

## Syllabus

### Subject

<b>Subject / Group</b>	20515 - Tourism Operations Management / 34
<b>Degree</b>	Double Degree in Economics and Tourism (2015) - Second year Double Degree in Business Administration and Tourism - Second year Degree in Tourism - Second year
<b>Credits</b>	6
<b>Period</b>	1st semester
<b>Language of instruction</b>	English

### Professors

Lecturers	Office hours for students					
	Starting time	Finishing time	Day	Start date	End date	Office / Building
Iñigo Hernández Arenaz <i>Responsible</i> <a href="mailto:inigo.hernandez@uib.es">inigo.hernandez@uib.es</a>	12:30	13:30	Monday	09/09/2019	24/02/2020	DB020 Ed. Jovellanos

### Context

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 of 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.

The language of instruction for this course will be English. Students taking this course will learn specific economic /tourism-related vocabulary and develop both their productive and receptive skills in English, and therefore acquire further knowledge of the English language.

### Requirements

This course does not have any prerequisites.

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### Recommended

Students should have already taken all the first year courses. In particular, it is recommended that students have already passed the course: **Introduction to Business (20607)**, as it covers basic concepts that provide a base for the study of operations and supply management issues.

In general, it is recommended that students have some basic skills in **Microsoft Excel**. Students with no prior experience in the use of this software should contact the course lecturer.

### Skills

#### 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”.

#### Range of topics

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

1. Introduction to operations and supply management

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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

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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 (1.8 credits, 45 hours)

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	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 during 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 students' understanding of the theory learned 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.	10.5
Practical classes	Case study presentations	Medium group (M)	This comprises of the 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, teamwork, and abilities to identify insights, synthesize ideas, and express them effectively both orally and in a written format. After case study presentations, students may be required to submit a summary report with the main conclusions reached during class discussion.	9
Assessment	Second partial exam	Medium group (M)	The second exam will assess the understanding reached by the students of topics 5-9. In addition, it will assess the students' skills in solving linear programming problems in the field of operations and supply management and their abilities to analyze problems related to strategic capacity decisions using yield management tools.	1.5
Assessment	First partial exam	Medium group (M)	The first exam will assess the understanding reached by the students of topics 1-4. It will also assess the students' skills to	1.5

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Modality	Name	Typ. Grp.	Description	Hours
			apply the CVP-model in the analysis of relevant problems in the field of operations supply management.	

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 Aula Digital platform.

### Distance education tasks (4.2 credits, 105 hours)

Modality	Name	Description	Hours
Individual self-study	Individual self-study	Student self-study is critical to comprehensively understand the fundamentals of this course. To achieve this objective, students should review the contents explained during classes, read, analyze and summarize the topics presented in the textbooks recommended (see the bibliography of the course). In particular, it is strongly recommended that students read 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	Group Case Study	This includes preparing cases and articles and discussing them with other students. The idea is to develop autonomous learning as well as teamwork skills.	30
Group or individual self-study	Exercises and problems	This comprises of developing teamwork skills and the ability to argue and suggest 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

The subject is comprised by two paths. Path A will be applied by default to all students enrolled. There is an alternative evaluation system ("path B") ONLY available to those students that are retaking the course (second enrolment or more) and cannot attend the classes. "Path B" will be made upon request by the student and will have to be agreed by the lecturer. Those students who would like to enroll in "path B" will have to communicate it to the lecturer at the beginning of the course and before taking any evaluation.

#### 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 grades obtained by the students in previously described items.

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- \* There will be a retrieval exam during the February period where students will be able to retrieve 70% of the final grade for path A and 100% for path B. This retrieval exam will include the material of the first and second partial exams.
- \* Failure to attend to any exam will incur in a zero grade for that particular exam. Lack of attendance justification will be only valid according to the rules established by the University.

### Frau en elements d'avaluació

In accordance with article 33 of Regulation of academic studies, "regardless of the disciplinary procedure that may be followed against the offending student, the demonstrably fraudulent performance of any of the evaluation elements included in the teaching guides of the subjects will lead, at the discretion of the teacher, a undervaluation in the qualification that may involve the qualification of "suspense 0" in the annual evaluation of the subject".

### 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 completing small tasks and exercises in Campus Extens during the course. This assessment also will take into account the lecturer's judgment on the students' attitudes towards the activities taking place during class sessions. <b>Final grade percentage: 10%.</b>

#### NOTE

**Students are expected to attend classes regularly. However, the attendance to classes does not guarantee the 10% weighted towards class participation. See point above to see how to obtain this grade.**

Final grade percentage: 10% for pathway A

Final grade percentage: 0% for pathway B

### Case study presentations

Modality	Practical classes
Technique	Other methods ( <b>non-retrievable</b> )
Description	This comprises of the 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, teamwork, and abilities to identify insights, synthesize ideas, and express them effectively both orally and in a written format. After case study presentations, students may be required to submit a summary report with the main conclusions reached during class discussion.
Assessment criteria	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, teamwork, 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>Final grade percentage: 20%.</b>

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**Attendance to case study presentations is compulsory for those students choosing path A. Nonattendance without a valid justification will result in a grade of zero in this evaluation.**

Final grade percentage: 20% for pathway A

Final grade percentage: 0% for pathway B

### Second partial exam

Modality	Assessment
Technique	Other methods ( <b>non-retrievable</b> )
Description	The second exam will assess the understanding reached by the students of topics 5-9. In addition, it will assess the students' skills in solving linear programming problems in the field of operations and supply management and their abilities to analyze problems related to strategic capacity decisions using yield management tools.
Assessment criteria	<b>Second exam.</b> The second exam will assess the understanding reached by the students of topics 5-9. In addition, it will assess the students' skills in solving linear programming problems in the field of operations and supply management and their abilities to analyze problems related to strategic capacity decisions using yield management tools.

#### IMPORTANT NOTE

This exam is not retrievable. However, students who fail the subject (i.e. students who do not reach a grading of 5 points or above) will have the opportunity to resit an exam in February which will include the material from the first and the second partial exams, equating to 70% of the subject for path A and 100% for path B.

**Final grade percentage: 35% for path A and 50% for path B**

Final grade percentage: 35% for pathway A

Final grade percentage: 50% for pathway B

### First partial exam

Modality	Assessment
Technique	Other methods ( <b>non-retrievable</b> )
Description	The first exam will assess the understanding reached by the students of topics 1-4. 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> The first exam will assess the understanding reached by the students of topics 1-4. 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.

#### IMPORTANT NOTE

This exam is not retrievable. However, students who fail the subject (i.e. students who do not reach a grading of 5 points or above) will have the opportunity to resit an exam in February which will include the material from the first and the second partial exams, equating to 70% of the subject for path A and 100% for path B.

**Final grade percentage: 35% for path A and 50% for path B**

Final grade percentage: 35% for pathway A

Final grade percentage: 50% for pathway B

## Resources, bibliography and additional documentation



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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

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- \* Chase, R.B., Jacobs, F.R. & Aquilano, N.J. (2009). Operations and Supply Management. 12th edition. The Mc Graw-Hill/Irwin.
- \* Krajewski, Lee J.; Malhotra, Manoj; Ritzman, Larry P. (2016). Operations Management: Processes and Supply Chains, 11th Edition. Pearson
- \* 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

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

### Other resources

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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/>

