COURSE DATA

Data Subject	
Code	35112
Name	Strategic management of tourism companies
Cycle	Grade
ECTS Credits	6.0
Academic year	2022 - 2023

Study (s)

Degree	Center	Acad. year	Period
1317 - Degree in Tourism	Faculty of Economics	2	First term

Subject-matter

Degree	Subject-matter	Character
1317 - Degree in Tourism	14 - Business management I	Obligatory

Coordination

Name	Department
MARTINEZ PEREZ, JUAN FRANCISCO	105 - Business Administration 'Juan José Renau Piqueras'

SUMMARY

With this subject, we intend to introduce the student to the study of the Strategic Management of Companies, balancing the introductory and more general aspects, with the most specific ones and preparing them, professionally, to access the knowledge and know-how of the Strategic Management, with a theoretical and practical training that allows an efficient and versatile profession development.

The general objectives to be achieved with this program are:

• Make the student aware of the foundations and tools of the Strategic Management, with sufficient depth so that the student understands their management philosophy and is able to apply it in business practice.

• Achieve a balanced understanding of the aspects to be considered in the formulation, implementation and control of business strategies.

• Introduce the interrelations and integration between the aspects studied in this subject and other complementary concepts and subjects, whose study can be expanded in optional subjects or free choice.

PREVIOUS KNOWLEDGE

Relationship to other subjects of the same degree

There are no specified enrollment restrictions with other subjects of the curriculum.

Other requirements

No prior knowledge of the subject is required

OUTCOMES

1317 - Degree in Tourism

- Lead and manage the different types of tourism entities.
- Know the operating procedures in the area of accommodation.
- Know the operating procedures in the area of catering.
- Know the operating procedures in the area of intermediation companies.
- Demonstrate motivation for quality.

LEARNING OUTCOMES

In accordance with the provisions of the study plans of the Degree in Tourism, the learning results described for the subject of Strategic Management of Tourism Companies are several:

- Interpretation of the influence of the environment on tourist organizations.
- Interpretation and analysis of the internal situation of companies.
- Development of creative thinking to integrate internal and external analysis.
- Knowledge of the main strategies available in business management.
- Initiation in the organizational organizational structures.
- Introduction to the management of human resources.
- Ethical behavior in the development of the professional activity.
- Use of databases and other sources of information to perform analyzes.
- Exhibition and defense in public with professionalism of the results of work and research.
- Presentation of written reports on studies and research.

DESCRIPTION OF CONTENTS

1. INTRODUCTION TO THE STRATEGIC PROCESS

1.1. Origins of Strategic Management
1.2. Strategy: attitude, concept and levels
1.3. The process of Strategic Management

2. STRATEGIC PURPOSE

2.1. Mission, vision, values and objectives
2.2. Stakeholders and power map
2.3. Shareholders and corporate governance
2.4. Ethics and Corporate Social Responsibility: initiatives and tools

3. EXTERNAL ANALYSIS

3.1. Elements of advanced analysis of the general environment
3.2. Elements of advanced analysis of the competitive environment
3.3. Intersectorial analysis: Strategic Groups
3.4. Competitive Intelligence

4. INTERNAL ANALYSIS

4.1. Resources, capabilities and competitive advantage.
4.2. Methods of analysis: firm identity, functional analysis and strategic profile, value chain and VRIO analysis.
4.3. Integration of internal and external analysis: the SWOT analysis.

5. CORPORATE STRATEGIES

5.1. Framework for the strategy design
5.2. Corporate strategies: directions and methods
5.3. Diversification strategies: specific management tools

6. COMPETITIVE STRATEGIES

6.1. Competitive argument
6.2. Generic competitive strategies: cost leadership, differentiation and niche
6.3. The model of the strategic clock
6.4 Strategic business units

7. EVALUATION AND SELECTION OF STRATEGIES

7.1. Convenience analysis
7.2. Feasibility analysis
7.3. Acceptance analysis
7.4. Strategy selection

8. IMPLEMENTATION OF STRATEGIES

1. Implementation systems: planning and information systems
2. Introduction to organizational design
3. Introduction to the relationship between strategy and human resources

WORKLOAD

ACTIVITY	Hours	% To be attended
Theory classes	30,00	100
Classroom practices	30,00	100
Development of group work	25,00	0
Study and independent work	30,00	0
Preparation of evaluation activities	20,00	0
Preparation of practical classes and problem	15,00	0
TOTAL	**150,00**	

TEACHING METHODOLOGY

In the teaching-learning process of the Strategic Management of Tourism Companies different teaching methods will be used. On the one hand, we will continue to use expositive didactic forms for the case of theoretical classes, although other teaching methods will be used - didactic forms of participation - that seek the involvement of the student in the teaching-learning process. This second type of methods favours the interaction between the teacher and the student as well as between the students themselves, and is suitable for the development of generic competences. The methodology will be the following

- **Theoretical classes:** the main lesson will be used to present the contents of the subject specified above. In addition, as students will have a more active role in their teaching-learning process and they should be facilitated autonomy in such process, for each subject they will have a guide-scheme that will allow them, through the consultation of the bibliography, the construction of their own study materials. The aim is to develop the following generic competences: analysis and synthesis of information, critical capacity, and the ability to learn and work autonomously.
- **Practical classes:** they allow to put into practice the knowledge acquired in the theoretical classes and show the ability to work in groups and interpersonal communication skills. Likewise, it is intended that these sessions contribute to improving the organization and planning capacity of the student's work.

In order to develop some of the generic and specific competences previously established, team work will be carried out consisting of analysing cases of real companies to deal with the different concepts studied in the subject. In this way, students will analyse and synthesize information from various sources - interviews, analysis of databases, press articles, direct observation, books, etc.-, will work on written communication -through the presentation of a written report of the solution of the proposed cases- and oral communication - through the oral presentation of the works using different methods and expository supports. Likewise, the capacity for cooperative teamwork will be relevant for a good development of the classes. Finally, it is intended that the executions of the different practical cases worked favour autonomous and group learning, the application of theoretical knowledge to practical situations and the necessary decision making.

Following the article 6.9. of the assessment and qualification norms of the University of Valencia, the practice-oriented lectures are of compulsory attendance. The attendance requirements will be fulfilled if the student has attended a minimum of 80% of the hours of this activity and has adequately justified the inability to attend the remaining sessions due to the concurrence of a cause of force majeure

EVALUATION

FIRST CALL

The subject of Strategic Management of Tourism Companies will be evaluated from the consideration of the following aspects:

- **Synthesis test (60% of the final grade).** The main function of the synthesis tests (exam) is to evaluate the achievement of the training objectives. Written tests can combine both objective tests (test) and restricted test tests. In any case, the questions can refer to both theoretical and practical contents. Preferably questions will be asked that require the student to relate various concepts of the subject. The exam will be held on the official date that the Faculty of Economics enable for it within the academic calendar of the course. It will be necessary to obtain five points out of ten in the written test in order to be able to add the continuous assessment that is presented below.
- **• Continuous evaluation (40% of the final grade).** In this part the evolution of the student will be valued in his acquisition of the specific skills or competences, the generic competences and social skills proposed in this teaching program. The teacher, throughout the course, will ask the students to deliver practical cases, which will be done individually and / or in a group. Once resolved, by sharing during the corresponding practical session, each student will perform an evaluable test on each of the cases.
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  - Continuous evaluation - attendance and participation (10% of the final grade) This component will not be recoverable on second call.
  - Continuous evaluation - test-Practice (30% of the final grade). This component will be recoverable in the second call.

The final grade of the student will be the result of the weighted sum of the marks obtained in the synthesis exam and in the continuous evaluation, as long as the first part has been passed, and they cannot be compensated between them.

SECOND CALL

When the student suspends in first call, he / she will have to realize in second call, in the date that the center establishes, a test of synthesis of the same characteristics than those of the first.

The exam will be completed with tests that will allow evaluating, when they exist, the evaluation activity continues classified as recoverable. In this call, the notes of the non-recoverable continuous evaluation activities will be maintained.

REFERENCES

Basic

- Garrigós, F., Cruz, S. y Narangajavana, Y (2017): Dirección Estratégica de Empresas Turísticas. Ed. Síntesis, Madrid.
- Guerras, L.A. y Navas, J.E. (2022): La Dirección Estratégica de la Empresa. Teoría y Aplicaciones, Thompson-Cívitas, Madrid, 6ª edición
- Johnson, G., Scholes, K. y Whittington, R. (2014): Dirección Estratégica, Prentice Hall, Madrid, 7ª edición.

Additional

- Casanueva, C. y Gallego, M.A.(2019): Dirección estratégica de organizaciones turísticas, Pirámide, Madrid. 2ª edición.
- Grant, R. (2014): Dirección Estratégica. Conceptos, Técnicas y Aplicaciones, Thomson - Cívitas, 8ª edición (4ª en Cívitas)