

DEGREE: **TOURISM**

1. GENERAL DETAILS OF THE SUBJECT

Name: **STRATEGIC MANAGEMENT IN TOURISM ORGANIZATIONS**

Level: Third

Term: 2º semester

Type: ☐ Basic

☒ Compulsory

☐ Elective subject

Credits (LRU / ECTS): 6

Theoretical credits: 3

Practical credits: 3

Year: 2009

Lecturer: JORGE MOLINA FARIÑAS

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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. SKILLS

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
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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. PURPOSES

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 knows the process for creating your own business.

6. TEACHING METHODOLOGY AND TECHNIQUES

METHODOLOGY

Theory: Professor will provide students the 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.

Teamwork: We will commission a work group will discuss the practical application of all the syllabus of the course. Then the groups themselves will be those who will present in class

TEACHING TECHNIQUES

- ☐ Master class and discussion ☐ Tutorial session x Practical lessons
☐ Visits and trips x Reading test ☐ Others: _____

7. LIST OF TOPICS

Part 1: Tourism Environment, Economic Development, Forecasting and Trends

1. The New Business Environment and Trends in Tourism
2. Futurecast Applied to Tourism
3. The Travel and Tourism Competitiveness Index as a Tool for Economic Development and Poverty Reduction
4. Fuzzy Time Series Forecasting

Part 2: Integrated Management in Tourism

5. Consumer Behaviour in Tourism
6. Strategic Innovation in Tourism Business
7. The Transformation of Distribution Channels
8. Human empowerment, Management and Tourism
9. Operations Management in Tourism
10. Financial Management in Tourism
11. Financial Impact of Tourism Marketing

Part 3: Strategic Vision and Management in Tourism

12. Strategic Planning and Performance Management
13. eTourism Strategy
14. Process-based Management in Tourism
15. International Strategies in Tourism

8. 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

GENERAL

OTHER SOURCES OF INFORMATION (INTERNET ADRESSES)

<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/marketing/Tema%202.-%20La%20empresa%20turistica.pdf>

http://www.personconsulting.es/wp-content/uploads/2009/10/caso_practico_cultura_empresa_2009.pdf

<http://www.mailxmail.com/curso-relaciones-laborales-organigrama/empresa-cultura-organizacional>

<http://revistas.um.es/turismo/article/view/23351/22621>

9. ASSESSMENT CRITERIA

[illegible]

Week 20ª										
	(A)	(B)	(C)	(D)		(E)	(F)	(G)	(H)	TOTAL
Horas Totales	38	60	8	18		8	00,0	6	12	150

Activities	
Nº	Description
1	caso 1.1.
2	caso 1.2.
3	caso 2.1.
4	caso 2.2.
5	caso 2.3.
6	caso 2.4.
7	caso 3.1.
8	caso 3.2.

Organization	
Theoretical and practical lessons (A)+(C)	46
Activities developed in the class (E)	8
Exams and test (G)	6
Attendance	60
Study (theory and practice) (B)+(D)	78
Preparation of the activities (F)	
Study for exams (H)	12
Students' work	90
TOTAL (STUDENTS' WORK)	150