Strategic Management for tourist business

Academic Year: (2021 / 2022) **Review date: 08-06-2021**

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.

- 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%).

Minimimum grade required in the final exam: 4

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

BASIC BIBLIOGRAPHY

- Grant, R.M. Contemporary Strategy Analysis, John Wiley and Sons, 2019
- Guerras Martín, L.A. y Navas López, J.E. Fundamentals of Strategic Management , Thompson Reuters, 2018

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