

## COURSE OUTLINE

### GENERAL

|                                                                                                                                                                                                                                                                       |                                                                |                              |                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|------------------------------|----------------|
| SCHOOL                                                                                                                                                                                                                                                                | INTER-DEPARTMENTAL SCHOOL                                      |                              |                |
| ACADEMIC UNIT                                                                                                                                                                                                                                                         | INTERDEPARTMENTAL PROGRAM                                      |                              |                |
| LEVEL OF STUDIES                                                                                                                                                                                                                                                      | POSTGRADUATE PROGRAM OF STUDY                                  |                              |                |
| COURSE CODE                                                                                                                                                                                                                                                           | TPOO84                                                         | SEMESTER                     | B'             |
| COURSE TITLE                                                                                                                                                                                                                                                          | STRATEGY AND MANAGEMENT OF FAMILY AND SMALL TOURISM BUSINESSES |                              |                |
| <b>INDEPENDENT TEACHING ACTIVITIES</b><br><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> |
|                                                                                                                                                                                                                                                                       |                                                                | 3                            | 6              |
|                                                                                                                                                                                                                                                                       |                                                                |                              |                |
|                                                                                                                                                                                                                                                                       |                                                                |                              |                |
| Add rows if necessary. The organisation of teaching and the teaching methods used are described in detail at (d).                                                                                                                                                     |                                                                |                              |                |
| <b>COURSE TYPE</b><br><br><i>general background, special background, specialised general knowledge, skills development</i>                                                                                                                                            | GENERAL KNOWLEDGE SPECIALIZATION                               |                              |                |
| <b>PREREQUISITE COURSES:</b>                                                                                                                                                                                                                                          | NO                                                             |                              |                |
| <b>LANGUAGE OF INSTRUCTION and EXAMINATIONS:</b>                                                                                                                                                                                                                      | GREEK                                                          |                              |                |
| <b>IS THE COURSE OFFERED TO ERASMUS STUDENTS</b>                                                                                                                                                                                                                      | YES                                                            |                              |                |

### LEARNING OUTCOMES

|                                                                                                                                                                                                        |
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| <b>Learning outcomes</b><br><i>The course learning outcomes, specific knowledge, skills and competences of an appropriate level, which the students will acquire with the successful completion of</i> |
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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 the course is to offer students theoretical as well as practical specialized modern knowledge in the strategy and management of family and small and medium-sized tourism businesses.

By successfully completing the course, students will be able to:

- Analyze the advantages of family and small and medium tourism businesses.
- Assess the challenges faced by family and small and medium-sized tourism businesses in the context of the tourism, business and social ecosystem.
- Evaluate the contribution of family and small and medium tourism businesses to the tourism, business and social ecosystem.
- Evaluate the challenges of entrepreneurship development at the level of family and small and medium tourism businesses.
- Analyze the sources of financing of family and small and medium-sized tourism businesses.
- Analyze business operations management methods in family and small and medium-sized tourism businesses.
- Plan and compose strategic planning of family and small and medium-sized tourism businesses.
- Assess the challenges that family and small and medium-sized tourism businesses face in their development stage.
- Plan customer development activities.
- Analyze the challenges that the leadership of family and small and medium tourism businesses face.
- Design strategies to deal with crises and strengthen resilience.
- Expose innovation development and technology adoption policies in the context of family and small and medium-sized tourism businesses.

- Analyze institutional support policies for family and small and medium-sized tourism businesses.

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

- Search, analysis and synthesis of data and information, using the necessary technologies.
- Adaptation to new situations.
- Decision making.
- Autonomous work.
- Teamwork.
- Work in an interdisciplinary environment.
- Generating new research ideas.
- Project planning and management.
- Respect for diversity and multiculturalism.
- Respect for the natural environment.
- Demonstrating social, professional, and ethical responsibility and sensitivity to gender issues.
- Exercise criticism and self-criticism.
- Promotion of free, creative, and inductive thinking.

## SYLLABUS

The main sections of the course are:

1. Introduction to family and small and medium tourism businesses.
2. Family and small and medium-sized tourism businesses in the context of the tourism, business, and social ecosystem.
3. Entrepreneurship and family and small and medium-sized tourism businesses.
4. Financing family and small and medium-sized tourism businesses.
5. Management of business operations in family and small and medium-sized tourism businesses.
6. Planning and strategy of family and small and medium-sized tourism businesses.
7. Development process and customer development.
8. Leadership in family and small and medium-sized tourism businesses.
9. Crisis management and resilience strategies.
10. Innovation and technology in family and small and medium-sized tourism businesses.
11. Institutions and family and small and medium-sized tourism businesses.

## TEACHING and LEARNING METHODS - EVALUATION

|                                                                                                                                                                                                                                                                                       |                                                                           |                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|--------------------------|
| <b>DELIVERY</b><br><i>Face-to-face, Distance learning, etc.</i>                                                                                                                                                                                                                       | Face to face<br><br>Distance learning                                     |                          |
| <b>USE OF INFORMATION AND COMMUNICATIONS TECHNOLOGY</b><br><i>Use of ICT in teaching, laboratory education, communication with students</i>                                                                                                                                           | Use of ICT in teaching, laboratory education, communication with students |                          |
| <b>TEACHING METHODS</b><br><br><i>The manner and methods of teaching are described in detail.</i><br><br><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                       |
|                                                                                                                                                                                                                                                                                       | Development of individual or group work                                   | 60                       |
|                                                                                                                                                                                                                                                                                       | Independent study                                                         | 60                       |
|                                                                                                                                                                                                                                                                                       |                                                                           |                          |
|                                                                                                                                                                                                                                                                                       |                                                                           |                          |
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|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| <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>                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                         |     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Course total                                                                                                                                                            | 150 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                         |     |
| <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> | <p>Assessment in the Greek language.</p> <p>Includes:</p> <ol style="list-style-type: none"> <li>1. Preparation and presentation of a research essay (100%).</li> </ol> |     |

#### ATTACHED BIBLIOGRAPHY

- Suggested bibliography:

Yovanis N. E. & Paschos G. A. (2021). *Small - Medium Business Management: In the 4th Industrial Revolution*. Echedoros Publishing Ltd. [In Greek]

Stavrinoudis T. & Kakarougas H. (2022). *Managing Tourism Enterprises: A Scientific Guide to the How and Why of Tourism Enterprises*. Kritiki Editions. [In Greek]

Altın, H. O., Pirnar, I., Eriş, E. D., & Gunlu, E. (2022). Family businesses in the tourism industry: a research agenda. *Journal of Family Business Management*, 12(3), 468-493.

Arcese, G., Valeri, M., Poponi, S., & Elmo, G. C. (2021). Innovative drivers for family business models in tourism. *Journal of Family Business Management*, 11(4), 402-422.

Camilleri, M. A., & Valeri, M. (2021). Thriving family businesses in tourism and hospitality: a systematic review and a synthesis of the relevant literature. *Journal of Family Business Management*, 12(3), 555-576.

Forés, B., Breithaupt Janssen, Z., & Takashi Kato, H. (2021). A Bibliometric Overview of Tourism Family Business. *Sustainability*, 13(22), 12822.

Kakarouglas C., Stavrinoudis T. & Psimoulis M. (2023). Change and innovation in small family-owned hotels in the pandemic era: A Delphi research method study approach. In M. Valeri (Ed.) *Family Businesses in Tourism and Hospitality: Innovative Studies and Approaches*. Springer.

Kallmuenzer, A., Tajeddini, K., Gamage, T. C., Lorenzo, D., Rojas, A., & Schallner, M. J. A. (2022). Family firm succession in tourism and hospitality: an ethnographic case study approach. *Journal of Family Business Management*, 12(3), 393-413.

Longenecker, J. G., Petty, J. W., Palich, L. E., & Hoy, F. (2013). *Small business management*. Cengage Learning.

Stavrinoudis, T., Kakarouglas, C., & Vitzilaiou, C. (2022). Hotel Front Line Employees' perceptions on Leadership and Workplace Motivation in Times of Crisis. *Tourism and hospitality management*, 28(2), 257-276.

- Related academic journals:

- Annals of Tourism Research
- Family Business Review
- Family Businesses in Tourism
- International Journal of Contemporary Hospitality Management
- International Journal of Hospitality Management
- International Small Business Journal
- Journal of Family Business Management
- Journal of Family Business Strategy
- Journal of Small Business Management
- Small Business Economics
- Sustainability
- Tourism and Hospitality Management
- Tourism Management