



Code - Course	064509 – Strategic Management in Tourism Companies				
Type	Elective: specialization		Year	4 th	
Thematic Area	Economics and Business		Credits	3 ECTS	
Teacher in charge of the course			Alex Giménez Zaplana		
In-class	30 hours	Teacher-led	20 hours	Individual	25 hours

BRIEF COURSE DESCRIPTION

To manage a company effectively, it is essential to know the external and internal factors that can affect the choice of the overall corporate strategy and the organizational structure of the company. In addition to that, it is pivotal for our business to have a clear idea about the WHY, and how the reason to be combines the environment and the resources in order to shape an effective strategy. This subject enables reflection of the contents learned in the other subjects to be used to define, design, and implement strategies adequate to the tourism sector. It is a practical subject, based on case analysis so that students can analyse the highest number of situations and the different strategies to deal with them and apply them in their professional career.

BASIC SKILLS

BS02- Students must be able to apply their knowledge to their work in a professional way and possess the skills used to develop and defend arguments and solve problems within their study field.

GENERAL SKILLS

GS02- Have business vision.

GS03- Have initiative and an entrepreneurial spirit.

SPECIFIC SKILLS

SS05- Understand and apply the political, legal, and institutional framework that regulates tourism companies and activities.

SS14- Identify and manage the internal aspects, functions, and operational processes of tourism business units.

LEARNING

OBJECTIVES

1. Know the processes of creating a business plan.
2. To know instruments and mechanisms for obtaining financial resources.
3. Prepare reports assessing the trend of the results obtained and the evolution and expectations of service prices, according to internal economic information and market needs.



Centre adscrit



UNIVERSITAT DE
BARCELONA

4. Develop skills related to innovation and creativity for the creation of tourism products and services.
5. Manage the phases of the opening of tourist establishments (obligations of the property and obligations of the manager).

ACADEMIC

CONTENTS

1. Introduction to strategy management and concepts

- 1.1. Strategy vs Planning
- 2.1. Vision, mission and company values
- 3.1. Value creation, capture and delivery
- 4.1. Business model
- 5.1. Business Case 1

2. Analysis of the external environment

- 1.1. The environment within the strategic position
- 2.1. The macro environment – PESTEL Analysis
- 3.1. Industry Analysis – The 5 forces
- 4.1. Competitor analysis – Strategic canvas
- 5.1. Business Case 2

3. Analysis of the internal resources

- 1.1. Own capabilities within the environment
- 2.1. Company strategic resources
- 3.1. Competitive advantage
- 4.1. Tools to diagnose internal capabilities: VRIN
- 5.1. Industry and company value chain
- 6.1. Business Case 3

4. Development & implementation of strategies

- 1.1. Development of strategies
- 2.1. Business level & corporate level strategy: BCG Matrix
- 3.1. Competitive rivalry & acquisitions
- 4.1. International & growth strategy: Ansoff Matrix
- 5.1. Ethics & CSR
- 6.1. Business Case 4

5. Strategy applied to SMB (Small & Medium Business)

- 1.1. Introduction to entrepreneurship
- 2.1. Business opportunity & strategy
- 3.1. Business Plan

LEARNING METHODOLOGY

The learning methodologies planned for the subject combine a number of processes being the most remarkable the cognitive methods related to the comprehension of the principles of tourism and the global tourism system as well as the inclusion of a set of skills, mainly technical.

The activities and methodologies -both group and individual- designed for this subject are the following:

- Lectures



- Business case studies
- Guided discussions
- Critical reasoning
- Practical exercises

ASSESSMENT SYSTEM

The assessment system measures the student's achievement of learning outcomes regarding the subject's competences and contents.

Students may choose continuous assessment or single assessment:

Continuous Assessment: the teaching-learning process is assessed by a continuous monitoring of the work done by the students throughout the course and a final individual examination. Students must attend classes in order to be assessed by continuous assessment.

Single Assessment: for those students who cannot come to class regularly, they can choose to be assessed by single assessment. The teaching-learning process is assessed by means of the assessment of all activities and in-person individual examination at the end of the course.

To qualify for this form of assessment, students must apply within the first 15 days of the start of the course through the assessment section of Virtual Campus.

The assessment activities planning will be public for the students from the start.

Activities	Type	Continuous	Single	Week deadline
Business Case 1	Individual	10%	-	2 nd week
Business Case 2	Group	15%	40% (Ind)	4 th week
Business Case 3	Individual	10%		6 th week
Business Case 4	Group	15%		8 th week
Class Participation	Individual	10%		Ongoing
Final Exam	Individual	40%	60%	Exam Week
Total		100%	100%	

To pass the course, it is mandatory to have obtained a minimum final grade of "5", as long as the student has completed the individual exam/s or work/s established in the course. This exam/s or final work/s must be graded with a minimum of "4" in order to be able to calculate the average of all the assessment activities carried out during the course.

Revision and Reassessment of the Course

The student has the right to revise all the evidence that has been designed for the assessment of learning.



Centre adscrit



UNIVERSITAT DE
BARCELONA

COURSE CONTENT

Bachelor's Degree in Tourism

Academic Year 2024/25

If a student fails to achieve the learning objectives of the course, in order to opt for the subject reassessment, it will be necessary to have obtained a final grade of the subject between "4-4.9", and to have attended the individual final exam/s or final work/s of the course.

The reassessment process will only involve the modification of the final grade in the case that the new assessment activity is passed and, in any case, the maximum grade will be "5". This grade will be averaged with the other grades of the assessment activities carried out by the student during the corresponding academic period, considering the percentages established in each subject, setting the final grade for the course.

REFERENCES

- The routledge companion to air transport management – Routledge companions in business, management, and marketing - Nigel Halpern & Anne Graham – 2018
- Business strategies in tourism – Ecoforum (Volume 2, issue 1(2)) – Brikend Aziri & Alexandru Nedela – 2013
- Blue ocean strategy. How to create uncontested market space and make the competition irrelevant – Harvard Business Review Press – W.Chan Kim, Renée A. Mauborgne - 2015)
- Competitive advantage – Harvard Business School – P.Ghemawat - 2006