

Course Syllabus
NRRT620 Organizational Management in Tourism
Section 001; Beginning 8/21/2023
Department of Human Dimensions in Natural Resources
Masters in Tourism Management Program
Class: Every Thursday 9:00 am – 10:15 am; Conservation House

Course Description and Student Experience

This course will focus on enhancing student understanding of concepts in management applied to a travel and tourism organization. The course begins with an introduction to management, 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, assignments, and case studies will require students to think about the application of 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 personality traits and psychological characteristics influence a manager's behavior 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 steps of the planning process and explain the relationship between planning and strategy.
5. Describe the types of organizational structures that are appropriate in a tourism setting.
6. Describe how motivation theories can be applied to maximize employee productivity, retention, professional development, and satisfaction.
7. Explain leadership attributes that most contribute to the effectiveness of tourism managers.
8. Explain why groups and teams are key contributors to the effectiveness of tourism organizations.
9. Describe how tourism managers can encourage/facilitate collaborative decision-making.
10. Explain how human resource management helps gain competitive advantage.
11. Describe the functions of human resource management within the context of a tourism organization.

Course Text

Essentials of Contemporary Management (2021, 9th Edition) by Gareth R. Jones and Jennifer M. George;
New York: McGraw-Hill Education.
ISBN10: 1260261530 | ISBN13: 9781260261530

- You may obtain both the print and electronic versions of this textbook from the Colorado State University Bookstore.
- You may obtain the textbook from a 3rd party bookseller (e.g., Amazon. Be sure to get the 9th edition.)
- You may get the textbook directly from McGraw-Hill. The link below will take you to the McGraw-Hill website that provides several options for obtaining this specific book.

<https://www.mheducation.com/highered/product/essentials-contemporary-management-jones-george/M9781260261530.html>

Course Assignments

There are three types of credit-earning assignments for this class, two types of individual assignments and one type of group assignment. The individual assignments are *Learning Module Reviews* and *Individual Application Assignments*. The group assignment is a series of *Group Discussion and Response* exercises.

Individual Assignments

Learning Module Reviews (LMR)

Each week, students will be expected to write a three- to four-page review of the learning module content for that week. Of the eight learning modules, students will be required to complete an LMR for six of them. The student may select the six learning modules for which they would submit an LMR for. Each LMR will be worth 20 points, for a total of 120 points; 24% of the total grade. The LMR will include a discussion of the key concepts described in the readings, along with the relevance of the video(s) assigned for that learning module (2 to 3 pages). In addition, the student should select a specific concept within the learning module material and discuss a real or hypothetical example of how that concept might apply within a type of hospitality/tourism organization (of the student's choice) or the hospitality/tourism industry in general (½ to 1 page). The student may use examples given in the module materials, their own thoughts and experiences, or ideas from outside research. The submissions should be typed, double-spaced, using WORD, in paragraph format, 10- to 12-point font, with 1" margins. They should be submitted to the course website by midnight of the due date.

Individual Application Assignments (IAA)

Students will complete two **individual application assignments (IAA)** each worth 130 points, for a total of 260 points; 52% of the total grade. IAAs will be a response to several questions regarding the material and will include knowledge and application questions. The IAAs **MUST** be done individually. The submissions should be typed, double-spaced, using WORD, in paragraph format, 10- to 11-point font, with 1" margins. They should be submitted to the course website by midnight of the due date.

Important: Do not wait until the last minute to begin the IAAs. I strongly recommend you address each question in the IAA during the learning module that topic is covered.

Group Assignments

Group Discussion Posts & Responses (GDPR)

There will be six **group discussion posts and response** exercises throughout the course, each worth 20 points for a total of 120 points; 24% of the total grade. At the beginning of the course, the instructor will randomly place students into groups of five or six for the purpose of participating in the Group Discussion and Response assignments. At the beginning of Learning Modules 2 through 7, a discussion prompt will be made available to the class. The prompt will address a topic relevant to that particular learning module. Each student will be asked to do the following.

- Complete one discussion post for the discussion prompt provided by answering the discussion topic question. This post is due by midnight, Thursday, of the learning module.
- After submitting their discussion post, each student is to provide at least one response to the discussion posts of at least two group members. These responses are due by midnight, Sunday, of the learning module.

Bring in elements from course materials to enhance your discussion. Remember to be professional in your discussion posts and comments. While you are encouraged to critically analyze and engage with the opinions of others, be sure you do so in a respectful manner. Discussion posts should be no longer than one page, double-spaced (they may be less, but should be well thought out). Your initial post is due no

later than Thursday at midnight (MST) during the learning module. This will allow others plenty of time to respond to your post by the end of the learning module. Your response to others' posts need be no longer than ½ page. They should reflect a thoughtful evaluative response to the post, for example, an assessment of why you liked the post and anything you might want to add in your response. The responses to posts are due on Sunday at midnight of the learning module (MST).

Due Dates for Assignments

<i>Assignments</i>	<i>Date Assigned</i>	<i>Date Due*</i>
Learning Module Reviews	Weekly	Tuesday following the learning module assigned
Individual Application Assignment 1	Week 1; 8/21	Sunday; LM 4; 9/17
Individual Application Assignment 2	Week 4; 9/11	Sunday; LM 8; 10/15
Group Discussion Posts & Responses	Weekly (LM2 – LM7)	Thursday (post) & Sunday (responses) of LMs 2 – 7
*All assignments are due by midnight on the date due. Late assignments will be docked 5% for each day late.		

Grading

<i>Assignment</i>	<i>Points</i>	<i>% of Grade</i>	<i>Grading Scale</i>
Learning Module Review (6 of 8 @ 20 points)	120	24%	A+ > 98.0%
Individual Application Assignments (2 @ 130 points)	260	52%	A 93.0% - 97.9%
Group Discussion Posts & Responses 6 @ 20 points)	120	24%	A- 90.0% - 92.9%
Total	<u>500</u>	<u>100.0%</u>	B+ 88.0% - 89.9%
			B 83.0% - 87.9%
			B- 80.0% - 82.9%
			C+ 78.0% - 79.9%
			C 70.0% - 77.9%
			D 60.0% - 69.9%
			F < 60.0%

Course Topics at a Glance

<i>Week</i>	<i>Topics</i>	<i>Readings and Videos</i>
Week 1 8/21	<i>Learning Module 1.</i> Introduction to Management	Reading: Chapter 1. The Management Process Today Video: “Emotional Intelligence – How Good Leaders Become Great – Mitchel Adler”
Week 2 8/28	<i>Learning Module 2.</i> The Environment of Management: Managing Ethics, Diversity and the Global Environment	Reading: Chapter 3. Managing Ethics and Diversity Reading: Chapter 4. Managing in the Global Environment Video: “How to Get Serious about Diversity and Inclusion in the Workplace – Janet Stovall”
Week 3 9/04	<i>Learning Module 3.</i> Decision-making, Creativity, and Competitive Advantage	Chapter 5. Decision-making, Learning, Creativity and Entrepreneurship Chapter 6. Planning, Strategy, and Competitive Advantage Video: "Igniting Creativity to transform Company Culture - Catherine Courage"
Week 4 9/11	<i>Learning Module 4.</i> Organizing and Change	Chapter 8. Control, Change, and Entrepreneurship Video: "Company Culture - Jay Wilkinson"
Week 5 9/18	<i>Learning Module 5.</i> Employee Motivation	Chapter 9. Motivation Video: "How Great Leaders Inspire Action - Simon Sinek" Video: "The Puzzle of Motivation - Dan Pink"
Week 6 9/25	<i>Learning Module 6.</i> Effective Leadership and Team Management	Chapter 10. Leaders and Leadership Chapter 11. Effective Team Management Video: "How Great Leaders Serve others - David Marquet"
Week 7 10/02	<i>Learning Module 7.</i> Human Resource Management	Chapter 12. Building and Managing Human Resources Video: “Why the Best Hire Might Not Have the Perfect Resume – Regina Hartley”
Week 8 10/09	<i>Learning Module 8.</i> Communication Management	Chapter 13. Communication and Information Technology Management Video: “Lead like the Great Conductors – Itay Talgam”