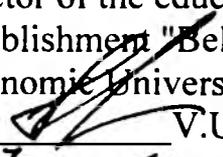


Educational establishment
"Belarus State Economic University"

APPROVED BY

Rector of the educational
establishment "Belarus State
Economic University"


V.U. Shutsilin

«27 12 2019 488-19
Registration number № УД___/уч

CORPORATE STRATEGIES IN TOURISM

Curriculum for the specialty of higher education of the second degree (master's programme) 1-25 80 01 «ECONOMICS»

COMPILER:

Shavruk Yu.A., Associate Professor of the Department of Economics and Management of Tourism Industry, Belarus State Economic University, PhD in Economics, Associate Professor

REVIEWERS:

Bertosh E.V., Head of the Department of International Business, Belarus National Technical University, PhD in Economics, Associate Professor

Urish I.V., Associate Professor of the Department of Commercial Activities and Real Estate Market, Belarus State Economic University, PhD in Economics, Associate Professor

RECOMMENDED FOR APPROVAL:

The Department of Economics and Management of Tourism Industry of the educational establishment «The Belarus State Economic University»

(protocol № 4 "14" 11.19);

The Scientific and Methodological Council of the educational establishment "Belarus State Economic University"

(protocol № 3 20.12.19).

EXPLANATORY NOTE

This syllabus is designed for graduate students who master the content of the educational program of the second stage of higher education that provides Master's Degree in the specialty 1-25 80 01 "Economics". The students should achieve a level of proficiency in a foreign language allowing them to conduct professional activities in the foreign language environment. The discipline "Corporate strategies in tourism" is a systematic presentation of the theoretical, methodological, organizational, practical foundations of strategic planning and management, aimed at developing the ability to analyze and solve problems associated with corporate strategies, with a special emphasis on tourism. The main goal is to study the basic theoretical approaches to corporate strategy and the fundamental methods and methods of strategic and predictive analysis applied to tourism. It is aimed at the formation of analytical creative thinking, skills and abilities of using modern business strategies in tourism. The discipline "Corporate strategies in tourism" is aimed at the formation of the necessary professional competencies, theoretical knowledge, practical skills:

AC-3 to be able to form, process and analyze databases to solve practical business problems in the face of uncertainty;

AC-7 being able to analyze and create innovative economic mechanisms and incentives to achieve desired goals in the context of rational behavior in a competitive environment.

The main purpose of studying the discipline is the acquisition by graduates of the necessary qualifications to analyze and solve problems associated with corporate strategies in tourism.

The tasks of the discipline include:

- to form a system of theoretical knowledge about the content and use of strategies in tourism, methods of strategic analysis, their characteristics, conditions of use;
- to form knowledge about the choice of strategy, tools and methods for the effective implementation of the strategy;
- develop skills and abilities to evaluate the chosen strategy;
- develop skills and abilities to determine the conditions for the effectiveness of corporate strategy.

The study of the discipline "Corporate strategies in the field of tourism" is aimed at the formation of **the following competencies:**

SC 10: be able to justify economic integration strategies, evaluate the results of the implementation of integration projects and integration policies, conclude and apply integration agreements

AC 3 To take the initiative, including in risk situations, to solve problem situations on the basis of an innovative approach

AC 7 to speak a foreign language for communication in an interdisciplinary and scientific environment, in various forms of international cooperation, research and innovation.

As a result of studying the discipline, the student must **know:**

- the essence of categories, terminology and structure for solving socially significant problems, functions and research methods;
- The theoretical foundations of modern corporate strategies in the field of tourism;
- Theoretical foundations of corporate integration, conceptual framework, legal and regulatory documents governing this type of activity

As a result of studying the discipline, the student must **be able to:**

- to form and improve their views and beliefs; apply the main systems of corporate integration in professional activities;
- think systematically, apply methods of socio-economic research, techniques and methods of analysis of humanitarian problems and phenomena;
- apply skills, strategies and tactics of corporate integration;
- apply theoretical knowledge and work skills in solving practical problems in professional activities, using the capabilities of computer technology and software.

The discipline "Corporate strategies in tourism" in the current syllabus is part of the optional module "Innovative forms of interaction in tourism". In total, the program takes 108 hours (3 credits), of which 48 are classroom hours, including 24 hours of lectures and 24 hours of practical training. The recommended form of control is an exam.

There are no special requirements for the study of the academic discipline. The academic interdisciplinary connections. The academic discipline " Corporate strategies in tourism " utilizes the concepts and principles that are incorporated in academic disciplines "Economics of the tourism industry", "Quantitative methods of analysis in business". Classroom work with students involves lecturing, conducting practical and laboratory (in the computer lab) classes. To manage the educational process and the organization of control and evaluation activities, it is recommended to use rating, credit-module systems for assessing the educational and research activities of students, variable models of controlled independent work. The control of knowledge is carried out as a result of a survey, verification of decisions of economic situations, conducting tests.

CONTENTS OF TEACHING MATERIAL

Theme 1. Fundamentals of corporate strategy

Object, subject and objectives of the discipline. Its place in the system of professional training of future specialists. The practical orientation of the discipline. Knowledge and skills acquired in the process of studying the discipline. The connection with other academic disciplines. The objectives of the corporate strategy. Characteristics determining corporate strategy: scale of activity, level of interaction, implementation methods. Causes of corporate strategy failures. Conditions for the effectiveness of corporate strategy. Types of corporate strategy.

Theme 2. Concept of strategy

The main types and forms of strategies. Strategic planning and strategic management. Strategy planning. Organization of the implementation of strategic plans. Coordination of actions for the implementation of strategic objectives. Motivation to implement the strategy. Strategic control. Stages of development of the organization. Objects and subjects of strategic planning, their characteristics. The content and use of tourism strategies. Competitive approaches to strategy. Mission and purpose. Types of missions. Strategy management. Social responsibility. Parties concerned. Culture and strategy. Organizational culture and cultural environment.

Theme 3. Sector analysis

The choice of objects of analysis. Strategic analysis methods, their characteristics, conditions of use. Features of the analysis of the state and dynamics of changes in external factors of the business environment. Macro-environment factors and factors of the immediate environment of the organization. Strategic analysis of the macro-environment: essence, features, goals. The main methods of strategic analysis of the macro-environment. PEST analysis. The structure and features of PEST analysis. The political environment. The economic environment. Socio-cultural environment. Technological environment.

Theme 4. Resources and competencies

Industries, markets and strategic groups. Performance monitoring and control. Human resources. Financial resources. Value chain. Balanced scorecard. Comparative analysis. Product evaluation. SWOT analysis.

Theme 5. Nature and sources of competitive advantage

Industries, markets and strategic groups. Strategic analysis of the industry and the immediate environment of the organization. Methods of strategic analysis of the structure of the industry, market, competitors. A model of Porter's five forces of competition. Competitor analysis. Benchmarking and its importance in developing a strategy. Types of benchmarking.

Theme 6. Various business strategies and sectors

Strategies for concentrated growth. Integrated growth strategies. Diversified growth strategies. Strategies for targeted reduction. Reasons for implementing

targeted reduction strategies. Matrix of selection of strategy. Strategies for internal growth and strategies for external growth. Advantages and disadvantages of internal and external growth strategies. Concentration and diversification as strategic alternatives. Benefits and threats of concentration on one type of activity. The main goals of diversification. Development of a diversified company strategy: tasks, features, stages. Types and extent of diversification. Criteria for effective diversification. The criterion for the attractiveness of the industry. The criterion of the cost of entry into the industry. Criterion for additional benefits. Related and unrelated diversification.

Theme 7. Technology and innovation management

Methods: innovation, competition and protection, knowledge and creativity. Information processing methods, management decision-making methods, methods for generating innovative ideas, developing a sequence for the process of creating a new product, techniques for influencing consumers of a new product. Drivers for driving innovation.

Theme 8. Group strategies

Strategies for concentrated growth. Integrated growth strategies. Diversified growth strategies. Strategies for targeted reduction. Reasons for implementing targeted reduction strategies. Matrix of selection of strategy. Strategies for internal growth and strategies for external growth. Advantages and disadvantages of internal and external growth strategies. Concentration and diversification as strategic alternatives. Benefits and threats of concentration on one type of activity. The main goals of diversification. Related and unrelated diversification. Rotary strategy. Anti-crisis strategies. Gender and strategy.

Theme 9: Strategy Implementation

The choice of strategy. The implementation of the strategy. Implementation management: tools and methods for effective implementation, factors determining success. Evaluation of the selected strategy.

Theme 10. Corporate integration in tourism

Mergers and acquisitions. Horizontal integration. Vertical integration. Diversification. The disadvantages of mergers and acquisitions.

Theme 11. Forms of integration interaction of business entities in the field of tourism.

Franchising and licensing. Joint ventures and alliances. Holdings.

Topic 12. The main methods of analyzing the effectiveness of corporate integration in the tourism sector.

Compliance: competitive, political, economic, socio-cultural, technological environment. Analysis tools: audit of resources, portfolio analysis, life cycle analysis, value chain analysis. Analysis of profitability, social profitability. Risk assessment. Stakeholder satisfaction analysis. Analysis of the feasibility of integration.

The design process of corporate integrated structures, the main stages. Qualitative and quantitative criteria for choosing the optimal structure and composition of corporations. Modeling of flows of products, resources and cash over time periods of the investment project implementation; integrated accounting of external and internal factors for the implementation of the investment project; determining the effect by comparing expected investment results and costs; accounting for the time value of cash investments and the required rate of return on invested capital. Indicators of social, economic and environmental efficiency, budgetary, financial, sectoral and regional effectiveness. Modules for analyzing the effectiveness of an investment project. The main stages of the assessment are the integration efficiency by the project-income approach.

THE EDUCATIONAL-METHODICAL MAP OF THE DISCIPLINE FOR FULL-TIME STUDENTS

Number of section, theme	Title of section, theme	Number of classroom hours						Other	Forms of knowledge control
		Lectures	Practical classes	Seminar classes	Laboratory classes	Self-managed work			
						Lectures	PC(SC)		
1	2	3	4	5	6	7	8	9	10
1.	Fundamentals of corporate strategy	2					2		Test, oral questioning, analysis of the case
2.	Concept of strategy	2		2					Test, oral questioning, analysis of the case
3.	Sector analysis	2		2					Test, oral questioning, analysis of the case
4.	Resources and competencies	2					2		Test, oral questioning, analysis of the case
5.	Nature and sources of competitive advantage	2		2					Test, oral questioning, analysis of the case
6.	Various business strategies and sectors	2		2					Test, oral questioning, analysis of the case
7.	Technology and innovation management	2		2					Test, oral questioning, analysis of the case

THE EDUCATIONAL-METHODICAL MAP OF THE DISCIPLINE FOR CORRESPONDENT STUDENTS

Number of section, theme	Title of section, theme	Number of classroom hours						Other	Forms of knowledge control
		Lectures	Practical classes	Seminar classes	Laboratory classes	Self-managed work			
						Lectures	PC(S/C)		
1	2	3	4	5	6	7	8	9	10
1	Fundamentals of corporate strategy		1						Oral questioning
2	Concept of strategy	1							Test, analysis of the case
3	Sector analysis		1						Test, analysis of the case
4	Resources and competencies		1						Test, analysis of the case
5	Nature and sources of competitive advantage	1	1						Test, analysis of the case
7	Technology and innovation management	1							Test, analysis of the case

8.	Group strategies	2					2		Test, oral questioning, analysis of the case
9.	Strategy implementation	2		2					Test, oral questioning, analysis of the case
10.	Corporate integration in tourism	2		2					Test, oral questioning, analysis of the case
11.	Forms of integration interaction of business entities in the field of tourism	2		2					Test, oral questioning, analysis of the case
12.	The main methods of analyzing the effectiveness of corporate integration in the tourism sector	2		2					Test, oral questioning, analysis of the case
	TOTAL:	24		18			6		The exam

INFORMATION AND METHODOLOGICAL SECTION METHODOLOGICAL RECOMMENDATIONS ON ORGANISATION OF THE MASTERS' INDIVIDUAL WORK ON THE DISCIPLINE

An important step in mastering the knowledge of a discipline is the independent work of students. It is recommended that a time budget for independent work on average 2-2.5 hours for a 2-hour classroom lesson.

The main areas of independent work of the student are:

- initial detailed familiarization with the curriculum;
- familiarization with the list of recommended literature on the discipline as a whole and its sections, its presence in the library and other available sources, the study of the necessary literature on the topic, the selection of additional literature;
- study and expansion of the lecture material of the teacher through special literature, consultations;
- preparation for practical and laboratory studies according to specially developed plans with the study of basic and additional literature;
- preparation for the implementation of diagnostic forms of control (tests, project, etc.);
- preparation for the exam.

LITERATURA

Normative legal acts and instructional materials

1. Закон Республики Беларусь «О туризме» в ред. от 18 июля 2016 года № 326-З // Консультант Плюс: Беларусь [Электронный ресурс] / Нац. центр правовой информ. Респ. Беларусь.- Минск 2016.
2. Государственная программа развития туризма в Республике Беларусь «Беларусь гостеприимная» на 2016–2020 годы [Электронный ресурс]. – Режим доступа: <http://mst.by/ru/programma-razvitiya-turizma-ru/>. – Дата доступа: 29.11.2018.

ЛИТЕРАТУРА

Basic literature:

1. Велесько, Е.И. Стратегический менеджмент: пособ. для студентов вузов по специальностям направления «Экономика» / Е.И. Велесько. – Минск: БГЭУ, 2007. – 306 с. 2.
2. Клейнер, Г. Стратегия предприятия / Г. Клейнер. – М.: Дело АНХ, 2008. – 568 с.
3. Неудачин, В. Реализация стратегии компании. Финансовый анализ и моделирование / В. Неудачин. – М.: Дело АНХ, 2015. – 168 с.
4. Фатхудинов, Р.А. Стратегический менеджмент: учеб. для студентов вузов, обуч. по спец. и напр. «Менеджмент» / Академия

народного хозяйства при Правительстве РФ / Р.А. Фатхудинов. – М.: Дело, 2008. – 445 с.

Additional literature:

5. Антонов, В.Г. Корпоративное управление: учеб. пособие / В.Г. Антонов, В.В. Крылов [и др.]. - М.: ИД «ФОРУМ»: ИНФРА-М, 2010. - 288с.
6. Баккер, Г. Как успешно объединить две компании/ Пер. с англ. / Г. Беккер, Д. Хелминк. - Минск: Гревцов Паблишер, 2008. - 288с.
7. Ендовицкий, Д.А" Экономический анализ слияний-поглощений компаний/ А. Ендовицкий, А. Соболева. - Воронеж, 2009.- 376с.
8. Кузнецов А.В. Конкурентные стратегии международного бизнеса. Мн. Изд-во «Высшая школа», 2012.
9. Tribe J. Corporate Strategy for Tourism.Intl Thomson Business Pr. 2014-258 P.
10. Sigliano K. Digital transformation strategies in tourism. Sales and marketing strategy. Pr.2017 - 65 P.
11. Кузнецов А.В. Конкурентные стратегии международного бизнеса. Мн. Изд-во «Высшая школа»
12. Doz, Y. Alliance advantage: the art of creating value through partnering / Y. Doz., S. Hamel. – Boston, 1998.–311 p.
13. Oum, T.H. Globalization and strategic alliances: the case of the airline industry / T.H. Oum, J.H. Park, A. Zhang. – New York : Pergamon, 2000. – 229 p.
14. Tokuda, A. Amending the resource-based view of strategic management from an entrepreneurial perspective / A. Tokuda [Electronic resource]. – 2004. – Mode of access: <https://www.reading.ac.uk/web/FILES/management/018.pdf>. – Date of access: 17.10.2019.
15. Yoshino, M.Y. Strategic Alliances: An Entrepreneurial Approach to Globalization / M.Y. Yoshino. – USA: Harvard, 1995. – 193 p.

PROTOCOL OF APPROVAL

Discipline	Department	Proposals	Decision (date and № of protocol)
International competition	International business	Agree No proposals <i>Torbang V</i>	Pr. № 3 of 17.10.2019

ADDITIONS AND CHANGES TO THE CURRICULUM

for ____ / ____ academic year

No. p/n	Additions and changes	Basis

Curriculum revised and approved at the session of the Department
_____ (protocol № _____ 20__)

Head of department

APPROVED BY
Dean of faculty

ДОПОЛНЕНИЯ И ИЗМЕНЕНИЯ К УЧЕБНОЙ ПРОГРАММЕ УВО

на ____ / ____ учебный год

№ п/п	Дополнения и изменения	Основание

Учебная программа пересмотрена и одобрена на заседании кафедры
_____ (протокол № ____ от _____ 20__ г.)

Заведующий кафедрой

УТВЕРЖДАЮ
Декан факультета
