

COURSE OUTLINE

GENERAL

SCHOOL	INTER-DEPARTMENTAL SCHOOL		
ACADEMIC UNIT	INTER-DEPARTMENTAL PROGRAMME		
LEVEL OF STUDIES	POSTGRADUATE PROGRAMME		
COURSE CODE	TP0067	SEMESTER	A
COURSE TITLE	MANAGEMENT OF TOURISM ORGANIZATIONS AND HOSPITALITY ENTERPRISES		
INDEPENDENT TEACHING ACTIVITIES <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>		WEEKLY TEACHING HOURS	CREDITS
LECTURES		3	6
<i>Add rows if necessary. The organisation of teaching and the teaching methods used are described in detail at (d).</i>			
COURSE TYPE <i>general background, special background, specialised general knowledge, skills development</i>	SPECIALISED GENERAL KNOWLEDGE		
PREREQUISITE COURSES:	NONE		
LANGUAGE OF INSTRUCTION and EXAMINATIONS:	GREEK		
IS THE COURSE OFFERED TO ERASMUS STUDENTS	YES		

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*

The aim of this module is to familiarize students with the basic principles of the management of tourism organizations and hospitality enterprises and the key processes that take place within their external and internal environment. In order to achieve this aim, theories and concepts derived from the science of business administration are adopted.

With the successful completion of the course, students will be able to:

- ✓ analyze the basic administrative functions of tourism organizations – enterprises and the way they are applied in practice
- ✓ implement the basic principles of the management of tourism organizations – enterprises
- ✓ understand the importance of external environment on the management of tourism organizations - enterprises
- ✓ understand the various internal and external parameters influencing economic and managerial efficiency of tourism organizations – enterprises
- ✓ evaluate the operation of tourism organizations – enterprises.

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?

Search for, analysis and synthesis of data and information, with the use of the necessary technology

Project planning and management

Respect for difference and multiculturalism

<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>.....</i>
<i>Working in an interdisciplinary environment</i>	<i>Others...</i>
<i>Production of new research ideas</i>	<i>.....</i>

- ✓ Search for, analysis and synthesis of data and information, with the use of the necessary technology
- ✓ Adapting to new situations
- ✓ Respect for difference and multiculturalism
- ✓ Respect for the natural environment
- ✓ Decision-making
- ✓ Working independently
- ✓ Team work
- ✓ Production of free, creative and inductive thinking.

SYLLABUS

Module Contents (Syllabus):

- ✓ Tourism organizations – enterprises in the context of the contemporary tourism industry
- ✓ The importance of effective management of tourism organizations – enterprises
- ✓ The basic functions of tourism organizations – enterprises
- ✓ The particularities of small and medium tourism entrepreneurship
- ✓ The characteristics and effects of the external environment on the management of tourism organizations – enterprises
- ✓ The main factors shaping an effective internal environment of tourism organizations – enterprises
- ✓ The importance of leadership for the management of tourism organizations – enterprises
- ✓ The contemporary trends related to the operation of tourism organizations – enterprises.

TEACHING and LEARNING METHODS - EVALUATION

DELIVERY <i>Face-to-face, Distance learning, etc.</i>	FACE – TO - FACE DISTANCE LEARNING	
USE OF INFORMATION AND COMMUNICATIONS TECHNOLOGY <i>Use of ICT in teaching, laboratory education, communication with students</i>	✓ Use of ICT in teaching (PowerPoint presentations delivered over zoom, a web-based synchronous-learning platform) ✓ Communication with students on the Moodle platform and by email ✓ PowerPoint slides and related learning material are uploaded on the Moodle platform to facilitate the learning process.	
TEACHING METHODS <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, educational visits, project, essay writing, artistic creativity, etc.</i> <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>	<i>Activity</i>	<i>Semester workload</i>
	LECTURES	30
	Case studies' analysis	60
	Assignment - Project	35
	Self-directed Study	25
	Course total	150
STUDENT PERFORMANCE EVALUATION <i>Description of the evaluation procedure</i> <i>Language of evaluation, methods of evaluation, summative or conclusive, multiple choice questionnaires, short-answer questions, open-ended questions,</i>	✓ Final Exams (50%) ✓ Assignments (50%)	

problem solving, written work, essay/report, oral examination, public presentation, laboratory work, clinical examination of patient, art interpretation, other

Specifically-defined evaluation criteria are given, and if and where they are accessible to students.

ATTACHED BIBLIOGRAPHY

- Suggested bibliography:

A) Principal Reference:

1. Stavrinoudis, Th. and Kakarougkas, Ch. (2022), Management of tourism enterprises. Athens: Kritiki Publications. (In Greek)
2. Selected case studies

B) Additional References:

1. Kakarougkas, Ch., Stavrinoudis, Th., and Psimoulis, M. (2023), "Evaluating the COVID-19 pandemic changes on hotel organizational culture". *Journal of Global Business Insights*, 8 (1): 80 - 94. <https://www.doi.org/10.5038/2640-6489.8.1.1189>
2. Chrysafis, K. and Stavrinoudis, Th. (2023), "Risk and multiple crises management in the hotel industry: the case of four Greek Islands". *Tourismos. An International Multidisciplinary Refereed Journal of Tourism* (accepted for publication).
3. Stavrinoudis, Th., Kakarougkas, Ch. and Vitzilaiou, Ch. (2022), "Hotel front line employees' perceptions on leadership and workplace motivation in times of crisis". *Tourism and Hospitality Management*, 28 (2): 257 - 276. <https://doi.org/10.20867/thm.28.2.1>
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5. Kakarougkas, Ch. and Stavrinoudis, Th. (2021), "Examining the interrelationships among reward systems, organisational climate and cultural changes in the hospitality industry". *Tourism Review International*, 25 (1): 31

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6. Dimitriadou, E., Bournaris, T., Stavrinoudis, Th. and Iakovidou, O. (2021), "The efficiency score of small accommodation businesses in non-coastal rural areas in Greece". *Sustainability*, 13, 11005, MDPI.
<https://doi.org/10.3390/su131911005>
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<https://doi.org/10.3727/108354220X15758301241800>
 8. Christofakis, E., Stavrinoudis, Th., Kapitsinas, S., Papatheodorou, A., Pappas, D., Vlassi, I. and Proiou, E. (2020), "Road Transport in Tourism: Implementing Successfully Air Transport Practices". *Journal of Air Transport Studies*, 11 2 (1): 59 - 70. <https://doi.org/10.38008/jats.v11i2.168>
 9. Tsartas, P., Kyriakaki, A., Stavrinoudis, Th., Despotaki, G., Doumi, M., Sarantakou, E. and Tsilimpokos, K. (2019), "Refugees and tourism: a case study from the islands of Chios and Lesbos, Greece". *Current Issues in Tourism*, 23 (11): 1311 – 1327, Taylor & Francis.
<https://doi.org/10.1080/13683500.2019.1632275>
 10. Ivanov, S. and Stavrinoudis, Th. (2018), "Impacts of the refugee crisis on the hotel industry: evidence from four Greek islands". *Tourism Management*, 67: 214 – 223, Elsevier. <https://doi.org/10.1016/j.tourman.2018.02.004>
 11. Stavrinoudis, Th. and Psimoulis, M. (2017), "How do education and training policies determine customer satisfaction and hotels' performance?". *European Journal of Tourism Research*.
 12. Stavrinoudis, Th. and Chrysanthopoulou, D. (2017), "The role of leadership in building and managing corporate reputation of 4 and 5 star hotels". *Tourism and Hospitality Research*, 17 (2): 176 – 189, SAGE Publications.
 13. Stavrinoudis, Th. and Kakarougkas, Ch. (2017), "Factors of human motivation in organizations: a first scientific modelling for further application in the hotel industry". *International Journal of Cultural and Digital Tourism*.
 14. Stavrinoudis, Th. and Simos, D. (2016), "Factors affecting hotel employees' perception and attitude towards empowerment". *Journal of Human Resources in Hospitality and Tourism*, 15 (4): 416 – 439, Taylor & Francis.
 15. Floras, M. and Stavrinoudis, Th., "Approaching competitive strategies and Human Resource Management practices in city hotels" *TOURISMOS. An International Multidisciplinary Refereed Journal of Tourism*.
 16. Pnevmatikoudi, K. and Stavrinoudis, Th. (2016), "Classification of hotel performance measurement indicators presented in the international scientific research". *European Journal of Tourism Research*, 12: 82-98.
 17. Stavrinoudis, Th. and Floras, M. (2015), "Business strategy and HRM practices. Relations and affections for enhancing job satisfaction and staff commitment". *Tourism Today*, Fall: 39 – 60.

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19. Rhodri, T. (1998), *The management of small tourism and hospitality firms*, Cassell
20. Dulebohn, J., Molloy, J., Pichler, S. and Murray, B. (2009), "Employee benefits: Literature review and emerging issues", *Human resource management review*, 19, pp. 86-103.