



UNIVERSITÀ  
DEGLI STUDI DI MILANO-BICOCCA

## SYLLABUS DEL CORSO

### Controllo delle Aziende Turistiche (blended)

2425-2-F7601M061-F7601M059M

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#### Learning objectives

The objective of the course is to provide students with an integrated view of managerial and strategic control in tourism companies, with particular focus on decision-making processes, measurement and reporting systems, and their social, economic, and environmental impact.

#### Contents

The course covers the main topics related to corporate governance and control, focusing the analysis on the tourism industry.

#### Detailed program

##### **Introduction to Control and Corporate Governance in Tourism Companies**

Definition of control: strategic and operational function

Corporate governance in the tourism industry

Stakeholders and decision-making dynamics

KPIs and business control

Role of control in sustainability and social responsibility

The tourism context between volatility and adaptability: impact of digitalization, consumer trends, crises, and opportunities

##### **General Management Control and Its Application in Tourism Companies**

Definition and objectives of management control

Differences between financial and managerial control

Control tools in tourism companies: hotels, tour operators, airlines  
Decision-making process and control: who decides what?  
Budgeting and strategic planning

### **The Different Phases of Control in Tourism Companies**

Ex-ante control (forecasting and planning)  
Ongoing control (monitoring and adaptation)  
Real-time analysis tools and techniques  
Rapid intervention models in critical situations  
Ex-post control (evaluation and continuous improvement)  
Performance analysis and feedback  
Creation of improvement plans

### **Information and Economic Measurement for Control**

The value of information in tourism management  
Key economic and managerial indicators  
Quantitative and qualitative data for control  
Case study: how to read and interpret data in the tourism sector  
Technological tools for data analysis (CRM, Business Intelligence, Big Data)

### **Reporting and Control Systems in Tourism Companies**

Objectives of reporting for management control  
Types of reports: financial, operational, customer experience, sustainability  
Automation and digitalization of reporting  
Reporting as a communication tool with stakeholders

### **Revenue Management and Performance Optimization**

From pricing to revenue management: maximizing service value  
Customer segmentation and offer personalization  
Demand management techniques in the hotel and airline sectors  
Digital tools for revenue management

### **Service Quality Control and Customer Satisfaction**

The value of service and quality perception  
Customer satisfaction indicators and complaint management  
Monitoring online reviews and impact on reputation  
Best practices for improving perceived quality

### **Sustainability Control and Social Responsibility in Tourism Companies**

Economic, environmental, and social sustainability in tourism  
The role of control in managing environmental impact  
Standards and certifications for sustainable tourism  
Social balance and green reporting

### **Personnel Control and Productivity in Tourism Companies**

Work organization and productivity in the tourism sector  
Managing seasonal peaks and operational flexibility  
Motivation and turnover: how to monitor human capital  
Personnel performance indicators

### **Digitalization and Innovation in Control for Tourism Companies**

Big Data and Artificial Intelligence for managerial control  
Automation and management software  
Monitoring market trends through digital tools  
Evolution of control with the Metaverse and the Internet of Things

Case study on a tourism company using advanced technologies for control

## **Prerequisites**

Basic knowledge of business economics and management.

## **Teaching methods**

The course will be conducted in a blended format, including lectures, in-depth sessions led by experts and group activities to be arranged with the professor.

## **Assessment methods**

### **ATTENDING STUDENTS:**

50% written exam

50% group project work

### **NON-ATTENDING STUDENTS:**

Written exam

## **Textbooks and Reading Materials**

Capocchi, Alessandro. (2012). *L'Azienda Turismo. Principi e metodologie economico-aziendali*. Milan : McGraw-Hill. (For exam preparation, the study is limited to chapters 1, 2, and 6).

Materials provided during lectures.

Any readings and documents uploaded to the platform will be considered exam material.

## **Semester**

Second semester

## **Teaching language**

Italian

**Sustainable Development Goals**

GENDER EQUALITY | DECENT WORK AND ECONOMIC GROWTH | INDUSTRY, INNOVATION AND INFRASTRUCTURE | SUSTAINABLE CITIES AND COMMUNITIES

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