

Resource Guide in:

Strategic Management for Tourism

INTRODUCTION

The subject of strategic management is often taught as a core topic at some stage (usually the final year) during a tourism degree programme. Strategic management also acts as a key feature of postgraduate tourism degree programmes. The topic consolidates what the student has learnt in the preceding years of their degree and applies this knowledge at a strategic level to tourism contexts. However, many of the concepts associated with strategy and strategic management are abstract in nature and can often be difficult for teaching staff, let alone students, to comprehend. It is important that lecturers and students are able to access resources that enable their wider understanding of the subject matter and create opportunities where theory can be effectively applied to practice.

Though there are many generic strategy resources that exist, these are predominately 'manufacturing' related, and specific subject resources focusing on tourism service contexts can be difficult to find. Indeed, there are still only a few key strategic management textbooks that focus specifically on tourism. This resource guide will thus be essential to anyone teaching a strategic management module targeted at tourism students. The guide also embraces examples from the hospitality industry so will be useful to tutors teaching on strategic management modules with a hospitality focus.

The resource guide is separated into different sections. Firstly an annotated bibliography of resources is presented. This section is further separated into the key themes that may comprise a semesterised module in strategic management. It should be noted that the guide takes a classical approach to the study of strategic management, and the structure and stated resources therefore reflect this approach. As the two main textbooks in the field of strategic management and tourism, the guide uses Evans et al (2003) and Tribe (1997) to direct teaching staff to specific references where the strategic management theory has been applied to a tourism context. In addition to this, a number of generic strategic management textbooks (of which there are many!) are used to direct readers to chapters and case study material on relevant topics.

The guide also lists a number of relevant strategic management related journals, and also journals in the field of tourism that often include articles and research notes on strategic issues. In addition, a number of web-based and electronic sources are provided which are useful for retrieving company financial information and competitive intelligence data. A list of

video resources that are useful for illustrating and applying the theoretical concepts to live situations is also included. Lastly, an example week by week teaching schedule and assessment strategy is presented.

ANNOTATED BIBLIOGRAPHY

Strategy Definitions and Perspectives

Strategy can be explored from a variety of different perspectives and there are many definitions of what strategy is. It is important to understand these different strategic perspectives so as to gain an holistic understanding of strategy formulation and implementation. It is often the case that the opening chapter of any generic strategy textbook will include an initial definition and interpretation of strategy. The following books make specific reference to some of the main conceptualisations and perspectives on strategy.

Evans, N Campbell, D and Stonehouse, G (2003) *Strategic Management for Travel and Tourism*. Oxford: Butterworth-Heinemann, Chapter 15.

The final chapter in the book offers a relevant conceptualisation of the different approaches to understanding strategy and provides a critical insight into the strengths and weaknesses of each perspective.

Harrison, J S and Enz, C A (2004) *Hospitality Strategic Management: Concepts and Cases*. Wiley, Chichester, Chapter 1.

The chapter outlines the different theoretical perspectives of strategic management and places this within the context of the hospitality industry.

Johnson, G and Scholes, K (2002) British Airways and the vocabulary of strategy. In G Johnson and K Scholes (2002) *Exploring Corporate Strategy* (6th edn). London: Prentice Hall, 14.

Provides a short case study illustration of BA's use of strategic language through the construction of their mission, goals, values, and overall competitive strategy.

Mintzberg, H, Lampel, J, Quinn, J B and Ghoshal, S (2003) *The Strategy Process: Concepts, Contexts and Cases*. Harlow: Pearson, Chapter 1.

Mintzberg forwards his 'five Ps' of strategy including strategy as a plan, a ploy, a pattern of behaviour, a perspective and as a position.

Olsen, M D (2004) Literature in Strategic Management in the Hospitality Industry. *International Journal of Hospitality Management* 23, 411-424.

The author conducts a literature review of strategic management research in the hospitality industry from 2002 to 2003. This includes theory relating to environmental scanning, strategic choice, the resource-based view, core competences and strategy implementation.

Porter, M (1996) What is Strategy? *Harvard Business Review*, Nov/Dec.

One of the seminal writers in the field, Porter discusses a range of issues in determining what we actually understand by strategy.

Tribe, J (1997) *Corporate Strategy for Tourism*. London: Thomson, Chapter 1.

The author outlines the key aspects, definitions and perspectives associated with the subject of strategic management.

Whittington, R (2001) *What is Strategy and Does it Matter?* (2nd edn). London: Thomson.

This is an interesting and very enlightening book. Whittington forwards four different perspectives in which strategy can be understood. These include classical, evolutionary, systemic and processual approaches.

The Macro Strategic Environment

An analysis of the macro environment is crucial in determining the factors which have a direct impact and/or might influence the strategic direction of an organisation. A number of different concepts can be used to analyse the external macro environment in an attempt to identify those factors, which might have an impact upon the organisation, both in terms of being a threat or an opportunity. The following are a list of book chapters and articles that introduce and discuss the various approaches to analysing the external environment.

Evans, N Campbell, D and Stonehouse, G (2003) *Strategic Management for Travel and Tourism*. Oxford: Butterworth-Heinemann, Chapter 7.

The authors use the STEEP (Socio-demographic, Technological, Economic, Environmental and Political influences) approach to analysing the external environment. Evans et al also enlighten their analysis with useful tourism-related mini case studies to illustrate the application of the concept.

Harrison, J S and Enz, C A (2004) *Hospitality Strategic Management: Concepts and Cases*. Wiley, Chichester, Chapter 2.

Harrison and Enz offer a detailed analysis of the PEST factors influencing the broad environment and use a number of hospitality-related examples to illustrate points made.

Okumus, F (2004) Potential Challenges of Employing a Formal Environmental Scanning Approach in Hospitality Organizations. *International Journal of Hospitality Management* 23, 123-143.

As the title suggests, the author offers a rigorous review of research relating to environmental scanning and discusses the various challenges of employing this technique within the context of hospitality organisations.

Olsen, M D, Tse, E C-Y and West, J J (1998) *Strategic Management in the Hospitality Industry* (2nd edn). New York: Wiley, Chapter 3.

The chapter outlines the basic concepts used for assessing the external environment, placing this within the context of the hospitality industry. A relevant section on issues concerning environmental uncertainty and complexity is also included.

Peattie, K and Moutinho, L (2000) The Marketing Environment for Travel and Tourism. In L Moutinho (ed.) *Strategic Management in Tourism*. Wallingford: CABI.

Whilst recognising the shortcomings of the PESTEL approach, the authors forward the SCEPTICAL (Social, Cultural, Economic, Physical, Technical, International, Communications and infrastructure, Administrative and institutional, Legal and political) model as a more relevant concept for analysing those factors within the external tourism environment.

Thompson, J L (2001) Scenario Planning - British Airways. In J L Thompson (ed.) *Strategic Management* (4th edn). London: Thomson Learning, 272-273.

Using BA as a case study example, Thompson highlights two different scenarios based upon external factors that may occur and the influence this places on the strategic decisions for BA.

Tribe, J (1997) *Corporate Strategy for Tourism*. London: Thomson, Chapter 3.

Using tourism related examples, Tribe discusses the application of the PEST analysis to the external tourism environment.

White, C (2004) *Strategic Management*. Basingstoke: Palgrave Macmillan, Chapter 5.

White presents the STEP (Social, Technical, Economic and Political) analysis and in doing so discusses opportunistic and risk related factors that an organisation should consider.

White, C (2004) The airlines and the integration of global markets. In C White, *Strategic Management*. Basingstoke: Palgrave Macmillan, 79.

A short case study which addresses issues of globalisation in the airline industry.

The Micro Strategic Environment

The analysis of the immediate competitive environment is important for understanding the strengths and weaknesses of the competition and the organisation's relative position in the industry. It is upon this basis that the organisation can then go on to formulate strategies that enable a strategic advantage to be gained over competitors. A number of concepts can be used to analyse the competitive environment and these are embedded within the following resources.

Dale, C (2000) The UK Tour Operating Industry: A Competitive Analysis. *Journal of Vacation Marketing* 6(4), 357-367.

The author applies and extends Porter's five forces model to the context of the UK tour operating industry. This article is useful in illustrating the application of the competitive forces concept and also highlights how the model can be adapted to a tourism context.

Evans, N, Campbell, D and Stonehouse, G (2003) *Strategic Management for Travel and Tourism*. Oxford: Butterworth-Heinemann, Chapter 8.

The authors discuss and apply Porter's competitive forces model to the context of the European airline industry, whilst acknowledging the concept's limitations.

Higgins, E (2002) Ryanair – the low fares airline. In G Johnson and K Scholes (2002) *Exploring Corporate Strategy* (6th edn). London: Prentice Hall, 870-885.

A comprehensive case study of Ryanair which is useful for analysing the dynamic and competitive nature of the budget airline sector.

Lynch, R (2003) Customer strategy of Airbus: competing in the SuperJumbo aircraft segment. In R Lynch, *Corporate Strategy* (3rd edn). London: Pitman, 187-191.

This is a useful case study in understanding the competitive nature and rivalry within the supply end of the airline industry.

Olsen, M D, Tse, E C-Y and West, J J (1998) *Strategic Management in the Hospitality Industry* (2nd edn). New York: Wiley, Chapter 4.

Environmental scanning models are discussed including Porter's Five Forces. A useful case study of Opryland Hotel, Nashville, Tennessee is also presented (134-139).

Porter, M E (1998) *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. New York: Free Press.

This is a seminal text introducing some of the definitive and long standing strategic management concepts including the 'five forces model' for analysing industries.

Grant, R M (2002) *Contemporary Strategy Analysis* (4th edn). Oxford: Blackwell, Chapter 3.

In addition to offering a rigorous discussion and critical evaluation of the five forces model, Grant argues that a sixth force should be included within Porter's model. He also goes on to discuss the process of creative destruction, hyper-competition and the identification of key success factors within an industry.

Tribe, J (1997) Case Study E: The US air industry, London. In J Tribe, *Corporate Strategy for Tourism*. London: Thomson, 81-83.

The author uses the US airline industry to demonstrate the dynamic forces at play and how these can influence competitive rivalry within the industry.

White, C (2004) Bad strategy and bad fortune – Swissair and Qantas. In C White, *Strategic Management*. Basingstoke: Palgrave Macmillan, 103-109.

The case study documents how external factors such as deregulation of the airline industry and September 11th have influenced the strategic position and direction of the two national airline companies.

Stakeholder Analysis

An understanding of stakeholder needs and expectations are paramount in the development, implementation and success of an organisation's strategy. It is therefore important to analyse the power and interest stakeholders may have over an organisation. The following resources provide an insight into the analysis and application of concepts for analysing stakeholder power and influence.

Evans, N Campbell, D and Stonehouse, G (2003) *Strategic Management for Travel and Tourism*. Oxford: Butterworth-Heinemann, 20-22.

The authors provide an initial overview into the difference between internal and external stakeholders and introduce Mendelow's (1991) stakeholder map.

Harrison, J S and Enz, C A (2004) *Hospitality Strategic Management: Concepts and Cases*. Wiley, Chichester, Chapters 2 and 7.

The authors present Freeman's (1984) stakeholder concept and apply this to the hospitality industry. Chapter 7 outlines how organisations can manage relationships with stakeholders.

Johnson, G and Scholes, K (2002) Sir Rocco Forte, Granada and the 'Ice Maiden'. In G Johnson and K Scholes, *Exploring Corporate Strategy* (6th edn). London: Prentice Hall, 197.

This case about the Forte empire and the hostile takeover bid by Granada illustrates the power, interest and significance of key stakeholders.

Tribe, J. (1997) Case Study B: The Savoy Hotel, London. In J Tribe, *Corporate Strategy for Tourism*. London: Thomson, 38-39.

The author presents an interesting case study of The Savoy Hotel and the 'hierarchy' of the Savoy's stakeholders based upon their power and interest to the organisation.

Thompson, J. L. (2001) *Strategic Management* (4th edn). London: Thomson Learning, Chapter 3, 96-101.

Thompson outlines the different interests of stakeholders and presents models for understanding how to satisfy these stakeholders.

White, C (2004) *Strategic Management*. Basingstoke: Palgrave Macmillan, 26-33 and 669-679.

White initially discusses the process of stakeholder mapping and further on in his textbook outlines the promotion of strategy to stakeholder groups.

Vision, Mission, Aims and Objectives

The formulation of the organisational vision, mission, aims and objectives are crucial for the firm in having a clear strategic direction. However, the composition and content of the vision, mission, aims and objectives is open to interpretation. The following list of resources discuss the purpose of the vision, mission, aims and objectives whilst also illustrating how they can be formulated.

Campbell, A and Yeung, S (1999) Creating a sense of mission. In P McNamee, *Developing Strategies for Competitive Advantage*. Oxford: Elsevier Science.

The authors forward the Ashbridge mission model in determining the philosophy of an organisation's mission.

Evans, N Campbell, D and Stonehouse, G (2003) *Strategic Management for Travel and Tourism*. Oxford: Butterworth-Heinemann, 15-20.

The authors outline the purpose of a mission statement and what it should contain whilst also outlining the vision, mission and objectives of a range of tourism organisations including British Airways, Southwest Airlines, Maldives Tourism Promotion Board and Holiday Break plc.

Harrison, J S and Enz, C A (2004) *Hospitality Strategic Management: Concepts and Cases*. Wiley, Chichester, Chapter 4.

The authors discuss the different uses of a mission statement whilst also addressing organisational values, social responsibility and ethics in determining the strategic direction of a firm.

Johnson, G and Scholes, K (2002) *Exploring Corporate Strategy* (6th edn). London: Prentice Hall, Chapter 5, 239-242.

Johnson and Scholes present a model that conceptualises the role of mission statements based upon the ethical stance of the strategic intent of internal managers and the power of external stakeholders.

Sufi, T and Lyons, H (2003) Mission statements exposed. *International Journal of Contemporary Hospitality Management* 15(5), 255-262.

The article reviews literature pertaining to the purpose and composition of mission statements whilst also offering a manager's guide to improving mission statements based upon an evaluation of thirty top hospitality organisations.

Thompson, J L (2001) *Strategic Management* (4th edn). London: Thomson Learning, Chapter 3.

Thompson reviews the language and terminology used within organisational vision and mission statements and discusses the role of stakeholders in their composition.

Thompson, J L (2001) London Zoo. In J L Thompson, *Strategic Management* (4th edn). London: Thomson Learning, 113-114.

Thompson's case study of London Zoo illustrates the tensions between stakeholders in the formulation of a visitor attraction's objectives.

Tribe, J (1997) *Corporate Strategy for Tourism*. London: Thomson, Chapter 2.

Tribe discusses the different orientations of mission statements and, using examples from within the tourism industry, presents a model that classifies mission statements by their social and profit focus.

Resources, Competences and Core Competences

In contrast to analysing the external micro and macro environment, the resource-based view (RBV) seeks to explore the internal resources of an organisation and how these can be leveraged to gain a competitive advantage. An analysis of an organisation's resources can include its financial, physical, human, intellectual and reputational resources. In the deployment of these resources, it is also important to understand the competences and core competences of an organisation. Porter's (1985) value chain concept is an important part of this process. The following resources highlight material pertaining to the resource-based view and the analysis of competences and core competences and their application to the tourism industry.

Augustyn, M (2004) Coping with Resource Scarcity: The experience of UK Tourism SMEs. In R Thomas (ed) *Small Firms in Tourism: International Perspectives*. London: Elsevier.

Offers a good review of RBV theory and applies this to the context of UK tourism SMEs.

Evans, N Campbell, D and Stonehouse, G (2003) *Strategic Management for Travel and Tourism*. Oxford: Butterworth-Heinemann, Chapter 3.

Evans et al offer a clear overview of the key definitions and terms relating to the resource based view, competences and core competences. They also apply the concepts to a variety of case situations including Marriott International, Club Med and British Airways.

Flagstead, A and Hope, C (2001) Strategic success in winter sports destinations: a sustainable value creation perspective. *Tourism Management* 22, 445-461.

An alternative application of Porter's (1985) value chain and its application to the tourism industry is presented. The authors forward the notion of the 'value fan' and apply this to the context of a winter sports destination.

Harrison, J S and Enz, C A (2004) *Hospitality Strategic Management: Concepts and Cases*. Wiley, Chichester, Chapter 3.

The authors present a detailed analysis of organisational resources and how these can be used to gain a competitive advantage.

Johnson, G and Scholes, K (2002) *Exploring Corporate Strategy* (6th edn). London: Prentice Hall, Chapter 4.

The authors discuss the key terms whilst also presenting a model for identifying an organisation's threshold and unique resources and competences.

Melian-Gonzalez, A and Garcia-Falcon, J M (2003) Competitive potential of tourism in destinations. *Annals of Tourism Research* 30(3), 720-740.

This article offers a review of resource based theory and forwards a procedure for assessing the competitive potential of tourism types in destinations. Deep-sea fishing in Gran Canaria, Spain is used to illustrate the application of this procedure.

Olsen, M ., Tse, E –Y and West, J J (1998) *Strategic Management in the Hospitality Industry*. (2nd edn). New York: Wiley, Chapter 6.

The authors present a rigorous analysis of core competence frameworks and apply these to the hospitality industry.

Porter, M E (1985) *Competitive Advantage*. Free Press: New York.

Another seminal text from Porter, this time introducing the concept of 'value chain analysis'.

Tribe, J (1997) *Corporate Strategy for Tourism*. London: Thomson, Chapter4, 90-96.

Tribe discusses the different organisational resources and creatively applies the value chain to the context of the scheduled airline sector.

White, C (2004) *Strategic Management*. Basingstoke: Palgrave Macmillan, Chapter 7.

This chapter covers the key definitions and concepts associated with resources, competences and core competences.

Competitive Strategies and Strategic Choice

Once an organisation has been through the process of analysing the external macro and micro environment and has conducted a rigorous analysis of its internal resources and culture, then the organisation is in a position to formulate strategies in pursuit of a competitive advantage. The classical strategy approach often utilises Porter's (1980) generic strategy framework of focus, cost leadership, and differentiation to understand the particular strategic direction an organisation may pursue. However, alternative frameworks such as the growth share matrix and Ansoff's (1968) directional matrix are also useful in determining an organisation's strategic direction. As outlined below, an extensive array of resources exist in this area. Indeed, there is an abundance of case study material on the budget airline sector in particular, which is useful for exploring the contemporary application of the strategic choice concepts and principles.

Brent-Ritchie, J R and Crouch, G (2003) *The competitive destination: A sustainable tourism perspective*. Wallingford: CABI.

Places strategic management within a destination context and forwards a model of destination competitiveness.

Buhalis, D (2003) *eTourism: Information technology for strategic tourism management*. Harlow: Pearson, Chapter 2.

This text contextualises strategic management theory within the field of tourism eCommerce and eMediaries. It is very useful for understanding how classical strategic management

concepts can be applied to new electronic forms of business enterprise and the new economy.

Dale, C and Robinson, N (1999) Bermuda, Tourism and the Visiting Cruise Market: Strategies for Sustained Growth. *Journal of Vacation Marketing* 5(4).

The authors apply Ansoff's matrix (1968) to the context of Bermuda and forward strategies on the future growth of the visiting cruise sector for the destination.

Evans, N Campbell, D and Stonehouse, G (2003) *Strategic Management for Travel and Tourism*. Oxford: Butterworth-Heinemann, Chapter 10.

The authors outline the key strategic choice models including Porter's generic strategy framework, Bowman's strategy clock, Ansoff's matrix and the resource based view. The concepts are applied to a variety of tourism organisations such as Southwest Airlines and easy Jet, Hyatt hotels, Travelodge, Holidaybreak, Club Med, First Choice and TUI Group.

Gilbert, D, Child, D and Bennett, M (2001) The qualitative study of the current practices of 'no-frills' airlines operating in the UK. *Journal of Vacation Marketing* 7(4), 302-315.

The authors provide a strategic overview of the European budget airline sector and discuss the common strategies that these airlines pursue.

Harrison, J S and Enz, C A (2004) *Hospitality Strategic Management: Concepts and Cases*. Wiley, Chichester, Chapters 5 and 6.

The authors discuss the main strategic choice and direction concepts including Porter's generic strategies, strategic group analysis and portfolio analysis.

Johnson, G and Scholes, K (2002) *Exploring Corporate Strategy* (6th edn). London: Prentice Hall, Chapter 7.

This chapter discusses business level strategy and focuses specifically on Bowman's strategy clock. The chapter also includes a case study on the strategic choices of easyJet (p 323).

Johnson, G and Scholes, K (2002) The Virgin Group. In G Johnson and K Scholes, *Exploring Corporate Strategy* (6th edn). London: Prentice Hall, 311-314.

This case study presents an overview of the Virgin Group and provides questions on the future strategic direction of a diverse organisation.

Kim, B Y and Oh, H (2004) How do hotel firms obtain a competitive advantage? *International Journal of Contemporary Hospitality Management* 16(1), 65-71.

The authors review and evaluate Porter's five forces approach, the resource based approach and the relational approach in determining competitive advantage within hospitality firms.

Klemm, M. and Parkinson, L. (2001) UK Tour Operator Strategies: Causes and Consequences. *International Journal of Tourism Research* 3, 367-375.

The article analyses the competitive strategies of tour operators with specific reference to the impact of these strategies on a destination's image.

Knowles, T, Diamantis, D and El-Mourhabi, J B (2004) *The Globalisation of Tourism and Hospitality: A Strategic Perspective* (2nd edn). London: Thomson, Chapter 8.

This text places strategic management within the context of the global tourism arena. Chapter 8 discusses the key strategic management concepts and their application to the tourism industry.

Lawton, T (1999) The limits of price leadership: needs-based positioning strategy and the long term competitiveness of Europe's low fares airlines. *Long Range Planning* 32(6), 573-586.

The author analyses and questions the long term viability of operating a low cost strategy in the European budget airline sector.

Moutinho, L (2000) Strategic Planning. In L Moutinho (ed.) *Strategic management in tourism*. Wallingford: CABI.

This chapter discusses and evaluates the application to tourism of a number of strategic choice models and concepts including SWOT, portfolio analysis, the General Electric matrix and the diversification matrix.

Thompson, J L (2001) The Low Price, No-Frills Airlines. In J L Thompson, *Strategic Management* (4th edn). London: Thomson Learning, 5-7.

This case study illustrates the cost leadership strategies and the unique service offerings of budget airlines including easyJet and Southwest Airlines

Thompson, J L (2001) Virgin Atlantic Airways. In J L Thompson, *Strategic Management* (4th edn). London: Thomson Learning, 34.

A useful case study for comparing the different strategic approaches of Virgin Atlantic and the low-cost airlines.

Thompson, J L (2001) P&O, Princess and the International Passenger Cruise Industry. In J L Thompson, *Strategic Management* (4th edn). London: Thomson Learning, 938-965.

This case study gives a good overview of the competitive cruise market and discusses issues concerning strategic direction and competitive advantage of the key players in the industry.

Thompson, J L (2001) The Holiday Travel. In J L Thompson, *Strategic Management* (4th edn). London: Thomson Learning, 498-499.

Discusses the role of information technology in attaining competitive advantage, focusing specifically on Thomson Holidays and raises questions about the role of the Internet in travel distribution.

Thompson, J L (2001) Walt Disney Company. In J L Thompson, *Strategic Management* (4th edn). London: Thomson Learning, 668-670.

A good case study for exploring the different strategic developments of the Disney organisation.

Tribe, J (1997) *Corporate Strategy for Tourism*. London: Thomson, Chapter5.

Tribe outlines the different strategic choice models and applies these to a variety of case studies including easyJet, Thomson Holidays, Icelandair, and P&O.

White, C (2004) The trials of EuroDisney. In C White, *Strategic Management*. Basingstoke: Palgrave Macmillan, 546-547.

This case outlines the early strategic problems encountered by the development of EuroDisney in Paris, France.

White, C (2004) Southwest Airline – the no-frills airline In C White, *Strategic Management*. Basingstoke: Palgrave Macmillan, 315-317.

The case reflects on the cost-based strategy of the American based no-frills airline, Southwest Airlines.

White, C (2004) Packaging a cheap holiday – Club Med. In C White, *Strategic Management*. Basingstoke: Palgrave Macmillan, 321-322.

This case discusses a number of strategic issues relating to the holiday organisation Club Med.

White, C (2004) Sir Richard Branson and many wise virgins. In C White, *Strategic Management*. Basingstoke: Palgrave Macmillan, 359-360 and 773-777.

This case study of the Virgin group is good for analysing issues concerning differentiation and diversification.

Strategic Methods

In order to fulfil a strategic direction an organisation will need to consider various strategic methods. This may include the formation of an alliance and merger with, or the acquisition of, another organisation. Alternatively the organisation may decide to achieve its selected strategy alone by growing organically. Again, many of the listed resources focus on the airline industry where alliance formation is prevalent.

Chathoth, P K and Olsen, M D (2003) Strategic alliances: a hospitality industry perspective. *International Journal of Hospitality Management* 22, 419-434.

The authors review strategic alliance theory and forward four propositions concerning the use of alliances within the hospitality industry.

Crotts, J, Buhalis, D and March, R (eds.) (2000) *Global Alliances in Tourism and Hospitality Management*. New York: Haworth Hospitality Press.

An edited text focusing specifically on global alliances in the tourism and hospitality industry.

Dale, C (2003) The Competitive Networks of Tourism eMediaries. *Journal of Vacation Marketing* 9(2).

The author reviews strategic network theory and demonstrates how strategic networks have been used by tourism eMediaries to gain a competitive advantage.

Evans, N (2001) Collaborative strategy: an analysis of the changing world of international airline alliances. *Tourism Management* 22, 229-243.

Evans presents a very detailed and rigorous appraisal of the alliances that exist within the international airline industry and discusses how the airlines collaborate to achieve their objectives.

Evans, N, Campbell, D and Stonehouse, G (2003) *Strategic Management for Travel and Tourism*. Oxford: Butterworth-Heinemann, Chapter 11.

The authors discuss the key strategic methods an organisation can pursue and apply these to a variety of case studies including the hotel, tour operating and airline sectors.

Johnson, G and Scholes, K (2002) *Exploring Corporate Strategy* (6th edn). London: Prentice Hall, Chapter 8, 374-383.

The authors discuss the main methods of strategic development including internal development, mergers and acquisitions, and strategic alliances.

Kim, W G and Arbel, A (1998) Predicting merger targets of hospitality firms (a Logit model). *International Journal of Hospitality Management* 17, 303-318.

The authors develop and apply a model that can be used to predict the merger activity of organisations in the hospitality industry.

Kotas R, Teare, R, Logie, J, Jayawardena, C and Bowen, J (1996) (eds.) *The International Hospitality Business*. London: Cassell, 30-37.

The authors consider strategic methods within the context of the international hospitality industry.

Preble, J F, Reichel, A and Hoffman, R C (2000) Strategic alliances for competitive advantage: evidence from Israel's hospitality and tourism industry. *International Journal of Hospitality Management* 19, 327-341.

The article discusses the role of alliance formation and more specifically, franchising in the development of the hospitality industry in Israel.

Thompson, J L (2001) *Strategic Management*, (4th edn). London: Thomson Learning.

The author presents a chapter on strategic alliances and joint ventures and uses a case study of British Airways (601-603) to illustrate possible merger activity in the airline sector.

Tribe, J (1997) *Corporate Strategy for Tourism*. London: Thomson, Chapter 5, 128-138.

Tribe outlines the different strategic methods and applies these to case study material including Holiday Inn, Accor Hotels and alliances in the airline sector.

Wheelen, T L and Hunger J D (2004) Carnival Corporation: Acquiring Princess Cruise Line. In T L Wheelen and J D Hunger, *Strategic management and business policy* (9th edn). New Jersey: Pearson Prentice Hall.

As the title states, the case study discusses issues surrounding the acquisition of Princess Cruises by Carnival Corporation.

White, C (2004) *Strategic Management*. Basingstoke: Palgrave Macmillan, Chapter 13.
White presents a nice chapter on issues concerning co-opetition and the formation of collaborative alliances between organisations.

Zhao, J L and Olsen, M D (1997) The antecedent factors influencing entry mode choices of multinational lodging firms. *International Journal of Hospitality Management* 16(1), 79-98.
The authors conduct an empirical analysis of five multinational lodging firms to assess the extent of the relationship between the external and task environment in entry-mode decisions.

Strategic Evaluation and Implementation

The evaluation and implementation of a strategy is important for understanding future strategy formulation. There are many alternative perspectives on how a strategy can be evaluated but it is not unusual for this to be broadly classified under the headings of suitability, acceptability and feasibility. The resources listed below discuss the techniques and tools used for strategic evaluation and implementation.

Evans, N, Campbell, D and Stonehouse, G (2003) *Strategic Management for Travel and Tourism*. Oxford: Butterworth-Heinemann, Chapters 12 and 13.
In the stated chapters, Evans et al offer a useful overview of the different methods, techniques and tools for evaluating and implementing strategies.

Johnson, G and Scholes, K (2002) *Exploring Corporate Strategy* (6th edn). London: Prentice Hall, Chapters 8 and 9.
The authors discuss criteria for measuring the success of strategies including suitability, acceptability and feasibility. In chapter 9, Johnson and Scholes go onto discuss the implementation of the strategy including organisational structures and networking.

Kozak, M (2003) *Destination Benchmarking: Concepts, practices and operations*. Wallingford: CABI.
Reviews the concept of benchmarking for tourism destinations and forwards a methodology for evaluating the performance of tourism destinations.

Okumus, F (2003) A Framework to Implement Strategies in Organizations. *Management Decision* 41(9), 871-883.
The author reviews strategy implementation theory and suggests a framework that is non-linear in nature but embraces the different contexts and processes involved in implementing strategy.

Okumus, F (2001) Towards a Strategy Implementation Framework. *International Journal of Contemporary Hospitality Management* 13(7), Special Issue, 327-338.
The author reviews strategy implementation framework theory and proposes a framework based upon an empirical study of two international hotel groups.

Okumus, F and Roper A (1999) A Review of Disparate Approaches to Strategy Implementation in Hospitality Firms. *Journal of Hospitality and Tourism Research* 23(1), 20-38.

The authors reconcile the lack of research in the area of strategic implementation and review the various implementation strategies used by hospitality organisations.

Olsen, M D, Tse, E C-Y and West, J J (1998) *Strategic Management in the Hospitality Industry* (2nd edn). New York: Wiley, Chapter 7.

The chapter presents an overview of the various issues and techniques that need to be considered when implementing strategy within the context of the hospitality industry.

Thompson, J L (2001) British Tourist Authority (BTA). In J L Thompson, *Strategic Management* (4th edn). London: Thomson Learning, 139-140.

This short case study illustrates the measures used for measuring success at the British Tourist Authority (now called VisitBritain) and the difficulties in doing so.

Thompson, J L (2001) Laker Airways. In J L Thompson, *Strategic Management* (4th edn). London: Thomson Learning, 621-622.

The case study outlines the strategic dilemmas and difficulties faced by Freddie Laker in the development of Laker Airways during the 1970s, 80s and 90s.

Tribe, J (1997) *Corporate Strategy for Tourism*. London: Thomson, Chapter 6.

Tribe offers an overview of the different techniques for evaluating strategies and uses cases studies including the Mauritius tourism strategy and Universal City in Florida to illustrate points made.

Wober, K W (2002) *Benchmarking in Tourism and Hospitality Industries: The Selection of Benchmarking Partners*. Wallingford: CABI.

As the book title suggests, Wober reviews the benchmarking process in the tourism and hospitality industries.

Organisational Culture and Strategy

The cultural ethos and orientation of a firm is significant in the strategic development of an organisation. A static culture that is reticent to change is likely to cause the organisation to suffer from strategic drift and be unable to keep apace of the dynamic competitive environment. The following resources therefore present models and case studies for understanding the cultural perspective of an organisation and the implications this can have on strategy making.

Evans, N, Campbell, D and Stonehouse, G (2003) *Strategic Management for Travel and Tourism*. Oxford: Butterworth-Heinemann, Chapter 4, 79-89.

The authors present different models for analysing the cultural perspective of an organisation including Johnson and Scholes' (2002) cultural web, Handy's (1996) culture types, and Miles and Snow's (1978) culture types. The chapter also includes case studies on the cultural web of MyTravel plc and the organisational culture at Southwest Airlines.

Johnson, G and Scholes, K (2002) *Exploring Corporate Strategy* (6th edn). London: Prentice Hall, Chapter 5, 221-238.

The authors present the cultural web which maps the different dimensions of an organisation's culture and is useful for determining the actual and desired cultural orientations of the organisation.

Thompson, J L (2001) *Strategic Management* (4th edn). London: Thomson Learning.

Thompson discusses the different models associated with understanding organisational culture and raises issues concerning culture and competitive advantage. He also includes two tourism-related case studies on culture based upon British Airways (202-203) and Club Mediterranee (205-207).

Thompson, J L (2001) The National Trust. In J L Thompson, *Strategic Management* (4th edn). London: Thomson Learning, 909-915.

Outlines the strategic direction of the National Trust and enables the application of Thompson's E-V-R congruence model.

Tribe, J (1997) *Corporate Strategy for Tourism*. London: Thomson, Chapter 2, 45-48.

The author applies Johnson and Scholes' cultural web to the Savoy Hotel.

White, C (2004) Disney and a tale of three cultures. In C White, *Strategic Management*. Basingstoke: Palgrave Macmillan, 545-546 and 743-747.

These two case studies on the Disney organisation are useful in understanding an organisation's strong cultural ethos and the implications that this can have for strategic development.

Managing Strategic Change

The selected organisational strategy and related method will often initiate a process of change within the organisation. For example, an organisational merger or acquisition will inevitably create a bringing together of two cultures that may, in some instances, result in a culture clash. Therefore, the process of change needs to be managed carefully to ensure the successful implementation of the strategy.

Abraham, M, Griffin, D and Crawford, J (1999) Organisation change and management decision in museum. *Management Decision* 37(10), 736-751.

Considers the process of organisational change using the context of museums in the UK, the United States, Australia and Canada.

Burnes, B (2000) *Managing Change: a strategic approach to organisational dynamics* (3rd edn). Harlow: Prentice Hall.

This book focuses purely on the strategic change process and covers a range of change management issues. However, no tourism-related case studies are included.

Evans, N, Campbell, D and Stonehouse, G (2003) *Strategic Management for Travel and Tourism*. Oxford: Butterworth-Heinemann, Chapter 13, 297-301.

Evans et al review the process of managing change and discuss Kurt Lewin's (1947) three step model of understanding change.

Johnson, G and Scholes, K (2002) *Exploring Corporate Strategy* (6th edn). London: Prentice Hall, Chapter 11.

The authors discuss the change management process and use the cultural web and forcefield analysis to illustrate how this process can be achieved.

Okumus, F and Hemmington, N (1998) Barriers and resistance to change in hotel firms: an investigation at unit level. *International Journal of Contemporary Hospitality Management* 10(7), 283-288.

As the title states, the article explores and conceptualises the barriers to change within hotel firms whilst also suggesting strategies to overcome these barriers.

Okumus, F and Hemmington, N (1998) Management of the Change Process in Hotel Companies: An investigation at Operational Level. *Journal of International Hospitality Management* 17(4), 363-374.

The authors review theory relating to change management and develop a five stage model of the change process based upon empirical research of interviews with ten hotel managers in the UK.

Olsen, M D, Tse, E C-Y and West, J J (1998) *Strategic Management in the Hospitality Industry* (2nd edn). New York: Wiley, Chapter 8.

The chapter discusses the processes involved in managing change when implementing a strategy. The chapter also includes a case study on the Hilton Hotels Group.

Tribe, J (1997) *Corporate Strategy for Tourism*. London: Thomson, Chapter 8.

Tribe highlights the key change management tools when implementing a chosen strategy.

Managing Strategic Risk

Any chosen strategy brings with it a degree of risk. Therefore, awareness of the risks involved is crucial in the successful implementation of a strategy. The resources below offer useful case study material for exploring the risks associated with a particular strategic direction and/or method and the actions taken to manage the risk associated with the event.

Altinay, L and Altinay, M (2003) How will growth be financed by the international hotel companies? *International Journal of Contemporary Hospitality Management* 15(5), 274-282.

The article reviews the strategic growth of Bass Hotels and Resorts and discusses the different factors involved in influencing an international expansion strategy.

Johnson, G and Scholes, K (2002) *Exploring Corporate Strategy* (6th edn). London: Prentice Hall, Chapter 8, 395-397.

The authors raise the issue of assessing risk including determining financial ratios and conducting sensitivity analysis.

Thompson, J L (2001) *Strategic Management* (4th edn). London: Thomson Learning, 826-848. Provides and discusses some useful models for understanding risk and crisis management.

Thompson, J L (2001) Air France, British Airways and the Concorde Disaster. In J L Thompson, *Strategic Management* (4th edn). London: Thomson Learning, 802-804.

The case highlights the risk management approaches of the two Concorde operators, BA and Air France, in light of the Concorde crash disaster in July 2000.

Thompson, J. L. (2001) TWA and Swissair – Two different responses to a crash In J L Thompson, *Strategic Management* (4th edn). London: Thomson Learning, 829-830.

This illustrates a similar scenario and a good comparison to the case study above, focusing this time on the risk management approaches of TWA and Swissair.

Tribe, J (1997) *Corporate Strategy for Tourism*. London: Thomson, Chapter 6, 152.

Tribe briefly raises the issue of risk and refers to financial risk and sensitivity analysis.

White, C (2004) *Strategic Management*. Basingstoke: Palgrave Macmillan, Chapter 14.

White presents an entire chapter on strategic risk and risk management and includes a case study on the Disney Corporation (513-514).

Strategic Leadership

The success of a strategy is often due to the strategic leadership of an organisation and the values the strategic managers espouse. The listed resources refer to specific chapter and case study materials that demonstrate the importance of strategic leadership in the implementation of a strategy.

Altinay, L (2004) Implementing international franchising: the role of intrapreneurship. *International Service Industry Management Journal*, 15(5), 426-443.

The author reviews the role of franchising and, using a case study approach, evaluates the role of intrapreneurs in the franchising process.

Johnson, G and Scholes, K (2002) *Exploring Corporate Strategy* (6th edn). London: Prentice Hall, Chapters 2 and 11.

The authors initially define the notion of a strategic leader and later on in their textbook, discuss different strategic leadership approaches.

Rae, D (2001) EasyJet: a case of entrepreneurial management? *Strategic Change*, Sept-Oct, 325-336.

The author analyses the budget airline sector and proposes a conceptual framework for entrepreneurial management based upon the case study of easyJet.

Thompson, J L (2001) *Strategic Management* (4th edn). London: Thomson Learning, Chapter 12.

Discusses a variety of issues in strategic leadership including styles, failure and corporate governance.

Thompson, J L (2001) Richard Branson and Virgin. In J L Thompson, *Strategic Management* (4th edn). London: Thomson Learning, 50-51 and 987-1002.

Thompson includes two case studies on the Virgin group, highlighting issues surrounding Richard Branson's strategic leadership style.

ANNOTATED GUIDE TO JOURNALS

Strategic Management related journals

European Management Review

Supported by the European Academy of Management, this is a relatively new journal but discusses key strategic management related issues.

<http://www.palgrave-journals.com/emr/>

Journal of International Business Studies

Though covering more general business studies issues, this refereed journal often includes some useful strategic management related articles.

<http://www.jstor.org/journals/00472506.html>

Journal of Business Strategy

A magazine type of journal that is very readable and includes articles from contributors within public and private sector organisations, not just academia, giving it more of a 'real world' feel.

<http://oberon.emeraldinsight.com/vl=32340/cl=118/nw=1/rpsv/jbs.htm>

Long Range Planning

One of the leading strategic management journals. Though academic in its approach, the journal is applied in nature and therefore the relationship between theory to practice can be clearly seen.

<http://www.lrp.ac>

Management Decision

A theoretically accessible journal which often includes strategic management related articles. The journal also incorporates the Journal of Management History.

<http://taddeo.emeraldinsight.com/vl=1407827/cl=76/nw=1/rpsv/md.htm>

Strategy and Leadership

Strategy and Leadership includes some insightful articles on the strategic direction and leadership of organisations.

<http://konstanza.emeraldinsight.com/vl=2462931/cl=125/nw=1/rpsv/sl.htm>

Strategic Change

As its title suggests the journal focuses predominately on research that embraces the strategic change process and the management of change.

<http://www3.interscience.wiley.com/cgi-bin/jhome/6184>

Strategic Management Journal

Probably the seminal journal focusing on strategic management. The journal embraces a variety of articles ranging from the philosophy of strategic management to more classical perspectives and is therefore not exclusive or biased towards any particular theoretical dogma.

<http://www3.interscience.wiley.com/cgi-bin/jhome/2144>

Tourism related journals

Though there is an argument for more strategic management and tourism related articles, the following tourism journals publish articles in this area.

Annals of Tourism Research

One of the seminal journals in the field of tourism. The journal occasionally includes articles that have a strategic management focus.

http://www.elsevier.com/wps/find/journaldescription.cws_home/689/description#description

Current Issues in Tourism

Includes articles that explore contemporary issues in tourism, which sometimes have a strategic management orientation.

<http://www.business.otago.ac.nz/tourism/current-issues>

Information Technology and Tourism

The IT and Tourism journal occasionally includes articles on the strategic role of technologies within the tourism industry.

<http://itt.ec3.at>

International Journal of Hospitality Management

The journal often publishes strategic management related articles based upon the hospitality industry.

http://www.elsevier.com/wps/find/journaldescription.cws_home/659/description#description

International Journal of Contemporary Hospitality Management

Another hospitality-related journal that often publishes strategic management articles based upon tourism and hospitality contexts.

<http://miranda.emeraldinsight.com/vi=1093918/cl=37/nw=1/rpsv/ijchm.htm>

International Journal of Tourism Research

This journal covers a range of scholarly tourism related articles which occasionally focus on strategic management issues.

<http://www3.interscience.wiley.com/cgi-bin/jhome/10009388>

Journal of Air Transport Management

As the title suggests, this journal focuses on policy and management issues in the air transport industry and often includes articles that have strategic management focus.

<http://authors.elsevier.com/JournalDetail.html?PubID=30438&Precis=DESC>

Journal of Travel Research

The well established and authoritative *Journal of Travel Research* originates from America and this to some extent reflects the context of the published studies.

www.sagepub.com/journal.aspx?pid=45

Journal of Vacation Marketing

The journal frequently includes articles that have a strategic management emphasis and also includes a practitioner section for contributors from within industry.

<http://www.henrystewart.com/journals/hspindex.htm?vm/index.html~mainFrame>

Locum Destination Review

Produced by Locum Destination Consulting this magazine-style journal offers contemporary perspectives on issues in the tourism industry and often provides case study material and interviews with some of the key strategic players in the industry.

<http://www.locum-destination.com/ldr.htm>

Tourism and Hospitality Research

The journal encompasses a range of articles including research papers and case studies on tourism and hospitality related themes and has a strong vocational emphasis.

www.henrystewart.com/journals/thr

Tourism Economics

As the title suggests, the articles included in this journal have a strong economic emphasis, including some on strategic management related themes.

www.ippublishing.com/general_tourism.htm

Tourism Management

Another seminal tourism journal, *Tourism Management* publishes a number of strategic management related articles.

www.elsevier.com/wps/find/journaldescription.cws_home/30472/description#description

ANNOTATED GUIDE TO WEB RESOURCES

Company reports and financial information

Financial Times Company Reports

[http://ft.ar.wilink.com/\(On3yt255ddqumbnhijioap45\)/index.aspx](http://ft.ar.wilink.com/(On3yt255ddqumbnhijioap45)/index.aspx)

Carol

www.carol.co.uk

These websites are excellent for retrieving the company reports and financial status for a host of tourism-related organisations. The reports can be retrieved in full text online.

Most of the leading tourism organisations also provide information in the investor relations sections of their websites. A few examples of where these can be accessed are outlined below:

Tour Operators

Thomas Cook - www.thomascook.co.uk

TUI - www.tui.com/en/ir/

MyTravel - www.mytravelgroup.com

First Choice - www.firstchoiceholidaysplc.com

Airlines

British Airways - www.bashares.com/phoenix.zhtml?c=69499&p=irol-index

American Airlines

www.aa.com/content/amrcorp/investorRelations/main.jhtml?anchorEvent=false

easyJet - www.easyjet.com/EN/Investor/investorrelations_financialreports.html

Ryanair - www.ryanair.co.uk

Cruise

Carnival - www.poprincesscruises.com

Star Cruises - www2.starcruises.com/Investor/index.html

Royal Caribbean

www.royalcaribbean.com/aboutus/investor.do;jsessionid=0000dsCON1HV8iQ6BVPiAZMZCJw:v29bc620

Attractions and Theme Parks

Tussauds Group - www.tussauds.com/Tussauds/WebSite.do?id=13.54.118

Disney - <http://disney.go.com/corporate/investors>

Hotels

Hilton - www.hiltongroup.com

Intercontinental - www.ichotelsgroup.com

Accor - www.accor.com/gb/finance/accueil.asp

Tourism eMediaries

Lastminute.com - http://cws.huginonline.com/L/131840/last_index.html

eBookers - www.ebookers.co.uk/corporate/home_ir.html

Travelocity - www.sabre-holdings.com/investor/index.html

Priceline - www.corporate-ir.net/ireye/ir_site.zhtml?ticker=pcn&script=2100

Market intelligence data

Market intelligence data is integral information for understanding current market trends in the tourism industry. Mintel and Keynote in particular produce data on a variety of different market sectors and geographical regions within the tourism industry. The data can be effectively used for conducting a comprehensive situational analysis for a tourism organisation and the implications this might have for its future strategic direction.

Mintel - www.mintel.com

Keynote - www.keynote.co.uk

Euromonitor - www.euromonitor.com

Travel and Tourism Intelligence - www.t-ti.com

Tourism Intelligence International - www.tourism-intelligence.com

Insights

www.tourismtrade.org.uk/uktrade/MarketIntelligence/ResearchAndStatistics/Insights/InsightsHomePage.asp?ComponentID=12702&SourcePageID=11370

Gartner - www.gartner.com

Electronic tourism newsletters

Students should always be encouraged to keep up-to-date with the latest news occurring within the tourism industry. The following websites provide daily and/or weekly news updates on tourism organisations' strategic manoeuvres including acquisitions, mergers, alliances, business development and disposals. Many of the websites publish the quarterly financial updates of the leading tourism organisations.

Travelmole - www.travelmole.com

EyeforTravel - www.eyefortravel.com

Tourism Industry Digest - www.e-tid.com

Travel weekly (US) - www.twcrossroads.com

Travel weekly (UK) - www.travelweekly.co.uk

Travel industry news - www.itravelnews.com

Caterer and Hotelkeeper - www.caterer-online.com/news

Hotel News - www.hotelnewsresource.com

ANNOTATED GUIDE TO VIDEO RESOURCES

The following video resources are useful in providing an insight into the strategic management practices of tourism organisations.

- Money Programme (2003) Ryanair's cut price route to riches, BBC2.
This programme demonstrates how Ryanair has achieved its strategic aims by following a cost leadership approach.
- And me.... (2003) Thomas Cookand Me, BBC2.
This programme illustrates the external competitive environment that has influenced the strategic direction and decisions of Thomas Cook over the last 50 years.
- TV Choice, (2000) Inside a travel business, TV Choice.
This video case studies a fictitious travel agency and poses a number of strategic management questions concerning its future strategic direction.
- I'll show them who's boss (2003) To the manner born, BBC2.
Gerry Robinson assists the owners of Muncaster Castle in the future strategic development of the organisation as a tourist attraction.
- I'll show them who's boss (2003) Too hot to handle, BBC2.
Gerry Robinson assists the owners of AMT Espresso in the future strategic development of the organisation. Useful for analysing issues of strategic leadership and direction.
- Blood on the Carpet (1998) The Rocco Forte Story, BBC2.
Though this programme is fairly dated it offers a good illustration of the strategic choices and direction of two different organisational cultures coming into battle due to a hostile take-over bid.
- Dangerous Company (1999) Love Hurts, BBC2.
This programme is effective in illustrating the culture change of British Airways under the leadership of the then Chief Executive, Bob Ayling and the impact it had upon its strategic direction.
- Trouble at the Top (2004) Stelios goes to Hollywood, BBC2.
Analyses the birth of Stelios Haji-loannou's new easyCinema project. Not technically tourism related but still useful for considering issues of product development, distribution and competition in the cinematic industry.

TEACHING AND ASSESSMENT**Example Module Outline and Teaching Sessions for Strategic Management for Tourism**

Due to the intensity and depth of the subject matter, a strategic management module should ideally be taught over two semesters. However, this is not always possible. The following presents an outline structure for a potted one-semester module on strategic management for tourism. Due to the depth of some of the themed areas, more than one week may be required for the topic to be fully understood. It is also suggested that each session be punctuated with live case studies and examples to illustrate the points made and to give students the opportunity to apply theory to practice. The list of case study materials in this resource guide can be used for this purpose. The international context of the tourism industry also needs to be acknowledged when articulating and applying the theoretical concepts to organisational and destination examples.

Week	Topic
1	Strategy and Strategic Management: Definitions, Concepts and Perspectives <i>The notion of strategy is introduced and explored. Definitions and conceptions of "what is strategy?" are profiled and critically analysed. The scope and process of strategic management is explored.</i>
2	The Strategic Environment I: Macro environmental analysis <i>The contexts of the macro and microenvironments are distinguished. Models used to assess the macro external environment are explored and analysed. Issues of environmental uncertainty are also investigated.</i>
3	The Strategic Environment II: Micro environmental analysis <i>The micro competitive environment is explored. Models including the industry lifecycle and Porters five forces are critically evaluated. The notion of Critical Success Factors (CSFs)/Strategic Industry Factor's (SIFs) are also explored.</i>
4	Strategic Planning and Analysis I: Stakeholder analysis <i>The notion of the stakeholder is defined. The concept of stakeholder analysis and the power/interest matrix is critically analysed.</i>
5	Strategic Planning and Analysis II: Vision, mission, aims and objectives <i>The formulation of the organisations vision, mission, aims, and objectives is analysed.</i>
6	Strategic Planning and Analysis III: Resource planning, capabilities, competences and the value chain <i>The internal competences and resources of tourism organisations are explored and critically analysed. The notion of value creation within tourism organisations is explored. The concept of portfolio analysis is also analysed.</i>

7	Strategic Choice I: Strategic and competitive advantage <i>The notion of strategic and competitive advantage is defined and critically evaluated. Strategies for gaining a sustainable competitive advantage are critically reviewed.</i>
8	Strategic Choice II: Strategic direction <i>Porter's generic strategy framework is critically analysed. Further concepts relating to strategic direction including Ansoff's directional matrix and the lifecycle/portfolio matrix are also critically evaluated</i>
9	Strategic Choice III: Strategic methods <i>Strategic methods including internalisation, alliances, mergers, acquisitions are explored and critically evaluated.</i>
10	Strategic Evaluation: Strategic suitability, acceptability and feasibility <i>Criteria for evaluating the effectiveness of strategies are explored and critically analysed.</i>
11	Strategic Implementation I: Strategic management and organisational culture <i>The influence of an organisation's culture on the strategic management of the firm is explored. Concepts such as the cultural web are critically analysed.</i>
12	Strategic Implementation II: Strategic change management <i>Concepts to explore and manage the strategic change process are explored and analysed.</i>
13	Strategic Implementation III: Strategic risk management <i>Concepts to explore and manage strategic risk are explored and analysed.</i>
14	Strategic Implementation IV: Strategic leadership <i>Concepts associated with strategic leadership are introduced and critically evaluated. Case studies illustrating strategic leadership success and failure are also analysed.</i>

Assessment Examples

To enable students to apply theory to practice and contextualise what they have learnt, the following assessment suggestion is useful. The assessment is based around a two-part case study which the student develops over the duration of the module. The first part of the case is a situational analysis of a tourism organisation based upon the knowledge that the student has acquired during the first half of the module. Once this is completed, submitted and marked, students can then progress to part two which seeks to use the first case study as a basis for making strategic management decisions using the theories and concepts learnt in the second half of the module.

Case Study Assessment One

Using strategic management models and theories, critically evaluate the strategic situation of a tourism organisation of your choice.

Word length: 3000 words

Case Study Assessment Two

To enable the organisation to gain a competitive advantage, propose and critically evaluate strategies appropriate for the future strategic direction of that organisation. Factors involved in the evaluation and implementation of the proposed strategies should also be considered.

Word length: 3000 words

The author has found this assessment to be very successful in encouraging students to engage in wider research and to contextualise the strategic management process and related theory. By enabling the student to submit the first part of the case study assessment for marking, the tutor is able to feed back to students on their work and offer guidance on issues that may influence the production of the second part of the case study. This type of assessment can just as easily be transferred to a presentation format on an individual or group basis.

About the Author

Crispin Dale is Senior Lecturer in Tourism in the School of Sport, Performing Arts and Leisure at the University of Wolverhampton. Crispin has significant experience of teaching strategic management at both final year undergraduate and postgraduate levels and has also written a number of articles on the strategic management of tourism organisations and destinations. His research interests also include the use of technologies to support learning within tourism education.