

## COURSE OUTLINE

### (1) General information

<b>FACULTY/SCHOOL</b>	ECONOMICS, BUSINESS AND INTERNATIONAL STUDIES		
<b>DEPARTMENT</b>	TOURISM STUDIES		
<b>LEVEL OF STUDY</b>	UNDERGRADUATE		
<b>COURSE UNIT CODE</b>	<b>TSK801</b>	<b>SEMESTER</b>	<b>3<sup>rd</sup></b>
<b>COURSE TITLE</b>	STRATEGIC MANAGEMENT FOR TOURISM		
<b>INDEPENDENT TEACHING ACTIVITIES</b> <i>in case credits are awarded for separate components/parts of the course, e.g. in lectures, laboratory exercises, etc. If credits are awarded for the entire course, give the weekly teaching hours and the total credits</i>		<b>WEEKLY TEACHING HOURS</b>	<b>CREDITS</b>
Lectures, Individual or group assignments/exercises		3	6
<i>Add rows if necessary. The organization of teaching and the teaching methods used are described in detail under section 4</i>			
<b>COURSE TYPE</b> <i>Background knowledge, Scientific expertise, General Knowledge, Skills Development</i>	SCIENTIFIC EXPERTISE		
<b>PREREQUISITE COURSES:</b>	NO		
<b>LANGUAGE OF INSTRUCTION:</b>	GREEK		
<b>LANGUAGE OF EXAMINATION/ASSESSMENT:</b>	GREEK		
<b>THE COURSE IS OFFERED TO ERASMUS STUDENTS</b>	YES		
<b>COURSE WEBSITE (URL)</b>	<a href="https://eclass.unipi.gr/courses/TOY160/">https://eclass.unipi.gr/courses/TOY160/</a>		

### (2) LEARNING OUTCOMES

#### **Learning Outcomes**

*The course learning outcomes, specific knowledge, skills and competences of an appropriate (certain) level, which students will acquire upon successful completion of the course, are described in detail.*

*It is necessary to consult:*

#### **APPENDIX A**

- *Description of the level of learning outcomes for each level of study, in accordance with the European Higher Education Qualifications' Framework.*
- *Descriptive indicators for Levels 6, 7 & 8 of the European Qualifications Framework for Lifelong Learning and*

#### **APPENDIX B**

- *Guidelines for writing Learning Outcomes*

The aim of the course is to formulate and implement the strategy in tourism businesses to achieve the set organizational goals. It studies with the help of some tools and methodologies of strategic management, both the presented opportunities and threats of the external business environment as well as the possibilities and weaknesses of the internal environment to formulate the most appropriate strategy, so that the tourism business acquires lasting and sustainable competitive advantages.

Upon completion of the course, students will be able to:

- recognize the dynamic nature of the tourism business environment (domestic and foreign).
- identify the theories and research activities of Business Policy & Strategy in Tourism Businesses.
- examine the external environment of tourism businesses, as well as current and future impacts on tourism activities.
- recognize the role of corporate governance and business ethics / social responsibility in the tourism business strategy.
- set goals for quantitative and qualitative analysis and evaluation of the performance of strategic decisions in tourism.
- understand the areas of comparative advantage created by tourism businesses.
- examine the uncertain environment in which tourism businesses compete.
- recognize key issues and problems in complex cases, and suggest appropriate strategies.

### General Competences

Taking into consideration the general competences that students/graduates must acquire (as those are described in the Diploma Supplement and are mentioned below), at which of the following does the course attendance aim?

Search for, analysis and synthesis of data and information by the use of appropriate technologies,  
Adapting to new situations  
Decision-making  
Individual/Independent work  
Group/Team work  
Working in an international environment  
Working in an interdisciplinary environment  
Introduction of innovative research

Project planning and management  
Respect for diversity and multiculturalism  
Environmental awareness  
Social, professional and ethical responsibility and sensitivity to gender issues  
Critical thinking  
Development of free, creative and inductive thinking  
.....  
(Other.....citizenship, spiritual freedom, social awareness, altruism etc.)  
.....

- Search, analysis and synthesis of data and information, using the necessary technologies
- Decision making
- Individual/Independent work
- Group/Team work
- Respect for diversity and multiculturalism
- Critical thinking
- Social, professional and ethical responsibility and sensitivity to gender issues
- Working in an international environment
- Working in an interdisciplinary environment

### (3) COURSE CONTENT

- Tourism and Tourism Enterprises in the New Environment - A Strategic Approach
- Strategic Management in Tourism
- Understanding of tourism product
- The Role of Strategic Management in Tourism Development Planning
- Competitive Advantage and Tourism Businesses
- External Macro-Environmental Assessment
- Analysis of the Competitive Microenvironment
- Capabilities and Theory of Resources in Tourism Enterprises
- Implementation of Tourism Business Strategy
- Monitoring and Evaluation of Tourism Business Strategy
- Evaluation of Tourism Business Strategy
- Strategy of tourism companies in the international environment
- New trends in the strategic management of tourism companies

### (4) TEACHING METHODS--ASSESSMENT

<b>MODES OF DELIVERY</b> <i>Face-to-face, in-class lecturing, distance teaching and distance learning etc.</i>	Face-to-face	
<b>USE OF INFORMATION AND COMMUNICATION TECHNOLOGY</b> <i>Use of ICT in teaching, Laboratory Education, Communication with students</i>	About the content of the course Videos (Youtube videos) -Internet for searching information in the context of exercise / work (inside and outside the classroom) - Analysis of online case studies Use of ICT in Communication with students: -Online Platform of the course (messages, announcements)	
<b>COURSE DESIGN</b> <i>Description of teaching techniques, practices and methods: Lectures, seminars, laboratory practice, fieldwork, study and analysis of bibliography, tutorials, Internship, Art Workshop, Interactive teaching, Educational visits, projects, Essay writing, Artistic creativity, etc.</i>	<b>Activity/Method</b>	<b>Semester workload</b>
	Lectures-Interactive Teaching (Discussion, Real examples from the Tourism Sector)-	39
	Case Studies	15
	Individual or group assignment or exercises	19
	Independent Study	75
	Exams	2
	<b>Total</b>	<b>150</b>

<p><i>The study hours for each learning activity as well as the hours of self-directed study are given following the principles of the ECTS.</i></p>	
<p><b>STUDENT PERFORMANCE EVALUATION/ASSESSMENT METHODS</b>  <i>Detailed description of the evaluation procedures:</i></p> <p><i>Language of evaluation, assessment methods, formative or summative (conclusive), multiple choice tests, short-answer questions, open-ended questions, problem solving, written work, essay/report, oral exam, presentation, laboratory work, other.....etc.</i></p> <p><i>Specifically defined evaluation criteria are stated, as well as if and where they are accessible by the students.</i></p>	<p>Language of evaluation: Greek:</p> <p>Students are assessed by a written final exam. The exam material is announced in the e-class, in the classroom and in the expanded course outline, at the beginning of the year.</p> <p>The written examination includes the following assessment methods:  - Multiple Choice Test  -Short or normal Answer Questions</p> <p>In case of a temporary or permanent disability, where the standard arrangements would place a student at an unfair disadvantage, oral-assessment evaluation is possible, if relevant proof documents are submitted in advance of the examination.</p> <p>The written exam constitutes 80% of the final grade. 20% of the final grade corresponds to individual or group exercises / tasks.</p> <p>Students are informed about the assessment process through the online learning support platform (e-class), as well as in the classroom by the teacher.</p>

**(5) SUGGESTED BIBLIOGRAPHY:**

**-Suggested bibliography:**

Nikolaos Georgopoulos, "Strategic Management", published by G. Benou, 2006 (In Greek)  
Vassilios Papadakis, "Business Strategy" Volume A: Theory, published by E. Benou, 2006 (In Greek)  
Andriotis, K. (2004), Tourism Business Management, Athens. (In Greek)

**- Research Papers**

Buhalis, D., and Sinarta, Y., 2019, Real-time co-creation and oneness service: lessons from tourism and hospitality, Journal of Travel and Tourism Marketing, 36(5), pp.563-582  
<https://doi.org/10.1080/10548408.2019.1592059>

Buhalis, D., Harwood, T., Bogicevic, V., Viglia, G., Beldona, S., Hofacker, C., 2019, Technological disruptions in Services: lessons from Tourism and Hospitality, Journal of Service Management, Vol. 30(4), pp. 484-506  
<https://doi.org/10.1108/JOSM-12-2018-0398>

Buhalis, D., 2001, Tourism in Greece: Strategic Analysis and Challenges, Current Issues in Tourism, Vol.4(5), pp.440-480, <https://doi.org/10.1080/13683500108667898>

Buhalis, D., 2000, Marketing the competitive destination of the future, Tourism Management, Vol.21(1), pp.97-116. [https://doi.org/10.1016/S0261-5177\(99\)00095-3](https://doi.org/10.1016/S0261-5177(99)00095-3)

Varelas, S. & Apostolopoulos, N. (2020). The implementation of strategic management in Greek hospitality businesses and organizations during the economic crisis. Strategic Planning and Management of Tourist Destinations, MDPI Sustainability (ISSN 2071-1050).

Varelas, S. & Anucin- Vrionis, I. (2020). Disruptive Technologies and Hospitality Entrepreneurs perception's - Strategic approach of a Greek Destination. SPOUDAI - Journal of Economics and Business , SPOUDAI Journal of Economics and Business, 70 (1-2), pp. 106-116.

Varelas, S., Kopanaki, E. & Georgopoulos, N. (2020). A Strategic Tourism Knowledge Base for Socio-Economic and Environmental Data analytics – The role of Big Data Analysis. The Małopolska School of Economics in Tarnów Research Papers Collection, ISSN 1506-2635, e-ISSN 2658- 1817c2020, 45(1), pp. 69–76, DOI: 10.25944/znmwse.2020.01.6976

Varelas S., Georgitseas P. (2019), Strategic Innovations in Tourism Enterprises through Blockchain Technology, Strategic Innovative Marketing, Springer.

Varelas, S. & Georgopoulos, N. (2017), Competition as a Critical Factor of the Strategic Planning of Hotel Businesses, Journal of Hotel & Business Management, Volume 6: Issue 167.

Varelas, S. & Georgopoulos, N. (2017), Strategy Research and Education in the Critical Sector of Tourism - Comparative Assessment at International and Greek Level, Journal of Hotel & Business Management, Volume 06: Issue 01.

Varelas, S. & Georgopoulos, N. (2017), Porter's Competitive Forces in the Modern Globalized Hospitality Sector - The case of a Greek Tourism Destination, Journal of Tourism Research, Review of Tourism Science, Volume 18, pp. 121-131.

Sigala, M. (2020). Tourism and COVID-19: Impacts and implications for advancing and resetting industry and research. Journal of Business Research, 312–321. <https://doi.org/10.1016/j.jbusres.2020.06.015>

**- Relevant academic journals:**

Tourism Review

Annals of Tourism Research,

The Cornell Hotel and Restaurant Administration Quarterly,

Hospitality and Tourism Educator,

Hospitality Research Journal,

Hotel and Motel Management,

The Hotel Valuation Journal,

International Journal of Hospitality Management,

Journal of Hospitality and Leisure

Journal of Tourism and Hospitality

Tourism Annals

Annals of Tourism Research

Journal of Hotel and Business Management

Journal of Tourism Research and Hospitality

Journal of Sustainable Tourism

Tourism Management

TOURISMOS: An International Multidisciplinary Refereed Journal of Tourism