

21世纪

高等院校旅游管理

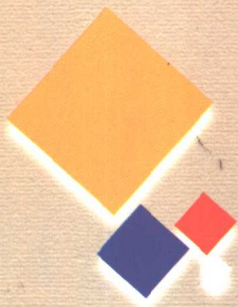
T-MBA

系列教材

Management of  
**Travel**  
Agency

**旅行社管理**

何忠诚 著 / 广东旅游出版社



# 旅行社管理

何忠诚 著 · 广东旅游出版社



系列教材

图书在版编目 (CIP) 数据

旅行社管理/何忠诚著. —广州: 广东旅游出版社, 2002.3  
ISBN 7 - 80653 - 275 - 7

I. 旅... II. 何... III. 旅行社 - 企业管理  
IV. F590.63

中国版本图书馆 CIP 数据核字 (2002) 第 002306 号

广东旅游出版社出版发行

(广州市中山一路 30 号之一 邮编: 510600)

广东省韶关粤北印刷厂印刷

(广东省韶关五里亭)

广东旅游出版社图书网

[www.travel-publishing.com](http://www.travel-publishing.com)

广东旅游网

[www.gdtravel.com](http://www.gdtravel.com)

850×1168 毫米 32 开 10.5 印张 230 千字

2002 年 3 月第 1 版 2002 年 3 月第 1 次印刷

印数: 1~7000 册

定价: 18.00 元

## 前 言

旅行社是旅游业三大支柱之一，是旅游活动的组织者，在我国旅游业中处于“龙头”地位。近年来，随着我国旅游事业的迅猛发展，旅行社业无论数量还是规模都不断扩大，市场竞争日益激烈。我国已正式加入 WTO，从事旅行社经营管理者、从业人员以及在旅游院校专业学习的学生，都迫切需要用旅行社经营管理的理论和操作方法以应对挑战。

为此，本人根据多年教学工作积累的资料，并参阅了大量的国内外专家、学者的观点和著作，博采众家之长，力求把最新的研究成果和先进的旅行社经营管理理论介绍给读者。

本书共分十章。在每一章的后面都附有“案例”和“复习与思考”，希望通过案例使读者对内容的理解更深刻，突出其实用性及实践性，并引起读者的思考。

本书在编写过程中，得到了出版社和编委会有关专家的热情帮助和指导，在此表示衷心的感谢。辽宁师范大学旅游管理学院院长杨英杰教授，以及张汉伟、刘洋、宋书楠、王艳等都给予大力支持和积极的帮助，在此一并表示感谢。另外，特别需要指出的是，本书参考和借鉴了许多专家、学者的观点和著作，在此向这些作者（见书后参考书目）表示敬意和衷心的感谢。

由于水平有限，时间匆促，书中疏漏和不当之处，敬请广大读者指正。

作者

2002年1月于大连

## PREFACE

Travel agency, the organizer of tourism industry, one of the three fundamental tourism sectors and has the first—class status in China tourism industry. With the development of tourism industry, the travel agencies in China are souring, accumulating in number and competing roughly in the market. Since China's entry into WTO, the operating manager, employees in travel agencies and students in Institute of Tourism have been in urgent need for the theory and practice of management of travel agency's operation in order to cope with the coming challenges.

Therefore, with the accumulated practices in many years' teaching and reference to a lot of experts and scholars views and works in the domestic and foreign, I strive to introduce the latest research achievements and advanced operating theory for travel agency to readers.

The book has 10 chapters. Every chapter has "Analysis" and "reviewing and understanding". It is the author's hope that through practices the readers can grasp the theory and provoke the reader's thinking.

In the course of writing, help and advice were freely given by a number of concerned experts of press and writing group. I wish, therefore, to express my special gratefulness to all these colleagues. I also thank for attention and handfull support from Mr Yang Yingjie, the master and professor of Institute of Tourism Management in Liaoning

Teacher's University, Mr Zhang Hanwei, Ms Liu Yang, Ms Song Shunang, Ms Wang Yan. Particularly, a certain number of views and works of experts and scholars were used for references. Finally deep credit and heartfelt gratitude to all of them.

Author

Dalian

January. 2002

# 目 录

前言 .....	( 1 )
<b>第一章 旅行社概述 .....</b>	<b>( 1 )</b>
第一节 旅行社的产生和发展 .....	( 4 )
第二节 旅行社的性质与职能 .....	( 11 )
第三节 旅行社的业务与分类 .....	( 13 )
第四节 旅行社在现代旅游业中的地位与作用 .....	( 18 )
<b>第二章 旅行社的组织管理 .....</b>	<b>( 23 )</b>
第一节 旅行社的行业特点及影响旅行社设立的因素 .....	( 26 )
第二节 旅行社设立的基本程序 .....	( 32 )
第三节 旅行社组织设计和组织管理 .....	( 38 )
第四节 旅行社的行业组织 .....	( 47 )
<b>第三章 旅行社的产品开发 .....</b>	<b>( 60 )</b>
第一节 旅行社产品的特征和形式 .....	( 63 )
第二节 旅行社产品设计开发的原则 .....	( 70 )
第三节 旅行社产品开发的程序 .....	( 75 )

第四节	我国旅行社的产品开发 .....	(81)
<b>第四章</b>	<b>旅行社的采购管理 .....</b>	<b>(91)</b>
第一节	旅行社旅游服务采购的内涵和任务 .....	(94)
第二节	旅行社协作网络与旅游服务的采购策略 .....	(97)
第三节	旅行社旅游服务采购的管理 .....	(107)
第四节	旅行社的票务管理 .....	(110)
<b>第五章</b>	<b>旅行社的销售管理 .....</b>	<b>(121)</b>
第一节	旅行社目标市场的管理 .....	(124)
第二节	旅行社销售渠道的管理 .....	(132)
第三节	旅行社产品销售的管理 .....	(141)
第四节	旅行社的促销管理 .....	(149)
<b>第六章</b>	<b>旅行社的接待管理 .....</b>	<b>(163)</b>
第一节	旅行社的接待及其重要性 .....	(166)
第二节	旅行社接待人员的管理 .....	(170)
第三节	旅行社接待业务的管理 .....	(185)
第四节	旅行社行李业务的管理 .....	(201)



<b>第七章</b>	<b>旅行社的人力资源管理</b> .....	(210)
第一节	旅行社人力资源管理概述 .....	(213)
第二节	旅行社劳动定额与定员管理 .....	(216)
第三节	旅行社员工招聘、培训与考核 .....	(221)
第四节	旅行社的企业文化 .....	(232)
<b>第八章</b>	<b>旅行社的财务管理</b> .....	(243)
第一节	旅行社财务管理的内容和目标 .....	(246)
第二节	旅行社的资金管理 .....	(248)
第三节	旅行社的营业收入与成本管理 .....	(250)
第四节	旅行社会计核算 .....	(254)
第五节	旅行社结算业务的管理 .....	(258)
<b>第九章</b>	<b>旅行社的质量管理</b> .....	(263)
第一节	旅行社质量及其标准 .....	(266)
第二节	旅行社的质量管理 .....	(269)
第三节	ISO9000 与旅行社的质量管理 .....	(277)
第四节	旅行社的售后服务及投诉与事故处理 .....	(281)

<b>第十章 旅行社市场的开放</b> .....	(297)
第一节 我国旅行社市场的开放.....	(299)
第二节 市场开放对我国旅行社业的影响.....	(304)
<b>参考网站</b> .....	(314)
<b>总参考书目</b> .....	(316)

# CONTENTS

## **Preface**

### **Chapter I Brief Introduction**

#### Section One Origin and Development of Travel Agency

1. Origin of Travel Agency
2. Development of Travel Agency

#### Section Two Character and Functions of Travel Agency

1. Character of Travel Agency
2. Functions of Travel Agency

#### Section Three Business and Classification of Travel Agency

1. Basic business of Travel Agency
2. Classification of Travel Agency

#### Section Four Position and Effects of Travel Agency

1. Position of Travel Agency
2. Effects of Travel Agency

#### Case Analysis Types of Travel Agencies in Taiwan

### **Chapter II Organization Management**

#### Section One Trade Characteristics and Elements Influencing Establishment

1. Trade Characteristics
2. Elements Influencing Establishment

#### Section Two Basic Procedure of Establishment

1. Basic Procedure of Establishment

## 2. Basic Procedure of the Establishment of Joint Venture Travel Agency

### Section Three Organizing Designment and Management

1. Principle of Organizing Designment
2. Framework of Travel Agency
3. Organizing Management

### Section Four Trade Organizations of Travel Agency

1. Character and Function of the Organizations
2. International Organizations
3. China Association of Travel Agency

### Case Analysis RT's Inspiration

## **Chapter III Product Development**

### Section One Features and Forms of Tourist Product

1. Compositions and Features
2. Forms of Tourist Product

### Section Two Principles of Tourist Product Development

1. Decisive Factors of Tourist Product Development
2. Principles of Tourist Product Development

### Section Three Procedure of Tourist Product Development

1. Analysis and Conception
2. Scheme Choice
3. Production and Trial
4. Marketing
5. Inspection and Assessment

### Section Four Product Development of Chinese Travel Agency

1. Development of International Product
2. Development of Domestic Products

Case Analysis A Tour of the Great Canal in Wuxi

## **Chapter IV Purchasing Management**

### Section One Connotation and Tasks of Service Purchase

1. Connotation of Service Purchase
2. Tasks of Service Purchase

### Section Two Cooperative Network of Travel Agency and Tactics of Service Purchase

1. Establishment of Cooperative Network
2. Tactics of Service Purchase

### Section Three Purchase Management

1. Establishing Extensive Network
2. Coordinating the Guarantee of Supplies and the Reduction of Costs
3. Coordinating Centralized Purchase and Decentralized Purchase
4. Right Handling of Reservation and Cancellation
5. Strengthening the Management of Purchase Contracts
6. Establishing United Purchase Department

### Section Four Ticket Management

1. Signification and Function of Ticket Management
2. Types of Ticket Center and Conditions of Its Establishment
3. Plans of Payment and Settlement
4. Operation and Management of Ticket Center

Case Analysis The Cooperation of Travel Agency and Airline Company

## **Chapter V Sales Management**

### Section One Management of Target Market

1. Target Market of Travel Agency and Its Choice
2. Tactics of Target Market – choosing of Travel Agency
3. Conditions of Target Market – choosing

#### Section Two Sales Channel Management of Travel Agency

1. Sales Channels of Travel Agency Products
2. Tactics of Sales channel of Travel Agency
3. Choice and Management of Tourism Intermediaries

#### Section Three Sales Management of Travel Agency Products

1. Price of Travel Agency Product and Its Components
2. Decisive Factors of the Price of Travel Agency Products
3. Tactics and Methods of Pricing

#### Section Four Promotion Management of Travel Agency

1. Formulation of Promotion Tactics
2. Promotion Methods

Case Analysis Travel agency invites overseas tourism businessmen and journalists to have an investigation.

### **Chapter VI Reception Business Management**

Section One Reception Service of Travel Agency and Its Importance

1. Characters and Characteristics
2. Importance

#### Section Two Management of Receptionists

1. Guide Management
2. Rear Services Personnel Management

#### Section Three Reception Business Management

1. Reception of Groups
2. Reception of FIT

3. Sales Business

Section Four Luggage Management

1. Luggage Consignment
2. Luggage Delivery
3. Settlement of Wrong Delivery

Case Analysis The Network and FIT Business of the Spring and Autumn Travel Service

**Chapter VII Human Resources Management**

Section One Introduction

1. Signification
2. Characteristics

Section Two Labor Quota and Staff Number Fixing

1. Compositions of Staff
2. Labor Quota
3. Staff Number Fixing

Section Three Electing、 Training and Appraising of the Employees

1. Staff Selecting
2. Staff Training
3. Achievement Appraising

Section Four Enterprise Culture

1. Introduction
2. Contents
3. Basic Methods of Culture Building

Case Analysis Enterprise Culture of Rosenbluth International in America

**Chapter VIII Finance Management**

Section One Contents and Targets of Finance Management in Travel Agency

1. Introduction
2. Contents
3. Targets

Section Two Capital Management

1. Capital Compositions
2. Features of Its Compositions
3. Circulating Features of Floating Capital

Section Three Management of Takings and Operating Costs

1. Takings of Travel Agency
2. Management of Costs and Expenses

Section Four Accounting in Travel Agency

1. Accounting of Takings
2. Operating Costs Accounting in Travel Agency

Section Five Management of Accounting Business in Travel Agency

1. Transfer Accounting
2. Terms of Transfer Accounting in Banks

Case Analysis Accounting of Takings of Group Tour

**Chapter IX Quality Management**

Section One Quality in Travel Agency and Its Standards

1. Signification of Quality
2. Basic Contents of Quality Management

Section Two Quality Management in Travel Agency

1. Connotation of Quality Management in Travel Agency
2. Practice of Quality Management



3. Methods of Quality Management

Section Three ISO9000 and Quality Management of Travel Agency

1. Basic Contents of ISO9000

2. ISO9000 and Quality Management of Travel Agency

Section Four After Service and Handling with Complaints and Accidents

1. After Service in Travel Agency

2. Settlement of Complaint

3. Prevention of Travel Accident

Case Analysis Canvass Business and ISO

**Chapter X Trends of Travel Agency**

Section One Market Opening of Travel Agency in Our Country

1. General Understanding of WTO

2. Market Opening of Travel Agency in Our Country

Section Two Effects of Market Opening to Travel Agency

1. Negative Effects

2. Positive Effects

3. Response Measures

Case Analysis Trade Trends of Travel Agency in China

Name List of Reference Net

Reference Books