



Code - Course	580022 – Scenario Analysis and Strategic Planning				
Type	Compulsory			Credits	6 ECTS
Thematic Area	Business Management				
Professor in charge of the course	Dr. Juan Luis Carratalà				
In-class	42 hours	Teacher-led	58 hours	Individual	50 hours

BRIEF COURSE DESCRIPTION

The aim of this course unit is that students develop the basic strategic skills so they can think about real problems tourism companies have, establish qualitative and quantitative analysis criteria, find alternative solutions and take decisions in order to achieve the implementation of strategic solutions.

Students will be encouraged to think strategically in different situations so they can develop a process of creating and capturing value. Students will learn other related concepts used to analyse the competitive environment of a hotel company or a restaurant business.

Once students have acquired some strategic skills they will be encouraged to formulate complete and coherent strategies to respond to market changes, competitiveness, technology, social and political environment and to the organization itself. Students will learn to understand the company as a holistic system in which all the company policies should be coordinated and integrated simultaneously and interdependently, so other fields such as human resources or online reputation could be included when taking decisions.

This course unit will allow students to discover the secret of making things happen so they will learn to replan or adjust the organization, the information systems, the processes, the management systems and the control mechanisms in order to turn the strategy into reality.

This course unit will end with students learning to establish objectives at different levels for the strategy to reach all levels of the organization, to establish departmental objectives and to prepare budgets in order to implement the strategy and to use the balanced scorecard to manage strategy.

LEARNING OUTCOMES

The learning process designed for this course allows students to achieve the following Subject Related Learning Outcomes:

M01H4- Distinguish the most relevant economic and financial factors related to hospitality and catering.



N01H6- Analyze the financial feasibility of a company.

M01C7- Recognize the fundamentals and key concepts of strategy in a hotel company.

Likewise, these contribute to the achievement of the following Degree Learning Outcomes: *TC01, TH01, TH04, TS02, TS04, TS09, TS11*. They are all available for consultation [in this link](#).

ACADEMIC CONTENTS

1. Strategic thinking

- 1.1. What is strategic thinking?
- 1.2. Keys to strategic thinking
- 1.3. How to develop it?
- 1.4. Strategic thinking and strategy

2. The strategic decision process

- 2.1. The phases of a decision process to determine the strategy

3. The analysis before the strategy

- 3.1. The business model
- 3.2. The environment
- 3.3. The market

4. Company policy and strategy

- 4.1. Concept of policy and strategy
- 4.2. Levels to be defined
- 4.3. Content of each level
- 4.4. Strategic alliances

5. Help tools to implement the strategy and later identify problems

- 5.1. Balanced scorecard
- 5.2. The Strategic Map
- 5.3. Deploying the strategy

6. Implying the personas



- 6.1. Current errors in the definition of corporate strategy.
- 6.2. Sharing key messages with the entire organization
- 6.3. Motivation as a consequence of implication and knowledge.

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
- Case studies
- Guided discussions
- Practical exercises
- Problem-based learning

ASSESSMENT SYSTEM

The assessment system measures the student's achievement of learning outcomes regarding the subject's learning outcomes and contents. Given the nature of this program, an essential part of the learning process is based on the active participation of the students during the sessions. For this reason, attending at least 80% of the sessions is considered mandatory. In each session, the student must sign the attendance control.

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 a minimum of 80% of the 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 ¹
Canvas	Group	30%	20%	2 nd week
Case study	Individual	30%	20%	4 th week
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 have been designed for the assessment of learning. The revision period is public and is available in the evaluation section of the subject, on the virtual campus. It is the duty of the student to read and understand the review and reassessment processes of the subject. All requests for review must follow the established process in a timely manner. Any request for review outside the established process will not be considered estimated.

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 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.

COPY AND PLAGIARISM

Without prejudice to others that are considered appropriate and in accordance with current academic discipline regulations, irregularities committed by a student that may lead to a variation in the grade will be valued with a zero (0) mark. Evaluation activities classified in this way and by this procedure will not be reassessed or recovered. These irregularities include, among others:

¹ The week deadline is an estimation which may be subject to changes that may prompt modifications to the planning or context of the syllabus.



- The total or partial copy of a practical activity, report or any other assessment activity.
- Letting others copy the test/work.
- Submit group work that has not been fully completed by group members.
- Present as your own those materials produced by a third party, even if they are translations or adaptations, and in general, works with non-original and exclusive elements of the student***
- Have communication devices (such as mobile phones, smart watches, etc.) accessible during theory assessment tests - individual practices (exams).

*** Artificial intelligence is considered a third party

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