Universidad Rey Juan Carlos

TEACHING GUIDE

STRATEGIC MANAGEMENT IN THE TOURISM INDUSTRY

MÁSTER U. EN INTERNATIONAL TOURISM MANAGEMENT (INGLÉS) (Plan antiguo)

ACADEMIC YEAR 2026-27

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I.-Subject Identification	
Type	OPTATIVA
Teaching period	1 course, 1S semester
Nº of credits	6
Language in wich the subject is taught	English

II.-Presentation

The main objective of the subject *Strategic Management in the Tourism Industry* is that the students gain knowledge about applied strategic management in the various tourism subsectors.
The students must identify, analyze, and understand key points required to apply efficient management strategies -successfully used by transportation companies, accommodation, travel agencies, and tour operators-.
This course also aims to strengthen the necessary skills for professional work in the field of strategic management in tourism companies in the areas of accommodation, distribution and intermediation, organization of events, and transportation.
Another important objective is to develop the continuous and updated industry knowledge learning by the students, as mentioned in the European Higher Education Area (EHEA) objectives.

III.-Learning outcomes

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CB10 Have the necessary skills to continue studying in a self-directed and autonomous manner.
CB6 Have and understand knowledge that provides a basis or opportunity to be original in the development and/or implementation of ideas, often in a research context.
CB7 Know how to apply the acquired knowledge and problem-solving abilities in new or unfamiliar environments, within broader or multidisciplinary contexts related to the area of study.
CB8 Ability to integrate knowledge and face the complexity of making judgements based on information, whether incomplete or limited, that include considerations on social and ethical responsibilities.
CB9 Know how to communicate conclusions, and provide the knowledge and reasons to support them, to specialised and non-specialised audiences in a clear manner and without ambiguities.
CG01 Acquire advanced training, specialised and multidisciplinary, in the field of tourism.
CG04 Ability to apply acquired knowledge and problem-solving abilities to new, broader and multidisciplinary environments.
CG06 Ability to develop communication skills in different decision-making spheres and in different languages.
CG07 Ability to present and argue results, to both specialised audiences and the general public.
CG08 Ethical commitment and social responsibility in the field of tourism.
CG10 Be able to define priorities in order to achieve objectives, organising deadlines and necessary resources and controlling the processes established.
CG11 Ability to organise information and acquire knowledge from different documentary sources.
CG12 Ability to analyse the social reality and make decisions in changing environments such as tourism.
CG13 Promote the academic training of professionals within the field of tourism.
CG14 Promote research and the progress of knowledge in the field of tourism.
CE01 Analysis of the interrelationships between the agents of a tourist destination through social network analysis (SNA).
CE02 Interpretation of the internal information of a business for effective strategic planning.
CE05 Application of the fundamentals of innovation management, efficiency and competitiveness to the management of tourism organisations (public and private).
CE06 Manage the levels of competency of all functional areas of a tourism organisation.
CE09 Critical analysis of tourism activities and their international context for the identification of threats and development of opportunities.
CE15 Analysis of new trends, prospectives and the dynamics of international tourism markets.
CE18 Adapt the commercial strategy to the specificities of each tourism-business environment.
CE20 Simulate the effects on profitability of making price and product decisions in tourism companies.

- Key for degrees not adapted to RD 822/21: **CB** - basic competences, **CG** - generic competences, **CE** - specific competences, **CT** - transversal competences.
- Key for degrees adapted to RD 822/21: **CON** - knowledge, **COM** - competences, **HAB** - skills.

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IV.-Contents

IV.A.-Syllabus

IV. Contents

IV. A. Syllabus

This course is divided in three parts (modules) and the introduction

Module 0. Introduction		
Introduction to tourism and Management of tourism organizations	0.1 Introduction and presentation to the subject	
	0.2 The basics of tourism and future trends	
Module I. Strategic Management of Hospitality Business		
Strategic Management of the Hospitality Business	CHAPTER 1. Analysis, structure and trends of the hospitality industry	1. Hotel investment trends 2. External analysis 3. Internal analysis 4. Branding strategies
	CHAPTER 2. Strategic Management of the Lodging Business	2.1 The concept of strategy and strategic levels 2.2 Loyalty/rewards programs as a customer retention strategy 2.3 Pricing strategy (revenue management) and distribution 2.4 Corporate strategies 2.5 Competitive strategies
Module II. Travel agencies and tour operators and MICE tourism		
Travel agencies, tour operators and MICE within the tourism sector	CHAPTER 1. Classification and characteristics of travel agencies	1. Types of travel agencies 2. The concept of specialization 3. Franchising and consortium 4. The role of tour operators 5. The role of DMO's
	CHAPTER 2. Production, service procedures and competitive environment	2.1 Package tours of offer and on demand 2.2 The concept of risk within the pricing strategy of tour operators 2.3 Dynamic packaging as a response to customisation 2.3 Vertical and Horizontal integration in the value chain

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	CHAPTER 3. Business travel and MICE	3.1 Leisure tourism vs MICE tourism 3.2 Case studies of MICE tourism
Module III. International transportation companies' management		
The management strategies of transportation companies	CHAPTER 1. Air Transport	(Part 1) 1. The evolution of air transportation 2. The role of IATA and ICAO 3. The liberalisation processes
		(Part 2) 1. Airlines operations and strategy 2. Fleet management 3. The impact of air traffic regulations and slot management 4. The airport's infrastructure
	CHAPTER 2. Rail and road transport	2.1 The evolution of rail transport 2.2 The liberalisation and its impact in the competitive environment 2.3 High speed trains 2.4 Tourist trains 2.5 Road transportation and package tours
	CHAPTER 3. Transport by water	3.1 Historical evolution of oceanic liners
		3.2 The cruising industry

IV.B.-Training activities

Type	**Title**
Lectures	Readings and case studies of different topics of the subject. Dates to be determined by the professor during the academic period
Prácticas / Resolución de ejercicios	Teamwork project and individual assessments.
Prácticas / Resolución de ejercicios	Debates, exercises, news comments, etc.

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V.-Student workload	
Theoretical sessions	20
Resolution of exercises, problems, case studies, etc.	20
Practical sessions in experimental, technological and clinical laboratories, fieldwork, etc.	0
Tests and/or exams	8
Academic tutorials	8
Related activities: conferences, seminars, etc.	4
Preparation of theoretical sessions and self-study	30
Preparation of practical tasks, exercises, case studies, projects, etc.	30
Preparation for tests and/or exams	30
Total student workload	150

VI.-Methodology and academic programme

Type	Period	Content
Tests and/or exams	Week 1 to Week 12	Exams and other assessment tests of each module.
Academic tutorials	Week 1 to Week 12	Students' tutoring can be done online or on-site.
Practical sessions	Week 1 to Week 12	Case studies and other practical activities.
Group work	Week 1 to Week 12	Teamwork projects and other group exercises
Theoretical sessions	Week 1 to Week 12	Lectures.

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VII.-Assessment methods

The general assessment method is continuous as established in the *Regulation for the Assessment of Learning Outcomes* of Rey Juan Carlos University.
All the assessment systems established in the degree report must be employed, except for those that have a minimum weight of 0%, which can be used by professors in the academic years they consider relevant. Each assessment system may be applied through one or more assessment activities, consistent with the system. No assessment activity can exceed individually 60% of the overall grade for the subject.
The sum of non re-evaluable activities cannot exceed 40% of the overall grade for the subject and, in general, should not have an established minimum grade (except for practical activities in which, strictly speaking, the conditions of the ordinary call cannot be reproduced in the extraordinary call).
Those students who do not manage to pass the subject in the ordinary call, or do not attend this first call, may attend the extraordinary call only for failed re-evaluable assessment activities.
The distribution and characteristics of the assessment activities are described below.

VII.A.-Description and weight of the assessment activities

Exams and other assessment tests of each module.
The professors will adapt evaluations to the group.

VII.B. Assessment of students with academic exemption from class attendance

Having Academic Exemption from Class Attendance (DAAC) does not imply that students are automatically exempt from participating in the continuous assessment activities or in the training activities of compulsory attendance as established in the teaching guide. Once the exemption has been granted, students must contact the subject's teaching staff, who will propose the adaptations he/she may consider relevant, as long as they guarantee the acquisition and adequate assessment of the learning goals established. Students must maintain adequate communication with the teaching staff so that they may provide information on the dates for training and assessment activities, if these are not established in the programme and available for students at the time of achieving the exemption.
Subject with possibility of academic exemption: Yes.

VII.C. Review of assessment activities

In accordance with the Regulation for the Assessment of Learning Outcomes of Rey Juan Carlos University.

VII.D.-Students with a disability or special educational needs

In order to guarantee equal opportunities, non-discrimination, universal accessibility and academic success, students with disabilities or especial education needs may request curricular adaptations to follow their studies. These adaptations will be provided by the Unit of Attention to People with Disabilities of Rey Juan Carlos University, in accordance with the regulation which regulates the service for the Attention of People with Disabilities at the University. This Unit will issue a report for curricular adaptations, so that students with disabilities or special education needs must contact the service (at e-mail discapacidad.programa@urjc.es) in order to provide relevant information for different educational alternatives.

VII.E.-Academic behaviour, academic integrity and honesty

Rey Juan Carlos University is fully committed to the highest standards of academic integrity and honesty, so studying at the URJC means assuming and subscribing to the values of integrity and academic honesty set out in the University's Ethical Code. To support this process, the University has Rey Juan Carlos University's Academic Conduct Regulation as well as different tools (anti-plagiarism, supervision...) that offer a collective guarantee for the full development of these essential values.

VIII.-Teaching resources and materials

Basic bibliography

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Moutinho, L. (2012). Strategic management in tourism. 2nd Ed. Cab International, UK.
Navas López, J.E. y Guerras Martín, L.A. (2018). Fundamentals of Strategic Management. Thomson Reuters, Aranzadi, Madrid.

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IX.-Professors

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