



COURSE DATA

DATA SUBJECT

Code: 35112
Name: Strategic management of tourism companies
Cycle: Undergraduate Studies
ECTS Credits: 6
Academic year: 2025-26

STUDY (S)

Degree	Center	Acad. year	Period
1317 - Degree in Tourism	Facultat d'Economia	2	First quarter

SUBJECT-MATTER

Degree	Subject-matter	Character
1317 - Degree in Tourism	Business management I	COMPULSORY

COORDINATION

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SUMMARY

With this subject, we intend to introduce the student to the study of the Strategic Management of Companies, balancing the introductory and more general aspects, with the most specific ones and preparing them, professionally, to access the knowledge and know-how of the Strategic Management, with a theoretical and practical training that allows an efficient and versatile profession development.

The general objectives to be achieved with this program are:

- Make the student aware of the foundations and tools of the Strategic Management, with sufficient depth so that the student understands their management philosophy and is able to apply it in business practice.
- Achieve a balanced understanding of the aspects to be considered in the formulation, implementation and control of business strategies.
- Introduce the interrelations and integration between the aspects studied in this subject and other complementary concepts and subjects, whose study can be expanded in optional subjects or free choice.

PREVIOUS KNOWLEDGE



RELATIONSHIP TO OTHER SUBJECTS OF THE SAME DEGREE

There are no specified enrollment restrictions with other subjects of the curriculum.

OTHER REQUIREMENTS

No prior knowledge of the subject is required

COMPETENCES / LEARNING OUTCOMES

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Demonstrate motivation for quality.

Know the operating procedures in the area of accommodation.

Know the operating procedures in the area of catering.

Know the operating procedures in the area of intermediation companies.

Lead and manage the different types of tourism entities.

DESCRIPTION OF CONTENTS

1. INTRODUCTION TO THE STRATEGIC PROCESS

- 1.1. Origins of Strategic Management
- 1.2. Strategy: attitude, concept and levels
- 1.3. The process of Strategic Management

2. STRATEGIC PURPOSE

- 2.1. Mission, vision, values and objectives
- 2.2. Stakeholders and power map
- 2.3. Shareholders and corporate governance
- 2.4. Ethics and Corporate Social Responsibility: initiatives and tools

3. EXTERNAL ANALYSIS

- 3.1. Elements of advanced analysis of the general environment
- 3.2. Elements of advanced analysis of the competitive environment
- 3.3. Intersectorial analysis: Strategic Groups
- 3.4. Competitive Intelligence



4. INTERNAL ANALYSIS

- 4.1. Resources, capabilities and competitive advantage.
- 4.2. Methods of analysis: firm identity, functional analysis and strategic profile, value chain and VRIO analysis.
- 4.3. Integration of internal and external analysis: the SWOT analysis.

5. CORPORATE STRATEGIES

- 5.1. Framework for the strategy design
- 5.2. Corporate strategies: directions and methods
- 5.3. Diversification strategies: specific management tools

6. COMPETITIVE STRATEGIES

- 6.1. Competitive argument
- 6.2. Generic competitive strategies: cost leadership, differentiation and niche
- 6.3. The model of the strategic clock
- 6.4 Strategic business units

7. EVALUATION AND SELECTION OF STRATEGIES

- 7.1. Convenience analysis
- 7.2. Feasibility analysis
- 7.3. Acceptance analysis
- 7.4. Strategy selection

8. IMPLEMENTATION OF STRATEGIES

- 1. Implementation systems: planning and information systems
- 2. Introduction to organizational design
- 3. Introduction to the relationship between strategy and human resources

WORKLOAD

PRESENCIAL ACTIVITIES

Activity	Hours
Theory	30,00
Classroom practices	30,00
Total hours	60,00

**NON PRESENCIAL ACTIVITIES**

Activity	Hours
Attendance at other activities	0,00
Individual or group project	25,00
Independent study and work	30,00
Preparation of lessons	15,00
Preparation for assessment activities	20,00
Resolution of case studies	0,00
Total hours	90,00

TEACHING METHODOLOGY

In the teaching-learning process of the Strategic Management of Tourism Companies different teaching methods will be used. On the one hand, we will continue to use expositive didactic forms for the case of theoretical classes, although other teaching methods will be used - didactic forms of participation - that seek the involvement of the student in the teaching-learning process. This second type of methods favours the interaction between the teacher and the student as well as between the students themselves, and is suitable for the development of generic competences. The methodology will be the following

- **Theoretical classes:** the main lesson will be used to present the contents of the subject specified above. In addition, as students will have a more active role in their teaching-learning process and they should be facilitated autonomy in such process, for each subject they will have a guide-scheme that will allow them, through the consultation of the bibliography, the construction of their own study materials. The aim is to develop the following generic competences: analysis and synthesis of information, critical capacity, and the ability to learn and work autonomously.
- **Practical classes:** they allow to put into practice the knowledge acquired in the theoretical classes and show the ability to work in groups and interpersonal communication skills. Likewise, it is intended that these sessions contribute to improving the organization and planning capacity of the student's work.

In order to develop some of the generic and specific competences previously established, team work will be carried out consisting of analysing cases of real companies to deal with the different concepts studied in the subject. In this way, students will analyse and synthesize information from various sources - interviews, analysis of databases, press articles, direct observation, books, etc. To use generative AI tools, the following considerations must be followed:

- As a general rule, it is not permitted to use generative AI tools to achieve the main objective of evaluation activities.
- The teaching staff will explicitly indicate under what conditions and for what type of activities the use of the IAG is allowed or limited.
- The use of Artificial Intelligence, and any other similar type of tool, will be allowed to be applied, both to classroom and autonomous work, as long as the student/you incorporate to these tasks a statement of responsible use, indicating, in each case, the source and the parts of the work



affected.

- If the student uses any generative AI tool, he/she must indicate it in the work submitted. It will present a footnote or annex in which it includes the entry (prompt) used as well as its different modifications and a fragment of the most relevant text of the response.

Furthermore, will work on written communication -through the presentation of a written report of the solution of the proposed cases- and oral communication - through the oral presentation of the works using different methods and expository supports.

Likewise, the capacity for cooperative teamwork will be relevant for a good development of the classes.

Finally, it is intended that the executions of the different practical cases worked favour autonomous and group learning, the application of theoretical knowledge to practical situations and the necessary decision making.

Following the article 6.9. of the assessment and qualification norms of the University of Valencia, the practice-oriented lectures are of compulsory attendance. The attendance requirements will be fulfilled if the student has attended a minimum of 80% of the hours of this activity and has adequately justified the inability to attend the remaining sessions due to the concurrence of a cause of force majeure

EVALUATION

FIRST CALL

The subject of Strategic Management of Tourism Companies will be evaluated from the consideration of the following aspects:

- **Synthesis test (60% of the final grade).** The main function of the synthesis tests (exam) is to evaluate the achievement of the training objectives. Written tests can combine both objective tests (test) and restricted test tests. In any case, the questions can refer to both theoretical and practical contents. Preferably questions will be asked that require the student to relate various concepts of the subject. The exam will be held on the official date that the Faculty of Economics enable for it within the academic calendar of the course. It will be necessary to obtain five points out of ten in the written test in order to be able to add the continuous assessment that is presented below.
- **Continuous evaluation (40% of the final grade).** In this part the evolution of the student will be valued in his acquisition of the specific skills or competences, the generic competences and social skills proposed in this teaching program. The teacher, throughout the course, will ask the students participation in complementary activities and to deliver practical cases, which will be done individually and / or in a group.
- **Assessment of continuous evaluation in first call**
 - o Each practice, in its statement, will indicate the activities it contains, the nature of each activity (individual or group), its score, whether it is recoverable or not and the weighting of the practice for the total continuous evaluation. The continuous



evaluation grade will be the weighted sum of the values indicated in each practice.

o In compliance with article 6.9 of the UV Evaluation and Qualification Regulations, practical classes are mandatory. The student will be considered to have complied with attendance if he has attended a minimum of 80% of the hours of these sessions and if he has adequately justified the impossibility of attending the remaining sessions due to force majeure within a period of 15 days from of absence. In the case of non-compliance, the assessment of the continuous evaluation will be zero points.

o Students who at the beginning of the course foresee a difficulty in attending the practical sessions normally will have to contact the teacher before September 30 to find a possible solution. In the event that the difficulty or impossibility of attending class occurs once the course has started, students must notify the teacher as soon as possible and always before the delivery date of the next practice.

o Periodic information will be offered on the qualification of the activities carried out by the students.

The student's final grade will be the result of the weighted sum of the grades obtained in the exam (synthesis test) and in the continuous evaluation. To pass the subject it is necessary to have passed the exam (minimum 5 points out of 10 points), otherwise the maximum grade that can be obtained will be 4 points; In addition, you must obtain a minimum grade of 5 points out of 10 points in the final grade

SECOND CALL

When the student suspends in first call, he / she will have to realize in second call, in the date that the center establishes, a test of synthesis of the same characteristics than those of the first.

The exam will be completed with tests that will allow evaluating, when they exist, the evaluation activity continues classified as recoverable.

- **Assessment of continuous evaluation in second call**

- o In the event that the student has surpassed 2 points out of 4 in the first call, he or she will maintain the grade from the first call.

- o In the event that the student does not pass the course, due to not reaching a minimum of 80% attendance or because the sum of their weighted marks does not reach 2, the activities classified as recoverable may be recovered through an additional written test. The test will consist of questions related to the objectives developed through the activities carried out in the continuous assessment. The maximum recoverable score will be 2 points out of 4.

- o Students who take this test will replace their recoverable mark from the continuous assessment with the one obtained in this test. To this mark will be added the mark obtained in the activities with a grade considered 'non-recoverable'.

APPLICABLE IN BOTH CALLS



The language in which a group is advertised is part of the specifications that students have seen advertised, and will be respected. Therefore, the exams will be written in the language offered by the group, without prejudice to each student being able to answer them (when applicable) in the official language of their preference (*Reglament d'usos lingüístics de la Universitat de València*, ACGUV 167/2014, september 30th, modified by ACGUV 146/2023, art. 28)

REFERENCES

- Casanueva, C. y Gallego, M.A.(2019): Dirección estratégica de organizaciones turísticas, Pirámide, Madrid. 2ª edición.
- Grant, R. (2014): Dirección Estratégica. Conceptos, Técnicas y Aplicaciones, Thomson - Cívitas, 8ª edición (4ª en Cívitas)
- Garrigós, F., Cruz, S. y Narangajavana, Y (2017): Dirección Estratégica de Empresas Turísticas. Ed. Síntesis, Madrid.
- Guerras, L.A. y Navas, J.E. (2022): La Dirección Estratégica de la Empresa. Teoría y Aplicaciones, Thompson-Cívitas, Madrid, 6ª edición
- Johnson, G., Scholes, K. y Whittington, R. (2014): Dirección Estratégica, Prentice Hall, Madrid, 7ª edición.