DEGREE IN: TOURISM

1. GENERAL DETAILS OF THE SUBJECT

Name: **STRATEGIC MANAGEMENT IN TOURISM ORGANIZATIONS**

Level: THIRD Semester: SECOND

Type (Basic/Compulsory/Elective subject): Compulsory
Weekly class hours: 4 Credits (ECTS): 6
Year of Study Programme: 2009

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2. DESCRIPTION

The purpose is to introduce students to the most significant aspects of business strategy, applied to the case of the tourism industry. We will try to find a answer to this basic question: Why some companies obtain sustained over time competitive advantages that result in achieving higher than those of its competitors results? For this, the importance of the strategy will be shown improving the competitiveness of the company, addressing not only issues relating to the formulation of the same, but also their implementation. With continuous references to tourism-related cases, issues of understanding of the environment, the internal valuation of the resources and capabilities, identifying key factors in the development of a competitive advantage and deployment of corporate strategy are addressed.

3. SITUATION

Previous knowledge and skills:

.• Capacity for analysis and synthesis
• Ability to organize and plan
• Basic general knowledge
• Basic computer skills
• Ability to retrieve and analyze information from different sources
• Troubleshooting
• Decision making
• Critical capacity and self-criticism
• Teamwork
• Skills in interpersonal relationships
• Recognition of diversity and multiculturalism
• Ability to apply theory to practice
• Research Skills
• Ability to learn
• Creativity
• Understanding of cultures and customs of other countries
• Ability to work independently
• Planning and conducting
• Other skills and competences

Recommendations:

Basic knowledge in management and tourism

4. OBJECTIVES AND COMPETENCIES

OBJECTIVES:

GENERAL OBJECTIVE

Provide the student with a global vision of the management of tourism companies, integrating knowledge acquired in other disciplines of a more operational nature; and Introduce the student to decision-making at the general management level of the business.
To do this, different models and schemes oriented to the capturing and processing information (on the environment, on resources and capacities, on interest groups, etc.) necessary to reduce the uncertainty that characterize these decisions.

SPECIFIC OBJECTIVES
Understand that the strategy supposes a global vision of the company, in the long term, that seeks to adapt to the environment or act on it with a willing attitude, which seeks position the company in a competitive environment based on a sociopolitical vision Of the same.
Know the different historical conceptions of the concept of business strategy and understand why the evolution of this concept has occurred.

Understand the concept of strategic management and the activities that comprise it.
Know the elements of the strategy as the main foundation of the management strategic.
Know how to analyze the strategic behavior of the tourist company at different levels.
Understand the logic of the strategic management process and the meaning of each of the its phases.
Understand that strategy can be formulated in business reality in different ways diverse and recognize in a real situation how it has been formulated.
Know the basic relations of the tourist company with its environment and, in particular, with the elements of its more general environment.
Know and understand the model of extended rivalry for the study of the environment sectorial.
Understand the limitations and benefits that the extended rivalry model has for the study of the sector environment.
Recognize the difficulties in delimiting a sector and analyze some alternatives to perform this task.
Know the usefulness of segmentation to carry out the internal study of a sector or tourism subsector.
Know the usefulness of identifying strategic groups to carry out the study within a tourism sector or subsector.
Know the concept of stakeholder or interest group and know how to analyze its influence about the company through the interest-power matrix.
Understand the importance of the resources and skills of the tourism company in its competitiveness based on the successful experiences of some companies.
Know and classify the different resources and skills that exist in companies tourist.
Know the concept of competence, ability or capacity and how it can be analyzed phenomenon within a tourist company or organization.
Understand the factors that determine that certain resources and capabilities are more valuable than others in achieving and maintaining the company's competitive advantage business.
Know the conditions to achieve competitive advantage by a company tourist company.
Establish the basic typology of sources of competitive advantage.
Know the conditioning factors of the cost of the company's services and products, such as basis for achieving a competitive cost advantage.
Know the conditioning factors of the differentiation of the products and services of the company and itself to achieve a competitive advantage in differentiation.
Know the different growth paths that companies can choose tourist.
Understand the processes of vertical integration and the factors that advise and These processes are discouraged.
Know the causes of the diversification processes in tourism companies.
Understand the process of internationalization and ways to compete in the markets global.
Understand the advantages and disadvantages that tourism SMEs have derived from its dimension.
Know and know how to analyze the cooperation strategies that companies can use tourist.
Know and understand the concept of a business network and approach the main elements of structural and relational analysis.
Know how to analyze horizontal networks of organizations such as those found in the strategic alliances and cooperation agreements.
Know how to analyze vertical networks of organizations such as those that occur in the processes of subcontracting.
Approach complex networks such as the organic ones in which it is integrated

SPECIFIC SKILLS

• Conduct an assessment and selection of investments and choose among alternatives the most appropriate funding at any time
• Know the main political and administrative structures of tourism enterprises
• Converting an empirical research on an object and draw conclusions
• Rational process of decision making • Have a strong customer service orientation
• Manage financial resources • Lead and manage the different types of tourism organizations
• Understand the legal framework regulating the activities of tourism enterprises
• Analyze the impact generated by tourism companies
• Plan and manage human resources in tourism organizations
• Develop a business plan

TRANSVERSAL GENERIC SKILLS

• Working in different sociocultural
• Define objectives, strategies and trade policies
• know the objectives, strategies and planning instruments
• Analyze the economic dimension of tourism business
• Understand the principles of tourism enterprises and their environment.
• Understand the dynamic and evolving nature of the tourism enterprise

5. COURSE CONTENTS OR THEMATICS SECTIONS

SUBJECT 1.- STRATEGIC MANAGEMENT AND TOURIST ORGANIZATIONS
SUBJECT 2.- EXTERNAL ANALYSIS. SECTORAL ANALYSIS AND INTERNAL ANALYSIS OF THE SECTOR
SUBJECT 3.- INTERNAL ANALYSIS. RESOURCES AND CAPACITIES.
SUBJECT 4.- CHOICE OF STRATEGY AND COMPETITIVE ADVANTAGE
SUBJECT 5.- STRATEGIC DECISIONS I: STRATEGIC OPTIONS
SUBJECT 6.- STRATEGIC DECISIONS II: DEVELOPMENT STRATEGIES

6. LIST OF TOPICS

In general, we will provide the student a concrete and real vision of the most important aspects of business management in general; apply these aspects to tourism businesses in particular, considering them as integral and fundamental social systems.
It offers a vision of the company not as an isolated entity but as an open and continuous exchange within the general environment in which it carries out its activity, an environment characterized by globalization, which causes the company is in continuous adaptation.

We offer the basic knowledge of business management: planning, organizing, directing and controlling.

It is intended that students learn to manage and run a business and know the process for creating your own business.

The course is strcutured in three parts:
1.- Introduction
2.-Swot analysis
3.-Strategic decisions

Part 1.- Introduction
UNIT 1.-STRATEGIC MANAGEMENT AND TOURIST ORGANIZATIONS

Part 2.-Swot analysis

UNIT 2.- EXTERNAL ANALYSIS. SECTORAL ANALYSIS AND INTERNAL SECTOR ANALYSIS

UNIT 3.- INTERNAL ANALYSIS. RESOURCES AND CAPACITIES.

Part 3.-Strategic decisions

UNIT 4.- CHOICE OF THE STRATEGY AND COMPETITIVE ADVANTAGE

UNIT 5.- STRATEGIC DECISIONS I: STRATEGIC OPTIONS

UNIT 6.- STRATEGIC DECISIONS II: DEVELOPMENT STRATEGIES

7. METHODOLOGY AND TEACHING TECHNIQUES

Theory: Professor will provide students with theoretical material to be read in class. Questions will be answered in class.

Practice: Case study methodology: Case studies will be used to allow application by students of technical knowledge, both working in groups or individually. Finally, these cases will be discussed in class.

8. ASSESSMENT CRITERIA

The final assessment given to students in the course will be based on aspects such as: attendance, active participation in it, presentation of topics and an exam at the end of semester.

Assessment system:
1. Attendance at least 80% of classes. Maximum 1 point.
2. Active participation in class (answer questions and exercises set ,...), Maximum 1 point.
3. Final testing on the knowledge assimilated in each thematic area will be assessed with a maximum of 4 points.
4. The preparation and presentation of topics regarding the chapters in class will be assessed with a maximum of 5 points.

Those students that are not able to attend classes, they will have the option to pass the course as follows:

-Make a practical work (mandatory) purposes by the professor (50% of the final grade).
-Make the final exam (50% of the final grade).

9. REFERENCES

Specific

- Strategic Management in Tourism. Editado por Luiz Moutinho
- DECRETO 47/2004, de 10 de febrero, de establecimientos hoteleros.
- Orden 17-03-1965 de ordenación turística de Restaurantes.
- Organización, gestión y creación de empresas turísticas. Jesús Rivas García. Septem Ediciones. Ed 2011

OTHER SOURCES OF INFORMATION (INTERNET ADDRESSES)

- http://www.promonegocios.net/mercadotecnia/empresa-definicion-concepto.html
- http://www.promonegocios.net/empresa/mision-vision-empresa.html
- http://recursos.cepindalo.es/file.php/196/ensenar_emprender/telepizza.pdf
- http://es.wikipedia.org/wiki/Empresa#Clasificaci.C3.B3n_de_las_empresas
- http://www.diplomadoenturismo.com/logratis/markerting/Tema%202.-%20La%20empresa%20turistica.pdf
- http://www.personconsulting.es/wp-content/uploads/2009/10/caso_practico_cultura_empresarial_2009.pdf
- http://www.mailxmail.com/curso-relaciones-laborales-organigrama/empresa-cultura-organizacional
- http://revistas.um.es/turismo/article/view/23351/22621