DEGREE IN: **TOURISM**

1. GENERAL DETAILS OF THE SUBJECT

Name: **MANAGEMENT AND ORGANIZATION OF TOURISM BUSINESSES**

Level: SECOND Semester: SECOND

Type (Basic/Compulsory/Elective subject): Basic
Weekly class hours: 4 Crédits (ECTS): 6
Year of Study Programme: 2024

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2. DESCRIPTION

The purpose is to introduce students to the most significant aspects of management and organization, applied to the case of the tourism industry. We will try to find aN answer to this basic question: Why do some companies obtain sustained over time competitive advantages that result in achieving higher than those of its competitors results? For this, the importance of the strategy will be shown to improve the competitiveness of the company, addressing not only issues relating to the formulation of the same, but also their implementation. With continuous references to tourism-related cases, issues of understanding of the environment, the internal valuation of the resources and capabilities, identifying key factors in the development of a competitive advantage and deployment of corporate strategy are addressed.

3. SITUATION

PRIOR KNOWLEDGE AND SKILLS:

It is desirable that students have a general knowledge of the different companies and organizations operating in the sector and operations in companies.

RECOMMENDATIONS:

To make better use of the subject is recommended regular attendance and a computer with an Internet connection to perform exercises and assignments.

ACCOMMODATIONS FOR STUDENTS WITH SPECIAL NEEDS (STUDENTS FOREIGN STUDENTS WITH A DISABILITY, ...)

At the beginning of the course will examine the special needs on which later adjustments are made for each case.

4. OBJECTIVES AND COMPETENCIES

OBJECTIVES

- Distinguish a company or a tourist organization from another that is not.
- Be able to analyze any object or real situation as a system and the tourist company as a system composed of subsystems.
- Recognize the importance that the environment has for the operation of a system.
- Be able to identify the characteristics or dimensions of a real environment.
- Know the work of managers themselves, with their functions, characteristics and roles, knowing that their future work activity will be carried out in these positions.
- Recognize decision-making as a fundamental element of managerial work and know the different ways in which it is carried out, as well as classify the different types of decisions.
- Know the concept of planning, its process and the different types of plans that can be given in a tourist company.

- Know the concept of control, its types and some tools and instruments that support this function.
- Understand the importance of the direction of individuals and groups in tourism companies.
- Know the main theories about human motivation and how they can be used by the management of the tourism company.
- Know the main theories about leadership and how they can be used by the management of the tourism company.
- Recognize the basic managerial skills that managers of tourism companies must possess.
- Understand the most important keys to internal communication processes and their usefulness for management.
- Understand the task of organizational design from a contingent approach, particularly regarding the circumstances of the environment of the tourism company.
- Understand the organizational function as the double task of dividing work and coordinating it, recognizing the basic coordination mechanisms.
- Recognize the main parts of an organization.
- Know the basic organizational design parameters: specialization and formalization of jobs, departmentalization and grouping of units, centralization, design of connections, etc.
- Know how to represent organizational structures through organization charts.
- Know the main configurations of the structure of organizations, their characteristics, their key design elements and the factors that justify them.
- Know how the different contingencies that tourism organizations face modify and condition their efficient design.
- Understand the role of the different factors that condition organizational design decisions.
- Understand the importance of human resources in the tourism company and its strategic nature.
- Develop skills to apply graphic, mathematical and verbal models as a habitual form of communication between experts and the basis of the student's future work.
- Develop an integrated vision of the management of the tourist company taking into account its interior and its surroundings.
- Develop skills to apply theoretical knowledge to real or realistic situations taken from the press, cinema, television, business cases or examples.
- Generate capacity for analysis of different business situations.
- Develop the ability to organize and plan tasks and jobs.
- Develop skills to obtain and analyze business information.
- Promote systematic reflection on business organizational problems, especially from the point of view of the management of the tourism company.
- Promote attitudes of professional and personal openness in students, in which different situations and different points of view are recognized, entering into discussions that do not necessarily find definitive answers to problems.
- Maintain and transmit to students an attitude of inquiry, investigation, understanding and systematic, reflective and creative analysis in the face of practical situations that may arise in studies or, later, in their professional life.
- Promote the use of different sources of information and first-hand material or primary data that the student must know how to handle.
- Encourage an entrepreneurial and creative attitude that embodies the entrepreneurial spirit.
- Assimilate values such as cooperation, participation, democracy, respect for others, tolerance, commitment, openness, respect for diversity, and in general, an ethical attitude in business management.
- Acquire openness and positive appreciation of diversity among people, geographical areas, economic situations or management styles.

COMPETENCES:

The general competencies of the degree that this subject intends to cover are the following:

- Possess and understand general basic knowledge and knowledge of the area of Tourism that is reflected in advanced textbooks.
- Be able to work as a team.
- Know and apply basic concepts of business management

5. COURSE CONTENTS OR THEMATICS SECTIONS

Lesson 1. Tourism business management

Lesson 2: Planning and control in tourism business

LEsson 3: Management of tourism business

Lesson 4: Organizational foundations

Lesson 5: Organizational design

Lesson 6: Structural configurations and contingent design of the organization

6. LIST OF TOPICS

Lesson 1. Tourism business management

1.1 Administration and organizations

Particularities of the administration of tourist companies

1.2 Management work in the tourist company

- ✓ Hierarchical levels and types of managers...
- ✓ Management roles or papers...

1.3 Management functions: sequential and continuous..

- ✓ The phases of the management process. Sequential functions
- ✓ Continuous functions
- ✓ Problem analysis in the tourist company

1.4 Decision making in the tourist company

- ✓ The decision making process.
- ✓ Rationality in decision making
- ✓ Types of decisions
- ✓ The environment of decision making
- ✓ Sequential decisions. Decision trees

1.5 Communication

- ✓ The communication process.
- ✓ Types of communication in the tourism company

Lesson 2:Planning and control in tourism business

2.1 Relationship between planning and control

- ✓ The planning process
- ✓ Types of plans
- ✓ Some considerations for a correct planning process..

2.2 Strategic plans

- ✓ The mission
- ✓ The objectives
- ✓ The strategies

2.3 Operational plans

- ✓ The policies.....
- ✓ Procedures
- ✓ Rules
- ✓ Budgets
- ✓ Programs

2.4 The control phase

- ✓ The control process.
- ✓ Types of control
- ✓ Practical cases

Lesson 3: Management of tourism business

3.1 Management and piloting People in tourism organizations

- ✓ The difficulties of the management function
- ✓ People in tourism organizations
- ✓ Motivation in the tourism business
- ✓ Maslow's hierarchy of needs theory
- ✓ McClelland's three needs theory
- ✓ Herzberg's motivation-hygiene theory
- ✓ Reinforcement theory
- ✓ Equity theory
- ✓ Expectancy theory

3.2 Leadership in the tourism business

- ✓ The concept of leadership
- ✓ Trait theories
- ✓ The Michigan State University studies
- ✓ The Ohio State University studies
- ✓ Blake and Mouton's grid
- ✓ The contingent approach to leadership: Fiedler's model
- ✓ The contingent approach to leadership: Hersey and Blanchard's model

3.3 Human resource planning

- ✓ Recruitment
- ✓ Selection
- ✓ Staff integration
- ✓ Staff training and development
- ✓ Performance appraisal
- ✓ Promotion and career development
- ✓ Salaries and rewards

Lesson 4: Organizational foundations

4.1 The organizing function and its role in organizations

- ✓ The origin of the organizing function: the division of labor
- ✓ The structure of the organization

4.2 A model of organizational structure: the organization chart

4.3 Coordination mechanisms

- ✓ Mutual adaptation
- ✓ Direct supervision.....
- ✓ Normalization or standardization

4.4 The parts of the organization

- ✓ Operational core

- ✓ Strategic apex
- ✓ Middle line
- ✓ Technostructure
- ✓ Support staff
- ✓ Line and staff

Lesson 5: Organizational design

5.1 Organization design

5.2 Job design

- ✓ Job specialization
- ✓ Formalization of behavior
- ✓ Training and indoctrination
- ✓ Organizations and their jobs

5.3 Unit design

- ✓ Grouping bases
- ✓ Grouping by function
- ✓ Grouping by market
- ✓ Matrix grouping
- ✓ Unit size
- ✓ Organizations and their units

5.4 Design of lateral links

- ✓ Action planning and performance control system
- ✓ Lateral link mechanisms

5.5 Design of the decision-making system

- ✓ Total centralization and decentralization
- ✓ Vertical decentralization
- ✓ Horizontal decentralization

Lesson 6: Structural configurations and contingent design of the organization

6.1 Organizations and organizational design

6.2 Structural configurations

- ✓ Simple structure
- ✓ Machine bureaucracy
- ✓ Professional bureaucracy
- ✓ Adhocracy
- ✓ Divisional form

6.3 Contingent organizational design

- ✓ Organization size
- ✓ The technical system of the core of operations
- ✓ Power

6.4 The environment of organizations

- ✓ Organizational environments
- ✓ The influence of the environment on the design of the organization: the
- ✓ contingent model

7. METHODOLOGY AND TEACHING TECHNIQUES

The learning methodology will be based on the pedagogical principles of active and collaborative learning. So

students will be actors and actors of their own learning process in which the teacher's role will be more dynamic and director of transmitter of knowledge. However, in class sessions will alternate with lectures and practical sessions and exhibition of student work from case studies, text analysis, information research, preparing presentations, paper presentations, etc.

8. ASSESSMENT CRITERIA

The evaluation system will be continuous, that is, learning will be controlled during the teaching/learning process and not only at the end of it. We understand the evaluation process as an opportunity to expand the student's learning, so it will be structured in such a way that the students will take "learning" advantage out of the evaluation. Final evaluation will consider:

Attendance & Participation (>80%) (max. 1 point)	Regular attendance (80% minimum) and participation in class discussions is the minimum expectation. Class participation will be assessed on the basis of engagement with readings, involvement in discussion and class facilitation. Students will share responsibility for directing discussion of readings.
Assignments. Individual & Team work. (max 7 points)	In class / out class assignments both individual and in pairs or teams. The class will be divided into teams that will take turns in presenting and explaining the main arguments of the day´s readings to the entire class.
In-class Tests (max 2 points)	Knowledge and understanding. They might be considered for the final assessment.

For those students who are not able to assist regularly to classes (more than 80%) the evaluation criteria will includes:

Assignments (max. 2.5 points)	Team/Individual project.
Final Exam (max. 7.5 points)	Contents of texts and assignments.

SECOND AND THIRD CALL

The evaluation criteria in the 2nd and 3rd calls will be:

Presentation to a written exam whose score will be 100%. In case the student has handed in specific assignments during the course, the grade obtained in them will be taken into account.

9. REFERENCES

SPECIFIC

- Dirección y Organización de Empresas Turísticas. Gallego Agueda, Maria Angeles, Casanueva Rocha, Cristobal. Ediciones Pirámide. 2024
- Strategic Management in Tourism. Editado por Luiz Moutinho
- Organización, gestión y creación de empresas turísticas. Jesús Rivas García. Septem Ediciones. Ed 2011

GENERAL

- DECRETO 47/2004, de 10 de febrero, de establecimientos hoteleros.
- Orden 17-03-1965 de ordenación turística de Restaurantes.

OTHER SOURCES OF INFORMATION (INTERNET)

- http://www.promonegocios.net/mercadotecnia/empresa-definicion-concepto.html
- http://www.promonegocios.net/empresa/mision-vision-empresa.html
- http://recursos.cepindalo.es/file.php/196/ensenar_emprender/telepizza.pdf

- http://www.diplomadoenturismo.com/logratis/markerting/Tema%202.-%20La%20empresa%20turistica.pdf
- http://www.personconsulting.es/wp-content/uploads/2009/10/caso_practico_cultura_empresarial_2009.pdf
- http://www.mailxmail.com/curso-relaciones-laborales-organigrama/empresa-cultura-organizacional
- http://revistas.um.es/turismo/article/view/23351/22621