

Syllabus of the course “Strategic Planning for Tourism Companies”

I. IDENTIFICATION

- ✓ **Name of the course:** Strategic Planning for Tourism Companies
- ✓ **Code:** 101208
- ✓ **Degree:** Tourism Degree
- ✓ **Academic year:** 2016-2017
- ✓ **Type of course:** Compulsory
- ✓ **ECTS credits (hours):** 6 (150h)
- ✓ **Academic season:** 2nd semester
- ✓ **Language of teaching:** English
- ✓ **Instructor:** David Rodríguez Borràs

II. PRESENTATION

Creating a business from scratch is not an easy task. And neither is its survival after a few years, or that it ends up performing better than its competitors. However, there are many companies that are able to achieve it. This course aims to present no magic formula to explain this fact, but to give you instead a toolbox of methods and techniques that enable you to succeed in business. During the course we will see how external factors affect the company's strategy to follow, how the industry in which are will shape our opportunities, and how strategies are selected and implemented. Finally, we will see how companies diversify or internationalize their markets, and we will briefly highlight the latest trends in this field.

III. EDUCATIONAL GOALS, SPECIFIC SKILLS AND LEARNING OUTCOMES

EDUCATIONAL GOALS

At the end of the course you should be able to:

1. Identify the economic, social, ethical or political factors that influence the company and/or industry strategy.

2. Identify the key drivers of industry profitability.
3. Identify new business opportunities in the different segments of the tourism industry.
4. Identify the skills and resources necessary to carry out a certain business strategy.
5. Evaluate and select alternatives, establishing appropriate mechanisms for implementing and monitoring strategies.
6. Understand the importance of business internationalization, as well as its complexity.
7. Develop managerial and conflict management skills.
8. Extrapolate expertise and make decisions based on the best corporate practices (*benchmarking*).

SPECIFIC SKILLS AND LEARNING OUTCOMES

CE4. Apply concepts related to tourism products and companies in the different areas of the industry

LEARNING OUTCOMES

CE 4.2. Analyze and determine a diagnosis of a destination resort or tourist areas situation.

CE 4.3. Perform an internal and external analysis and determine a diagnosis of a commercial company situation.

CE 4.4. Apply budgetary and strategic planning techniques.

CE11. Develop an Initiative and entrepreneurial spirit to create and manage products and companies in the tourism industry.

LEARNING OUTCOMES

EC 11.1. Identify and evaluate new business opportunities in the industry

EC 11.2. Identify the skills and resources necessary for the development of new businesses

CE13 Propose alternatives and creative solutions to possible problems in the field of tourism management, planning and business operations.

LEARNING OUTCOMES

CE 13.2 Develop managerial skills

CE16 Extrapolate experiences and make decisions based on the characteristics of different models of tourism, their potential and their evolution.

LEARNING OUTCOMES

EC 16.1. Develop the skills needed to adapt to new business conditions.

EC 16.2. Develop the skills needed to solve business problems.

IV. CROSS-SECTORAL SKILLS

- CT1. Developing an ability to learn independently
- CT4. Handling communication techniques at all levels.
- CT5. Making decisions in situations of uncertainty and being able to evaluate and predict the consequences of these decisions in the short, medium and long term.
- CT6. Planning, organizing and coordinating teamwork, creating synergies and knowingly placed in the position of others.
- CT8. Showing ethical behavior in social relationships and adapt to different intercultural contexts.
- CT9. Having a responsible attitude to the environment, social and cultural.
- CT10. Working in group.
- CT12. Having customer service orientation.
- CT13 Having business vision, capture customer needs and anticipate possible changes in the environment

V. SYLLABUS AND CONTENTS

The course is divided into eight main topics:

1. **What is business strategy?** We will take about the origins of business strategy and its development throughout the last decades of the 20th century. We will also introduce the concepts of mission and vision of the firm.
2. **The company environment.** We will see how the political, economic, social and technological factors can determine our performance, or the strategies we have to adopt. In this topic we will use the scenario-analysis and Delphi techniques.
3. **Industry analysis.** Every company operates in an industry which has to deal with competitors, but also with customers, suppliers or companies that produce similar products. Depending on their relative strength, industries will differ on their potential attractiveness. Several performance measures will be introduced in this chapter.
4. **Internal analysis.** External or industry factors are not the only ones that will determine the business profitability. Our resources and capabilities will also determine that we adopt one or another strategy. We will also introduce the concept of "value chain."
5. **Competitive strategies.** We will present the Porter's competitive strategies theory and we will discuss the three main strategies: cost leadership, differentiation and focus.

6. **Strategy implementation.** Once we have defined the generic strategy, it is time to choose a particular one and put it into practice. This topic will also discuss the product portfolio analysis, and the different varieties of diversification.
7. **Internationalization.** Modern companies, even the smallest ones, are increasingly operating in global market. In some cases, internationalization has been or how to save yourself ... or even become a leader in the market. Internationalization is not an easy task, and it often presents challenges that must be considered and dealt with.
8. **Contemporary trends in business strategy.** This topic will discuss current management issues that have not been covered in previous issues.

VI. SUGGESTED REFERENCES

Textbook:

- Johnson, Gerry; Scholes, Kevan; and Richard Whittington (2011): *Fundamentals of Strategy*. (2nd edition) FT Prentice Hall

Additional references:

- Cathy A. Enz (2010): *Hospitality Strategic Management: Concepts and Cases*, (2nd edition) John Wiley and Sons
- Grant, RM (2012): *Contemporary Strategy Analysis*, (8th edition), Ed. Blackwell.
- Thompson, Arthur; Peteraf, M; Stirkcland A.J.; and John E. Gamble (2011): *Crafting and Executing Strategy: The Quest for Competitive Advantage*, Ed. McGraw Hill.

Other sources will be available through the *Campus Virtual*.

VII. TEACHING METHODS

This course will use two teaching methods:

1. **Lectures.** Part of the course is intended to present the main theoretical concepts to understand strategic planning, and in some cases with the support of slides. This presentation should be accompanied by the work of the student, by reading the corresponding chapters of the textbook.

2. Business project. One of the key skills to work in this course is to develop an entrepreneurial spirit to create and manage products and companies in the tourism sector. To achieve it, part of the course will be used to carry out a business project, focusing on issues of strategic nature (product definition, analysis of the environment and trends, market definition, competitors ...). This work will be done in groups, and will include the delivery of an interim document, which will be analyzed and discussed with the teacher.

VIII. ASSESSMENT

The normal form of assessment will be continuous and will be based on the following sections:

- Attendance and participation (5% of the global grade)
- Individual assignments (10% of the global grade): students must submit two exercises distributed throughout the year, which will be evaluated.
- Business project (35% of the global grade): students must work in a group to create a new business, focusing on the strategic issues. The instructor will require the delivery of interim versions to validate the content.
- Multiple-choice test (50% of grade): This test is carried out during the last week of class to validate the acquisition or content.

It is a necessary condition for passing the course the completion of all sections plus the regular attendance in class (minimum 75% of the sessions). Attendance will be randomly checked. If a student is not able to attend classes regularly, she can sign up for an alternative participation scheme based on the group project and the multiple-choice test. In the latter case, the weights are 65% in the case of the test and 35% for the project.

All exercises and projects submitted, both individual and collective, must be original. In the case of individual exercises, these should be done individually. **If plagiarism is found in exercises and/or projects, the student will lose the right to follow the continuous assessment.** Lack citing sources deemed as the reason for plagiarism.

Examination of compensation will answer openly and include a theoretical part and a part of practical cases. In case that the final grade will be between 4 and 5 will be offset by carrying an alternative activity.

IX. ORGANIZATION AND STUDENT DEDICATION SCHEDULE

Type of activity	Activity	Hours	Learning Outcomes
Guided	Lectures	45	CCE4.2 4.4 CE11.1, CE11.2, CE13.1, CE13.2, CE16.1, CE16.2 CT9, CT11, CT12
	Solving practical cases and business projects	15	3.3 CE3.1, CE4.2 to 4.5, 6.3 to CE6.1, CE7.1 to 7.3 CE13.1, CE13.2, CE16.1, CE16.2 CE18.2, CE18.3, CT12, CT6 , CT7, CT8, CT10
	Self-activities	7.5	3.3 CE3.1, CE4.2 to 4.5, 6.3 to CE6.1, CE7.1 to 7.3 CE11.1, CE11.2, CE13.1, CE13.2, CE16.1, CE16.2, E18. 2 CE18.3, CT4, CT9, CT12, CT13
Supervised activity	Tutorials	7.5	CT1, CT6, CT4
Independent activities	Solving practical cases and business projects	45	CE4.2 4.5: 7.3 CE7.1, CE11.1, CE11.2, CE13.1, CE13.2, CE16.1, CE16.2 CT1, CT4, CT5, CT6, CT7, CT8, CT10, CT12, CT13
	Study	30	3.3 CE3.1, CE4.2 to 4.5, 6.3 to CE6.1, CE7.1 to 7.3 CE11.1, CE11.2, CE13.1, CE13.2, CE16.1, CE16.2, CE18. 2 CE18.3, CT1, CT9, CT12
TOTAL		150	

X. TEACHING SCHEDULE

WEEK	TOPIC	TEACHING METHOD	HOURS
1	Presentation What is the business strategy?	lecture	5
2	Business environment How to do a case study	lecture case study business plan	5
3	Industry analysis Case study: business environment	lecture case study	5
4	internal analysis Case Study: Industry Analysis	lecture case study	5
5	competitive strategies Case study: internal analysis	lecture case study	5
6	Implementation of the strategy (I) Case study: competitive strategies	lecture case study	5
7	Implementation of the strategy (II) Case study: strategic implementation	lecture case study	5
8	Case study	business plan	5
9	internationalization Case study: implementation of the strategy	lecture case study	5
10	Contemporary trends Strategy Case study: internationalization	lecture case study	5

XI. ENTREPRENEURSHIP

This course develops entrepreneurship and innovation, especially in the project business group. Also, the case studies presented represent an alternative support.