LAPT

LONDON ACADEMY OF PROFESSIONAL TRAINING

CERTIFICATE

# Certificate in Tourism Management


**LAPT — London Academy of Professional Training**

**Address** 85 Great Portland Street, W1W 7LT, London, United Kingdom

**Email** info@lapt.org

**Telephone** +44 7513 283044

**Web** lapt.org


**Reference** TRV-C11 • Travel and Tourism Centres


UKPRN 10067351 • Registered in England and Wales, company 4984798

| 4 | 115 | 734 | 400 | 60% | Lifetime |
|---|---|---|---|---|---|
| SUBJECTS | CHAPTERS | CLASSES | TOTAL MARKS | PASS MARK | VALIDITY |

## AT A GLANCE

| | |
|---|---|
| REFERENCE | **TRV-C11** |
| AWARD | **Certificate** |
| ASSESSMENT | **400 marks — 240 to pass (60%)** |
| PREREQUISITES | **None** |
| VALIDITY | **Lifetime** |
| AWARDING BODY | **LAPT — London Academy of Professional Training** |

## CURRICULUM

1

## Communication Skills for Tourism Professionals

18 chapters · 122 classes **100 marks**

- **1 Fundamentals of Communication in Tourism** — 4 classes
  - 1.1 Understanding Communication Processes in Tourism
  - 1.2 Exploring Key Tourism Vocabulary and Expressions
  - 1.3 Practicing Effective Listening Techniques with Travelers
  - 1.4 Applying Cultural Awareness in Tourism Interactions
- **2 Cultural Sensitivity and Language Adaptation** — 4 classes
  - 2.1 Understanding Cultural Sensitivity in Tourism Communication
  - 2.2 Identifying Key Cultural Nuances in Global Destinations
  - 2.3 Adapting Language for Diverse Tourist Interactions
  - 2.4 Applying Language Adaptation Techniques in Real-World Scenarios
- **3 Advanced Communication Strategies for Conflict Resolution** — 4 classes
  - 3.1 Understanding Conflict Types in Tourism
  - 3.2 Developing Active Listening Skills for Tourist Interactions
  - 3.3 Applying Conflict Resolution Techniques in Tourism Scenarios
  - 3.4 Evaluating Communication Strategies for Conflict Prevention
- **1 Understanding the Basics of Tourism Communication** — 5 classes
  - 1.1 Exploring the Fundamentals of Tourism Communication
  - 1.2 Identifying Key Stakeholders in Tourism
  - 1.3 Analyzing Communication Channels in Tourism
  - 1.4 Developing Effective Messaging for Tourist Engagement
  - 1.5 Applying Feedback to Improve Tourism Communication Strategies
- **2 Effective Interpersonal Communication in Tourism** — 5 classes
  - 2.1 Understanding the Basics of Interpersonal Communication in Tourism
  - 2.2 Identifying Barriers to Effective Listening in Tourist Interactions
  - 2.3 Enhancing Verbal and Non-verbal Communication Skills
  - 2.4 Building Empathy and Cultural Sensitivity in Diverse Tourist Settings
  - 2.5 Applying Feedback Techniques to Improve Visitor Experiences
- **3 Cross-Cultural Communication and Sensitivity in Tourism** — 5 classes
  - 3.1 Understanding Cultural Differences in Tourism
  - 3.2 Recognizing and Overcoming Stereotypes
  - 3.3 Practicing Active Listening in Multicultural Contexts
  - 3.4 Adapting Communication Styles for Global Audiences
  - 3.5 Applying Cultural Sensitivity in Customer Interactions
- **4 Digital Communication Strategies for Destination Promotion** — 5 classes
  - 4.1 Understanding Digital Platforms for Tourism
  - 4.2 Crafting Engaging Content for Destination Promotion
  - 4.3 Utilizing Social Media to Enhance Destination Image
  - 4.4 Implementing SEO Techniques for Increased Visibility
  - 4.5 Analyzing Digital Campaign Success and Metrics
- **1 Understanding Communication in Cruise Guest Services** — 5 classes
  - 1.1 Exploring the Basics of Effective Communication
  - 1.2 Identifying Key Communication Channels on a Cruise
  - 1.3 Enhancing Listening Skills for Guest Interaction
  - 1.4 Recognising Non-Verbal Cues in Diverse Settings
  - 1.5 Applying Conflict Resolution Techniques with Guests
- **2 Verbal and Non-verbal Communication Techniques** — 5 classes
  - 2.1 Understanding Verbal Communication
  - 2.2 Identifying Non-verbal Cues
  - 2.3 Enhancing Active Listening Skills
  - 2.4 Practicing Effective Speaking Techniques
  - 2.5 Integrating Verbal and Non-verbal Communication
- **3 Cultural Sensitivity and Multilingual Communication** — 5 classes
  - 3.1 Understanding Cultural Sensitivity in Cruise Guest Services
  - 3.2 Identifying and Respecting Diverse Cultural Norms
  - 3.3 Effective Multilingual Communication Strategies
  - 3.4 Overcoming Language Barriers in Guest Interactions
  - 3.5 Applying Cultural Sensitivity in Real-World Scenarios
- **4 Conflict Resolution and Interpersonal Skills** — 5 classes
  - 4.1 Understanding Conflict Dynamics in Cruise Guest Services
  - 4.2 Identifying Common Sources of Conflict with Guests
  - 4.3 Applying Active Listening Techniques to De-escalate Situations
  - 4.4 Using Empathy to Enhance Guest Relations
  - 4.5 Implementing Effective Conflict Resolution Strategies
- **12 Telephone Communication for Travel Enquiries** — 10 classes
  - 12.1 Answering Calls Professionally
  - 12.2 Greeting Customers and Identifying Needs
  - 12.3 Active Listening on the Phone
  - 12.4 Speaking Clearly and Controlling Pace
  - 12.5 Taking Accurate Messages and Notes
  - 12.6 Handling Hold Transfer and Call Back
  - 12.7 Dealing with Angry Callers Calmly
  - 12.8 Confirming Details by Repeating Back
  - 12.9 Closing Calls and Next Steps
  - 12.10 Telephone Role Play and Self Review
- **13 Business Writing and Email for Travel Professionals** — 10 classes
  - 13.1 Planning Before You Write
  - 13.2 Structure of a Professional Email
  - 13.3 Subject Lines and Opening Lines
  - 13.4 Writing Clear Quotations and Replies
  - 13.5 Tone and Courtesy in Written Messages
  - 13.6 Grammar Spelling and Proofreading
  - 13.7 Writing Confirmations and Reminders
  - 13.8 Writing Apologies and Bad News
  - 13.9 Attachments Signatures and Etiquette
  - 13.10 Email Templates and Efficient Replies
- **14 Finding and Providing Travel Information and Advice** — 10 classes
  - 14.1 Identifying What the Customer Really Needs
  - 14.2 Questioning Techniques to Clarify Needs
  - 14.3 Sources of Reliable Travel Information
  - 14.4 Checking Accuracy and Currency of Facts
  - 14.5 Matching Information to the Customer
  - 14.6 Explaining Options Simply and Fairly
  - 14.7 Giving Advice Within Your Authority
  - 14.8 Knowing When to Refer to a Specialist
  - 14.9 Recording Advice Given to Customers
  - 14.10 Following Up After Giving Advice
- **15 Advising on Changes Affecting Travel Plans** — 10 classes
  - 15.1 Types of Information Affecting Travel
  - 15.2 Reading Government Travel Advisories
  - 15.3 Health Alerts and Entry Rule Changes
  - 15.4 Weather Strikes and Disruption Notices
  - 15.5 Supplier Schedule and Price Changes
  - 15.6 Explaining Implications Without Alarm
  - 15.7 Offering Alternatives and Options
  - 15.8 Advising on Refunds and Rebooking Rights
  - 15.9 Agreeing Actions and Confirming Decisions
  - 15.10 Documenting Customer Advice and Consent
- **16 Monitoring and Communicating Traveller Alerts** — 10 classes
  - 16.1 Setting Up Alert Monitoring Routines
  - 16.2 Reliable Alert Sources and Feeds
  - 16.3 Prioritising Urgent Information
  - 16.4 Identifying Customers Affected
  - 16.5 Choosing the Right Channel to Notify
  - 16.6 Drafting Clear Alert Messages
  - 16.7 Out of Hours Contact Procedures
  - 16.8 Tracking Acknowledgement from Travellers
  - 16.9 Updating Customers as Events Develop
  - 16.10 Reviewing Alert Handling After Events

2 **Leadership and Team Management in Tourism** 40 chapters · 240 classes **100 marks**

- **1 Leadership Styles in Tourism** — 6 classes
  - 1.1 Transformational Leadership
  - 1.2 Servant Leadership
  - 1.3 Situational Leadership
  - 1.4 Authentic Leadership
  - 1.5 Collaborative Leadership
  - 1.6 Visionary Leadership
- **2 Team Building in Tourism** — 6 classes
  - 2.1 Effective Communication
  - 2.2 Conflict Resolution
  - 2.3 Motivating Team Members
  - 2.4 Building Trust
  - 2.5 Diversity in Teams
  - 2.6 Team Dynamics
- **3 Ethical Leadership in Tourism** — 6 classes
  - 3.1 Understanding Ethics
  - 3.2 Corporate Social Responsibility
  - 3.3 Ethical Decision Making
  - 3.4 Transparency in Leadership
  - 3.5 Accountability in Tourism
  - 3.6 Building an Ethical Culture
- **4 Crisis Management in Tourism** — 6 classes
  - 4.1 Identifying Potential Crises
  - 4.2 Crisis Communication Strategies
  - 4.3 Risk Assessment Techniques
  - 4.4 Developing Response Plans
  - 4.5 Post-Crisis Evaluation
  - 4.6 Leadership During Crises
- **5 Innovation in Leadership Practices** — 6 classes
  - 5.1 Creative Problem Solving
  - 5.2 Adopting New Technologies
  - 5.3 Fostering a Culture of Innovation
  - 5.4 Agile Leadership Practices
  - 5.5 Leveraging Data for Decisions
  - 5.6 Encouraging Experimentation
- **1 Understanding Leadership in Destination Marketing** — 6 classes
  - 1.1 Exploring the Role of Leadership in Destination Marketing
  - 1.2 Identifying Key Leadership Traits for Destination Marketing Success
  - 1.3 Analyzing Leadership Styles Impacting Marketing Strategies
  - 1.4 Developing Strategic Vision in Destination Marketing
  - 1.5 Fostering Team Collaboration in Marketing Leadership
  - 1.6 Applying Leadership Techniques to Overcome Marketing Challenges
- **2 Strategic Decision-Making in Destination Marketing** — 6 classes
  - 2.1 Understanding the Fundamentals of Strategic Decision-Making
  - 2.2 Analyzing Market Trends for Destination Marketing
  - 2.3 Evaluating Decision-Making Frameworks and Models
  - 2.4 Identifying Key Stakeholders in Destination Marketing
  - 2.5 Developing Strategic Objectives and Goals
  - 2.6 Applying Decision-Making Strategies to Real-World Scenarios
- **3 Influence and Communication in Leadership** — 6 classes
  - 3.1 Understanding the Role of Influence in Marketing Leadership
  - 3.2 Identifying Key Communication Skills for Effective Leadership
  - 3.3 Exploring Emotional Intelligence in Marketing Leadership
  - 3.4 Developing Trust and Credibility with Stakeholders
  - 3.5 Crafting Persuasive Messages in Leadership Communication
  - 3.6 Applying Influence Strategies to Real-World Scenarios
- **4 Innovation and Change Management in Destination Marketing** — 6 classes
  - 4.1 Understanding the Role of Innovation in Destination Marketing
  - 4.2 Identifying Opportunities for Change in Marketing Strategies
  - 4.3 Analyzing Case Studies of Innovative Destination Marketing
  - 4.4 Developing Change-Driven Marketing Plans
  - 4.5 Implementing Innovative Strategies in Destination Marketing
  - 4.6 Evaluating the Impact of Change Management on Marketing Success
- **5 Ethical Leadership and Sustainability in Destination Marketing**

- **1 Identifying Leadership Styles** — 6 classes
  - 1.1 Understanding Different Leadership Approaches
  - 1.2 Assessing Personal Leadership Style
  - 1.3 Adapting Leadership to Situations
  - 1.4 Influence of Leadership on Team Dynamics
  - 1.5 Cultural Impacts on Leadership Styles
  - 1.6 Developing a Personal Leadership Philosophy
- **2 Personal Growth Strategies** — 6 classes
  - 2.1 Setting Personal Development Goals
  - 2.2 Emotional Intelligence in Leadership
  - 2.3 Time Management for Personal Growth
  - 2.4 Building Resilience in Leadership
  - 2.5 Continuous Learning and Development
  - 2.6 Self-Reflection Techniques for Leaders
- **3 Building Effective Teams** — 6 classes
  - 3.1 Characteristics of High-Performing Teams
  - 3.2 Establishing Trust Among Team Members
  - 3.3 Role Clarity in Team Dynamics
  - 3.4 Encouraging Collaboration and Synergy
  - 3.5 Conflict Management in Teams
  - 3.6 Celebrating Team Achievements
- **4 Conflict Resolution Techniques** — 6 classes
  - 4.1 Understanding Sources of Conflict
  - 4.2 Effective Communication in Conflict
  - 4.3 Negotiation Skills for Leaders
  - 4.4 Mediation Techniques for Resolution
  - 4.5 Creating Win-Win Solutions
  - 4.6 Post-Conflict Evaluation and Learning
- **5 Mentoring and Coaching Skills** — 6 classes
  - 5.1 Fundamentals of Effective Mentoring
  - 5.2 Coaching Techniques for Development
  - 5.3 Building Rapport with Mentees
  - 5.4 Setting Goals in Mentoring Relationships
  - 5.5 Evaluating Progress in Mentoring
  - 5.6 Creating a Supportive Learning Environment
- **1 Creating a Strategic Vision** — 6 classes
  - 1.1 Defining Your Vision Statement
  - 1.2 Setting Long-Term Objectives
  - 1.3 Communicating Your Vision Effectively
  - 1.4 Visualizing Future Success
  - 1.5 Engaging Stakeholders in Vision
  - 1.6 Measuring Vision Success
- **2 Aligning Goals with Industry Standards** — 6 classes
  - 2.1 Understanding Industry Benchmarks
  - 2.2 Setting SMART Goals
  - 2.3 Evaluating Current Practices
  - 2.4 Integrating Standards into Strategy
  - 2.5 Continuous Improvement Processes
  - 2.6 Aligning Team Objectives with Goals
- **3 Inspiring Team Performance** — 6 classes
  - 3.1 Motivating Team Members
  - 3.2 Building Trust and Respect
  - 3.3 Recognizing and Rewarding Excellence
  - 3.4 Fostering a Collaborative Environment
  - 3.5 Setting Performance Expectations
  - 3.6 Providing Constructive Feedback
- **4 Leadership Styles and Their Impact** — 6 classes
  - 4.1 Understanding Different Leadership Styles
  - 4.2 Adapting Style to Situations
  - 4.3 Impact of Leadership on Team Dynamics
  - 4.4 Transformational vs. Transactional Leadership
  - 4.5 Developing Your Personal Leadership Style
  - 4.6 Evaluating Leadership Effectiveness
- **5 Organizational Culture and Values** — 6 classes

3 **Strategic Management and Business Planning in Tourism** 41 chapters · 252 classes **100 marks**

- **1 Understanding the Tourism Ecosystem** — 12 classes
  - 1.1 Define the Tourism Ecosystem
  - 1.2 Explore Key Stakeholders and Their Roles
  - 1.3 Analyze the Interconnectedness of Tourism Components
  - 1.4 Examine Environmental and Cultural Impacts
  - 1.5 Identify Emerging Trends and Market Shifts
  - 1.6 Apply Ecosystem Understanding to Strategic Planning
  - 1.7 Role of Aviation in Tourism Growth
  - 1.8 Air Connectivity and Strategic Tourism Planning
  - 1.9 Principles of Destination Management
  - 1.10 Destination Branding and Visitor Management
  - 1.11 Tourism Policy Frameworks and Objectives
  - 1.12 Regulation, Compliance and Policy Impact
- **2 Strategic Market Analysis in Tourism** — 6 classes
  - 2.1 Market Segmentation Strategies
  - 2.2 Competitive Analysis Techniques
  - 2.3 Consumer Behavior Trends
  - 2.4 Destination Branding Approaches
  - 2.5 Emerging Market Opportunities
  - 2.6 Digital Marketing in Tourism
- **3 Designing Strategic Tourism Products** — 6 classes
  - 3.1 Market Analysis for Tourism Products
  - 3.2 Sustainable Tourism Product Development
  - 3.3 Innovative Marketing Strategies
  - 3.4 Customer Experience in Tourism
  - 3.5 Partnerships in Tourism Product Design
  - 3.6 Evaluating Tourism Product Performance
- **4 Leadership and Decision-Making in Tourism** — 6 classes
  - 4.1 Influence of Leadership Styles
  - 4.2 Crisis Management in Tourism
  - 4.3 Ethical Decision-Making Frameworks
  - 4.4 Team Dynamics and Collaboration
  - 4.5 Cultural Competence in Leadership
  - 4.6 Innovation and Change Management
- **5 Evaluating and Sustaining Strategic Initiatives** — 6 classes
  - 5.1 Measuring Success in Tourism Strategies
  - 5.2 Stakeholder Engagement in Strategic Planning
  - 5.3 Innovative Approaches to Sustainable Tourism
  - 5.4 Risk Management in Tourism Initiatives
  - 5.5 Evaluating Economic Impact of Tourism Strategies
  - 5.6 Long-Term Vision for Tourism Development
- **1 Understanding Maritime Tourism Dynamics** — 6 classes
  - 1.1 Exploring Core Concepts of Maritime Tourism
  - 1.2 Analyzing the Economic Impact of Maritime Tourism
  - 1.3 Identifying Key Stakeholders in Maritime Tourism
  - 1.4 Examining Environmental Challenges in Maritime Tourism
  - 1.5 Assessing Consumer Trends in Maritime Tourism
  - 1.6 Developing Strategic Plans for Maritime Tourism Growth
- **2 Strategic Planning and Development in Cruise Operations** — 6 classes
  - 2.1 Exploring Strategic Planning in Cruise Operations
  - 2.2 Analyzing Market Positioning for Cruise Lines
  - 2.3 Developing Sustainable Practices in Cruise Management
  - 2.4 Formulating Competitive Strategies for Cruise Expansion
  - 2.5 Implementing Effective Resource Allocation Strategies
  - 2.6 Assessing Strategic Outcomes in Maritime Tourism
- **3 Market Analysis and Customer Insights for Cruise Lines** — 6 classes
  - 3.1 Understanding the Cruise Market Landscape
  - 3.2 Identifying Key Consumer Segments in Maritime Tourism
  - 3.3 Analyzing Competitor Strategies in Cruise Operations
  - 3.4 Leveraging Customer Insights for Strategic Planning
  - 3.5 Developing Targeted Marketing Strategies for Cruising
  - 3.6 Evaluating Market Trends and Consumer Preferences
- **4 Financial Strategies and Revenue Management in Maritime**

- **1 Elements of Strategic Planning** — 6 classes
  - 1.1 Understanding Vision and Mission
  - 1.2 Setting Strategic Goals
  - 1.3 Analyzing Internal Resources
  - 1.4 External Environment Assessment
  - 1.5 Identifying Key Stakeholders
  - 1.6 Developing Strategic Framework
- **2 Implementing Strategic Initiatives** — 6 classes
  - 2.1 Creating Action Plans
  - 2.2 Resource Allocation Strategies
  - 2.3 Building Effective Teams
  - 2.4 Communication in Implementation
  - 2.5 Managing Change Effectively
  - 2.6 Overcoming Implementation Challenges
- **3 Monitoring and Evaluation** — 6 classes
  - 3.1 Setting Performance Indicators
  - 3.2 Data Collection Techniques
  - 3.3 Evaluating Strategic Outcomes
  - 3.4 Feedback Mechanisms
  - 3.5 Adjusting Strategies Based on Evaluation
  - 3.6 Reporting and Documentation
- **4 Sustainability in Tourism** — 6 classes
  - 4.1 Principles of Sustainable Tourism
  - 4.2 Environmental Impact Assessment
  - 4.3 Community Engagement Strategies
  - 4.4 Sustainable Resource Management
  - 4.5 Promoting Eco-Friendly Practices
  - 4.6 Measuring Sustainability Efforts
- **5 Adapting to Market Changes** — 6 classes
  - 5.1 Understanding Market Trends
  - 5.2 Competitive Analysis Techniques
  - 5.3 Innovative Response Strategies
  - 5.4 Customer Behavior Insights
  - 5.5 Leveraging Technology for Adaptation
  - 5.6 Crisis Management in Tourism
- **1 Evaluating Organizational Vision** — 6 classes
  - 1.1 Defining Organizational Purpose
  - 1.2 Assessing Current Vision Statements
  - 1.3 Identifying Gaps in Vision
  - 1.4 Utilizing SWOT Analysis
  - 1.5 Vision Alignment with Mission
  - 1.6 Gathering Feedback for Improvement
- **2 Aligning with Industry Trends** — 6 classes
  - 2.1 Researching Current MICE Trends
  - 2.2 Adapting to Market Changes
  - 2.3 Forecasting Future Industry Directions
  - 2.4 Integrating Technology in Events
  - 2.5 Understanding Consumer Behavior
  - 2.6 Benchmarking Against Competitors
- **3 Stakeholder Expectations Management** — 6 classes
  - 3.1 Identifying Key Stakeholders
  - 3.2 Understanding Stakeholder Needs
  - 3.3 Managing Stakeholder Relationships
  - 3.4 Setting Realistic Expectations
  - 3.5 Communicating with Stakeholders
  - 3.6 Evaluating Stakeholder Feedback
- **4 Vision Communication Strategies** — 6 classes
  - 4.1 Crafting a Compelling Vision Statement
  - 4.2 Utilizing Visual Communication Tools
  - 4.3 Engaging Employees in Vision
  - 4.4 Creating Communication Plans
  - 4.5 Measuring Communication Effectiveness
  - 4.6 Adjusting Strategies Based on Feedback
- **5 Refining Vision for Growth** — 6 classes

4 **Financial, Revenue and Performance Management in Tourism** 16 chapters · 120 classes **100 marks**

- **1 Tour Costing and Pricing Fundamentals** — 6 classes
  - 1.1 Fixed and Variable Tour Costs
  - 1.2 Building a Detailed Cost Sheet
  - 1.3 Group Size and Break-Even Analysis
  - 1.4 Mark-Ups Margins and Commission
  - 1.5 Currency Exposure and Hedging Basics
  - 1.6 Taxes and Surcharges in Tour Pricing
- **2 Pricing Strategy and Revenue Management** — 6 classes
  - 2.1 Pricing Models for Tour Products
  - 2.2 Competitor and Market Pricing Analysis
  - 2.3 Seasonal Dynamic and Early-Booking Pricing
  - 2.4 Yield Management for Departures
  - 2.5 Upselling and Optional Extras Revenue
  - 2.6 Discounts Promotions and Margin Protection
- **3 Budgeting and Forecasting** — 6 classes
  - 3.1 Preparing the Annual Operations Budget
  - 3.2 Forecasting Bookings and Revenue
  - 3.3 Controlling Departmental Expenses
  - 3.4 Variance Analysis and Corrective Action
  - 3.5 Capital Investment and Cost-Benefit Decisions
  - 3.6 Reporting Financial Results to Management
- **4 Cash Flow and Payment Management** — 6 classes
  - 4.1 Customer Deposits and Balance Schedules
  - 4.2 Supplier Payments and Timing
  - 4.3 Cash Flow Planning for Seasonal Business
  - 4.4 Managing Credit and Receivables from Agents
  - 4.5 Refunds Chargebacks and Payment Disputes
  - 4.6 Safeguarding Customer Money
- **5 Financial Control and Profitability** — 6 classes
  - 5.1 Tour Profitability Reviews
  - 5.2 Post-Tour Financial Reconciliation
  - 5.3 Preventing Fraud and Leakage
  - 5.4 Internal Controls and Audit Trails
  - 5.5 Understanding Profit and Loss Statements
  - 5.6 Improving Margins Over Time
- **1 Understanding Financial Statements in the Cruise Industry** — 6 classes
  - 1.1 Explore the Structure of Financial Statements
  - 1.2 Analyze the Balance Sheet of a Cruise Line
  - 1.3 Interpret Income Statements in the Cruise Industry
  - 1.4 Evaluate Cash Flow Statements for Cruise Operations
  - 1.5 Identify Key Financial Ratios and Metrics
  - 1.6 Apply Financial Statement Insights to Decision Making
- **2 Cost Management and Budgeting for Cruise Lines** — 6 classes
  - 2.1 Understanding Cost Structures in Cruise Operations
  - 2.2 Analyzing Variable and Fixed Costs in Cruise Lines
  - 2.3 Developing a Comprehensive Cruise Line Budget
  - 2.4 Implementing Effective Cost Control Strategies
  - 2.5 Evaluating Financial Performance and Budget Variances
  - 2.6 Applying Cost Management Insights for Leadership Decisions
- **3 Revenue Streams and Profitability in Cruise Operations** — 6 classes
  - 3.1 Understanding Core Revenue Streams in Cruise Operations
  - 3.2 Analyzing Ancillary Revenue Sources and Their Impact
  - 3.3 Identifying Cost Drivers and Expense Management Strategies
  - 3.4 Calculating Profit Margins and Optimizing Profitability
  - 3.5 Evaluating Financial Performance through Key Metrics
  - 3.6 Crafting Strategies for Sustainable Revenue Growth
- **4 Financial Risk Management in Maritime Tourism** — 6 classes
  - 4.1 Understanding Maritime Risk Factors
  - 4.2 Analyzing Financial Risk in Cruise Operations
  - 4.3 Identifying Common Risks in Maritime Tourism
  - 4.4 Employing Risk Mitigation Strategies
  - 4.5 Applying Quantitative Risk Assessment Tools
  - 4.6 Implementing a Risk Management Framework
- **5 Advanced Financial Decision-Making for Cruise Executives** — 6 classes
  - 5.1 Understanding Complex Financial Statements
  - 5.2 Analyzing Profitability Metrics in Cruise Operations
  - 5.3 Evaluating Capital Investment Decisions
  - 5.4 Assessing Risk and Return in Financial Strategies
  - 5.5 Optimizing Budget Allocations for Strategic Growth
  - 5.6 Implementing Financial Controls for Sustainable Performance
- **11 Monitoring Business Performance with Key Indicators** — 10 classes
  - 11.1 Why Performance Monitoring Matters
  - 11.2 Choosing Key Performance Indicators
  - 11.3 Sales, Margin and Conversion Measures
  - 11.4 Customer Satisfaction and Repeat Rates
  - 11.5 Staff Productivity Measures
  - 11.6 Setting Targets and Benchmarks
  - 11.7 Building a Simple Dashboard
  - 11.8 Spotting Warning Signs Early
  - 11.9 Reporting Results to Owners
  - 11.10 Practical Task Producing a Monthly Performance Pack
- **12 Management Accounts and Reading Profit and Loss** — 10 classes
  - 12.1 Purpose of Management Accounts
  - 12.2 Income and Direct Cost Categories
  - 12.3 Overhead and Fixed Cost Recording
  - 12.4 Reading a Profit and Loss Statement
  - 12.5 Reading a Simple Balance Sheet
  - 12.6 Gross and Net Margin Calculations
  - 12.7 Comparing Actual to Budget
  - 12.8 Explaining Variances
  - 12.9 Month-End Closing Routine
  - 12.10 Practical Task Interpreting a Travel Agency Account
- **13 Managing Resources and Cost Efficiency** — 10 classes
  - 13.1 Types of Business Resources
  - 13.2 Staffing Levels and Rosters
  - 13.3 Office, Equipment and Technology Costs
  - 13.4 Supplier Spend Review
  - 13.5 Reducing Waste and Duplication
  - 13.6 Process Mapping to Save Time
  - 13.7 Sustainable Use of Resources
  - 13.8 Monitoring Resource Use Regularly
  - 13.9 Approving and Authorising Spend
  - 13.10 Practical Task Finding Five Cost Savings
- **14 GST, Taxes and Statutory Compliance for Travel Businesses** — 10 classes
  - 14.1 Indian Taxes Affecting Travel Businesses
  - 14.2 GST on Tour Packages and Air Tickets
  - 14.3 Place of Supply and Invoicing Basics
  - 14.4 Tax Collected at Source on Overseas Packages
  - 14.5 Input Credit and Record Keeping
  - 14.6 Filing Dates and Penalties
  - 14.7 Registration and Licence Renewals
  - 14.8 Working with Accountants and Auditors
  - 14.9 Avoiding Compliance Errors
  - 14.10 Practical Task Preparing a Compliant Invoice Set
- **15 Foreign Exchange Exposure and Supplier Payments** — 10 classes
  - 15.1 Currency Risk in Travel Costing
  - 15.2 Quoting in Rupees and Foreign Currency
  - 15.3 Rate Locks and Forward Cover
  - 15.4 Paying Overseas Suppliers Legally
  - 15.5 Remittance Rules and Documentation

**LAPT** — 85 Great Portland Street, W1W 7LT, London, United Kingdom
info@lapt.org • +44 7513 283044 • lapt.org

UKPRN 10067351 • Company 4984798
Curriculum current at the date of issue.