# Planning and Control of Tourism Businesses

## Prof. Andrea Schiavinato

***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

The course aims to provide students with core knowledge of the design, planning and control processes of service enterprises, with particular reference to the tourism-hospitality sector. Topics will be addressed with a pragmatic slant, with constant reference to the professional figures involved in the decision-making process.

By studying the decision-making models associated with the operational planning and budgeting process, it is possible to guide and support management processes, manage the accountability system and govern management mechanisms to help meet business objectives.

The course aims to develop students’ ability to analyse the various business operating contexts and to use the basic quantitative methodologies that constitute the preconditions for managerial control systems.

Students will also be able to develop the required skills for making connections between the information needs that underpin managerial decision-making and the various types of supporting information, with a focus on producing and organising management information, and using it in the different decision-making processes of companies.

The learning process will also include group discussions of company case studies and participation in sessions with visiting experts from business contexts. Meetings between students and companies serve to "reinforce" learning and create stronger links with the professional world.

By the end of the course, students will:

1. know and understand the scope of the planning and control system and its constituent elements, with reference to organisational, technical and accounting-related aspects;
2. know and be able to apply planning criteria and be able to use relevant tools in the planning and control system (analytical accounting, budget, reporting systems, deviations analysis);
3. know and be able to apply the algorithms for evaluating economic feasibility as a means of supporting short-term decisions (differential analysis and cost-volume-profit analysis);
4. be able to interpret, unaided, information generated by the planning and control system to make economic feasibility assessments;
5. be able to communicate the information generated by the planning and control system to the various corporate recipients;

***COURSE CONTENT***

* Analysis of the economic environment.
* Competitive advantage.
* The designing, planning, and control processes and the role and competences of the various management figures involved.
* The development of tourism systems with particular reference to destination management (DMO and DMS).
* The business plan. Long-term choices.
* The determination and optimization of efficiency and effectiveness.
* The different methods of calculating, managing and choosing the cost structure (variable, direct, full costing, ABC and ABM).
* Short-term decisions and the role of the managers involved.
* Budget as a management direction and planning tool. The tools and methodologies underlying the construction of operational budgets. The hotel budget system.
* The analysis of revenue deviations, variable direct costs and variable indirect costs.
* Some management and strategic issues typical of tourist businesses: Seasonality, disintermediation, pricing, sustainable tourism and hotel voluntary chains.
* The typical quantitative indicators of the tourism sector and their optimization strategies.
* Maximizing your bottom line through revenue management.
* Artificial intelligence, Blockchain, 5G, big data and digital tourism. The impact of new technologies on the tourism market and possible scenarios.
* Company testimonials.

***READING LIST***

A. Schiavinato, *Strategia, pianificazione e programmazione delle imprese turistiche*. G. Giappichelli Editore srl, Torino, 2022.

Material on the business case studies and corporate testimonials will be made available on Blackboard.

Further reading:

M. Confalonieri, *Le catene volontarie nel settore alberghiero*, Giappichelli, Torino, 2001.

M. Confalonieri, *Il turismo sostenibile*, Giappichelli, Torino, 2008.

M. Confalonieri, *La gestione delle aziende turistiche*, Giappichelli, Torino, 2021.

***TEACHING METHOD***

Frontal lectures designed to teach students the methods in question. Discussion in class of business case studies for a more detailed exploration of certain topics. Practical classes on specific topics related to quantitative instrument and methods, and corporate testimonies. Field projects and distance-learning methods via Blackboard.

***ASSESSMENT METHOD AND CRITERIA***

Students will be assessed on their knowledge and skills by means of a written test divided into three questions which contribute equally (10 marks each) to the final mark. There will be questions requiring students to present concepts, and there will be numerical exercises including using selected data, on the application of the tools and algorithms covered on the syllabus. One of the three questions will be an exercise, whilst the other two will be open questions.

The assessment criteria are as follows:

1. accuracy of the logical/mathematical procedures (75%) and critical commentary of the results (25%) for the question containing the numerical exercise;
2. knowledge of the subjects covered on the course (75%) and critical capacity and autonomy of the student (25%) for the two theory-based questions. There is no word limit for answering the theory-based questions.

The above percentages will be applied to the marks for each question.

The written assessment will last 60 minutes in total.

***NOTES AND PREREQUISITES***

For the course prerequisites, please refer to the study plan regulations.

In case the current Covid-19 health emergency does not allow frontal teaching, remote teaching will be carried out following procedures that will be promptly notified to students.

Further information can be found on the lecturer's webpage at http://docenti.unicatt.it/web/searchByName.do?language=ENG or on the Faculty notice board.