B.A. (VS) Tourism Management
Semester V
DISCIPLINE SPECIFIC ELECTIVE COURSE (DSE- 5.4)

Managing People
CREDIT DISTRIBUTION, ELIGIBILITY AND PRE-REQUISITES OF THE COURSE

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Managing People (DSE-5.4)	4	3	1	0	12th Pass	Nil

Learning Objective: The course aims to equip students with the knowledge and skills necessary to effectively manage people in the tourism industry by providing a comprehensive understanding of key management concepts and theories, as well as practical tools and techniques for managing individuals, teams, and human resources in an ethical and effective manner.

Learning Outcomes: After completion of the course, learners will be able to:

1. evaluate the key concepts of managing people in the tourism industry using various theoretical frameworks.
2. apply various motivational theories to effectively manage individuals in the tourism industry.
3. synthesise the characteristics of effective teams and groups in the tourism industry to design and manage high-performing teams.
4. create ethical guidelines and policies to manage human resources effectively in the tourism industry, considering the unique challenges of the industry.

Unit 1: Introduction (11 hours)

Introduction to People Management- Historical Overview and Current Trends in People Management, The Role of Human Resource Management; Understanding Organisational Behaviour- Perception, Attitudes, and Motivation, Job Satisfaction and Organisational Commitment- Factors affecting job satisfaction, Measuring job satisfaction, Organisational commitment and its outcomes

Unit 2: Managing Individuals and Teams (12 hours)

Procurement and Retention of Human Resource- Recruitment sources and methods, Selection tools and techniques, Retention strategies and practices; Employee Training and Development- Needs assessment and training design, Training delivery and evaluation, Career development and succession planning; Performance Appraisal and Feedback- Performance measurement and evaluation, Performance appraisal methods and techniques, Feedback and coaching; Managing Teams and Work Groups- Team Building and Communication, Stages of team development, Communication styles and barriers, Conflict resolution; Group Dynamics and Decision Making- Group cohesion and norms, Group decision-making techniques, Creativity and innovation in groups; Managing Diversity and Cultural Differences- Diversity and its dimensions, Cultural intelligence and its importance, Managing cultural differences and promoting inclusivity

Unit 3: Motivating and Leading People   **(11 hours)**

Theories of Motivation and Employee Engagement- Maslow's hierarchy of needs, Herzberg's two-factor theory, Self-determination theory, Vroom's theory, Goal-setting theory; Leadership Styles and Their Impact on People Management- Transformational and transactional leadership, Situational and contingency theories; Power and Influence- Sources and types of power, Political behaviour and influence tactics, Ethical issues in power and politics; Managing Conflict and Negotiation- Sources of conflict and its resolution, Negotiation strategies and techniques, Bargaining and problem-solving approaches; Managing Change and Innovation- Types and models of change, Change management and resistance to change, Creativity and innovation

Unit 4: Organisational Culture and Strategic Human Resource Management (11 hours)

Organisational Structure and Design- Types of organisational structures, Organisational design and its impact on people management, Matrix and network structures; Organisational Culture and its Impact on People Management- Cultural dimensions and their effects, Creating and managing culture, Culture change and its challenges; Strategic Human Resource Management- HR planning and forecasting, Talent management and succession planning, Employee engagement and retention strategies; Human Resource Planning and Forecasting- Workforce planning and forecasting methods, Job analysis and job design, HR metrics and analytics; Compensation and Benefits Management- Compensation philosophy and strategy, Wage and salary administration, Benefits design and administration

Practical Exercises:

The learners are required to:

1. conduct a SWOT analysis of a tourism organisation and create a management plan that addresses the strengths, weaknesses, opportunities, and threats identified.
2. analyse a scenario in which an employee in the tourism industry is not motivated and create a motivational plan that aligns with the employee's needs and organisational objectives.
3. work in a group to plan and execute a project related to the tourism industry, reflecting on the group dynamics and individual contributions to the project.
4. create an ethical code of conduct for a tourism organisation and analyse the potential impact on employee motivation and organisational culture.

Suggested readings:

- Griffin, R. W., & Moorhead, G. (2021). Organizational behavior: Managing people and organizations (13th ed.). Boston, MA, Cengage Learning.
- Robbins, S. P., Coulter, M., & DeCenzo, D. A. (2021). Fundamentals of management (11th ed.). Boston, MA, Pearson.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). Human resource management: Gaining a competitive advantage (12th ed.). New York, NY, McGraw-Hill Education.
- Snell, S. A., Morris, S. S., & Bohlander, G. W. (2020). Managing human resources (19th ed.). Boston, MA, Cengage Learning.
- Luthans, F., Luthans, K. W., & Luthans, B. C. (2020). Organizational behavior: An evidence-based approach (14th ed.). Charlotte, NC, IAP.

- Armstrong, M., & Taylor, S. (2017). Armstrong's handbook of human resource management practice (14th ed.). London, UK, Kogan Page.
- Bratton, J., & Gold, J. (2017). Human resource management: Theory and practice (6th ed.). London, UK, Palgrave.
- Clegg, S. R., Kornberger, M., Pitsis, T., & Mount, M. (2015). Managing and organizations: An introduction to theory and practice (4th ed.). Sage Publications Ltd., London, UK.

Notes:

1. **Latest edition of the readings may be used.**
2. **Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.**