

Objectives of the Course

The aim of this course is to provide students with fundamental concepts of strategic management, strategic analysis methods, competitive strategies, and sustainable growth approaches in tourism businesses. The course will cover strategic decision-making processes specific to the tourism industry, internal and external environment analyses, corporate strategies, and innovative business models. Students will develop the necessary competencies to achieve competitive advantage and sustainable success in tourism enterprises by analyzing strategic management theories with practical examples.

Course Contents

Fundamentals of Strategic Management Internal and External Environment Analysis in Tourism Businesses Vision, Mission, and Goal Setting Competitive Strategies Corporate Strategies and Business Models Strategic Planning and Implementation Sustainability Strategies Innovation and Digital Transformation Crisis Management and Strategic Resilience Internationalization and Global Strategies Leadership and Corporate Culture in Strategic Management Performance Management and Strategic Control Case Studies and Applications General Evaluation and Current Trends

Recommended or Required Reading

1. Textbooks Johnson, G., Scholes, K., & Whittington, R. (2020). Exploring Corporate Strategy: Text and Cases. Pearson. David, F. R., & David, F. R. (2022). Strategic Management: Concepts and Cases: A Competitive Advantage Approach. Pearson. Gürel, E., & Tat, M. (2017). Strategic Management in Tourism Businesses. Detay Publishing. 2. Supplementary Resources Mintzberg, H., Ahlstrand, B. W., & Lampel, J. (2005). Strategy Safari: A Guided Tour Through the Wilds of Strategic Management. Pearson. Porter, M. E. (1998). Competitive Advantage: Creating and Sustaining Superior Performance. Free Press. Barney, J. B., & Hesterly, W. S. (2021). Strategic Management and Competitive Advantage: Concepts and Cases. Pearson. 3. Tourism-Oriented Strategic Management Resources Evans, N., Campbell, D., & Stonehouse, G. (2012). Strategic Management for Travel and Tourism. Routledge. Okumus, F., Altınay, L., & Chathoth, P. (2010). Strategic Management for Hospitality and Tourism. Routledge. Poon, A. (1993). Tourism, Technology and Competitive Strategies. CABI Publishing. 4. Academic Journals and Articles Tourism Management (Elsevier) Journal of Travel Research (SAGE) International Journal of Hospitality Management (Elsevier) Annals of Tourism Research (Elsevier) Current Issues in Tourism (Taylor & Francis) 5. Digital Resources and Databases Google Scholar (scholar.google.com) – Academic articles on tourism and strategic management ScienceDirect (www.sciencedirect.com) – Recent research on tourism management and strategy Emerald Insight (www.emerald.com/insight) – Strategic management studies in the tourism sector SpringerLink (link.springer.com) – Strategic approaches in tourism and management 6. Reports and Industry Resources United Nations World Tourism Organization (UNWTO) Reports World Economic Forum (WEF) Tourism and Competitiveness Reports OECD Tourism Trends and Policies Reports Ministry of Tourism Strategic Plans and Reports

Planned Learning Activities and Teaching Methods

Learning Activities (Lectures, Case Studies, Discussions & Brainstorming, Group Work, Student Presentations) Teaching Methods (Lecture-Based Teaching, Question & Answer Method, Case Study Method, Collaborative Learning)

Recommended Optional Programme Components

Utilizing Current Examples, Interactive Learning Environment, Research and Practice-Based Learning, Incorporating an International Perspective

Instructor's Assistants

Assoc. Prof. Dr. Gaye Deniz

Presentation Of Course

The course is delivered through a combination of theoretical lectures, case studies, group work, and student presentations. To enhance students' understanding of strategic management concepts, interactive discussions are incorporated. Additionally, digital resources and academic articles are utilized to keep the course content up-to-date and relevant.

Dersi Veren Öğretim Elemanları

Assoc. Prof. Dr. Gaye Deniz

Program Outcomes

- 1. Knows the fundamental concepts and process of strategic management.
- 2. Knows current issues related to strategic management.
- 3. Analyzes scientific research in the field of strategic management.

Weekly Contents

Order	PreparationInfo	Laboratory	TeachingMethods	Theoretical	Practise
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Order	PreparationInfo	Laboratory	TeachingMethods	Theoretical	Practise
1	Sarvan, F., Arıcı, E. D., Özen, J., Özdemir, B., & İçigen, E. T. (2003). Ten strategic management schools: Integrative framework of the formation school. <i>Mediterranean Il Bf Journal</i>, 6, 73-122. Kaya, İ. (2010). Strategic management process in accommodation management: A conceptual approach. <i>Karamanoğlu Mehmetbey University Journal of Social and Economic Research</i>, 2010(1), 27-35. Çubukçu, M. (2018). DEVELOPMENT PROCESS OF STRATEGIC MANAGEMENT AND CLASSIFICATION OF CURRENT RESEARCH TOPICS IN LITERATURE ON STRATEGIC MANAGEMENT. <i>Journal of Strategic Management Research</i>, 1(2), 61-84. Çubukcu, M. (2019). PROGRESS IN STRATEGIC MANAGEMENT RESEARCHES AND CURRENT DISCUSSION CONDITIONS. <i>Mehmet Akif Ersoy University Journal of Social Sciences Institute</i>, 11(27), 35-57. Kirovska, Z. (2011). Strategic management within the tourism and the world globalization. <i>UTMS Journal of Economics</i>, 2(1), 69-76. J. Harrington, R., K. Chathoth, P., Ottenbacher, M., & Altinay, L. (2014). Strategic management research in hospitality and tourism: past, present and future. <i>International Journal of Contemporary Hospitality Management</i>, 26(5), 778-808.		Expository Method Question-Answer Method Case Study Collaborative Learning	Strategic Management and Fundamental Concepts	
2	Erol, Y. (2017). RELATIONSHIP BETWEEN STRATEGIC MANAGEMENT AND BUSINESS ANALYSIS: A CONCEPTUAL STUDY. <i>Journal of Social Sciences Research</i>, 12(1), 1-26. Toft, G. S. (2000). Synoptic (one best way) approaches of strategic management. <i>Public administration and public policy</i>, 79, 1-30. Zabarina, K. F., & Nechayeva, I. A. (2014). The features of usage of strategic management tools for complex assessment of company's financial activities. <i>Ekonomichnyy analiz</i>, 15(3), 37-43.		Expository Method Question-Answer Method Case Study Collaborative Learning	Characteristics of Strategic Management, Advantages of Strategy, Disadvantages of Strategy	
3	Barca, M. (2005). EVOLUTION OF STRATEGIC MANAGEMENT THINKING: THE STORY OF THE FORMATION OF A SCIENTIFIC DISCIPLINE. <i>Journal of Management Research/Yonetim Arastirmalari Dergisi</i>, 5(1). Çavuş, Ö. G. M. F. (2005). Strategic management in family businesses. <i>Çukurova University Social Sciences Institute Journal</i>, 14(2), 152-166. Adler, P. S., McDonald, D. W., & MacDonald, F. (1992). Strategic management of technical functions. <i>MIT Sloan Management Review</i>, 33(2), 19. Mosia, MS, & Veldsman, T. H. (2004). The importance of different leadership roles in the strategic management process. <i>SA Journal of Human Resource Management</i>, 2(1), 26-36.		Expository Method Question-Answer Method Case Study Collaborative Learning	Differences Between Strategic Management and Functional Management	
4	Akdemir, A. (2012). Determining strategic objectives: Strategic intent hierarchy. In <i>Strategic management</i> (pp. 46-65). Eskişehir: Anadolu University Publications. Yıldırım, K. E. (2019). The importance of strategic intent as a tool in the success of change management. <i>Atatürk University Journal of Economics and Administrative Sciences</i>, 33(4), 1153-1165. Demir, K., & Yıldız, Ü. (2020). Are the Strategic Intentions of Organizations in the Same Institutional Environment Isomorphic? Examining the Strategic Plans of Foundation Universities with Content Analysis Method. <i>MANAS Journal of Social Research</i>, 9(1), 178-189. Fourie, L. C., & van der Westhuizen, T. (2008). The value and use of concept maps in the alignment of strategic intent. In <i>Proceedings of the Third International Conference on Concept Mapping</i> (pp. 399-406). Ko, Y. J., O'Neill, H., & Xie, X. (2021). Strategic intent as a contingency of the relationship between external knowledge and firm innovation. <i>Technovation</i>, 104, 102260.		Expository Method Question-Answer Method Case Study Collaborative Learning	Strategic Intent Hierarchy	
5	Ramazanoğlu, F., & Bahçeci, B. (2006). VISION AND MISSION CONCEPTS IN ORGANIZATIONS. <i>Firat University Journal of Eastern Studies</i>, 5(1), 52-56. Muslu, Ş. (2014). The importance of mission and vision concepts in organizations. <i>Hak İş International Labor and Society Journal</i>, 3(5), 150-171. Bora, B., Borah, S., & Chungyalpa, W. (2017). Crafting strategic objectives: Examining the role of business vision and mission statements. <i>Journal of Entrepreneurship & Organization Management</i>, 6(1), 1-6.		Expository Method Question-Answer Method Case Study Collaborative Learning	The Concept of Objectives and the Basic Objectives of the Business (Economic and Social)	

Order	PreparationInfo	Laboratory	TeachingMethods	Theoretical	Practise
6	Demirtaş, Ö. (2013). Strategic management in aviation industry: situation assessment by SWOT analysis. <i>Nevşehir Hacı Bektaş Veli University Journal of Social Sciences</i> , 2(2), 207-238. Soyak, M. (2016). STRUCTURAL ANALYSIS OF TURKISH TOURISM SECTOR AND SECTORAL STRATEGIES BASED ON SWOT MATRIX. <i>Marmara Journal of Social Sciences</i> , (10), 46-71. Reihanian, A., Mahmood, N. Z. B., Kahrom, E., & Hin, T. W. (2012). Sustainable tourism development strategy by SWOT analysis: Boujagh National Park, Iran. <i>Tourism management perspectives</i> , 4, 223-228. Abya, H., Khalili, M., Ebrahimi, M., & Movahed, A. (2015). Strategic planning for tourism industry using SWOT and QSPM. <i>Management Science Letters</i> , 5(3), 295-300.		Expository Method Question-Answer Method Case Study Collaborative Learning	SWOT Analysis	
7	Tellioğlu, S., & Tekin, M. (2017). EXAMINATION OF DISABLED TOURISM WITHIN THE SCOPE OF PESTEL ANALYSIS. <i>Çatalhöyük International Journal of Tourism and Social Research</i> , (2), 129-144. Açıksozlü, Ö., Şahin, N. N., & Varol, İ. (2024). Evaluation of Yalova tourism from the perspective of PEST analysis. <i>International Journal of Social Sciences and Education Research</i> , 10(4), 218-235. Zorba, B. K. Examination of Sustainable Tourism in Turkey with Pestel Analysis. <i>Journal of Tourism and Business Sciences</i> , 5(1), 2-21. Gregoric, M. (2014). PESTEL analysis of tourism destinations in the perspective of business tourism (MICE). In <i>Faculty of Tourism and Hospitality Management in Opatija. Biennial International Congress. Tourism & Hospitality Industry</i> (p. 551). University of Rijeka, Faculty of Tourism & Hospitality Management. Kara, E. (2018). A contemporary approach for strategic management in tourism sector: pestel analysis on the city Muğla, Turkey. <i>Journal of Business Research</i> , 10(2), 598-608.		Expository Method Question-Answer Method Case Study Collaborative Learning	PESTEL Analysis	
8	Topics from week 1-7				Midterm Exam
9	Peker, A. E., & Boyraz, A. (2017). A THEORETICAL APPROACH TO THE CONCEPT OF STRATEGIC MANAGEMENT. <i>Firat University International Journal of Economics and Administrative Sciences</i> , 1(2), 67-92. Aithal, P. S. (2016). Study on ABCD analysis technique for business models, business strategies, operating concepts & business systems. <i>International Journal in Management & Social Science</i> , 4(1), 98-115. Kaliappen, N., & Hilman, H. (2017). Competitive strategies, market orientation types and innovation strategies: finding the strategic fit. <i>World Journal of Entrepreneurship, Management and Sustainable Development</i> , 13(3), 257-261. Fuchs, M. (2004). Strategy development in tourism destinations: a DEA approach. <i>Economics and Business Review</i> , 4(1), 52-73.		Expository Method Question-Answer Method Case Study Collaborative Learning	Determining the Strategy, Basic Business Strategies, Competitive Strategies, Functional Strategies	
10	Ozer, M. A., & Berberoglu, N. (2021). 7s Model in Management and a Look at the Restructuring Process from This Perspective. <i>Ankara Hacı Bayram Veli University Journal of Economics and Administrative Sciences</i> , 23(2), 251-270. Bacak, C., & Arican, B. T. (2019). The Importance of Strategy in Enterprises and Clusters and Neighboring Area Strategic Approach. <i>Cankiri Karatekin University Journal of Economics and Administrative Sciences</i> , 9(1), 29-50. Nantavisit, N., & Wongsu, S. (2022). Guidelines for Effectively Studying the Behavior of Leaders in the Tourism Sector Using Interactionism Model from a Strategic Management Perspective. <i>Asia Social Issues</i> , 15(2), 251502-251502. Sansa, M., Badreddine, A., & Romdhane, T. B. (2021). Sustainable design based on LCA and operations management methods: SWOT, PESTEL, and 7S. In <i>Methods in sustainability science</i> (pp. 345-364). Elsevier.		Expository Method Question-Answer Method Case Study Collaborative Learning	Strategy Selection, 7S Analysis	

11	Tanrısevdi, A., & Hançer, M. (2003). Strategies for crises and their implementation: The example of Turkish travel agencies. <i>Anatolia: Journal of Tourism Research</i> , 14(2), 119-131. Doğan, N. Ö., & Sözbilen, G. (2014). Determination of the most appropriate strategy for rock hotel enterprises: A SWOT/AHP application. <i>Anadolu University Journal of Social Sciences</i> , 14(4), 95-112. Aladag, O. F., Köseoglu, M. A., King, B., & Mehraliyev, F. (2020). Strategy implementation research in hospitality and tourism: Current status and future potential. <i>International Journal of Hospitality Management</i> , 88, 102556. Pechlaner, H., & Sauerwein, E. (2002). Strategy implementation in the Alpine tourism industry. <i>International Journal of Contemporary Hospitality Management</i> , 14(4), 157-168. Albrecht, J. N. (2010). Towards a framework for tourism strategy implementation. <i>International Journal of Tourism Policy</i> , 3(3), 181-200.	Expository Method Question-Answer Method Case Study Collaborative Learning	Strategy Implementation
12	Karacaoğlu, K., & Saydam, F. (2020). A RESEARCH ON THE RELATIONSHIP BETWEEN PERCEIVED MANAGER AUTONOMY, STRATEGIC CONTROL, ORGANIZATIONAL POLICY AND STRATEGIC PLANNING PERFORMANCE IN HOTEL BUSINESSES: ANTALYA CASE. <i>Journal of Mehmet Akif Ersoy University Economics and Administrative Sciences Faculty</i> , 7(3), 611-630. Elbanna, S. (2016). Managers' autonomy, strategic control, organizational politics and strategic planning effectiveness: An empirical investigation into missing links in the hotel sector. <i>Tourism Management</i> , 52, 210-220.	Expository Method Question-Answer Method Case Study Collaborative Learning	Strategic Control
13	İyigün, N. Ö. (2021). Artificial intelligence and strategic management. <i>TRT Academy</i> , 6(13), 675-679. Kumru, S., & Kasımoğlu, M. (2022). STRATEGIC MANAGEMENT OF DIGITAL TRANSFORMATION IN BUSINESSES: A FIELD RESEARCH. <i>Journal of Information Economics and Management</i> , 17(2), 139-159. Gündüz, C. (2024). Digital Transformation and Smart Tourism: Sustainable Future of Artificial Intelligence, Big Data and Smart Destination Management. <i>Academic View: Tourism Sector</i> , 23. Zhang, Y., & Szabó, Z. (2024). Digital Transformation in the Tourism Industry: A Comparative Literature Review. <i>Advances in Economics, Management and Political Sciences</i> , 72, 178-191. Kumar, S., Kumar, V., Kumari Bhatt, I., Kumar, S., & Attri, K. (2024). Digital transformation in tourism sector: trends and future perspectives from a bibliometric-content analysis. <i>Journal of Hospitality and Tourism Insights</i> , 7(3), 1553-1576.	Expository Method Question-Answer Method Case Study Collaborative Learning	Digital transformation and artificial intelligence

Order	PreparationInfo	Laboratory	TeachingMethods	Theoretical	Practise
14	Gedik, Y. (2024). THE GREEN SIDE OF TOURISM: A CONCEPTUAL FRAMEWORK ON BENEFITS, CHALLENGES AND STRATEGIES OF SUSTAINABLE TOURISM. <i>Ufuk University Journal of Social Sciences Institute</i>, 13(25), 44-65. Seyhan, G., & Yilmaz, B. S. (2010). Green Marketing in Accommodation Enterprises within the Scope of Sustainable Tourism: Calista Luxury Resort Hotel. <i>Dokuz Eylul University Journal of Business Administration</i>, 11(1), 51-74. Gedik, Y. (2024). Green marketing in tourism sector: A conceptual framework on advantages, challenges and strategies. <i>Kastamonu Journal of Human and Society</i>, 2(3), 1-24. Chu, C. P., & Chung, K. C. (2016). A framework model for assessing sustainability strategies for tourism green supply chain management. <i>Journal of Testing and Evaluation</i>, 44(3), 1390-1399. Pan, S. Y., Gao, M., Kim, H., Shah, K. J., Pei, S. L., & Chiang, P. C. (2018). Advances and challenges in sustainable tourism towards a green economy. <i>Science of the total environment</i>, 635, 452-469. Yousaf, Z., Radulescu, M., Sinisi, C. I., Serbanescu, L., & Paunescu, L. M. (2021). Harmonization of green motivations and green business strategies towards sustainable development of hospitality and tourism industry: Green environmental policies. <i>Sustainability</i>, 13(12), 6592. Gedik, Y. (2024). THE GREEN SIDE OF TOURISM: A CONCEPTUAL FRAMEWORK ON BENEFITS, CHALLENGES AND STRATEGIES OF SUSTAINABLE TOURISM. <i>Ufuk University Journal of Social Sciences Institute</i>, 13(25), 44-65. Seyhan, G., & Yilmaz, B. S. (2010). Green Marketing in Accommodation Enterprises within the Scope of Sustainable Tourism: Calista Luxury Resort Hotel. <i>Dokuz Eylul University Journal of Business Administration</i>, 11(1), 51-74. Gedik, Y. (2024). Green marketing in tourism sector: A conceptual framework on advantages, challenges and strategies. <i>Kastamonu Journal of Human and Society</i>, 2(3), 1-24. Chu, C. P., & Chung, K. C. (2016). A framework model for assessing sustainability strategies for tourism green supply chain management. <i>Journal of Testing and Evaluation</i>, 44(3), 1390-1399. Pan, S. Y., Gao, M., Kim, H., Shah, K. J., Pei, S. L., & Chiang, P. C. (2018). Advances and challenges in sustainable tourism towards a green economy. <i>Science of the total environment</i>, 635, 452-469. Yousaf, Z., Radulescu, M., Sinisi, C. I., Serbanescu, L., & Paunescu, L. M. (2021). Harmonization of green motivations and green business strategies towards sustainable development of hospitality and tourism industry: Green environmental policies. <i>Sustainability</i>, 13(12), 6592.	Expository Method Question-Answer Method Case Study Collaborative Learning	Sustainability and Green Strategies		
15	Ozturk, B. N., & Erdogan, Y. (2022). NETFLIX SETTING THE AGENDA WITH DIGITAL MARKETING STRATEGIES: THE EXAMPLE OF MIDNIGHT IN PERA PALAS. <i>Academic Sensitivities</i>, 9(20), 161-195. AYTAŞ, M., & YAVUZ, G. (2024). NETFLIX AGE: DIGITAL WATCHING PLATFORMS AND TRANSFORMATION OF NARRATIVE IN DOCUMENTARY CINEMA. <i>Idil: Journal of Art & Language</i>, 13(113). Yilmaz, E. S., & Erdem, A. (2022). Factors affecting the continuity of digital platform memberships: The Netflix example. <i>Journal of Economic, Administrative and Political Research</i>, 7(17), 47-67. Souza, I. T., & Romero, F. (2021). Strategic innovation management at netflix: A case study. <i>Academic Conferences and Publishing International Limited</i>. Au-Yong-Oliveira, M., Marinheiro, M., & Costa Tavares, J. A. (2020). The power of digitalization: The Netflix story. In <i>Trends and Innovations in Information Systems and Technologies: Volume 3</i> 8 (pp. 590-599). Springer International Publishing.	Expository Method Question-Answer Method Case Study Collaborative Learning	Case Study in Strategic Management: Netflix's Digital Transformation Strategy		
16	Topics from week 1-15				Final Exam

Workload

Activities	Number	PLEASE SELECT TWO DISTINCT LANGUAGES
Teorik Ders Anlatım	14	3,00
Ders Öncesi Bireysel Çalışma	14	5,00
Final	1	2,00
Ara Sınav Hazırlık	4	4,00
Final Sınavı Hazırlık	4	4,00
Araştırma Sunumu	14	4,00
Rapor	14	3,00
Vize	1	2,00

Activities	Weight (%)
Vize	40,00
Final	60,00

Turizm İşletmeciliği Ana Bilim Dalı / TURİZM İŞLETMECİLİĞİ (DOKTORA) X Learning Outcome Relation

	P.O. 1	P.O. 2	P.O. 3	P.O. 4	P.O. 5	P.O. 6	P.O. 7	P.O. 8	P.O. 9	P.O. 10	P.O. 11	P.O. 12	P.O. 13	P.O. 14	P.O. 15
L.O. 1															
L.O. 2															
L.O. 3															

Table :

- P.O. 1 :** Turizm İşletmeciliği alanında ve ilgili disiplinlerde sahip olduğu bilgiyi uzmanlık düzeyinde geliştirir ve derinleştirir.
- P.O. 2 :** Turizm alanı ile ilgili ulusal ve uluslararası hukuki düzenlemeleri kavrar ve uygular.
- P.O. 3 :** Turizm sektöründeki güncel konular ve sorunlar için yaratıcı ve pratik çözüm önerileri geliştirir.
- P.O. 4 :** Bilimsel araştırma yöntemlerini kullanarak alanyla ilgili bir araştırmayı planlar, yürütür, değerlendirir ve rapor halinde sunar.
- P.O. 5 :** Makro ve mikro ölçekte turizm plan ve politikaları konusunda ayrıntılı bilgi sahibi olur.
- P.O. 6 :** Ulusal ve uluslararası turizm işletmelerini etkin şekilde yönetebilmek için gerekli olan önemli işletmecilik ilkelerini bilir, eleştirel şekilde değerlendirir ve uygular.
- P.O. 7 :** Turizm işletmeciliği ile ilgili rekabet stratejileri geliştirir ve uygular.
- P.O. 8 :** Alanında uzmanlık gerektiren konularda bir çalışmayı başkalarıyla ve bağımsız olarak etkin bir şekilde yürütür.
- P.O. 9 :** Yaşam boyu öğrenme için gerekli olan davranışlar ve yetkinlikler geliştirir.
- P.O. 10 :** Edindiği bilgi ve becerileri analiz eder, eleştirel şekilde yorumlar ve değerlendirir.
- P.O. 11 :** Bir yabancı dili en az Avrupa Dil Portföyü B2 genel düzeyinde kullanarak sözlü ve yazılı iletişim kurar.
- P.O. 12 :** Turizm İşletmeciliği alanyla ilgili bilgisayar yazılımı, bilgi ve iletişim teknolojilerini ileri düzeyde kullanır.
- P.O. 13 :** Toplumsal ve mesleki etik değerleri kavrar, eleştirel bakış açısıyla değerlendirir ve uygun davranışlar geliştirir.
- P.O. 14 :** Yazılı ve sözlü olarak etkili iletişim ve sunum becerileri gösterir.
- P.O. 15 :** Sosyal adalet, kültürel değerler ve çevreye duyarlılık gibi konularda yeterli bilince sahip olur.
- L.O. 1 :** Stratejik yönetimin temel kavramlarını ve sürecini bilir.
- L.O. 2 :** Stratejik yönetimle ilgili güncel konuları bilir.
- L.O. 3 :** Stratejik yönetim alanındaki bilimsel araştırmaları analiz eder.