

## TP0085: OPERATIONS MANAGEMENT AND CRISIS MANAGEMENT IN HOSPITALITY ENTERPRISES

### COURSE OUTLINE

#### GENERAL

<b>SCHOOL</b>	Interdepartmental School		
<b>ACADEMIC UNIT</b>	Interdepartmental Program		
<b>LEVEL OF STUDIES</b>	Master's Degree Program		
<b>COURSE CODE</b>		<b>SEMESTER</b>	B'
<b>COURSE TITLE</b>	Operations Management and Crisis Management in Hospitality Enterprises		
<b>INDEPENDENT TEACHING ACTIVITIES</b> <i>if credits are awarded for separate components of the course, e.g. lectures, laboratory exercises, etc. If the credits are awarded for the whole of the course, give the weekly teaching hours and the total credits</i>	<b>WEEKLY TEACHING HOURS</b>	<b>CREDITS</b>	
Lectures	3	6	
<i>Add rows if necessary. The organisation of teaching and the teaching methods used are described in detail at (d).</i>			
<b>COURSE TYPE</b>  <i>general background, special background, specialised general knowledge, skills development</i>	Specialized General Knowledge		
<b>PREREQUISITE COURSES:</b>	None		
<b>LANGUAGE OF INSTRUCTION and EXAMINATIONS:</b>	Greek		
<b>IS THE COURSE OFFERED TO ERASMUS STUDENTS</b>	Yes		
<b>COURSE WEBSITE (URL)</b>	<a href="https://tourism-pms.aegean.gr/index.php/spoudes/mathimata">https://tourism-pms.aegean.gr/index.php/spoudes/mathimata</a>		

## LEARNING OUTCOMES

### Learning outcomes

*The course learning outcomes, specific knowledge, skills and competences of an appropriate level, which the students will acquire with the successful completion of the course are described.*

*Consult Appendix A*

- *Description of the level of learning outcomes for each qualifications cycle, according to the Qualifications Framework of the European Higher Education Area*
- *Descriptors for Levels 6, 7 & 8 of the European Qualifications Framework for Lifelong Learning and Appendix B*
- *Guidelines for writing Learning Outcomes*

Upon completion of the course, students will be able to:

- Define and understand the basic concepts of operations management
- Understand strategic positioning models and make decisions for the selection of the right one for hospitality enterprises
- Compose well-designed and thorough processes and classify business operations in the hospitality industry
- Select the location and spatially organize the planning in hospitality enterprises
- Recognize logistics processes and understand the supply chain in the tourism industry
- Define and understand the concepts of "crisis" and "crisis management"
- Identify the type of crisis and its main effects on the tourism industry
- Implement crisis management models (knowledge-based model, lifecycle-based model, strategy-based model) for tourist destinations and tourism enterprises
- Select the most appropriate crisis management model according to the interested parties and the particular characteristics of each case
- Compose studies and develop proposals for holistic crisis management

### General Competences

*Taking into consideration the general competences that the degree-holder must acquire (as these appear in the Diploma Supplement and appear below), at which of the following does the course aim?*

<i>Search for, analysis and synthesis of data and information, with the use of the necessary technology</i>	<i>Project planning and management</i> <i>Respect for difference and multiculturalism</i>
<i>Adapting to new situations</i>	<i>Respect for the natural environment</i>
<i>Decision-making</i>	<i>Showing social, professional and ethical responsibility and sensitivity to gender issues</i>
<i>Working independently</i>	<i>Criticism and self-criticism</i>
<i>Team work</i>	<i>Production of free, creative and inductive thinking</i>
<i>Working in an international environment</i>	.....
<i>Working in an interdisciplinary environment</i>	<i>Others...</i>
<i>Production of new research ideas</i>	.....

The course aims to develop the following general skills:

- Comprehension of key concepts of operations management and crisis management models
- Process synthesis, location selection and identification of logistics processes in hospitality enterprises.
- Functional analysis of the main categories of crisis management models and their implementation in tourism.
- Implementation of the models to real case studies in tourism destinations and hospitality enterprises
- Decision making
- Work in an interdisciplinary environment
- Autonomous work

## SYLLABUS

- Key concepts: administration, management, enterprise, organization, process, procedure, business operation, system, transformation, feedback etc.
- Competitiveness and business operations strategy, strategic positioning, competitive priorities in hospitality enterprises
- Design and selection of processes, well-designed and thorough process, typology of business operations

- Spatial planning and location selection in hospitality enterprises
- Logistics, supply chain and competitive strategy, JIT (Just-in-time) philosophy
- Review, evolution and formation of definition of crisis and crisis management in the last 50 years, types of crises, founders of crisis management, crisis management from an organization/business/public administration perspective
- Risk management - definition, risk management as an integral part of the crisis management process
- Knowledge-based crisis management model and implementation in the tourism industry
- Crisis lifecycle-based model and implementation in the tourism industry
- Strategy-based crisis management model and implementation in the tourism industry

#### TEACHING and LEARNING METHODS - EVALUATION

<b>DELIVERY</b> <i>Face-to-face, Distance learning, etc.</i>	Distance learning	
<b>USE OF INFORMATION AND COMMUNICATIONS TECHNOLOGY</b> <i>Use of ICT in teaching, laboratory education, communication with students</i>	<ul style="list-style-type: none"> <li>• Use of I.T. in teaching (Lectures of the course through Power Point slides, case studies, search and presentation of audio-visual material through the Internet, websites, videos, etc.).</li> <li>• Communication with students through the Moodle platform and email.</li> <li>• Post slides and course material on the Moodle platform.</li> </ul>	
<b>TEACHING METHODS</b> <i>The manner and methods of teaching are described in detail.</i>  <i>Lectures, seminars, laboratory practice, fieldwork, study and analysis of bibliography, tutorials, placements, clinical practice, art workshop, interactive teaching,</i>	<b>Activity</b>	<b>Semester workload</b>
	Lectures	30
	Independent Study	50
	Case studies analysis	20
	Individual assignments	50

<p><i>educational visits, project, essay writing, artistic creativity, etc.</i></p>		
<p><i>The student's study hours for each learning activity are given as well as the hours of non-directed study according to the principles of the ECTS</i></p>	<p><b>Course total</b></p>	<p><b>150</b></p>
<p><b>STUDENT PERFORMANCE EVALUATION</b></p> <p><i>Description of the evaluation procedure</i></p> <p><i>Language of evaluation, methods of evaluation, summative or conclusive, multiple choice questionnaires, short-answer questions, open-ended questions, problem solving, written work, essay/report, oral examination, public presentation, laboratory work, clinical examination of patient, art interpretation, other</i></p> <p><i>Specifically-defined evaluation criteria are given, and if and where they are accessible to students.</i></p>		<ul style="list-style-type: none"> <li>✓ Evaluation in the Greek language</li> <li>✓ Final individual assignment (50%)</li> <li>✓ Presentation and oral exam (50%)</li> </ul>

#### ATTACHED BIBLIOGRAPHY

<p>Suggested bibliography:</p> <ul style="list-style-type: none"> <li>• Kakouris, A.P. (2013) Operations Management, Propompos Publications (in Greek)</li> <li>• Laloumis D. (2018), Hotel Business Management, Faidimos Publications (in Greek)</li> </ul>
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- Heath, R. (2013). Crisis Management, Effective Techniques for Business Readiness. Editor: George K. Gatzias, Athens: M. Giourdas (in Greek)

Related articles in international academic journals:

- Chatha, K.A. and Butt, I. (2015) "Themes of study in manufacturing strategy literature", International Journal of Operations & Production Management, Vol. 35 No. 4, pp. 604 - 698
- Chatha, K.A., Butt, I., and Tariq, A. (2015) "Research methodologies and publication trends in manufacturing strategy: A content analysis-based literature review", International Journal of Operations & Production Management, Vol. 35 No. 4, pp. 487 - 546
- Fry, T.D., Donohue, J.M., Saladin, B.A., and Shang, G. (2015), "The internationalisation of operations management research", International Journal of Production Research
- Hammer, M. and Stanton, S. (1999) 'How Process Enterprises Really Work', Harvard Business Review, Nov-Dec
- Huang, Y.-Y., and Handfield, R.B. (2015) "Measuring the benefits of ERP on supply management maturity model: a "big data" method", International Journal of Operations & Production Management, Vol. 35 No. 1, pp.2 - 25
- Lewis, M.A., and Brown, A.D. (2012), "How different is professional service operations management?", Journal of Operations Management, Vol. 30 No. 1-2, pp. 1-11
- Neely, A., Gregory, M., and Platts, K. (1995) "Performance measurement system design: A literature review and research agenda", International Journal of Operations & Production Management, Vol. 15 No. 4, pp. 80 - 116
- Piercy, N. and Rich, R. (2015) "The relationship between lean operations and sustainable operations", International Journal of Operations & Production Management, Vol. 35 No. 2, pp. 282 - 315
- Rao, P., and Diane Holt, D. (2005) "Do green supply chains lead to competitiveness and economic performance?", International Journal of Operations & Production Management, Vol. 25 No. 9, pp. 898 - 916
- Smith, L., Maull, R., and Ng, I.C.L. (2014) "Servitization and operations management: a service dominant-logic approach", International Journal of Operations & Production Management, Vol. 34 No. 2, pp. 242 - 269
- Spear, S. and Bowen, H.K. (1999) 'Decoding the DNA of the Toyota Production System', Harvard Business Review, Sep.-Oct.

Related academic journals:

- Harvard Business Review

- International Journal of Operations and Production Management
- International Journal of Production Economics
- International Journal of Production Research
- International Journal of Productivity and Performance Management
- International Journal of Quality and Reliability Management
- International Journal of Service Industry Management
- Journal of Operations Management
- Journal of Scheduling
- Journal of Supply Chain Management
- Manufacturing and Service Operations Management
- Production and Operations Management
- Production Planning and Control
- Supply Chain Management: An International Journal
- Economist
- Financial Times
- Wall Street Journal