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|----------------|---------------------------------------|
| Academic year  | 2016-17                               |
| Subject        | 20515 - Tourism Operations Management |
| Group          | Group 21, 1S, GTUR                    |
| Teaching guide | G                                     |
| Language       | English                               |

## Subject identification

|                          |  |
|--------------------------|--|
| <b>Subject</b>           | 20515 - Tourism Operations Management  |
| <b>Credits</b>           | 1.8 de presencials (45 hours) 4.2 de no presencials (105 hours) 6 de totals (150 hours). |
| <b>Group</b>             | Group 21, 1S, GTUR (Campus Extens)   |
| <b>Teaching period</b>   | First semester   |
| <b>Teaching language</b> | English  |

## Professors

| Lecturers  | Horari d'atenció als alumnes |                |          |            |             |  |
|--|------------------------------|----------------|----------|------------|-------------|--|
|  | Starting time                | Finishing time | Day      | Start date | Finish date | Office   |
| Maria Vanessa Díaz Moriana<br><a href="mailto:vanessa.diaz@uib.es">vanessa.diaz@uib.es</a> | 12:00                        | 13:00          | Thursday | 12/09/2016 | 20/02/2017  | Despacho DB125<br>- edif. G. M.<br>Joevellanos - Cita<br>previa por e-mail |

## Contextualisation

This course belongs to the module **Tourism Companies**. It is also one of the courses dedicated to the area of **Quantitative Methods for Business Management** in the degree of Tourism. During this course, it is expected that students obtain a general view of the most relevant issues related to the field of **Operations and Supply Management**. For instance, students will have the opportunity to analyze the most important decisions that service operation managers usually have to make on issues, such as capacity planning, service design, process analysis, quality management, among others.

Furthermore, the course aims to provide students with the opportunity to learn a range of tools for the analysis of operation management issues, many of which are relevant for the field of **Service Operations Management**. The course also aims to provide a deep understanding on how to make strategic, operational and tactical decisions related to service operations and supply management elements, especially in areas related to the operations of tourism companies. It is expected that students develop a general view of how services are designed in the tourism industry, at that time they acquire a wide-ranging set of skills that enhance their value for potential employers.

## Requirements

This course does not have any prerequisites.

## Recommendable

In order to make the most of this course, students should have already taken all the first year courses. In particular, it is recommendable that students have already passed the course: **Introduction to Business**

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(20607), because it covers basic concepts that provide a base for the study of operations and supply management issues.

In general, it is recommendable that students have some basic skills in **Microsoft Excel** in order to make the most of the contents of this course. Students with no prior experience in the use of this software should contact the instructor professor.

## Skills

According to the specifications established by the Bachelor Degree of Tourism, competences and skills to be developed during this course are divided into “Specific” and “General”.

### Specific

- \* CE-6. Acquiring a critical understanding of the importance of financial processes, business relations, market policies and the evolution of world economies that have a broad influence on tourism flows..
- \* CE-7. Learning to gather, process, analyze and interpret information and to tackle tourism issues through the application of specific skills used by workers employed in different branches of tourism, including the appropriate use of information and communication technologies (ITC)..
- \* CE-12. Applying knowledge, methods and techniques in the workplace that have been acquired during his/her undergraduate training and developing them with a high degree of responsibility, ethical commitment and capacity for integration in multidisciplinary teams..

### Generic

- \* CG-2: Knowing how to apply technical and methodological knowledge to his/her work and doing so in a professional manner, integrating the different tourism-related subject areas that he/she has studied. Possessing the necessary skills and demonstrating them by putting forward and defending arguments and solving problems in relevant subject areas..
- \* CG-3: Having the capacity to gather and interpret relevant quantitative, qualitative and spatial data, so as to make judgements that entail critical reflection on relevant tourism-related subjects of a spatial, social, economic, legal, scientific and ethical nature..
- \* CG-4: Being able to get across information, ideas, problems and solutions in any of the tourism-related subject areas to both a specialist and non-specialist public..

### Basic

- \* You may consult the basic competencies students will have to achieve by the end of the degree at the following address: <http://www.uib.eu/study/grau/Basic-Competences-In-Bachelors-Degree-Studies/>

## Content

The contents of this course are organized in five sections: “Introduction”, “processes”, “supply chain design”, “planning and control”, and “operational analysis tools”.

### Theme content

#### SECTION I. Introduction to operations and supply management in tourism companies

##### 1. Introduction to operations and supply management

Discussion on the relevance of this field for the management of tourism companies, description of the strategic decisions adopted by managers in this field, analysis of the historical evolution and current issues in operations management.

2. Operations and supply strategy

What is operational and supply strategy? Strategy fit: fitting the operational activities to strategy, description of the framework for operations and supply strategy.

SECTION II. Processes

3. Strategy capacity management

Decisions, capacity management in operations, capacity planning concepts, planning service capacity in tourism companies.

4. Process analysis

Types of processes, measuring process performance, process throughput time reduction.

5. Service processes

The nature of services, an operational classification of services, designing services in organizations, service design types, managing customer-introduced variability.

6. Quality management and lean in services

Total quality management, quality specifications and quality costs, six-sigma methodology and the Shingo system, introduction to lean services.

SECTION III. Supply chain design

7. Supply chain strategy

Tourism supply strategy, measuring supply performance, supply chain design, outsourcing and global outsourcing.

8. Logistics and facility location

Decisions related to logistics, issues in facility location, plan location methods, locating services facilities.

SECTION IV. Planning and controlling the supply chain

9. Planning systems

\* Introduction to the use of "Enterprise Resource Planning (ERP), implementing ERP systems, E-business applications, aggregate sale and operations planning, the aggregate operations plan aggregate planning technique.

\* Assessment of the importance of demand management and forecasting for operations management.

V. Operational analysis tools

A. Operations and supply cost analysis

Definition of the cost-volume-profit model and its applications to the analysis of strategic capacity management.

B. Applications of linear programming using Excel Solver

Definition of linear programming problems, introduction to Excel Solver, applications.

C. Introduction to yield management

Definitions, conditions, applications to the tourism business.

## Teaching methodology

Below is presented the methodology to be adopted in order to develop the course.

### Workload

This section describes the workload associated with the range of activities comprising the student's coursework.

### In-class work activities

| Modality          | Name   | Typ. Grp.        | Description  | Hours |
|-------------------|--|------------------|--|-------|
| Theory classes    | Main class sessions  | Large group (G)  | These sessions will be devoted to present and discuss the main contents of the course. Students' active participation is expected during these class sessions to enable the learning goals of the course.  | 22.5  |
| Practical classes | Case study presentations   | Medium group (M) | This comprises preparation and presentation of case studies related to the area of operations and supply management. These activities will provide students a basis for applying concepts, notions, and models examined through the course. At the same time, these activities aim to improve reading comprehension, team work, and abilities to identify insights, synthesize ideas, and express them effectively both orally and in a written way. After case study presentations, students maybe required to submit a summary report with the main conclusions reached during class discussion.   | 8.5   |
| Practical classes | Study of problems in the field of operations and supply management | Medium group (M) | These activities include the analysis and resolution of key exercises and problems related to the field during practical sessions. The aim of this is that students can put into practice the knowledge acquired along the course. These sessions attempt to encourage students to use tools in the areas of operations and supply management with a greater focus on the study of business tourism operations. The idea of these sessions is also to deepen the assimilation of the theoretical background examined by students through the course, illustrating its applications in concrete settings. In doing so, this activity aims to develop and reinforce the students' analytical and problem-solving capabilities. | 9.5   |
| Assessment        | First partial exams  | Medium group (M) | The first exam will assess the degree of assimilation reached by the students on subject matters 1-3. It will also assess the students' skills to apply the CVP-model in the analysis of relevant problems in the field of operations supply management.   | 1.5   |
| Assessment        | Second partial exam  | Medium group (M) | The second exam will assess the degree of assimilation reached by the students about subject matters 4-5. In addition,   | 1.5   |

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| Modality   | Name               | Typ. Grp.        | Description   | Hours |
|------------|--------------------|------------------|---|-------|
|            |                    |                  | it will assess the students' skills in solving linear programming problems in the field of operations and supply management.  |       |
| Assessment | Third partial exam | Medium group (M) | The third exam will assess the level of assimilation reached by the students' regarding the subject matters 6-9. Finally, this exam will assess students' abilities to analyze problems related to strategic capacity decisions using yield management tools. | 1.5   |

At the beginning of the semester a schedule of the subject will be made available to students through the UIBdigital platform. The schedule shall at least include the dates when the continuing assessment tests will be conducted and the hand-in dates for the assignments. In addition, the lecturer shall inform students as to whether the subject work plan will be carried out through the schedule or through another way included in the Campus Extens platform.

### Distance education work activities

| Modality                       | Name                   | Description  | Hours |
|--------------------------------|------------------------|--|-------|
| Individual self-study          | Individual self-study  | Student self-study is critical to properly assimilate the fundamentals of this course. To achieve this objective, students should review the contents explained during classes, read, analyze and summarize the subject matters presented by textbooks recommended by the reference list of the course. In particular, it is strongly recommended that students read regularly the textbook adopted by the lecturer in this course: Operation and Supply Management by Jacobs, Chase and Aquilano. For more details, see the reference list below. | 45    |
| Group or individual self-study | Case study preparation | This includes preparing cases, reading lists and articles, discussing them with other students. The idea is to develop a self-learning capacity as well as teamwork skills.  | 30    |
| Group or individual self-study | Exercises and problems | This comprises the development of skills to work in teams, the ability to argue and propose solutions to practical exercises that will be proposed by the lecturer during the course. In addition, this encompasses the study and resolution of problems that may be discussed at practical sessions during the semester.  | 30    |

### Specific risks and protective measures

The learning activities of this course do not entail specific health or safety risks for the students and therefore no special protective measures are needed.

### Student learning assessment

Below, there is a description of the methods proposed in this course for the assessment of the students' performance.

#### IMPORTANT

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**Academic malpractice** in the form of cheating, plagiarism and collusion will be penalized in the course with a grade of zero as the final mark.

- \* **Cheating** represents any misappropriate behavior directed to improve the mark of an individual or group. For instance, this comes about when students disclosure information about their answers to others during exams. Another form of cheating appears when students use forbidden material in exams with the aim of improving their marks. The use of electronic devices with this aim of accessing to prohibited material during exams is considered also a cheating behavior.
- \* **Plagiarism** involves presenting the ideas, work or words of others without any acknowledgement. It also includes self-plagiarism; that is to say, the use of whole or part of a student's own work. For instance, this occurs when previous assignments or works are submitted to this course even after being submitted in other courses for a different assignment.
- \* **Collusion** happens in cases where a student or students collaborate inappropriately or illicitly with another student or students with the purpose of improving the grade of an individual or group.

### REGARDING THE EXAMS

- \* Bear in mind that there is **no final exam** in this course. The final grade will be computed as the weighted-average of the grades obtained by the students in previously described items.
- \* Students are allowed to retake the exam with the lowest mark between the two first exams conducted along the quarter. The second chance exam will take place during the February exam period.
- \* Failure to attend to any exam will imply automatically to get a grade of zero in the exam under consideration. Students must clearly justify the lack of attendance to any exam, according to the rules established by the University.

### Main class sessions

|                     |  |
|---------------------|--|
| Modality            | Theory classes   |
| Technique           | Oral tests ( <b>non-retrievable</b> )  |
| Description         | These sessions will be devoted to present and discuss the main contents of the course. Students' active participation is expected during these class sessions to enable the learning goals of the course.  |
| Assessment criteria | Class participation will be assessed during the course. This evaluation will be based on students' comments that suggest interesting ideas, questions or show insights on the subjects proposed by the lecturer. Participation also includes make comments or questions regarding the content of the course problem sets. This assessment also will take into account the lecture's judgements on the students' attitudes towards the activities taking place during class sessions. <b>Weight in the final course grade: 10%.</b> |

### NOTE

**Students are expected to come to class regularly. Nonetheless, attendance to class is not an element to be considered for assessing class participation. Even in the case of a very good attendance, students might have a grade of "zero" in this item if they do not participate actively in class discussions during the semester.**

Final grade percentage: 10%

### Case study presentations

|             |   |
|-------------|---|
| Modality    | Practical classes   |
| Technique   | Other methods ( <b>non-retrievable</b> )  |
| Description | This comprises preparation and presentation of case studies related to the area of operations and supply management. These activities will provide students a basis for applying concepts, notions, and models examined through the course. At the same time, these activities aim to improve reading comprehension, team work, and abilities to identify insights, synthesize ideas, and express them effectively both orally and in a |

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|                     |   |
|---------------------|---|
| Assessment criteria | <p>written way. After case study presentations, students maybe required to submit a summary report with the main conclusions reached during class discussion.</p> <p>Preparation and presentation of case studies related to the area of operations and supply management in the tourism industry. These activities will provide students a basis for applying concepts, notions, and models examined through the course. At the same time, these activities aim to improve reading comprehension, team work, and abilities to identify essential insights, synthesize ideas, and express them both orally and in a written way. After case study presentations, students may be required to submit reports with the main conclusions reached during the class discussions. <b>Weight in the final course grade: 15%.</b></p> |
|---------------------|---|

**NOTE**

**Attendance to case study presentations is compulsory. Nonattendance without a proper justification will imply to get zero as a grade in the corresponding evaluation.**

Final grade percentage: 15%

**First partial exams**

|                     |  |
|---------------------|--|
| Modality            | Assessment   |
| Technique           | Other methods ( <b>non-retrievable</b> )   |
| Description         | The first exam will assess the degree of assimilation reached by the students on subject matters 1-3. It will also assess the students' skills to apply the CVP-model in the analysis of relevant problems in the field of operations supply management.       |
| Assessment criteria | <b>First exam.</b> It will assess the degree of assimilation reached by the students on subject matters 1-3. It wil also assess the students' skills to apply the CVP-model in the analysis of relevant problems in the field of operations supply management. |

**IMPORTANT NOTE**

In general, this exam is not retrievable. However, students will have the opportunity to retake it during the exam period of February if the following conditions hold:

- \* The mark obtained in the exam is below 5 points.
  - \* The grade obtained in the exam is the lowest one between the marks corresponding to the first and second exam.
- Only one exam is retrievable**, either the first or the second. In cases where the grades obtained in these exams are the same, the student has to choose which one to retake.

**Weight in the final course grade: 25%.**

Final grade percentage: 25%

**Second partial exam**

|                     |  |
|---------------------|--|
| Modality            | Assessment   |
| Technique           | Other methods ( <b>non-retrievable</b> )   |
| Description         | The second exam will assess the degree of assimilation reached by the students about subject matters 4-5. In addition, it will assess the students' skills in solving linear programming problems in the field of operations and supply management.        |
| Assessment criteria | <b>Second exam.</b> It will assess the degree of assimilation reached by the students about subject matters 4-5. In addition, it will assess the students' skills in solving linear programming problems in the field of operations and supply management. |

**IMPORTANT NOTE**

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In general, this exam is not retrievable. However, students will have the opportunity to retrieve it during the exam period of February if the following conditions hold:

- \* The mark obtained in the exam is below 5 points.
- \* The grade obtained in the exam is the lowest one between the marks corresponding to the first and second exam.

**Only one exam is retrievable**, either the first or the second. In cases where the grades obtained in these exams are the same, the student has to choose which one to retrieve.

**Weight in the final course grade: 25%.**

Final grade percentage: 25%

### Third partial exam

|                     |  |
|---------------------|--|
| Modality            | Assessment   |
| Technique           | Other methods ( <b>non-retrievable</b> )   |
| Description         | The third exam will assess the level of assimilation reached by the students' regarding the subject matters 6-9. Finally, this exam will assess students' abilities to analyze problems related to strategic capacity decisions using yield management tools.        |
| Assessment criteria | <b>Third exam.</b> It will assess the level of assimilation reached by the students' regarding the subject matters 6-9. Finally, this exam will assess students' abilities to analyze problems related to strategic capacity decisions using yield management tools. |

#### IMPORTANT NOTE

Notice that in any case this exam will be retrievable.

**Weight in the final course grade: 25%.**

Final grade percentage: 25%

## Resources, bibliography and additional documentation

In what follow, students will find the textbook adopted by this course as well as a list of secondary references. In addition, students will find links that may provide useful information about the field of operations and supply management.

### Basic bibliography

- \* Chase, R.B., Jacobs, F.R. & Aquilano, N.J. (2009). Operations and Supply Management. 12th edition. The Mc Graw-Hill/Irwin.
- \* Netessine, S. and Shumsky, R. (2002). Introduction to the Theory and Practice of Yield Management. INFORMS Transactions on Education, 3(1), pp.34-44.
- \* Zhang, X., Song, H., & Huang, G. Q. (2009). Tourism supply chain management: A new research agenda. Tourism management, 30(3), 345-358.

### Complementary bibliography

- \* Heizer, J. (2011). Principles of Operations Management. 8th edition. Pearson Education.
- \* Kimes, S. (1989). The Basics of Yield Management. Cornell Hotel and Restaurant Administration Quarterly, 30(3), pp.14-19.
- \* Kimes, S. (1989). Yield management: A tool for capacity-considered service firms. Journal of Operations Management, 8(4), 348-363.





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- \* Kimes, S. E. (2003). Revenue management: A retrospective. *Cornell Hotel and Restaurant Administration Quarterly*, 44(5), 131-138

#### Other resources

Links of interest:

- \* Harvard Business publishing: <http://hbsp.harvard.edu/product/cases>
- \* IDEO: <http://www.ideo.com/uk/>
- \* Asociación Española de Normalización y Certificación: <http://www.aenor.es/aenor/inicio/home/home.asp>
- \* European Foundation of Quality Management: <http://www.efqm.org/en/>
- \* The Center for Hospitality Research, University of Cornell: <http://www.hotelschool.cornell.edu/research/chr/>

