



# POLYTECHNIC OF MEĐIMURJE IN ČAKOVEC

## COURSE SYLLABUS

ACADEMIC YEAR: 2020/2021

### 1. GENERAL COURSE INFORMATION

<b>1.1 Course name</b>	<b>Strategic management in tourism and sports</b>			
<b>1.2 Study program/s</b>	Specialist study Tourism and Sports Management			
<b>1.3 Course status (O,E)</b>	Obligatory (O)	<b>1.6 Mode of instruction (number of hours)</b>	<b>Lectures</b>	30
<b>1.4 Course code</b>			<b>Exercises</b>	30
<b>1.5 Course abbreviation</b>	SMTS		<b>Seminars</b>	
<b>1.6 Semester</b>	III		<b>E-learning</b>	
<b>1.7 ECTS</b>	6	<b>1.7 Place and time of instruction</b>	Premises of the Polytechnic of Međimurje in Čakovec, according to the schedule published on the website	

### 2. TEACHING STAFF

<b>2.1 Course leader/s-title</b>	Associate Professor, Ante Rončević, PhD	<b>contact</b>	ante.roncevic@mev.hr
		<b>contact</b>	aroncevic@unin.hr
<b>2.2 Assistant/s- title</b>		<b>contact</b>	
		<b>contact</b>	
<b>2.3 Instruction held by- title</b>		<b>contact</b>	

### 3. COURSE DESCRIPTION

<b>3.1 Course goals</b>	The aim of the course is to enable students to acquire basic theoretical and practical knowledge that will introduce them to relevant aspects of modern theory of strategic management in general and strategic management in tourism and sports, as well as ways to design analysis, strategic plans and business strategy.
<b>3.2 Prerequisites</b>	Organization and Fundamentals of Management
<b>3.3 Course outcomes</b>	<p><u>It is expected that the student, after listening to the power:</u></p> <ul style="list-style-type: none"> <li>O1. Create a SWOT analysis of the selected company (L7)</li> <li>O2. Link theory and practice by developing an understanding of managerial tools and their limitations (6)</li> <li>O3. Judge and evaluate the presented business situation (L6)</li> <li>O4. Recommend a strategy that is appropriate to the business situation (L6)</li> <li>O5. Recommend specific action flows using detailed strategies and plans (L6)</li> <li>O6. Review trends and marketing environment in tourism and sports (L6)</li> <li>O7. Review consumer and customer behavior in the company (L6)</li> <li>O8. Assess quality (L6)</li> <li>O9. Review the functions of management in tourism and sports (L6)</li> <li>O10. Determine the impact of culture on strategic management (L6)</li> </ul>
<b>3.4 Course content</b>	The course presents contents related to the concept and specifics of management in tourism and sports, as well as the stages of development and the process of strategic management. The course includes management functions, consumer behavior, human resource issues, strategic planning in

	tourism and sports, and leadership, planning, organizing and controlling as parts of strategic management.																																												
<b>3.5 Types of coursework</b>	X	Lectures	X	Exercises		Blended e-learning	X	Individual activities	Laboratory																																				
	X	Seminars and workshops		Distant learning		Field classes		Multimedia and network	Mentorship																																				
		Other																																											
<b>3.6 Language of instruction</b>																																													
<b>3.7 Monitoring students' work (enter the number of ECTS credits for each activity so that the total number of ECTS credits is equal to the total ECTS value of the course, 1 ECTS = 30 hours)</b>	2	Class attendance		1	Seminars			Essay																																					
		Class activity			Project			Report/paper																																					
	2	Midterm exams			Practical task			Continuous knowledge check																																					
		Written exam			Experimental work																																								
	1	Oral exam			Research																																								
<b>3.8 Assessment and evaluation of students' work during classes and at the final exam</b>	<table border="1"> <thead> <tr> <th>Activity specification</th> <th>Percent %</th> <th>Points</th> </tr> </thead> <tbody> <tr> <td colspan="3" style="text-align: center;">Assessment during instruction</td> </tr> <tr> <td>Attendance</td> <td>5%</td> <td>5</td> </tr> <tr> <td>Class activity</td> <td>5%</td> <td>5</td> </tr> <tr> <td>Seminar/ project/ essay</td> <td>30%</td> <td>30</td> </tr> <tr> <td>Midterm exam 1</td> <td>20%</td> <td>20</td> </tr> <tr> <td>Midterm exam 2</td> <td>20%</td> <td>20</td> </tr> <tr> <td>Oral exam</td> <td>20%</td> <td>20</td> </tr> <tr> <td colspan="3" style="text-align: center;"><i>Exam assessment for the students who failed to fulfil all the obligatory requirements during the semester</i></td> </tr> <tr> <td>Written exam</td> <td>40%</td> <td>40</td> </tr> <tr> <td>Oral exam</td> <td>20%</td> <td>20</td> </tr> <tr> <td><b>Total:</b></td> <td><b>100%</b></td> <td><b>100</b></td> </tr> </tbody> </table>									Activity specification	Percent %	Points	Assessment during instruction			Attendance	5%	5	Class activity	5%	5	Seminar/ project/ essay	30%	30	Midterm exam 1	20%	20	Midterm exam 2	20%	20	Oral exam	20%	20	<i>Exam assessment for the students who failed to fulfil all the obligatory requirements during the semester</i>			Written exam	40%	40	Oral exam	20%	20	<b>Total:</b>	<b>100%</b>	<b>100</b>
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<b>3.9 Assessment criteria – analysis per learning outcomes</b>	<b>Ways of evaluating learning outcomes</b>																																												
		<b>Attendance</b>	<b>Activity</b>	<b>Mid-term exam 1</b>	<b>Mid-term exam 2</b>	<b>Practical work</b>	<b>Oral exam</b>	<b>Total</b>																																					
	Outcome 1			3			2	5																																					
	Outcome 2			3			2	5																																					
	Outcome 3			2		5	2	9																																					
	Outcome 4			3		5	2	10																																					
	Outcome 5			3		5	2	10																																					
	Outcome 6			3			2	5																																					
	Outcome 7			3		5	2	10																																					
	Outcome 8				7	5	2	14																																					
	Outcome 9				7	5	2	14																																					
Outcome 10				6		2	8																																						

	Outcome not-related	5	5				10	
	<b>Total</b>	5	5	20	20	30	20	100
	<p>Grading of outcomes (in order to pass the mid-term exam/exam the student must achieve at least 50% points for each learning outcome)</p> <p>Points      Grade</p> <p>96 – 100    excellent (5)</p> <p>86 – 95     very good (4)</p> <p>71 – 85     good (3)</p> <p>60 – 70     pass (2)</p> <p>0 – 59      fail (1)</p>							
<p><b>3.10 Specific features related with taking the course</b></p>	<p>Assessment and evaluation of the work of full-time students during classes;</p> <p>1. Class attendance - students are expected to attend exercises regularly (minimum 50% of the planned hours of active classes) For each student, records are kept of class attendance and successes resulting from his additional work and activities. Records of students present at classes are kept by the teacher</p> <p>2. Research work + oral presentation of research work</p> <p>Students who were present at the classes at least 50% of the total number of teaching hours have the right to sign, which confirms the proper execution of the prescribed obligations in the index. In agreement with the lecturer, attendance obligations are also regulated through additional student activities (seminar and research work) that have been previously determined and defined. In case of insufficient number of visits to classes, signing is conditioned by writing a seminar paper on a topic given by the lecturer. Students who achieve less than 50% of attendance are not eligible to sign and are required to re-enroll in the course again in the next academic year.</p> <p><b>Option A. Method of evaluation and evaluation of work:</b>  CRITERIA FOR EVALUATION OF RESEARCH WORK  Adherence to instructions for writing style and style of expression 20%  Correct citation and use of professional and scientific literature 20%  Research methods used 20%  Presentation of research results in a systematic way 20%  Quality set conclusions with critical review with measures to improve research problems 20%  TOTAL 100%</p> <p><b>Option B. Method of evaluation and evaluation of work:</b>  Presentation 40  Written exam 40  Oral exam 20  TOTAL 100</p>							
<p><b>3.11 Students obligations</b></p>	<p>Exercises are mandatory for students. Records of the frequency of attendance at classes are kept. To obtain a signature, students must attend a minimum of 50% of the exercises. Delays in classes or absences must be justified in writing. Students who are unable to attend classes due to illness must justify their absence with an adequate Certificate from an appropriate physician. Students who have serious health problems due to which they cannot attend classes are obliged to justify their absence with valid medical documentation. Students who have the status of active or categorized athlete are required to bring a Certificate of Parent Club or documentation of the Croatian Olympic</p>							

	Committee at the beginning of the semester in order to justify their absences from school due to club obligations. Students who frequently interfere with classes in any way will be removed from class, and their attendance will be recorded only to the extent that they actually attended class. In case of insufficient number of visits to classes, signing is conditioned by writing an additional seminar paper on a topic given by the lecturer. Students who achieve less than 50% of attendance are not eligible to sign and are required to re-enroll in the course the following year.										
<b>3.12 Written assignments</b>	Research and seminar papers are written according to the instructions for writing seminar and final papers of the Polytechnic of Međimurje in Čakovec as well as instructions published by the lecturer at the Loomen and are available to all students of the course										
<b>3.13 Required reading</b>	<table border="1"> <tr> <td>1.</td> <td>Moutinho, L. (2005). Strateški menadžment u turizmu. Masmedia. Zagreb</td> </tr> <tr> <td>2.</td> <td>Gonan Božac, M. i Tipurić, D. (2014). Poslovni slučajevi iz strateškog menadžmenta. Sinergija. Zagreb</td> </tr> <tr> <td>3.</td> <td>Lecture notes</td> </tr> <tr> <td>4.</td> <td>Buble, M. (2009). Međunarodni menadžment. Lares plus doo. Zagreb.</td> </tr> <tr> <td>5.</td> <td>Thompson, A., Strickland, A.J. i Gamble, J.E. (2008). Strateški menadžment – u potrazi za konkurentskom prednošću (Teorija i slučajevi iz prakse). MATE. Zagreb.</td> </tr> </table>	1.	Moutinho, L. (2005). Strateški menadžment u turizmu. Masmedia. Zagreb	2.	Gonan Božac, M. i Tipurić, D. (2014). Poslovni slučajevi iz strateškog menadžmenta. Sinergija. Zagreb	3.	Lecture notes	4.	Buble, M. (2009). Međunarodni menadžment. Lares plus doo. Zagreb.	5.	Thompson, A., Strickland, A.J. i Gamble, J.E. (2008). Strateški menadžment – u potrazi za konkurentskom prednošću (Teorija i slučajevi iz prakse). MATE. Zagreb.
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<b>4 ADDITIONAL COURSE INFORMATION</b>											
<b>4.1 Quality control</b>	The quality of the program, teaching process, teaching skills and level of mastery of the material will be established by conducting a written evaluation based on questionnaires, and in other standardised ways and in accordance with the by-laws of the Polytechnic of Međimurje in Čakovec.										
<b>4.2 Contact the teacher</b>	Students can contact the teacher during the consultation period (two hours per week) and during classes. It is possible to ask questions by e-mail if they are not answered during the lecture, or they are not available in the instructions, syllabus and on the bulletin board (website) of the Polytechnic. Students will receive answers to such questions within 5 working days 8 at the latest (except during weekends or holidays when they will not be answered). It is recommended that students attend classes regularly, follow the information on Loomen as part of the course, and follow the information on the Polytechnic's website in order to be informed in time about all the important details of the course.										
<b>4.3 Information about the course</b>	It is the obligation of each student to be regularly informed about the course. All notifications about the classes or possible postponement of classes will be posted on the bulletin board and on the website of the Polytechnic at least 24 hours in advance.										
<b>4.4 Course contribution to the study program</b>	<p>Apply the principles of strategic management in the management of companies in tourism and sports</p> <p>Analyze the macroeconomic and microeconomic business environment</p> <p>Manage human resources in tourism and sports</p>										

**5. ANALYSIS OF COURSE TOPICS (the number of hours is equal to the number of lectures and exercises of the course)**

<b>LECTURES</b>				
<b>Hours</b>	<b>Topic and description</b>	<b>Method</b>	<b>Learning outcomes</b>	<b>Course outcome</b>
		<ul style="list-style-type: none"> <li>• Direct teaching (lecture, instruction, pp presentation)</li> <li>• Discovery learning (individual, lead, discussion)</li> <li>• Group learning</li> <li>• Case study</li> <li>• Field classes...</li> </ul>		
<b>1.&amp;2.</b>	Introduction to the course and a detailed syllabus. Introducing students to the course	Presentation, PP presentation	Students get acquainted in detail with the course tubes, content and tasks that will need to be completed in order to successfully master all outcomes	
<b>3.&amp;4.</b>	SM process and strategy levels	Presentation, PP presentation	Formulate strategy and strategic alternatives.	O3
<b>5.&amp;6.</b>	SM challenge and opportunity of the 21st century	Presentation, PP presentation	Identify the basic functions and basic tasks of management. Identify the stages of development of strategic management in the organization.	O2, O4
<b>7.&amp;8.</b>	Market research in tourism and market segmentation	Presentation, PP presentation	Propose a procedure for market research and market segmentation.	O5
<b>9.&amp;10.</b>	Trends in tourism and marketing environment in tourism and sports	Presentation, PP presentation	Assess trends in tourism. Compare forecasts and current trends.	O6
<b>11.&amp;12</b>	International management in tourism and sports	Presentation, PP presentation	Compare international management and international business. Identify levels of international management. Evaluate the business of	O6

			international managers.	
<b>13.&amp;14</b> .	Consumer behavior in tourism and sports	Presentation, PP presentation	Analyze the impact of consumer behavior on the organization. Identify ways of consumer perception. Assess the risks of influencing consumer decisions.	07
<b>15.&amp;16</b> .	Problems of human resources in tourism and sports	Presentation, PP presentation	Identify human resource issues. Assess the impact of the problem on the organization.	07
<b>17.&amp;18</b> .	Quality and quality management	Presentation, PP presentation	Identify ways of quality management.	08
<b>19.&amp;20</b> .	Strategic planning in tourism and sports	Presentation, PP presentation	The student will be able to formulate the concept of planning.	09
<b>21.&amp;22</b> .	Planning as part of strategic management	Presentation, PP presentation	Identify the underlying reasons and approaches to planning. Rethink predispositions for planning.	09
<b>23.&amp;24</b> .	Leadership as part of strategic management	Presentation, PP presentation	Evaluate leadership style in the organization. Compare leadership styles in the organization.	09
<b>25.&amp;26</b> .	Organizing as part of strategic management	Presentation, PP presentation	Rethink organizational structure. Analyze the basic tasks of management.	09
<b>27.&amp;28</b> .	Control - a function of strategic management	Presentation, PP presentation	Identify ways of control in management.	09
<b>29.&amp;30</b> .	Dimensions and impact of culture on strategic management	Presentation, PP presentation	Assess the impact of culture on strategic management. Compare the dimensions of culture	010
<b>EXERCISES/ SEMINARS</b>				

<b>Hours</b>	<b>Topic and description</b>	<b>Method</b> <ul style="list-style-type: none"> <li>• Direct teaching (lecture, instruction, pp presentation)</li> <li>• Discovery learning (individual, lead, discussion)</li> <li>• Group learning</li> <li>• Case study</li> <li>• Field classes...</li> </ul>	<b>Learning outcomes</b>	<b>Course outcome</b>
1.&2.	Environmental analysis and SWOT	Direct teaching	Identify the strengths, weaknesses, opportunities and threats of the company on a real example from practice. Establish a SWOT analysis procedure.	O1
3.&4.	SM process and strategy levels	Direct teaching, Discovery learning, Case study	Formulate strategy and strategic alternatives.	O3
5.&6.	SM challenge and opportunity of the 21st century	Discovery learning, Group / Collaborative learning	Assess the trends and problems of strategic management in the 21st century.	O2, O4
7.&8.	Market research in tourism and market segmentation	Discovery learning, Case study	Determine the importance of market segmentation	O5
9.&10.	Trends in tourism and marketing environment in tourism and sports	Discovery learning, Case study	Analyze the marketing environment in tourism. Analyze conflicts between current and future trends.	O6
11.&12	International management in tourism and sports	Discovery learning, Group / Collaborative learning	Review manager skills. Analyze the environment and key segments of the international company's environment.	O6
13.&14	Consumer behavior in tourism and sports	Discovery learning, Case study	Predict the process of tourists deciding on vacation. Rethink the model of consumer behavior.	O7

<b>15.&amp;16</b> .	1st colloquium	Singly	Outcome check 1, 2,3, 4, 5, 6, 7	
<b>17.&amp;18</b> .	Quality and quality management	Discovery learning, Case study	Compare the quality of organizations in tourism.	O8
<b>19.&amp;20</b> .	Strategic planning in tourism and sports	Discovery learning, Case study	Analyze planning on a given case. Develop SWOT and PESTLE analysis.	O9
<b>21.&amp;22</b> .	Planning as part of strategic management	Discovery learning, Case study	Compare ways of planning in the organization	O9
<b>23.&amp;24</b> .	Leadership as part of strategic management	Discovery learning, Group / Collaborative learning	Recommend a leadership style on a case study example	O9
<b>25.&amp;26</b> .	Organizing as part of strategic management	Discovery learning, Case study	Compare different forms of organizational structures	O9
<b>27.&amp;28</b> .	Control - a function of strategic management	Discovery learning, Case study	Compare control models in the organization on an example from practice.	O9
<b>29.&amp;30</b> .	2nd colloquium	Singly	Outcome check 8, 9, 10	