



COURSE DESCRIPTION BUSINESS PLANNING

SSD: ECONOMIA AZIENDALE (SECS-P/07)

DEGREE PROGRAMME: HOSPITALITY MANAGEMENT (P31)
ACADEMIC YEAR 2025/2026

COURSE DESCRIPTION

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GENERAL INFORMATION ABOUT THE COURSE

INTEGRATED COURSE: NOT APPLICABLE
MODULE: NOT APPLICABLE
TEACHING LANGUAGE: ITALIANO
CHANNEL:
YEAR OF THE DEGREE PROGRAMME: III
PERIOD IN WHICH THE COURSE IS DELIVERED: SEMESTER I
CFU: 6

REQUIRED PRELIMINARY COURSES

N/A

PREREQUISITES

There are no formal prerequisites, but it is important to have advanced knowledge of "Business Administration" and of "Business Administration in Smart Tourism" before joining the course.

LEARNING GOALS

Considering the nature of the course (undergraduate) as well as its context specificity (hospitality management), learning goals are tailor-made on those issues. In fact, learners are required to strategically evaluate a business idea in the tourism sector (considered in its broader form including: hotels and top-class accommodation structures; restaurants; fine dining; catering & banqueting; tour operators; travel agencies; management consulting for firms operating in the industry) based on financial assessment (e.g., valuation of alternative strategies in terms of value creation). Acting as future entrepreneurs, managers, or consultants within the specific sector,

students are expected to formalize and communicate, especially from the economic point of view, the business ideas to a heterogeneous audience such as financial partners (banks, venture capitalists, private equity) or potential equity providers. Understanding how to conduct a competitor analysis and state its economic relevance is another learning goal. Students will also be able to evaluate financial options that best fit with the firm within its life cycle by distinguishing among start-up; expansion; gaining and consolidating market share; long-term survivability.

EXPECTED LEARNING OUTCOMES (DUBLIN DESCRIPTORS)

Knowledge and understanding

By the end of the course, students will acquire specific knowledge about the redaction and the understanding of the business plan within the hospitality sector. The course focuses on the economic and financial pillars of strategic planning with the aim of critically assessing the value creation process for stakeholders. Bridging the gap between theory (notions that constitute the theoretical framework) and practice (ability to concretely solve problems) is crucial for this course: students will consider practical and real situations by leveraging concrete cases (case studies; role-playing; entrepreneurs' and practitioners' experience). Finally, students must be able to practically deal with the business plan preparation of a firm operating in the tourism industry.

Applying knowledge and understanding

Starting from the critical evaluation of the economic micro and macro scenario, students would have competencies to assess industry and market profitability, to position the business idea into the competitive arena, to determine capital needs (to evaluate different forms of financing based on financial and strategic considerations), to forecast revenues and costs but also to estimate cash flows and the economic value of the business, to deliver a business pitch to potential investors.

COURSE CONTENT/SYLLABUS

The course aims to deepen, from theoretical and practical standpoints, the business plan realization process, paying particular attention to various application problems within the hospitality industry and adopting an international approach.

In this perspective, the topics covered are summarized as follows:

- The business plan in the context of strategic business planning*
- The relationship between strategy and corporate performance*
- Objectives and purposes of the business plan*
- The building blocks of the business plan*
- The preparation of the business plan: the qualitative section*
- The preparation of the business plan: the quantitative section*
- Identification and strategic assessment of competitors and positioning in the competitive scenario*

- *The drivers of value creation in the medium-long term*

READINGS/BIBLIOGRAPHY

Ekanem, I. ***Writing a business plan: a practical guide***, Taylor & Francis, 2017.

Mullins, J. W., & Komisar, R. (2010). ***A business plan? Or a journey to plan B?***. *MIT Sloan Management Review*, 51(3), 1.

Karlsson, T., & Honig, B. (2009). ***Judging a business by its cover: An institutional perspective on new ventures and the business plan***. *Journal of Business Venturing*, 24(1), 27-45.

Honig, B., & Karlsson, T. (2004). ***Institutional forces and the written business plan***. *Journal of Management*, 30(1), 29-48.

Teaching materials provided by Lecturer (slides; industry reports; technical analyses).

TEACHING METHODS OF THE COURSE (OR MODULE)

In the light of the focus of the course (hospitality management) and its practical orientation, the teaching methods are practice-driven. In fact, while the core (approximately 28-30 hours) is represented by lectures, multiple compensative instruments are employed. In this sense, guest lectures held by consultants, chef-entrepreneurs, sommeliers, F&B managers, cover approximately 8-10 hours. Business simulations (run a hotel or run a restaurant) are also offered to students (4-6 hours) in teams. Practical applications and practical exercises (6-8 hours) constitute an essential part of the course. Finally, discussions (also online) on real themes and market trends are at issue to stimulate and involve students within the entire course.

EXAMINATION/EVALUATION CRITERIA

b) Evaluation pattern

The final evaluation considers: 1) project work (redaction of a business plan) done in groups of a maximum of five students; 2) oral exam (individually); 3) class participation (debates and discussions).

The final grade would be ideally decomposed as follows:

Project work accounts for, approximately, 30%;

Oral exam accounts for, approximately, 60%;

Class participation accounts for, approximately, 10%.