Course title: Strategic management in tourism and hospitality

Code:

**Instructor:** DR. Dalia Zelikovich

**Credit hours:** 2

**Year:** 1, **Semester:** A

**Academic year**: 2021-22

**Course objectives:**

Understanding the fundamental concepts in strategic management in tourism including industry analysis, strategy identification and evaluation, the relationship of strategy and organization, competitor analysis, firm and industry evolution, strategic and organizational responses to external changes, international strategy, and managing the multi-business corporation. Developing an awareness of the dynamic impact of strategic actions by the firm and its rivals on corporate strategy and the tourism industry. Integrating knowledge gained in previous and concurrent core with a focus on understanding what part of that knowledge is most useful to general managers. Developing and reinforcing a general management perspective and fostering an executive mindset.

**Intended learning outcomes:**

By the end of the course students will have the following abilities:

1. demonstrate an in-depth understanding of the strategic management
2. demonstrate an understanding of philosophies, principles, concepts, processes, tools and techniques of various strategic management theories
3. develop analytical and thinking for creative problem-solving in tourism and hospitality strategic management and analyses and critically review various strategic management frameworks
4. finding a problem and conduct the solutions in relationship with strategic management by combining theories and practices
5. demonstrate the skills to appropriately locate, evaluate and use relevant information related to particular cases in tourism and hospitality strategic management.

**Schedule of lessons:**

(Description of 13 lessons).

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| --- | --- | --- | --- |
| **Lesson #** | **Topic** | **Details** | **Relevant reading assignments** |
| **1-2** | **Introduction** | Basic principles  Strategic Decision Making Models  Business vision, mission and objectives Approaches to strategic management | B1 Chap. 1  B2 Chap. 1,2  B3 Chap. 2  B1 Chap. 2,5 |
| **3-4** | **Business Level Strategy** | Strategic models: Five Ps SPACE Matrix Tourism Area Life Cycle (TALC)  Blue ocean strategies | B4  B5  B6 |
| **5** | **Competitive Advantage** | Building Competitive Advantage in Tourism  External and Internal Analysis (IE Matrix) | B1 Chap. 3, 4  B2 Chap. 8, 9  B3 Chap. 3,4 |
| **6** | **Innovation** | Innovation in tourism strategic management:  Augmented reality as a competitive tool | B9 |
| **7** | **Corporate Level Strategy** | Diversification, Joint Ventures, M&A  Portfolio Management  Strategic Alliances – The 3 Major Airline Alliances: Star Alliance, OneWorld and SkyTeam  Over Booking strategy | B8  B12 |
| **8** | **The New Business Strategic Models** | Experience Economy  Sharing Economy: Global tourism strategy | B11  B10 |
| **9** | **Globalization, Alliance and International Business** | Strategic evaluation and control.  Managing Across Border:  Global Integration & Differentiation Dilemma | B7 |
| **10-12** | **Case studies** | HOTELS.COM  AIRBNB  Low cost airline - SOUTHWEST |  |
| **13** |  | **Summary and presentations the assignments** |  |

**Grading scale:**

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| --- | --- |
| **Assignment** | **Percentage of final grade** |
| Personal written summary of the case study | 70% |
| Case presentation (Last lesson) | 30% |
| **Total** | **100%** |

**Bibliography:**

**Main bibliography:**

**Text books (B)**

1. David, Fred R. 2017. Strategic Management: Concepts and cases, 16th ed. Pearson
2. Okumus, Fevsi, Altinay, Levent and Chathoth, Prakash K. 2010. Strategic Management for hospitality and tourism, Elsevier.
3. Thompson, A. A. Jr and Strickland, A. J. 2003. Strategic Management: Concepts and Cases, 13th ed. McGraw Hill
4. [Mintzberg, H](https://www.toolshero.com/toolsheroes/henry-mintzberg/). (1987). The strategy concept I: Five Ps for strategy. [California management review](http://cmr.berkeley.edu/), 30(1), 11-24.

1. [LaetitiaRadder](https://www.sciencedirect.com/science/article/abs/pii/S0024630198800484" \l "!), [LynetteLouw](https://www.sciencedirect.com/science/article/abs/pii/S0024630198800484#!), 1988. The SPACE matrix: A tool for calibrating competition, Long Range Planning, Vol. 31, No. 4, pp. 549 to 559, 1998 Elsevier Science Ltd. <https://www.researchgate.net/publication/317070452_SPACE_Matrix_A_tool_for_calibrating_competition>
2. Butler R (2008), The Tourism Area Life Cycle-Conceptual% Theoretical Issues, Channel View Publication
3. Lyles, M. and J. Salk (1996). Knowledge acquisition from foreign partners in international joint ventures. JIBS, 27: 877-903. [A classic and JIBS 2006 Decade Award winner]
4. Weber, Y. and Tarba, S. 2012. "Cross Cultural Analysis and Mergers and Acquisitions Stages", OD Practitioners, Vol. 44, No.3, 37-43.
5. [M. Claudia tom Dieck](https://www.tandfonline.com/author/Tom+Dieck%2C+M+Claudia),[Timothy Jung](https://www.tandfonline.com/author/Jung%2C+Timothy) (2015) A theoretical model of mobile augmented reality acceptance in urban heritage tourism, Published online: <https://www.researchgate.net/publication/267762847_A_Theoretical_Model_of_Augmented_Reality_Acceptance>
6. Kwartalnik Naukowy Uczelni Vistula (2017) Sharing Economy in the Tourism Market: Opportunities and Threats, The Central European Journal Of Social Sciences And Humanities (CEJSH)
7. [Joseph Pine II](https://hbr.org/search?term=b.%20joseph%20pine%20ii), [James H. Gilmore](https://hbr.org/search?term=james%20h.%20gilmore) (1998) Welcome to the Experience Economy,  [Harvard business review](https://www.researchgate.net/journal/0017-8012_Harvard_business_review) 76(6):176-+ · November 1998: <https://hbr.org/1998/07/welcome-to-the-experience-economy>
8. C, [Joseph M. Lambert](https://journals.sagepub.com/doi/abs/10.1177/001088048903000206?journalCode=cqxa), [Thomas P. Cullen](https://journals.sagepub.com/doi/abs/10.1177/001088048903000206?journalCode=cqxa) (1989), The Overbooking Question: A Simulation, Cornell Hotel and Restaurant Administration Quarterly, Volume: 30 issue: 2, page(s): 14-20 Issue published: August 1, 1989
9. Hambrick, D.C. and Fredrickson, J.W., 2005. "Are you sure you have a strategy?" Academy of Management Executive, 51-62 (skim).