| 2   | Distribution strategies<br>Inventory management                                     |
| 2   | Historical series analysis: qualitative and quantitative aspects                    |
| 2   | Forecasting   |
| 4   | Case history analysis   |

## MODULE STRATEGY

*Prof.ssa ARABELLA MOCCIARO LI DESTRI*

### SUGGESTED BIBLIOGRAPHY

V. Della Corte (2020), Hospitality Management, Milano: CEDAM. ISBN 9788813373337

Materiale didattico fornito dal docente.

Readings supplied by the Professor

|                               |   |
|-------------------------------|---|
| <b>AMBIT</b>                  | 20965-Attività formative affini o integrative |
| <b>INDIVIDUAL STUDY (Hrs)</b> | 57  |
| <b>COURSE ACTIVITY (Hrs)</b>  | 18  |

### EDUCATIONAL OBJECTIVES OF THE MODULE

#### EXPECTED EDUCATIONAL GOALS

Knowledge and comprehension

The course is aimed to transmit in-depth graduate knowledge of the strategic logics and techniques underlying top managers' choices and the processes which lead to value creation in corporations within the hospitality industry.

The course is aimed to allow students to develop a deep comprehension of the theoretical principles underlying business and corporate strategy choices in hospitality firms. Parallel to the theoretical setting of the main

issues concerning firm strategy, the course will treat practical models which render theoretical issues concrete and which may be of use to support real context managerial choices. The discussion of practical models is also directed to provide students with a rich array of instruments they may fruitfully apply in their future work within varied firm settings.

Capacity to apply knowledge and comprehension

The course will expose students to the idea of firms as complex dynamic systems and highlight the interconnected nature of aspects internal and external to the organization. Given the aims of this module, particular attention will be paid in order to develop the capacity to apply the analytical models discussed nimbly in varied empirical real world settings within the hospitality industry. Instrumental to this aim, is the detailed description of the contexts in which each model may be applied, the usefulness of each model, as well as its limits. Through the didactical use of real world examples and vignettes in the classroom, this course will push students to develop their capacity to reason critically and their confidence in applying the models studied to concrete cases once they are engaged in real work settings.

Autonomous reasoning capacities

The course is aimed to spur students to mature a distinct capacity to reason autonomously and to link the theoretical themes covered during the classroom sessions to the empirical contexts in which they may be applied. The focus of the themes treated will regard the corporate choices that consent firms to create value, with particular focus on company strategies.

Classroom discussion will be targeted to develop full comprehension of the theoretical issues, together with the capacity to evaluate critically the operational applicability of the models treated.

Communication abilities

By following this course, students will develop communication abilities and a specific technical terminology regarding the main resources and processes belonging to the field of company strategy in both academic and practitioner literature. Each participant will be encouraged to present and transfer to others, in a clear and precise way, analyses and opinions concerning company strategies proposed during class discussions.

Learning capacities

The structure of the course and the didactic methods used will stimulate active participation on behalf of the students. The use of deductive learning processes anchored to real empirical examples are aimed to consent a full comprehension of the themes proposed in the syllabus. Furthermore, the professor will verify the degree to which students have matured an adequate comprehension of the themes treated and will vary the pace of the course accordingly. The frequent use of empirical examples during this module is geared to allow students to mature a deep comprehension of the main themes and aspects related to firm strategy in the hospitality industry and to develop the capacity to apply the models studied to a variety of concrete empirical settings

## SYLLABUS

| Hrs | Frontal teaching  |
|-----|---|
| 2   | Hospitality management: Introduction to the course, objectives, contents and evaluation |

|   |  |
|---|--|
| 2 | Strategy and value creation                        |
| 2 | Analysis of the macroenvironment                   |
| 4 | Industry analysis                                  |
| 4 | Identification and leverage of strategic resources |
| 2 | Basic Business Strategies                          |
| 2 | Corporate strategies                               |