

Academic Year: (2018 / 2019)

Review date: 31-05-2018

Department assigned to the subject: Mechanical Engineering Department

Coordinating teacher: FERNANDEZ RODRIGUEZ, ZULIMA MAGDALENA

Type: Compulsory ECTS Credits : 6.0

Year : 2 Semester : 1

OBJECTIVES

Knowledge-based competences:

- Knowing, from and strategic standpoint, the business conditions of tourism industries.
- Understanding the nature of strategic decisions.
- Evaluating strategic choices in a critical and well-reasoned manner, according to criteria oriented towards value creation.

Skills:

- Using at ease and understanding the major sources of business information
- Analyzing complex business problems both rigorously and critically, thus reaching personal and well-reasoned conclusions.
- Communicate ideas in structured and appealing speeches and texts.

Attitudes:

- Developing creative attitudes towards problem-solving.
- Developing an ethical and socially responsible attitude towards business.
- Team-working.

DESCRIPTION OF CONTENTS: PROGRAMME

The course covers the main concepts and analytic frameworks of strategic management. Students, after taking the course, should understand how good strategies contribute to value creation and competitive advantage. The course also studies the process of firm expansion, both in terms of new businesses and new markets.

The programme is structured in three parts:

Part one: Introduction

Strategic management in tourist firms: objectives, strategies and value creation

Part two: Strategic Analysis

Frameworks for industry analysis: an application to tourist industries

Internal analysis: resources y capabilities

Part three: competitive strategies

Creating competitive advantages: the value levers

Competitive strategies: cost and differentiation

Part three: the corporate level of strategy:

Strategies of vertical integration: the make/buy decision

Diversification in tourist firms

Internationalization of the firm

Corporate growth methods

LEARNING ACTIVITIES AND METHODOLOGY

The course comprises two major elements:

- Theoretical lessons, aimed at presenting and explaining the main concepts of the course. Students should have read the materials recommended in advance to the class; the lecture itself will be devoted to discussing the main aspects of the lesson, as well as resolving any doubts that may arise.

- Practical sessions: They are based on the analysis and discussion of case studies, specially from the tourism industry.

- Project in group: the students integrated in working groups, should prepare a written report about a

company where the concepts of the course will be applied; as well as make a public defense of its conclusions.

ASSESSMENT SYSTEM

Students' competences will be evaluated as follows:

- Written end-of-term exam (60%).
- Cases studies and project: (40%).

Minimum grade required in the final exam: 4

% end-of-term-examination:	60
% of continuous assessment (assignments, laboratory, practicals...):	40

BASIC BIBLIOGRAPHY

- Grant, R.M. Dirección Estratégica. Conceptos, Técnicas y Aplicaciones, Civitas, 2014
- Guerras Martín, L.A. y Navas López, J.E. Fundamentos de Dirección Estratégica de la Empresa. Teoría y Aplicaciones, Civitas, 2016

ADDITIONAL BIBLIOGRAPHY

- Gallego, M.A. y Casanueva, C. Dirección y organización de empresas turísticas, Pirámide, 2016
- Martín, I. Dirección y Gestión de Empresas del Sector Turístico, Pirámide, 2005
- Martín-Rojó, I. Dirección y gestión de empresas del sector turístico, Pirámide, 2014
- Rivas, J. Dirección Estratégica de Empresas Turísticas, Pirámide, 2008