

Learning subject: Management of tourism companies

Level: 2nd year of Master

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Chapter 1

General concepts

Introduction

Tourism as an object of management is expressed in the complexity of tourism services. A tourist service is everything that a tourist takes into account or uses during his trip. In recent years, the importance of collaboration between tourism enterprises, which can be carried out horizontally or vertically, has increased.

1. Management:

Management consists of all the activities that lead a manager towards the accomplishment of organisational objectives.

It is the process of designing and maintaining an environment for the purpose of efficiently accomplishing selected aims.

1.1 Objectives of management:

Organisational: The main objective of management is to make a proper utilisation of human and material resources so that it gives maximum advantage to the organisation.

Social: Management has to see through social lens and take care of social problems through welfare activities.

Personal: People join organisations to fulfil their personal objectives and satisfy their basic needs of life.

1.2 Functions

1. Planning

Planning is the **first and most important** management function.

It involves **setting goals, forecasting the future, and deciding the best course of action** to achieve those goals.

2. Organizing

Once plans are made, organizing means **arranging resources and activities** to carry them out efficiently.

This includes **structuring teams, assigning tasks, and defining authority**.

Main elements:

- Defining roles and responsibilities
- Grouping similar activities
- Establishing hierarchy and reporting lines

3. Staffing

Staffing refers to **recruiting, selecting, training, and developing employees** so the organization has the right people in the right positions.

4. Directing

Directing (also called **leading**) means **guiding, supervising, and inspiring employees** to perform effectively.

It focuses on **communication, leadership, and motivation**.

Involves:

- ❖ Leadership
- ❖ Communication
- ❖ Motivation
- ❖ Supervision

5. Coordinatin

Coordination ensures that **different departments and individuals work together harmoniously** toward common objectives.

It avoids duplication and conflict by aligning all activities.

Purpose:

- Integration of efforts
- Synchronization of tasks
- Unity of direction

6. Motivation

Motivation is about **encouraging employees** to perform their best by meeting their personal and professional needs.

It can be **financial** (bonuses, promotions) or **non-financial** (recognition, growth, good work environment).

Example: Giving performance bonuses to high-achieving employees.

Theories involved: Maslow's hierarchy of needs, Herzberg's two-factor theory, etc.

7. Controlling

Controlling means **monitoring performance, comparing results with plans, and taking corrective action** if needed.

It ensures that objectives are achieved efficiently.

1.3 Roles of a manager:

Interpersonal roles: Figure head Role: signing documents, Leader role

Informational roles: Monitor, Spokesman

Decisional roles

1.4 Tasks of a manager

1. Provide purposeful direction to the organisation for attainment of its objectives.
2. Maintain a firm's efficiency for profit generation which is essential for its growth and survival.
3. Anticipate and prepare for meeting the challenges of increasing competition

4. Build human organisation by creating a team spirit and teamwork.
5. Plan and manage for innovation by tapping all the sources of innovation.
6. Protect the interests and welfare of employees in order to gain their confidence and inculcate a sense of loyalty among them.
7. Retain talent and postpone obsolescence in the organization
8. Upgrade skills and undertake constant training of employees
9. Keep oneself updated on internal and external information pertaining to the organization
10. Maintain cordial relations with various segments of society for fulfilling the needs

2. Management of tourism companies:

Tourism management refers to handling and supervising activities related to the tourism industry. It is a multifaceted industry that provides people with the training, skills and expertise necessary to obtain management positions in tourism and accommodation. Tourism management is a combination of three aspects:

Business administration processes such as marketing, finance and human resources;

Management principles and concepts;

Topics related to tourism including tourism organizations, environmental aspects and motivation to travel.

Tourism management also consists of three business-related components:

Accommodation: Living arrangements in the form of hotels, resorts, cabins, camping areas, homestays and so on;

Accessibility: Transportation and travel arrangements like aeroplanes, cars, trains, public transit, buses and cruises;

Attractions: Tourist attractions such as historical sites, natural resources or theme parks.

3. Hospitality management:

Hospitality management consists of implementing comprehensive management practices and models to the domain of lodging, food and other businesses related to hospitality. Due to the fact it is a service industry, people working in this sector should be equipped with specific attributes such as being helpful, polite, friendly and welcoming to the customers. These qualities help in retaining existing customers and attracting new ones.

Parameters	Hospitality Management	Tourism Management
Focus	Prepares students to work in the fields of accommodation and catering.	Emphasises all activities involved in tourism and students have opportunities to work as travel guides, tourist managers or tourist representatives.
Subjects involved	Customer Services, Contemporary Hospitality Industry, Developing Management, Small Business Enterprises and Food and Beverage (F&B) Operations.	Travel and Tourism Sector, Tour Operations Management, Sustainable Tourism Development, Travel Agency Management and Travel Marketing.
Activities	Involves dealing with accommodation and F&B requirements of customers in hotels, resorts and motels.	Consists of activities such as ticketing and guiding tourists around popular attractions.
Category	Sub-category of tourism management.	Separate entity as a whole which encapsulates hospitality management.