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**An Investigation into Strategic Management
Philosophies Adopted and Implemented Within
the Dubai Hotel Industry**



Abstract

The contemporary hotel industry has a long history dating back many thousands of years. Strategic management has its origins in Military actions associated with Sun Tze and the Greek military. The central thesis of this dissertation is that as hotel companies seek to establish themselves and expand within emerging and developing markets they must adopt and use strategic management philosophies that are related to one of the three main schools of thought on the subject of strategic management and this philosophy is in some way influenced by the environmental factors related to the hotel industry within the region they are competing within. This research has provided evidence that the focus on the strategic process within the Dubai hotel industry is from a top manager's perspective taken from both within the firm (internal) and by looking outside the firm (external) at its environment. With the overall emphasis placed upon the role of the organizational leader. This provides clear evidence that Dubai hotel management and hotel chain operators adopt and implement an Institutionalism philosophy when undertaking strategic management within the Dubai hotel industry. Some evidence was also related to the adoption and implementation of the economist's philosophy, however given the central role of top and senior management within this research it is suggested that the ability of these organisations to understand their external environment or to contextualize its importance within strategic management could be the reason why some of the characteristics of the economist's philosophy are evident as being used with organisations, however the evidence suggests that the internal management perspective took precedence over an external focus and it was the senior and top management perspective of the external environment that drives strategy rather than in the economist's philosophy the environment driving the strategy. There was little or no evidence put forward in this research that the behavioralist philosophy was adopted and implemented with the Dubai hotel industry.