UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Control Systems for Tourism Companies

2627-2-F7602M015-F7602M015-2

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