

## Selected Topics in Tourism, International Hospitality and Attractions Management

### 1. COURSE TITLE

Selected Topics in Tourism, International Hospitality and Attractions Management

#### 1.1. Course number

STTIHAM-26

#### 1.2. Content area

Tourism, Business, Economics

#### 1.3. Course level

Advanced Bachelor or Master

#### 1.4. Language

English

#### 1.5. Prerequisites

Previous Tourism, Business, and Economics coursework is recommended. Interested students without that background should consult the director to check if their training is appropriate for successfully taking this course.

#### 1.6. Minimum attendance requirement

Attendance is mandatory. Minimum attendance to pass the course is 80%.

#### 1.7. Faculty data

**Director: Prof. Dr. Miguel Buñuel**

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### Faculty:

**Prof. Dr. Miguel Buñuel**  
[miguel.bunuel@uam.es](mailto:miguel.bunuel@uam.es)

Associate Professor and Director of the Summer School of Economics and Business, Faculty of Economics and Business Studies, UAM. Doctor in Energy and Environmental Studies (Boston U), Doctor in Economic and Business Sciences (UAM), Master's degree in Economics (Boston U), Bachelor's degree in Law (UAM), Bachelor's degree in Economic and Business Sciences (UAM). He has been Visiting Associate Professor at Stanford U, Assistant Professor at U Complutense de Madrid, and Teaching Fellow at Boston U and Harvard U. His research focuses on the areas of environmental economics and public economics, with numerous international and national publications, and presentations at national and international conferences. Outside the university, he has served as Advisor to the Minister of Environment, Head of Studies and Publications of the Biodiversity Foundation, and has carried out research work for the European Commission, the World Bank, the Institute for Fiscal Studies and several ministries.

**Prof. Dr. Jean-Philippe Charron**  
[jp.charron@uam.es](mailto:jp.charron@uam.es)

Associate Professor of Marketing, Faculty of Economics and Business Studies, UAM, specializing in digital consumption, international marketing strategies, and decision-making under uncertainty. His research has been published in prestigious journals like Computers in Human Behavior and the European Management Journal, and he has presented at numerous international conferences. He teaches undergraduate and postgraduate courses in International Marketing, Marketing Analytics, and Research Methodology. Before his academic career, he spent nearly a decade in different sales and marketing management roles at L'Oréal and Danone, experiences that enrich his teaching by bridging theory with practical insights.

**Prof. Dr. María Escat**  
[maria.escat@uam.es](mailto:maria.escat@uam.es)

Assistant Professor, Business Organization Department, UAM. Doctor in Business Administration and Economics (U de Huelva), Master's degree in Organizational Consulting (U Complutense de Madrid), Master's degree in Coaching (Tavistock Institute). She is an expert in human resource management, skills development, and business organization, whose main lines of research are best HR policy practices, new necessities on professionals'

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skills, gig economy and coaching. She has extensive experience in worldwide companies' consultancy.

**Prof. Dr. Fernando Gallardo**

[fernando.gallardo@uam.es](mailto:fernando.gallardo@uam.es)

Associate Professor, Faculty of Economics and Business Studies, UAM. Doctor in Economic and Business Sciences (UAM). He has taught at UAM since 1990. He began his professional activity in 1985 at Telefónica, where he obtained a position as Economist. From that year until 1997, he worked in that company in the areas of finance and strategic planning. From 1997 to 2013 he has developed his professional activity as a consultant on financial matters and business strategy. He has published two books on financial issues, has participated in the writing of chapters in 20 collective books and is the author and co-author of about 30 articles in specialized financial and business journals.

**Prof. Dr. Noemí de Haro**

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Associate Professor, Faculty of Philosophy and Humanities, UAM. Doctor in Art History (U Complutense de Madrid), Master's degree in Museology (U de Granada), Bachelor's degree in Art History (U de Córdoba), Higher Professor of Viola (Conservatorio Superior de Música de Córdoba). She is a member of the research group 'Discourses, genealogies and practices in contemporary visual creation', and an expert in Contemporary Art. Her lines of research are visual culture in contemporary Spain, and art and politics in contemporaneity, with many publications in these fields.

**Prof. Ignacio Otero de Irízar**

[ignacio.otoe.deirizar@gmail.com](mailto:ignacio.otoe.deirizar@gmail.com)

Ignacio Otero graduated from CUNEF University in Madrid. He began his career at Merrill Lynch Private Banking before transitioning to Investment Banking at Deutsche Bank, where he spent three years. He then entered the real estate industry, where he has 20 years of experience. Throughout his career, he has been involved in various fields, including transactions (purchases and sales), asset management and financing. He has worked for several companies and real estate funds, such as ING Real Estate, Urbas, Carlton Group, and Axis Retail Partners (Generali Group).

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Prof. Carlos Romero Dexeus  
cromero@excltur.org

Carlos Romero is Strategic Projects Director at EXCELTUR. EXCELTUR is a non-profit association, made up of 31 of the most relevant Spanish companies from the entire tourism value chain and from the sub-sectors of air, rail, sea and land transport, accommodation, travel agencies and tour operators, means of payment, car rental, tourist hospitals and reservation centers/GDS. Previously, he was the Director of Research, Development and Innovation of SEGITTUR, a public company belonging to the Spanish Ministry of Industry and Tourism, area from which he was responsible of promoting innovation and use of new technologies at the tourism sector. During more than 10 years he was in charge of the Spanish National Innovative Tourism Startups & Entrepreneurs Program (Emprendetur) and the Smart Tourism Destination initiative. Carlos got a degree in Economics, and IE Executive Master in Tourism Management. For several years he has been working at the World Tourism Organization (UNWTO) with different responsibilities as Executive Director of the UNWTO Affiliate Members and as General Manager of the UNWTO Themis Foundation. He has extensive experience in the tourism sector, both nationally and internationally in the fields of tourism innovation, new technologies, travel tech sector, smart destinations, economic impacts of tourism and tourism information systems.

### 1.8. Course objectives

#### A) Introduction

As the global tourism and hospitality industry continues its robust recovery, we find ourselves in a new landscape. While 2024 was a pivotal year, marking the return of international travel to pre-pandemic levels, the conversation has shifted in 2025 from mere recovery to strategic growth and resilience. The initial surge in demand that drove this comeback has now stabilized, and the focus is on navigating the complexities that define the current era of tourism.

The sector is navigating a delicate balance between growth and sustainability. Pressures such as labor shortages, inflation, and infrastructure limitations are straining supply chains, leading to higher costs and service disruptions. Meanwhile, critical issues such as sustainability practices, equity, and inclusion are gaining heightened scrutiny, with the industry facing growing calls to address its environmental footprint and social responsibilities.

Despite these challenges, the tourism and hospitality industry remains a vital contributor to global GDP and employment, with the potential to foster

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community well-being and economic prosperity. Moving forward, decision-makers must prioritize strategic management of tourism flows, invest in resilient and inclusive workforces, and leverage technology for greater innovation and sustainability. This Summer School aims to explore these emerging trends and equip participants with the tools needed to navigate the evolving landscape of international hospitality, attractions management, and tourism.

### B) Objectives

The main objective of this Summer School program is to provide a comprehensive and forward-looking understanding of key topics shaping the present and future of the global tourism and hospitality industry. The course aims to build upon students' existing knowledge—particularly those from tourism-related disciplines—by offering a distinctive Spanish and European perspective. For international students, especially from other continents, the program will provide a comparative framework to enrich their global outlook on hospitality management.

Furthermore, the program will introduce participants to cutting-edge innovations and emerging trends, such as artificial intelligence, sustainable practices, new smart management models, the role of cryptoeconomics and the metaverse, etc., preparing students for the evolving challenges and opportunities in the industry.

Through a blend of theoretical insights and real-world case studies, participants will be encouraged to think critically and creatively about the future of tourism, while gaining practical tools to adapt to a dynamic and complex global market.

### 1.9. Course contents

The Program will cover the following contents:

- Human resource management in Europe's Hospitality sector:
  - Analyzing the new human resource policies
  - Knowing the main skills needed
  - Best practices of hotels HRM in Europe
- Hospitality finance in Europe:
  - Valuation of hotels and valuation of hotel companies

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- The role of institutional investors in hotel ownership and in its corporate governance
- ESG criteria in tourism policies and hotel management: A special reference to the sustainability of tourism
- Environmental policy and sustainable tourism:
  - The externalities of tourism and their solution through economic instruments
  - Tradable permits applied to tourism: Tradable development rights in the USA
  - Methods of evaluation of the costs and benefits of Tourism
- From data to marketing insight: Exploring AI to better understand customer satisfaction:
  - The vital role of customer satisfaction: Why should you care?
  - Demystifying neural networks: A gateway to AI
  - Neural networks in action: Real-world applications
  - Anatomy of a neural network: The building blocks
  - Learning mechanisms of neural networks: The magic behind the curtain
  - Best practices: Key reminders for neural network success
  - Case study: Predicting customer satisfaction in the airline industry (we will analyze an airline dataset to model and predict travelers' satisfaction)
- Culture, history, leisure, and attractions management: From the Paseo del Prado to the Golden Triangle of Art in Madrid (Note: This module will include on-site visits)
  - Madrid and the Golden Triangle of Art: Some history
  - Madrid and the Golden Triangle of Art: A short visit
  - Art museums, infrastructure, and value in Spain
- Cutting-edge technology:
  - The Spanish Model for Smart Tourism Destination Management
  - Cryptoeconomics and cryptoassets: Current and potential applications in hotel companies and other tourism companies
  - Metaverse and its role in tourism activities

### 1.10. Course bibliography

All the material will be provided through Moodle (UAM's web platform).

## Selected Topics in Tourism, International Hospitality and Attractions Management

### Environmental Policy and Sustainable Tourism:

Buñuel, Miguel (forthcoming): *The Use of Economic Instruments in Environmental Policy*, Madrid: EnvEco Publishing.

Deloitte (2008): *The Economic Case for the Visitor Economy*.

Heagney, E.C., et al. (2019): “The economic value of tourism and recreation across a large protected area network,” *Land Use Policy* 88, 104084.

Li Sheng, Tao Lib, Jia Wang (2017): “Tourism and externalities in an urban context: Theoretical model and empirical evidence,” *Cities* 70, 40-45.

OECD (2020), *OECD Tourism Trends and Policies 2020*, OECD Publishing, Paris.

Ponce et al. (2020): “The Spatial Externalities of Tourism Activities in Poverty Reduction,” *Sustainability* 12, 6138.

Rinaldi, Azzurra (2012): “Externalities and tourist tax: evidence from Italy,” *Rivista di Scienze del Turismo* 2/2012, 79-91.

UNWTO (2013): *Sustainable Tourism for Development Guidebook*, UNWTO, Madrid.

Vanhove, Norbert (2013): “Tourism projects and cost-benefit analysis,” in *Handbook of Tourism Economics*, World Scientific, 393-415.

World Bank (2023): *Transferable Development Rights: case studies*, website.

World Travel and Tourism Council (2020): *Seamless Traveller Journey Cost Benefit Analysis*, Full Report.

### Culture, history, leisure, and attractions management: From the Paseo del Prado to the Golden Triangle of Art in Madrid:

Afinoguénova, Eugenia (2018): *The Prado. Spanish culture and leisure 1819-1939*, Pennsylvania State University Press.

Bennett, Tony (1995): *The Birth of the Museum: History, Theory, Politics*, Routledge.

Duncan, Carol (1995): *Civilizing Rituals. Inside Public Art Museums*, Routledge.

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Guardia, Manuel, and Javier Monclús, eds. (2006): *Culture, urbanism and planning*, Routledge.

López Cuenca, Alberto, and Noemí de Haro García (2014): “Arte contemporáneo, infraestructura y territorio en el Estado de las autonomías,” in Antonio Collados and José María González (coord.), *Por el Centro Guerrero (2009-2011). Política cultural, crisis institucional y compromiso ciudadano*, ciengramos, Granada.

López Cuenca, Alberto, and Noemí de Haro García (2013): “Museos y centros de arte contemporáneo en España: geografía urbana e intervención social,” in F. Barenblit, N. Enguita and Y. Romero (eds.), *El museo en futuro: cruces y desvíos*, ADACE, Madrid.

Sharon Macdonald, ed. (2011): *A companion to museum studies*, Wiley-Blackwell.

McClellan, Andrew (2008): *The art museum. From Boullée to Bilbao*, University of California Press.

Nikolic, Mila (2012): “City of museums. Museum cluster as a manifesto of the paradigm shift,” *Proceedings of the 6th Conference of the International Forum on Urbanism TOURbanISM-toURBANISM*, January 25th-27th, 2012, Escola Tècnica Superior d’Arquitectura de Barcelona, UPC, IFOU.

Plaza, Beatriz, Manuel Tironi and Silke N. Haarich (2009): “Bilbao’s Art Scene and the 'Guggenheim effect' Revisited,” *European Planning Studies* 17:11.

UNESCO (2021): *Paseo del Prado and Buen Retiro, a landscape of Arts and Sciences*, Website.

### From Data to Marketing Insight: Exploring AI to Better Understand Customer Satisfaction:

Hair, J. F., Harrison, D. E., & Ajjan, H. (2022). *Essentials of marketing analytics*. McGraw-Hill.

### Human resource management in Europe’s Hospitality sector:

Business Travel News (2022): *Can Business Travel Embrace Diversity, Equity & Inclusion?*

Choi, S. H., Cai, A. L. (2022): “Destination image is not enough: proposing experiential tourism image,” *Tourism Analysis* 27, 553-557.

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Espino-Rodríguez, T. (2023): “Research on Outsourcing by Hotel Firms: Current State and Future Directions,” *Tourism & Hospitality* 4(1), 21-35.

Lew, A. (2014): “Scale, change and resilience in community tourism planning,” *Tourism Geographies* 16(1).

Ntounis, N., Parker, C., Skinner, H., Xteadman, C., Warnaby, G. (2022): “Tourism and Hospitality industry resilience during the Covid-19 pandemic: Evidence from England,” *Current Issues in Tourism* 25(1), 46-59.

Okafor, L. E., Khalid, U., Burzynska, K. (2022): “Does the level of a country’s resilience moderate the link between the tourism industry and the economic policy response to the COVID-19 pandemic?,” *Current Issues in Tourism* 25(2), 303-318.

Solnet, D., Hood, A., (2008): “Generation Y as hospitality employees: Framing a research agenda,” *Journal of Hospitality and Tourism Management* 15, 59-68.

White, C., Thobo-Carlsen, R. (2002): “Cultural differences and managers’ perceptions of work-related attributes,” *Human Resource Development International* 5(2), 235-239.

### Hospitality Finance in Europe:

Accor (2023): *Accor Ethics and Compliance*, website.

Atkinson, H., & Jones, T. (2008): “Financial management in the hospitality industry: Themes and issues,” in *The Sage handbook of hospitality management*, 228-257.

EMEA Hotels & Hospitality (2021): *ESG at the heart of hotel strategies*.

Harris, P. (2010): *Accounting and finance for the international hospitality industry*, Routledge.

Malone, David (2021): “World’s first net zero carbon hotel launches in West London,” *Building Design + Construction*, website.

Motta, V., & Sharma, A. (2020): “Lending technologies and access to finance for SMEs in the hospitality industry,” *International Journal of Hospitality Management* 86, 102371.

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Park, K., & Jang, S. S. (2014): "Hospitality finance and managerial accounting research: Suggesting an interdisciplinary research agenda," *International Journal of Contemporary Hospitality Management*.

Patrick, Shaffer (2021): "European Hotel Transactions," HVS, website.

Starwood Capital Group (2022): *ESG Policy*.

Sustainable Travel International (2021): "Three Steps to Decarbonize Your Hotel," website.

### Cutting-edge technology:

Barkel, C., Kurgun, H., & Groen, B. (2021): *Blockchain in the hospitality and tourism industry*, University of South Florida (USF) M3 Publishing, 17(9781732127593), 4.

Chiu, Emma (2021): *Into the Metaverse*, Wunderman Thompson Intelligence.

Dogru, T., Mody, M., & Leonardi, C. (2018): *Blockchain technology & its implications for the hospitality industry*, Boston University, 1-12.

Filimonau, V., & Naumova, E. (2020): "The blockchain technology and the scope of its application in hospitality operations," *International Journal of Hospitality Management* 87, 102383.

ITU (2023): *Smart tourism: A path to more secure and resilient destinations*.

Khanna, A., Sah, A., Choudhury, T., & Maheshwari, P. (2020): "Blockchain technology for hospitality industry," in *Information Systems: 17th European, Mediterranean, and Middle Eastern Conference*, EMCIS 2020, Dubai, United Arab Emirates, November 25-26, 2020, Proceedings 17 (pp. 99-112). Springer International Publishing.

Minsait (2023): *Smart and Resilient Tourist Destinations: The key to the future of tourism*.

Önder, I., & Gunter, U. (2022): "Blockchain: Is it the future for the tourism and hospitality industry?," *Tourism Economics* 28(2), 291-299.

Robinson, James (2022): *Exploring the metaverse and the digital future*, GSMA:

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Sabil, Jessika Weber, and Dai-In Danny Han (2022): *State of the Art of Immersive Tourism Realities through XR Technology*, Breda University.

SEGITTUR (2021): *50 Digital best practice ideas for a new generation of destinations*.

SEGITTUR (2023): *Catalogue of Technological Solutions for Smart Tourist Destinations*.

SEGITTUR (2024): *Guide for Best Practices in Innovation for Smart Destinations*.

Willie, P. (2019): “Can all sectors of the hospitality and tourism industry be influenced by the innovation of blockchain technology?,” *Worldwide Hospitality and Tourism Themes*.

## 2. Teaching methodology

Teaching activities requiring students' attendance will be the following:

1. Theoretical lectures and case studies discussion: Theoretical lectures will be based upon the materials provided to students, and PowerPoint presentations. Theoretical lectures will be combined with the discussion of case studies. In both cases, participation will be encouraged.
2. Guest lectures, visits to institutions and field trips.
3. Optional: Non-compulsory sessions with one or several students during office hours.

Students' activities not requiring attendance will be the following:

1. Personal study for preparing lectures and the exams.
2. Two take-home exams will be delivered electronically through Moodle (one for each week of the Program).

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### 3. Student workload

ACTIVITIES	HOURS	ECTS	%
<b>With attendance</b>			
Theoretical lectures and case studies discussion	50	2.00	33.33
Guest lectures, visits to institutions and field trips	10	0.40	6.67
<b>With no attendance</b>			
Personal study and exams	90	3.60	60.00
<b>TOTAL</b>	<b>150</b>	<b>6.00</b>	<b>100.00</b>

### 4. Evaluation procedures and weight of components in the final grade

PROCEDURE	% GRADE
Attendance and participation	40.00
Take-home exam 1 and 2	60.00
<b>TOTAL</b>	<b>100.00</b>