Universidad Rey Juan Carlos

TEACHING GUIDE

ENTREPRENEURSHIP IN TOURISM: THE BUSINESS PLAN

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, 2S semester
Nº of credits	3
Language in wich the subject is taught	English

II.-Presentation

The course “Fundamentals of Revenue Management” focuses on the understanding and application of a comprehensive management philosophy aimed at maximizing business profitability and the value delivered to the customer. It goes beyond the use of isolated tools or strategies and instead promotes a holistic vision that integrates demand, capacity, and sales management; the design of pricing policies; customer segmentation; and the intelligent use of distribution channels.
In this approach, Revenue Management is viewed as a management philosophy in which decisions are based on the value each customer brings to the business, emphasizing qualitative over purely quantitative strategies, with the customer placed at the center. This involves selecting and retaining high-spending customers, optimizing long-term revenues, and aligning commercial strategy with the principles of price personalization, behavioral pricing, and efficient channel management.
Students will learn to design strategies grounded in techniques such as forecasting, benchmarking, capacity management, dynamic pricing, advanced segmentation, and sales management—integrating a hands-on, data-driven decision-making approach. In line with the objectives of the European Higher Education Area (EHEA), the course also encourages autonomous learning, critical thinking, and the development of competencies necessary for a competitive and constantly evolving professional environment.

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.
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.
CE19 Knowledge of the different costing systems and implementation in management control and decision making strategies.
CE20 Simulate the effects on profitability of making price and product decisions in tourism companies.
CE21 Knowledge of the interrelationships between the formulation of budgets and the business plan.
CE22 Interpretation of the indicators included in the balanced scorecard of a tourism company.
CE23 Elaborate provisional financial statements for tourism organisations.
CE24 Put theory to practice in order to apply general budget and control concepts to the specific scenarios of tourism organisations.
CE25 In-depth knowledge of the USALI system as a tool to improve the management of hotels.

- 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

Module 1: Revenue as a Management Philosophy in International Accommodation Enterprises
Module 2: Segmentation
Module 3: Forecasting
Module 4: Competitor Analysis (Benchmarking)
Module 5: Pricing Management
Module 6: Capacity Management (Inventory Management)
Module 7: Sales Management

IV.B.-Training activities

Type	Title
Lectures	Chapters 1-7 and other articles
Theoretical sessions	Theoretical contents
Resolution of exercises, problems, case studies	Case studies and Revenue Management Exercises
Realización de Pruebas	Final exam

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V.-Student workload	
Theoretical sessions	14
Resolution of exercises, problems, case studies, etc.	8
Practical sessions in experimental, technological and clinical laboratories, fieldwork, etc.	0
Tests and/or exams	2
Academic tutorials	3
Related activities: conferences, seminars, etc.	3
Preparation of theoretical sessions and self-study	10
Preparation of practical tasks, exercises, case studies, projects, etc.	20
Preparation for tests and/or exams	15
Total student workload	75

VI.-Methodology and academic programme		
Type	**Period**	**Content**
Theoretical sessions	Week 1 to Week 8	(AP) In-class teaching
Practical sessions	Week 1 to Week 8	(AP) In-class teaching

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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

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Evaluation system	Evaluation activity	Weight	Re-assesable in extraordinary call	Minimum score	Contents	Dates
SE1	Exam	50%	Yes	5	Contents	Official date
SE2	Assignments, oral and written tests, individual and group in class	30%	No	0	Contents	Term
SE2	Individual Final Research Project	20%	Yes	5	Contents	Term

Calculation of the final or overall grade

The average grade of the assessable practical activities must be equal to or greater than 5 points out of 10 to pass the practical part of the subject.

Important: In the event that a part of the subject is passed, that is, (1) Face-to-face theoretical test or (2) Practical tests, but the other part is failed, and therefore the subject will be failed, the weighted average of the grades between both parts will not be calculated, but the grade of the evaluated part that has not passed 5 will appear in the record.

Extraordinary call

- In the event that only (1) the face-to-face theoretical test or only (2) the practical tests in the ordinary call are passed, the student may re-evaluate in the extraordinary call only the part (theory or practice) not passed. In the event that there are different internships, those not passed will be re-evaluated in an extraordinary call.
- In the event that neither (1) the face-to-face theoretical test nor (2) the practical tests are passed in the ordinary call, the student will have to reevaluate both parts (theory and practice) in the extraordinary call.
- In the event that only (1) the face-to-face theoretical test or only (2) the practical tests are passed in the extraordinary call, the approved parts will not be saved for the following year.

Early call

Those students who request the early call and it is granted because they meet the requirements established in the Regulations for the Evaluation of Learning Outcomes of the URJC, the evaluation method to be applied will be the same used in ordinary call.

Other observations or clarifications

Each teacher will establish the type of questions to be included in the exam, based on their criteria and the characteristics of the group.

The delivery of the assessable practical activities must be carried out, mandatorily:

(a) Through the Virtual Classroom tools designed for this purpose and which will be specified in each case by the teacher

(b) Within the deadlines set by the teacher.

Those works and/or practices that are not delivered on the day of completion or on the date set by the professor, may not be delivered later, except in the cases contemplated in the REGULATIONS FOR THE EVALUATION OF LEARNING OUTCOMES OF THE REY JUAN CARLOS UNIVERSITY.

Students who do not pass the internship during the course may be re-evaluated in June (extraordinary call), by carrying out the activities established by each teacher within the period indicated. In this case, if they have passed the theoretical-practical knowledge test in the ordinary call, the mark of that test will be maintained until the re-evaluation of the aforementioned practices is carried out in June. In any case, it should be taken into account that the June re-evaluation (extraordinary call) can only be carried out on those tests (practical and/or written knowledge) that have been failed in the first call, so in no case can such re-evaluation be requested with the aim of raising test marks that in the first call have been higher than 5.

For ERASMUS students (in/out) and ASSIMILATED. It is very important that they have the required level of the language in which the subject is taught in order to follow the classes. There are no exceptions of any kind in the mechanics of the subject, this includes dates, evaluation, etc. The exams are always in Madrid and on the official dates set by the University. There are no exceptions. Those who do not pass the subject in the ordinary call (May), will have to take the exam without exception (also ERASMUS students) in the extraordinary call (June/July).

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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.

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VIII.-Teaching resources and materials

Basic bibliography

.Hayes, D. K., Hayes, J. D., & Hayes, P. A. (2021). *Revenue management for the hospitality industry*. John Wiley & Sons.
Gallego, G., & Topaloglu, H. (2019). *Revenue management and pricing analytics* (Vol. 209). New York: Springer.
Tranter, K. A. (2009). *An introduction to revenue management for the hospitality industry: Principles and practices for the real world*. Pearson Education India.

Consultation bibliography

González-Serrano, L., & Talón-Ballestero, P. (2022). Revenue management and E-tourism: The past, present, and future. In *Handbook of e-Tourism* (pp. 1261-1288). Cham: Springer International Publishing.
Talón Ballestero, P. , Gonzalez Serrano, L. , & Segovia Pérez, M. (2015). *Yield revenue management en el sector hotelero: estrategias e implementación*. Delta

IX.-Professors

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