

Academic Year: (2019 / 2020)

Review date: 29-04-2019

Department assigned to the subject: Mechanical Engineering Department

Coordinating teacher: FERNANDEZ RODRIGUEZ, ZULIMA MAGDALENA

Type: Electives ECTS Credits : 3.0

Year : Semester :

OBJECTIVES

Knowledge-based competences:

- Knowing, from and strategic standpoint, the business conditions of tourism industries.
- Understanding the nature of decisions taken by the firm's top managers.
- 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 and strategies, value creation and business models

Part two: Strategic analysis

External analysis: the industrial sector. An application to tourist industries

Internal analysis: resources and capabilities

Part Three: the competitive level of strategy

The competitive advantages. The levers of value

Creating competitive advantages: business strategies

Part three: the corporate level of strategy:

Strategies of vertical integration: the make/buy decision

Diversification in tourist firms

Internationalization of the tourism 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 case studies. Prior to each session, students must read the corresponding case and write an analysis on it. During the session, students will present and discuss the case study.

ASSESSMENT SYSTEM

Students' competences will be evaluated as follows:

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

- Garridos, S., Criz Ros, F.J., Narangajavana, K., Yeamduan Dirección estratégica de empresas turísticas, Síntesis, 2017
- Martín, I. Dirección y Gestión de Empresas del Sector Turístico, Pirámide, 2005
- Rivas, J. Dirección Estratégica de Empresas Turísticas, Pirámide, 2008