

Course Syllabus
NRRT620 Organizational Management in Tourism
Section 001; Session 2; Beginning 01/18/2016
Department of Human Dimensions in Natural Resources
Masters in Tourism Management Program
Class: Every Thursday 9:30 am – 10:45 am at Laurel House

Course Description and Student Experience

This course will focus on enhancing student understanding of key concepts of contemporary management applied to a travel and tourism organization. The course will begin with an introduction to management and a focus on the management process and a discussion of the personal characteristics that make an effective manager. Following this, course topics include the managing ethics, diversity, and globalization; planning, decision-making, and competitive advantage; designing organizational structure and managing for change; leading individuals and groups, and controlling activities and processes such as communication and information technology and operations. A predominant characteristic of this class (and the MTM program as a whole) is that discussions, exercises, and case studies will require students to think about the application of organizational management principles and concepts to the management of travel and tourism organizations.

Course Objectives

By taking this course, students will be able to...

1. Discuss what management is within the context of travel and tourism industry sectors.
2. Describe how enduring personality traits and psychological characteristics influence a manager's behavior and how these relate to and impact the organizational culture of a travel and tourism organization.
3. Explain what it means to effectively manage diversity in a travel and tourism setting.
4. Describe the primary steps of the planning process and explain the relationship between tourism planning and strategy.
5. Describe the role of managers in implementing strategy to achieve the goals and objectives of a travel and tourism organization.
6. Describe the types of organizational structures that are appropriate in a tourism setting.
7. Describe how motivation theories can be applied in the tourism context to maximize employee productivity, retention, professional development, and satisfaction.
8. Explain leadership attributes that most contribute to the effectiveness of tourism managers.
9. Explain why groups and teams are key contributors to the effectiveness of tourism organizations.
10. Describe how tourism managers can encourage and facilitate collaborative cross-functional decision-making.
11. Explain how strategic human resource management can help a tourism organization gain a competitive advantage in a global tourism industry.
12. Describe the functions of human resource management within the context of a tourism organization.
13. Explain how operations management ensures a high-quality tourism experience.

Course Text and other Sources of Course Readings and Lecture Materials

Primary Text

- Jones, G.R. & George, J.M. (2013). *Essentials of Contemporary Management* (5th Edition). New York: McGraw-Hill.

Grading

<i>Assignment</i>	<i>Points</i>	<i>Percent</i>	<i>Grading Scale</i>
Learning Module Review Questions (7 @ 10 points each)	70	23.4%	A+ ≥ 98.0% A 93.0% - 97.9%
Class Summaries (6 @ 5 points each)	30	10.0%	A- 90.0% - 92.9% B+ 88.0% - 89.9%
Individual Discussion Exercises (2 @ 50 points each)	100	33.3%	B 83.0% - 87.9% B- 80.0% - 82.9%
Group Application Assignments (2 @ 50 points each)	<u>100</u>	<u>33.3%</u>	C+ 78.0% - 79.9% C 70.0% - 77.9% D 60.0% - 69.9%
Total	<u>300</u>	<u>100.0%</u>	F < 60.0%

Course Assignments

There are four types of credit-earning assignments for this class. These are weekly *class summaries*, weekly *Learning Module Review Questions* (LMRQ), two *Individual Discussion Exercises*, and two *Group Application Assignments* (GAA).

At the beginning of the course, students will form themselves into groups of two and will remain in these groups for the entire class. I would recommend that you consider using the same group for which you are doing the NRRT679 Business Plan. Members of each group will communicate regarding the completion of the Group Application Assignments. ***Note that working with others in groups is an important skill you should have when working in any business or organization. If you have any problems within your group, you should first attempt to solve those problems amongst yourselves.*** Near the end of the term, everyone will complete an evaluation rubric with which they will assess the performance of the other member of the group in the GAAs, as well as a self-assessment. The instructor will follow up on these assessments in cases of problems with individuals who did not participate adequately. This could impact your final grade if significant problems are identified.

Class Summaries (CS)

Students will receive credit for attending, participating and summarizing in class discussions and activities. Following the weekly class, students should write a brief summary of the key points they got from this class session. Learning module 5 is an exception to this, as students will complete a brief exercise related to the class material. These summaries should be one page long or less. They should be typed, doubled-spaced, using WORD, and submitted to the course website by midnight on the Sunday following the class session. You **MUST** be present at the class session to receive points for this brief assignment. There will be no class summary available for Learning Module 8. This will involve 5 points per class up to 30 points total, 10.0% of the course grade.

Learning Module Review Questions (LMRQ)

Several questions will be assigned each week for students to complete individually. Each LMRQ assignment will be worth 10 points, up to a total of 70 points, or 23.4% of the total grade. The purpose of the LMRQs is not to serve as a take-home-test, nor a highly complex homework assignment, but rather as a supplement to your study of the basic content of each learning module. I am not looking for the most complete, detailed answers you can possibly come up with, but instead, treat each answer as a summary to what you have read in the text regarding that text. Write them up in a way that you feel helps you understand the concepts. I would suggest that your approach to each learning module is to first read through the questions assigned for that learning module, then as you read the chapter, take notes, or at

least make a mental note, of the basic answers to each of these questions. Students can feel free to consult other students on some answers if they desire, however, everyone's submission should be their own work. They should be typed, doubled-spaced, using WORD, and submitted to the course website by midnight on the due date.

Individual Discussion Exercises (IDE)

Students will complete two **individual discussion exercises** (IDE). Each IDE will be worth 50 points, for a total of 100 points, 33.3% of the total grade. IDEs will be a response to several questions regarding the material and will represent an application of that material to a personal experience or situation. The IDEs must be done individually. They should be doubled-spaced, using WORD, and posted on the course website by midnight on the due date.

Group Application Assignments (GAA)

Students will complete two **group application assignments** (GAAs) each worth 50 points, for a total of 100 points, 33.3% of the total grade. The GAAs will allow students to go beyond course content in analyzing these cases. The focus the GAAs will be to apply organizational management concepts to a variety of nature-based tourism/hospitality businesses and organizations. These will be done as group assignments done with one other individual in the class. Only one member of the group needs to submit the assignment however be sure that the names of all group members appear on the first page of the assignment. GAAs should be typed, doubled-spaced, using WORD, and submitted to the course website by midnight on the due date. As part of the GAA, make sure you reference and cite reading and lecture materials, where appropriate.

Due Dates for Assignments

<i>Assignments</i>	<i>Week/Date Assigned</i>	<i>Date Post is Due*</i>
Learning Module Review Questions	Weekly	Sunday at end of each week
Class Summaries	Weekly	Sunday at end of each week
Individual Discussion Exercise #1	Week 1; 1/18	Sunday; week 3; 2/07
Individual Discussion Exercise #2	Week 5; 2/15	Sunday; week 6; 2/28
Group Application Assignment #1	Week 1; 1/18	Sunday; week 4; 2/14
Group Application Assignment #2	Week 5; 2/15	Sunday; week 8; 3/13
<p>*All assignments are due by midnight on the date due. Late assignments will be docked 10% for each day late. <i>Note: When you submit assignments online, be sure that your name, and the name of the other member in your group are both on the submitted assignment.</i></p>		

Course Topics at a Glance

<i>Week/Dates</i>	<i>Topics</i>	<i>Readings</i>	<i>Class Period Topic</i>
Week 1 1/18 – 1/24	Learning Module 1. Introduction to Management	Chapter 1. The Management Process Today	<ul style="list-style-type: none"> History of management thought
Week 2 1/25 – 1/31	Learning Module 2. The Environment of Management: Managing Ethics, Diversity and the Global Environment	Chapter 3. Managing Ethics and Diversity Chapter 4. Managing in the Global Environment	<ul style="list-style-type: none"> Values, Attitudes, Emotions, and Culture
Week 3 2/01 – 2/07	Learning Module 3. Decision-making and Competitive Advantage	Chapter 5. Decision-making, Learning, Creativity and Entrepreneurship	<ul style="list-style-type: none"> Emotional Intelligence and Management
Week 4 2/08 – 2/14	Learning Module 4. Organizing and Change	Chapter 8. Control, Change, and Entrepreneurship	<ul style="list-style-type: none"> Creativity and Organizational Culture
Week 5 2/15 – 2/21	Learning Module 5. Employee Motivation	Chapter 9. Motivation	<ul style="list-style-type: none"> Organizational Structure
Week 6 2/22 – 2/28	Learning Module 6. Effective Leadership and Team Management	Chapter 10. Leaders and Leadership Chapter 11. Effective Team Management	<ul style="list-style-type: none"> Organizational Structure Transformational Leadership
Week 7 2/29 – 3/06	Learning Module 7. Human Resource Management	Chapter 12. Building and Managing Human Resources	<ul style="list-style-type: none"> Human Resource Management
Week 8 3/07 – 3/13	Learning Module 8. Communication Management	Chapter 13. Communication and Information Technology Management	<ul style="list-style-type: none"> Wrap-up and Evaluation