

## COURSE DESCRIPTION

### COURSE DETAILS

Title (of the course): **DIRECCIÓN ESTRATÉGICA DE EMPRESAS TURÍSTICAS**

Code: 101729

Degree/Master: **GRADO DE TURISMO**

Year:

Name of the module to which it belongs: OPTATIVIDAD

Field: ITINERARIO: GESTIÓN DE EMPRESAS TURÍSTICAS

Character: OPTATIVA

Duration:

ECTS Credits: 3.0

Classroom hours: 30

Face-to-face classroom percentage: 40.0%

Study hours: 45

Online platform: MOODLE

### LECTURER INFORMATION

Name: PEDRAZA RODRIGUEZ, JOSÉ ANTONIO (Coordinator)

Department: ESTADÍSTICA, ECONOMETRÍA, INVESTIGACIÓN OPERATIVA, ORGANIZACIÓN DE EMPRESAS Y

Area: ORGANIZACIÓN DE EMPRESAS

Office location: FACULTAD CIENCIAS DEL TRABAJO (primera planta)

E-Mail: td2peroj@uco.es

Phone: 957212510

URL web: <http://www.uco.es/uco-csic-innovacion/>

### PREREQUISITES AND RECOMMENDATIONS

#### Prerequisites established in the study plan

None

#### Recommendations

None specified

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### INTENDED LEARNING OUTCOMES

CB1	Developing the ability to analyse and summarise
CB2	Demonstrating the ability to organise yourself and plan
CB3	Written and oral communication in Spanish
CB4	Being able to work as a team
CB5	Developing skills in interpersonal relationships
CB6	Demonstrating critical thinking
CB7	Developing autonomous learning
CB8	To acquire skills and an ethical commitment to contribute to creating a fairer and more respectful society with regards basic human rights.
CB9	To acquire knowledge and skills which will allow the student to be able to successfully undertake postgraduate study
CU3	Encouraging an active job search and the ability to become an entrepreneur
CE1	To understand the principles and effects of Tourism: in terms of territorial and spatial dimensions and social, cultural, political and economic factors.
CE2	To understand the dynamic and evolutionary character of tourism and the leisure industry.
CE3	To analyse and understand the effects (social, economic, environmental) of tourism.
CE4	To understand the main political and administrative touristic structures and stakeholders in the tourist industry.
CE5	To understand the legal framework which regulates touristic activities.
CE7	To select, analyse, manage, interpret and summarise information linked to the tourist sector.
CE9	To understand and to be able to apply basic Business Management principles
CE15	To be able to understand the workings of tourist destinations, structures and business sectors at the international level.
CE16	The management of the different types of tourism organisations
CE17	To plan and manage the resources of tourism organisations.
CE18	To define tourism objectives, strategies and marketing design.
CE19	To understand the operating process of tourism companies (accommodation, catering, brokering).

### OBJECTIVES

The objective of this course is to teach and practice the skills and techniques used in the strategic management of organizations in order to enable a student to productively participate in the process of business strategy formulation

### CONTENT

#### 1. Theory contents

Topic 1: Organizational Strategy The concept of strategic management. - Business strategy content. - Strategy objectives and levels. - Business units. - The strategic process. - Strategic thinking.

Topic 2: Strategic Diagnostics (I) - External analysis External environment concept and its levels. - Analysis of the environment. - Analysis of the industry and the competition. -

Topic 3: Strategic Diagnostics (II) - Internal analysis Functional analysis and strategic profile. - Topic 4: Business



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Strategy (I) The nature and sources of competitive advantage. - Analysis of cost and differentiation competitive advantage. - The strategic clock.

Topic 5: Business Strategy (II) in different industries Life cycle. - Strategies for emerging, mature, and declining industries. - Innovation strategy.

### 2. Practical contents

Activities, Oral presentation etc.

## SUSTAINABLE DEVELOPMENT GOALS RELATED TO THE CONTENT

Gender equality

Decent work and economic growth

Industry, innovation and infrastructure

Reduced inequalities

Sustainable cities and communities

Responsible consumption and production

Life on land

Partnerships for the goals

## METHODOLOGY

### Methodological adaptations for part-time students and students with disabilities and special educational needs

General rules applied.

### Face-to-face activities

Activity	Large group	Total
<i>Assessment activities</i>	10	10
<i>Case study</i>	10	10
<i>Text commentary</i>	10	10
<b><i>Total hours:</i></b>	<b>30</b>	<b>30</b>

### Off-site activities

Activity	Total
<i>Exercises</i>	10
<i>Group work</i>	15
<i>Self-study</i>	20
<b><i>Total hours</i></b>	<b>45</b>

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### WORK MATERIALS FOR STUDENTS

Case studies  
Exercises and activities  
Oral presentations

### EVALUATION

Intended learning	Oral Presentation	Problem solving	Project
CB1			X
CB2			X
CB3			X
CB4	X		
CB5			X
CB6			X
CB7			X
CB8			X
CB9			X
CE1		X	
CE15			X
CE16			X
CE17			X
CE18			X
CE19			X
CE2			X
CE3			X
CE4			X
CE5		X	
CE7			X
CE9			X
CU3			X
<b>Total (100%)</b>	<b>10%</b>	<b>20%</b>	<b>70%</b>
<b>Minimum grade</b>	<b>5</b>	<b>5</b>	<b>5</b>

(\*)Minimum mark (out of 10) needed for the assessment tool to be weighted in the course final mark. In any case, final mark must be 5,0 or higher to pass the course.

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### Attendance will be assessed?:

No

### General clarifications on instruments for evaluation:

The final course grade will consist of the weighted average of two grades-participation and group project. Each of the 2 evaluation elements will be graded on a scale from 0 to 10, 10 being the highest grade. The final grade will be calculated using the following formula: FINAL GRADE = 10% (participation) + 90% (final exam)

They will be developed during the teaching of the subject. Assistance itself is not assessed, but all tasks and projects are completed and turned in the classroom. Students who do not pass the evaluation in the indicated instruments throughout the course will have a final exam that will account for 100% of the final grade.

Clarifications on the evaluation of the first extraordinary call and extra-ordinary call for completion studies: There will be a final exam that will be 100% of the final grade.

### Clarifications on the methodology for part-time students and students with disabilities and special educational needs:

general rules apply

### Clarifications on the evaluation of the extraordinary call and extra-ordinary call for completion studies:

general rules apply

### Qualifying criteria for obtaining honors:

Obtaining maximum grade (10)

## BIBLIOGRAPHY

### 1. Basic Bibliography

GRANT, R. M. (2013): Cotemporary Strategy Analysis (8th ed.). Chichester, UK: John Wiley & Sons. JOHNSON, G., SCHOLES, K. y WHITTINGTON, R. (2008): Exploring Corporate Strategy (8th ed.). Harlow, UK: Pearson Education Ltd. GUERRAS, L. A.; NAVAS, J. E. (2013): Fundamentals of Strategic Management. Thomson Reuters Dirección estratégica de la empresa: Metodología, técnicas y casos. Edición: [3ª ed. amp.]. Autor: Bueno Campos, Eduardo. Editorial: Madrid: Pirámide, 1991  
Administración estratégica : teoría y casos. Edición: 15º ed.. Autor: Thompson, Arthur A., Editorial: México : McGraw-Hill Interamericana, 2008  
Dirección estratégica. Edición: 7ª ed., reimp.. Autor: Johnson, Gerry. Editorial: Madrid [etc.]: Prentice Hall, D.L. 2007

### 2. Further reading

Gallego, M.A. y Casanueva, C.. Dirección y organización de empresas turísticas. Pirámide. 2016  
Martín, I.. Dirección y Gestión de Empresas del Sector Turístico. Pirámide. 2005  
Martín-Rojo, I.. Dirección y gestión de empresas del sector turístico. Pirámide. 2014  
Rivas, J.. Dirección Estratégica de Empresas Turísticas. Pirámide. 2008

## COURSE DESCRIPTION

### COORDINATION CRITERIA

Tasks deadlines

Tasks performance

### SCHEDULE

Period	Assessment activities	Case study	Text commentary
1# Fortnight	2,0	0,0	0,0
2# Fortnight	0,0	5,0	5,0
3# Fortnight	2,0	0,0	0,0
5# Fortnight	0,0	5,0	0,0
6# Fortnight	2,0	0,0	0,0
7# Fortnight	4,0	0,0	5,0
<b>Total hours:</b>	<b>10,0</b>	<b>10,0</b>	<b>10,0</b>

The methodological strategies and the evaluation system contemplated in this Course Description will be adapted according to the needs presented by students with disabilities and special educational needs in the cases that are required.