

Degree	Type	Year
Tourism	FB	1

## Contact

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## Teaching groups languages

You can view this information at the [end](#) of this document.

## Prerequisites

No prerequisites.

## Objectives and Contextualisation

This course is the first one about business management included in the Bachelor's degree in Tourism. The course begins with the concept, elements and types of tourism firms. Then we study the managerial functions and tasks. All the aspects of the business strategy are discussed and developed, starting from strategic analysis (both internal and external) and strategic choices (both at a competitive level as at the corporate level). Throughout the course we will mostly emphasize companies or organizations that are related to the various tourist activities. Also, we will combine theoretical with practical activities.

At the end of the course the student will be able to:

1. Understand the fundamental aspects related to the company and its managerial functions, with special emphasis on the various tourism companies.
2. Know and understand the concepts and techniques related to the strategic direction of the company and its application in the field of tourism.
3. Entrepreneurship and innovation. In order to encourage the entrepreneurial spirit of students, we will work and discuss about entrepreneurship in the context of the managerial function and business strategy. Also, the course will analyze some case studies which involve the creation and development of a company in the field of tourism. Finally, the analysis of a real tourist company by students will include the analysis of its creation and subsequent evolution

## Competences

- Apply the concepts related to tourism products and businesses (economy and finance, human resources, commercial policy, markets, operations and strategy) in the different parts of the sector.
- Behave responsibly towards the environment.
- Demonstrate knowledge and understanding of the basic principles of tourism in all its dimensions and areas.

- Develop a capacity for independent learning.
- Plan and manage activities on the basis of quality and sustainability.
- Plan, organise and coordinate a work team, creating synergies and showing empathy.
- Use communication techniques at all levels.
- Work in a team.

## Learning Outcomes

1. CM05 (Competence) Adapt business management and leadership models when resolving tasks and projects to be conducted.
2. KM03 (Knowledge) Identify the theoretical and conceptual basis of tourism company's strategy.
3. KM04 (Knowledge) Recognise the main managerial functions and procedures in team management.
4. SM04 (Skill) Apply the concepts of strategic management, human resources management and organisational behaviour in relation to tourism companies or services.
5. SM05 (Skill) Use business analysis methodologies in business management, leadership, motivation and tourism team management.

## Content

### 1. The firm

#### 1.1. Concept.

#### 1.2. Elements and functions. Value creation and profitability.

#### 1.3. Classes. Tourist Companies. Practical case about the functions of a tourist company

#### 1.4 Economic and financial structure of the firm.

#### 1.5 Case about the functions of tourism company: revenue management,

### 2. The Managerial functions and Roles.

#### 2.1. Concept and managerial styles.

#### 2.2. Fundamental managerial tasks

#### 2.3. Instrumental managerial tasks. Management and entrepreneurship. The entrepreneurial profile: a gender perspective.

### 3. Business Strategy.

#### 3.1. Concept and elements of strategy.

#### 3.2. Different levels.

#### 3.3. The strategy process. Practical case about the strategy process in a tourist company.

### 4. Internal Analysis.

#### 4.1. Functional analysis and strategic profile.

#### 4.2. The value chain.

#### 4.3. Analysis of resources and capabilities.

- 4.4 Financial resources and decision making.
- 5. Analysis of the external environment.
  - 5.1. Analysis of the general environment.
  - 5.2. Analysis of the specific environment.
  - 5.3. Recent tendencies in tourism. Practical case about Porter's five forces analysis in a tourist industry
- 6. Competitive Strategy.
  - 6.1. Competitive advantage: nature and sources.
  - 6.2. Generic competitive strategies.
  - 6.3. Strategy and industrial life cycle.
- 7. Corporate Strategy.
  - 7.1. Strategic development: directions.
  - 7.2. Vertical integration and diversification.
  - 7.3. International strategy and cooperation.

## Activities and Methodology

Title	Hours	ECTS	Learning Outcomes
Type: Directed			
Case discussions	10	0.4	CM05, KM04, SM04, SM05, CM05
Presentations	1	0.04	CM05, KM03, KM04, SM04, SM05, CM05
Theory Class	35	1.4	KM03, KM04, SM04, SM05, KM03
Type: Supervised			
Tutoring	10	0.4	CM05, SM04, SM05, CM05
Type: Autonomous			
Case resolution	4	0.16	CM05, KM03, KM04, SM04, SM05, CM05
Homework	25	1	CM05, KM03, KM04, SM04, SM05, CM05
Study	58	2.32	CM05, KM03, KM04, SM04, SM05, CM05

Throughout the course we will combine theoretical sessions (lectures) with practical sessions (case studies), encouraging participation and teamwork by students. Also, all students will have a work in small groups to analyze a real tourist company, perform some fieldwork and in class presentation of relevant findings.

Planning:

WEEK	TOPIC	METHOD	HOURS
1, 2	The Firm	Lecture and cases	6
3, 4	The managerial functions and roles	Lecture and cases	6
5, 6	Business strategy	Lecture and cases	6
7, 8	Internal analysis	Lecture and cases	6
9, 10	Analysis of the external environment	Lecture and cases	6
11, 12	Competitive strategy	Lecture and cases	6
13, 14	Corporate strategy	Lecture and cases	6
15	Teamwork	Presentations	6

Annotation: Within the schedule set by the centre or degree programme, 15 minutes of one class will be reserved for students to evaluate their lecturers and their courses or modules through questionnaires.

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## Assessment

### Continuous Assessment Activities

Title	Weighting	Hours	ECTS	Learning Outcomes
Case discussions	15	2	0.08	CM05, SM04, SM05
Exam part 1	30	1	0.04	CM05, KM03, SM04, SM05
Exam part 2	30	1	0.04	KM03, SM04, SM05
Presentation of an analysis of a tourism company	25	3	0.12	CM05, KM04, SM04, SM05

The evaluation of the course will consist in two written exams (30% +30% of the final grade) as well as the presentation about a tourist company already mentioned (25%) and discussion case studies throughout the

course (15%). A *sine qua non* condition to pass for the course: the student must have passed (with a grade greater than or equal five) the examinations and the presentation.

The qualification of the course will be NOT ASSESSABLE when the student attends less than half of the evaluation activities and/or does not attend the final exam.

Single evaluation.

Students who decide not to take a continuous evaluation have the option of a single evaluation. This will be a final exam of the entire syllabus and a written work of analysis of a tourism company that applies all the concepts studied in the course.

## Bibliography

Teaching and class material will be posted in the Campus Virtual (Moodle) and the following books:

CASANUEVA, Cristobal, GARCÍA DEL JUNCO, Julio y CARO, Francisco (2000): Organización y gestión de empresas turísticas. Ediciones Pirámide, Madrid.

ENZ, Cathy (2009): Hospitality Strategic Management: Concepts and Cases, 2da. Ed., John Wiley and Sons, Nueva Jersey.

GRANT, Robert M. (2021): Contemporary Strategy Analysis 11th Edition. Editorial Wiley, Boston.

HUDSON, Simon (2025): Hospitality Management: International Introduction 1st Edition. Routledge, Londres.

MARTÍN ROJO, Inmaculada (2020): Dirección y gestión de empresas del sector turístico. 6ª edición. Ediciones Pirámide, Madrid.

VECIANA, José M<sup>a</sup>. (1999): Función directiva. Servicio de Publicaciones de la UAB, Bellaterra (Cerdanyola del Vallès).

## Software

We will use worksheets (Excel)

## Groups and Languages

Name	Group	Language	Semester	Turn
(TE) Theory	1	Spanish	second semester	morning-mixed
(TE) Theory	2	English	second semester	morning-mixed