

**COURSE DATA****DATA SUBJECT****Code:** 42980**Name:** Analysis and strategic planning**Cycle:** Master's Degree**ECTS Credits:** 5**Academic year:** 2025-26**STUDY (S)**

Degree	Center	Acad. year	Period
2135 - Master's Degree in Tourism Management and Planning	Facultat d'Economia	1	First quarter

SUBJECT-MATTER

Degree	Subject-matter	Character
2135 - Master's Degree in Tourism Management and Planning	Tourism business strategy	ELECTIVES

COORDINATION

ORERO BLAT MARIA

SUMMARY

The general objective of the subject is to deepen the knowledge required to carry out an appropriate strategic diagnosis, from which to formulate the most suitable and feasible strategies in terms of competitive and corporate strategies.

The student must understand the analysis and decision-making process underlying the formulation of these strategies, in order to maximize value creation for all stakeholders in a sustainable manner.

PREVIOUS KNOWLEDGE**RELATIONSHIP TO OTHER SUBJECTS OF THE SAME DEGREE**

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

OTHER REQUIREMENTS



COMPETENCES / LEARNING OUTCOMES

2135 - Master's Degree in Tourism Management and Planning

Analizar la estructura de la actividad turística en todos sus niveles, teniendo en cuenta los componentes del desarrollo turístico sostenible, sus ventajas, así como con sus limitaciones y riesgos.

Capacidad de dirección de departamentos de empresas turísticas.

Conocer las costumbres y prácticas del sector en su vertiente nacional e internacional, así como las peculiaridades inherentes a las diferentes áreas económicas.

Detectar nuevos mercados emergentes y abrir la empresa a los mismos. Realización de informes para asesoramiento en relaciones con mercados emergentes.

Detectar oportunidades y amenazas de distintos mercados turísticos, de sus competidores a corto y largo plazo y sus clientes.

Entender y adaptarse a las particularidades culturales de cada mercado turístico.

Realizar informes detallados sobre el sector y la actividad turística

DESCRIPTION OF CONTENTS

1. Strategic Management of the Company

This unit analyzes the evolution of management systems based on environmental changes and studies Strategic Management as a management system necessary for decision-making in an environment characterized by a high level of turbulence. Furthermore, it also examines the need for a strategic attitude and its defining elements. Finally, it analyzes the different phases that comprise the strategic management process, and examines the concept, components, and different levels of strategy.

2. Strategic Diagnosis I: External Analysis

After presenting the concept of the strategic environmental factor, each of the different levels of the environment is studied, that is, both the general and specific environments. Regarding the former, the factors that can affect the company from a global perspective will be analyzed. Regarding the latter, and following the model proposed by Porter, the factors related to the type of activity the company carries out and that can also affect its results will be studied. Finally, some analytical methods for both types of environments are presented.



3. Strategic Diagnosis II: Internal Analysis

This unit aims to study the relationship between the resources and capabilities that comprise the company and its potential to contribute to the development of a sustainable competitive advantage. Furthermore, the link between the potential of the company's resources and capabilities for sustained revenue generation and strategy design is analyzed. Finally, different analytical methods are presented, such as functional analysis, strategic profiling, and value chain analysis, as well as others that allow comparison with companies in the same or different industries, such as benchmarking.

4. Types of Strategies I: Competitive Strategies

Based on the contributions of Porter and Wright, this unit studies the different generic strategies at the business level, such as cost leadership strategy, differentiation strategy, focus or niche strategy, and mid-positioning strategy. The topic concludes with a study of the Strategic Clock model, a model that expands on the generic competitive strategies proposed by Porter.

5. Types of Strategies II: Corporate Strategies and Types of Growth

After analyzing the difference between stable growth strategies and real growth strategies, the different options available to companies for both growth and restructuring are analyzed. In particular, the different specialization options are discussed, as well as the diversification strategy. Third, the different growth modalities are analyzed, such as internal growth, external growth, and hybrid growth, with special attention to the advantages and disadvantages of each of these options compared to the other two. Finally, the unit concludes with an analysis of the different survival strategies.

6. Evaluation and Selection of Strategies

This unit studies the process of evaluating and selecting strategies, as well as the criteria and techniques to use for assessing each alternative.

WORKLOAD

PRESENCIAL ACTIVITIES

Activity	Hours
Theory	25,00
Seminar	15,00
Total hours	40,00

**NON PRESENCIAL ACTIVITIES**

Activity	Hours
Attendance at other activities	0,00
Individual or group project	15,00
Independent study and work	20,00
Preparation of lessons	20,00
Preparation for assessment activities	15,00
Resolution of case studies	15,00
Total hours	85,00

TEACHING METHODOLOGY

Different teaching methods will be used in the teaching-learning process. Although expository teaching methods will be used, other teaching methods; participatory teaching methods; will also be used to engage students in the teaching-learning process. This second type of method fosters interaction between both the teacher and the student, as well as among the students themselves, and is appropriate for developing the basic and general skills mentioned above.

Therefore, we propose the following combination of teaching methods:

Lecture: This will be used primarily to present the subject content specified above. To this end, each session will begin with an outline of the content to be covered and will end by highlighting the most relevant aspects. Given that students will have a more active role in the teaching-learning process, and that it is the teacher's responsibility to facilitate autonomy in this process, a guide outline will be provided for each topic. This will allow students to construct their own study materials by consulting the bibliography.

Case Study Method. The aim of case studies is to put the theoretical knowledge of the subject into practice by solving, first individually, and then in groups, the proposed cases.

Finally, throughout the various sessions, the analysis and discussion of issues related to current readings about the tourism sector, such as articles from specialized press and sector reports, among others, will be proposed.

EVALUATION**First call**

The evaluation of this subject will be considered in three parts. The first part, whose overall assessment will be worth 30% of the final grade for the course, will be administered through a multiple-choice written exam covering the theoretical and practical content of the course. A score of 5 out of 10 must be achieved on this test to be added to the grades obtained in the second and third parts.

The second part, which constitutes the continuous assessment of the course, will have a weighting of 60%



of the course. The second part of the assessment will be worth 60% of the final grade for the course and will include the evaluation of various practical activities completed in groups and individually (assignments/reports and/or oral presentations). A minimum score of 5/10 points must be obtained for consideration in the final grade for the course.

The third part of the assessment will be worth 10% of the final grade for the course.

This section is based on the continuous assessment of each student's individual work, considering their participation in various activities proposed throughout the course. This section cannot be retaken in the second sitting. A minimum grade of 5/10 points must be obtained for it to be included in the final grade for the course.

Second call

In the second call, the assessment will vary depending on whether the student passed the test and/or the continuous assessment activities in the first sitting.

(a) Students who passed the continuous assessment activities but did not pass the exam in the first sitting. The student must retake the written exam, consisting of a test, whose weight in the final grade will still be 40%. The grade obtained in the first sitting for continuous assessment will be added to this grade.

(b) Students who did not pass the continuous assessment but did pass the exam. The assessment will consist of a case study on which theoretical and practical questions will be asked, and its weight will be 50% of the final grade for the course. It will be necessary to pass this test with at least a score of 5 points/10 points.

(c) Students who have not passed either the continuous assessment or the exam. The assessment will consist of an exam consisting of two parts. The first part will consist of a test, which will count 40% of the final grade for the course. The second part will consist of a case study on which theoretical and practical questions will be asked, and its weight will be 50% of the final grade for the course. It will be necessary to pass both parts of the exam with at least a score of 5 points/10 points.



REFERENCES

- Gerras, L.A. y Navas, J.E. (2022): La Dirección Estratégica de la Empresa. Teoría y Aplicaciones. 56ª Edición. Thomsom-Reuters Civitas, Madrid.
- Gerras, L.A. y Navas, J.E. (2020): Casos de Dirección Estratégica de la Empresa. 6ª Edición. Thomsom-Reuters Civitas, Madrid
- Grant, R. M. (1996): Dirección Estratégica. Conceptos, técnicas y aplicaciones, Civitas, Madrid
- Johnson, G; Scholes, K. y Whittington (2010): Fundamentos de Estrategia. Pearson, Madrid.
- Menguzzato, M. y Renau, J. J. (1991): La Dirección Estratégica de la Empresa: Un Enfoque Innovador del Management, Ariel, Barcelona.
- Porter, M. E. (1988): Estrategia Competitiva: Técnicas para el Análisis de los Sectores Industriales y de la Competencia, CECSA, México.
- Strategor (1995): Estrategia, Estructura, Decisión, Identidad. Política General de la Empresa, Masson, Barcelona.
- Johnson, G., Scholes, K. y Whittington, R. (2006): Dirección Estratégica, Prentice Hall, Madrid, 7ª edición.
- Johnson, G., Whittington, R. y Scholes, K. (2011): Exploring Strategy: text & cases. Pearson, 9th Edition.
- Roobbins, S., DeCenzo, D. y Coulter, M. (2013): Fundamentals of Management, Essential concepts and applications. Pearson, 8th Edition.
- Grant, R. (2006): Dirección Estratégica. Conceptos, Técnicas y Aplicaciones, Thomson - Civitas, 5ª edición (3ª en Civitas).
- Johnson, G.; Scholes, K. y R. Whittington (2010): Fundamentos de Estrategia. Prentice Hall, Madrid.