

TEACHING GUIDE

THE HOSPITALITY INDUSTRY

GRADO EN TURISMO (INGLÉS)

ACADEMIC YEAR 2026-27

Publication date: 02-07-2026



I.-Subject Identification

Type	OBLIGATORIA
Teaching period	3 course, 2Q semester
Nº of credits	6
Language in wich the subject is taught	English

II.-Presentation

The course entitled "The Hospitality Industry" provides students with a contemporary, practice-oriented, and strategic understanding of the hospitality sector in Spain, with special emphasis on the hotel industry. Throughout the course, the main factors shaping supply and demand are analyzed, along with the economic, organizational, and commercial variables that influence hospitality companies' management.

The course explores the overall functioning of a hotel, adopting an strategic and operational perspective focused on interdepartmental coordination, professional documentation, and key decision-making tools. Core topics include third-party contracting, group pricing, revenue management, marketing, and professional protocol.

A practical and participatory methodology is used, based on real case studies, teamwork, problem-solving, and the use of specialized industry sources and tools. Additionally, the course promotes the development of digital, analytical, and communication skills required in the contemporary hospitality industry.

In line with the University's principles and the United Nations Sustainable Development Goals (SDGs), the program integrates a cross-cutting perspective on economic, social, and environmental sustainability, as well as the promotion of gender equality in tourism and hospitality workplaces.

This course therefore prepares students to face the current and future challenges of the accommodation industry, encouraging a critical, responsible, and innovative outlook towards hospitality management and development.

III.-Learning outcomes

CG13. Initiative and pro-active attitude
 CG14. Leadership
 CG 0. Ability to take decisions
 CE13. Knowledge of accommodation operating procedures.
 CE14. Knowledge of restaurant operating procedures.
 CE20. Defining of sales objectives, strategy and policy.

- Key for degrees not adapted to RD 822/21: **CB** - basic competences, **CG** - generic competences, **CE** - specific competences, **CT** - transversal competences.
- Key for degrees adapted to RD 822/21: **CON** - knowledge, **COM** - competences, **HAB** - skills.



IV.-Contents

IV.A.-Syllabus

OPERATIONAL AND ORGANIZATIONAL PROCESSES IN HOSPITALITY ORGANIZATIONS

Chapter 1. Departmental organization of the hotel

Chapter 2. Budgeting. Contracts, rates and group price quotes

MANAGEMENT TECHNIQUES

Chapter 3. Revenue Management Fundamentals.

Chapter 4. Revenue Management Strategies.

Chapter 5. Commercialization.

Chapter 6. Protocol, Communication and Customer Service.

ANALYSIS OF THE HOSPITALITY MARKET

Chapter 7. Typology of tourist accommodations.

Chapter 8. Innovation trends: product, procedures and commercialization.

Chapter 9. The accommodation sector in Spain.

IV.B.-Training activities

Type	Title
Resolution of exercises, problems, case studies	Analysis of contracts of TTOO and OTAS.
Resolution of exercises, problems, case studies	Revenue management exercises.
Lectures	News and articles related to the hospitality industry
Other activities	Attendance and participation at Conferences and Webinars
Realización de Pruebas	Final exam and chapter tests
Theoretical sessions	Theoretical contents (Chapter 1 - Chapter 9)
Resolution of exercises, problems, case studies	Market analysis of the hospitality sector in Spain
Resolution of exercises, problems, case studies	SWOT analysis of the hospitality sector in Spain
Resolution of exercises, problems, case studies	Evaluation of operational procedures



V.-Student workload	
Theoretical sessions	20
Resolution of exercises, problems, case studies, etc.	35
Practical sessions in experimental, technological and clinical laboratories, fieldwork, etc.	0
Tests and/or exams	5
Academic tutorials	10
Related activities: conferences, seminars, etc.	38
Preparation of theoretical sessions and self-study	10
Preparation of practical tasks, exercises, case studies, projects, etc.	30
Preparation for tests and/or exams	32
Total student workload	180

VI.-Methodology and academic programme		
Type	Period	Content
Academic tutorials	Week 1 to Week 15	Personal tutorials when requested
Seminars	Week 1 to Week 15	Attendance to seminar and webinars
Theoretical sessions	Week 1 to Week 15	Theoretical classes from Chapter 1 to Chapter 9.
Resolution of exercises, problems, case studies	Week 1 to Week 15	Exercises and case studies from Chapter 1 to Chapter 9 (individual and groups)
Other activities	Week 1 to Week 15	Articles and news related

VII.-Assessment methods

The general assessment method is continuous as established in the *Regulation for the Assessment of Learning Outcomes* of Rey Juan Carlos University.

All the assessment systems established in the degree report must be employed, except for those that have a minimum weight of 0%, which can be used by professors in the academic years they consider relevant. Each assessment system may be applied through one or more assessment activities, consistent with the system. No assessment activity can exceed individually 60% of the overall grade for the subject.

The sum of non re-evaluable activities cannot exceed 40% of the overall grade for the subject and, in general, should not have an established minimum grade (except for practical activities in which, strictly speaking, the conditions of the ordinary call cannot be reproduced in the extraordinary call).

Those students who do not manage to pass the subject in the ordinary call, or do not attend this first call, may attend the extraordinary call only for failed re-evaluable assessment activities.

The distribution and characteristics of the assessment activities are described below.

VII.A.-Description and weight of the assessment activities

Evaluation system

Evaluation system	Evaluation activity	Weight	Re-assesable in extraordinary call	Minimum score	Contents	Dates
SE1	In person theoretical exam	50%	Yes	5	Chapters 1- 9	Official date
SE2/SE4	Group project: Sectorial analysis	5%	Yes	5	Chapter 9	Term
SE2/SE4	Group Project: SWOT	5%	No	0	Chapter 9	Term
SE2	Assignments, oral and written tests, individual and group in class	35%	No	0	Chapters 1- 9	Term
SE4	Presentation piece of news	5%	Yes	0	Chapters 1- 9	Term

The average grade obtained in the assessable practical activities must be equal to or higher than 5 out of 10 in order to pass the practical component of the course.

Important: If a student passes only one part of the course, namely (1) the in-person theoretical examination or (2) the practical assessments, but fails the other part and therefore fails the course overall, the weighted average between the two components will not be calculated. The official record will show the grade corresponding to the component that did not achieve the minimum mark of 5.

Extraordinary Examination Period

- If the student passes only (1) the in-person theoretical-practical examination or only (2) the practical activities completed during the course in the ordinary examination period, they may resit exclusively the failed reassessable component during the extraordinary examination period.
- However, in the case of the practical component (course assignments), if the student does not achieve the minimum required grade after reassessment of the reassessable practical activities (Sector Analysis and News Assignment), they may sit the extraordinary examination.
- If neither (1) the theoretical-practical examination nor (2) the practical assessments (course activities) are passed, both components must be reassessed during the extraordinary examination period.
- If only one component is passed during the extraordinary examination period, the passed component will not be carried forward to the following academic year.

Calculation of the Final Grade

- If the student passes only (1) the in-person theoretical-practical examination or only (2) the practical activities completed during the course in the ordinary examination period, they may reassess exclusively the failed reassessable component during the extraordinary examination period.
- In the case of the practical component (course assignments), if the student does not achieve the minimum required grade after reassessment of the reassessable practical activities (Sector Analysis and News Assignment), they may sit the extraordinary examination.
- If neither (1) the theoretical examination nor (2) the practical assessments are passed, both components must be reassessed during the extraordinary examination period.
- If only one component is passed during the extraordinary examination period, the passed component will not be carried forward to the following academic year.



Early Examination Period

Students who apply for and are granted the early examination period in accordance with the requirements established in the URJC Regulations on the Assessment of Learning Outcomes will follow the same assessment method as in the ordinary examination period.

Other Remarks and Clarifications

- Each lecturer will determine the type of examination questions according to their academic criteria and the profile of the group.
- Assessable practical activities must be submitted:
 - (a) Through the Virtual Classroom and in the prescribed format.
 - (b) Within the deadlines established by the lecturer.
- Assignments not submitted by the specified deadline may not be submitted at a later date, except in the cases provided for in the Assessment Regulations.
- Students who do not pass the practical activities during the course may reassess them in June (extraordinary examination period), provided that they have passed the theoretical-practical examination. Reassessment will be limited to failed assessments and may not be used to improve grades that have already been passed.

Erasmus (Incoming/Outgoing) and Equivalent Students

- Students must have the required level of proficiency in the language of instruction.
- No exceptions will be made regarding deadlines, submissions, or assessment methods.
- Examinations are always held in person in Madrid and on the official examination dates.
- Students who do not pass during the ordinary examination period (May) are required to sit the extraordinary examination period (June/July).

VII.B. Assessment of students with academic exemption from class attendance

Having Academic Exemption from Class Attendance (DAAC) does not imply that students are automatically exempt from participating in the continuous assessment activities or in the training activities of compulsory attendance as established in the teaching guide. Once the exemption has been granted, students must contact the subject's teaching staff, who will propose the adaptations he/she may consider relevant, as long as they guarantee the acquisition and adequate assessment of the learning goals established. Students must maintain adequate communication with the teaching staff so that they may provide information on the dates for training and assessment activities, if these are not established in the programme and available for students at the time of achieving the exemption.

Subject with possibility of academic exemption: Yes.

VII.C. Review of assessment activities

In accordance with the Regulation for the Assessment of Learning Outcomes of Rey Juan Carlos University.

VII.D.-Students with a disability or special educational needs

In order to guarantee equal opportunities, non-discrimination, universal accessibility and academic success, students with disabilities or especial education needs may request curricular adaptations to follow their studies. These adaptations will be provided by the Unit of Attention to People with Disabilities of Rey Juan Carlos University, in accordance with the regulation which regulates the service for the Attention of People with Disabilities at the University. This Unit will issue a report for curricular adaptations, so that students with disabilities or special education needs must contact the service (at e-mail discapacidad.programa@urjc.es) in order to provide relevant information for different educational alternatives.

VII.E.-Academic behaviour, academic integrity and honesty

Rey Juan Carlos University is fully committed to the highest standards of academic integrity and honesty, so studying at the URJC means assuming and subscribing to the values of integrity and academic honesty set out in the University's Ethical Code. To support this process, the University has Rey Juan Carlos University's Academic Conduct Regulation as well as different tools (anti-plagiarism, supervision...) that offer a collective guarantee for the full development of these essential values.



VIII.-Teaching resources and materials

Basic bibliography

Hayes, D. K., Ninemeier, J. D., & Hanson, B. (2025). *Hotel operations management* (4th ed.). Pearson. ISBN: 9780138310943

Hayes, D. K., & Miller, A. A. (2021). *Revenue management for the hospitality industry* (2nd ed.). John Wiley & Sons. ISBN: 9781119794234

Talón, P., González-Serrano, L., & Rodríguez-Antón, J. M. (2016). *Fundamentos de dirección hotelera. Volumen I: Análisis sectorial y organización departamental hotelera; Volumen II: Comercialización, revenue management, calidad y finanzas*. Editorial Síntesis.

Talón, P., González, L., & Segovia, M. (2012). *Yield revenue management en el sector hotelero*. Editorial Delta.

Reynolds, D. R., Rahman, I., & Barrows, C. W. (2021). *Introduction to hospitality management* (6th ed.). John Wiley & Sons.

Consultation bibliography

Ingold, A., McMahon-Beattie, U., & Yeoman, I. (Eds.). (2000). *Yield management: Strategies for the service industries*. Continuum.

Sturman, M. C., Corgel, J. B., & Verma, R. (2011). *The Cornell School of Hotel Administration on hospitality: Cutting-edge thinking and practice*. John Wiley & Sons.

Gallego, F. (2002). *Gestión de hoteles: Una nueva visión*. Thomson Paraninfo.

Inghilleri, L., & Solomon, M. R. (2010). *Exceptional service, exceptional profit: The secrets of building a five-star customer service organization*. AMACOM.

Venison, P. (2006). *100 tips for hoteliers: What every successful hotel professional needs to know and do*. Universe.

Hayes, D. K., & Miller, A. A. (2021). *Revenue management for the hospitality industry* (2nd ed.). John Wiley & Sons.

Phillips, R. (2005). *Pricing and revenue optimization*. Stanford University Press.

Tranter, K. A., Stuart-Hill, T., & Parker, J. (2008). *Introduction to revenue management for the hospitality industry: Principles and practices for the real world*. Pearson Prentice Hall.

Forgacs, G. (2010). *Revenue management: Maximizing revenue in hospitality operations*. American Hotel & Lodging Educational Institute. ISBN: 9780866123480

IX.-Professors

Name and surname	CRISTINA FIGUEROA DOMEQ
E-mail address	cristina.figueroa@urjc.es
Department	Economía de la Empresa
Campus	Madrid - Vicálvaro
Category	Catedrático/a de Universidad
Academic degree	Doctor
Person responsible for the subject	Yes
Tutorial timetable	Para consultar las tutorías póngase en contacto con el/la profesor/a a través de correo electrónico
Number of quinquennia	4
Number of sexennia	2
No. of positive evaluations by Docencia	4



