



Academic year	2017-18
Subject	11446 - Business and Strategic Models in Tourism
Group	Group 1, 1S
Syllabus	C
Language	English

## Subject

<b>Name</b>	11446 - Business and Strategic Models in Tourism
<b>Credits</b>	0.72 in-class (18 hours) 2.28 distance (57 hours) 3 total (75 hours).
<b>Group</b>	Group 1, 1S (Campus Extens)
<b>Period</b>	First semester
<b>Language</b>	English

## Lecturers

Lecturers	Office hours for students					
	Starting time	Finishing time	Day	Start date	End date	Office
Maria Vanessa Díaz Moriana <a href="mailto:vanessa.diaz@uib.es">vanessa.diaz@uib.es</a>	15:00	16:00	Tuesday	11/09/2017	27/02/2018	DB125- Cita previa per e-mail

## Context

Executives in the travel, tourism and hospitality industry face challenges that define their way of doing business. Firms balance their growth with strategies for saving costs, offering a differentiated product, and taking steps for sustainable tourism. Firms' actions must also be accompanied by integrative government policies that support and foster these initiatives. Moreover, tourism as an industry is cross-sectional. Individual firm strategies and government policies address several topics: mobility, sustainability, architecture, urban and regional planning, social development and profitability. The aim of this course is to provide a framework for the development of business models and firm strategies within such a challenging environment. Specifically, the course will motivate the students for developing the abilities and skills necessary to distinguish, develop and propose a business model according to the conditions the firm should respond.

## Requirements

The full accomplishment of the course does not require any essential or particular background. However, it would be recommendable to follow any financial analysis companion. Some recommended bibliography will follow in the last section of this guide.

## Recommended

It is recommendable to have some grasp on strategy, organization and financial analysis.

## Skills



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A successful course in Strategic Management requires the students develop and acquire a series of competencies and skills that help them to make informed strategic decisions. Some of these competencies are described below.

### Specific

- \* CE5. Know the fundamentals and principles of management of the main intangible assets in the tourism sector and apply them to the achievement of a sustainable competitive advantage..

### Generic

- \* CG2. Know how to work in a team and deal with problematic situations in a collaborative way..

### Transversal

- \* CT1. Capacity for analysis and synthesis..
- \* CT2. Ability to organize and plan..
- \* CT3. Oral and written communication in English..
- \* CT6. Being able to make decisions and solve problems..

### Basic

- \* You may consult the basic competencies students will have to achieve by the end of the Master's degree at the following address: [http://estudis.uib.cat/master/comp\\_basiques/](http://estudis.uib.cat/master/comp_basiques/)

## Content

### Theme content

#### 1. Strategic Management and the tourism firm

The aim of this topic is to introduce the student to Strategic Management and the tourism firm models. Particularly, we will discuss the limits of strategic management and we will study several business models that may fit or not the Tourism industry.

Students require to study and work on the case "Golden Arch".

#### 2. Corporate strategy

The topic analyzes the different elements that lead to a particular corporate strategy, such as economies of scale and scope; and how these elements contribute to horizontal and vertical integration, diversification, and the overall organization structure.

Students require to study and work on the case "Choice Hotels".

#### 3. Dynamic competitive strategy and business models

In this topic we will address the drivers that contribute to create and sustain the competitive advantage. We will also analyze the opportunity and redefinition of business models

Students require to study and work on the case "Milan"

#### 4. Business models and information and communication technologies (ICT)

The goal of the topic is to analyze the effect of information and communication technologies on tourism business models.

Students require to study and work on the case "Trip Advisor"

#### 5. Internationalisation models for the tourism firm

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The topic has as aim to describe, analyze and understand the challenges that firms in the tourism industry face when they want to expand their business beyond their national borders.

Students require to study and work on the case "Oberoi"

#### 6. Knowledge management in the tourism firm

An essential feature of successful organizations is that they can identify and implement business opportunities more efficiently than their competitors. The efficiency is based on the knowledge management within the organization. In this topic we analyze the elements that help firms to improve their knowledge management capacities.

Students require to study and work on the case "El Bulli".

## Teaching methodology

### In-class work activities

Modality	Name	Typ. Grp.	Description	Hours
Theory classes	Introduction	Large group (G)	In-person class work activity.  The introduction section will serve as the starting point to engage students in the course development. During the session, the professor will present the contents, set the work context and define the activities to pursue along the course.	1
Theory classes	Lectures	Large group (G)	These sessions will occur after the case discussions to wrap up the concepts and context of the analysis.	6
Seminars and workshops	Seminars	Medium group (M)	In-person class work activity.  Students will present the conclusions of their case study analysis. The professor will wrap up with general conclusions. The development of this activity is comprised in the 18 hours of in-person class work activity mentioned above.	4
Laboratory classes	Field trip	Medium group (M)	In-person class work activity.  Students will attend a field trip to visit one or more firms within the realms of Tourism to observe their practices with regards to business and strategic models.	3
ECTS tutorials	Tutoring	Small group (P)	In-person work activity, usually out-of-class, and for established and agreed periods.  Students can ask particular topics where they find themselves less proficient.	2
Assessment	Final exam-Part A	Medium group (M)	Present to the class the case study developed in Final exam-Part B.  A mandatory prerequisite for grading both parts.	2

At the beginning of the semester a schedule of the subject will be made available to students through the UIBdigital platform. The schedule shall at least include the dates when the continuing assessment tests will be conducted and the hand-in dates for the assignments. In addition, the lecturer shall inform students as to

whether the subject work plan will be carried out through the schedule or through another way included in the Campus Extens platform.

## Distance education work activities

Modality	Name	Description	Hours
Group or individual self-study	Articles and Case studies	Students will devote out-of-class time to analyze and solve the case studies on business models in Tourism the professor will indicate for each session.  Students should deliver the answers and conclusions of their analysis by Campus Extens.	40
Group or individual self-study	Final exam-Part B	Develop a case study which includes a business model.  The goal of this activity is to develop and analyze a real or fictitious case, where a firm presents any problems framed within our course. The solution must include the description and analysis of the relevant business model.  A mandatory prerequisite for grading both parts A & B.	17

## Specific risks and protective measures

The learning activities of this course do not entail specific health or safety risks for the students and therefore no special protective measures are needed.

## Student learning assessment

### Seminars

Modality	Seminars and workshops
Technique	Oral tests ( <b>non-retrievable</b> )
Description	In-person class work activity. Students will present the conclusions of their case study analysis. The professor will wrap up with general conclusions. The development of this activity is comprised in the 18 hours of in-person class work activity mentioned above.
Assessment criteria	<ul style="list-style-type: none"> <li>* Active participation.</li> <li>* Comprehension of the material.</li> <li>* Thoughtfulness of the arguments.</li> <li>* Critical thinking.</li> </ul>
Final grade percentage:	30%

### Field trip

Modality	Laboratory classes
Technique	Student internship dissertation ( <b>non-retrievable</b> )
Description	In-person class work activity. Students will attend a field trip to visit one or more firms within the realms of Tourism to observe their practices with regards to business and strategic models.
Assessment criteria	<ul style="list-style-type: none"> <li>* Teamwork attitude and interaction.</li> <li>* Respect towards the hosts and other colleagues</li> </ul>

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- \* Active participation.
- \* Asking clever questions
- \* Comprehension of the material.
- \* Reasoning ability.
- \* Critical thinking.
- \* Writing skills

Final grade percentage: 20%

### Final exam-Part A

Modality	Assessment
Technique	Oral tests ( <b>non-retrievable</b> )
Description	Present to the class the case study developed in Final exam-Part B. A mandatory prerequisite for grading both parts.
Assessment criteria	
Final grade percentage:	15%

### Articles and Case studies

Modality	Group or individual self-study
Technique	Papers and projects ( <b>non-retrievable</b> )
Description	Students will devote out-of-class time to analyze and solve the case studies on business models in Tourism the professor will indicate for each session. Students should deliver the answers and conclusions of their analysis by Campus Extens.
Assessment criteria	<ul style="list-style-type: none"> <li>* Comprehension of the material.</li> <li>* Thoughtfulness of the arguments.</li> <li>* Critical thinking.</li> <li>* Writing skills.</li> </ul>
Final grade percentage:	10%

### Final exam-Part B

Modality	Group or individual self-study
Technique	Papers and projects ( <b>non-retrievable</b> )
Description	Develop a case study which includes a business model. The goal of this activity is to develop and analyze a real or fictitious case, where a firm presents any problems framed within our course. The solution must include the description and analysis of the relevant business model. A mandatory prerequisite for grading both parts A & B.
Assessment criteria	<ul style="list-style-type: none"> <li>* Originality</li> <li>* Ability to adapt theoretical contents to particular cases.</li> <li>* Critical thinking.</li> <li>* Writing skills.</li> </ul>
Final grade percentage:	25%

### Resources, bibliography and additional documentation

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Strategic Management is a comprehensive topic within the business and economic academic curricula. Many scientific disciplines, ranging from psychology to economics, have contributed to its study, development and consolidation as both, a theory field and a practitioners philosophy. Thus, it is hard to find and stick to a single handbook that guides the achievement of relevant competencies and skills. Therefore, student is recommended to follow the basic literature and to browse the complementary material.

### Basic bibliography

Argote, L. (2013). *Organizational Learning*. Springer, New York. (Ebook available online at the Library)  
 Helfat, C. E. (2003). *The SMS Blackwell handbook of organizational capabilities: emergence, development and change*. Blackwell Publishing. Hoboken.  
 Saloner, G., Shepard, A. and Podolny, J. (2001). *Strategic Management*. John Wiley & Sons, New York  
 Wei, W., Zhu, W., and Lin, G. (2013). *Approaching Business Models from an Economic Perspective*. Springer, New York. (Ebook available online at the Library)

### Complementary bibliography

Grant, R. M. (2008). Why strategy teaching should be theory based. *Journal of Management Inquiry*, 17(4), 276-281.  
 Rumelt, R. P. (2003). What in the world is competitive advantage. *Policy working paper*, 105, 1-5.

### Other resources

#### Case Studies

Students must obtain the case package with the case studies described in the contents section. Please refer to your professor for further information.

#### Financial Analysis

Hillier, D., Grinblatt, M., & Titman, S. (2011). *Financial markets and corporate strategy* (No. 2nd Eu). McGraw-Hill (Essential)  
 Koralun-Bereznicka, J. (2013). *Corporate Performance: A Ratio-based Approach to Country and Industry Analyses*. Springer. (Ebook available online at the Library)  
 Palepu, K., & Healy, P. (2007). *Business analysis and valuation: Using financial statements*. Cengage Learning. (Very good but hard to find)