

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE

**SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY
OF ECONOMICS**

MANAGEMENT AND MARKETING OF TOURISM

Syllabus

**for Bachelor's (first) degree students
of speciality 242 "Tourism"**

**Kharkiv
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M24

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The thematic plan of the academic discipline and its contents are given according to the modules and themes. Plans of lectures, seminars and practical studies, materials for consolidation of knowledge (tasks for independent work, test questions), criteria for assessing students' knowledge, professional competences which a student should have after studying the academic discipline are presented.

For Bachelor's (first) degree students of speciality 242 "Tourism" of all forms of study.

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Introduction

The modern tourism industry is one of the significant, highly profitable and most dynamic branches of the world economy. Tourism, as a service sector, is an important tool for redistributing the national income in the country. It has a multiplier effect on the development of many sectors of the economy to address the socio-economic inequalities. Under these conditions, it has become necessary to study the theoretical foundations and practices of applying new approaches and methods of management and marketing in the field of tourism, organizing and conducting marketing research, creating advertising and effective management of distribution channels, developing marketing policy in the field of promotion of the tourism product.

Knowledge and skills gained through learning the academic discipline "Management and Marketing in Tourism" are necessary for a specialist to create competitive enterprises in the field of tourism, engage in effective marketing activities and form a modern system of management of all units.

The course study is based on the appropriate level of general knowledge and skills acquired when students study general, humanitarian and special disciplines.

A necessary element of successful mastering of the educational material of the discipline is independent research work of students based on special literature on economics and regulations, as well as the practice of tourism enterprises.

The academic discipline "Management and Marketing of Tourism" is a basic discipline studied in accordance with the curriculum for training specialists of the educational level "Bachelor", speciality 242 "Tourism" of all forms of study.

1. Description of the academic discipline

| Name of indicators | Speciality, educational degree | Academic discipline features | |
|--------------------------------------------------------------------------------------|----------------------------------------|-------------------------------|-----------------|
| | | full-time study | part-time study |
| Number of credits: 5 | Speciality | Basic | |
| Thematic modules: 2 | speciality 242 "Tourism" | Academic year | |
| | | 4th | 5th |
| | | Semester | |
| | | 7th | 9th |
| | | Lectures | |
| | | 30 hours | 16 hours |
| Total number of hours: 216 | Academic degree: (Bachelor's) first | Practical and seminar studies | |
| | | 30 hours | 16 hours |
| Hours per week for full-time study: 4 for classes; 8–11 for individual work | Academic degree: (Bachelor's) first | Independent work | |
| | | 156 hours | 328 hours |
| | | Assessment: | |
| | | Exam | |
| | | 2 hours | 2 hours |

The ratio of class hours to independent work is:

72 % of class hours to the total time allocated for the independent work of full-time study;

91 % for part-time study respectively.

During the studies students obtain the necessary knowledge at lectures, practicals (seminars). The most difficult issues are submitted for consideration and discussion during the seminar sessions. Students' independent work is also important in the process of studying and consolidation of knowledge.

2. The goal and objectives of the academic discipline

The academic discipline "Management and Marketing of Tourism" is the base for training bachelors of tourist specialities.

The training ground necessary for studying the discipline is made up of knowledge and skills in the field of economic theory, history of tourism, basics

of management, marketing basics, the foundations of psychology, the basics of tourism, the activities of self-employed organizations, personnel management.

The purpose of studying the discipline is the formation of a system of theoretical knowledge and practical skills in relation to the methodological apparatus of management and marketing of tourism in order to solve specific economic problems that arise at enterprises of the tourism industry under the conditions of a changing environment, the study of the market of marketing and market environment, the development and promotion of a new tourist product, management of labor resources.

The subject of the academic discipline is the forms and patterns of development of management and marketing of tourist enterprises, methods of formation of tourism products, management decisions, personnel management and marketing activities.

As a result of studying the discipline students must know:

the content, the main characteristics, objectives and functions of management and marketing of tourism;

the management mechanism of a tourist organization;

the basic concepts, patterns and characteristics of strategic development;

the peculiarities of the organization of the working environment, the regime of work and the creation of appropriate working conditions in tourist organizations;

the basic methods of hiring, the features of staff turnover and dismissal at a tourist enterprise;

the content, the methods and basic stages of development of managerial decisions;

the features and methods of conducting business meetings and negotiations;

the directions of the marketing pricing policy;

the basic methods of sales promotion;

the features of development of advertising in the field of tourism;

non-promotional methods of distribution of tourist products on the market;

the regulatory framework in the field of personnel management and advertising of tourist products.

As a result of studying the discipline a student must **be able**:

to identify the best applicant for a vacancy in a travel company, based on the use of recruiting tools;

to carry out analysis of the professional suitability of the worker and his psychological properties;

to substantiate the economic strategy of tourist enterprises and to find strategic alternatives of development;

to draw up organizational and administrative documents and documents of personnel;

to organize business meetings and conferences;

to provide a causal analysis of complaints and claims of clients and partners, to evaluate the quality of the tourism product planning using the methodology of analysis and planning of activities;

to control the quality of tourist services and its conformity with the established standards by means of methods of control and regulation of technological processes and management processes, as well as by determining the degree of satisfaction through conducting sociological surveys;

to check the implementation of the decisions made as to the models and methods of elimination of the causes of complaints using the methods of decision-making and the specifics of work with complaints;

to organize comparative and analytical monitoring of consumer quality of tourist services of competitors, to investigate the reaction of consumers to the quality of services using the standards of quality of tourist services and methods of marketing research;

to make recommendations on the introduction of new requirements or changes to the existing ones regarding the quality of tourist services, using the operating standards of the quality of tourist services;

to conduct testing of tourist products by using information on the functioning of the tourist services provision system;

to determine the prices for a tourist product;

to develop and promote product advertising in the field of tourism.

3. The contents of the academic discipline

Content module 1

The theoretical basis of management in tourism

Theme 1. The conceptual bases of management in the sphere of tourism

1.1. Tourism as an object of management: the basic concepts. The goals and objectives of management in tourism. The main functions of

management in the tourism sector. The principles of management: separate and general principles of management. The features of management of tourist enterprises. The hierarchy of management of tourist enterprises.

1.2. Management of a touristic complex. The hierarchy of management of touristic enterprises: macroeconomic level, mesoeconomic level, microeconomic level. Models of public administration in different countries of the world.

Theme 2. Strategy and tactics of management of a tourist enterprise

The concept and essence of strategic management in tourism. Consideration of theoretical aspects of the following concepts: the organization's strategy, strategic management, the competitiveness of the organization. The process of strategic management: the main stages.

2.2. Tactical management (operational management). Definition of tactical management in tourism. Comparative characteristics, the main differences between strategic and tactical management. The planning system as a basis of operational management.

2.3. The fundamentals of planning at tourist enterprises. Strategic and operational planning. Types and principles of planning. Business planning at tourist enterprises. The existing model and structure of business plans.

Theme 3. Structural organization as a function of management of tourist enterprises

3.1. The concept of management structure at tourist enterprises. The main elements of the management structure of a tourist organization: divisions, levels (institutional, managerial, technical), communications (horizontal, vertical). Horizontal and vertical division of labor.

3.2. The organizational structure of a tourist enterprise. The main types of organizational structures of the enterprise. Design and optimization of the organizational structure of a tourist enterprise. Organizational structure based on the example of a hotel complex.

Theme 4. Quality management of tourist enterprises

4.1. The concept of quality management of the provided tourist services. The theoretical concepts of quality, the quality of services rendered, the quality management system. The main stages of the development and

implementation of the quality management system for tourist enterprises. Quality standards used at tourist enterprises: international quality standards ISO 9001.

4.2. Analysis of the conformity of the quality of tourist services with the requirements of the consumer. Consumer rating of the quality of service at tourist and hotel enterprises. Defining the evaluation criteria, questionnaires, the analytical part of evaluation of the obtained results. Adjustment of the enterprise policy for improvement of the quality of service.

Theme 5. Innovative management of tourist enterprises

5.1. Theoretical aspects of innovation in tourism. The essence of innovation and innovation activity. Subjects and objects of innovative management activity at enterprises in the sphere of tourism. Innovations in the tourism sector as a means of creating competitive advantages of a tourist company.

5.2. Implementation of innovations at touristic enterprises. Possible risks of introduction of tourist innovations. Opposition to changes on the part of personnel of an enterprise. Examples of creating and implementing an innovative tourism product.

Theme 6. Management and motivation of the personnel of tourist enterprises

6.1. The system of work with the personnel. The role of personnel in the formation and promotion of a tourist product. The main elements of the human resources system: personnel policy, recruitment, staff assessment, staff placement, staff adaptation, staff training.

6.2. Motivation as a means of stimulating the business activity of the staff. Motivational structure: needs, interests, motives and incentives. The characteristic features of material and non-material means of stimulating labor. The features of remuneration of specialists in the tourism industry.

Theme 7. Organization of labor in the tourism industry

7.1. The main aspects of rational organization of work at a tourist enterprise. The principles of rational organization of work at a tourist enterprise. Distribution and co-operation of managerial labor. Technical support of the personnel of the tourist enterprise. Dependence of the results of labor on the mode and conditions of work.

7.2. Socio-psychological aspects of the organization of work. Provision and delegation of authority, consolidation of the responsibility of the workers

of tourist enterprises. Causes and consequences of conflicts at tourist enterprises. Management of labor processes through the organization of collective cohesion.

Theme 8. Preparation and development of management decisions in the field of tourism

8.1. The value and effectiveness of managerial decisions in the tourism business. The concept of management decision in tourism activities. Individual and group approaches to management decision making. The main stages of development and management decision. Assessment of the effectiveness of management decisions. Organization and control over the implementation of management decisions.

8.2. The process of making a management decision. The types of problems in the activities of tourism enterprises and the organizational levels of settling the problems. The method of the decision tree: the choice of alternatives, the use of past experience and experiment.

Content module 2

The concept of marketing as a tool for the development of tourist enterprises in the market environment

Theme 9. The conceptual framework for the implementation of marketing in tourism

9.1. The essence and main concepts of marketing in the field of tourism. The system approach to determining the essence of marketing. Marketing as a concept of the enterprise activity. The concept of social and ethical marketing in tourism. The main tasks of marketing activities at tourist enterprises.

9.2. The subjects of tourism policy and marketing. The levels and coordination of marketing in tourism. International organizations as the subjects of international marketing. Country and regions as the subjects of strategic marketing. Travel agencies and tour operators. Enterprises of the tourist industry.

9.3. The objects of tourist marketing. The sphere of marketing of tourist enterprises. The influence of the demographic situation of the country on the development of tourism enterprises. The economic sphere of a tourist enterprise. Political, service and cultural environment as the determining factors of development. Micro-circles of tourist enterprises.

9.4. The characteristics of strategic marketing. The areas of tourism marketing. The difference between strategic and tactical marketing. The main advantages and disadvantages of strategic marketing. The characteristics of the marketing complex in tourism, the concept of 4Ps.

Theme 10. The development and implementation of marketing research in tourism

10.1. The features of marketing research in the field of tourism. The content, the principles and objectives of marketing research at tourist enterprises. The main directions and forms of organization of marketing research, development of their concepts.

10.2. Marketing information for tourist enterprises. Formation and use of marketing information on tour companies. External and internal marketing information. Methods of collecting primary marketing information. Selection of sources of marketing information. The features of collecting marketing information in the field of tourism. Analysis and presentation of the received information.

Theme 11. The tourist product and its life cycle

11.1. The characteristic features of a tourist product. The essence and structure of the tourist product. Development of the concept of a new tourist product. Creation of a trade mark, a name and a trademark. Formation of the corporate style of the tourist enterprise. Customer involvement in the process of providing services: attraction, consumption, assessment.

11.2. The stages of the product lifecycle. The characteristic features of the stages of development, implementation, growth, maturity and decline of the tourist product. The means of continuation and reduction of the product life cycle.

Theme 12. The market of tourist services and its segmentation

12.1. The characteristics of the tourist services market. The features of the tourist services market. The structure of the tourist market. Evaluation of the capacity and saturation of the tourist market. The system approach to the research of the tourist market, its constituent elements.

12.2. Segmentation of the tourist services market. The essence and purpose of segmentation of the market of tourist services. The types of segmentation: geographical, demographic, psychographic and the type of behavior. Selection of the target segment of the market for the marketing of the tourist product. Identifying the competitive advantages of tourist enterprises.

Theme 13. Marketing of price policy at tourist enterprises

13.1. Pricing in the complex of marketing events. Importance of price decisions in marketing activities of tourist companies. Customer sensitivity to price changes (the effect of unique consumer value, comparative difficulty, irreversible investments, awareness of analogues). The influence of external and internal factors when setting prices for tourist products. Choosing the pricing method.

13.2. Basic pricing strategies for tourist enterprises. Marketing objectives: profit maximization, sales growth, competition-related goals, leadership in quality, survival. Determination and implementation of the marketing strategy of tourist companies. Types of pricing strategies. Development of alternative strategies.

Theme 14. Promotion of tourist products

14.1. Basic methods and approaches to the promotion of a tourist product. Formation of the sales strategy of a tourist enterprise. The methods of promotion of tourist products (advertising and non-promotional). Organization of measures to stimulate the marketing of tourist products. Managing the product distribution channels. The nature and types of distribution channels of the tourist product. Selection of sales channels. Selection of mediators and forms of work with them.

14.2. The features of advertising of tourist enterprises. The features of advertising development in tourism. The types of tourist advertising. The types of advertising campaigns at tourist enterprises. Planning advertising activities of tourist companies. Defining the goals of tourist advertising. The practice of regulation of advertising activity. Advertising and marketing standards on the Internet. The international advertising code. The legal aspects of regulation of advertising activity in Ukraine.

14.3. Participation of tourist enterprises in exhibitions. The main exhibition and fair events in the field of tourism: exhibitions, fairs, salons, stock exchanges, tours, conferences. Participation of tourist companies in the process of exhibition. Work of the personnel of the tourist enterprise during the exhibition. The basic types of visitors and how to work with them. Registration of the exhibition stand of the tourist enterprise. Selection of the placement of the stand. Methods of attracting attention to the stand. The basic principles of designing a booth of a tourist enterprise. Placement of advertising products. The main types of stands: their advantages and disadvantages.

Theme 15. Models of consumer behavior on the market of tourist services

Traditional, economic-behavioral and complex (modern) models of consumer behavior. Types of risk associated with the purchase. Sources of information for the consumer in the process of making a purchasing decision. Types of consumer behavior in accordance with the level of involvement in the purchase.

4. The structure of the academic discipline

From the beginning of studying the academic discipline every student ought to be acquainted with the curriculum and methods of conducting studies, with the form, content and extent of every module, and also with all of the types of control and methods of professional competences assessment.

The process of learning consists in consecutive and detailed working on the educational modules. The educational module is nearly a separate independent block of a discipline which logically combines several elements of the academic discipline by the content and relationships. The plan of themes of the discipline includes two modules (Table 4.1).

Table 4.1

The structure of a test credit of the academic discipline

| Theme | Hours | | | | | | | |
|-------------------------------------------------------------------------------------|-----------------|-----------|----------------------------|------------------|-----------------|-----------|----------------------------|------------------|
| | full-time study | | | | part-time study | | | |
| | total | including | | | total | including | | |
| | | lectures | practical, seminar studies | independent work | | lectures | practical, seminar studies | independent work |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Content module 1. The theoretical basis of management in tourism | | | | | | | | |
| Theme 1. The conceptual bases of management in the sphere of tourism | 12 | 2 | 2 | 8 | 23 | 1 | 1 | 21 |
| Theme 2. Strategy and tactics of management of a tourist enterprise | 14 | 2 | 2 | 10 | 24 | 1 | 1 | 21 |
| Theme 3. Structural organization as a function of management of tourist enterprises | 13 | 2 | 2 | 9 | 24 | 1 | 1 | 22 |

Table 4.1 (the end)

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---------------------------------------------------------------------------------------------------------------------------|-----|----|----|-----|-----|----|----|-----|
| Theme 4. Quality management of tourist enterprises | 14 | 2 | 2 | 10 | 24 | 1 | 1 | 22 |
| Theme 5. Innovative management of tourist enterprises | 14 | 2 | 2 | 10 | 24 | 1 | 1 | 22 |
| Theme 6. Management and motivation of the personnel of tourist enterprises | 13 | 2 | 2 | 9 | 24 | 1 | 1 | 22 |
| Theme 7. Organization of labor in the tourism industry | 15 | 2 | 2 | 11 | 24 | 1 | 1 | 22 |
| Theme 8. Preparation and development of management decisions in the field of tourism | 14 | 2 | 2 | 10 | 24 | 1 | 1 | 22 |
| Content module 2. The concept of marketing as a tool for the development of tourist enterprises in the market environment | | | | | | | | |
| Theme 9. The conceptual framework for the implementation of marketing in tourism | 13 | 2 | 2 | 9 | 24 | 1 | 1 | 22 |
| Theme 10. The development and implementation of marketing research in tourism | 13 | 2 | 2 | 9 | 26 | 2 | 2 | 22 |
| Theme 11. The tourist product and its life cycle | 13 | 2 | 2 | 9 | 24 | 1 | 1 | 22 |
| Theme 12. The market of tourist services and its segmentation | 14 | 2 | 2 | 10 | 24 | 1 | 1 | 22 |
| Theme 13. Marketing of price policy at tourist enterprises | 14 | 2 | 2 | 10 | 24 | 1 | 1 | 22 |
| Theme 14. Promotion of tourist products | 15 | 2 | 2 | 11 | 24 | 1 | 1 | 22 |
| Theme 15. Models of consumer behavior on the market of tourist services | 13 | 2 | 2 | 9 | 24 | 1 | 1 | 22 |
| Preparation for the exam | 10 | – | – | 5 | – | – | – | 10 |
| Exam | 2 | – | – | 2 | – | – | – | – |
| Sum total | 216 | 30 | 30 | 144 | 360 | 16 | 16 | 328 |

5. The plan of seminars and practical studies

A **seminar study** is a form of lesson at which the teacher organizes a discussion of the previously chosen topics for which students prepare theses of reports. A **practical study** is a form of lesson during which the teacher organizes detailed consideration of certain theoretical fundamentals of the academic discipline and forms the abilities and skills in the practical application of them through students' doing individual tasks.

The teacher estimates students' presentations and reports covering the points set (Table 5.1), their speeches, activity in discussions, the ability to form and assert their own positions and so on during every seminar.

Final marks for every seminar are entered in the register. Seminar marks are taken into account when accumulating the final score on this discipline.

Table 5.1

The list of seminar themes and practical studies

| Theme | The issues of the seminar or practical sessions | Hours | Recommended reading |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|---------------------------------------------|
| 1 | 2 | 3 | 4 |
| Theme 1. The conceptual bases of management in the sphere of tourism | <ol style="list-style-type: none"> 1. Comparative characteristics of management models in different countries. 2. The influence of the national culture on the tourism business in Ukraine. 3. Analysis of management functions in the tourism industry. 4. Specific properties of tourism services which determine the peculiarities of management | 2 | Main: [4; 5]. Additional: [6 – 8] |
| Theme 2. Strategy and tactics of management of a tourist enterprise | <ol style="list-style-type: none"> 1. The main strategies of a tourist enterprise in the market competition. 2. Practical task: "Analysis of the external and internal environment of tourist companies: SWOT analysis". 3. Practical task: "The mechanism of a business plan development for a tourist enterprise" | 2 | Main: [2; 4; 5]. Additional: [6; – 8] |
| Theme 3. Structural organization as a function of management of tourist enterprises | <ol style="list-style-type: none"> 1. The main elements of the management structure. 2. The most widespread types of organizational structures in the tourist companies. 3. Consideration of the stages of organizational designs | 2 | Main: [2; 5]. Additional: [6; 7; 12; 13] |

Table 5.1 (continuation)

| 1 | 2 | 3 | 4 |
|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------|
| | 4. Practical task: "Formation of the organizational structure of the future tourist company" | | |
| Theme 4. Quality management of tourist enterprises | <ol style="list-style-type: none"> 1. Quality management standards according to ISO 9000: 2001. 2. Interconnection of the quality system "tourist product – profit – expenses". 3. Analysis of the reasons for non-compliance of service quality standards. 4. Practical task "Analysis of consumer evaluation of the hotel service quality" | 2 | Main: [5]. Additional: [6; 14; 15] |
| Theme 5. Innovative management of tourist enterprises | <ol style="list-style-type: none"> 1. The value of innovation at the present stage of development of the country and tourism. 2. The innovation project: the stages of development and implementation, the peculiarities of project management. 3. Practical task: "Development of an innovative tourist product" | 2 | Main: [5]. Additional: [14] |
| Theme 6. Management and motivation of the personnel of tourist enterprises | <ol style="list-style-type: none"> 1. Identification of the fundamental differences between businessmen, entrepreneurs and managers. 2. Problems of managing the career of a modern manager. Identifying the effective growth opportunities. 3. New requirements for management of enterprises at the present stage of development. 4. Practical task: " Educating a professional manager for tourism" | 2 | Main: [2; 5]. Additional: [6; 7; 12; 13] |
| Theme 7. Organization of labor in the tourism industry | <ol style="list-style-type: none"> 1. The concept of efficient and rational organization of labor at tourist enterprises. 2. The influence of technical and informational support on the labor productivity of the workers of the tourism industry. 3. The features of collective labor: formal and informal groups | 2 | Main: [2; 5]. Additional: [9; 10; 11; 13; 14] |
| Theme 8. Preparation and development of management decisions in the field of tourism | <ol style="list-style-type: none"> 1. The process of making managerial decisions in the activities of tourist companies. 2. Analysis of the factors influencing decision-making. 3. Objective and subjective assessment of the decision. 4. The concept of leadership in the modern sphere of tourism | 2 | Main: [2; 5]. Additional: [9; 10; 11; 13; 14] |

Table 5.1 (the end)

| 1 | 2 | 3 | 4 |
|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|-----------------------------------------------|
| Theme 9. The conceptual framework for the implementation of marketing in tourism | 1. Marketing in the hospitality industry. 2. The impact of globalization on the marketing activity of a tourist enterprise. 3. Comparison of the concept of marketing management | 2 | Main: [1; 5]. Additional: [17; 21; 28] |
| Theme 10. The development and implementation of marketing research in tourism | 1. Business game: "Making decisions about brand formation". 2. Practical work: "Planning marketing research for a developed tourist product". 3. Consideration of situational tasks | 2 | Main: [1; 4; 17]. Additional: [19; 21] |
| Theme 11. The tourist product and its life cycle | 1. Practical task: "Creation of a tourist product". 2. Practical task: "Analysis of competitiveness of a tourist product" | 2 | Main: [2; 5; 16; 17]. Additional: [19; 21] |
| Theme 12. The market of tourist services and its segmentation | 1. Selection of criteria for segmentation of the tourist market, choosing the target segment. 2. Practical task: "Conducting market segmentation in order to identify the specificities of consumer groups interested in the developed tourist product" | 2 | Main: [2; 3; 17]. Additional: [21; 22; 28] |
| Theme 13. Marketing of price policy at tourist enterprises | 1. Basic approaches to price setting. Study of the reaction of consumers of tourist products, competitors, partners to lower prices. 2. Practical work: "Price setting by the method of normative calculation on the basis of supply and demand and targeting competitors". 3. Practical task: "Calculation of the break-even point" | 2 | Main: [3; 9; 15]. Additional: [20; 25; 26] |
| Theme 14. Promotion of tourist products | 1. Determination of the essence, functions and number of levels of distribution channels. 2. Estimation of alternative sales channels of a tourist product. 3. Practical work: "Planning for participation in a tourism exhibition". 4. Practical work: "Development of a tourist stand" | 2 | Main: [1; 3]. Additional: [19; 23; 28] |
| Theme 15. Models of consumer behavior on the market of tourist services | Analysis of the models of consumer behavior on the market of tourist services. Objective and subjective factors of the consumer behavior on the market of tourist services | 2 | Main: [1; 3; 16]. Additional: [28] |
| <i>Total</i> | | 30 | |

6. Independent work

Independent work of students (IWS) is a form of the educational process in which students perform the scheduled tasks independently under the methodical guidance of the teacher.

The purpose of the IWS is mastering the full curriculum and formation of students' general and professional competences that play a significant role in the future professional qualifications of the top-level specialist.

The time of individual work for full-time students is determined by the curriculum and makes 60 % (90 hours) of the total time allocated for the academic discipline (150 hours). The student should become an active participant in the learning process while executing individual work, learn to develop conscious attitude to mastering the theoretical and practical knowledge, navigate freely in the information area, bear individual responsibility for the quality of his/her training.

IWS includes processing of lecture materials; studying the recommended literature, basic terms and concepts on the discipline themes; participation in practical training and seminars; preparing for presentations at seminars; in-depth study of lecture materials on particular topics or issues; doing individual assignments (carrying out individual and complex computational tasks) on the studied topic; writing essays on the given issues; searching (selecting) and reviewing publications on the given issues of the academic discipline; analyzing scientific publications; testing students' personal knowledge with questions for self-assessment; preparation for test papers and other forms of current control, the module test (colloquium) or the final test; systematization of the materials studied.

An essential element of successful learning of the academic discipline is independent work of students on special domestic and foreign economic literature, recommendations of international organizations in the field of tourism accounting, standard acts on state regulation of the tourism industry, statistical data. The main types of independent work which are offered to the students in order to gain theoretical knowledge of the academic discipline are listed in Table 6.1.

Table 6.1

The tasks for independent work of students and forms of control

| Theme | The content of independent work of students | Hours | Forms of control | Recommended reading |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------------------|-------------------------------------------------------------------------|
| 1 | 2 | 3 | 4 | 5 |
| Content module 1. The theoretical basis of management in tourism | | | | |
| Theme 1. The conceptual bases of management in the sphere of tourism | Studying the lecture material, preparation for the seminar, reviewing the theoretical material on the topic "The influence of national and cross-cultural features on the management system in Ukraine" | 8 | Presentation | Main: [1 – 4; 8; 9; 11; 12; 16; 17]. Additional: [25; 32 – 35] |
| Theme 2. Strategy and tactics of management of a tourist enterprise | Search, selection and review of literary sources on the given topic. Performing practical tasks concerning the construction of a goal tree according to certain directions of development of a tourist company | 10 | Home task control | Main: [1 – 4; 8; 9; 11; 12; 16; 17]. Additional: [25; 35] |
| Theme 3. Structural organization as a function of management of tourist enterprises | Searching, selection and review of literary sources on the given topic. Performing practical tasks in relation to construction of an organizational structure and definition of functional responsibilities | 9 | Home task control | Main: [1 – 3]. Additional: [4; 8; 9; 11; 12; 16; 17; 25 ; 35] |
| Theme 4. Quality management of tourist enterprises | Search, selection and review of literary sources on the given topic. Performing practical tasks on the definition of the components of the quality estimation of tourist products | 10 | Home task control | Main: [1 – 4; 8; 9; 11; 12; 16; 17]. Additional: [25 ; 35] |
| Theme 5. Innovative management of tourist enterprises | Search, selection and review of literary sources on the given topic. Writing an essay on the theme "Innovative means and methods of work at tourist enterprises under modern conditions" | 10 | Home task control | Main: [1 – 3; 8; 9]. Additional: [20; 23; 30; 35] |

Table 6.1 (continuation)

| 1 | 2 | 3 | 4 | 5 |
|----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|-------------------|--------------------------------------------------------------------------------------|
| Theme 6. Management and motivation of the personnel of tourist enterprises | Search, selection and review of literary sources on the given topic. Performing practical tasks on determining the level of expenses associated with personnel turnover | 9 | Home task control | Main: [1 – 3; 7; 11; 12]. Additional: [18; 20; 30] |
| Theme 7. Organization of labor in the tourism industry | Search, selection and review of literary sources on the given topic. Performing practical tasks concerning the systematization of qualification requirements (standards) for the main positions of workers of tourist companies | 11 | Presentation | Main: [1 – 3]. Additional: [5 – 7; 10; 13 – 15] |
| Theme 8. Preparation and development of management decisions in the field of tourism | Search, selection and review of literary sources on the given topic. Performing practical tasks for determining the manager's behavior strategy under the given conditions according to the scheme: "alternatives – restrictions – selection of criteria". Preparation for the colloquium | 10 | Home task control | Main: [1 – 3]. Additional: [5 – 7; 10; 13 – 15] |
| Content module 2. The concept of marketing as a tool for the development of tourist enterprises in the market environment | | | | |
| Theme 9. The conceptual framework for the implementation of marketing in tourism | Searching, selection and review of literary sources on the given topic; preparation for participation in the discussion on the topic "The features of the development of tourism marketing in Ukraine. The need to increase ethical and social responsibility in the tourism business" | 9 | Presentation | Main: [1 – 3; 5 – 7; 10; 13 – 15]. Additional: [18; 19; 21; 23; 24; 26; 27] |
| Theme 10. The development and implementation of marketing research in tourism | Solving the practical tasks of conducting studies on the market of tourist services. Searching, selection and review of literary sources | 9 | Home task control | Main: [1 – 3; 8 – 10; 12 – 14]. Additional: [18; 22; 23; 26; 28; 33; 35] |

Table 6.1 (the end)

| 1 | 2 | 3 | 4 | 5 |
|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|-------------------|--------------------------------------------------------------------|
| Theme 11. The tourist product and its life cycle | Searching, selection and review of literary sources on the given topic. Preparing a presentation | 9 | Presentation | Main: [1 – 3]. Additional: [5 – 7, 13 – 15, 18 – 27] |
| Theme 12. The market of tourist services and its segmentation | Searching, selection and review of literature on the given topic. Preparing for the quiz | 10 | Home task control | Main: [1 – 3; 5 – 7; 13 – 15]. Additional: [18 – 27; 35] |
| Theme 13. Marketing of price policy at tourist enterprises | Search, selection and review of literary sources on the given topic. Performing practical tasks to determine the cost of the tour | 10 | Express quiz | Main: [1 – 3; 5 – 7; 13 – 15]. Additional: [18 – 27; 35] |
| Theme 14. Promotion of tourist products | Search, selection and review of literary sources on the given topic; preparation of the presentation "Tools for promotion of an enterprise product / tour" | 11 | Presentation | Main: [1 – 3; 5 – 7; 10; 13 – 15]. Additional: [18 – 27; 35] |
| Theme 15. Models of consumer behavior on the market of tourist services | Search, selection and review of literary sources on the given topic; preparation for the colloquium | 9 | Home task control | Main: [1 – 3; 5 – 7; 13 – 15]. Additional: [21; 27; 28] |
| Preexam training | | 10 | | |
| Exam | | 2 | | |
| Total | | 156 | | |

6.1. Questions for self-testing

Content module 1. The theoretical basis of management in tourism

Theme 1. The conceptual bases of management in the sphere of tourism

1. Analysis of the available approaches to the definition of tourism management.

2. The main directions (types) of management which have different objects of management: investment management, innovation management, environmental management, crisis management.

3. Foreign management experience (Japanese and American management models).

4. Problems and main tasks of management of domestic tourist companies.

Recommended reading: main [6; 9]; additional [19; 20; 24].

Theme 2. Strategy and tactics of management of a touristic enterprise

1. The main types of strategies that tourist companies use in their development.

2. The essence and interconnection of the following concepts: mission, goals, tasks.

3. The main stages of planning in tourist companies.

4. Comparative characteristics of strategic and tactical planning.

Recommended reading: main [7; 10]; additional [19; 20].

Theme 3. Structural organization as a function of management of tourist enterprises

1. Characteristics of the types of organizational structures of tourist companies (linear, functional, product, matrix).

2. Determination of the factors influencing the design and improvement of the organizational structure and the management system of the tourist company.

3. Restructuring of tourist enterprises.

4. Problems of decentralization of the management system at domestic tourist enterprises.

Recommended reading: main [7; 9; 10; 11]; additional [26; 27].

Theme 4. Quality management of tourist enterprises

1. The history of the emergence of quality management.

2. The conditions for creating quality services at tourist enterprises.

3. Introduction of the department of quality management in the structure of the tourist enterprise.

4. Creation of competitive advantages of a tourist company on the basis of implementation of quality policy.

Recommended reading: main [14; 15]; additional [19; 23].

Theme 5. Innovative management of tourist enterprises

1. The main stages of the innovation process.

2. The sources of innovative ideas in the tourism sector.

3. The degree of novelty of innovation and the level of knowledge intensity.

4. Problems of financing the innovative activity.

Recommended reading: main [10]; additional [25].

Theme 6. Management and motivation of the personnel of tourist enterprises

1. Connection of motivation with other management functions.

2. The need as the basis for motivation to work activity. Classification of the needs of tour operators.

3. The organizational culture and its importance for the effective management of the tourist company personnel.

4. Modern wage systems used in the field of tourism.

Recommended reading: main [4; 6; 15]; additional [20; 30].

Theme 7. Organization of labor in the tourism industry

1. Modern approaches to designing an automated workplace for tourism managers.

2. Information provision of the work process of the tourism manager.

3. The concept of feedback in the team.

4. Leadership and power as socio-psychological aspects of governance.

Recommended reading: main [4; 6]; additional [20; 30].

Theme 8. Preparation and development of management decisions in the field of tourism

1. Making personal management decisions. The essence and classification.

2. The components and main sources of risks of decision-making in the field of tourism.

3. Classification of decision support systems.

4. The content of the process of substantiation of the decision to be taken.

Recommended reading: main [9; 10; 11]; additional [20].

Content module 2. The concept of marketing as a tool for the development of tourist enterprises in the market environment

Theme 9. The conceptual framework for the implementation of marketing in tourism

1. What concept of tourism marketing prevails in Ukraine?

2. Expand on the essence, objectives and functions of marketing in the field of tourism.

3. Analyze the influence of external factors on the development of travel companies, hotel and restaurant enterprises in Ukraine.

4. Prove the need to use the concepts of 7P and 9P in the marketing tourism.

Recommended reading: main [1]; additional [28; 31].

Theme 10. Development and implementation of marketing research in tourism

1. Describe the main objects of marketing research in the field of tourism.

2. Describe the types of marketing research widely used in tourism.

3. Describe the general scientific-and-analytical and prognostic methods of marketing research and their application in tourism.

4. Describe the methods of marketing analysis and its application in tourism.

5. Describe the methods of obtaining the primary information in the marketing of tourism.

6. Expand on the rules for compiling a questionnaire.

Recommended reading: main [2; 5]; additional [28; 31].

Theme 11. The tourist product and its life cycle

1. Expand on the nature and type of the tourist product.

2. What is the sequence of creating a new tourist product?

3. The characteristic features of the creation of a trademark at tourist enterprises.

4. Expand on the concept of the product life cycle.

Recommended reading: main [1; 16]; additional [21].

Theme 12. The market of tourist services and its segmentation

1. Expand on the nature and features of travel services.

2. Describe the constituent elements of the tourism market.

3. What is the segment and segmentation of the tourism market?

4. What are the main features of the segmentation of the tourist market?

Recommended reading: main [1; 2]; additional [21; 31].

Theme 13. Marketing of price policy at tourist enterprises

1. What is the role of prices in marketing activities of tourist enterprises?

2. How does the external environment affect the level of prices in the tourism sector?

3. What are the main marketing strategies used in tourist companies?
 4. Name the methods of setting prices for tourist services.
- Recommended reading:** main [1; 2]; additional [21; 31].

Theme 14. Promotion of tourist products

1. Describe the marketing strategies of tourist enterprises.
2. Expand on the nature and types of distribution channels of the tourist product.
3. How is the distribution channel estimated?
4. Describe the main types of promotion of a tourist product.
5. What are the main goals, tasks and functions of the tourist enterprises at the exhibition?

Recommended reading: main [8; 17]; additional [28; 31].

Theme 15. Models of consumer behavior on the market of tourist services

1. Describe the types of consumer behavior on the market of tourist services.
2. What are the main strategies of consumer behavior on the tourist services market?
3. Name the methods of consumer behavior research.

Recommended reading: main [1; 17]; additional [28; 31].

7. Individual consulting

Individual consulting is provided according to the schedule of individual work in the form of individual lessons, consultations, control and presentation of individual tasks, control and presentation of current module tasks et cetera.

The forms of tutorials are the following:

a) as to the supervision over learning the theoretical material: consultations: individual (question – answer) and group (considering typical examples and situations);

b) as to the supervision over comprehension of the practical material: individual and group consultations;

c) as to the integrated assessment of the mastery of the discipline material: personal defense of projects.

8. The teaching methods

Teaching the academic discipline involves active and interactive methods of studies – problem-based lectures, minilectures, work in small groups, seminars, discussions, brainstorming, the case method, presentations, introductory (initial) games, the project work method, the method of scenarios, banks of visual aids.

The basic difference between the active and interactive methods of studies on the one hand and traditional ones on the other hand is determined not only by the teaching technique but also by high efficiency of the educational process which aims at: high motivation of students; practical usage of theoretical knowledge; raising students' consciousness; bringing up the ability to make independent decisions; making a person capable for team work; contribution to social integration; acquisition of disputing skills; nurturing the ability to compromise.

Table 8.1

Distribution of forms and methods enhancing the learning process according to the themes of the academic discipline

| Theme | Practical implementation |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | 2 |
| Theme 1. The conceptual bases of management in the sphere of tourism | A seminar-discussion and a problem-based lecture on the topic "The impact of national features on the system of management in Ukraine" |
| Theme 2. Strategy and tactics of management of a tourist enterprise | A business game "Development of a minibusiness plan and its presentation for consideration by investors. Substantiation of its expediency and the reality of the accomplished tasks in order to receive investments for its realization". Presentation of the results of work in small groups |
| Theme 3. Structural organization as a function of management of tourist enterprises | A seminar-discussion and a problem-based lecture on the topic "The influence of the organizational structure on the implementation of the tourism company strategy". A business game "Designing the organizational structure of tourist companies". Presentation of the results of work in small groups |

Table 8.1 (continuation)

| 1 | 2 |
|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Theme 4. Quality management of tourist enterprises | <p>A minilecture on the topic "The complexity of the implementation of the quality system in domestic tourism companies. The ability to adapt".</p> <p>A business game "Estimation of the quality of the tourist product from the consumer point of view".</p> <p>Presentation of the results of work in small groups</p> |
| Theme 5. Innovative management of tourist enterprises | <p>A minilecture on the topic "Innovative tools and methods of work in tourist companies".</p> <p>A business game "Development of an innovative tourism product and justification of its fundamental differences (degree of novelty) from the product of competitors".</p> <p>Presentation of the results of work in small groups</p> |
| Theme 6. Management and motivation of the personnel of tourist enterprises | <p>A seminar-discussion and a problem-based lecture on the topic of "The impact of gender differences on the means of motivating organizational behavior of the tourist company personnel".</p> <p>A minilecture "Discussion of qualification requirements (standards) to the main positions of tour operators' workers"</p> |
| Theme 7. Organization of labor in the tourism industry | Management training "Modeling a dialogue on the delegation of authority. The leader and subordinate behavior planning" |
| Theme 8. Preparation and development of management decisions in the field of tourism | <p>A business game "Development of managerial decisions in the hospitality business according to the scheme "alternatives – restrictions – selection of criteria".</p> <p>Presentation of the results of work in small groups</p> |
| Theme 9. The conceptual framework for the implementation of marketing in tourism | <p>A problem-based lecture on the topic "The features of the development of tourism marketing in Ukraine".</p> <p>A seminar-discussion on the topic "The need for growth of ethical and social responsibility in the tourism business".</p> <p>Presentation of the results of work in small groups</p> |
| Theme 10. The development and implementation of marketing research in tourism | <p>A minilecture "Marketing investigation in the field of tourism". A problem-based lecture on the topic "The features of international and marketing research in small business".</p> <p>A business game "Development of a questionnaire for the identification of consumer needs".</p> <p>Presentation of the results of work in small groups</p> |

Table 8.1 (the end)

| 1 | 2 |
|-------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Theme 11. The tourist product and its life cycle | Presentation on the topic "The levels and structure of a tourist product". A problem-based lecture on the topic "Development of a quality program". A business game "Development of a new tourist product". Presentation of the results of work in small groups |
| Theme 12. The market of tourist services and its segmentation | A problem-based lecture on the topic "The features of the segmentation of the tourist services market in Ukraine". A business game "Planning an advertising campaign". Presentation of the results of work in small groups |
| Theme 13. Marketing of price policy at tourist enterprises | A problem-based lecture on the topic "The factors to be considered when setting prices on the Ukrainian tourist market" |
| Theme 14. Promotion of tourist products | A minilecture on the topic "Responsibilities of channel participants and suppliers". A problem-based lecture on the topic "Creating PR of the owner, locations, travel goods and services" |
| Theme 15. Models of consumer behavior on the market of tourist services | A minilecture on the topic "Organization of tourist exhibitions in Ukraine" |

A problem-based lecture is one of the most important elements of problem-based teaching of students. It provides, along with the consideration of primary lecture materials, setting and consideration of a range of controversial issues that have not been developed in science and are relevant to the theory and practice. Problem-based lectures are characterized by profound argumentation of the delivered material. They help students to form independent creative thinking, teach them cognitive skills. Students become participants in scientific inquiry and problem solving.

A minilecture includes presentation of the educational material within a short period of time and is characterised by large capacity, complexity of logical constructs, images, proofs and generalisations. It is usually held as a part of a research lesson. A minilecture differs from a full-length lecture by a much shorter duration. Usually, a minilecture lasts no more than 10 – 15 minutes and is used to convey concisely the new information to students. A minilecture is often used as part of a coherent theme of a full-length lecture

and it is desirable not to bore the audience. Then the information is delivered consequently by several segments between which other forms and methods of teaching are applied.

A seminar-discussion proposes exchange of views between participants concerning the present topic, and also develops thought, helps to form views and beliefs, cultivates the ability to formulate and express ideas, teaches to estimate suggestions of other people, take a critical approach to their own opinion.

A presentation – making a speech to an audience – is used to represent particular achievements, performance of a report on the implementation of individual assignments, a project work. Presentations can be individual, such as one student's performance, and group ones, that include two or more students.

Working in small groups enables the instructor to structure practical and seminar studies in the form and content, creates possibilities for every student to participate in work under the theme of study, provides forming personal qualities and experience of social relations.

Brainstorming is a method of solving urgent problems in a short period of time. Its idea is to express as many ideas as possible in a small interval of time, to discuss them and choose the right ones.

9. The methods of assessment

The system evaluating the competences received by a student (Table 2.1) takes into account classes which include lectures, seminars, practical studies and performing independent work according to the syllabus of the academic discipline. Evaluation of the student's competences is carried out on the cumulative 100-score system. According to the Provisional Regulations "On the Procedure of Assessment of Students' Academic Performance via the Accumulative Score-Rating System" approved by S. Kuznets KhNUE, control measures include:

current control exercised over the semester during lectures, practical lessons, seminars and assessed with the number of points (the maximum number is 100 points; the minimum number allowing students to pass the final test is 60 points);

module control performed on the basis of current control during the respective module and aiming to make an integrated assessment of student's

knowledge after studying a logically completed part of the discipline – the content module;

final/semester control performed in the form of a final test, according to the schedule of the educational process.

Current control on this discipline is conducted in the following forms:

active work at lectures;

active participation in performing practical tasks;

active participation in the discussion and presentation of materials at seminars;

defending an integrated calculation project (which consists of relatively independent practical problems (presented in Table 6.1) and includes a coherent assessment of the tourism industry in selected countries and prospects of a particular type of tourism or visiting certain tourist sites);

an essay on a given theme (which is included in the individual work within the scope of preparation for seminars; the content is determined by the discussion of lecture materials; as a rule, students can suggest a topic that appeals most to them);

current testing;

a written test paper; an individual oral quiz.

Module control on the discipline is exercised through a written test paper.

The procedure of current control. The assessment of students' knowledge at seminars and practical lessons and performance of individual tasks is based on the following criteria:

understanding, the level of learning the theory and methodology of the examined problems;

the level of learning the facts concerning the academic discipline; acquaintance with the recommended publications and up-to-date literature, Internet sources on the questions under study;

the ability to combine theory with practice when solving realistic problems, performing tasks, making calculations for individual work and collective disputes;

logic, structure, style of representation of material in written works and while presenting, the ability to defend their position, to generalize information and draw conclusions;

arithmetical correctness of a complex calculation project.

The maximum possible score is gained if every task performed by a student or his/her verbal answer meets all the noted requirements. Absence of any constituent reduces the mark by a proper number of points. When estimating individual tasks, the quality, independence and timeliness of presenting the

performed tasks to the lecturer (according to the schedule of the educational process) are taken into consideration. If some of the requirements are not met, the mark can be decreased.

An oral quiz is conducted two times per semester. A written test is also held two times per semester. It includes practical tasks of different complexity levels according to the themes of the content modules. The total score for writing the control module paper consists of the accumulated points for all tasks that are rounded to the integer number by the mathematical rules.

The maximum score that a student can receive for all the tasks equals 6.

Evaluation criteria for student's individual work. The general criteria for the evaluation of out-of-class independent work are: the depth and strength of knowledge, the level of thinking, the ability to systematize knowledge of certain themes, to make informed decisions, knowledge of the terms and concepts, skills and techniques in solving practical problems, the ability to find, classify and process the necessary information, self-realization at practical lessons and seminars.

The criteria for evaluating structural and logical chapters of the complex calculation project are:

- the ability to conduct critical and independent assessment of certain issues;
- the ability to explain alternative views and personal opinion, position as to certain problematic issues;
- application of analytical approaches;
- quality and clarity of presentation of reasons;
- logic, structure and validity of conclusions concerning specific statistical indicators;
- independence of work;
- literacy;
- using methods of comparison, grouping, summarising concepts and phenomena;
- design.

A student passes the academic discipline successfully if the total score obtained via the results of the final/semester tests and exam equals 100.

The minimum number of points for the current and modular control during the semester is 35 and the minimum possible number of points scored on the exam is 25.

The final mark in the academic discipline is calculated on the basis of the cumulative system including the points obtained for the semester work and current control and exam. In the case of fewer than 60 points, the student

must try to take a test after examinations at the time scheduled by the dean of the faculty, but not later than two weeks after the start of the next semester. If the student receives fewer than 60 points again, the dean of the faculty will appoint a board of three teachers led by the head of the subdepartment and define the terms for recurring to the test, followed by a decision in accordance with the current legislation: "passed" – the student continues to study according to the schedule, "failed" – the dean of the faculty offers the student a repeated individual study of this discipline during the next period of training.

A sample typical task for the exam

Task 1. Characterize the basic stages of the management thought development in tourism according to the classical, contemporary and globalization periods.

Task 2. The most common way of establishing prices for tourist services is pricing "cost plus profit".

Imagine that a tour operator produces tours in the Czech Republic, and has the following costs and planned sales:

Variable costs per unit of output: 4700 UAH.

Fixed costs per year: 118 000 UAH.

The planned sales volume per year: 125 tours.

The tour operator plans to make a profit of 25 %.

Calculate:

- the cost price and the market price of the tour product;
- the break-even point in the natural form of production;
- the break-even point in the monetary form of production.

Task 3. As a result of marketing research, it is planned to increase the company's share in the market from 10 to 13 % next year, with a total market volume (capacity) of 45 000 tours.

Calculate:

the company's additional profit and marketing efficiency in the coming year if the profit from one tour is 1300 UAH, and the market capacity does not change;

the cost of marketing efforts for marketing share increase per year in the amount of UAH 550 000.

Task 4. Define the most expedient method of secondary or primary marketing research for every direction and ground your choice:

- research on consumer preferences of a new product;
- making a rating of hotels in Kharkiv region;

- informing consumers regarding the promotional offers;
- analyzing the Kharkiv tourism market;
- testing the new ski equipment.

The maximum score that a student can receive for the exam is 40 including:

5 points – for the theoretical problem:

2 points – for the correct definition of the basic notions of marketing and management in tourism;

1.5 points – for the explanation of the origin of the notions and the principles of using it in marketing and management of tourism and correlation with other basic notions;

1 point – for the availability and grounding of the conclusions;

0.5 point – for accuracy of presentation of the results.

8 points – for the heuristic task:

4 points – for the completeness of the analysis and knowledge of the main characteristics;

2 points – for the correct representation of the theoretical material on a specific issue;

1.5 points – for the availability and grounding of the conclusions.

0.5 point – for accuracy of presentation of the results.

12 points – for solving the practical problem:

6 points – for correctness of the algorithm of calculations;

4 points – for explanation and correct calculation of the main indicators;

1.5 points – for the availability and grounding of the conclusions;

0.5 point – for accuracy of presentation of the results.

15 points – for solving the practical problem:

7 points – for correctness of the algorithm of calculations;

4 points – for explanation and correct calculation of the main indicators;

3 points – for the availability and grounding of the conclusions;

1 point – for accuracy of presentation of the results.

10. The scores a student can obtain

The system for evaluation of professional competences formed by full-time students is presented in Table 10.1.

The maximum score that a student can accumulate during a week, the forms and methods of training are given in Table 10.2.

Table 10.1

The system of evaluation of the formed professional competences

| Professional competences | Training week | Hours | Forms of study | | | | Competence evaluation | |
|------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-------|----------------|----|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|------------|
| | | | | | | | Forms of control | Max. score |
| 1 | 2 | 3 | 4 | | | | 5 | 6 |
| Content module 1. The theoretical basis of management in tourism | | | | | | | | |
| Data collection and processing | The ability to determine the main characteristics of the basic concepts of management in the world | 1 | CW ** | 2 | Lecture * | Theme 1. The conceptual bases of management in the sphere of tourism | Work at the lecture | 1 |
| | | 2 | | 2 | Practical lesson | Discussion: "The impact of national and cross-cultural features on the management system in Ukraine" | Active participation in carrying out practical tasks | 3 |
| | | 1-2 | IWS | 8 | Preparation for a lesson | Search, selection and review of the literature in the given scope | Checking the homework, presentations | 0 |
| | The ability to choose the components of strategic planning stages tactical control | 2 | CW | 2 | Lecture | Theme 2. Strategy and tactics of management of a tourist enterprise | Work at the lecture | 1 |
| | | 3 | | 2 | Practical lesson | Solution of practical tasks to substantiate the structure and construction of the goal tree on the main strategic directions of the tourism business | Active participation in carrying out practical tasks | 2 |
| | | 2-3 | IWS | 10 | Preparation for a lesson | Search, selection and review of the literature on the given theme | Checking the homework, presentations (reports, the project chapter) | 0 |

* The lecture is delivered with the use of computer equipment and Internet access. ** Class work.

Table 10.1 (continuation)

| 1 | | 2 | 3 | 4 | | | 5 | 6 | |
|--------------------------------|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-----|-----|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|---|
| Data collection and processing | The ability to determine the criteria for evaluating the quality of tourist goods and services | 3 | CW | 2 | Lecture | Theme 3. Structural organization as a function of management of tourist enterprises | Work at the lecture | 1 | |
| | | 4 | | 2 | Practical lesson | Solving the practical tasks of assessing the quality of a tourism product from the consumer's point of view | Active participation in carrying out practical tasks | 2 | |
| | | 3-4 | IWS | 9 | Preparation for a lesson | Search, selection and review of the literature on the given theme | Checking the homework, presentations (reports, the project chapter) | 0 | |
| | The ability to determine the criteria for evaluating the quality of tourist goods and services | 5 | CW | 2 | Lecture | Theme 4. Quality management of tourist enterprises | Work at the lecture | 1 | |
| | | 6 | | 2 | Practical lesson | Solving practical tasks to determine the fundamental differences (degree of novelty) of new goods/services from those of the competitors in the tourism market | Active participation in carrying out practical tasks, an oral quiz on the studied materials | 2 | |
| | | 4-7 | IWS | 10 | Preparation for lessons | Search, selection and review of the literature on the given theme | Checking the homework, preparation for an oral quiz | 0 | |
| | Data collection and processing | The ability to substantiate the degree of novelty of new goods/services as compared to competitors | 3 | CW | 2 | Lecture | Theme 5. Innovative management of tourist enterprises | Work at the lecture | 1 |
| | | | 4 | | 2 | Practical lesson | Solving practical tasks to determine and assess the motivational factors of workers of different positions | Active participation in carrying out practical tasks | 2 |
| | | | 3-4 | IWS | 10 | Preparation for a lesson | Search, selection and review of the literature on the given theme | Checking the homework, presentations (reports, the project chapter) | 0 |

Table 10.1 (continuation)

| 1 | | 2 | 3 | | 4 | | 5 | 6 |
|--------------------------------|-------------------------------------------------------------------------------|-----|-----|----|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|----|
| | The ability to determine the main directions of rational organization of work | 5 | CW | 2 | Lecture | Theme 6. Management and motivation of the personnel of tourist enterprises | Work at the lecture | 1 |
| | | 5 | | 2 | Practical lesson | Seminar: "Placement of personnel in tourist companies with different organizational structures" | Active participation in carrying out practical tasks | 2 |
| | | 4-7 | IWS | 9 | Preparation for lessons | Search, selection and review of the literature on the given theme | Checking the homework, preparation for an oral quiz | 0 |
| Data collection and processing | The ability to substantiate managerial decisions | 3 | CW | 2 | Lecture | Theme 7. Organization of labor in the tourism industry | Work at the lecture | 1 |
| | | 4 | | 2 | Practical lesson | Solving situational tasks for developing managerial decisions in various spheres of tourism business, according to the scheme: alternatives – restrictions – criteria – choices | Active participation in carrying out practical tasks | 27 |
| | | 3-4 | IWS | 11 | Preparation for a lesson | Search, selection and review of the literature on the given theme | Checking the homework, presentations (reports, the project chapter) | 0 |
| | The ability to choose a strategy for business communication | 5 | CW | 2 | Lecture | Theme 8. Preparation and development of management decisions in the field of tourism | Work at the lecture | 1 |
| | | 5 | | 2 | | Colloquium on content module 1 | | 6 |
| | | 4-7 | IWS | 10 | Preparation for lessons | Search, selection and review of the literature on the given theme | Checking the homework, preparation for an oral quiz | 0 |

Table 10.1 (continuation)

| 1 | 2 | 3 | 4 | | 5 | 6 | | |
|---------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|------|-----|---|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|---|
| Content module 2. The concept of marketing as a tool for the development of tourist enterprises in the market environment | | | | | | | | |
| Tourist flow management | The ability to determine the main trends of marketing development in tourism | 7 | CW | 2 | Lecture | Theme 9. The conceptual framework for the implementation of marketing in tourism | Work at the lecture | 1 |
| | | 8 | | 2 | Practical lesson | Discussion on the topic "Peculiarities of the development of tourism marketing in Ukraine. The need to increase ethical and social responsibility in the tourism business" | Active participation in carrying out practical tasks | 3 |
| | | 7-8 | IWS | 9 | Preparation for a lesson | Search, selection and review of the literature on the given theme; revision of materials on module 1 | Checking the homework, an oral quiz | 0 |
| | The ability to identify and use marketing research methods | 9 | CW | 2 | Lecture | Theme 10. The development and implementation of marketing research in tourism | Work at the lecture | 1 |
| | | 9 | | 2 | Practical lesson | The practice of forming a questionnaire for conducting consumer research and segmentation of the target market | Active participation in carrying out practical tasks | 4 |
| | | 10 | IWS | 9 | Preparation for a lesson | Search, selection and review of the literature on the given theme | Checking the homework, presentations (reports, the project chapter) | 0 |
| | | 9-10 | | 2 | Lecture | Theme 11. The tourist product and its life cycle | Work at the lecture | 1 |
| | The ability to combine the main components of the tourist product and | 11 | CW | 2 | Practical lesson | Presentation on the topic: "Development of the tourist product based on its life cycle" | Active participation in carrying out practical tasks | 3 |

Table 10.1 (continuation)

| 1 | | 2 | 3 | | 4 | | 5 | 6 | | |
|-------------------------|---------------------------------------------------------------------------------------------------|----|----|----|-------------------------|------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|---------------------------------------------------------------------|
| | determine its life cycle | 11 | | 9 | Preparation for lessons | Search, selection and review of the literature on the given theme; revision of materials on module 2 | Checking the homework, preparation for an oral quiz | 0 | | |
| | | | | 2 | Lecture | Theme 12. The market of tourist services and its segmentation | Work at the lecture | 1 | | |
| Tourist flow management | The ability to calculate the possible cost of a tourist service | 12 | | 2 | Practical lesson | Performing practical tasks on setting a tour price | Active participation in carrying out practical tasks; checking the test paper | 2 | | |
| | | | | 13 | CW | 10 | Preparation for lessons | Search, selection and review of the literature on the given theme; revision of materials on module 2 | Checking the homework, preparation for an oral quiz | 0 |
| | The ability to determine the main types of advertising and the cost of the enterprise to use them | 13 | CW | | 2 | Lecture | Theme 13. Marketing of price policy at tourist enterprises | Work at the lecture | 1 | |
| | | | | | 14 | 2 | Practical lesson | Express-survey on the types of advertising in tourism. Solving the practical tasks of creating an advertising budget for tour companies | Active participation in carrying out practical tasks | 2 |
| | | | | | 13 – 14 | IWS | 10 | Preparation for a lesson | Search, selection and review of the literature on the given theme | Checking the homework, presentations (reports, the project chapter) |
| 1 | | | | | | | | | | |

Table 10.1 (the end)

| 1 | | 2 | 3 | | 4 | | 5 | 6 | |
|--------------------------------|------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|------------|-------------------------------------------------|--------------------------|-------------------------------------------------------------------------|---------------------------------------------------------------------|------------------------------------------------------|-----------|
| | | 3 | CW | 2 | Lecture | Theme 14. Promotion of tourist products | Work at the lecture | 1 | |
| Data collection and processing | The ability to determine the optimal set of promotion tools for tourist products on the market | 4 | IWS | 2 | Practical lesson | Presentation on the topic "Tools to promote a product/company" | Active participation in carrying out practical tasks | 4 | |
| | | 3-4 | | 6 | Preparation for lessons | Search, selection and review of the literature on the given theme | Checking the homework, preparation for an oral quiz | 0 | |
| | | 5 | CW | 2 | Lecture | Theme 15. Models of consumer behavior on the market of tourist services | Work at the lecture | 1 | |
| | | The ability to organize the process of participation of tourist companies in an exhibition event | 5 | CW | 2 | Practical lesson | Colloquium on content module 2 | Active participation in carrying out practical tasks | 6 |
| | 6 | | 2 | | Preparation for a lesson | Search, selection and review of the literature on the given theme | Checking the homework, presentations (reports, the project chapter) | 0 | |
| | | | | | | | | | |
| | Preparation for the exam | | | 10 | current control | | | | 60 |
| | Exam | | | 2 | exam | | | | 40 |
| Total hours | | | 216 | Maximum score on the academic discipline | | | | 100 | |

Table 10.2

Distribution of points in weeks

| Types of studies | | Academic weeks | | | | | | | | | | | | | | Exam | Total sum |
|--------------------------------------|----------------------------------------------------|----------------|---|----|----|----|----|----|----|----|----|----|----|----|----|---------|-----------|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 18 – 20 | |
| Assessment schedule, points per week | | | | | | | | | | | | | | | | | |
| Methods of control | Lectures (active work) | 1 | 1 | 1 | | 1 | | 1 | | 1 | | 1 | | 1 | | | 8 |
| | Practical lessons (active work) | | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | | 13 |
| | Tasks on the themes (work at practical lessons) | | 2 | | 2 | | 2 | | 2 | | 2 | 2 | 2 | | | | 14 |
| | Presentation (report) | | 1 | | 1 | | 1 | | 1 | | 1 | 1 | 1 | | | | 7 |
| | Individual oral quiz | | | | | | 5 | | | | | | | | 5 | | 10 |
| | Competence-oriented tasks | | | 4 | | 4 | | 4 | | 4 | | 4 | 3 | 3 | 4 | | 30 |
| | Written tests | | | | | | | 5 | | | | | | 5 | | | 10 |
| | Participation in scientific work | | | | | | | | | | | | | | | 8 | 8 |
| Total scores per week | | 1 | 5 | 6 | 4 | 6 | 9 | 11 | 4 | 6 | 4 | 9 | 7 | 10 | 10 | 8 | 100 |
| Accumulation of scores | | 1 | 6 | 12 | 16 | 22 | 31 | 42 | 46 | 52 | 56 | 65 | 72 | 82 | 92 | 100 | |

The final mark on the academic discipline is based on the Provisional Regulations "On the Procedure of Assessment of Students' Academic Performance via the Accumulative Score-Rating System" approved by S. Kuznets KhNUE and is converted into the final ECTS score (Table 10.3). Scores on this scale are entered in the Register of the Academic Performance, the individual student's plan and other academic documents.

Table 10.3

Scores: the national and ECTS scales

| Total score for all tasks | ECTS score | Assessment according to the national scale | |
|---------------------------|------------|--------------------------------------------|------------|
| | | exam, term project (paper), training | final test |
| 90 – 100 | A | excellent | passed |
| 82 – 89 | B | good | |
| 74 – 81 | C | | |
| 64 – 73 | D | | |
| 60 – 63 | E | satisfactory | failed |
| 35 – 59 | FX | unsatisfactory | |
| 1 – 34 | F | | |

11. Recommended reading

11.1. Main

1. Дурович А. Маркетинг в туризме / А. Дурович. – Минск : Новое знание, 2004. – 495 с.
2. Дурович А. Маркетинговые исследования в туризме : учебно-практическое пособие / А. Дурович. – Минск : Новое знание, 2002. – 347 с.
3. Дурович А. Реклама в туризме : учебно-практическое пособие / А. Дурович. – Минск : Новое знание, 2002. – 347 с.
4. Жукова М. А. Индустрия туризма: менеджмент организации / М. А. Жукова. – Москва : Финансы и статистика, 2003. – 200 с.
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6. Кабушкин М. И. Менеджмент туризма / М. И. Кабушкин – Москва : Новое знание, 2004. – 408 с.
7. Квартальнов В. А. Стратегический менеджмент в туризме: современный опыт управления : монография. / В. А. Квартальнов. – Москва : Финансы и статистика, 2000. – 496 с.

8. Котлер Ф. Маркетинг. Гостеприимство. Туризм : учебник для вузов / Ф. Котлер, Дж. Боуэн, Дж. Мейкенз. – Москва : ЮНИТИ-ДАНА, 2002. – 1063 с.
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11. Планирование на предприятиях туризма : учебное пособие для вузов / Е. И. Богданов. О. Н. Кострюкова. В. П. Орловская, П. М. Фенин ; под. ред. Е. И. Богданова. – Санкт-Петербург : Изд. дом "Бизнес – пресса", 2003. – 288 с.
12. Проблеми географії та менеджменту туризму : монографія / В. Г. Явкін, В. П. Руденко, О. Д. Король. – Чернівці : Рута, 2006. – 259 с.
13. Морган Н. Реклама в туризме и отдыхе : учеб. пособ. / Н. Морган, А. Причард ; пер. с англ. под ред. Б. Л. Еремина. – Москва : ЮНИТИ-ДАНА, 2004. – 495 с.
14. Роїна О. М. Туристична діяльність. Нормативна база / О. М. Роїна. – Київ : КНТ, 2005. – 448 с.
15. Чудновский А. Д. Менеджмент туризма / А. Д. Чудновский, М. А. Жукова. – Москва : Финансы и статистика, 2002. – 285 с.
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17. Янкевич В. С. Маркетинг в гостиничной индустрии и туризме : российский и международный опыт / В. С. Янкевич. – Москва : Финансы и статистика, 2003. – 415 с.

11.2. Additional

18. Агафонова Л. Г. Туризм, готельний та ресторанний бізнес: Ціноутворення, конкуренція, державне регулювання : навч. посіб. / Л. Г. Агафонова, О. Є. Агафонова. – Київ : Знання України, 2002. – 358 с.
19. Барбарицька В. К. Менеджмент туризму. Туроперейтинг. Понятійно-термінологічні основи, сервісне забезпечення турпродукту : навчальний посібник / В. К. Барабацька, О. Ю. Маліновська. – Київ : Альтерпрес, 2004. – 288 с.
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25. Инновационный менеджмент : учебное пособие / под. ред. д-ра. экон. наук., проф. Л. Н. Оголевой. – Москва : ИНФРА – М, 2003. – 238 с.
26. Квартальнов В. А. Теория и практика туризма / В. А. Квартальнов. – Москва : Финансы и статистика, 2003. – 672 с.
27. Левицкая Е. И. Организация предпринимательства в туризме : учеб. пособ. / Е. И. Левицкая. – Донецк : ДИТБ, 2000. – 312 с.
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29. Садикова Н. Б. Тысяча + 1 совет туристу: Школа выживания / Н. Б. Садикова. – Минск : Современный литератор, 2002, – 352 с.
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31. Шульгіна Л. М. Маркетинг підприємств туристичного бізнесу : монографія / Л. М. Шульгіна. – Київ : Київський нац. торговельно-економічний ун-т, 2005. – 597 с.
32. Яхонтова Е. И. Эффективные технологии управления персоналом / Е. И. Яхонтова. – Санкт-Петербург : Питер, 2003. – 272 с.

11.3. Information resources

33. ЛигаЗакон [Электронный ресурс]. – Режим доступа : www.liga.net.
34. ЛигаБизнесИнформ [Электронный ресурс]. – Режим доступа : www.liga.net.
35. Сервер Верховної Ради України. – Режим доступу : www.nau.kiev.ua.

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НАВЧАЛЬНЕ ВИДАННЯ

МЕНЕДЖМЕНТ ТА МАРКЕТИНГ ТУРИЗМУ

**Робоча програма
для студентів спеціальності 242 "Туризм"
першого (бакалаврського) рівня**

(англ. мовою)

Самостійне електронне текстове мережеве видання

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Редактор *З. В. Зобова*

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Подано тематичний план навчальної дисципліни та її зміст за модулями й темами. Викладено плани лекцій, семінарських та практичних занять, матеріали для закріплення знань (завдання для самостійної роботи, контрольні запитання), критерії оцінювання знань студентів, професійні компетентності, якими має володіти студент після вивчення навчальної дисципліни.

Рекомендовано для студентів спеціальності 242 "Туризм" першого (бакалаврського) рівня всіх форм навчання.

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