Educational Institution «Belarus State Economic University»

**APPROVED**
Rector for Educational Institution
«Belarus State Economic University»
_____ A.V.Yegorov
30 06 2026
Reg. No 7001-26 /academic

# MANAGEMENT AND ORGANIZATIONAL DESIGN IN THE INTERNATIONAL TOURISM BUSINESS

The curriculum of the educational institution
for the specialty 7-06-0311-01 «Economics»

The curriculum is based on In-depth Higher Education Standard OCBO 7-06-0311-01-2023, model curriculum for the specialty "Economics" (Registration № _____ dated . .2026) and the educational plan for the specialty ***7-06-0311-01 "Economics".***

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**RECOMMENDED FOR APPROVAL:**

Department of Economics and Management of Tourism Industry of the educational institution "Belarus State Economic University"
(Protocol № 10 dated 14 05 2026);

Methodological Committee for the specialties "Economics and Management of Tourism Industry," "Economics and Management" with profiles "Economics and Management of Tourism Business," "Economics and Management of Hotel Business," "Economics and Management in the Real Estate Market," "Economics" with profiles "Economics and Management of Tourism Complexes and Territories," "Economics and Management in the Real Estate Market," "Economics" with the profile "International Tourism Business" of the educational institution "Belarus State Economic University"
(Protocol № . 5 dated 26 05 2026);

Scientific and Methodological Council of the educational institution "Belarus State Economic University"
(Protocol №. 9 dated 30.06.2026 )

# EXPLANATORY NOTE

The academic discipline "Management and Organizational Design in The International Tourism Business" is **aimed** at preparing master's degree holders for designing and optimizing organizational structures of tourism enterprises in the conditions of globalization of the tourism market. The relevance and significance of studying this academic discipline are determined by the fact that modern tourism organizations function in conditions of a complicating external environment, requiring constant revision of organizational approaches and management structures.

The necessity of studying organizational design is conditioned by the growing need of tourism companies for specialists capable of designing effective organizational structures, adapting them to the strategic goals of the company and ensuring competitiveness in the international market. The discipline forms in future specialists' competencies in the field of application of modern methods of organizational design, diagnosis of organizational problems and conducting organizational changes taking into account the diversity and multilevel nature of the global tourism industry.

**The purpose** of teaching the discipline «Management and Organizational Design in International Tourism Business» is the formation in future specialists of knowledge, skills and abilities in the field of designing new tourism organizations, optimizing their activities and increasing competitiveness in the global market.

To achieve the goal, teaching the discipline pursues the following objectives:

- to master the terminology of organizational design;
- to familiarize with the main models and theories of organizational design;
- to train master's degree holders in practical methods of organizational design;
- to be able to apply the basic concepts, models and theories of organizational design for diagnosing problems of organizations and conducting organizational changes.

As a result of studying the discipline "Management and Organizational Design in The International Tourism Business" the following **special competencies** are formed:

SC – to use existing methods of organizational design, design the organizational management structure, assess its effectiveness taking into account the diversity and multilevel nature of the global tourism industry.

As a result of studying the discipline students are

***to know:***

- basic concepts, models and elements of organizational design;
- phases of the organizational life cycle, typical problems of organizations at various phases and ways to resolve them;
- main types of management structures in the tourism industry, their advantages, disadvantages and conditions of application;
- modern methods of organizational design.

***to be able to:***

- apply methods of organizational design to support the strategy of a tourism organization;
- determine methods for diagnosing organizational structures, the "star" scheme for diagnosing problems of organizations;
- design various types of management structures for building an effectively functioning structure of a specific organization.

***to possess:***

- coordination of the activities of structural units of a tourism organization in accordance with a unified organizational structure, corporate policies and service quality standards;
- designing of organizational structures and business processes of tourism enterprises based on data analysis, strategic planning and application of innovative approaches to organizational design;
- application of modern management technologies in the organization of activities of tourism organizations and optimization of management processes.

Within the framework of this training programme students are to gain the theoretical and practical knowledge and skills, to develop their moral, personal and spiritual potential as well as to cultivate the virtues of a true citizen and patriot who is able to actively participate in the economic, social and cultural life of the nation.

The academic discipline belongs to the module "Models and Strategies for Development of International Tourism Business" of the state component.

The academic discipline «Organization and Management of Global Hotel Chains» is connected with such academic disciplines as «Management and Organizational Design in International Tourism Business» is connected with such academic disciplines as «Corporate Strategies in International Tourism Business», «Business Ethics of International Tourism», «Organization and Management of Global Hotel Chains», «Entrepreneurship and Business Models in the Global Tourism Industry» and others.

Form of the higher education degree program — full-time.

According to the curriculum, the number of hours are the following:

total number of academic hours — 100, in-class — 36 hours, including lectures 20 hours, seminars — 16 hours.

Distribution of in-class hours by type of classes, years and terms:

1st term - lectures 20 hours, seminars — 16 hours.

Self-study — 64 hours.

The labor input accounts to 3 credits.

Credit is used as a form of the midterm assessment.

# COURSE CONTENT

**Topic 1. Theoretical foundations of organizational design in international tourism business**

Object, subject and tasks of the academic discipline. Its place in the system of professional training of future specialists. Practical orientation of the discipline. Connection with other academic disciplines.

Definition of organizational design. The concept of organization, its mission and goals, business strategy. Features of organizational design in an international context: the influence of global competition, cultural differences and international regulation on the design of organizations. Models of organizational design: functional organizational design model; geographic organizational design model; product-oriented organizational design model; market-based organizational design model; matrix organizational design model. Multinational and transnational models of organizational design for international tourism corporations. Factors affecting organizational design.

The essence of organizational design. Main elements of organizational design. The "Galbraith Star" scheme. Model of organizational design. The role of management in organizational design. The role of international management in designing the structures of global tourism organizations.

**Topic 2. Modern theory of organizational design in the context of international tourism**

Main approaches to organizational theories. Organizational forms and effectiveness. Application of organizational theories in international tourism practice.

Classical theory of organization. Key figures in the development of the classical approach: F. Taylor, G. Gantt, F. and L. Gilbreth in the USA, A. Fayol in France, M. Weber in Germany. Principles of organizational design in the classical school of management. Adaptation of classical principles to the management of international tourism organizations.

School of human relations: E. Mayo and the Hawthorne experiments, M.P. Follett and the question of power in the organization, C. Barnard and systems of cooperation, A. Maslow and the hierarchy of needs, D. McGregor and Theory X - Theory Y, R. Likert and four systems of organizations, W. Bennis and "The Death of Bureaucracy". Management of diverse teams in international tourism organizations taking into account cultural peculiarities and motivational differences.

Situational theory. T. Burns, J. M. Stalker, P. Lawrence, J. Lorsch, J. Thompson. J. Woodward and C. Perrow. The Aston Group and the question of organizational size. Situational approach to managing tourism organizations in various geographic regions and cultural contexts.

**Topic 3. Alternative organizational forms in international tourism business**

Mechanical and organic organizational design. Modern methods and trends in the development of organizational design. The influence of global competition on organizational forms.

Types, advantages and disadvantages of management structures. Pre-bureaucratic (entrepreneurial) structures. Bureaucratic structures. Post-bureaucratic organizations. Functional organizational structure. Divisional organizational structure. Matrix organizational structure. Flat organizational structure. Team development concept. Modern organizational structure – network. Virtual organization. Network structures in international tourism corporations, virtual teams and global partnerships.

Organizational structure configurations according to Mintzberg. Distribution of structures by phases of the organizational life cycle. Conditions for application of various structures. Features of application of various organizational structures in tourism business. Application of various configurations in international tourism organizations depending on development strategy and geographic presence.

Review of main trends in the development of organizational design. Theory of effective organization. Glacier Theory. Theory of organizational potential. Newest theories of organization. Reengineering, concept of internal markets, theory of alliances. Horizontal organization. Learning organization. Organizations of the future (shell organizations, network and virtual organizations). Global alliances and partnerships in tourism business, management of network organizations on an international scale, learning organizations in conditions of rapid changes in the global tourism market.

**Topic 4. Life cycle of the organization.**

The concept of the life cycle. Theories of organization's life cycles. Organizational diagnostics and models of the organizational life cycle. M. Weisbord's "Six Box" model. McKinsey's "7S" model. Burke-Litwin model. Stages of the organizational life cycle according to L. Greiner. Organizational life cycle model according to I. Adizes.

Size of organizations and growth. Phases of the organizational life cycle.

Characteristics of phases — size, source of growth, efficiency, management style. Typical problems and features of organizations at different stages of their development. Crises of transition to the next phase. Ways to resolve them. Specifics of crisis management in international tourism organizations when expanding to new markets and integrating acquired companies.

Creation of organization. Objects of ownership. Constituent documents. Legal forms. Organizational forms. Development and transformation of organization. Decline. Creation and registration of international tourism organizations, compliance with legal requirements of various countries, management of international mergers and acquisitions in the tourism industry.

**Topic 5. Mechanism of organizational design in management of international tourism organizations**

The essence of the management mechanism and its components. Comprehensive mechanism of organizational management. Economic mechanism of management. Motivational mechanism of management. Organizational and legal mechanism. Adaptation of management mechanisms for work in a multicultural environment of international tourism corporations.

Principles of good organizational design: specialization, coordination, knowledge and competence, control and commitment, innovation and adaptation. Characteristics of effective organizational design: simplicity, flexibility, reliability, efficiency, acceptability. Principles of effective design for international tourism organizations operating in conditions of cultural and regional diversity.

Level of formalization of structure. The concept of job description. Main principles of job description – functional completeness, decomposition, limitation of complexity. Level of centralization and decentralization of structure. Distribution of management functions. Volume and ratio of rights and responsibilities. Specialization and grouping. Standards for job descriptions. Features of job description for various industries. Formation of normative documents from job descriptions. Balancing centralization and decentralization in international tourism organizations, standardization of job descriptions at the global level while taking into account local peculiarities.

Management economy. Financial economy. Economy from increasing worker load. Span of control. Span of control of line managers. Signs of exceeding the limits of manageability. Advantages of introducing span of control standards. Number of functional departments of the organization and factors affecting it. Distribution of management functions. Errors in the distribution of management functions. Volume and ratio of rights and responsibilities. Factors affecting the span of control. Span of control standards for managers at different levels of the hierarchy.

**Topic 6. Organizational structure design in the international tourism business.**

Stages of organizational design.

The diagnostic stage. The system design stage. Formalization and regulation of the project development procedure. Creating a working project. Analysis of the effectiveness of the project. Preparation of the accompanying documentation. Examination and approval of the working draft.

The implementation stage. Preparation and approval of a business plan for organizational transformation. Logistical preparation for implementation. Creating project motivation. Team formation and training. Communication of expected changes.

The stage of performance analysis. Selection of the measurement system. Formation of indicators and target values. Building regular performance monitoring. Creation of a mechanism for continuous improvement of the system.

Organizational structure design features for international tourism corporations: change management in a multinational environment, communication in different languages, adaptation to different legal and cultural requirements of different countries.

**Topic 7. Organizational design methods in the management of international tourism organizations.**

Methodological approaches to the design of organizational management structures: the method of analogies, the expert method, the method of structuring goals and the method of organizational modeling.

The application of organizational design methods in the management of international tourism networks and global projects.

The method of analogies. Approaches to using the analogy method. Stages of the analogy method. Expert-analytical method.

Development and application of scientific principles for the formation of organizational management structures. Building an organizational structure based on a system of goals: structuring goals and methods of economic and organizational modeling.

Development of organizational solutions.

Designing organizational structures of new organizations using formal analytical methods and models. Improvement of existing structures based on diagnostic examinations and expert examination of the organizational system.

Using benchmarking to study the best management practices in international tourism corporations, adapting successful organizational models to the conditions of different markets.

**Topic 8. Management technologies in tourism industry organizations.**

Types of coordination mechanisms. The place, strengths, and weaknesses of different mechanisms in different types of organizations.

The influence of the industry on the design of the organization. Franchising. Holdings. Corporations.

Management of international travel networks through various coordination mechanisms: franchising on a global scale, management of international holdings, corporate structures with a presence in several countries.

The "principal–agent" theory. The application of the "principal – agent" theory in the management of relations between the corporate center and local tourism organizations in different countries. Information systems and technologies in tourism. Automation of work in the tourism business.

Project management in tourism. The use of global information systems and technologies to coordinate the activities of international tourism organizations, project management systems in conditions of geographical dispersion of teams, the introduction of digital technologies in the management of international tourism networks.

# THE DISCIPLINE-DESIGNED THEMATIC CURRICULUM "MANAGEMENT AND ORGANIZATIONAL DESIGN IN THE INTERNATIONAL TOURISM BUSINESS" Full-Time Mode of Advanced Higher Education

| No. of Unit, Topics | Title of Unit, Topic | The number of study hours | | | | | | | References | Knowledge control |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Lectures | Practical classes | Seminars | Lab classes | The number of hours for the independent study ** | | | | |
| | | | | | | Lectures | Seminars | Lab classes | | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 11 | 12 |
| **1st term** | | | | | | | | | | |
| Topic 1. | Theoretical foundations of organizational design in international tourism business | 2 | | | | | | | [1],[2],[6], [7],[8], [15], [26] | Discussion |
| Topic 2. | Modern theory of organizational design in the context of international tourism | 2 | | | | | | | [1],[2],[6],[7], [8], [12],[15], [26],[30] | Discussion, solution of a practical situation |
| | Modern theory of organizational design in the context of international tourism | | | 2 | | | | | [1],[2],[6],[7], [8], [12],[15], [26],[30] | Seminar-colloquium, summary |
| Topic 3. | Alternative organizational forms in international tourism business | 4 | | | | | | | [3],[5],[7],[9], [10], [11],[14], [15],[25] | Discussion, solution of a practical situation |
| | Alternative organizational forms in international tourism business | | | 2 | | | | | [3],[5],[7],[9], [10], [11],[14], [15],[25] | Survey, verification work |
| Topic 4. | Life cycle of the organization. | 4 | | | | | | | [1],[2],[3], | Express survey, |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | [4],[5],[12], [13],[16],[17], [20],[23] | individual task |
| | Life cycle of the organization. | | | 2 | | | | | [1],[2],[3], [4],[5],[12], [13],[16],[17], [20],[23] | Discussion, individual assignment |
| Topic 5. | Mechanism of organizational design in management of international tourism organizations | 2 | | | | | | | [1],[4],[5],[7], [9],[10],[11], [18], [24] | Express survey |
| | Mechanism of organizational design in management of international tourism organizations | | | 4 | | | | | [1],[4],[5],[7], [9],[10],[11], [18], [24] | Small group work, verification work |
| Topic 6. | Organizational structure design in the international tourism business. | 2 | | | | | | | [1],[2],[5],[7], [10], [11],[12], [14], [28],[30] | Solving practical situations |
| | Organizational structure design in the international tourism business. | | | 2 | | | | | [1],[2],[5],[7], [10], [11],[12], [14], [28],[30] | Discussion, solution of a practical situation |
| Topic 7. | Topic 7. Organizational design methods in the management of international tourism organizations. | 2 | | | | | | | [1],[5],[6], [7],[16],[16], [21],[22],[24] | Discussion, solution of a practical situation |
| | Topic 7. Organizational design methods in the management of international tourism organizations. | | | 2 | | | | | [1],[5],[6], [7],[16],[16], [21],[22],[24] | Working in small groups |
| Topic 8. | Management technologies in tourism industry organizations. | 2 | | 2 | | | | | [2],[3],[5], [7],[10],[11], [18],[21],[22], [23],[25] | Express in-class questioning; individual task |
| | Management technologies in tourism industry organizations. | | | | | | | | [2],[3],[5], [7],[10],[11], [18],[21],[22], [23],[25] | Survey, verification work |
| **Total 1st term** | | **20** | | **16** | | | | | | |
| **Total** | | **20** | | **16** | | | | | | **Credit** |

INFORMATIONAL AND METHODICAL SUPPORT

## References

**Basic:**

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**Additional (in Russian):**

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10. Baranova, A. Y. Organization of entrepreneurial activity in the field of tourism: a textbook / A. Y. Baranova. Moscow : INFRA-M, 2021. 180 p. (Higher education: Bachelor's degree). – DOI 10.12737/1677. - ISBN 978-5-16-004452-1. - Text : electronic. - URL: https://znanium.ru/catalog/product/1679517 (date of request: 05.05.2026). – Access mode: by subscription. (in Russian).

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## List of questions for credit

1. Definition of organizational design.
2. Organizational design models.
3. Factors influencing organizational design.
4. Organizational design models for international tourism corporations.
5. The essence and basic elements of organizational design.
6. Basic approaches to organizational theories.
7. Classical theory of organization.
8. The School of Human Relations.
9. Situational theory of organization.
10. Mechanical and organic organization design.
11. 1modern methods and trends in the development of organization design.
12. Types, advantages and disadvantages of management structures.
13. Configurations of the organizational structure according to Mintsberg. The distribution of structures by phases of the life cycle.
14. Conditions of application of various structures. The specifics of the application of various organizational structures in the tourism business.
15. Overview of the main trends in the development of organizational design.
16. The concept of the life cycle. Theories of the life cycle of organizations.
17. Organization size and growth. Phases of the organization's life cycle.
18. Typical problems and features of organizations at different stages of their development. Crises of transition to the next phase and ways to resolve them.
19. Creation of an organization.
20. The essence of the management mechanism of a tourist organization and its components.
21. Principles of good organizational design.
22. Characteristics of effective organizational design in the international tourism business.
23. The level of formalization of the organizational structure.
24. Managerial economy. Financial savings. Savings from increased workload of employees.
25. Manageability rate.
26. Stages of organizational design. The diagnostic stage. The system design stage.
27. Formalization and regulation of the project development procedure.
28. The stage of implementation of organizational transformations.
29. The stage of analyzing the effectiveness of system improvements.
30. Methodological approaches to the design of organizational management structures in the international tourism business.
31. The method of analogies, its stages. Approaches to using the analogy method.
32. Expert-analytical method of forming organizational management structures.
33. Building an organizational structure based on a system of goals.
34. Designing organizational structures of new organizations using formal analytical methods and models.
35. Organizational design models for international tourism corporations.
36. Improvement of existing structures based on diagnostic examinations and expert examination of the organizational system.
37. Types of coordination mechanisms. The place, strengths, and weaknesses of different

mechanisms in different types of organizations.
38. The influence of the industry on the design of the organization. Franchising. Holdings. Corporations. Examples from the tourism industry.
39. Information systems and technologies in tourism. Automation of work in the tourism business.
40. Project management in tourism.

## Methodical recommendations for self-study of master's students

Self-study of master's students are very important stage in obtaining course knowledge.

64 hours are allocated for self-study of a full-time student.

The content of students' self-study includes all the discipline topics from the section "Course content".

Main components of self-study for master's students are the following:

- self-study work in the form of solving individual tasks in the classroom during practical classes under the supervision of a teacher in accordance with the schedule;
- detailed review of sections, topics, certain issues, concepts;
- execution of model calculations, design work, individual practical work, design and graphic work;
- preparation for revision tasks;
- completion of term papers;
- preparation for practical, laboratory and seminar classes, including the preparation of reports (including thematic reports), informational and visual materials, abstracts, presentations, essays, etc.;
- preparation of reports on the results of laboratory work, model and other calculations, individual practical work;
- work with educational, reference, analytical and other literature and materials;
- compilation of a review of scientific (scientific and technical) literature on a given topic;
- performing information search and compiling a thematic selection of references, including Internet sources;
- text analysis (annotation, abstracting, reviewing, resume writing);
- preparation for the interim certification.

## Assessment procedures

Assessment is carried out within the framework of monitoring and intermediate certification.

Monitoring tools are used during the term and include the following forms of assessment:

revision task;
test;
colloquim;
express in-class questioning;
report;
study task;
individual task;
summary;
small-group work;
solving practical situations;
verification work;
etc.

The result of the monitoring during the term is estimated by a mark in points on a ten-point scale and is derived based on the marks put during the activities of the monitoring during the term.

Requirements for the student during the intermediate certification.

Students are allowed to undergo certification in the academic discipline on condition of successful completion of the monitoring certification (monitoring tools) in an academic discipline set out in the current term by this curriculum.

Intermediate certification is carried out in the form of a credit.

### The methodology of forming a mark for an academic discipline

*In accordance with the Regulations on the rating system for assessing the knowledge, skills and abilities of BSEU students.*