

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: 2009

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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:

Specific skills:

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.
- Derive relevant information from the data impossible to recognize by non-specialists in the Tourism area.

- Possess own competences of managers of tourism companies and that are usually demonstrated by means of the elaboration and defense of arguments and the resolution of problems.

Regarding the specific competences that the subject will cover, they are the following:

- Integrate into any functional area of a medium or large company or organization in the tourism sector and perform with ease any management task entrusted to it.
- Know and apply basic concepts of: Economic History, Law, Management of Business, Mathematics, Statistics, Economics, Microeconomics, Accounting, Finance, Marketing, Macroeconomics and Statistical Inference.
- Be able to analyze and design the organizational structure.
- Be able to apply the theoretical, methodological and technical knowledge (from the area of business administration and management) jointly, acquired throughout the training, working as a team and developing the skills and abilities of a Tourism professional .

Generic competences:

- Ability to organize and plan
- Decision making
- Problem resolution
- Plan and direct

5. COURSE CONTENTS OR THEMATIC SECTIONS

Part 1: Tourism Environment, Economic Development, Forecasting and Trends

Part 2: Integrated Management in Tourism

Part 3: Strategic Vision and Management in Tourism

6. LIST OF TOPICS

Part 1: Tourism Environment, Economic Development, Forecasting and Trends

1. The New Business Environment and Trends in Tourism
2. Futurecast Applied to Tourism
3. The Travel and Tourism Competitiveness Index as a Tool for Economic Development and Poverty Reduction
4. Fuzzy Time Series Forecasting

Part 2: Integrated Management in Tourism

5. Consumer Behaviour in Tourism
6. Strategic Innovation in Tourism Business
7. The Transformation of Distribution Channels
8. Human empowerment, Management and Tourism
9. Operations Management in Tourism
10. Financial Management in Tourism
11. Financial Impact of Tourism Marketing

Part 3: Strategic Vision and Management in Tourism

12. Strategic Planning and Performance Management
13. eTourism Strategy
14. Process-based Management in Tourism
15. International Strategies in Tourism

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 include:

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

- 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.cevindalo.es/file.php/196/ensenar_emprender/telepizza.pdf
- <http://www.diplomadoenturismo.com/logratis/marketing/Tema%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>