

Academic Year: ( 2024 / 2025 )

Review date: 23-04-2024

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, specially the tourism ones
- 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

1. Strategic management in tourist firms: objectives, strategies and value creation
2. Corporate governance. Sustainability and the tourist firm

Part two: Strategic Analysis

3. Frameworks for industry analysis: an application to tourist industries
4. Internal analysis: resources y capabilities. The case of the tourist firms

Part three: competitive strategies

5. Creating competitive advantages: the value levers
6. Competitive strategies: cost and differentiation

Part three: the corporate level of strategy:

7. Strategies of vertical integration: the make/buy decision
8. Diversification in tourist firms
9. Internationalization of the tourist firm
10. The evolutionary process of the firm
11. 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 tourism company where the concepts of the course will be applied; as well as make a public defense of its conclusions.

#### ASSESSMENT SYSTEM

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

Students' competences will be evaluated as follows:

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

Minimum grade required in the final exam: 4

#### BASIC BIBLIOGRAPHY

- Grant, R.M. Contemporary Strategy Analysis, John Wiley and Sons, 2021
- Guerras Martín, L.A. y Navas López, J.E. Fundamentals of Strategic Management , Thompson Reuters, 2018

#### ADDITIONAL BIBLIOGRAPHY

- Thompson, A.A., Peteraf, M., Gamble, G.E. & Strickland, A.J. Crafting & Executing Strategy: The Quest for Competitive Advantage, McGraw Hill, 2022
- Rothaemel, F. Strategic Management, McGraw Hill, 2023

#### BASIC ELECTRONIC RESOURCES

- Ø Rodríguez Márquez, A., Nieto, M. J., Fernández, Z. y Revilla, A. . Manual de Creación de Empresas: [http://https://bibliotecas.uc3m.es/permalink/f/1nksr18/34UC3M\\_ALMA51276078980004213](http://https://bibliotecas.uc3m.es/permalink/f/1nksr18/34UC3M_ALMA51276078980004213)