

BMTP6016

Strategic Tourism, Events & Leisure Management

Introduction to the Module,
Contextualising Intercultural
Leadership and Globalisation



HOSPITALITY
AND
TOURISM
MANAGEMENT



*Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales*



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Aims for today

House Keeping

Introductions

Aims / Learning Outcomes

Indicative Content

Indicative Schedule

Assignments

Subject Specific

What

When

Why

How

STRATEGY

Introductions



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Working Hours
Monday-Friday 8.30am - 5.00pm

Emails will be responded to within 48 hours*

*of the working week

**HOSPITALITY
AND
TOURISM
MANAGEMENT**

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How about you??

Aims & Learning Outcomes

AIM(S):

To enable the student to critically evaluate the effectiveness of current Tourism, Events and Leisure Strategies, and to assess how these could be improved at governmental, corporate and sectoral levels to ensure effective future sustainable development of the industry.

To provide the student with an opportunity to identify, discuss and analyse external and internal market forces and assess their impact on strategic decision-making processes and funding.

LEARNING OUTCOMES:

Upon the successful completion of this module, the student should be able to:

- Apply relevant strategic and economic models in order to assess the impact of political and economic conditions on current strategies.
- Analyse the impact and effectiveness of current Tourism, Events and Leisure strategies and government policies.

Indicative content

- The strategy process - the nature of Strategic Management, the strategic context, and the importance of effective management. Diagnosing and analysing strategic capability – using models such as Porter's Five Forces, PESTLE etc, in order to analyse the current and future market potential.
- Internal environmental analysis, resources and capabilities; the resource-based view of the firm – the analysis of the environment and current strategic issues. The situational analysis (the SWOT vs. TOWS matrices). Stakeholder profiling and analysis.
- Basic Strategic Management and Sustainability tools relevant for an internal analysis of organisations, such as Porter's Generic Strategies, Boston Consulting Group Matrix, Value Chain
- Strategy formulation; functional and business level strategies, strategic positioning, competitive advantage, generic strategies, the strategy clock. Corporate level strategies: growth, direction, Ansoff's Matrix, limited vs. substantive growth strategies (diversification, integration, mergers and acquisitions)
- Political environment, supra national forces, WTTC, WTO, EU, Brexit, Central Government strategies, Regional Government Policies, Economic Policies

Indicative content

- UK Government Tourism Sector Deal, Industry Strategies to address the sector skills shortage, Economic Strategies, Policies
- Tourism and Events Strategies - BTA Strategies, Visit Britain Strategies , Visit Wales Strategies, Events Wales Strategies Industry Strategies to address the sector skills shortages and Community Initiatives
- Transport and Travel Policies and Strategies – Cross Rail, Heathrow and Bristol Airport Expansion, Blue Skies Strategies, Wales Transport Reviews
- Strategic linkages, network strategies, Destination Management Organisations, Industry Lead Bodies and Boards, ABTA, Institute of Hospitality, TTG and Tourism Alliance

Indicative Schedule

Week	Subject
Week 1	Introduction & Key note lecture
Week 2	Politics & Social Hegemony
Week 3	Understanding Market Forces - External Analysis
Week 4	Internal Environmental Analysis
Week 5	No Taught Sessions
Week 6	Stakeholder Profiling and Analysis
Week 7	Strategy Formulation Tools
Week 8	Political and Supranational Forces
Week 9	UK and Wales-Specific Strategies
Week 10	Addressing Sector Skills Shortage and Community Initiatives
Week 11	Assignment 1 Feedback & Assignment 2 Workshop
Week 12	Synthesis and Future Trends

Assessment 1 (50%) - Case Study Report

Task:

You are a senior employee within a chosen tourism, events, or leisure company based in Swansea or South Wales*. Your task is to conduct a comprehensive internal review to evaluate the effectiveness of your organisation's current strategies.

Objective:

Your report should begin with a succinct executive summary, outlining the focus areas of your review and the methodologies you will be using for analysis. Following this, introduce your chosen company, emphasising the strategic challenges or opportunities it faces.

In the main body, you are to apply strategic frameworks like Porter's Five Forces, SWOT, or other relevant models to assess the internal and external factors affecting your organisation. Your findings should not just highlight the current status but critically evaluate how effective or ineffective these existing strategies have been.

To conclude, synthesise your observations and offer actionable recommendations to senior management on how the strategies can be improved or pivoted for better results. Remember to properly cite any external information or data used. Your work will be evaluated based on the depth of your analysis, the cogency of your arguments, and the feasibility of your recommendations.

****Whilst it would be excellent for students to choose an entity/organisation etc. which has relevance to them and their future career – discussion can be had relative to a number of preselected examples.***

Assessment 2 (50%) - Political News Story

Task

You've been assigned the role of an investigative journalist focused on tourism, events, or leisure in Swansea or the surrounding areas of South Wales. You are to produce a 10-minute news story video that critically examines how political decisions and policies impact this sector.

Objective

This assignment aims to equip you with practical investigative skills and a deeper understanding of how political dynamics impact the tourism, events, or leisure industry. Upon completion, you should be able to:

- Conduct in-depth investigative analysis of the relevant sector
- Critically examine the political factors affecting a specific sector.
- Coherently present your findings and insights in a video format.

Your work will be evaluated based on the depth of your investigation, the quality of your analysis, and your ability to present complex issues in an engaging, understandable way.

Guidelines

Local Relevance: Ensure that your story is locally relevant to Swansea or South Wales. Ground your story in local examples, interviews, or data.

Investigative Element: Your video should have a strong investigative journalism angle, diving deep into a particular story or issue that is of current relevance. This could be a new governmental policy, a controversial development project, or an upcoming event that's sparking public debate.

Critical Analysis: Apply frameworks and theories discussed in class to dissect the political intricacies surrounding your chosen topic. Explain how these political decisions are affecting the sector and what could be the long-term implications.

Narrative Flow: Your video should have a clear structure, comprising an introduction, main findings, and a conclusion where you share your own insights or recommendations based on your investigation.

An Overview of Strategic Management

Why do some firms succeed while others fail?

A central objective of strategic management is to learn why this happens.

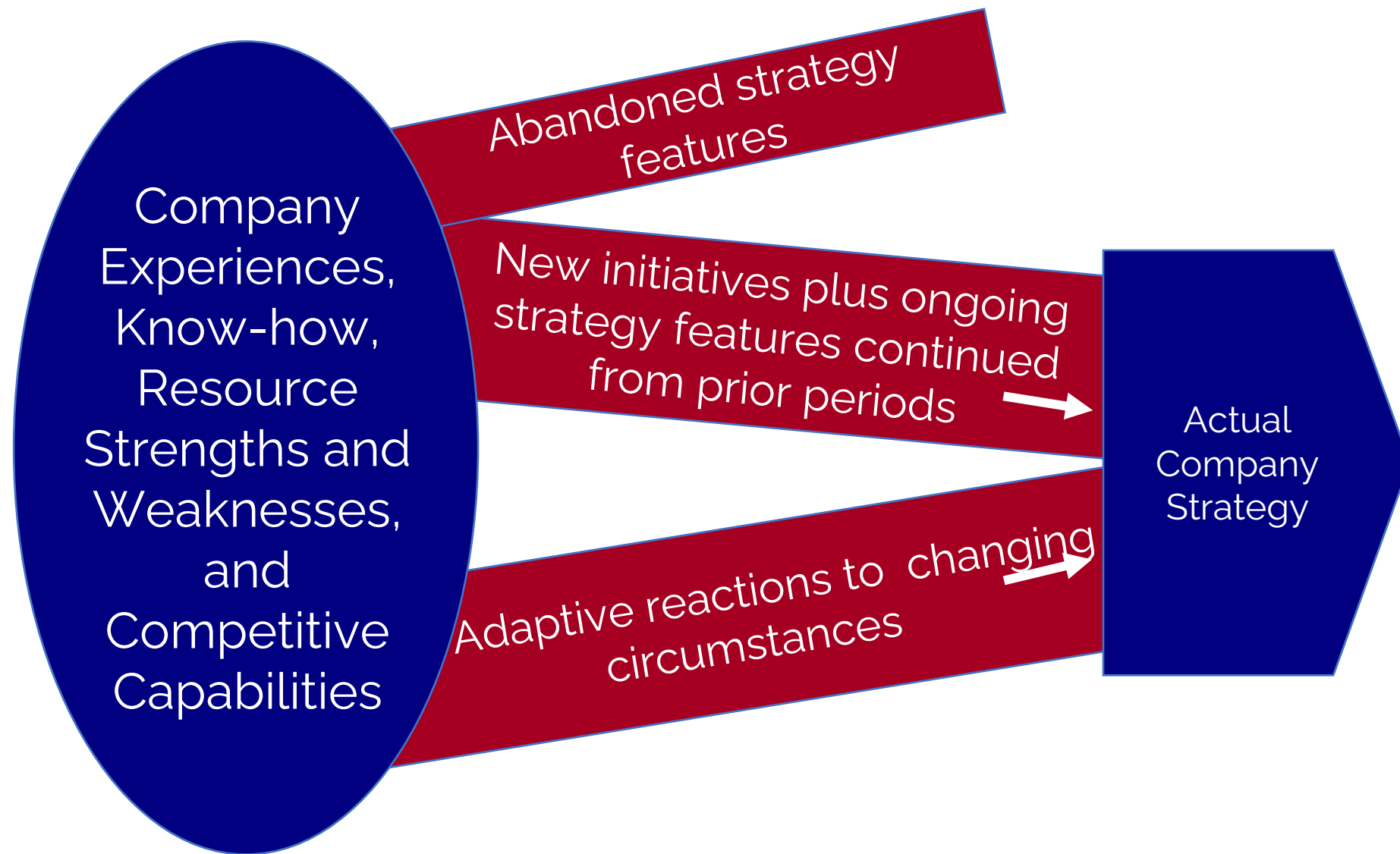
What is strategy?

An action a company takes to attain superior performance.

What is the strategic management process?

The process by which managers choose a set of strategies for the enterprise to pursue its vision.

**A Company's Strategy is
Partly Planned and Partly Reactive**



← External Factors

Factors Shaping the Choice of Company Strategy



Determine relevance of internal and external factors

Identify and evaluate alternatives

Craft the strategy



← Internal Factors

Why do Strategies Evolve?

A Company's strategy is '***a work in progress***'

Changes may be necessary to react to:

- Shifting market conditions
- Technological breakthroughs
- Fresh moves of competitors
- Evolving customer preferences
- Emerging Market opportunities
- New ideas to improve strategy
- Crisis situations

Strategic Management – Definition Time

Set of decisions and actions that result to the formulation and implementation of plans designed to achieve a company's objectives

Study of why and how some firms outperform others

Why do you
think some firms
outperform
others?



Benefits of Strategic Management

Strategy formulation activities enhance the firms ability to prevent problems.

Group-based strategic decisions are likely to be drawn from the best available alternatives.

The involvement of employees in strategy formulation improves their understanding of the productivity- reward relationship in every strategic plan, and this heightens their motivation.

Gap and overlaps in activities among individuals and groups are reduced as participation in strategy formulation clarifies difference in roles.

Resistance to change is reduced

Risks of Strategic Management

The time that managers spend on the strategic management process has a negative impact on operational responsibilities.

If the formulators of strategy are not intimately involved in its implementation, they may shirk their individual responsibility for the decision reached.

Strategic managers must be trained to anticipate and respond to the disappointment of participating subordinates over unattained expectations.

'Formality' in Strategic Management

What is Formality?

The degree to which participation, responsibility, authority and discretion toward decision making are specified in strategic management.

- 1. Entrepreneurial Mode**
- 2. Planning Mode**
- 3. Adaptive Mode**

Entrepreneurial Mode

The informal, intuitive and limited approach to strategic management, associated with owner/managers of smaller firms.

Planning Mode

The strategic formality associated with large firms that operate under a comprehensive, formal planning system.

Adaptive Mode

The strategic formality associated with medium sized firms that emphasise the incremental modification of existing competitive approaches.

Keep attributes of Strategic Management

- Directs the organisation toward overall goals and objectives.
- Includes multiple stakeholders in decision making
- Needs to incorporate short-term and long-term perspectives.
- Recognises trade-offs between efficiency and effectiveness

Critical Tasks of Strategic Management

- Formulate the company's mission.
- Conduct internal analysis
- Assess the company's external environment
- Analyse companies' options
- Identify most desirable option(s)
- Select Long-term objectives and grand strategies
- Develop annual objectives and short-term strategies
- Implement the strategic choices.
- Evaluate success of the strategic process.

Dimensions of Strategic decisions – Strategic Issues

Require top management decisions.

Require large amounts of the firms' resources

Often affect the firm's long-term prosperity

Are future oriented

Usually have multifunctional or multi –business consequences

Require considering the firms external environment.

ANY QUESTIONS??

Next Week Preview

