

Academic Year: (2019 / 2020)

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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 strategical 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 and 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
- Corporate governance

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
- The evolutionary process of the firm
- Strategic Alliances

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 at 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

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

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

BASIC BIBLIOGRAPHY

- Grant, R.M. Contemporary Strategy Analysis, John Wiley and Sons, 2016
- 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-Rojo, I. Dirección y gestión de empresas del sector turístico, Pirámide, 2014
- Rivas, J. Dirección Estratégica de Empresas Turísticas, Pirámide, 2008