



Centre adscrit



UNIVERSITAT DE
BARCELONA

COURSE CONTENT

Master's degree in Tourism Business Management

Academic year 2024/25

Code-Course	590003 – Strategic Management			
Thematic area	Administration and Management of Tourism Companies			
Course type	Mandatory	Credits	6	
Language	English			
Professors	Dr. Joan Lluís Carratalà			
In-class hours	42	Teacher-led learning hours	Individual work hours	52

BRIEF COURSE DESCRIPTION

This course aims to provide students with strategic skills to reflect on the real problems of tourism companies: establish qualitative and quantitative analysis criteria, design alternative solutions, and make decisions that allow them to implement strategic solutions. They will also be provided with tools to design complete and coherent strategies that respond to the needs of different types of companies in the tourism sector.

BASIC SKILLS

CB8- Students can integrate knowledge and face the complexity of formulating judgements based on incomplete or limited information, including reflections on the social and ethical responsibilities linked to applying their knowledge and decisions.

CB10- Students possess the learning skills that will enable them to continue studying in a way that will be largely self-directed or autonomous.

GENERAL SKILLS

GC1- Business orientation.

GC2- Exercising leadership.

GC5- Undertaking innovative and creative projects.



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SPECIFIC SKILLS

SC1- Defining the necessary strategies to achieve the objectives derived from the analysis of the company, the environment, and the market.

LEARNING OBJECTIVES

The learning objectives to be achieved in this subject are the following:

RO02 Developing and implementing marketing strategies for the achievement of pre-established objectives.

RO03 Reflecting on the new strategic models that derive from applying information and communication technologies to the company.

RO11 Analysing the macro and micro sectorial environment to define the best possible business model and the corresponding strategic orientation.

RO13 Aligning the organization's strategies and resources, orienting them towards value generation.

ACADEMIC CONTENTS

1. THE STRATEGY IN THE TOURISM ENTERPRISE

1.1. Strategy process

1.2. Strategic decisions and competitive advantages

2. THE LEVELS OF STRATEGY

2.1. Corporate strategies: vision, mission, objectives

2.2. Competitive strategies: sector, markets, products

2.3. Functional strategies: marketing, production, finance, HR, R&D&i

Growth and diversification strategies: internationalization, globalization, digitalization and innovation.

2.5. Consolidation strategies: Resilience, adaptation to change and crisis management.

3. ENTREPRENEURSHIP

3.1. Entrepreneurship process: the creation of a start-up

3.2. Intra-entrepreneurship process: R+D+i

3.3. Sources of financing: crowdfunding, business angels, venture capital, subsidies...

3.4. Business Plan: launching and improvement strategies in the tourism company.



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4. CORPORATE COMMUNICATION

4.1. Internal communication

4.2. External communication

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



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ASSESSMENT SYSTEM

The assessment system measures the student's achievement of learning outcomes regarding the subject's competences 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 classes to be assessed by continuous assessment.

Single Assessment: for those students who cannot come to class regularly, they can choose to be assessed by a single assessment. The teaching-learning process is assessed by means of the assessment of all activities and an 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 by contacting he/her program coordinator.

The assessment activities planning will be public for the students from the first day of class.

Activities	Continuous	Single	Deadline
Group Activity 1 (CA/SA) Analyze and evaluate the business strategy of a real case (provided by the teacher) where students are able to integrate knowledge and face the complexity of making judgments based on incomplete or limited information, including reflections on conceptual aspects explained in class.	40%	40 %	Week 5 October
Activity Individual 2 (CA/SA) Create a Business Plan	60%	60 %	Week 4 November
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



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graded with a minimum of "4" 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. 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, 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.

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:

- 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^{1**}.
- 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

BASIC REFERENCES

Evans, E. (2015). Strategic Management for Tourism, Hospitality and Events. Routledge

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Moutinho, L., and Vargas-Sanchez, A., (2018). Strategic Management in Tourism. Cabi. 3rd Edition.
