

GENERAL INFORMATION		
Course coordinator	Marko Perić, Ph.D., Full Professor	
Course title	Development Strategy and Business Policy	
Study programme	University undergraduate study programme Business Economics in Tourism and Hospitality	
Course status	Compulsory	
Year	4.	
ECTS credits and form of instruction	ECTS credits	6
	Number of hours (L+P+S)	30+0+30
COURSE DESCRIPTION		
1.1. Course objectives		
<p>The aim of this course is to provide students with a comprehensive understanding of the strategic management process in tourism enterprises, with a particular focus on strategic preparation, evaluation, initiation, and development. Students will be introduced to the key stages of strategic management, including environmental analysis, defining strategic direction, strategy formulation and implementation, and strategic control. In addition, the course will explain the role of business models and strategic projects as essential components of strategic management, equipping students with the knowledge and skills to formulate their own examples of development strategies and strategic plans within the tourism sector.</p> <p>The objectives are set at two levels: first, to enable students to assimilate and apply theoretical knowledge in the field of development strategies and business policy; and second, to equip them to address real-world challenges by innovating strategic concepts and business approaches at both the company and destination levels. Emphasis is placed on understanding the importance of development concepts and strategic thinking within new value systems, analysing competitiveness at both macro and micro levels, anticipating market changes, setting strategic goals, and developing innovation-driven strategies that contribute to long-term excellence and competitiveness. Students will also examine and reflect on practical examples of development strategies and business policies in tourism.</p>		
1.2. Course enrolment requirements		
1.3. Expected course learning outcomes		
<ol style="list-style-type: none"> 1. Correctly interpret the fundamental theoretical concepts of the development concept model, development strategy, and business policy 2. Analyse new tourism trends of the 21st century and understand changes in tourism business operations 3. Analyse the current state of competitiveness of a destination and hotel-tourism enterprise 4. Set business objectives 		

5. Propose and justify strategies and specific business policies that offer the potential for success in the turbulent tourism market
6. Understand the implementation of new strategic orientations and the reengineering of modern enterprises, as well as the transformation of existing enterprises into learning organizations

1.4. Course content

The course covers the strategic management process in tourism enterprises and destinations, including internal environment analysis with a focus on resources, capabilities, and value chains, as well as external environment analysis encompassing market trends, competition, and macroeconomic and institutional factors. It addresses the formulation of vision, mission, and strategic goals, and explores different types and levels of strategies in tourism. Particular attention is given to strategy implementation through functional strategies such as marketing, finance, operations, human resources, and R&D, as well as through organizational structure, leadership, and organizational culture. The course further examines business models in tourism and their strategic implications, the strategic aspects of project management, and the development of business plans. Strategic alliances and partnerships in tourism, strategic control, and the evaluation of strategic performance are also discussed. Finally, the course highlights emerging trends in strategic management and their relevance for tourism enterprises.

1.5. Types of teaching (add an 'X')	<input checked="" type="checkbox"/> lectures	<input checked="" type="checkbox"/> independent tasks
	<input checked="" type="checkbox"/> seminars and workshops	<input type="checkbox"/> multimedia and network
	<input type="checkbox"/> practicals	<input type="checkbox"/> laboratory
	<input type="checkbox"/> distance learning	<input type="checkbox"/> mentoring work
	<input type="checkbox"/> field-based learning	<input type="checkbox"/> other _____

1.6. Students' obligations

Attendance in classes, participation in knowledge assessments, and completion of a case study.

1.7. Monitoring students' work

Course attendance	2	Activity / Participation		Seminar paper	1,5	Experimental work	
Written exam		Oral exam	1	Essay		Research	0,2
Project		Continuous assessment	1,3	Report		Practice	
Portfolio							

1.8. Assessment and evaluation of student work during classes and at the final exam

The student's work for the course will be evaluated and assessed according to the Book of regulations on introducing an ECTS assessment scale along with a numeric national grade scale for the university undergraduate (240 ECTS) and graduate studies (60 ECTS), as well as for the

professional study programmes (180 ECTS) that are carried out at the Faculty of tourism and hospitality management in Opatija.

1.9. Essential reading and the number of copies provided in relation to the current number of course participants

Title	Number of copies	Number of students
Tribe, J. (2016). Strategy for tourism (No. Ed. 2). Woodeaton: Goodfellow Publisher Limited	2	
Okumus, F., Altinay, L. and Chathoth, P.K. (2019). Strategic Management for Hospitality and Tourism, 2nd ed. Abingdon: Routledge.	2	
Moutinho, L. and Vargas-Sánchez, A. (2018). Strategic Management in Tourism, 3rd ed. Wallingford: CABI.	2	

1.10. Additional reading

1. Perić, M., Đurkin, J. & Vitezić, V. (2017). The Constructs of a Business Model Redefined: A Half-Century Journey. Sage Open, 7 (3), 1-13. DOI: 10.1177/2158244017733516
2. Perić, M., Vitezić, V. & Đurkin, J. (2017). Business Model Concept: An Integrative Framework Proposal. Managing Global Transitions, 15 (3), 255-274. DOI: 10.26493/1854-6935.15.255-274
3. Sharpley, R., & Telfer, D. J. (Eds.). (2015). Tourism and development: concepts and issues, Bristol: Channel view publications.
4. Navas-López, J. E. & Guerras-Martín L. A. (2018). Fundamentals of Strategic Management. 2nd edition, Navara: Thomson Reuters Civitas

1.11. Quality monitoring methods ensuring the acquisition of expected knowledge, skills and competencies

The quality of the programme, teaching process, teaching skills and level of acquired course matter will be evaluated in writing, by means of extensive questionnaires and by employing other methods that are in accordance with the accepted standards and with the Book of regulations on the quality of the University of Rijeka, as well as the Book of regulations on the quality of the Faculty of tourism and hospitality management.